

The City of Longview, Washington

# 2009/2010 Budget

January 1, 2009 through December 31, 2010



## The Power of Community!

Kaptain KaBoom, Boomer, and friends built the new Altrusa Park with the help of a \$25,000 grant, financial contributions from the community, and volunteers from the neighborhood.

The City of  
**Longview**  
Washington





# 2009/2010 Budget

for the fiscal biennium January 1, 2009  
through December 31, 2010

## **CITY COUNCIL**

Kurt Anagnostou, Mayor

Andy Busack

Ken Botero

Don Jensen, Mayor Pro Tem

Mary Jane Melink

Chuck Wallace

Dennis Weber

## **CITY MANAGER**

Bob Gregory

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December 23, 2008

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

This message transmits the City's adopted 2009-2010 budget which is balanced in all funds and totals \$212,702,600.

On December 11 the council enacted not only the budget ordinance itself, but also passed resolutions setting rates for the water, sewer, storm water, and solid waste/recycling user fees necessary to support those utility portions of the budget. At the same time, the council suspended collection of the City's residential rental property license fee for the first six months of 2009, including a proposed increase in the rate for it.

Last month the council set the property tax levy for 2009, and approved increases in various development-related fees, an increase in the business license fee, and a temporary (for 2009 and 2010 only) increase in the tax on City utility services.

While the council is scheduled to revisit the issue of the rental property license fee within the next six months, the adopted budget doesn't rely on any revenue from that source. Lacking a corresponding reduction in expenditures, the loss of revenue has been made up by a reduction in the general fund ending fund balance, lowering the projected amount for it to slightly less than 10% by the end of 2010.

By now many may be tired of hearing references to a frustrating, difficult, and painful budget, but that's the situation we're forced to confront and work through for the foreseeable future. In reality, the current poor economy could extend beyond the next biennium, and it may very well get even worse during that period. Be assured that staff will be closely monitoring our fiscal position throughout the coming two years, and will provide information and recommendations to the council regularly and as necessary.

In closing, we reiterate the preliminary budget transmittal message regarding "excelling in times of fiscal distress." We remain committed to that approach.

Sincerely,

A handwritten signature in black ink that reads "Bob Gregory". The signature is written in a cursive, flowing style.

Robert Gregory  
City Manager





November 17, 2008

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

Two years ago we expressed pleasure in presenting you the recommended biennial budget for the City. For 2009-2010 we will experience some setbacks, but probably an even greater sense of gratitude for the commitment that the city council and staff have displayed in working through the difficult decisions involved in developing this two-year financial roadmap. The 2009-2010 budget presented herewith is balanced in all funds and totals \$212,702,600.

The terms “subprime mortgage mess”, “financial meltdown”, and “credit crisis” hadn’t been coined two years ago, and while there was certainly some reference to major increases in fuel prices then, the adjective “skyrocketing” hadn’t yet become a common description. But now they have, and when you hear and read about the magnitude of the budget challenges being faced by most state and local governments, both within Washington and across the country, we are grateful that Longview has established financial principles that guide us through these economic challenges.

While those principles and the specific budget actions that the council endorsed a few months ago have helped in that regard, but it is still possible that economic conditions will worsen before they improve during the next two years, so we will be diligent as always about monitoring monthly and quarterly indicators as well as our own actual revenue and spending experience. We will not hesitate to recommend adjustments if and when warranted, but to this point we have been protected in part by previous wise decisions and paying attention to our budget model principles.

The council’s 2008-12 strategic initiatives will be our principal policy for our spending priorities, and coupled with the budget model principles, we will continue to leverage our fundamental economic strengths to keep us positioned for recovery and growth opportunities.

## 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).

## Four Stages of Budget Prioritization

### 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).

## Four Stages of Budget Prioritization

### 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).

## Four Stages of Budget Prioritization

### 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).

## Overview

The recommended 2009-2010 budget is up by \$57,483,060 or 37% compared to 2007-2008. In both the operating and capital funds, our recommendations have been driven by the council's strategic initiatives. The recommended budget supports initiatives that allow significant investment in our infrastructure and the future

## Longview City Council's 2008 Strategic Initiatives

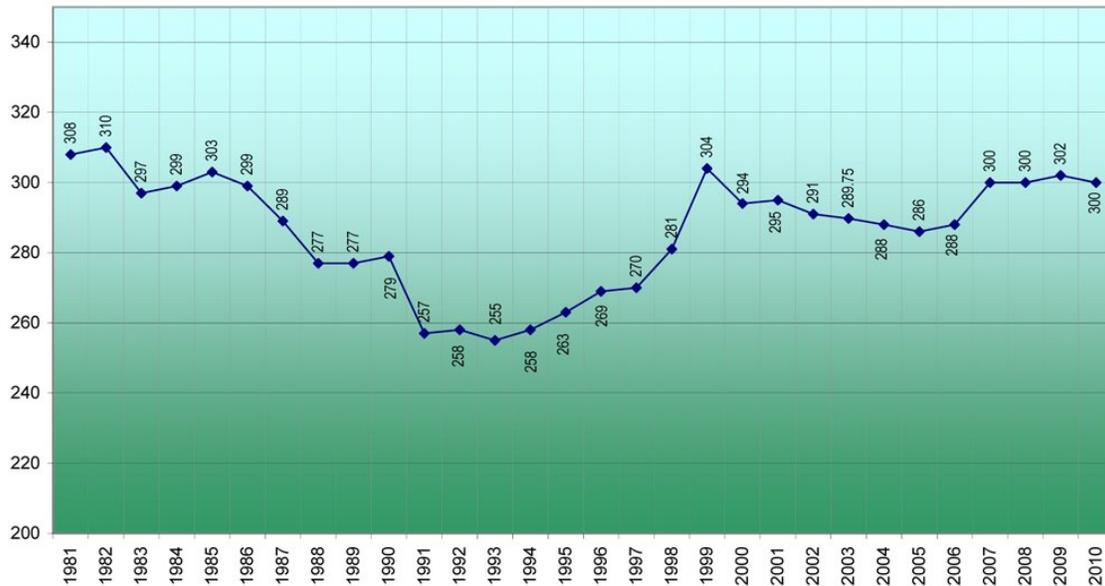
- 1) Address the crime problem
- 2) Support and proactively respond to current and future utility and infrastructure needs
- 3) Provide increased support in the Highlands area
- 4) Create a financially strong diversified economy
- 5) Create a "sustainable" positive Longview image
- 6) Continue effective financial management of the City
- 7) Support sustainable, managed growth
- 8) Maintain and improve the City's transportation system
- 9) Increase the vitality of downtown Longview
- 10) Seek opportunities for funding and support of policies that will enhance the quality of life for Longview residents
- 11) Enhance parks, recreation, and cultural activities and facilities
- 12) Encourage the reduction of the carbon footprint in the community
- 13) Facilitate the preservation of existing neighborhoods
- 14) Promote a healthy community
- 15) Promote a successful learning community

Following extensive consultation with the community, the council established priorities that are reflected in numerous individual places where competing choices were available and decisions were necessary.

The overall City staffing level is down by two FTEs in the recommended budget – 319.6 FTEs for 2009 compared to 321.6 in 2008, and the budget provides for cost-of-living salary increases in 2009 for the City’s seven employee groups.

The chart below shows the history of full-time positions since 1980:

### History of Full-Time Positions



### General Fund

The “three-legged stool” of General Fund revenues still stands – it’s just not quite as neatly balanced as it was for 2007-2008. Growth is low in both the local sales tax and the business and occupation tax, but they have still outstripped property tax revenue due to the latter’s statutory limitations. The good news for taxpayers is that the City’s property tax rate will continue to decline in 2009, from \$3.14 per \$1,000 of assessed value in 2007, to \$2.88 in 2008, to \$2.72 in 2009. That experience reflects an increase in assessed values – the City’s property tax base – including both the amounts due to economic development and the revaluation performed by the County assessor.

The tax levy conforms to the 1% annual growth limits embedded in Referendum 47 passed by the state’s voters several years ago. It should be emphasized that the 1% growth limitation of Referendum 47 is an area that has affected our ability to maintain much less increase services. As we contemplate implementation of some critical public safety needs, a levy lid lift to use some of our property tax rate capacity will be one of the tools we consider.

The projected restrained growth in revenues is outweighed by the rate of growth in such things as employee medical insurance premiums, retirement costs, intergovernmental contracts, and vehicle operations.

### History of General Fund Medical Premiums

General Fund:	2005	2006	2007	2008	2009	2010
Medical Premiums	\$2,335,608	\$2,545,706	\$2,778,663	\$3,095,610	\$3,271,580	\$3,610,431
\$ Increase		\$210,098	\$232,957	\$316,947	\$175,970	\$338,851
% Increase		9.0%	9.2%	11.4%	5.7%	10.4%

### History of General Fund Pension Costs

General Fund:	2005	2006	2007	2008	2009	2010
Pension Totals	\$366,861	\$520,620	\$740,160	\$903,350	\$1,050,671	\$1,071,320
\$ Increase		\$153,759	\$219,540	\$163,190	\$147,321	\$20,649
% Increase		41.9%	42.2%	22.1%	16.2%	2.0%

The first two categories above have been well documented, and the last one, driven by fuel prices, should be well understood, too. As far as those prices have fallen since late summer this year, they could just as easily reverse course and climb again as they did in 2007 and well into 2008. We have done our best to account for that possibility, and we will invest further in fuel conservation and cost reduction strategies in 2009-2010.

### History of General Fund Intergovernmental Contracts

General Fund:	2005	2006	2007	2008	2009	2010
Intergov't	\$1,636,487	\$1,760,967	\$2,289,344	\$2,444,732	\$2,610,383	\$2,720,025
\$ Increase		\$64,470	\$528,377	\$155,388	\$166,251	\$109,042
% Increase		3.8%	30.0%	6.8%	6.8%	4.2%

### History of General Fund Motor Pool Rent Charges

General Fund:	2005	2006	2007	2008	2009	2010
Motor Pool	\$482,812	\$504,014	\$567,653	\$623,870	\$775,370	\$834,650
\$ Increase		\$21,202	\$63,639	\$56,217	\$151,500	\$59,280
% Increase		4.4%	12.6%	9.9%	24.3%	7.6%

The growth in expenditures based on intergovernmental contracts is a direct result of changes in the local criminal justice system. As more prisoner space became available in the Cowlitz County jail two years ago, and as our police staffing increased and also showed productivity gains, the City's arrests made and citations issued have increased. That causes both municipal court (including public defense) and incarceration costs to accelerate, and they will continue to do so, reflecting the council's top initiative of reducing Longview's crime problem. Increased incarceration capacity has been a significant contributor to making progress on this initiative. We have seen a decrease in Part 1 crimes of over 39% since 2003; vehicle prowls are down 38%, burglaries are down 19%, and DUI arrests are up 17% from 2006.

Balancing the budget in light of those expenditure drivers was approached in a conscious, prioritized manner.

### 2009-10 Budget Parameters

- Selective freeze on vacant positions
- No discretionary overtime
- Discontinue building depreciation funding
- Reduce seasonal/temporary employment
- Evaluate reduction in Library hours
- Reduce Street Maintenance programs
- Evaluate non-revenue neutral Recreation programs
- Evaluate park maintenance requiring seasonal/temporary
- Hold O&M expenditures to a minimum

### 2009-10 Budget Parameters

Continued

- Restricted out-of-state travel & training
- Restricted travel & training that requires overtime spending
  - Maintain conservative revenue estimates
  - Provide for inflationary increases in expenditures
  - Provide for salary COLA's
  - Roll-up of personnel benefit costs
  - Continue actuarial funding for fire pension contributions
  - Maintain Stage 2 of Budget Model with minimum fund balance of 12%

### 2009-10 Service Reduction Process

- City Manager directed all departments to provide 2%, 4%, 6%, & 8% budget reductions and service impacts
- City Manager has evaluated department reduction proposals in consideration of Council Strategic Initiatives
- Recommended approach to balanced budget
  - 1st priority-reduction of transfers to reserves
  - 2nd Priority-full cost recovery/allocation of expenditures to appropriate fund
  - 3rd Priority-service level reductions
  - 4th Priority-new revenues

Reductions have been made in the general fund transfers to the building depreciation fund, employee benefits, and office equipment reserves. None of those actions is financially advisable in the long run, but they are survivable over the course of this biennium. They will cause us to postpone some building improvements, hold vacant positions open, and limit our ability to acquire new information technology equipment and software.

- The costs of some services and staff positions have been shifted to various enterprise (utility) funds where full cost recovery and expenditure reallocation would justify them.
- Costs and services have been reduced throughout the organization, resulting in slower community development response times; delayed street light repairs, less pavement marking repainting, and discontinued traffic counts and traffic signal preventative maintenance; five fewer hours per week of public library access (from 55 to 50) and fewer new materials acquisitions; no City-paid police overtime for selected

community events; and denial of a few outside agency funding requests for miscellaneous community-based groups.

Those cuts are regrettable at a minimum, and painful to many. On the other hand, one example of the council's focus on its strategic initiatives is that when presented with the option of eliminating a vacant lead police officer position from the budget, the idea was rejected. That position will be based at the Highlands Area Satellite Office and employ community policing techniques to prevent and reduce crime and improve living conditions broadly in the Highlands neighborhood. While the position will be financed out of the criminal justice assistance fund, those resources could be put to work in other ways, but the council chose not to do so in light of the crime reduction and Highlands support initiatives.

One creative program enhancement incorporated in the budget is the addition of three line firefighters (net of two new firefighter positions and the conversion of the fire inspector position) who would rotate among shifts where needed to reduce overtime expenses that would otherwise be incurred when employees are on vacation or sick leave. While the exact overtime cost savings remain to be seen, our projections are that they will be sufficient to offset the new position costs. Those new firefighter positions would begin to help resolve a "service gap" in our overall fire/EMS responses, but there is more to be done in that regard in follow-up to our late-summer workshop. This budget also does not do anything to advance a few other pending initiatives that will require additional resources in the general fund (and other funds) in the future: the crime reduction plan, the employee classification and compensation study, and street repair and improvement needs.

The fire service program enhancement is subject to bargaining with our IAFF 828 labor group. Preliminary discussions are favorable, but final negotiations are underway and an agreement to this approach must be met. This option must enable the City to realize the benefits anticipated; however, should we not see the overtime savings and the increased service levels, we are developing contract language that would reserve our right to revert to our present staffing levels and shift assignments.

Finally the recommended budget anticipates increases in business license fees (from \$20 to \$50 per year) and residential rental license fees (from \$1 to \$12 per unit per year), neither of which have been adjusted for many years, and a temporary tax rate increase on City utilities (from 7% to 9.5% for 2009 and 2010).

## **Enterprise Operations**

The water, sewer, sanitary/recycling, storm water, public transit, and Mint Valley golf and racquet complex funds derive most of their revenues from user fees.

Major capital projects have been recently completed, are underway, and are looming in the near future in both our water and sewer systems and at the regional wastewater treatment plant. Those projects are increasing the pressure to raise user fee rates and collect sufficient revenue to pay for the City's share of them.

For the water system, the council has approved a plan to abandon the Cowlitz River surface intake source and relocate the filter plant to the Mint Farm Industrial Park area, drawing on a deep aquifer for our supply needs. We are currently soliciting formal state approval of the necessary water rights transfer, and construction of some sentinel and test production wells is pending. Design engineers for the new membrane technology plant itself will be selected soon, with completion of that work anticipated by the end of 2009. Major construction should begin in 2010, with completion and operation by the end of 2011.

In all, the project costs will exceed \$30 million, with a portion to be paid by the plant's minority owners and water purveyors, the Cowlitz County Public Utility District and Beacon Hill Water/Sewer District. A small (in relation to the overall costs) federal earmark grant has been secured for the project, but the balance will probably have to be borne by City ratepayers. We continue to pursue other grants and low-interest loans, but revenue bonds will undoubtedly have to be issued for much of the financing, and municipal bonds are selling at historically high rates these days, largely because of those national economic problems mentioned at the beginning of this message.

Design engineering is currently underway for a project to close the West Longview sewer lagoons and divert the flow now going to that facility to the regional treatment plant. The lagoons have reached their capacity, and a state permit to expand and continue operating them cannot be obtained. The new collection lines and pump stations necessary for this project may also approach the \$30 million level and, because of the nonexistence of grant programs, that will almost certainly all have to be borne by City ratepayers. The only question is how much will be paid initially by low-interest loans and how much will have to be obtained from the higher-interest revenue bonds.

At the regional plant, where Longview's flow is already over half of the total, meaning our ratepayers ultimately pay over half of the costs, a biosolids handling facility was constructed during the past two years, and replacement of one of the secondary clarifiers will begin soon.

Because of the recent and pending impacts on rates of these major capital projects, there are no new operating programs or program enhancements included in the water and sewer funds for 2009-2010. We are trying to be as sensitive as possible to the rate increases called for as a result of capital spending alone.

The storm water utility is preparing for the impacts of operating under a new NPDES permit for that system, a federal mandate being administered by the state.

The sanitary/recycling fund has absorbed the costs of a more comprehensive and aggressive code compliance (nuisance abatement) program, and the results are impressive. The neighborhood cleanup days conducted in conjunction with that program, which so far were focused on the Highlands neighborhood, have also been well received. A "carts for tubs" program was also initiated in the Highlands neighborhood during the past year providing individual 90-gallon containers to households for solid waste collection in lieu of the 300-gallon shared tubs left in alleys, and it, too, has helped to cut down on illegal dumping and improved the appearance of the area. We can expect to consider expanding the "carts for tubs" approach to other neighborhoods

of Longview during 2009-2010 with the same objectives in mind, including reducing the recycling contamination rate which tracks how much garbage is placed in the recycling containers.

We have a great opportunity to enhance our public transit service, and the public transit fund will see significant changes during 2009-2010 as a result of this month’s voter-approved increase in the local sales tax dedicated to the area’s transit system, from 0.1% to 0.3%. With that increase in revenue, CUBS will be adding bus routes and increasing hours of service to the community. An extensive public outreach program is currently underway with our citizens and local employers to determine how we can optimize the routes to get people to their destinations, whether it is to work, shopping, or recreation.

Comparatively speaking, the other enterprise funds are less “interesting” for 2009-2010, but their operations do at least stand on their own – no small feat for the municipal golf and racquet facilities compared to the situation just a few years ago – but they don’t generate sufficient revenues based on projected user fees to pay for desirable capital improvements to their facilities.

### Capital Spending

Capital improvements are budgeted primarily in the City’s capital projects fund and some of the above-mentioned enterprise funds. As the local economy has slowed, as property values have plateaued and sales have declined, the real estate excise tax revenue that supports the capital projects fund has also declined. The recommended budget includes the following projects for 2009-2010.

2009 Capital Projects Fund	
Capital Projects Fund Projected Cash Balance 12/31/08	\$691,000
New REET Revenue 2009	250,000*
Motor Vehicle Fuel Tax (Paths/Trails Portion)	3,000
Interest Earnings	10,000
2009 CDBG Allocation	180,000
2009 Projects	
Annual City–Property Owner Shared Sidewalk Replacement Program	\$10,000
Annual City Responsibility Sidewalk Replacement Program	75,000
Fire Station 81 Generator Replacement (to complete project approved for 2007-08)	168,000
Server Room Centralized UPS (to complete project approved for 2007-08)	76,000

\*Does not include revenue from pending MFE plant sale

2009 Projects, continued	
Police Station HVAC	\$37,000
Street Trees	30,000
Annual Neighborhood Park Grant Program	25,000
Archie Anderson Park Basketball Court Resurfacing (CDBG Eligible)	70,000
John Null Park Playground Replacement	41,000
City Hall Flashing Replacement	13,000
Industrial Way Trail, Phase I, Oregon Way to 26 <sup>th</sup> Ave. (CDBG Eligible)	250,000
R.A. Long Park Plaza Renovation (needs scoping)	100,000
Lake Sacajawea Trail Maintenance	3,000
Balance 12/31/09	\$236,000

Some of them represent improvements to City buildings (such as replacement of the generator at the main fire stations, an uninterruptible power supply for the central computer server room in city hall, and remodeling of the small office buildings adjacent to city hall), and others represent repairs and upgrades to other infrastructure (such as replacing potentially hazardous sidewalks and parks facilities). A few in particular stand out.

## 2010 Capital Projects Fund

Balance 12/31/09	\$236,000
New REET Revenue 2009	250,000
Motor Vehicle Fuel Tax (Paths/Trails Portion)	3,000
Interest Earnings	5,000
Transfer from Building Replacement Fund	150,000

### 2010 Projects

Annual City-Property Owner Shared Sidewalk Replacement Program	\$10,000
Annual City Responsibility Sidewalk Replacement Program	75,000
Street Trees	30,000
Annual Neighborhood Park Grant Program	25,000
Community Development Offices Remodel	27,000
Library Security Camera System Replacement	11,000
Vandercook Park Restroom Replacement	50,000
AMR Buildings Remodel	376,000
Lake Sacajawea Trail Maintenance	3,000
Balance 12/31/10	\$37,000

- The annual street tree planting and replacement appropriation is increasing from \$20,000 to \$30,000 in an effort to reverse the removal/planting numbers experienced to date this decade, not an appropriate trend for a long-time Tree City USA designated jurisdiction like Longview, and to support the council's initiative of reducing the community's carbon footprint.
- Constructing the first phase of the Industrial Way Trail represents the beginning of a significant project in the Highlands area. The \$250,000 appropriation provides for putting in place an off-street bicycle and pedestrian path, dirt, and rock from Oregon Way to 26<sup>th</sup> Avenue at this time, but it could be extended, asphalted, and landscaped (including lighted) in the future.
- A \$100,000 appropriation is included to initiate the renovation of R.A. Long Park in the midst of Longview's Historic Civic Center. Numerous changes could be made, beginning with repairs and improving access to the plaza area, and we plan to undertake a significant community discussion about the possibilities. One goal might be to make the park more conducive and attractive for holding special community events.

The arterial street fund, financed largely by state-shared gas tax revenues and other state and federal grant programs, continues to show a strong orientation toward projects that are intended to improve traffic safety and traffic flow – improvements at various major intersections and traffic signal synchronization along heavily traveled corridors. In 2009-2010, capital improvements to all of the signalized intersections along Ocean Beach Highway and Tennant Way will be finished and the synchronization of these corridors will be complete. This will result in all four of our major arterial corridors (Washington Way and 15<sup>th</sup> Ave) being synchronized. The actual configuration of those proposed changes is always of interest to many people, and the options that will be presented for the Civic Center Circle will probably generate the greatest amount of discussion.

The equipment rental reserve fund doesn't typically include capital projects (it serves primarily to pay for the replacement of vehicles), but for 2009-2010 it includes a couple of "green" improvements; one is to clean the fuel tank at the City's central shop, allowing for the

introduction of biodiesel or other “clean” alternative fuels, and the other is to replace the heating system in the shop with a burner that will run on waste oil from our vehicle maintenance work instead of disposing of it with no use by the City. Both of those projects need to be undertaken, and it just makes sense to do so in an environmentally responsible way.

## **Economic Development**

Some people would say that the Mint Farm Industrial Park has “underperformed” during the past two years. It was exciting in 2006 when Woodinville Lumber and Northwest Renewable announced their plans to develop truss (and other residential components) and ethanol manufacturing facilities at the Mint Farm. While Lyman (doing business locally as Tri-County Truss) did complete and operate the first phase of their intended full site before ceasing operations a few months ago, Northwest Renewable has done little more than site preparation work so far.

The lack of progress of these developments is the unfortunate victim of a difficult economy. In the case of Woodinville Lumber, the timing of the regional new housing slowdown and the national/international credit crash was fatal in their start-up and business plan. Their major client, Quadrant Homes has abandoned the Portland/Clark County market and their business was critical to the viability of Woodinville’s business in the start-up in this region. Northwest Renewable continues to pursue development of their project, but the international financing market and the trends in corn-based ethanol continues to provide challenges. NWR is looking at the potential for cellulosic ethanol and is modifying their design and air permits to provide this long-term flexibility. In short, the timing was wrong for both of these projects.

On a positive note, the timing has been right for the completion and commercial operation of the Mint Farm Energy natural gas-fired power generation plant. The plant is operating and its viability in the Northwest power supply is being realized by the recent announcement that the project will be purchased by a Northwest power company. The transaction will result in a significant increase in the final assessed value and provide a much needed increase in our assessed valuation and property tax base.

The point is that there will always be economic cycles when the City and the community, as partners in the development of an industrial park, have our spirits both lifted and lowered. More importantly, however, keeping our eyes on the long-term horizon, the past two years have been enormously productive and successful in completing roads, utilities, wetland mitigation, and other infrastructure that make the Mint Farm so attractive as a ready-to-build site when the time is right for other developers. Amazingly, that infrastructure, thanks to state and county grants, Weyerhaeuser Real Estate Development Co., and property owner participation, has been built at no direct cost to the City or its taxpayers. And it is still true that even now several companies have us on their radar screens for bringing new job-generating facilities to Longview. We remain viable and are in many ways even more competitive for investment today than we were two years ago.

Downtown redevelopment has also seen some highs and lows during the past two years, but the community’s interest in maintaining its historic central business district keeps it vital and marked

with positive opportunity. The Downtowners' Saturday Market, kicked off with great fanfare and participation in the spring of 2007, had declined substantially by the end of the 2008 season. Retail and professional office occupancies are probably down from what they were at the beginning of this biennium. But the new energy and ideas of several newly involved downtown business owners sustains our hope for a revitalized commercial core.

Near the end of 2008, the most exciting near-term project in the downtown commerce district is undoubtedly the \$12.6 million renovation of the Columbia Theatre. With the availability of state-designated public financial district support and other public and private foundation grants, a bid has been accepted to undertake the thorough renovation so long desired for that City-owned facility. Upon completion by early 2010, the Theatre promises to be an anchor for other redevelopment at the north end of the downtown district. In this case, economic development is mixing with the arts and tourism to create an even more attractive regional draw to downtown Longview.

As for specific City financial involvement, besides completing the last of the infrastructure construction at the Mint Farm, the economic development fund (formerly the HUD fund), provides for an "uptown" action plan for the central business district, a program to carry out day-to-day marketing and recruitment services for the Mint Farm and other industrial and commercial sites in Longview, a brand development and marketing plan, a façade improvement program for buildings in the downtown area, initial planning and design for gateway improvements at a few select entries to Longview, and support for a strategic plan to guide further development of the original Cowlitz County public facilities district (the conference and exposition center/fairgrounds area).

### **Excelling in Times of Fiscal Distress**

This is the title of a column published last month by [Governing.com](http://Governing.com) and written by Robert O'Neill, executive director of ICMA, the International City/County Management Association. In it he listed six characteristics that distinguish successful government organizations from the rest of the pack. His theory is that well-run organizations not only survive economic downturns, but also create the momentum required to excel in the long run. They are:

- Establishing an early-warning system to discern environmental trends and factors that call for changes in strategy and timing.
- Reacting quickly to those trends and factors.
- Implementing a "migration" plan with multiple strategies to weather the inevitable storms that occur from time to time.
- Understanding and applying community values and making choices based on priorities.
- Evaluating whether programs are working satisfactorily or not.
- Never being satisfied with the current level of performance (with the status quo).

Does the City of Longview exhibit those characteristics? On the whole, as demonstrated by the preparation and decisions that have been involved in preparing this budget, we believe we do – but, to reiterate the last point, that doesn't satisfy us.

O'Neill finished his column by saying, "There are no miracle cures for addressing the ills of our fiscally challenged governments. . . . Demonstrating leadership (by both appointed and elected officials) . . . can move a government organization from life support to a state of good health, and a community to a new plateau when the recovery happens."

## Closing

Budget preparation is never easy. The details are always time-consuming, and the decisions are often frustrating at the very least – in this case, often 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 that are entrusted to us.

A budget is a plan, the direction and authority to use financial resources, in this case for the next two years. We will use those resources wisely in taking that direction, and we also pledge to bring you more information and recommendations if and when we can improve upon that plan during the next two years.

Respectfully submitted,



Bob Gregory  
City Manager



Dave Campbell  
Assistant City Manager



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 2009/2010, 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 (yellow tabs). The General Fund section includes information about the various City departments (orange 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 2-14:

- ◆ 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>
Kurt Anagnostou - Mayor .....	January 2012
Ken Botero .....	January 2012
Andy Busack .....	January 2010
Don Jensen - Mayor Pro Tem .....	January 2012
Mary Jane Melink .....	January 2010
Chuck Wallace .....	January 2012
Dennis Weber .....	January 2010

### District Court Judges

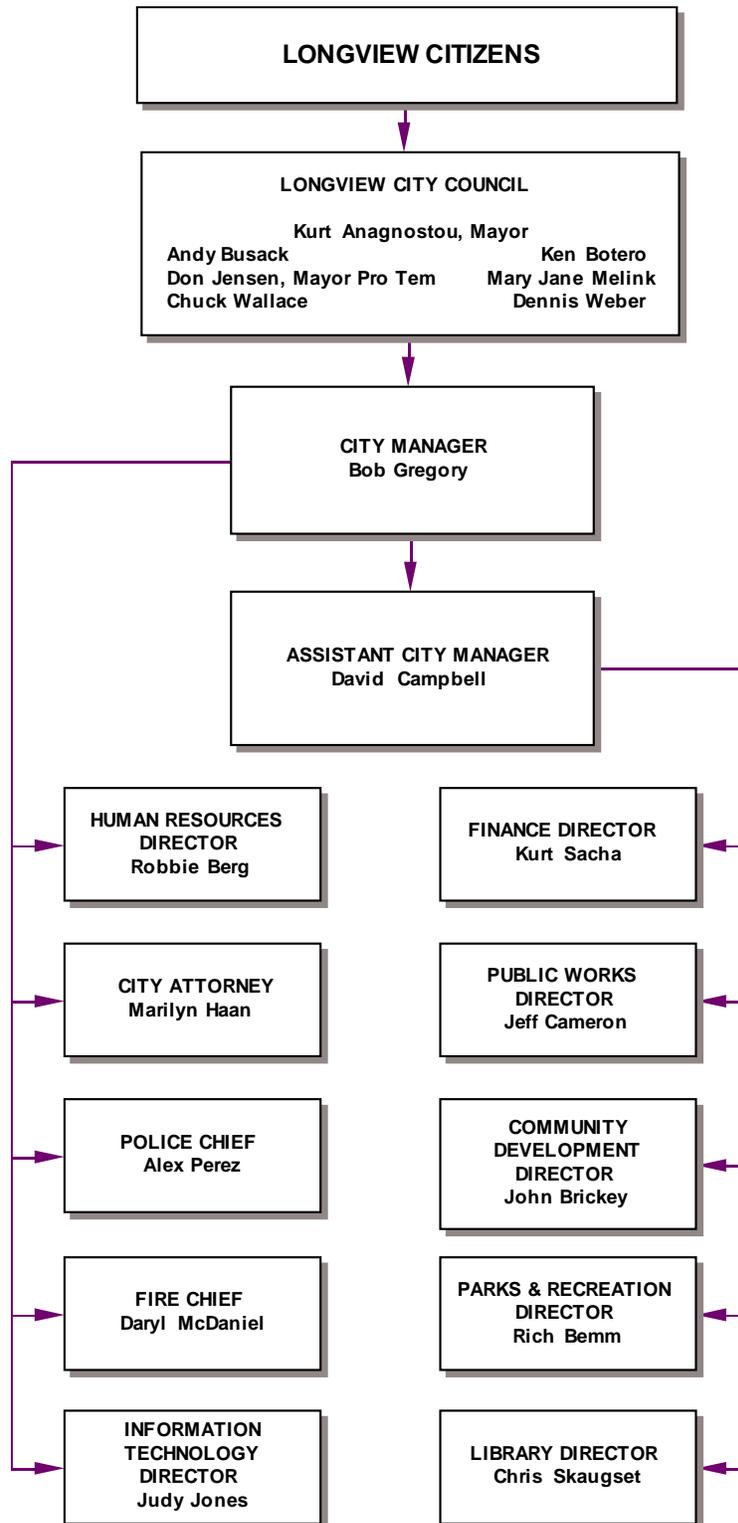
David Koss, Position 1 .....	January 2010
Edward Putka, Position 2 .....	January 2010
Michael Evans, Position 3 .....	January 2010

## Appointed Officials

City Manager .....	Bob Gregory, P.E.
Assistant City Manager .....	David Campbell
City Attorney .....	Marilyn Haan
Community Development Director .....	John Brickey
Finance Director .....	Kurt Sacha
Fire Chief .....	Daryl McDaniel
Human Resources Director .....	Robbie Berg
Information Technology Director .....	Judy Jones
Library Director .....	Chris Skaugset
Parks and Recreation Director .....	Richard Bemm
Police Chief .....	Alex Perez
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, sanitary services and city administration.

- ◆ The City of Longview and Cowlitz Public Utility District No. 1 (PUD) jointly own and operate the regional water treatment facility. This facility provides potable drinking water to the residents of the city and to the PUD.
- ◆ The City also operates a municipal golf course and a tennis/racquetball facility for the public.
- ◆ Wastewater treatment is supplied to a majority of the city's residents by a regional sewage treatment plant operated under an interlocal agreement involving the cities of Longview and Kelso, the Beacon Hill Sewer District, and Cowlitz County.

### Regional Services

The City of Longview is a member of the following regional service providers: The Cowlitz Transit Authority, Kelso-Longview Airport Authority, Southwest Washington Clean Air Agency, Cowlitz Technical Services Agency, Three Rivers Regional Wastewater Authority, and the Regional Water 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 35,570, 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.

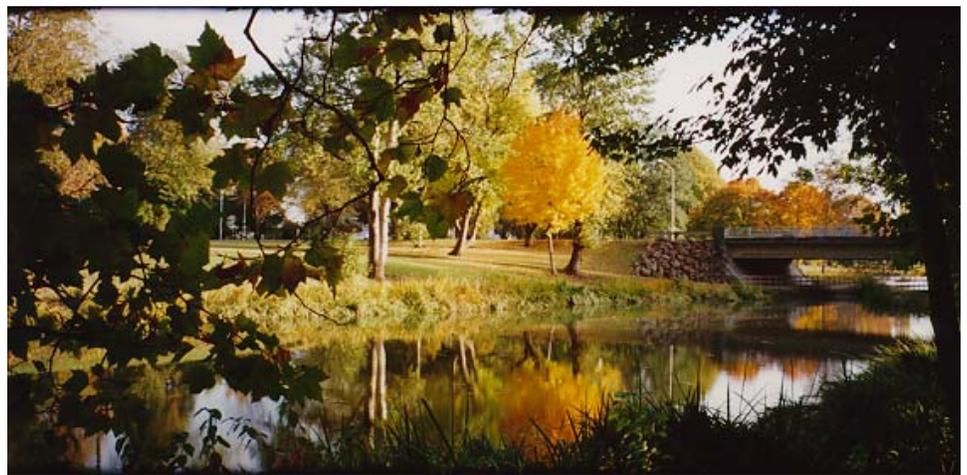
Ideally situated between Seattle and Portland, Longview offers residents a comfortable small-city lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of big-city amenities.

## Reader's Guide to the Budget

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:** No less than once per year, usually in the fall.

**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 5 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:** City Manager appoints.

**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.

## Reader's Guide to the Budget

### Disability Board

**APPOINTED BY:** Two Council representatives are appointed by the Mayor. 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 as well as applications for disability retirement together with documentation of disability. Confirms disability with Board physician, places members on disability leave, grants disability retirement, and so advises the State Retirement System and the City's appropriate departments.

### 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 first Monday of the month.

**DUTIES:** Serves as the primary group to recommend steps to implement the strategies and accomplish the goals described in the Longview Downtown Plan. Encourages, conducts, sponsors, or co-sponsors, for the benefit of the city, public programs to further the economic vitality of the Downtown Commerce District area of the city.

### Downtown Parking Advisory Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Appointments are for three years with staggered terms.

**MEETINGS:** Second Monday of the month at 4 p.m. in the Small Conference Room of City Hall.

**DUTIES:** Advisory committee created by the Longview City Council to investigate, study, and make recommendations relative to the need for, use, and limitations of use of off-street and on-street parking facilities serving the commercial and residential areas bounded by 15th Avenue, 11th Avenue, Florida Street, and Vandercook Way, or as amended by request of the City Manager or by vote of the committee. Meets regularly to conduct its activities, and reviews requests for changes in parking regulations and limitations making recommendations to the City Manager.

### Golf Course Advisory Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Two one-year terms and three three-year terms.

**MEETINGS:** Four meetings are held per year at the Recreation Building (2920 Douglas Street).

**DUTIES:** Performs studies and makes recommendations through the Parks and Recreation Director to the City Manager and Council regarding concerns of long-range planning, improvement, and operation of the Mint Valley Golf Course. (Per Resolution No. 1336) As liaison between the golfing public and the department, including the golf maintenance staff, provides feedback regarding department needs and operations.

### 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:** City Manager.

**LENGTH OF TERM:** Five consecutive years. No appointment shall exceed two full consecutive terms (RCW 27.12.025).

**MEETINGS:** First Monday of each month 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.

## Lodging Tax Advisory Committee

**APPOINTED BY:** City Council

**LENGTH OF TERM:** One year.

**MEETINGS:** Prior to Longview City Council's budget meeting.

**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 noon at 1207 Commerce 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.

## Parks and Recreation Board

**APPOINTED BY:** City Council.

**LENGTH OF TERM:** Three years.

**MEETINGS:** Third Wednesday of each month at 7 p.m. at the Recreation Building (2920 Douglas Street).

**DUTIES:** Performs studies and makes recommendations regarding Longview’s parks and recreation facilities 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 and policies.

## Reader's Guide to the Budget

### Planning Commission

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Four 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.

### Sister City Commission

**APPOINTED BY:** City Council.

**LENGTH OF TERM:** Three years.

**MEETINGS:** To be determined.

**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 provide 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:** Second Wednesday of the month at 4 p.m. in the Planning & Building Conference Room at Longview City Hall.

**DUTIES:** The committee shall serve as the primary group to recommend implementation of the prioritized strategies and goals that are described in Special Condition #5 of the Phase II Municipal Stormwater Permit.

### Visual Arts Commission

**APPOINTED BY:** City Manager

**LENGTH OF TERM:** Three-year terms.

**MEETINGS:** Minimum of quarterly meetings, exact date/time /location to be determined by Arts Commission members and by-laws.

**RESPONSIBILITIES:** All members of the commission have a demonstrated knowledge, interest or expertise in the area of visual arts including artists, sculptors, photographers, collectors, dealers, or teachers of art. Each member of the commission is a resident of the city, or the owner or manager of a licensed business within the city, or possesses a demonstrated interest and/or expertise in the field of visual arts. The commission advises the City Council in connection with the visual artistic development of the Longview area.

# 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 15 specific initiatives to achieve over the next three to five years. Council's 2007-2012 goals are aligned with the key elements of *Longview 2023: Our Preferred Future* on the next several pages.



# Reader's Guide to the Budget



## Community Character & Spirit

*Longview will be a city with a spirit of volunteerism and unity. We will have a reputation as a great place to live, raise children and a great community in which to retire. Our community will be characterized by a quality environment and preparedness for the future. It will be a truly healthy community, with excellent services, reduced crime, and a sense of unity, pride, and celebration.*

Initiative	Strategy for accomplishing
✓ Provide increased support in the Highlands area	<ul style="list-style-type: none"> <li>• Improve appearance and quality of life in the Highlands area</li> </ul>
✓ Create a “sustainable” positive Longview image	<ul style="list-style-type: none"> <li>• Partner with community to develop and validate a positive Longview image</li> <li>• City staff and Council will be “positive” community ambassadors (walk the talk)</li> <li>• Identify a brand and image for the city</li> <li>• Beautify the City’s infrastructure (entryways, streetscapes, way-finding signs, etc.)</li> </ul>
✓ Promote a healthy community	<ul style="list-style-type: none"> <li>• Provide a responsive Employee Wellness Program</li> <li>• Actively participate in Pathways 2020 initiatives</li> </ul>



## Physical Environment & Structure

*Longview will continue to be an attractive, carefully planned, and well-maintained city. It will feature green, tree-lined streets, parks, bike paths, and river access. There will be quality, affordable housing.*

Initiative	Strategy for accomplishing
✓ Address the crime problem	<ul style="list-style-type: none"> <li>• Longview crime rate less than or equal to per capita state benchmark</li> <li>• Develop, validate, and nurture a community feeling of safety</li> </ul>
✓ Support and proactively respond to current and future utility and infrastructure needs	<ul style="list-style-type: none"> <li>• Improve the water supply system</li> <li>• Improve the wastewater collection and treatment system</li> <li>• Develop a storm water management system</li> <li>• Provide and upgrade City buildings to support services into the future</li> </ul>
✓ Support sustainable, managed growth	<ul style="list-style-type: none"> <li>• Expand city limits and adjust planning area and utility service area boundaries in a logical manner</li> <li>• Review and update the City's annexation policy</li> </ul>
✓ Maintain and improve the City’s transportation system	<ul style="list-style-type: none"> <li>• Improve conditions for vehicle, transit, bicycle, and pedestrian mobility</li> <li>• Improve traffic and freight mobility along SR 432 corridor</li> <li>• Pavement restoration, repair, and improvements</li> </ul>
✓ Encourage the reduction of the “carborn footprint” in the community	<ul style="list-style-type: none"> <li>• Implement environmentally friendly and sustainable infrastructure construction and maintenance practices</li> <li>• Improve community solid waste reduction and recycling programs</li> </ul>
✓ Facilitate the preservation of existing neighborhoods	<ul style="list-style-type: none"> <li>• Mitigate the impacts of growth on the City’s infrastructure</li> </ul>



## Vital Economy

*Longview in 2023 will be a vibrant regional economic center. Support for traditional industries and health care services, a strengthened port, and flourishing new industries will result from an environment that welcomes business. Tourism, improved productivity, and paperless business transactions through the use of applied technology reflect change and growth. A vital downtown that is safe, inviting, and historic will complement the entire region.*

### Initiative

### Strategy for accomplishing

✓ Create a financially strong diversified economy

- Actively partner and collaborate with Weyerhaeuser Real Estate Development Co., Cowlitz Economic Development Council, and Washington State Department of Community, Trade & Economic Development for marketing of the Mint Farm Industrial Park (MFIP)
- Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at MFIP
- Complete infrastructure development of MFIP
- Expand City’s scope of economic development activities to all community assets including but not limited to MFIP and other commercial/ industrial development opportunities

✓ Continue effective financial management of the City

- Our budget will support our initiatives
- Use performance management for decision-making

✓ Increase the vitality of downtown Longview

- Make downtown active, attractive, economically strong, and safe



## Educational & Cultural Opportunities

*A wide variety of arts will be available in Longview. An increased appreciation of other cultures and a successful learning community will develop. Progressive cooperation will exist among governments, schools, a local four-year college, and businesses.*

### Initiative

### Strategy for accomplishing

✓ Enhance parks, recreation, and cultural activities and facilities

- Enhance parks and green space
- Create access to recreation facilities that are currently not available or are insufficient in the community
- Enhance cultural opportunities for the performing arts
- Develop long-term strategy for Japanese sister city relationship

✓ Promote a successful learning community

- Expand opportunities for continuing education beyond K-12
- Expand opportunities for life-long learning and adult literacy (Project Read)
- Increase our multi-lingual and multi-cultural communication skills

# Reader's Guide to the Budget



## Regional Cooperation

*Longview will participate in regional planning for growth, transportation, utilities, communications, public safety, and meeting youth and family needs.*

### Initiative

✓ Seek opportunities for funding and support of policies that will enhance the quality of life for Longview residents

### Strategy for accomplishing

- Continue active federal and state legislative advocacy
- Enhance housing goals for CDBG/HOME program





## 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 2009-2010 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

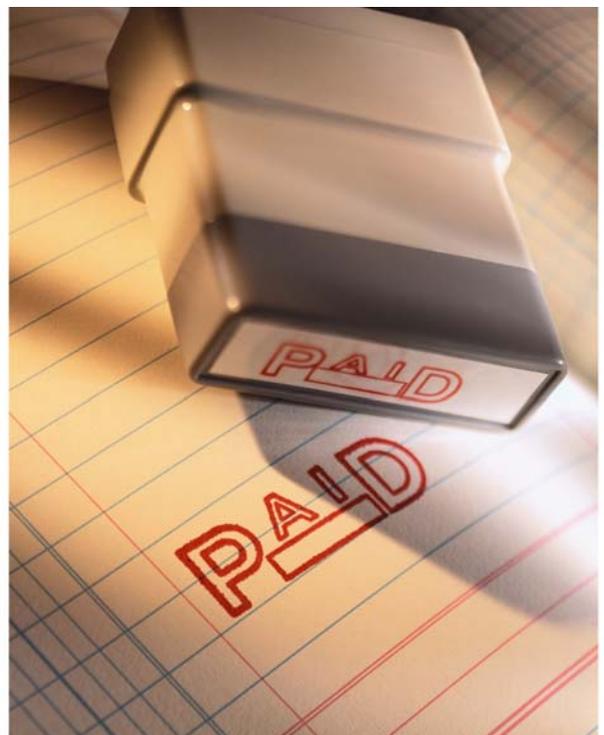
Programs and services provided for citizens are considered expenses and are balanced against the estimated income, resulting in a spending plan for the two-year period. Like balancing your checkbook, the City must balance the money it receives against money it spends.

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 2009/2010 *General Fund* budget totals \$63,594,600.

The dollar bill in figure 1 on page 17 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 2009-2010 biennium.

## Reviewing Estimates

In September, 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 in October/early November, the budget is returned by the City Manager to the Finance Director for printing.

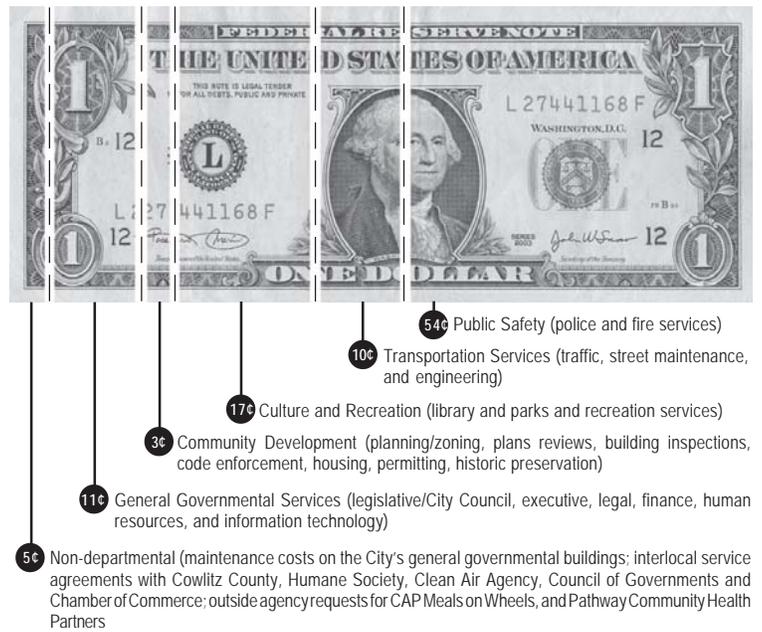
## Preparing the Document

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.

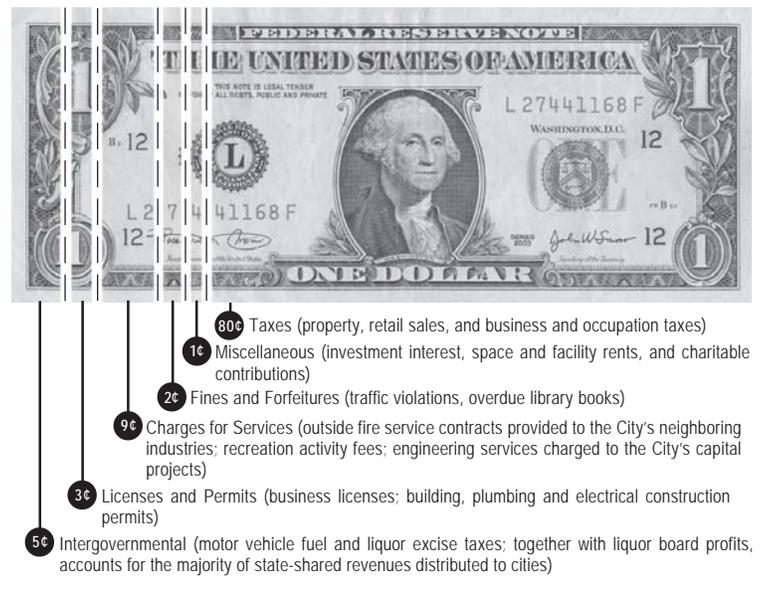
## Adopting and Implementing the Budget

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.

General Fund Expenditures - figure 1



General Fund Revenues - figure 2



# Budget Process

## CITY OF LONGVIEW 2009/2010 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	7	8	9	10	11	12	13	
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
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	
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
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 2009/2010.

May/June

**May 17** - Council Workshop. Review of 2007 financial activity and projections for 2008. Establish 2009/2010 budget parameters; includes review of programs, initiatives, and performance measures.

**June 5** - Department Head Meeting - Budget information distributed. A training session is presented by Finance staff for budget preparers after department head meeting.

**June 24** - Mail outside agency requests for funding packets.

**July 22** - Department heads return completed baseline and program budgets to Finance.

**August 1** - Outside agency funding requests due.

**August 8** - Finance completes first run of expenditure and revenue budget.

**August 21** - Lodging Tax Advisory Committee meets.

**August 26** - Department heads submit program enhancements, capital improvement projects and performance measures to Finance Director.

**August 28** - Regular Council meeting, 2008 mid-year review.

**September 2** - Preliminary revenue and expenditure budgets with narrative submitted to City Manager.

**September 2 - 5** - City Manager reviews preliminary budget.

**September 9 - 12** - City Manager meets with department heads to review preliminary baseline budgets, program enhancement requests, and capital improvement projects (CIP).

**September 11** - Regular Council meeting, outside agency request presentations.

**September 18** - Council workshop to review 2009/2010 Preliminary Budget.

**September 22** - Budget estimates are filed with City Clerk for public disclosure. Proposed preliminary budget to City Manager.

**September 25** - Regular Council meeting. Schedule public hearing on 2009 revenue sources.

**September 29** - City Manager distributes revised estimates and proposed preliminary budget to City Council.

**September 30 - October 16** - Finance Director and City Manager make final review of revenue and expenditure budgets. City Manager reviews supplemental budget requests and capital improvement projects and decides what to incorporate into the baseline budget and Capital Improvement Plan.

**October 16** - Council Workshop to discuss 2009/2010 preliminary budget and CIP.

**October 17 - 31** - Finance Director balances funds and produces a third run of preliminary budget with revisions as per council directive.

**October 23** - Regular Council meeting, Public Hearing on 2009 revenue sources. Council sets public hearing on biennial budget for November 20 and December 11, 2008.

**October 30** - Council Workshop - 2009 utility rate review and utility capital projects presentation.

**October 31** - City Manager files preliminary budget and budget message with City Council.

**November 3** - Finance prepares budget and Capital Improvement Plan elements in draft form for public review.

**November 5** - *First* public hearing notice published on proposed budget and CIP. (1 week)

**November 6** - Special Council meeting. Council adopts 2009 property tax levy.

**November 12** - *Second* public hearing notice published on proposed budget and CIP. (1 week)

**November 17** - Draft 2009/2010 preliminary budget and CIP distributed to Council, media and public.

**November 20** - Special Council meeting. Conduct 1st of two public hearings on 2009/2010 budget and CIP.

**December 11** - Regular Council meeting, 2nd public hearing on 2009/2010 budget and CIP. Adopt 2009/2010 budget ordinance and 2009-2013 CIP resolution. 2009 utility rate resolutions adopted.

**December 12** - Notify outside agencies of funding approval.

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 full 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](http://www.mylongview.com). The next Citizens Summit is scheduled for January 15, 2009.



# 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 2009 and 2010, 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*
- ◆ 2009 and 2010 Revenues
- ◆ City Revenue Sources
- ◆ 2009 and 2010 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 54, followed by the various accounting funds and the Capital Improvement Program.

## Financial Summary

# Longview's Economic Outlook

## Local Economy

The City continued its work on a variety of multifaceted programs and projects over the past year that we believe will be of great benefit to the City and the surrounding communities as the national, state, and regional economy begins to recover. 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, have allowed Longview to position itself as a prime location for manufacturing and warehouse/distribution companies.

Over the past decade, Longview has made significant infrastructure investments in an effort to prepare itself for the future. Together with Cowlitz County, Longview has made such strides in the area of industrial site development that it has attracted the attention of our governor, various state agencies, and economic development professionals throughout the region. The City of Longview, in partnership with Weyerhaeuser Real Estate Development Company, offers the Mint Farm Industrial Park sites with approximately 200 net usable acres. The Port of Longview developed its West and East Park industrial sites consisting of nearly 300 acres of rail-served property. 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. The Port of Woodland Industrial Park and surrounding sites added 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.

Like most communities throughout the nation, Cowlitz County is suffering from the current recession. Total non-farm employment of 37,600 jobs was 700 jobs lower than a year ago, reflecting employment reductions at Longview Fibre and the closure of Puget Sound Trucking's Longview operation this past month. November's unemployment was estimated at 9.5%, up more than three points from a year ago. About 4,380 county residents were jobless and seeking work. The number of county residents filing continued unemployment claims soared 31% in November to reach 1,829. While total manufacturing jobs are down approximately 400, falling to 6,400, there remain some bright spots in the manufacturing and construction sectors. Durable goods which include metals, electronics, and transportation equipment added 200 jobs since last November due to the startup and expansion of a number of small employers in the region.

Cowlitz County also witnessed a flurry of commercial construction activity this past year with the City of Longview realizing the lion's share of construction growth. In the commercial sector, Fibre Federal Credit Union completed construction of their 41,600 square-foot administration and professional office complex located at the intersection of Commerce Avenue and Delaware Street. Other notable commercial construction projects completed recently include Phase II of the Riverwood Crossings development on Ocean Beach Highway, the renovation and expansion of St. John's Hospital, and the Rose Performing Arts Center, a \$21.5 million state-of-the-art performing arts facility located on the campus of Lower Columbia College.

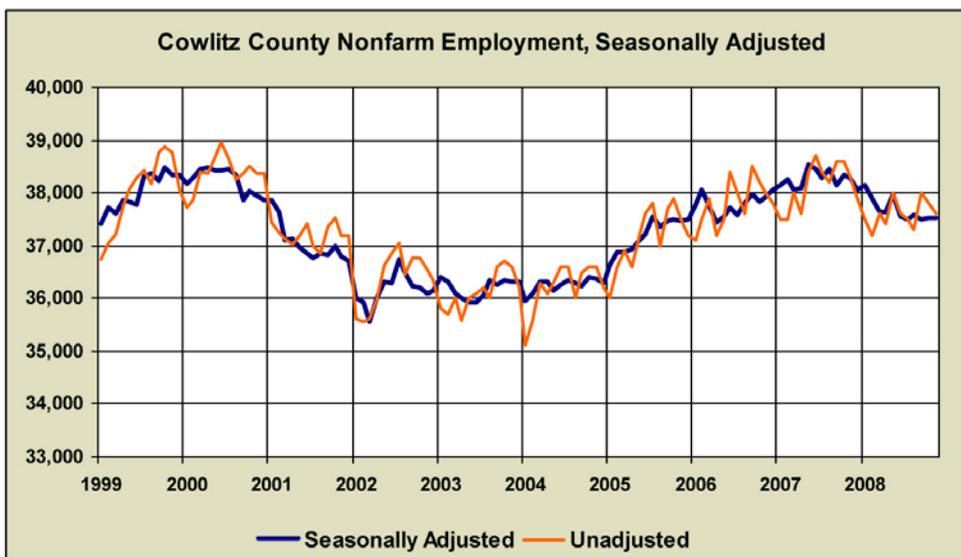


Industrial projects recently completed and underway in Longview include Weyerhaeuser Company's construction of a new 125,000 – 140,000 square-foot sawmill and completion of Mint Farm Energy's \$200 million, 286-watt power plant. In addition, design is currently underway for Northwest's Renewable 55-million gallon ethanol plant in Longview's Mint Farm Industrial Park. Construction of the \$100 million ethanol plant is scheduled to begin in the spring of 2009.

The labor force in Cowlitz County is well suited to light and heavy industrial sectors. The area's labor force has predominantly been a manufacturing work force, particularly in the natural-resource based industries including major employers such as Weyerhaeuser, NORPAC, and Longview Fibre.

Listed below are the year-to-year adjustments in employment by occupational sector.

- ◆ **Construction** employment dropped by 200 jobs in November, which is typical for this time of year. The total of 2,900 was 300 below last November. A total of 217 housing permits were issued in the county in the first ten months of the year. The annual total will likely be close to 250. Logging employment held steady at 600 jobs, 100 less than a year ago.
- ◆ **Manufacturing** payrolls fell to 6,400 jobs, 400 fewer than one year ago. The hardest hit in the manufacturing arena are the timber-related industries.
- ◆ **Trade, transportation, and utilities** added 100 jobs in November. Retailers filled 200 positions while transportation dropped by 100. Total employment in the sector rose 100 jobs to 7,900 due to gains in wholesale trade.
- ◆ **Financial activities**, including banking, insurance, real estate, rental, and leasing activities remained unchanged from October and employed 1,300. This is down 100 from last November.
- ◆ **Professional and business services** employed 1,900 and is unchanged from a year ago. Business services, which include temp agencies, call centers, landscaping, janitorial services, and security guard services, inched up slightly employing 100 more than last November.
- ◆ **Education and health services** employed 5,200 jobs, the same as October and 100 above last November.
- ◆ **Leisure and hospitality** was down 100 from last November at 3,300 jobs.
- ◆ **Government** payrolls employment rose by 200 jobs in November as K-12 schools finished their fall hiring. The total of 6,200 was little changed from a year ago.



Source: Southwest Washington Labor Market News

## Financial Summary

More specific activity taking place in Longview and Cowlitz County that will provide momentum for an economic recovery includes several successfully recruited and retained companies. Industrial projects worthy of note include:

- ◆ Mint Farm Energy's recent completion of a natural gas co-generation plant
- ◆ Northwest Renewable's development of a 55-million gallon ethanol manufacturing plant in the Mint Farm Industrial Park
- ◆ Chinook Ventures' redevelopment of the former Reynolds Metals Aluminum facility in Longview
- ◆ NAP Steel's development of a steel manufacturing and service center in Longview
- ◆ Weyerhaeuser's construction of a new sawmill to be located at its Longview plant site
- ◆ Flexible Foam's employee ramp-up at its recently acquired and redeveloped foam manufacturing facility at the Mint Farm Industrial Park
- ◆ Cameron Family Glass Packaging's completion of their wine bottle manufacturing plant in the Port of Kalama's North Port

Pending industrial recruitment activity includes projects within the following sectors:

- ◆ Grain export terminal proposed for the Port of Longview
- ◆ Chemical manufacturing
- ◆ Steel pipe and tube manufacturing
- ◆ Steel distribution

The local economy of any city is reflective of the region of the state in which it is located. Ideally situated along the I-5 corridor between Seattle and Portland, Longview provides business and industry an extensive network of transportation infrastructure. From its strategic location on the Columbia River, the Port of Longview has grown into Washington's third largest port. While forest products have long been the primary cargo at Longview, currently more than one million metric tons of dry bulk pass through the port every year. The Port of Longview is located just 66 miles from the Pacific Ocean on the Columbia River, making Longview a principal port of entry for the Pacific Rim.

Knowing that Longview is at the center of a comprehensive network of import/export shipping, warehouse/distribution facilities, and overland connections, efforts to support and improve these assets will pave the way to a brighter future. To date, Longview and the surrounding area have made excellent progress towards strengthening its transportation infrastructure. One such example is the effort to deepen the Columbia River shipping channel from its current 40 feet to 43 feet, allowing vessels both inbound and outbound to load at ship capacity. Other notable transportation projects currently in the works include the I-5 and SR-432 interchange, the gateway to Longview and its industrial base, and the Port of Longview's new rail corridor. The \$21 million industrial rail corridor extends from the main line of the Burlington Northern/Santa Fe and Union Pacific Railroads into the Port's industrial park and marine terminals, and consists of 3.2 miles of rail trackage and an overpass.



By virtue of its location and the City's investment in infrastructure, Longview is well positioned for continued economic success as a strategic Pacific Rim transportation hub with proximity to Portland, Oregon, and an abundance of available prime industrial

property in the City's Mint Farm Industrial Park. Longview's strengths will undoubtedly help our community recover from the current recession sooner than many others. This area, with its deep-water ports, rail infrastructure and proximity to I-5 is an attractive location for industries and businesses. The current downturn is temporary. Longview is a growing community with strong economic potential.

## Mint Farm Industrial Park

In 1996, the City initiated development of the new multi-use Mint Farm Industrial Park from 125.6 acres of industrial land purchased from the Weyerhaeuser Real Estate Development Company (WREDCo). Phase I of the development plan 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, Weyerhaeuser Real Estate Development Company began development of Phase II of the balance the remaining 300+ acres of the Mint Farm Industrial Park.

During 2007 and 2008, WREDCo made an additional capital investment of over \$10 million including creation of a 65-acre wetland mitigation area, the extension of Crocker Avenue roadway/utility improvements, and completion of North Weber Avenue roadway and utilities, connecting Crocker Avenue with Hoehne Avenue. In 2009-2010, it is anticipated the remaining Mint Farm Industrial Park public infrastructure, the extension of South Weber Avenue roadway and utilities, will be completed, thereby having the entire property shovel-ready for development.



As is typical with industrial development and industrial parks throughout the West Coast, the Mint Farm Industrial Park has experienced the challenges of a cyclical economy with development activity at the industrial park. The City continues to partner with WREDCo in jointly marketing the industrial park through these difficult times.

In January 2006, Tri-County Truss and Woodinville Lumber South announced plans to open a residential manufacturing facility at the industrial park and in July 2006 commenced operations of their truss and wall panel operations. Tri-County Truss/Lyman Lumber had planned to employ approximately 480 people at full operation. Unfortunately, the collapse of the residential housing industry in the nation and in the Northwest triggered Lyman Lumber's decision to close the Longview operation and consolidate back to their current Seattle metro area production facilities. This was a significant disappointment to the Mint Farm Industrial Park and the community; however, on a positive note, over \$12 million of improvements have been made on the site, and the facilities will lend themselves to reuse by another industry looking for industrial properties as the economy improves.

Toyocom Devices of America continues its operation at the industrial park. The synthetic quartz crystals manufacturing facility began production in 2001. Based in Japan, the company utilizes a unique process that includes operation of eight autoclaves that produce the synthetic crystal. The crystals are shipped to Japan for assembly into final products for use in mobile communications equipment, personal computers, cameras, watches, and CD/DVD equipment. Toyocom's investment in its 8.5-acre facility and equipment is

## Financial Summary

in excess of \$20 million.

Flexible Foam Products, Inc., a subsidiary of Ohio Decorative Products, manufacturer of a broad range of polyurethane foam products for the flooring, bedding, furniture, automotive, and packaging industries, has been in operation since 2004. The existing 168,000 square-foot facility for their polyurethane foam manufacturing and distribution operations currently employs 85 workers.

Mint Farm Energy Center, LLC, completed construction and began operation of a \$200 million, 286-megawatt power plant in January 2008. The plant produces electrical power from a combined gas-fired steam turbine, and has a maximum output of 320,000 kilowatts per hour, enough energy to supply electricity to approximately 400,000 homes. The plant employs 16 full-time, industry-qualified personnel. In December of 2008, the plant was sold to Puget Sound Energy to meet the long-term energy demands of the Puget Sound Energy customer base.

The City and WREDCo continue to work with Northwest Renewable, a Vancouver-based company owned by U.S. Ethanol, to develop 32 acres of the Mint Farm Industrial Park's Phase 2 property. Northwest Renewable will build and operate a \$100 million ethanol production plant. The current economic conditions and the trend to produce cellulosic ethanol instead of corn-based ethanol have caused a delay in further construction and development of the site. The company is evaluating developing a facility that can produce ethanol from multiple feed stock sources, and at the time of this update is anticipating a mid-2009 construction start-up. The company still anticipates adding 40 new jobs to the local economy after it is in operation.



## Other Economic Contributions

Besides the Mint Farm Industrial Park, the City also continues to support economic development and recruitment in Longview. The City continues to partner 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. Examples of current successes include the recent announcement by WalMart to locate a new retail store at the site that was once occupied by a mobile home

park; the development of the new Longview Surgical Group facility on 9<sup>th</sup> Avenue; and the Silicon & Solar computer chip recycling facility located on Industrial Way.

The most recent developments in Longview and in the balance of the county are evidence of Cowlitz County's strength as a leader in job creation and capital investment in the Northwest. Current expansions in Woodland by two very strong companies, American Paper Converting and Lifeport, will bring over 50 new jobs to the south county area. The decision by Custom Metal and Design to move out of Clark County and into a newly constructed building at the Port of Woodland shows we continue to have competitive advantages over larger, more urban counties. The Cameron Family Glass and Eco Tech facilities are currently hiring a combined 110 people for their sites at the Port of Kalama. The facility owned by Madill at the Port of Kalama is getting very close to closing through its sale to a new industrial user. The minor boundary modification of our Foreign Trade Zone at the Port of Longview will mean more jobs to bring in wind turbines and blades. The Port of Longview also completed an expansion with NAP Steel which should produce an additional 50 jobs. The promise of a new grain elevator at the Port would bring additional jobs and a capital investment of well over \$150 million.

Further to the south of Longview, Lifeport Interiors, Dairy Fresh, Northwoods Cabinets, and Creagan Excavating Inc. are all siting facilities in Woodland. Additionally, Mile Markers is expanding, and Nascom has relocated into the Kalama River Industrial Park. All together, these projects represent an estimated 300 jobs for the region.

In early 2006, Equapac completed construction on a \$20 million chlor-alkali manufacturing facility in Longview. Located adjacent to the Mint Farm Industrial Park, the facility provides approximately 50 industrial wage jobs.

Longview offers new and exciting opportunities with which few other areas can compare. Proximity to Portland, Oregon, 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.



## Financial Summary

### Meeting Needs and Improving the Quality of Life

During 2007-2008, the City of Longview planned and implemented several major initiatives designed to meet the need for services and improve the overall quality of life in the city.

#### Recreation and Culture

Ask anyone in Longview what the jewel of the community is and they will respond, “Lake Sacajawea.” This beautiful lake and surrounding park and trail system, with its bountiful species of trees and wildlife, make it no wonder that the City has received a Tree City USA designation for over 20 years. At Lake Sacajawea Park, residents enjoy a multitude of events year-round like the annual Go 4th celebration, Summer Concerts at the Lake, Turkey Trot/Walk, and Free Fishing Day for youth. Visitors to the Hemlock Bridge area are greeted by a beautiful new bronze sculpture of Sacajawea, for whom the park is named. An intersection widening project at Ocean Beach/Kessler Boulevard created the opportunity to make significant trail improvements at the north end of the lake, and installation and upgrades to the park’s irrigation system enables staff to provide more efficient and uniform watering to the extensive grounds and lovely garden areas.

Significant park projects were accomplished in other areas of the city as well. Longview was recognized as “Playful City USA” in 2007. This very special designation allowed the City to compete for and win a \$25,000 grant to help build a new playground at Altrusa Park in west Longview. This project could not have been completed without the help of Kaptain KaBoom & Boomer, a host of community volunteers, and additional funding and support from Altrusa and Rotary clubs.

On the south end of Longview, a fenced dog park was built within Gerhart Gardens and was completed with the help of local Friends of Off-Leash Areas members through grants, donations, and special funding. In addition, the City’s Parks and Recreation Department also finished their parks, recreation, and capital plan that will provide direction for Longview’s park system for the next six years.

Downtown Longview’s Saturday Market finished its second season in October 2008. The May – October event is produced by the Longview Downtowners Association with the generous support of many community volunteers and sponsors. The event helps fulfill Council’s initiative to increase the vitality of downtown Longview. You’ll delight in the originality and talents of local artists and vendors as they display a wondrous assortment of unique creations, along with many specialty foods and fresh produce, all gathered together in an atmosphere of fun and relaxation.

The City has produced several valuable publications to help highlight all the wonderful things to see and do in our community. In 2007, the City’s Visual Arts Commission helped create a full-color walking and driving guide to all of the unique works of art in the Longview and Kelso areas. In 2008, the City’s Historic



Preservation Commission assisted in the production of two new walking tour guides that take visitors through the many historic areas of Downtown Longview and the Civic Center.

A beautiful bronze sculpture of founding father R.A. Long receiving a rose from a young girl was installed at the corner of Commerce and Broadway in 2007 by the Longview Public Service Group. It is titled “Thank you, Mr. Long” and was produced by local artist Jim Demetro.

Longview City Council established a Sister City Commission in 2008 to make recommendations for cultural exchanges with sister cities of the City of Longview. Appointments for this new commission will begin in January 2009. The group will make recommendations for activities to further the cultural diversity and/or economic relations of the City as it relates to sister cities.

### **Capital Improvements and Infrastructure**

In December 2008, the City’s 2009-2010 Capital Improvement Plan was approved by the City Council. Many of the large and complex projects identified in the City’s 2005-2006 Capital Improvement Plan continued into 2007 and 2008, and were completed during the biennium. Most notably, residents of Longview witnessed the completion of Crocker Avenue in the City’s Mint Farm Industrial Park. The Crocker Avenue project consisted of street infrastructure improvements including sidewalks, street lighting, and storm drainage, as well as utility extensions for water, sewer, electricity, gas, and cable.

During the 2007-2008 biennium, the City continued its extensive sidewalk repair program. Since 1988, the City has invested nearly \$1 million in repairing and replacing damaged sidewalks.

Capital projects undertaken to improve the City’s neighborhood parks include the installation of several new benches in various parks throughout Longview; street tree replacements along the City’s corridors; field improvements at Roy Morse Park; and a new basketball court at Victoria Freeman Park.

### ***Utility Issues***

The most significant infrastructure challenges facing the City over the next four to six years are utility issues. Longview’s utility systems are critical parts of the foundation of our community, affecting our quality of life and the ability to grow and provide economic opportunities. The City faces two major utility challenges: Longview’s utility systems are critical parts of the foundation of our community, affecting our quality of life and the ability to grow and provide economic opportunities, the reliability of our aging water treatment plant, and the impacts of meeting state standards for wastewater treatment.

Longview’s water treatment plant is aging and constantly compromised by sediment buildup from the Cowlitz River. Long-term water supply and demand needs to be evaluated to accommodate future economic development. The solution Council has opted to go with is to build a new treatment facility with deep aquifer wells at the Mint Farm Industrial Park. This solution was determined to provide the highest level of reliability and the lowest long-term cost for providing safe drinking water to our community.

Sewer treatment is the second infrastructure challenge. Our West Longview lagoons no longer have the capacity to treat our sewage, and the operating permit for treatment cannot be renewed due to higher state water quality standards. To solve this problem, Council has decided to abandon the West Longview lagoons and divert sewage to the Three Rivers Regional Wastewater Authority treatment plant. This solution was determined to be the least-cost option for providing sewage treatment that will meet state standards and provide capacity for growth in the city.

## **Financial Summary**

### ***SR432 Improvements***

The City of Longview was the lead agency in a multi-jurisdictional project to improve Industrial Way (State Route 432). The project included rebuilding the intersection of Industrial Way and Oregon Way, and modifications to allow two left turn lanes from Industrial Way onto Oregon Way for vehicles heading toward Rainer. The project was funded with federal and state monies.

### **Public Safety**

Public safety was at the top of the Council's strategic initiatives for 2007-2008. As a result of these concentrated efforts, the City's overall Part I crimes have been reduced by 39% since 2003. While the City is making great strides, there is still work to be done. Reducing crime remains the City's top priority.

One of the City's (and nation's) biggest challenges is the meth problem. The Longview Police Department was awarded a two-year Federal Methamphetamine Initiative Grant to study the meth problem and develop strategies to address the problem. The grant began in early 2008, and will continue into 2009. In year two of the program, the strategies identified will be implemented.

In conjunction with crime reduction efforts, the City had stepped up its code enforcement to improve the safety and quality of life in our neighborhoods. A pilot "carts-to-tubs" recycling program was initiated in the Highlands area, and has been a huge success. The visual improvement alone to local neighborhoods has been tremendous. The City has also been working to help improve appearance and quality of life in the Highlands, an area previously plagued by higher crime rates. With the formation of the Highlands Neighborhood Association, a "revitalization plan" has been developed that will focus on crime prevention, housing, economic development, and public facilities and services.

### **Internet**

The City of Longview continues to implement e-government applications in an effort to meet the growing demands of our citizens for information and web services. The City's current e-gov module provides the ability to pay utility bills online. In early January, following adoption, the 2009-2010 City of Longview Biennial Budget will be available online.

In October 2007, Longview City Council agendas and minutes were made available solely via Legistar, the City's legislative processing software. In addition, other City of Longview boards' and commissions' agendas and minutes are integrated into Legistar, which includes a robust search feature that includes results from all council, board, and commission meetings. This user-friendly system provides faster access to agendas, minutes, attendance, and voting results for City Council and other boards and commissions and makes it easier for residents to keep better informed.

### **Community Spirit**

During the late spring of the past two years, thousands of man-hours have been volunteered by local church groups to accomplish numerous projects within the City that might not have otherwise been completed. A few of the most notable projects included all of the work that was done at the new Altrusa park, volunteering at after-school programs, assisting with the Special Olympics competition, applying educational decals to storm drains, and painting fire hydrants.

The City held its first annual Customer Service Open House at City Hall this spring to introduce residents to the many programs and services the City provides. The month of June was dedicated to showing our citizens how important they are to us, and included the opportunity to complete a “Customer Satisfaction Survey” either at a City office or via the Internet. The City also conducted a “Passport to Longview” competition that gave winners the opportunity to put a pie in the face of the mayor and the city manager during an old-fashioned ice cream social.

## Branding

In 2007, the City participated in a marketing bootcamp workshop that explored the topics of tourism, attracting business to downtown, and branding and imaging. As a followup, the workshop leader conducted a “mystery visit” to Longview and Kelso to assess the strengths and weaknesses of our area through the eyes of a visitor. A report was presented in March 2008. Based on recommendations of the presenter, a Community Task Force was appointed to develop a city-wide action plan to promote economic growth and tourism in Longview. Their initial recommendations were presented to Council in December 2008. The work of the Task Force will continue into 2009/2010.



## 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

	<u>2006</u> Actual	<u>2007</u> Actual	<u>2008</u> Budget	<u>2009</u> Budget	<u>2010</u> Budget
<b><u>Taxes</u></b>	<b>\$21,962,194</b>	<b>\$23,099,885</b>	<b>\$23,400,170</b>	<b>\$24,549,300</b>	<b>\$25,299,970</b>
<p>Taxes are assessments levied to support a governmental jurisdiction. Major General Fund tax sources for the City of Longview included property taxes, retail sales and use taxes, business and occupation taxes, and utility taxes. Combined, these resources account for 80% of General Fund revenue. Tax revenue estimates for the upcoming biennium show increases of 4.9% in 2009 and 3.1% in 2010. These estimates assume a slight increase in property taxes resulting from new construction in the commercial and industrial sectors and modest growth in the retail sales forecast. In addition, the tax revenue estimates are supported by a 2.5% utility tax increase on water, sewer, sanitary, and storm water utilities. The utility tax increase sunsets on December 31, 2010. Estimates are based upon historical trends, statistical analysis, and a general awareness of trends in the local economy.</p>					
<b><u>Licenses &amp; Permits</u></b>	<b>\$1,019,084</b>	<b>\$1,008,296</b>	<b>\$1,136,260</b>	<b>\$853,170</b>	<b>\$872,690</b>
<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. Together with plan review fees, license and permit revenue estimates for 2009-2010 reflect a significant downturn in the commercial and industrial construction levels of recent years.</p>					
<b><u>Intergovernmental</u></b>	<b>\$1,508,668</b>	<b>\$1,655,725</b>	<b>\$1,474,700</b>	<b>\$1,559,520</b>	<b>\$1,593,650</b>
<p>Intergovernmental revenue consists of grants and other payments to the City from other governmental units, primarily the State or neighboring local jurisdictions. For the 2009-2010 biennium, projections in intergovernmental revenue show very little change and remain at levels similar to those of the 2007-2008 biennium.</p>					
<b><u>Charges for Services</u></b>	<b>\$2,225,802</b>	<b>\$2,358,728</b>	<b>\$2,324,790</b>	<b>\$2,719,760</b>	<b>\$2,810,300</b>
<p>Charges for services represent revenues received by the City for various programs/ services provided to the community. Examples are recreational program, engineering, and library user fees. The 17.0% increase in 2009 provides for cost reallocations and full-cost recovery on interfund transactions. In addition, inflationary adjustments have been applied to our contracts with industries just outside Longview for outside fire protection services. In 2010, a 3.3% revenue increase is assumed. The charges for services category also provides for the City's contract with American Medical Response (AMR) to provide exclusive ambulance service inside the city. The City of Longview Fire Department serves as the "first responder" in medical emergencies, in return for which the City is compensated by AMR for performing these basic life support services. This arrangement for providing ambulance and emergency medical services, along with City financial policy requiring all of the City's enterprise funds to cover their administrative costs, has resulted in a steady and reliable stream of revenues.</p>					

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>
<b><u>Fines &amp; Forfeits</u></b>	<b>\$446,755</b>	<b>\$591,563</b>	<b>\$515,740</b>	<b>\$620,330</b>	<b>\$638,940</b>
	<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. The City's 2009 estimate for fines and forfeits provides for a 20.3% increase. This projected increase is the result of an increased emphasis on traffic enforcement combined with an upward trend in municipal court case filings and the collection and receipt of municipal court fines. The 2010 projected increase for this revenue source is 3.0%.</p>				
<b><u>Miscellaneous Revenue</u></b>	<b>\$502,546</b>	<b>\$561,609</b>	<b>\$389,040</b>	<b>\$308,200</b>	<b>\$289,550</b>
	<p>Miscellaneous revenue is received from sources not provided for anywhere else within the BARS revenue account structure. Interest earned on investments and income from rentals and leases of City-owned property are the primary sources of revenue in this category. The miscellaneous revenue estimates for 2009-2010 reflect decreases of 20.8% in 2009 and 6.1% in 2010. Investment income has fallen sharply over the past 18 months due to an overall decline in interest rates. Actions by the Federal Reserve Board have a direct impact on the City's investment income.</p>				
<b><u>Other Financing Sources</u></b>	<b>\$31,817</b>	<b>\$21,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<p>Other financing sources represent general revenue received from proceeds derived from the sale of fixed assets and interfund transfers received from other funds. This revenue is non-recurring and usually not predictable.</p>				
<b><u>TOTAL REVENUES</u></b>	<b>\$27,696,866</b>	<b>\$29,296,906</b>	<b>\$29,240,700</b>	<b>\$30,610,280</b>	<b>\$31,505,100</b>
	<p>When all General Fund revenue estimates are considered, the City projects an increase of 4.9% in 2009 and 2.9% in 2010. For the most part, the economy of any city is reflective of the region in which it is located. A city's economic viability is also largely the result of its investment in itself. Like most communities, Longview's economy has currently stalled. However, historically Longview's economic climate has consisted of modest growth year over year. As a City, we remain optimistic about our future as Longview is strategically located and well positioned for the resumption of economic growth.</p>				

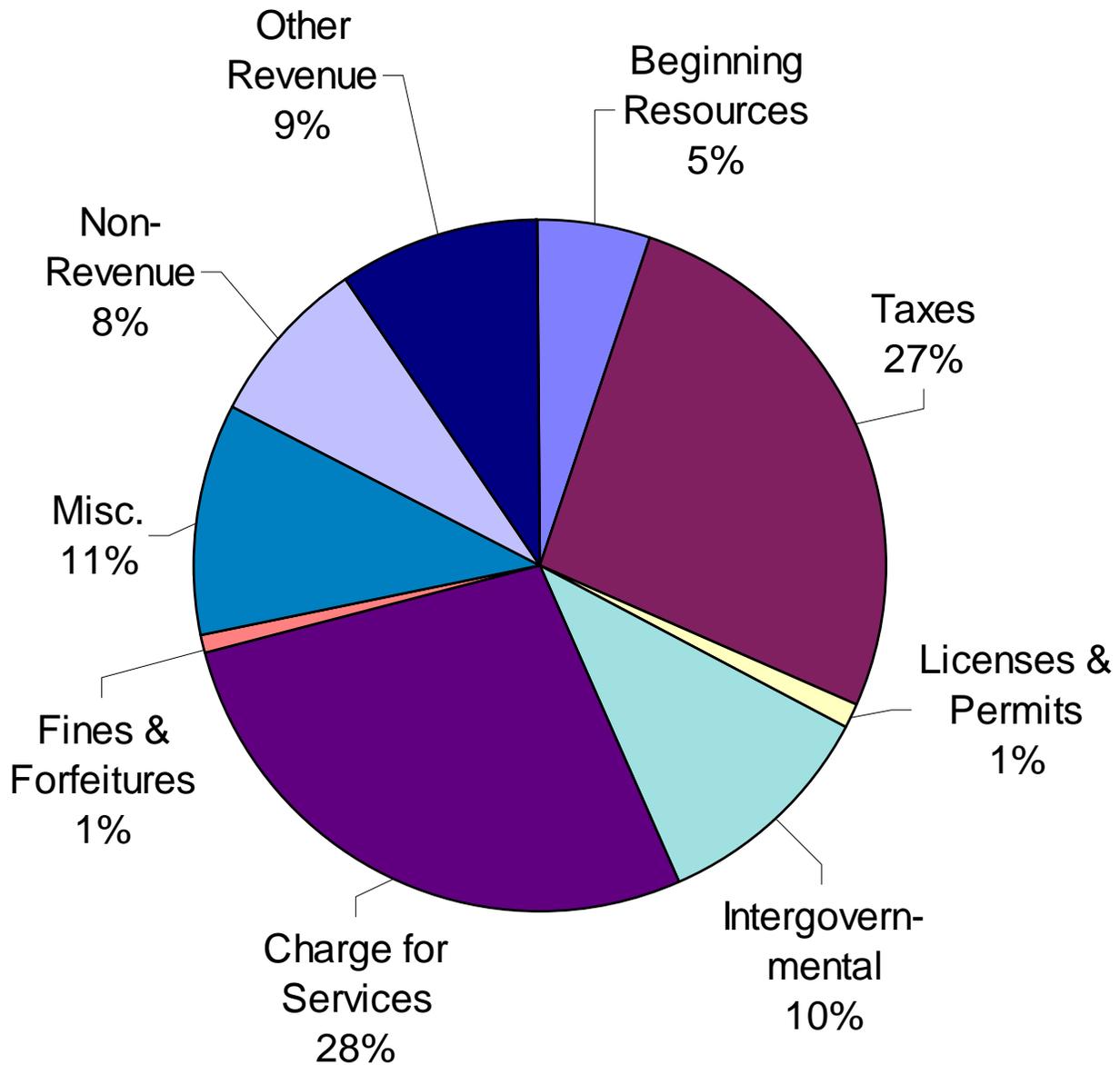
# Financial Summary

## Revenue Summary for 2009 By BARS Revenues

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
<b>GENERAL FUND:</b>										
General Fund	\$428,400	\$24,549,300	\$853,170	\$1,559,520	\$2,719,760	\$620,330	\$308,200	\$0	\$0	\$31,038,680
<b>SPECIAL REVENUE FUNDS:</b>										
Arterial Street Fund	\$488,650	\$0	\$0	\$3,664,280	\$2,500	\$0	\$10,000	\$0	\$0	\$4,165,430
Downtown Parking Fund	\$0	\$0	\$0	\$0	\$0	\$55,000	\$60,400	\$0	\$0	\$115,400
Economic Development Fund	\$158,920	\$559,110	\$0	\$0	\$25,000	\$0	\$3,939,250	\$0	\$1,500,000	\$6,182,280
HOME Fund	\$0	\$0	\$0	\$528,380	\$50,000	\$0	\$2,000	\$0	\$0	\$580,380
CDBG Entitlement Fund	\$0	\$0	\$0	\$501,000	\$0	\$0	\$0	\$0	\$0	\$501,000
Library Grant Fund	\$0	\$0	\$0	\$13,500	\$0	\$0	\$0	\$0	\$0	\$13,500
Crim. Justice Assistance Fund	\$269,670	\$0	\$0	\$657,750	\$0	\$0	\$44,000	\$0	\$0	\$971,420
Office Equipment Reserve Fund	\$127,140	\$0	\$0	\$2,500	\$13,700	\$0	\$5,000	\$0	\$771,960	\$920,300
Tourism Spec. Revenue Fund	\$0	\$27,500	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$28,000
Parks & Recreation Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$15,000
<b>DEBT SERVICE FUNDS:</b>										
2007 General Obligation Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$329,630	\$0	\$199,920	\$529,550
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$385,500	\$0	\$0	\$385,500
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$56,500	\$57,500
<b>CAPITAL PROJ. FUNDS:</b>										
Capital Projects Fund	\$430,000	\$250,000	\$0	\$3,000	\$0	\$0	\$45,000	\$0	\$180,000	\$908,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000
Building Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
<b>PERMANENT FUNDS:</b>										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,280	\$0	\$0	\$1,280
<b>ENTERPRISE FUNDS:</b>										
Water Operations Fund	\$0	\$0	\$0	\$0	\$5,552,530	\$0	\$43,250	\$0	\$0	\$5,595,780
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,890,000	\$838,860	\$5,728,860
Water Depreciation Reserve Fund	\$798,860	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$838,860
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$10,249,800	\$0	\$47,250	\$50,000	\$0	\$10,347,050
Sewer Construction Fund	\$684,000	\$0	\$0	\$0	\$0	\$0	\$30,000	\$1,559,000	\$382,000	\$2,655,000
Sewer Depreciation Reserve Fund	\$380,000	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$382,000
Filter Plant Operations Fund	\$0	\$0	\$0	\$115,000	\$1,143,750	\$0	\$0	\$0	\$0	\$1,258,750
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$726,140	\$4,358,860	\$5,085,000
Sanitary/Recycling Fund	\$76,110	\$0	\$0	\$30,660	\$4,424,700	\$0	\$36,000	\$0	\$0	\$4,567,470
Storm Water Fund	\$307,420	\$0	\$0	\$75,000	\$1,483,170	\$0	\$25,000	\$400,000	\$0	\$2,290,590
Transit Operations Fund	\$0	\$0	\$0	\$2,896,590	\$117,000	\$0	\$30,000	\$0	\$0	\$3,043,590
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$642,320	\$0	\$33,250	\$0	\$0	\$675,570
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,450	\$14,450
<b>INTERNAL SVC. FUNDS:</b>										
Equipment Rental Operations Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,871,010	\$0	\$0	\$1,871,010
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$924,050	\$0	\$0	\$924,050
Insurance Reserve Fund	\$27,460	\$0	\$0	\$0	\$0	\$0	\$1,192,660	\$0	\$0	\$1,220,120
Facility Maintenance Fund	\$35,500	\$0	\$0	\$0	\$0	\$0	\$575,750	\$0	\$0	\$611,250
Unemployment Compensation Fund	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$60,000
Employee Benefits Reserve Fund	\$343,660	\$0	\$0	\$0	\$0	\$0	\$227,590	\$0	\$0	\$571,250
<b>FIDUCIARY FUNDS:</b>										
Firemen's Pension Fund	\$319,180	\$0	\$0	\$36,850	\$0	\$0	\$35,100	\$0	\$463,280	\$854,410
<b>TOTALS</b>	<b>\$4,904,970</b>	<b>\$25,385,910</b>	<b>\$853,170</b>	<b>\$10,084,030</b>	<b>\$26,424,230</b>	<b>\$675,330</b>	<b>\$10,299,670</b>	<b>\$7,625,140</b>	<b>\$9,115,830</b>	<b>\$95,368,280</b>

# Revenue Summary for 2009

## Pie Chart Breakdown



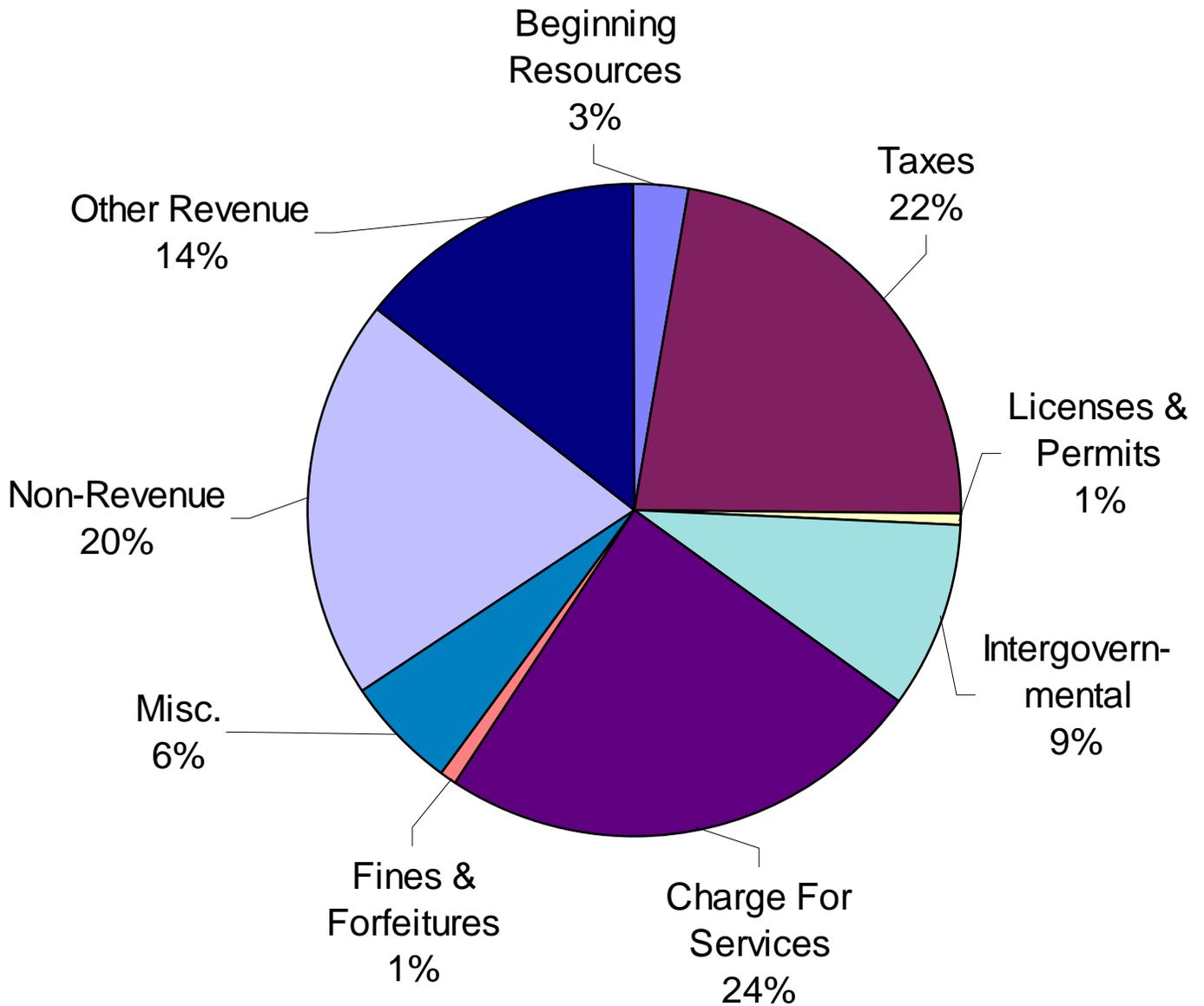
# Financial Summary

## Revenue Summary for 2010 By BARS Revenues

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
<b>GENERAL FUND:</b>										
General Fund	\$1,050,820	\$25,299,970	\$872,690	\$1,593,650	\$2,810,300	\$638,940	\$289,550	\$0	\$0	\$32,555,920
<b>SPECIAL REVENUE FUNDS:</b>										
Arterial Street Fund	\$84,280	\$0	\$0	\$754,300	\$2,500	\$0	\$7,500	\$0	\$0	\$848,580
Downtown Parking Fund	\$0	\$0	\$0	\$0	\$0	\$55,000	\$68,600	\$0	\$0	\$123,600
Economic Development Fund	\$186,480	\$564,710	\$0	\$0	\$27,500	\$0	\$41,490	\$0	\$1,500,000	\$2,320,180
HOME Fund	\$0	\$0	\$0	\$537,240	\$52,500	\$0	\$2,250	\$0	\$0	\$591,990
CDBG Entitlement Fund	\$0	\$0	\$0	\$505,500	\$0	\$0	\$0	\$0	\$0	\$505,500
Library Grant Fund	\$0	\$0	\$0	\$13,500	\$0	\$0	\$0	\$0	\$0	\$13,500
Crim. Justice Assistance Fund	\$298,420	\$0	\$0	\$234,920	\$0	\$0	\$34,000	\$0	\$0	\$567,340
Office Equipment Reserve Fund	\$234,960	\$0	\$0	\$7,500	\$27,700	\$0	\$15,000	\$0	\$815,240	\$1,100,400
Tourism Spec. Revenue Fund	\$0	\$27,500	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$28,000
Parks & Recreation Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$17,500	\$0	\$0	\$17,500
<b>DEBT SERVICE FUNDS:</b>										
2007 General Obligation Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$336,430	\$0	\$214,720	\$551,150
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$389,500	\$0	\$0	\$389,500
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$56,500	\$57,500
<b>CAPITAL PROJECT FUNDS:</b>										
Capital Projects Fund	\$174,000	\$250,000	\$0	\$3,000	\$0	\$0	\$40,000	\$0	\$150,000	\$617,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000
Building Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
<b>PERMANENT FUNDS:</b>										
Library Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$1,300
<b>ENTERPRISE FUNDS:</b>										
Water Operations Fund	\$0	\$0	\$0	\$0	\$6,248,300	\$0	\$43,250	\$0	\$0	\$6,291,550
Water Construction Fund	\$0	\$0	\$0	\$478,000	\$0	\$0	\$0	\$13,400,750	\$0	\$13,878,750
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$11,210,240	\$0	\$63,640	\$50,000	\$0	\$11,323,880
Sewer Construction Fund	\$0	\$0	\$0	\$3,700,000	\$0	\$0	\$10,000	\$7,745,000	\$0	\$11,455,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$0	\$0	\$115,000	\$1,183,550	\$0	\$0	\$0	\$0	\$1,298,550
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,236,250	\$13,423,750	\$15,660,000
Sanitary/Recycling Fund	\$90,310	\$0	\$0	\$30,660	\$4,557,430	\$0	\$36,000	\$0	\$0	\$4,714,400
Storm Water Fund	\$316,020	\$0	\$0	\$0	\$1,624,740	\$0	\$23,000	\$0	\$0	\$1,963,760
Transit Operations Fund	\$0	\$0	\$0	\$2,667,580	\$117,000	\$0	\$30,000	\$0	\$0	\$2,814,580
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$660,990	\$0	\$35,900	\$0	\$0	\$696,890
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,750	\$14,750
<b>INTERNAL SVC. FUNDS:</b>										
Equipment Rental Operation Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,012,420	\$0	\$0	\$2,012,420
Equipment Rental Reserve Fund	\$68,960	\$0	\$0	\$0	\$0	\$0	\$962,860	\$0	\$0	\$1,031,820
Insurance Reserve Fund	\$37,960	\$0	\$0	\$0	\$0	\$0	\$1,259,770	\$0	\$0	\$1,297,730
Facility Maintenance Fund	\$43,650	\$0	\$0	\$0	\$0	\$0	\$587,460	\$0	\$0	\$631,110
Unemployment Compensation Fund	\$32,250	\$0	\$0	\$0	\$0	\$0	\$30,250	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$352,650	\$0	\$0	\$0	\$0	\$0	\$233,950	\$0	\$0	\$586,600
<b>FIDUCIARY FUNDS:</b>										
Firemen's Pension Fund	\$386,830	\$0	\$0	\$40,200	\$0	\$0	\$37,600	\$0	\$486,440	\$951,070
<b>TOTALS</b>	<b>\$3,357,590</b>	<b>\$26,142,180</b>	<b>\$872,690</b>	<b>\$10,681,050</b>	<b>\$28,522,750</b>	<b>\$693,940</b>	<b>\$6,620,720</b>	<b>\$23,432,000</b>	<b>\$17,011,400</b>	<b>\$117,334,320</b>

# Revenue Summary for 2010

## Pie Chart Breakdown

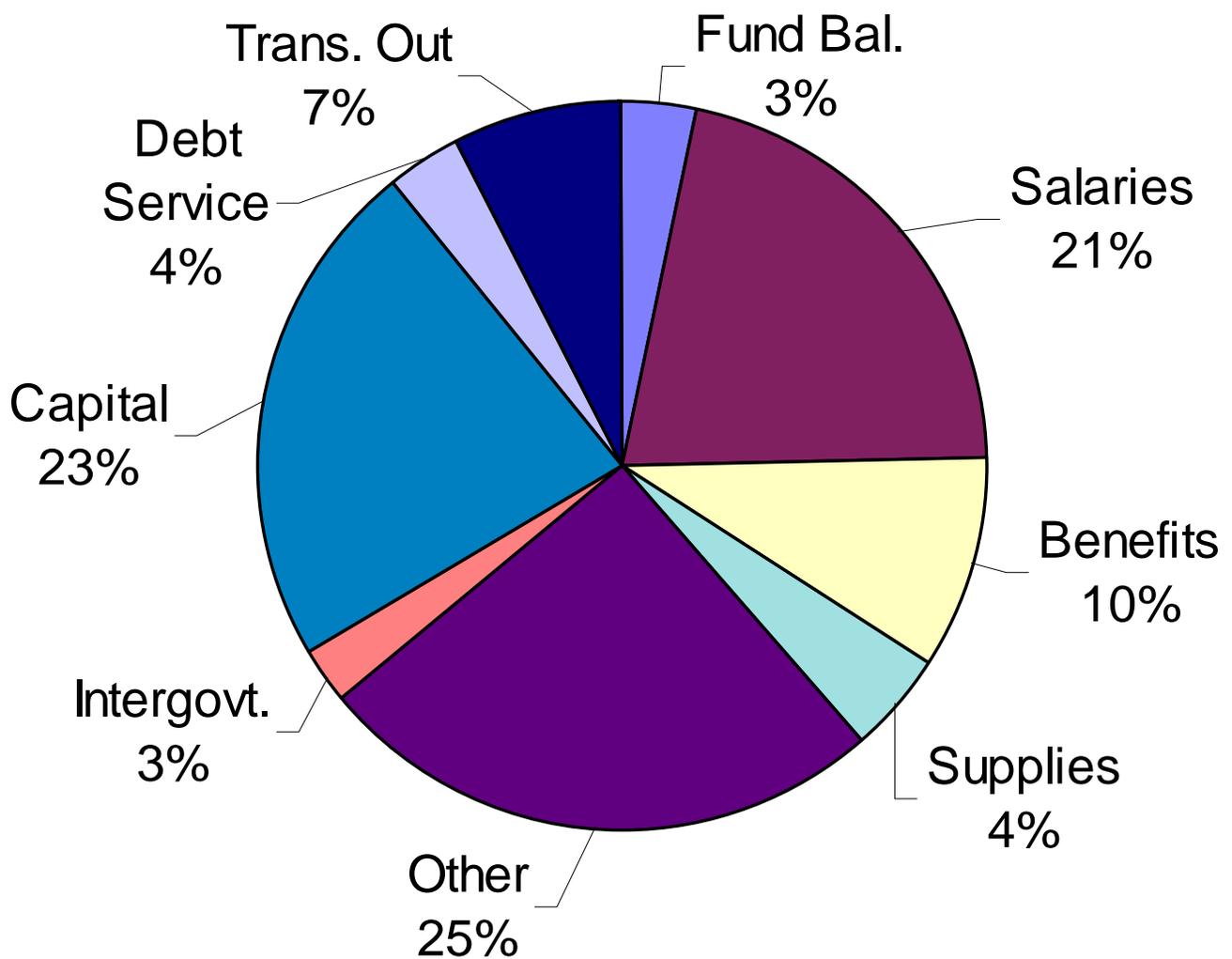


# Financial Summary

## Expenditure Summary for 2009 By BARS Revenue

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
<b>GENERAL FUND:</b>										
General Fund	\$0	\$15,341,220	\$5,649,400	\$918,880	\$5,459,230	\$2,446,430	\$0	\$179,670	\$1,043,850	\$31,038,680
<b>SPECIAL REVENUE FUNDS:</b>										
Arterial Street Fund	\$113,780	\$0	\$0	\$0	\$75,150	\$0	\$3,925,000	\$51,500	\$0	\$4,165,430
Downtown Parking Fund	\$0	\$66,980	\$27,540	\$1,640	\$17,200	\$0	\$2,040	\$0	\$0	\$115,400
Economic Development Fund	\$0	\$65,510	\$16,670	\$9,500	\$399,630	\$0	\$4,940,000	\$750,970	\$0	\$6,182,280
HOME Fund	\$0	\$0	\$0	\$0	\$580,380	\$0	\$0	\$0	\$0	\$580,380
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$501,000	\$0	\$0	\$0	\$0	\$501,000
Library Grant Fund	\$0	\$0	\$0	\$6,250	\$7,250	\$0	\$0	\$0	\$0	\$13,500
Criminal Justice Assistance Fund	\$0	\$576,570	\$219,260	\$17,550	\$118,040	\$0	\$40,000	\$0	\$0	\$971,420
Office Equipment Reserve Fund	\$0	\$0	\$0	\$335,000	\$281,000	\$0	\$304,300	\$0	\$0	\$920,300
Tourism Special Revenue Fund	\$13,400	\$0	\$0	\$0	\$14,600	\$0	\$0	\$0	\$0	\$28,000
Parks & Recreation Memorial Trust Fund	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
<b>DEBT SERVICE FUNDS:</b>										
2007 General Obligation Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$529,550	\$0	\$529,550
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000	\$25,500	\$385,500
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$56,500	\$57,500
<b>CAPITAL PROJECT FUNDS:</b>										
Capital Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$908,000	\$0	\$0	\$908,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
Building Replacement	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
<b>PERMANENT FUNDS:</b>										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,280	\$1,280
<b>ENTERPRISE FUNDS:</b>										
Water Operations Fund	\$1,521,670	\$782,170	\$349,480	\$1,306,430	\$1,239,600	\$0	\$0	\$296,700	\$99,730	\$5,595,780
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,370,000	\$0	\$4,358,860	\$5,728,860
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$838,860	\$838,860
Sewer Operations Fund	\$1,147,160	\$908,520	\$299,490	\$102,430	\$6,610,180	\$0	\$0	\$1,155,020	\$124,250	\$10,347,050
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,655,000	\$0	\$0	\$2,655,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$382,000	\$382,000
Filter Plant Operations Fund	\$157,450	\$329,010	\$123,320	\$111,240	\$518,330	\$0	\$0	\$0	\$19,400	\$1,258,750
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$5,085,000	\$0	\$0	\$5,085,000
Sanitary/Recycling Fund	\$0	\$184,190	\$89,120	\$7,360	\$4,213,110	\$0	\$0	\$0	\$73,690	\$4,567,470
Storm Water Fund	\$0	\$534,810	\$238,480	\$32,590	\$818,620	\$0	\$650,000	\$0	\$16,090	\$2,290,590
Transit Operations Fund	\$0	\$656,390	\$264,700	\$11,810	\$1,567,910	\$0	\$508,160	\$0	\$34,620	\$3,043,590
Mint Valley Golf Fund	\$0	\$221,910	\$88,810	\$91,860	\$239,800	\$0	\$0	\$19,960	\$13,230	\$675,570
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$14,450	\$0	\$0	\$0	\$0	\$14,450
<b>INTERNAL SERVICE FUNDS:</b>										
Equipment Rental Operations Fund	\$0	\$333,690	\$141,470	\$1,077,250	\$295,560	\$0	\$0	\$0	\$23,040	\$1,871,010
Equipment Rental Reserve Fund	\$186,130	\$0	\$0	\$0	\$14,040	\$0	\$723,880	\$0	\$0	\$924,050
Insurance Reserve Fund	\$0	\$129,450	\$295,610	\$8,010	\$787,050	\$0	\$0	\$0	\$0	\$1,220,120
Facility Maintenance Fund	\$0	\$230,800	\$90,320	\$42,390	\$238,910	\$0	\$0	\$0	\$8,830	\$611,250
Unemployment Compensation Fund	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Employee Benefits Reserve Fund	\$0	\$0	\$443,700	\$0	\$127,550	\$0	\$0	\$0	\$0	\$571,250
<b>FIDUCIARY FUNDS:</b>										
Firemen's Pension Fund	\$0	\$24,800	\$763,280	\$100	\$66,230	\$0	\$0	\$0	\$0	\$854,410
<b>TOTALS</b>	\$3,164,590	\$20,386,020	\$9,160,650	\$4,080,290	\$24,205,820	\$2,446,430	\$21,461,380	\$3,343,370	\$7,119,730	\$95,368,280

## Expenditure Summary for 2009 Pie Chart Breakdown

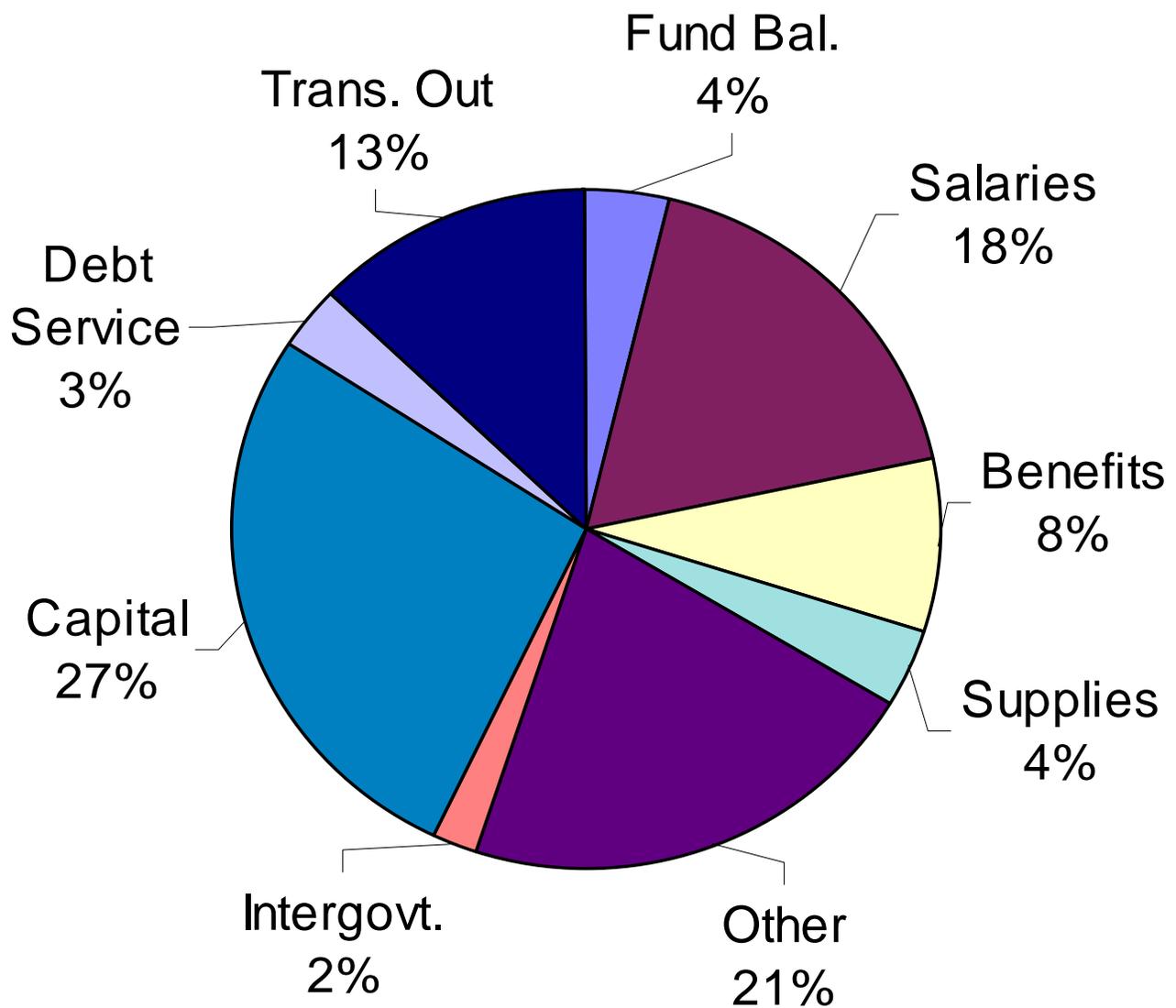


# Financial Summary

## Expenditure Summary for 2010 By BARS Revenues

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
<b>GENERAL FUND:</b>										
General Fund	\$0	\$16,023,310	\$6,049,210	\$964,570	\$5,661,100	\$2,554,350	\$0	\$182,370	\$1,121,010	\$32,555,920
<b>SPECIAL REVENUE FUNDS:</b>										
Arterial Street Fund	\$116,060	\$0	\$0	\$0	\$55,770	\$0	\$640,000	\$36,750	\$0	\$848,580
Downtown Parking Fund	\$0	\$72,480	\$29,680	\$1,680	\$17,680	\$0	\$2,080	\$0	\$0	\$123,600
Economic Development Fund	\$0	\$67,400	\$17,210	\$12,110	\$354,630	\$0	\$1,000,000	\$868,830	\$0	\$2,320,180
HOME Fund	\$0	\$0	\$0	\$0	\$591,990	\$0	\$0	\$0	\$0	\$591,990
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$505,500	\$0	\$0	\$0	\$0	\$505,500
Library Grant Fund	\$0	\$0	\$0	\$6,250	\$7,250	\$0	\$0	\$0	\$0	\$13,500
Crim. Justice Assistance Fund	\$0	\$348,560	\$131,810	\$16,950	\$70,020	\$0	\$0	\$0	\$0	\$567,340
Office Equipment Reserve Fund	\$0	\$0	\$0	\$391,700	\$292,000	\$0	\$416,700	\$0	\$0	\$1,100,400
Tourism Special Revenue Fund	\$13,400	\$0	\$0	\$0	\$14,600	\$0	\$0	\$0	\$0	\$28,000
Parks & Recreation Memorial Trust Fund	\$17,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,500
<b>DEBT SERVICE FUNDS:</b>										
2007 General Obligation Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$551,150	\$0	\$551,150
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$364,000	\$25,500	\$389,500
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$56,500	\$57,500
<b>CAPITAL PROJ. FUNDS:</b>										
Capital Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$617,000	\$0	\$0	\$617,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
Building Replacement Fund	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
<b>PERMANENT FUNDS:</b>										
Library Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$1,300
<b>ENTERPRISE FUNDS:</b>										
Water Operations Fund	\$2,082,960	\$814,250	\$372,110	\$1,354,810	\$1,277,080	\$0	\$0	\$308,770	\$81,570	\$6,291,550
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$455,000	\$0	\$13,423,750	\$13,878,750
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$2,036,310	\$951,980	\$317,030	\$119,410	\$6,761,660	\$0	\$0	\$1,011,850	\$125,640	\$11,323,880
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$11,455,000	\$0	\$0	\$11,455,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$159,090	\$344,420	\$131,190	\$111,530	\$532,720	\$0	\$0	\$0	\$19,600	\$1,298,550
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$15,660,000	\$0	\$0	\$15,660,000
Sanitary/Recycling Fund	\$0	\$194,320	\$96,250	\$7,490	\$4,341,850	\$0	\$0	\$0	\$74,490	\$4,714,400
Storm Water Fund	\$0	\$557,150	\$254,090	\$33,030	\$853,300	\$0	\$150,000	\$100,000	\$16,190	\$1,963,760
Transit Operations Fund	\$0	\$682,950	\$281,740	\$12,040	\$1,639,510	\$0	\$163,320	\$0	\$35,020	\$2,814,580
Mint Valley Golf Fund	\$0	\$228,570	\$93,870	\$95,070	\$245,790	\$0	\$0	\$20,260	\$13,330	\$696,890
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$14,750	\$0	\$0	\$0	\$0	\$14,750
<b>INTERNAL SVC. FUNDS:</b>										
Equipment Rental Operations Fund	\$0	\$346,400	\$150,670	\$1,183,180	\$308,930	\$0	\$0	\$0	\$23,240	\$2,012,420
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$2,080	\$0	\$1,029,740	\$0	\$0	\$1,031,820
Insurance Reserve Fund	\$0	\$135,260	\$303,410	\$8,160	\$850,900	\$0	\$0	\$0	\$0	\$1,297,730
Facility Maintenance Fund	\$0	\$239,560	\$95,180	\$43,220	\$244,220	\$0	\$0	\$0	\$8,930	\$631,110
Unemployment Compensation Fund	\$0	\$0	\$62,500	\$0	\$0	\$0	\$0	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$0	\$0	\$452,600	\$0	\$134,000	\$0	\$0	\$0	\$0	\$586,600
<b>FIDUCIARY FUNDS:</b>										
Firemen's Pension Fund	\$0	\$25,550	\$855,440	\$100	\$69,980	\$0	\$0	\$0	\$0	\$951,070
<b>TOTALS</b>	\$4,435,320	\$21,032,160	\$9,693,990	\$4,361,300	\$24,848,310	\$2,554,350	\$31,938,840	\$3,443,980	\$15,026,070	\$117,334,320

## Expenditure Summary for 2010 Pie Chart Breakdown



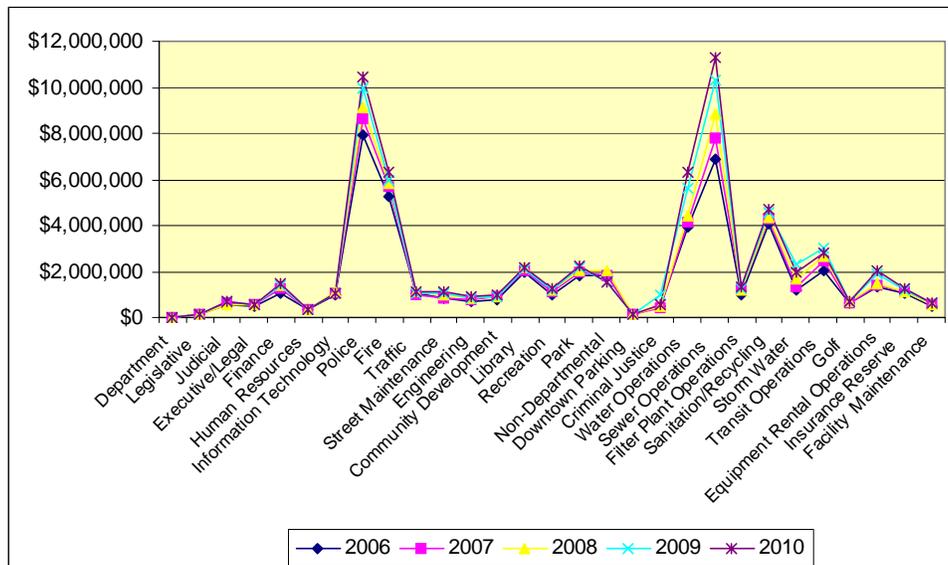
# Financial Summary

## Comparisons by Funds

Fund	2007 Actual	2008 Budget	2009 Budget	2010 Budget
<b>GENERAL FUND:</b>				
General Fund	\$28,747,966	\$30,469,440	\$31,038,680	\$32,555,920
<b>SPEC. REVENUE FUNDS:</b>				
Arterial Street Fund	\$568,434	\$629,880	\$4,165,430	\$848,580
Downtown Parking Fund	\$140,335	\$163,160	\$115,400	\$123,600
Economic Development Fund	\$2,467,948	\$3,007,380	\$6,182,280	\$2,320,180
HOME Fund	\$415,378	\$569,000	\$580,380	\$591,990
CDBG Entitlement Fund	\$197,422	\$484,100	\$501,000	\$505,500
Library Grant Fund	\$3,980	\$10,000	\$13,500	\$13,500
Criminal Justice Assist. Fund	\$412,983	\$518,670	\$971,420	\$567,340
Office Equipment Reserve Fund	\$1,024,303	\$1,021,900	\$920,300	\$1,100,400
Tourism Special Revenue Fund	\$8,358	\$23,500	\$28,000	\$28,000
Parks & Recreation Memorial Trust Fund	\$0	\$25,000	\$15,000	\$17,500
<b>DEBT SERVICE FUNDS:</b>				
2007 General Obligation Bond Fund	\$1,367,921	\$0	\$529,550	\$551,150
Special Assessment Bond Redemption Fund	\$165,643	\$385,000	\$385,500	\$389,500
Special Assessment Guaranty Fund	\$19,138	\$57,000	\$57,500	\$57,500
<b>CAPITAL PROJ. FUNDS:</b>				
Capital Projects Fund	\$470,439	\$439,200	\$908,000	\$617,000
L.I.D. Construction Fund	\$0	\$350,000	\$350,000	\$350,000
Building Replacement Fund	\$565,500	\$232,200	\$10,000	\$10,000
<b>PERMANENT FUNDS:</b>				
Library Trust Fund	\$0	\$1,250	\$1,280	\$1,300
<b>ENTERPRISE FUNDS:</b>				
Water Operations Fund	\$4,132,465	\$4,418,850	\$5,595,780	\$6,291,550
Water Construction Fund	\$1,029,550	\$2,320,000	\$5,728,860	\$13,878,750
Water Depreciation Reserve Fund	\$936,950	\$2,320,000	\$838,860	\$0
Sewer Operations Fund	\$7,824,295	\$8,844,575	\$10,347,050	\$11,323,880
Sewer Construction Fund	\$2,101,967	\$2,460,000	\$2,655,000	\$11,455,000
Sewer Depreciation Reserve Fund	\$1,043,466	\$2,460,000	\$382,000	\$0
Filter Plant Operations	\$1,194,820	\$1,207,440	\$1,258,750	\$1,298,550
Filter Plant Construction Fund	\$489,479	\$1,795,000	\$5,085,000	\$15,660,000
Sanitary/Recycling Fund	\$4,278,294	\$4,339,630	\$4,567,470	\$4,714,400
Storm Water Fund	\$1,345,180	\$1,673,620	\$2,290,590	\$1,963,760
Transit Operations Fund	\$2,470,153	\$2,650,840	\$3,043,590	\$2,814,580
Mint Valley Golf Fund	\$664,138	\$719,930	\$675,570	\$696,890
Mint Valley Racquet Fund	\$2,570	\$14,450	\$14,450	\$14,750
<b>INTERNAL SVC. FUNDS:</b>				
Equipment Rental Operations Fund	\$1,425,213	\$1,496,010	\$1,871,010	\$2,012,420
Equipment Rental Reserve Fund	\$1,443,670	\$829,300	\$924,050	\$1,031,820
Insurance Reserve Fund	\$1,101,124	\$1,117,410	\$1,220,120	\$1,297,730
Facility Maintenance Fund	\$546,122	\$588,870	\$611,250	\$631,110
Unemployment Compensation Fund	\$28,470	\$47,750	\$60,000	\$62,500
Employee Benefits Reserve Fund	\$322,887	\$542,500	\$571,250	\$586,600
<b>FIDUCIARY FUNDS:</b>				
Firemen's Pension Fund	\$657,569	\$886,550	\$854,410	\$951,070
<b>TOTALS</b>	<b>\$69,614,130</b>	<b>\$79,119,405</b>	<b>\$95,368,280</b>	<b>\$117,334,320</b>

# Five-Year Comparisons by City Departments

Department	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2010 Budget
Legislative	\$133,194	\$161,821	\$167,930	\$169,780	\$172,510
Judicial	\$578,435	\$605,206	\$550,850	\$707,790	\$729,510
Executive/Legal	\$512,900	\$546,451	\$558,080	\$544,500	\$562,740
Finance	\$1,081,685	\$1,246,794	\$1,401,160	\$1,435,380	\$1,494,490
Human Resources	\$340,646	\$357,661	\$378,810	\$349,630	\$364,100
Information Technology	\$1,003,013	\$1,022,527	\$1,114,180	\$1,023,440	\$1,063,120
Police	\$7,916,579	\$8,629,576	\$9,126,200	\$9,930,530	\$10,477,060
Fire	\$5,244,949	\$5,706,918	\$5,797,510	\$5,970,710	\$6,314,930
Traffic	\$1,050,282	\$1,000,245	\$1,148,480	\$1,083,470	\$1,126,460
Street Maintenance	\$828,622	\$850,737	\$1,009,780	\$1,086,400	\$1,135,400
Engineering	\$695,748	\$795,471	\$821,400	\$851,450	\$886,370
Community Development	\$749,364	\$883,177	\$944,350	\$942,860	\$980,230
Library	\$1,940,937	\$2,064,333	\$2,170,680	\$2,072,890	\$2,187,480
Recreation	\$1,012,140	\$1,101,141	\$1,213,240	\$1,208,000	\$1,255,600
Park	\$1,815,705	\$1,969,111	\$2,043,030	\$2,146,480	\$2,245,230
Non-Departmental	\$1,820,935	\$1,806,797	\$2,023,760	\$1,515,370	\$1,560,690
Downtown Parking	\$137,618	\$140,335	\$163,160	\$115,400	\$123,600
Criminal Justice	\$488,167	\$412,983	\$518,670	\$971,420	\$567,340
Water Operations	\$3,946,479	\$4,132,465	\$4,418,850	\$5,595,780	\$6,291,550
Sewer Operations	\$6,865,040	\$7,824,295	\$8,844,575	\$10,347,050	\$11,323,880
Filter Plant Operations	\$977,251	\$1,194,820	\$1,207,440	\$1,258,750	\$1,298,550
Sanitation/Recycling	\$4,071,798	\$4,278,294	\$4,339,630	\$4,567,470	\$4,714,400
Storm Water	\$1,162,736	\$1,345,180	\$1,673,620	\$2,290,590	\$1,963,760
Transit Operations	\$2,050,278	\$2,470,153	\$2,650,840	\$3,043,590	\$2,814,580
Golf	\$648,060	\$664,138	\$719,930	\$675,570	\$696,890
Equipment Rental Operations	\$1,305,625	\$1,425,213	\$1,496,010	\$1,871,010	\$2,012,420
Insurance Reserve	\$1,065,835	\$1,101,124	\$1,117,410	\$1,220,120	\$1,297,730
Facility Maintenance	\$508,882	\$546,122	\$588,870	\$611,250	\$631,110



# 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 debt limit based on 2007 assessed valuation of \$2,596,241,283 is:  
 Property Valuation (2007 assessment for 2008 collection) ..... \$2,596,241,283

### INDEBTEDNESS FOR GENERAL PURPOSES

#### NON-VOTED DEBT LIMITS

Limit without vote (1.5% of assessed value)		38,943,619
General obligation bonds outstanding	\$16,575,000	
Other general obligation debt	<u>1,783,632</u>	
Total general obligation debt		\$18,358,632
Total GO debt reduced by:		
Applicable governmental fund assets available		<u>(711,311)</u>
Net outstanding non-voted debt		<u>17,647,321</u>
<b>REMAINING NON-VOTED DEBT CAPACITY</b>		<u><u>\$21,296,298</u></u>

**VOTED DEBT LIMITS**

Limit with vote (2.5% of assessed value)	\$64,906,032
Less: Net outstanding non-voted debt	17,647,321
Voted general obligation bonds outstanding	\$0
Reduced by applicable funds available	0
	<hr/>
Net outstanding voted debt	0
	<hr/>
<b>REMAINING VOTED DEBT CAPACITY</b>	<b>\$47,258,711</b>
	<hr/> <hr/>

**INDEBTEDNESS FOR UTILITY PURPOSES**

Limit with vote (5% of assessed value)	\$129,812,064
Less: Total net general purpose debt	17,647,321
	<hr/>
<b>REMAINING VOTED UTILITY DEBT CAPACITY</b>	<b>\$112,164,743</b>
	<hr/> <hr/>

**INDEBTEDNESS FOR PARKS AND OPEN SPACES**

Limit with vote (7.5% of assessed value)	\$194,718,096
Less: Total net general and utility purpose debt	17,647,321
	<hr/>
<b>REMAINING VOTED PARKS AND OPEN SPACES DEBT CAPACITY</b>	<b>\$177,070,775</b>
	<hr/> <hr/>

## Schedule of Long-Term Debt for the period ending December 31, 2005

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
2008	\$495,000	\$763,052	\$181,170	\$53,433
2009	\$495,000	\$699,772	\$182,774	\$48,880
2010	\$655,000	\$678,036	\$170,506	\$44,231
2011	\$685,000	\$650,638	\$172,308	\$39,619
2012	\$725,000	\$621,524	\$174,219	\$34,899
2013-17	\$3,950,000	\$2,578,863	\$804,033	\$101,438
2018-22	\$3,435,000	\$1,758,723	\$98,622	\$8,961
2023-27	\$3,885,000	\$935,109	\$0	\$0
2028-32	\$2,250,000	\$260,700	\$0	\$0
	<hr/>	<hr/>	<hr/>	<hr/>
	\$16,575,000	\$8,946,417	\$1,783,632	\$331,461

## Financial Summary

### General Obligation Bonds & Other General Obligation Debt

In 2007 the City had \$16,575,000 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, 2007 are as follow

**\$2,005,000 - 1998 Limited Tax General Obligation.**

Series “A” serial bonds due in annual installments of \$45,000 to \$190,000 through December 1, 2017, interest at 4.00% to 4.95% ..... \$100,000

**\$2,050,000 - 2000 Limited Tax General Obligation.**

\$1,742,500 – 2000 Longview Public Library serial bonds due in installments of \$80,750 to \$161,500 through December 1, 2015 with interest at 5.00% to 5.40%. ..... \$1,088,000

\$102,500 – 2000 Columbia Theatre serial bonds due in installments of \$4,750 to \$9,500 through December 1, 2015 with interest at 5.00% to 5.40% ..... \$64,000

\$205,000 – 2000 Mint Valley Golf Cart-Path serial bonds due in installments of \$9,500 to \$19,000 through December 1, 2015 with interest at 5.00% to 5.40 % ..... \$128,000

**\$7,535,000 - 2004 Limited Tax General Obligation.**

2004 Mint Farm Industrial Park serial bonds due in installments of \$140,000 to \$550,000 through December 1, 2026 with interest at 2.59% to 4.265%. ..... \$7,100,000

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

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%. ..... \$8,095,000

***Total General Obligation Bonds Outstanding* ..... \$16,575,000**

### 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, 2007 the amount outstanding on these obligations was \$1,783,632. Outstanding Other General Obligation Debt as of December 31, 2007 was as follows:

**\$265,384 - Public Works Trust Fund Loan.**

Proceeds were utilized to fund the East Industrial Way Street Improvement Project. Annual interest payments of 1% per annum on outstanding principal balance with final payment due July 1, 2009. Payment for this Public Works Trust Fund Loan is provided by the Arterial Street Fund. .... \$27,935

**\$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, 2015. Payment for this Public Works Trust Fund Loan is provided by the Arterial Street Fund ..... \$233,282

**\$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 HUD Fund. .... \$1,071,428

**\$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 HUD Fund. .... \$450,987

**Total Other General Obligation Debt Outstanding ..... \$1,783,632**

## 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
2008	\$780,000	\$218,563	\$164,400	\$8,574
2009	\$1,095,000	\$197,413	\$111,037	\$6,812
2010	\$1,000,000	\$155,000	\$111,037	\$5,583
2011	\$1,000,000	\$105,000	\$73,117	\$4,355
2012	\$1,000,000	\$55,000	\$73,117	\$3,505
2013-17	\$0	\$0	\$204,285	\$11,236
2018-22	\$0	\$0	\$204,285	\$6,128
2023-25	\$0	\$0	\$122,573	\$1,226
	<b>\$4,875,000</b>	<b>\$730,976</b>	<b>\$1,063,851</b>	<b>\$47,419</b>

## Revenue Bonds & Other Enterprise Debt

**Revenue Bonds:** 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. Total outstanding Revenue bonds as of December 31, 2007 amounted to \$4,875,000. These bonds are payable through 2012. Payment for outstanding revenue bond debt is provided by the Water/Sewer Fund.

\$1,910,000 – 2004 Water-Sewer Revenue Refunding Bonds due in annual installments beginning December 1, 2004 of \$135,000 to \$600,000 through December 1, 2008 with interest at 2.00% to 5.00% ..... \$600,000

\$3,080,000 – 2002 Water-Sewer Revenue Refunding Bonds due in annual installments beginning December 1, 2002 of \$40,000 to \$980,000 through December 1, 2009 with interest at 2.50% to 3.25% ..... \$365,000

## Financial Summary

\$3,910,000 – 2005 Water-Sewer Revenue Refunding Bonds due in annual installments beginning December 1, 2009 of \$910,000 to \$1,000,000 through December 1, 2012 with interest at 4.00% to 5.50% .....	<u>\$3,910,000</u>
<b>Total Revenue Bonds Outstanding .....</b>	<b><u>\$4,875,000</u></b>

## 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.

\$1,000,000 - 1989 Public Works Trust Fund Loan for the East Longview Sewer Rehabilitation Project. Annual installments due beginning July 1, 1989, through July 1, 2008, interest at 1% .....	\$53,363
\$955,109 - 1990 Public Works Trust Fund Loan. Proceeds were utilized to fund the East Longview Sewer Rehabilitation Project. Annual installments due beginning July 1, 1991, through July 1, 2010. ....	\$113,761
\$661,500 - Timber Public Works Trust Fund Loan. Proceeds were utilized to fund the construction of the Tennant Way Sewer main. Annual interest payments of 2% per annum on outstanding principal balance with final payment due July 1, 2012. ....	\$161,298
\$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% .....	<u>\$735,429</u>
<b>Total Other Enterprise Debt .....</b>	<b><u>\$1,063,851</u></b>

## 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, 2007 totaled \$296,000.

\$44,819 - 1997 Local Improvement District No. 337 term bonds due March 2009, interest at 6.00% .....	\$5,000
\$47,824 - 1998 Local Improvement District No. 339 term bonds due April 2010, interest at 6.25% .....	\$4,000
\$112,576 – 1999 Local Improvement District No. 340 term bonds due October, 2011, interest at 6.00% .....	\$1,000

\$850,441 – 2002 Local Improvement District No. 343 term bonds due September, 2014, interest at 2% - 4.625% .....	\$220,000
\$49,300 – 2004 Local Improvement District No. 344 term bonds due September, 2016, interest at 3.75% .....	\$29,000
\$61,710 – 2004 Local Improvement District No. 345 term bonds due September, 2016, interest at 3.75% .....	\$25,000
\$30,361 – 2004 Local Improvement District No. 346 term bonds due September, 2016, interest at 3.75% .....	\$12,000
<b><i>Total Local Improvement District Bonds Outstanding</i></b> .....	<b><u>\$296,000</u></b>

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

**SPECIAL ASSESSMENT DEBT**

Year ending December, 31	Bonds	
	Principal	Interest
2008	\$91,000	\$13,029
2009	\$73,000	\$8,969
2010	\$60,000	\$5,731
2011	\$49,000	\$3,050
2012	\$9,000	\$863
2013-16	\$14,000	\$525
	<u>\$296,000</u>	<u>\$32,167</u>

# Financial Summary

## Fund Budget Structure

Details of the fund structures for the budget start on page 34. In the sections that follow the financial summary, individual funds are accounted for beginning with the General Fund. All fund sections are indicated by orange tabs, and each City department is represented by a yellow tab.

## Revenues

### Total All Funds

Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Taxes	\$24,205,015	\$24,227,170	\$25,385,910	4.8%	\$26,142,180	3.0%	\$51,528,090
Licenses & Permits	\$1,008,296	\$1,136,260	\$853,170	-24.9%	\$872,690	2.3%	\$1,725,860
Intergovernmental	\$8,098,184	\$5,836,110	\$10,084,030	72.8%	\$10,681,050	5.9%	\$20,765,080
Charges for Services	\$23,012,961	\$24,151,800	\$26,424,230	9.4%	\$28,522,750	7.9%	\$54,946,980
Fines & Forfeits	\$659,328	\$570,740	\$675,330	18.3%	\$693,940	2.8%	\$1,369,270
Miscellaneous	\$6,566,229	\$7,752,130	\$10,299,670	32.9%	\$6,620,720	-35.7%	\$16,920,390
Non-Revenues	\$771,607	\$832,750	\$7,625,140	815.7%	\$23,432,000	207.3%	\$31,057,140
Other Financing Sources	\$13,951,061	\$8,486,170	\$9,115,830	7.4%	\$17,011,400	86.6%	\$26,127,230
Beg Resources Req to Balanc	\$0	\$6,126,275	\$4,904,970	-19.9%	\$3,357,590	-31.5%	\$8,262,560
<b>TOTAL REVENUES</b>	<b>\$78,272,681</b>	<b>\$79,119,405</b>	<b>\$95,368,280</b>	<b>20.5%</b>	<b>\$117,334,320</b>	<b>23.0%</b>	<b>\$212,702,600</b>

## Expenditures

### Total All Funds

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$1,171,385	\$3,164,590	170.2%	\$4,435,320	40.2%	\$7,599,910
Salaries & Wages	\$18,182,839	\$19,360,540	\$20,386,020	5.3%	\$21,032,160	3.2%	\$41,418,180
Personnel Benefits	\$7,643,410	\$8,803,370	\$9,160,650	4.1%	\$9,693,990	5.8%	\$18,854,640
Supplies	\$3,750,030	\$3,754,250	\$4,080,290	8.7%	\$4,361,300	6.9%	\$8,441,590
Other Services & Charges	\$21,541,003	\$22,952,180	\$24,205,820	5.5%	\$24,848,310	2.7%	\$49,054,130
Intergovernmental	\$2,256,434	\$2,063,440	\$2,446,430	18.6%	\$2,554,350	4.4%	\$5,000,780
Capital Outlay	\$6,807,178	\$9,698,500	\$21,461,380	121.3%	\$31,938,840	48.8%	\$53,400,220
Debt Service	\$3,869,037	\$2,897,040	\$3,343,370	15.4%	\$3,443,980	3.0%	\$6,787,350
Interfund Transfers	\$5,564,199	\$8,418,700	\$7,119,730	-15.4%	\$15,026,070	111.0%	\$22,145,800
<b>TOTAL EXPENDITURES</b>	<b>\$69,614,130</b>	<b>\$79,119,405</b>	<b>\$95,368,280</b>	<b>20.5%</b>	<b>\$117,334,320</b>	<b>23.0%</b>	<b>\$212,702,600</b>

# The General Fund

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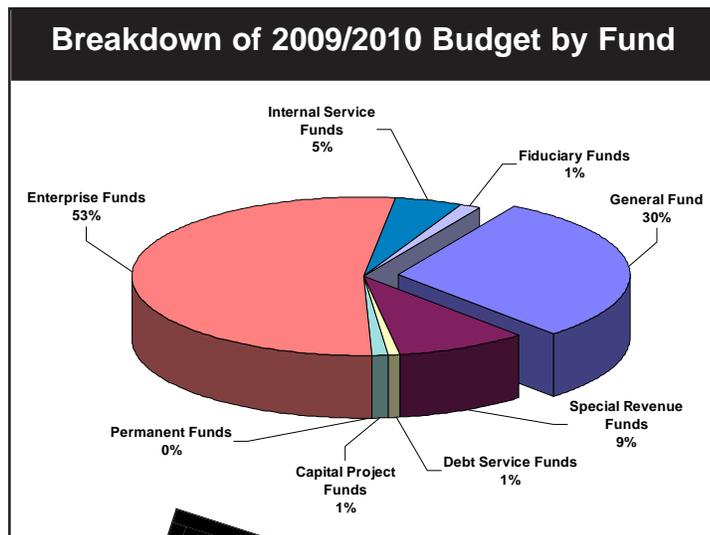
# General Fund

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



FUND SUMMARY	
Fund Title	
General Fund	
Beginning Fund Balance	\$4,615,490
2009/2010 Estimated Revenue	\$62,115,380
Beginning Cash Required for Operations	\$1,479,220
Total 2009/2010 Revenue	\$63,594,600
2007/2008 Estimated Expenditures	\$63,594,600
Contribution to Ending Fund Balance	\$0
Total 2009/2010 Expenditures	\$63,594,600
Estimated Ending Fund Balance	\$3,136,270

# 2009/2010 General Fund Summary

## Revenue

<b>General Fund</b>							
<b>Total Revenues By Source</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
Taxes	\$23,099,885	\$23,400,170	\$24,549,300	4.9%	\$25,299,970	3.1%	\$49,849,270
Licenses & Permits	\$1,008,296	\$1,136,260	\$853,170	-24.9%	\$872,690	2.3%	\$1,725,860
Intergovernmental	\$1,655,725	\$1,474,700	\$1,559,520	5.8%	\$1,593,650	2.2%	\$3,153,170
Charges for Services	\$2,358,728	\$2,324,790	\$2,719,760	17.0%	\$2,810,300	3.3%	\$5,530,060
Fines & Forfeits	\$591,563	\$515,740	\$620,330	20.3%	\$638,940	3.0%	\$1,259,270
Miscellaneous	\$561,609	\$389,040	\$308,200	-20.8%	\$289,550	-6.1%	\$597,750
Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Financing Sources	\$21,100	\$0	\$0	0.0%	\$0	0.0%	\$0
Beg Resources Req to Balanc	\$0	\$1,228,740	\$428,400	-65.1%	\$1,050,820	145.3%	\$1,479,220
<b>TOTAL REVENUES</b>	<b>\$29,296,906</b>	<b>\$30,469,440</b>	<b>\$31,038,680</b>	<b>1.9%</b>	<b>\$32,555,920</b>	<b>4.9%</b>	<b>\$63,594,600</b>

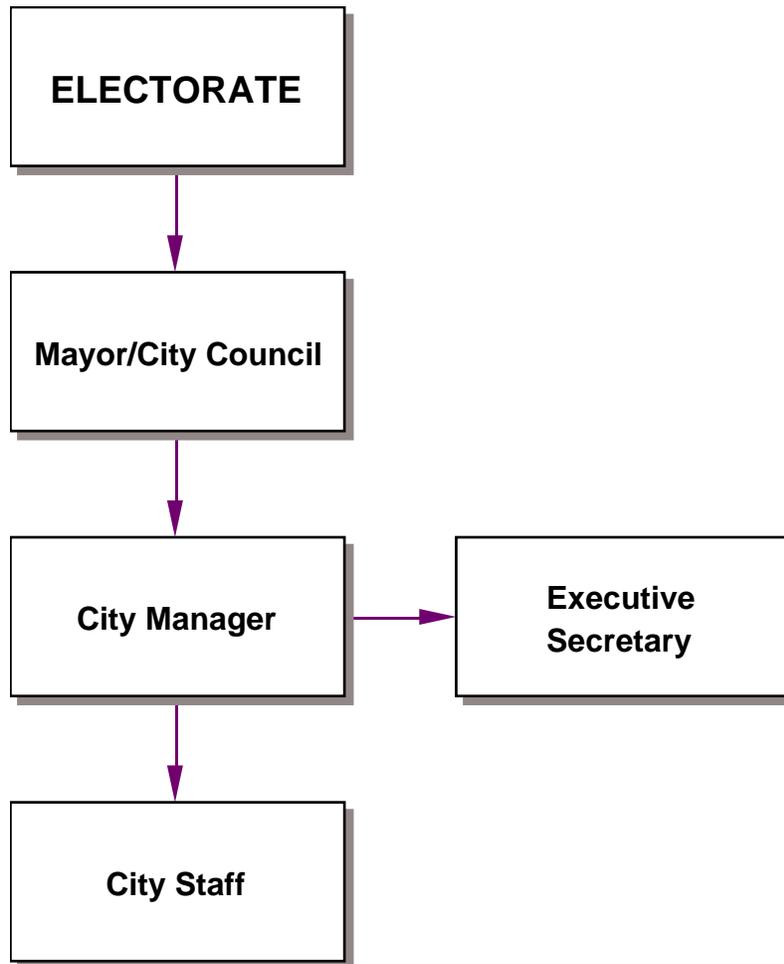
## Expenditures

<b>General Fund</b>							
<b>Total Expenditures By Object</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$14,108,483	\$14,807,920	\$15,341,220	3.6%	\$16,023,310	4.4%	\$31,364,530
Personnel Benefits	\$4,957,661	\$5,562,710	\$5,649,400	1.6%	\$6,049,210	7.1%	\$11,698,610
Supplies	\$989,265	\$999,680	\$918,880	-8.1%	\$964,570	5.0%	\$1,883,450
Other Services & Charges	\$4,724,567	\$5,350,070	\$5,459,230	2.0%	\$5,661,100	3.7%	\$11,120,330
Intergovernmental	\$2,256,434	\$2,063,440	\$2,446,430	18.6%	\$2,554,350	4.4%	\$5,000,780
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$334,566	\$348,670	\$179,670	-48.5%	\$182,370	1.5%	\$362,040
Interfund Transfers	\$1,376,990	\$1,336,950	\$1,043,850	-21.9%	\$1,121,010	7.4%	\$2,164,860
<b>TOTAL EXPENDITURES</b>	<b>\$28,747,966</b>	<b>\$30,469,440</b>	<b>\$31,038,680</b>	<b>1.9%</b>	<b>\$32,555,920</b>	<b>4.9%</b>	<b>\$63,594,600</b>

# General Fund

# Organization Chart

## Legislative



# General Fund

## Expenditure Summary

### Department Summary: Legislative

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$99,694	\$101,470	\$109,940	8.3%	\$111,530	1.4%	\$221,470
Personnel Benefits	\$20,995	\$22,300	\$23,890	7.1%	\$25,060	4.9%	\$48,950
Supplies	\$9,024	\$5,120	\$5,220	2.0%	\$5,340	2.3%	\$10,560
Other Services & Charges	\$32,108	\$39,040	\$30,730	-21.3%	\$30,580	-0.5%	\$61,310
<b>TOTAL EXPENDITURES</b>	<b>\$161,821</b>	<b>\$167,930</b>	<b>\$169,780</b>	<b>1.1%</b>	<b>\$172,510</b>	<b>1.6%</b>	<b>\$342,290</b>

### Program Descriptions - Initiatives - Performance Measures

**City Council ..... \$342,290**

Council is the legislative (policy-setting) authority that adopts ordinances and policies appropriating money and approves 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.

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
Number of regular Council meetings	19	22	23	23
Number of special Council meetings	6	1	1	1
Number of workshops, retreats and joint special meetings	19	18	15	15

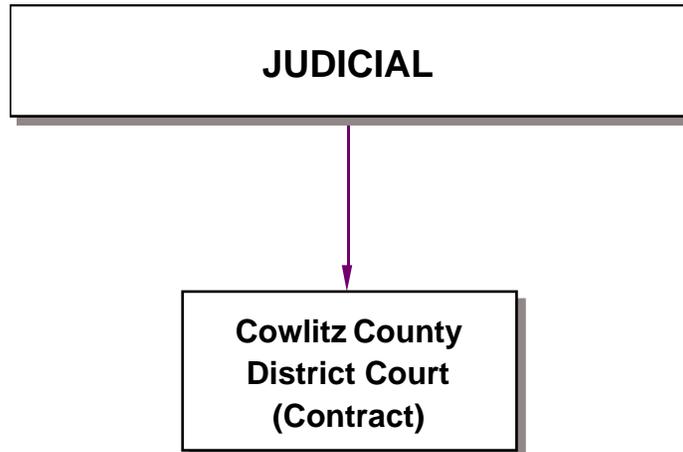
**TOTAL FOR ALL PROGRAMS ..... \$342,290**



*Front row: Mayor Kurt Anagnostou, Mary Jane Melink, Mayor Pro Tem Don Jensen.  
Back row: Dennis Weber, Andy Busack, Ken Botero, and Chuck Wallace.*

# Organization Chart

## Judicial



# General Fund

## Expenditure Summary

### Department Summary: Judicial

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Other Services & Charges	\$246,915	\$277,100	\$340,830	23.0%	\$350,140	2.7%	\$690,970
Intergovernmental	\$358,291	\$273,750	\$366,960	34.0%	\$379,370	3.4%	\$746,330
<b>TOTAL EXPENDITURES</b>	<b>\$605,206</b>	<b>\$550,850</b>	<b>\$707,790</b>	<b>28.5%</b>	<b>\$729,510</b>	<b>3.1%</b>	<b>\$1,437,300</b>

### Program Descriptions - Initiatives - Performance Measures

#### Longview Municipal Court ..... \$1,437,300

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)

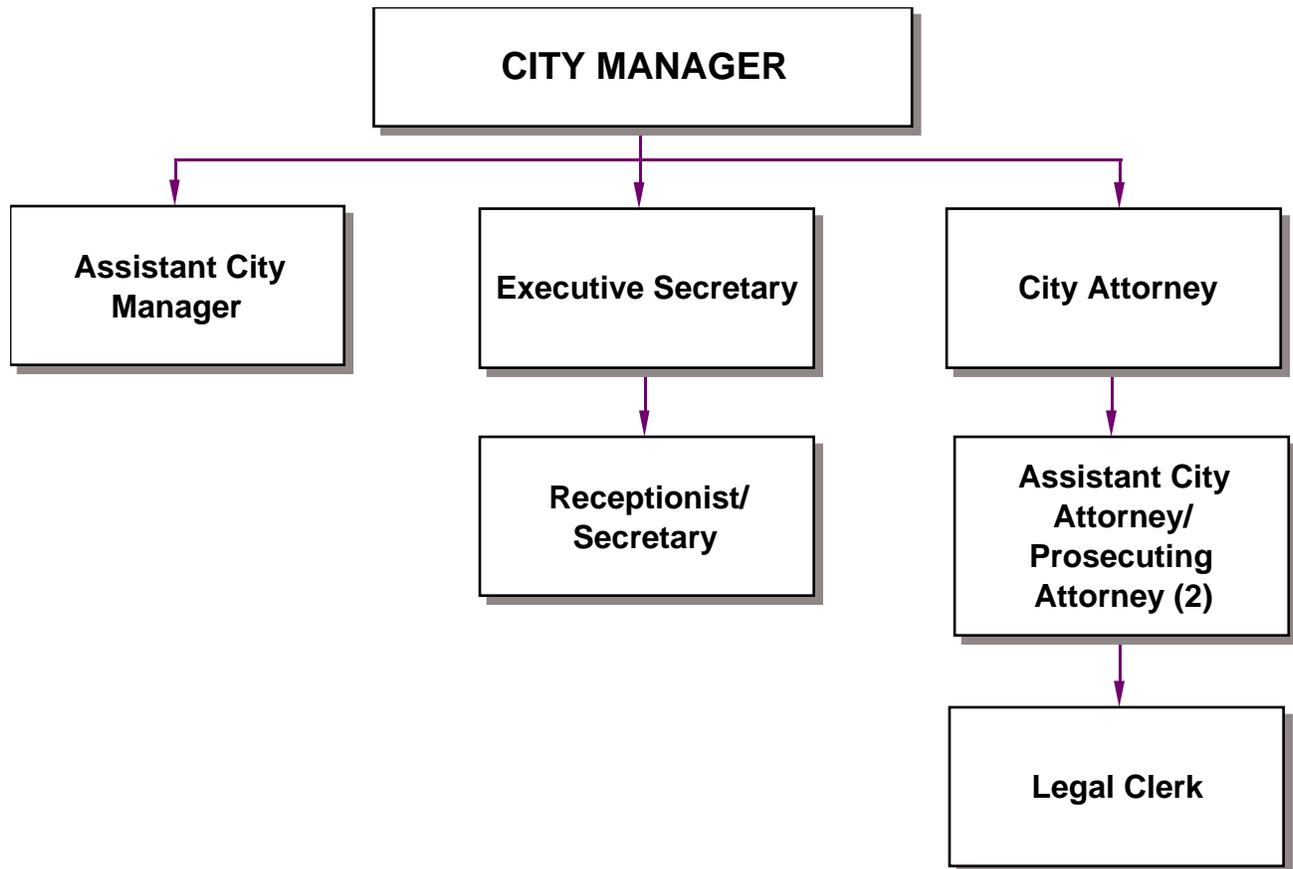
A Municipal Court adjudication

Performance Measures	2007 Actual	2008 Target	2009 Target	2010 Target
A Criminal filings	2,983	3,184	3,289	3,453
A Civil infractions filings	5,349	5,620	5,901	6,196

### TOTAL FOR ALL PROGRAMS ..... \$1,437,300

# Organization Chart

## Executive/Legal



# General Fund

## Expenditure Summary

### Department Summary: Executive/Legal

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$389,936	\$394,690	\$382,270	-3.1%	\$393,980	3.1%	\$776,250
Personnel Benefits	\$110,524	\$133,480	\$113,970	-14.6%	\$119,130	4.5%	\$233,100
Supplies	\$20,087	\$14,580	\$24,260	66.4%	\$24,750	2.0%	\$49,010
Other Services & Charges	\$25,904	\$15,330	\$24,000	56.6%	\$24,880	3.7%	\$48,880
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$546,451</b>	<b>\$558,080</b>	<b>\$544,500</b>	<b>-2.4%</b>	<b>\$562,740</b>	<b>3.3%</b>	<b>\$1,107,240</b>

### Program Descriptions - Initiatives - Performance Measures

#### Legal Services ..... \$795,695

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 of 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, two Assistant City Attorneys and one Legal Clerk.

**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	2007 Actual	2008 Target	2009 Target	2010 Target
A Ordinances adopted	51	52	57	59
A Resolutions adopted	23	30	32	34
A Contracts reviewed	232	240	250	260
B Classes attended on legal issues	0	4	8	12
B Traffic and non-traffic Infractions	1,337	1,405	1,475	1,545
B DUI/physical control filings	189	220	270	295
B Misdemeanor other traffic filings	1,559	1,610	1,685	1,785
B Misdemeanor non-traffic filings	1,175	1,225	1,300	1,400
B Parking filings	50	60	65	68
A/B Code Enforcement cases handled through Hearing Examiner	0	5	20	35

**Executive Administration ..... \$311,545**

This program provides executive administration and oversight of municipal organization, including development and marketing of Mint Farm Industrial Park

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

- A Carry out Council goals
- B Prepare and administer City budget
- C Direct the City’s daily operations
- D Market Mint Farm Industrial Park

**Performance Measures**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Percent of Council goals achieved	85%	90%	90%	90%
B Percent of balanced budget prepared	100%	100%	100%	100%
D Number of Mint Farm Industrial Park lots sold per year	2	0	1	1

**The Mint Farm**

- SHOVEL-READY LAND
- WORRY FREE PERMITTING
- STRATEGIC LOCATION
- EDUCATED WORKFORCE
- EXCEPTIONAL QUALITY OF LIFE

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The best way to predict the future is to create it.

**Why locate your business in the Mint Farm Industrial Park?**

- [180 acres available NOW](#)
- [Land fully permitted](#)
- Zoned for heavy and light industry
- Infrastructure in place
- [Ideal location between Seattle, WA and Portland, OR in the USA](#)
- Easy access to rail, water, air and freeway (I-5)
- A skilled and productive labor force (55,000)
- [Ready-to-build permitting](#)

→ CHECK OUT OUR TECHNICAL INFO CENTER  
→ NEW DEVELOPMENTS

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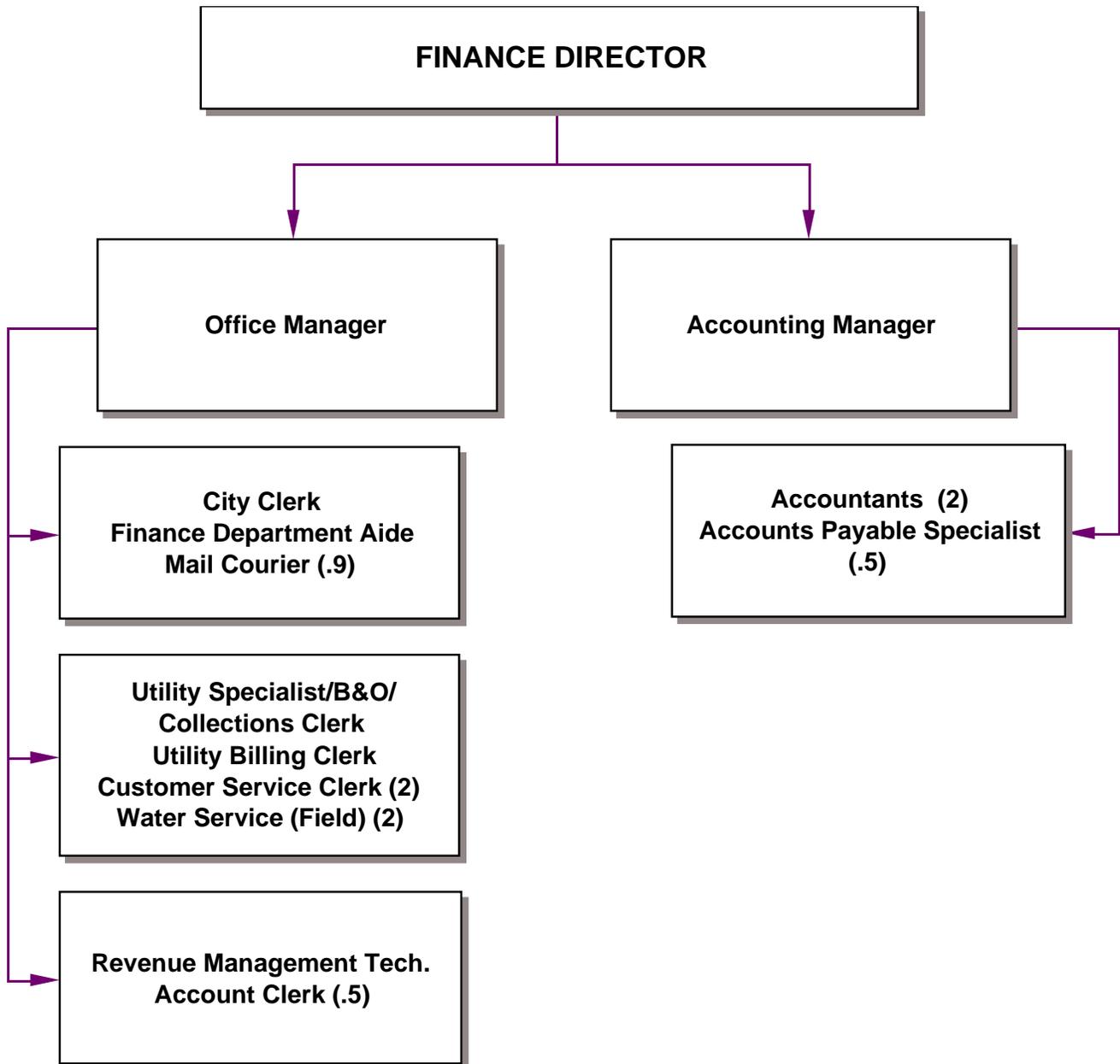


**TOTAL FOR ALL PROGRAMS ..... \$1,107,240**

# General Fund

# Organization Chart

## Finance



# General Fund

## Expenditure Summary

### Department Summary: Finance

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$676,384	\$719,960	\$725,810	0.8%	\$754,900	4.0%	\$1,480,710
Personnel Benefits	\$247,446	\$269,020	\$286,570	6.5%	\$306,400	6.9%	\$592,970
Supplies	\$49,004	\$33,570	\$34,250	2.0%	\$34,940	2.0%	\$69,190
Other Services & Charges	\$273,960	\$378,610	\$388,750	2.7%	\$398,250	2.4%	\$787,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,246,794</b>	<b>\$1,401,160</b>	<b>\$1,435,380</b>	<b>2.4%</b>	<b>\$1,494,490</b>	<b>4.1%</b>	<b>\$2,929,870</b>

### Program Descriptions - Initiatives - Performance Measures

#### Financial Management ..... \$1,401,352

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 LID

**Performance Measures**

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

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
A	100%	100%	100%	100%
B	0	0	1	1
C	\$30.5	\$29.0	\$32.5	\$35.2
D	8,493	8,316	8,158	8,224
E	11	10	8	8

**Utilities Customer Service ..... \$1,046,888**

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**

- A Utility service order requests processed
- A New utility service connections processed
- B Number of water utility accounts serviced
- B Number of sewer utility accounts serviced

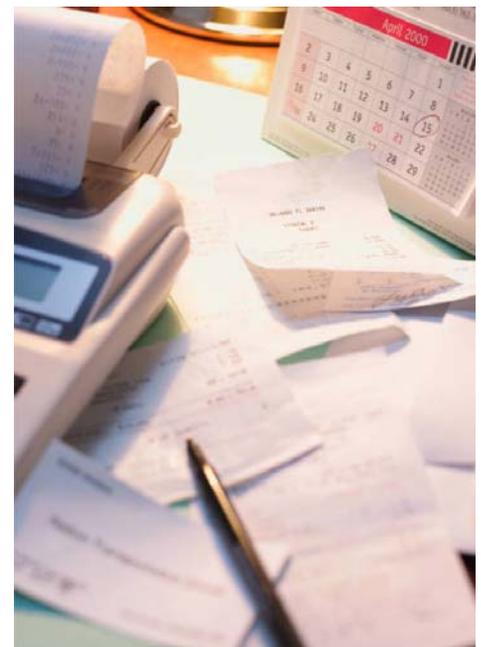
	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A	4,167	3,818	3,725	3,842
A	128	57	35	42
B	13,883	14,082	14,123	14,165
B	13,696	13,868	13,935	13,978

**Business Licensing/B&O Tax Administration ..... \$310,518**

The Business Licensing/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 3,000 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**

- A Business licenses issued
- B B&O tax mailings and filings processed

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A	3,067	3,120	2,700	2,780
B	7,648	8,050	8,225	8,375

# General Fund

**City Clerk’s Office ..... \$171,112**

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; 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)*

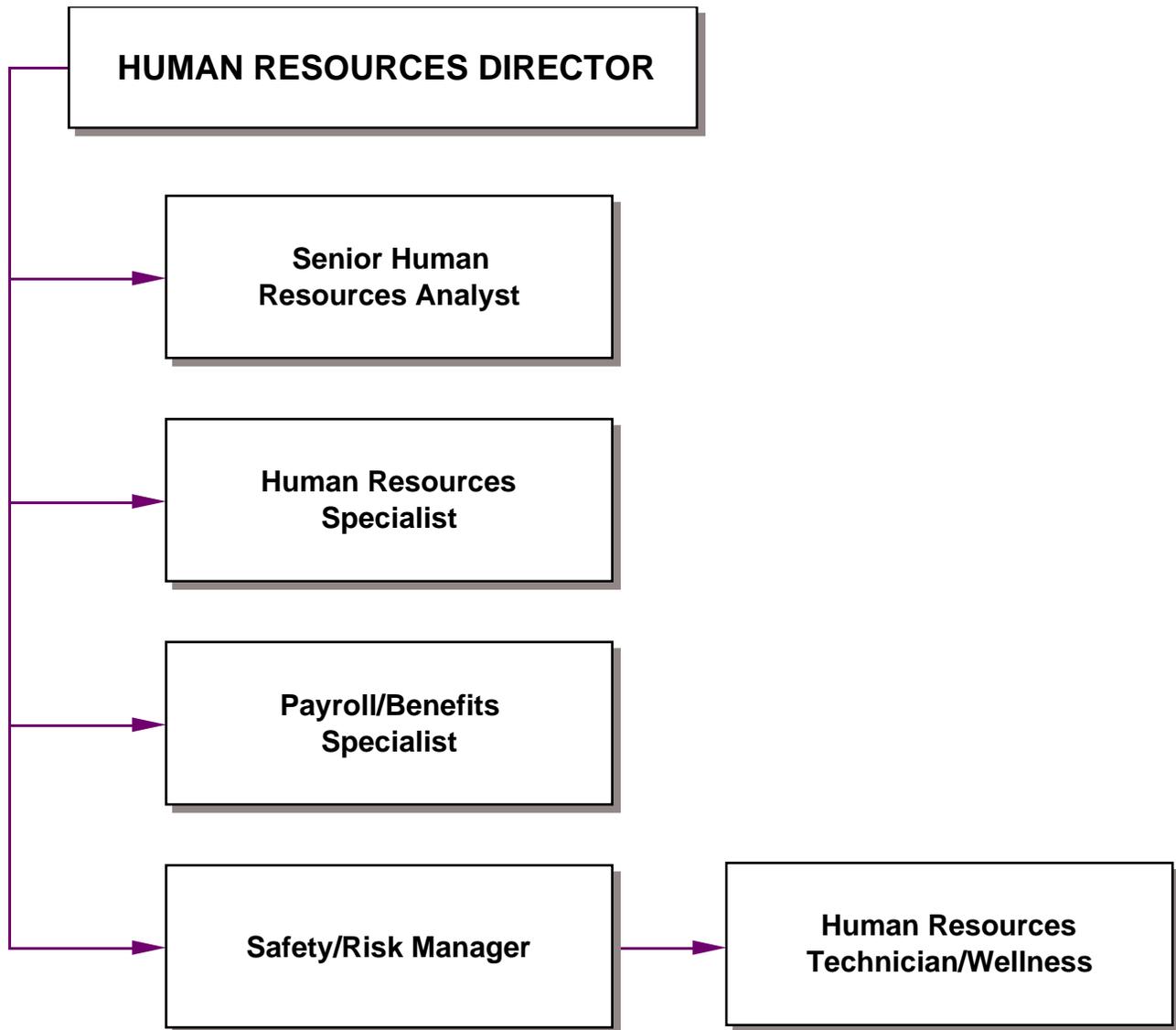
- A Provide responsive service to staff and the public
- B Record and transcribe council minutes
- C Maintain official files of the City
- D Publish required notices

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Requests for public disclosure	65	96	120	120
B Council minutes published	37	44	37	37
C Ordinances processed	51	40	40	40
C Resolutions processed	23	35	32	3

**TOTAL FOR ALL PROGRAMS ..... \$2,929,870**

# Organization Chart

## Human Resources



# General Fund

## Expenditure Summary

### Department Summary: Human Resources

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$250,466	\$254,740	\$238,590	-6.3%	\$248,420	4.1%	\$487,010
Personnel Benefits	\$85,301	\$99,210	\$80,750	-18.6%	\$84,400	4.5%	\$165,150
Supplies	\$5,971	\$4,080	\$4,740	16.2%	\$4,860	2.5%	\$9,600
Other Services & Charges	\$15,923	\$20,780	\$25,550	23.0%	\$26,420	3.4%	\$51,970
<b>TOTAL EXPENDITURES</b>	<b>\$357,661</b>	<b>\$378,810</b>	<b>\$349,630</b>	<b>-7.7%</b>	<b>\$364,100</b>	<b>4.1%</b>	<b>\$713,730</b>

### Program Descriptions - Initiatives - Performance Measures

#### Human Resources ..... \$713,730

The 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 strong customer service in recruitment and selection of employees
- B Ensure the City of Longview attracts and retains quality candidates and employees
- C Ensure all departments complete annual performance evaluations on all regular full and part-time employees
- D Promote effective and collaborative labor/employee relations consistent with City management directives
- E Promote communication with department heads and managers about succession planning to minimize disruption from unexpected retirements
- F Provide quarterly management training opportunities on employment law updates and human resources best practices
- 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
- J Ensure employees are provided adequate information to effectively plan for retirement

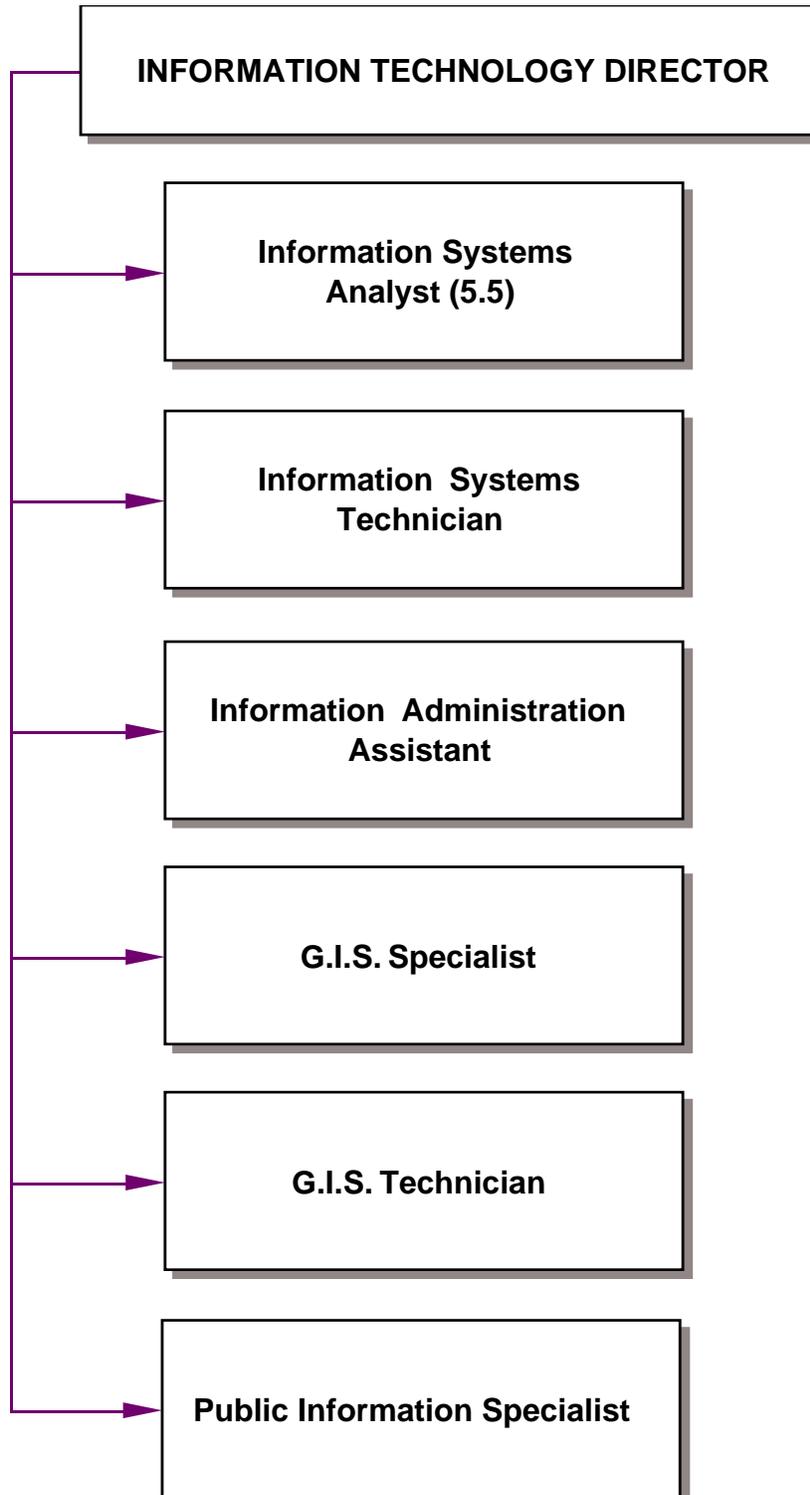
<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Percent of time eligibles list for non-civil service recruitments issued to department within 90 days of recruitment closing	N/A	N/A	90%	94%
A Percent of time certified lists for civil service recruitments issued within 60 days of oral board and/or testing completed	N/A	N/A	90%	90%
B Employee turnover rate for voluntary separations, not including retirements	N/A	N/A	<6%	<6%
B Percent of time employee performance evaluations completed on time	N/A	N/A	95%	95%
D Percent of time contract issues resolved informally or grievances resolved at mediation or below	N/A	N/A	90%	90%
FHI Quarterly in-house management/leadership training opportunities on employment law updates and human resources best practices conducted	5	3	3	3
J Percentage of eligible employees participating in deferred compensation	58%	58%	60%	62%
J Percent of time annual updates provided to employees about state retirement twice per year	100%	100%	100%	100%
G Errors in payroll that require second processing or manual check issued	8%	<8%	<8%	<8%

**TOTAL FOR ALL PROGRAMS ..... \$713,730**

# General Fund

# Organization Chart

## Information Technology



# General Fund

## Expenditure Summary

### Department Summary: Information Technology

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$699,571	\$718,680	\$687,680	-4.3%	\$712,930	3.7%	\$1,400,610
Personnel Benefits	\$228,850	\$264,140	\$225,680	-14.6%	\$236,990	5.0%	\$462,670
Supplies	\$36,053	\$46,180	\$49,960	8.2%	\$35,650	-28.6%	\$85,610
Other Services & Charges	\$58,053	\$85,180	\$60,120	-29.4%	\$77,550	29.0%	\$137,670
<b>TOTAL EXPENDITURES</b>	<b>\$1,022,527</b>	<b>\$1,114,180</b>	<b>\$1,023,440</b>	<b>-8.1%</b>	<b>\$1,063,120</b>	<b>3.9%</b>	<b>\$2,086,560</b>

### Program Descriptions - Initiatives - Performance Measures

#### Applications Development ..... **\$1,050,286**

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, cashing, Eden Permits and Online Permitting, FireHouse, GIS, DYNIX, CLASS and CLASS online registration, Legistar, 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.

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

- C Develop GIS layers
- D Support GIS layers
- E Meet GIS requests for data
- F Implement applications
- G Support applications
- H Facilitate web presence
- I Provide consistent web uptime
- J Keep webinformation current



**Performance Measures**

- C GIS layers developed
- D GIS layers supported
- E GIS requests for data processed
- F Number of applications implemented
- G Number of applications supported
- H Number of web hits (per 100,000)
- I Percent of web uptime
- J Percent of information current

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
C	12	12	10	10
D	163	175	185	195
E	361	279	200	200
F	2	6	2	2
G	25	31	33	35
H	572	606	700	800
I	100%	100%	100%	100%
J	90%	95%	100%	100%

**Infrastructure Support..... \$735,841**

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), and 3) total network infrastructure. It also includes 1) hardware/software gear in City Hall as well as hardware/software distributed out to 30+ extended locations (city and other agency - CDID, Cowlitz County, 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 desktop and servers; 3) ordering of all desktops, laptops, printers, 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 (C2F&R, CDID, Council, and others). Desktop Services: provides telephone support for the IP telephone system (answer questions, new installations, order telephones, and telephone moves/adds/changes), troubleshooting telephone problems for users.

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

- A Provide consistent network uptime
- B Complete security upgrade
- C Support desktop devices
- D Respond to trouble calls/problems
- E Support telephones in City system
- F Perform telephone moves, adds, and/or changes
- G Key data entry documents
- H Reduce server downtime
- I Divert spam mail
- J Capture and prevent viruses

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of time network up	99%	100%	100%	100%
B Percent of security upgrades completed	45%	100%	100%	100%
C Desktop devices supported	486	516	540	565
D Trouble calls/problems reported	3,200	3,000	2,800	2,600
E Telephones supported in City system	297	308	315	315
F Telephone moves, adds, and/or changes performed	210	150	150	150
H Server downtime (# of events)	67	16	0	0
I Number of spam mails diverted (per million)	7.9	9.0	10.0	11.0
J Number of virus captured (per million)	1.5	1.6	2.0	2.0

# General Fund

## Communication Services ..... \$163,139

This program coordinates and promotes both internal and external communication efforts for the City and facilitates two-way communication with its citizenry. The program helps “tell the City’s story” by providing a positive and consistent image through such mediums as its web site, the quarterly City Info newsletter, literature for both employee and public consumption as well as working with the media through press release distribution and emergency situations.

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

- A Oversee community display locations and information
- B Distribute literature through community display
- C Produce Longview Snapshots programs and video public service announcements
- D Publish City information in Daily News
- E Produce new informational publications
- F Generate general press releases

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of community locations for informational display (revolving)	6	10	12	12
B Number of display literature pieces distributed	5,247	5,000	5,000	5,000
C Number of television promotions produced	9	10	6	6
D Number of City Infos	9	21	12	12
E Number of new publications produced	3	3	3	3
F Number of press releases disseminated	75	75	75	75
G Special marketing efforts or campaigns conducted	3	2	2	2

## Strategic Initiatives - Research ..... \$137,294

Responsible for researching, planning, coordinating, and implementing enterprise technology projects and applications. Analyzes business processes, helps to streamline operations, and implements solutions.

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

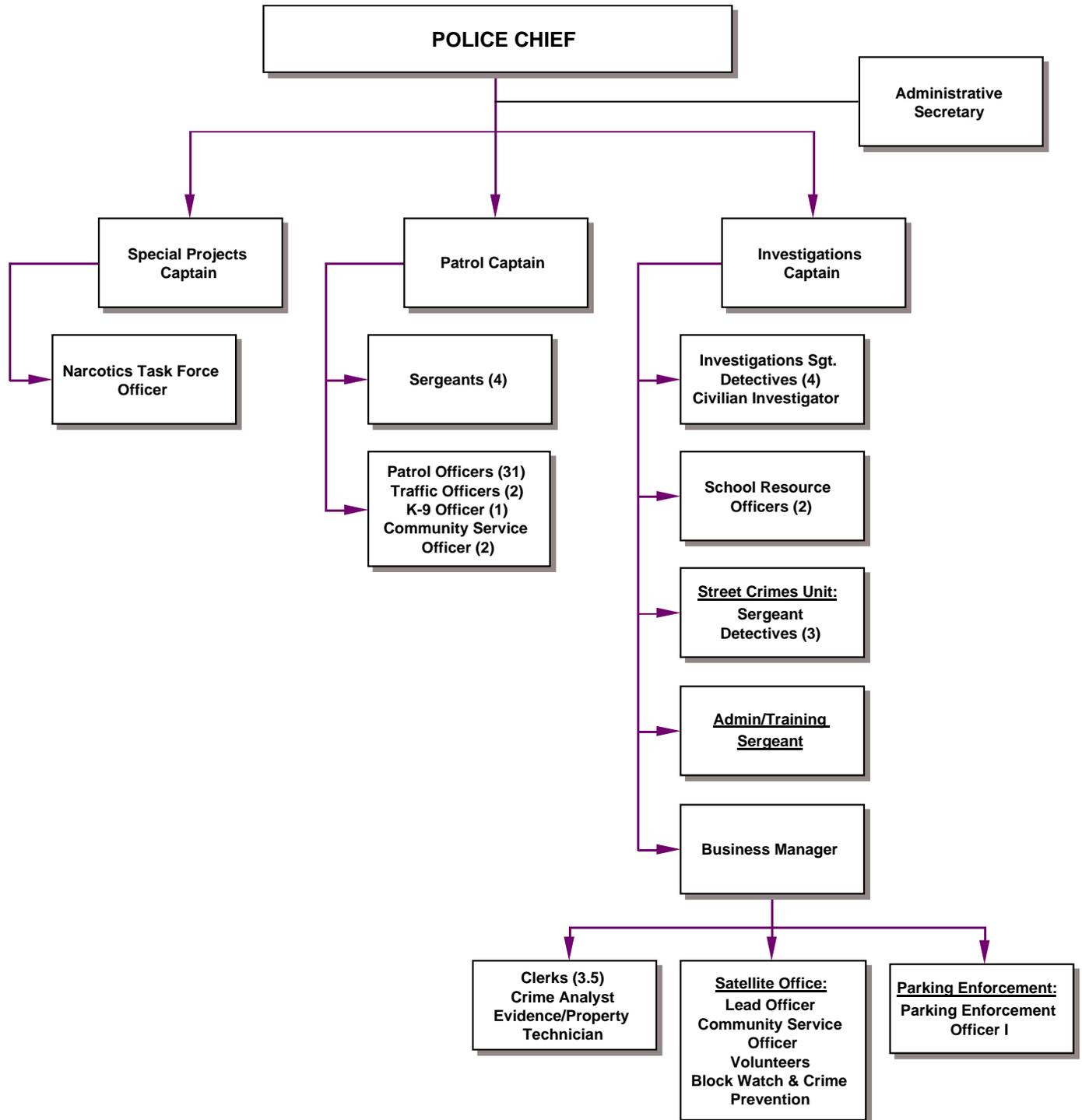
- A Completion of aerial GIS flights
- B Collaborate with partners
- C Research and identify cost savings through technology
- D Business process analysis and identifying operational efficiencies

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of aerial GIS flights completed (not performed every year)	N/A	0%	100%	N/A
B Number of successful collaborative efforts	N/A	1	2	2
C Number of cost saving technologies identified and implemented	N/A	N/A	2	2
D Number of business process analysis and operational efficiencies identified	N/A	N/A	2	2

## TOTAL FOR ALL PROGRAMS ..... \$2,086,560

# Organization Chart

## Police



# General Fund

## Expenditure Summary

### Department Summary: Police

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$3,998,429	\$4,388,860	\$4,774,300	8.8%	\$5,009,930	4.9%	\$9,784,230
Personnel Benefits	\$1,713,988	\$1,939,450	\$2,023,230	4.3%	\$2,185,180	8.0%	\$4,208,410
Supplies	\$108,666	\$111,290	\$114,600	3.0%	\$115,790	1.0%	\$230,390
Other Services & Charges	\$918,445	\$947,560	\$1,006,200	6.2%	\$1,050,390	4.4%	\$2,056,590
Intergovernmental	\$1,778,068	\$1,619,730	\$1,903,190	17.5%	\$1,995,180	4.8%	\$3,898,370
Debt Service	\$111,980	\$119,310	\$0	-100.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$109,010	0.0%	\$120,590	10.6%	\$229,600
<b>TOTAL EXPENDITURES</b>	<b>\$8,629,576</b>	<b>\$9,126,200</b>	<b>\$9,930,530</b>	<b>8.8%</b>	<b>\$10,477,060</b>	<b>5.5%</b>	<b>\$20,407,590</b>

### Program Descriptions - Initiatives - Performance Measures

#### **Patrol ..... \$11,194,498**

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 Service (CPS), Cowlitz County Jail, Department of Corrections, Criminal Investigations Unit (CSI), 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 Respond to calls for service
- B Enforce laws (city, state)
- C Identify areas requiring repeated police responses
- D Identify and arrest suspects
- E Book suspects into jail
- F Complete initial investigations on all crimes
- G Interact with citizens to prevent crime, problem solve, establish positive communications, and promote safety
- H Provide a police presence on the streets of Longview to prevent crime and respond quicker to calls
- I Create an environment with a sense of safety and security where people want to live, work, play, and shop
- F Enforce traffic laws

**Patrol - continued**

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Calls for service received	34,120	31,200	32,000	32,000
C-G Percentage of crime reduced in high-crime areas	N/A	N/A	-10%	-10%
D Number of adult arrests	6,327	5,550	5,000	5,000
D Number of juvenile arrests	518	460	450	450
G Number of community meetings attended by patrol	N/A	N/A	12	12
A Response times to emergency calls (priority 1 & 2)	6.5 min.	< 7 min.	< 7 min.	< 7 min.
F Traffic Infractions written	8,997	7,500	7,500	7,500

**Administrative Support ..... \$2,947,707**

The administrative services division is responsible for much of the day-to-day running of the department. The primary duty of this division is, as the name suggests, providing administrative support to the rest of the department. This includes front counter reception, evidence and property, financial management, training, 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 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
- G Provide LPD representation at community meetings
- H Conduct periodic audits of systems for efficiency

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
B Items logged into evidence	5,321	5,600	5,000	5,000
C Phone calls handled by front counter staff	54,744	33,000	35,000	37,000

**Criminal Investigations Unit ..... \$1,736,423**

The criminal investigations unit (CIU) is comprised of six FTE's; one Sergeant, four 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**

2009/2010 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 Provide community presentations/educational training for the public (citizens academy, reserve academy, in-service training)
- H Prepare and conduct search and arrest warrants
- I Assist other police units as needed
- J Investigate missing persons and runaway cases
- K Investigate and track racially motivated crimes



**Performance Measures**

- A Clearance rate for burglaries
- A Clearance rate for homicides
- A Clearance rate for rapes
- A Clearance rate for robberies
- A Clearance rate for aggravated assaults
- A Cases assigned
- A Clearance rate for ID theft
- C Percent of addresses of all level III sex offenders verified, as required
- G Number of community presentations given
- G Number of meetings and partnerships

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
	7%	25%	25%	25%
	67%	100%	100%	100%
	25%	100%	50-100%	50-100%
	34%	100%	50-100%	50-100%
	63%	100%	50-100%	50-100%
	314	660	450	450
	38%	20%	20%	20%
	85%	100%	100%	100%
	13	40	30	30
	19	40	60	60

**Public Safety Retirement ..... \$1,073,998**

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

**Street Crimes Unit ..... \$1,019,306**

The Street Crimes Unit (SCU) is currently authorized to be staffed with four officers, one Sergeant, and three detectives. SCU detectives work primarily in uniform patrol, but can switch immediately to plain clothes and work in this capacity to identify and prosecute any street level crime. SCU targets all drug dealers, including the drugs of: 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



continued

**Street Crimes Unit - continued**

Sergeant oversees all civil seizures and forfeitures that detectives and officers of the Longview Police Department 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.

**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 information sources or undercover detectives
- B After concluding an investigation, arrest suspected drug dealers and assist in the successful prosecution of the offenders
- C Use confidential sources to obtain search warrants
- D Seize drug evidence and 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 local or state agency requesting assistance
- F Conduct other felony investigations as they are identified or assigned

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A/B Number of felony drug investigations leading to arrests	85	90	90	90
C Amount of drugs seized in grams, including marijuana, meth, cocaine, and heroin	1,030 g	900 g	900 g	900 g
D U.S. currency forfeitures	\$9,878	\$5,000	\$5,000	\$5,000
D Number of other felony non-drug arrests	26	50	50	50
E Number of vehicle forfeitures	3	3	3	3
E Number of firearms seized	2	4	4	4

**Risk Management..... \$786,023**

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

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
F Percent turnover rate	10.8%	4%	4%	4%
C Number of employee background investigations completed	27	50	35	35
B Percent of internal investigations completed within 90 days	100%	100%	100%	100%
F Percent of budgeted positions filled	94%	94%	>90%	>90%

# General Fund

## Traffic Enforcement ..... \$502,057

The Longview Police Traffic Unit consists of two officers whose primary duties are to enforce vehicle/pedestrian traffic laws, improve public education regarding traffic safety, and investigate vehicle collisions. The traffic unit is expected to maintain the crime scene and investigate serious collisions where there is a likelihood of death. The traffic unit participates in special enforcement activities such as emphasis patrols for seat belt and driving under the influence (DUI) violations, as well as problem traffic areas in the local area, including county and state highways. They also participate in joint enforcement activity with county, state and other law enforcement agencies.



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

- A Take appropriate enforcement action regarding traffic laws (verbal warning, issuing citations, or arrest)
- B Respond to and investigate collisions
- C Provide traffic control and/or escorts for special events
- D Provide special enforcement emphasis (schools zones, DUI, seat belt, red light, etc.)
- E Provide public education on traffic safety
- F Coordinate with other agencies to improve traffic safety (Traffic Engineer, Department of Transportation.(DOT), Washington State Patrol (WSP), etc.)
- G Provide emphasis patrols in high violation/problem areas
- H Assist patrol officers as needed

**Performance Measures**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
B Number traffic collisions reported (department wide)	1,063	1,000	950	900
A School zone citations issued (traffic unit)	248	140	200	200
B Percent of time able to determine fault in traffic collisions	N/A	90%	90%	90%
A Number of criminal traffic arrests (by traffic unit)	160	100	100	100
A Number of traffic infractions issued (by traffic unit)	2,131	1,000	2,500	2,700
E Number of citizens addressed at public presentations	N/A	N/A	500	500

## Narcotics Task Force..... \$380,159

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, and the Cowlitz County Prosecutor’s Office. Task force officers are also responsible for the investigation and dismantling of clandestine methamphetamine laboratory and dump sites. The majority of the Task Force operating expenses are funded by federal grants and supplemented by participating agencies including Longview Police Department.

**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 Identify and dismantle clandestine methamphetamine laboratories and dump sites
- E Conduct seizures of drugs and assets
- F Oversee forfeiture of illicit assets and money

continued

**Narcotics Task Force - continued**

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A DTOs investigated	9	5	5	5
A DTOs dismantled	4	5	5	5
B Criminal drug investigation initiated	49	50	50	50
C Felony drug arrests made	94	65	65	65
C Percent of prosecutions where defendant is found guilty	96%	100%	100%	100%
D Drugs seized (in grams)	139,155 g	7,000 g	7,000 g	7,000 g

**Community Policing..... \$358,574**

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 two full-time parking enforcement officers. CSOs also provide crime prevention tips to the public as they respond to calls for service.

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

- A Respond, investigate, and report priority 3 & 4 property crime calls with no initial suspects
- B Respond to and remove abandoned vehicles from 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 evidence at crime scenes
- 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

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Priority 4 calls responses	13,229	14,000	14,500	14,500
A Number of abandoned vehicle calls received	1,379	1,500	1,340	1,340
B Number of abandoned vehicles that are towed	120	150	190	190
B Number of abandoned vehicles that are moved/illegally parked	157	200	595	595
A/B Parking tickets issued by CSOs	327	320	320	320

**K9 ..... \$277,442**

The Longview Police Department K9 Unit is currently made up of one officer and his K9 partner. The K9 is cross trained as a “tracking” dog and as a narcotics detection dog. In the tracking role, 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 frequently works with the Lower Columbia SWAT Team, the Street Crimes Unit and the Cowlitz/Wahkiakum Narcotics Task force to chase fleeing suspects during search warrant services 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



**continued**

2009/2010 Budget \_\_\_\_\_  
**General Fund**

**K9 - continued**

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. In the narcotics detection role, the dog works frequently with patrol officers to more quickly and efficiently search for illegal street drugs such as marijuana, cocaine, heroin, and methamphetamine. The K9 team is always available to the Street Crimes Unit and the Cowlitz/Wahkiakum Narcotics Task Force to assist with narcotics search warrants.

**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**

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
G Number of community demonstrations	N/A	6	6	6
B Number of building searches conducted	N/A	17	17	17
A Number of suspects captured	N/A	2	5	5

**Lower Columbia SWAT Team ..... \$98,920**

Longview Police Department is a member of a county-wide SWAT team called Lower Columbia SWAT. Longview Police Department, the Cowlitz County Sheriff's Office, the Kelso Police Department, and Cowlitz 2 Fire and Rescue 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 results in successful resolution of critical incidents. 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 secondary.

**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 (the 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 Provide crowd control (riot situations or unruly large crowds)
- H Conduct special assignments (any assignment with a high level of threat or potential threat)
- I Assist with tactical training of non-SWAT officers
- J Provide public outreach and education regarding SWAT and public safety
- K Train SWAT members to maintain unit proficiency



**Lower Columbia SWAT Team - continued**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
I Training hours for SWAT Team and department employees	1,380	2,000	2,000	2,000
A-I Number of SWAT missions	11	18	18	18
K Percent of time SWAT team meets proficiency standards for weapons handling and physical fitness	N/A	100%	100%	100%

**Reserve Unit/Alley Gator Program ..... \$32,483**

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 patrol officers on patrol, reserves play a key role in police support at all major events in Longview including 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, car theft, and other nonviolent crimes. 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 with calls for service
- B Assist regular officers with lakebank 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 by using "Hot Sheet"

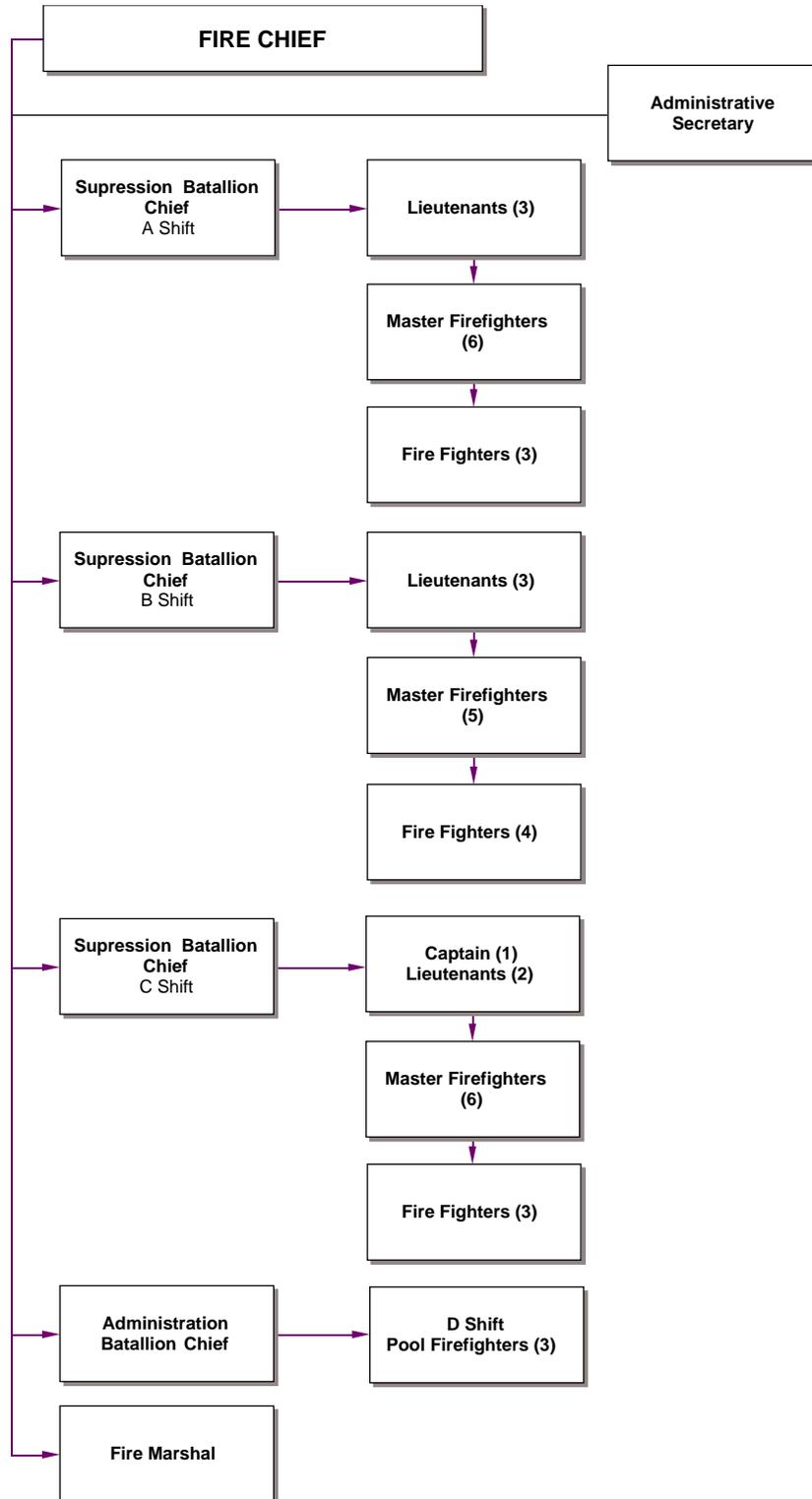
	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
A-E Number of reserve hours donated	768	700	800	900
A-E Number of reserve officers serving	4	3	5	10
F-H Number of Alley Gator hours donated	1,192	1,000	1,500	1,500
F-H Number of locates and reports of stolen vehicles by Alley Gators	2	3	20	20

**TOTAL FOR ALL PROGRAMS ..... \$20,407,590**

# General Fund

# Organization Chart

## Fire



# General Fund

## Expenditure Summary

### Department Summary: Fire

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$3,532,452	\$3,502,330	\$3,756,670	7.3%	\$3,955,200	5.3%	\$7,711,870
Personnel Benefits	\$944,473	\$1,038,340	\$1,059,840	2.1%	\$1,137,990	7.4%	\$2,197,830
Supplies	\$112,787	\$87,200	\$98,830	13.3%	\$101,540	2.7%	\$200,370
Other Services & Charges	\$415,442	\$392,810	\$376,060	-4.3%	\$409,990	9.0%	\$786,050
Intergovernmental	\$120,075	\$169,960	\$176,280	3.7%	\$179,800	2.0%	\$356,080
Debt Service	\$49,453	\$48,120	\$0	-100.0%	\$0	0.0%	\$0
Interfund Transfers	\$532,236	\$558,750	\$503,030	-10.0%	\$530,410	5.4%	\$1,033,440
<b>TOTAL EXPENDITURES</b>	<b>\$5,706,918</b>	<b>\$5,797,510</b>	<b>\$5,970,710</b>	<b>3.0%</b>	<b>\$6,314,930</b>	<b>5.8%</b>	<b>\$12,285,640</b>

### Program Descriptions - Initiatives - Performance Measures

#### Fire Suppression..... \$5,119,062

The fire suppression program comprises one of the Fire Department’s primary missions, the control and extinguishment of 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 the firefighter’s activity time.

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

- A Minimize harm and life loss that result 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

	2007 Actual	2008 Target	2009 Target	2010 Target
A Number of injuries/fatalities as a result of fire	1/1	0	0	0
A Number of fire responses	1,656	1,714	1,774	1,836
A Percent of structure fires confined to room of origin	80%	80%	80%	80%
B Percent of time able to respond to fire emergencies in less than 6 minutes	62%	90%	90%	90%
B Percent of time able to arrive at “Full Alarm” fire emergencies in less than 9 minutes	65%	90%	90%	90%
B Percent of time able to respond to technical/hazmat emergencies in less than 8 minutes	n/a	90%	90%	90%
B Percent of time able to respond to aid hazmat in less than 1 hour	82%	90%	90%	90%
C Training hours delivered (actual hours per firefighter)	199	200	200	200
D Industry training hours (450 minimum) contracted	703	450	450	450
D Billing fees collected for contracted services	\$293,000	\$300,000	\$300,000	\$300,000

**Emergency Medical Services (EMS) ..... \$3,890,309**

Through the EMS program, the Fire Department provides basic life emergency medical services. Firefighters 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.

**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 county medical director
- C Assure emergency medical skills proficiencies of Firefighter/EMTs through training

Performance Measures	2007	2008	2009	2010
	<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	77%	90%	90%	90%
A Number of emergency medical responses	3,829	3,963	4,101	4,245
B Percent of time able to respond to ALS medical emergencies in less than 8 minutes	90%	90%	90%	90%
C EMS training hours delivered (actual hours per firefighter)	30	24	24	24

**Fire Prevention ..... \$1,681,355**

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 4 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 bi-annually
- B Conduct fire and life safety inspections of high-risk/target hazard properties annually
- 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
- 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 and evaluate juvenile fire setters
- J Provide certification maintenance training and professional development for Fire Marshal and Fire Inspector



2009/2010 Budget  
**General Fund**

**Fire Prevention - continued**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
A Company level inspections completed	1,026	900	875	850
B High-risk/target hazard inspections completed	134	275	300	325
C Business license reviews completed	509	500	500	500
D New construction fire and building plan reviews completed	167	160	160	160
E New construction and special event inspections completed	428	400	400	400
F Fire prevention education and public relations events conducted outside of Fire Prevention Week	22	20	20	20
G Fire prevention events conducted during Fire Prevention Week, including school visits	269	250	250	250
H Fire investigations conducted	100	100%	100%	100%

**Public Safety Retirement ..... \$949,720**

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

**Emergency Preparedness ..... \$645,194**

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)

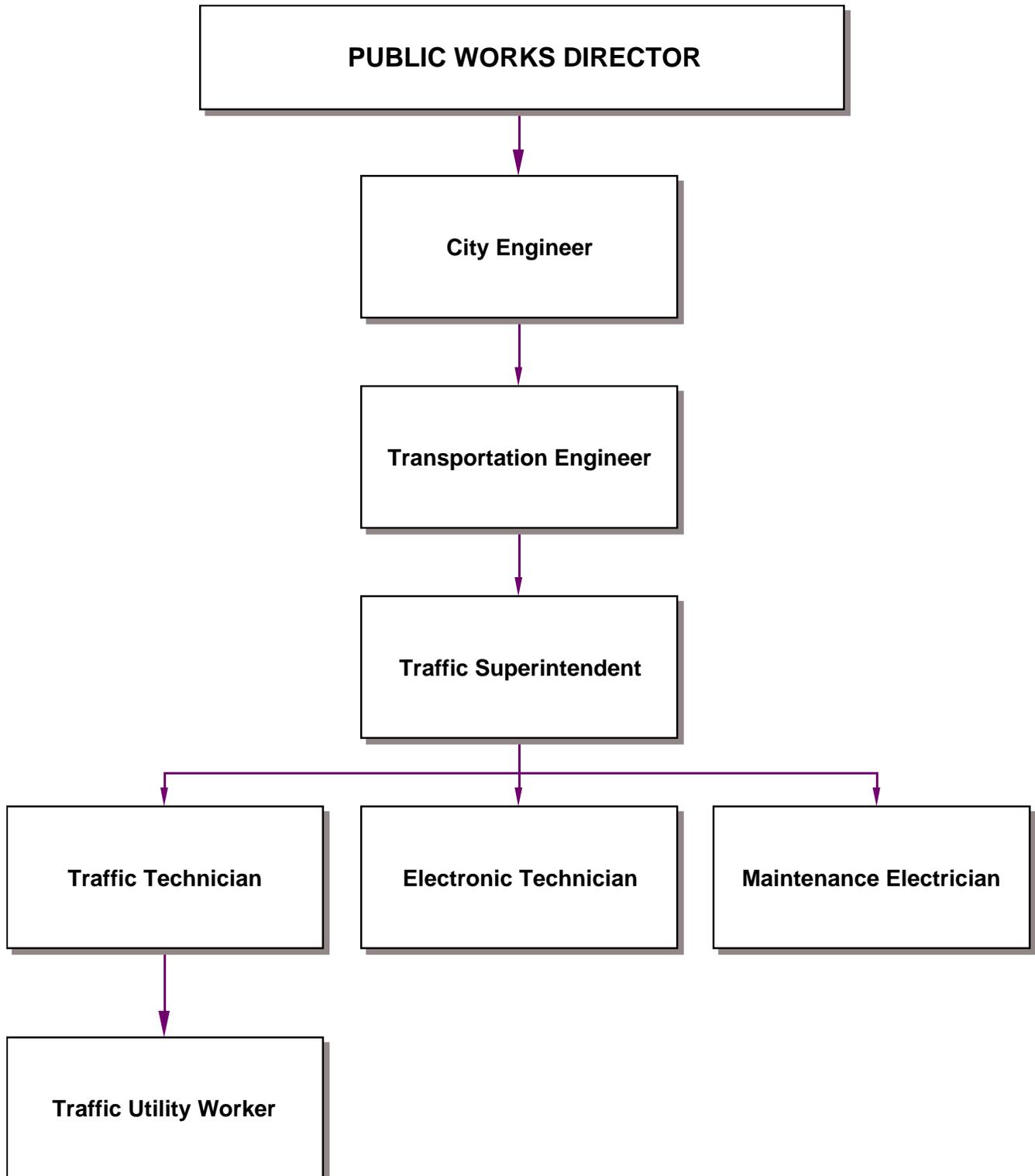
- A Maintain Emergency Readiness and Response Plan
- B Oversee readiness of Emergency Management Zone (EMZ)
- C Oversee readiness of personnel to respond to major emergencies
- D Participate in LEPC (Local Emergency Planning Committee) activities
- E Participate with Region IV Homeland Security Council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

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
A Number of times Readiness & Response Plan is reviewed	2	1	1	1
B Number of times quarterly exercise and inventory of EMZ is conducted	2	4	4	4
C Number of times annual tabletop exercise is coordinated	1	1	1	1
C Number of times annual practical exercise is coordinated	0	1	1	1
D Number of LEPC activities participated in	4	4	4	4
E Number of Regional DHS training/exercises participated in	1	1	1	1
F Number of semi-annual updates done to emergency contact list	1	2	2	2

**TOTAL FOR ALL PROGRAMS ..... \$12,285,640**

# Organization Chart

## Traffic



# General Fund

## Expenditure Summary

### Department Summary: Traffic

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$390,008	\$429,020	\$371,420	-13.4%	\$387,650	4.4%	\$759,070
Personnel Benefits	\$147,631	\$171,530	\$165,280	-3.6%	\$176,620	6.9%	\$341,900
Supplies	\$109,587	\$148,210	\$135,970	-8.3%	\$145,710	7.2%	\$281,680
Other Services & Charges	\$353,019	\$399,720	\$410,800	2.8%	\$416,480	1.4%	\$827,280
<b>TOTAL EXPENDITURES</b>	<b>\$1,000,245</b>	<b>\$1,148,480</b>	<b>\$1,083,470</b>	<b>-5.7%</b>	<b>\$1,126,460</b>	<b>4.0%</b>	<b>\$2,209,930</b>

### Program Descriptions - Initiatives - Performance Measures

#### Street Light Maintenance ..... \$676,113

Maintain 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 malfunctions
- B Energize and de-energize school flashers
- C Maintain street light system
- D Locate existing illumination system (underground)

**Performance Measures**

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
A Hours spent responding to illumination malfunctioning	1,246	1,100	1,200	1,200
A Street lights maintained	2,220	2,220	2,240	2,240
C School flashers maintained and energized/de-energized	7	7	7	7
D Hours spent locating underground illumination system	701	720	800	850

#### Traffic Signal Maintenance ..... \$612,326

Maintain the existing traffic signal system, and perform minor construction to improve the traffic signal system.

**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)

**Performance Measures**

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
A Hours spent on traffic signal maintenance	3,650	3,300	3,400	3,400
B Number of traffic signals preventative maintenance performed on	40	37	37	37
C Hours spent locating underground traffic signal system	87	180	180	180

**Signs ..... \$251,376**

Install and maintain 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 nighttime inspection of signs for reflectivity

**Performance Measures**

- B Hours of nighttime sign inspection for reflectivity
- A Hours spent maintaining signs

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
B	36	40	40	40
A	1,827	2,000	2,000	2,000

**Traffic Engineering ..... \$209,688**

Perform and/or manage traffic engineering duties including responding to citizen requests, designing traffic signals, traffic operations, staff, and 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 and illumination systems
- C Manage traffic operations
- D Represent City regarding transportation planning
- E Perform traffic studies and prepare traffic reports
- F Apply for federal grants
- G Maintain traffic-related databases

**Performance Measures**

- A Number of hours spent responding to citizen requests
- G Number of traffic collisions entered into database
- D Hours attending Metropolitan Planning Organization Technical Advisory Committee and study meetings

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	680	500	500	500
G	683	700	750	750
D	40	40	40	40

2009/2010 Budget  
**General Fund**

**Pavement Markings ..... \$144,301**

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**

- A Raised relective markers installed/maintained
- A Raised pavement markers installed/maintained
- C Hours placing thermoplastic at crosswalks

	2007 <u>Actual</u>	2008 <u>Target</u>	2009 <u>Target</u>	2010 <u>Target</u>
A	360	350	350	350
A	1,125	1,200	1,200	1,200
C	294	200	200	200

**Traffic Striping ..... \$136,289**

Paint yellow and white stripes citywide, including centerline, lane lines, 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 centerline
- B Paint yellow skip centerline
- C Paint lane line
- 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 arrows

**Performance Measures**

- G Number of feet of two-way, left-turn lanes painted
- A Number of feet of double yellow lines painted
- F Number of feet of edge line and bike lanes painted
- D Number of crosswalks painted

	2007 <u>Actual</u>	2008 <u>Target</u>	2009 <u>Target</u>	2010 <u>Target</u>
G	57,000	55,000	55,000	55,000
A	88,000	80,000	80,000	80,000
F	51,513	77,000	77,000	77,000
D	293	340	340	340

**Civic Functions ..... \$74,994**

Provide 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 citywide

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Hours spent on civic functions	467	440	440	440
B Number of civic functions supported	20	20	20	20

**Traffic Data Collection ..... \$55,627**

Collect traffic data for the annual traffic count program and collect 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

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Number of locations counted per year (annual count program)	52	52	52	52
B Hours spent gathering data for traffic studies	284	300	100	100

**Interdepartmental Support ..... \$49,216**

This program provides assistance to other City departments, including reviewing, developing and implementing traffic control plans, and assisting other City departments as needed.

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

- A Prepare and implement traffic control plans
- B Aid other departments

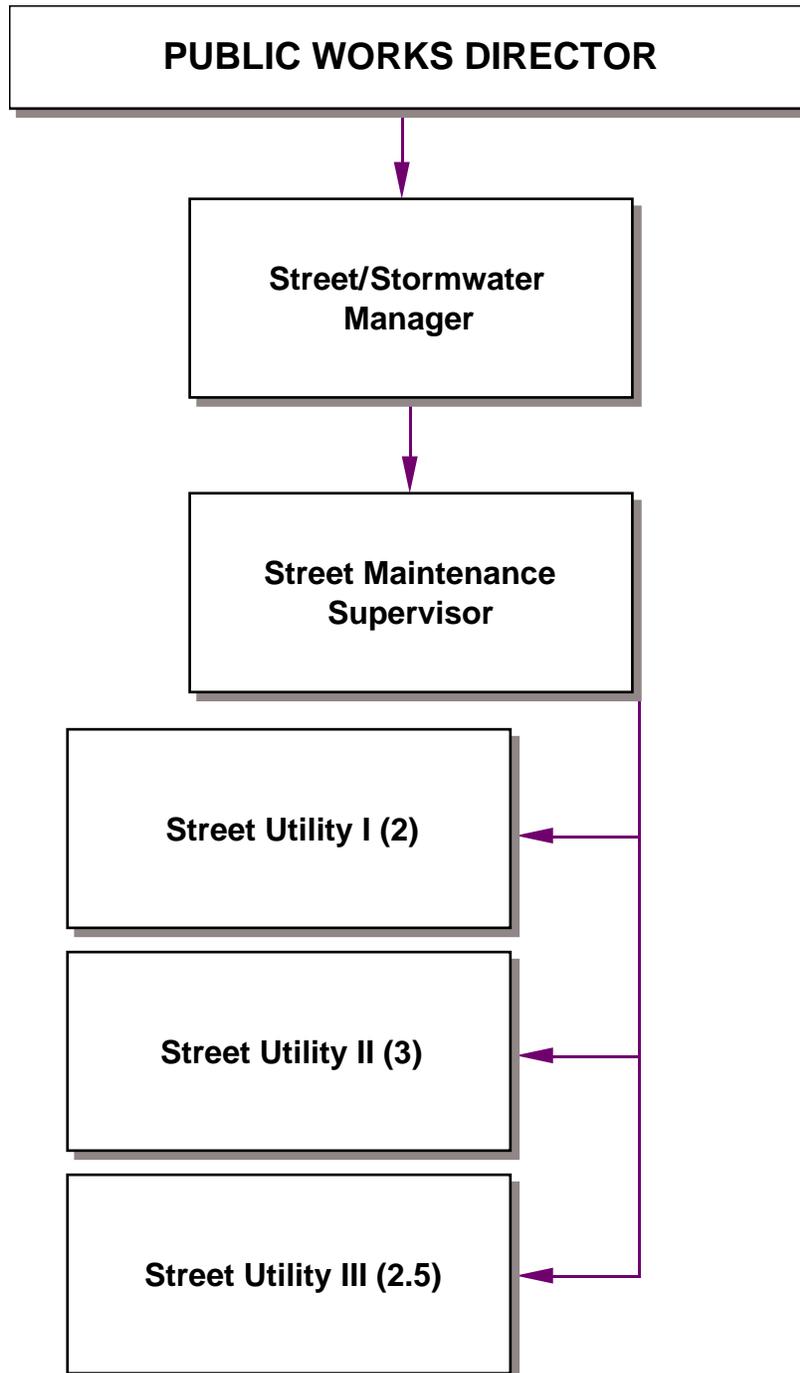
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Hours preparing and implementing traffic control plans	58	40	40	40
B Hours spent aiding other departments	50	50	50	50

**TOTAL FOR ALL PROGRAMS ..... \$2,209,930**

# General Fund

# Organization Chart

## Street Maintenance



# General Fund

## Expenditure Summary

### Department Summary: Street Maintenance

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$394,716	\$413,880	\$431,500	4.3%	\$446,620	3.5%	\$878,120
Personnel Benefits	\$169,994	\$178,050	\$200,190	12.4%	\$213,330	6.6%	\$413,520
Supplies	\$100,177	\$107,070	\$109,430	2.2%	\$111,720	2.1%	\$221,150
Other Services & Charges	\$185,850	\$310,780	\$345,280	11.1%	\$363,730	5.3%	\$709,010
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$850,737</b>	<b>\$1,009,780</b>	<b>\$1,086,400</b>	<b>7.6%</b>	<b>\$1,135,400</b>	<b>4.5%</b>	<b>\$2,221,800</b>

### Program Descriptions - Initiatives - Performance Measures

#### Street and Alley Maintenance ..... \$1,276,220

This program maintains the City's streets and alleys.

**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**

	<u>2007</u> <b>Actual</b>	<u>2008</u> <b>Target</b>	<u>2009</u> <b>Target</b>	<u>2010</u> <b>Target</b>
A Cubic yards of concrete placed	303	400	320	320
B Tons of asphalt placed	304	343	300	300
C Lane miles (10' x 5280') chip sealed per year	3.8	3.7	3.7	3.7
D Pounds of sealant applied	9,785	24,300	12,500	12,500
E Alleys bladed	324	480	480	480

**Miscellaneous Maintenance Activities ..... \$564,258**

This program provides maintenance activities and other services that are more variable from year to year. These 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**

- All Responses to customer complaints
- A Bridges maintained
- D Gallons of herbicide applied
- B Tons of cold mix pothole patching applied
- F Days of snow and ice control

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
All Responses to customer complaints	80	25	80	80
A Bridges maintained	4	4	4	4
D Gallons of herbicide applied	875	900	900	900
B Tons of cold mix pothole patching applied	8.5	40	25	25
F Days of snow and ice control	15	10	10	10

**Interdepartmental ..... \$265,656**

The Street Maintenance Division 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 Maintenance
- C Fleet Services
- D Mint Valley Golf Course
- E Park Department
- F Recycling
- G Storm Water
- H Traffic
- I Water Filter Plant
- J Water/Sewer Shop



**Performance Measures**

- All Percent of requests completed
- All Average hours of interdepartmental support

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
All Percent of requests completed	100%	100%	100%	100%
All Average hours of interdepartmental support	2,120	2,500	2,000	2,000

# General Fund

**Sidewalk/Curb Cuts ..... \$115,666**

This program provides for repair and maintenance of City-owned sidewalks and construction of curb cuts (wheelchair accessible ramps) throughout the city as needed.

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

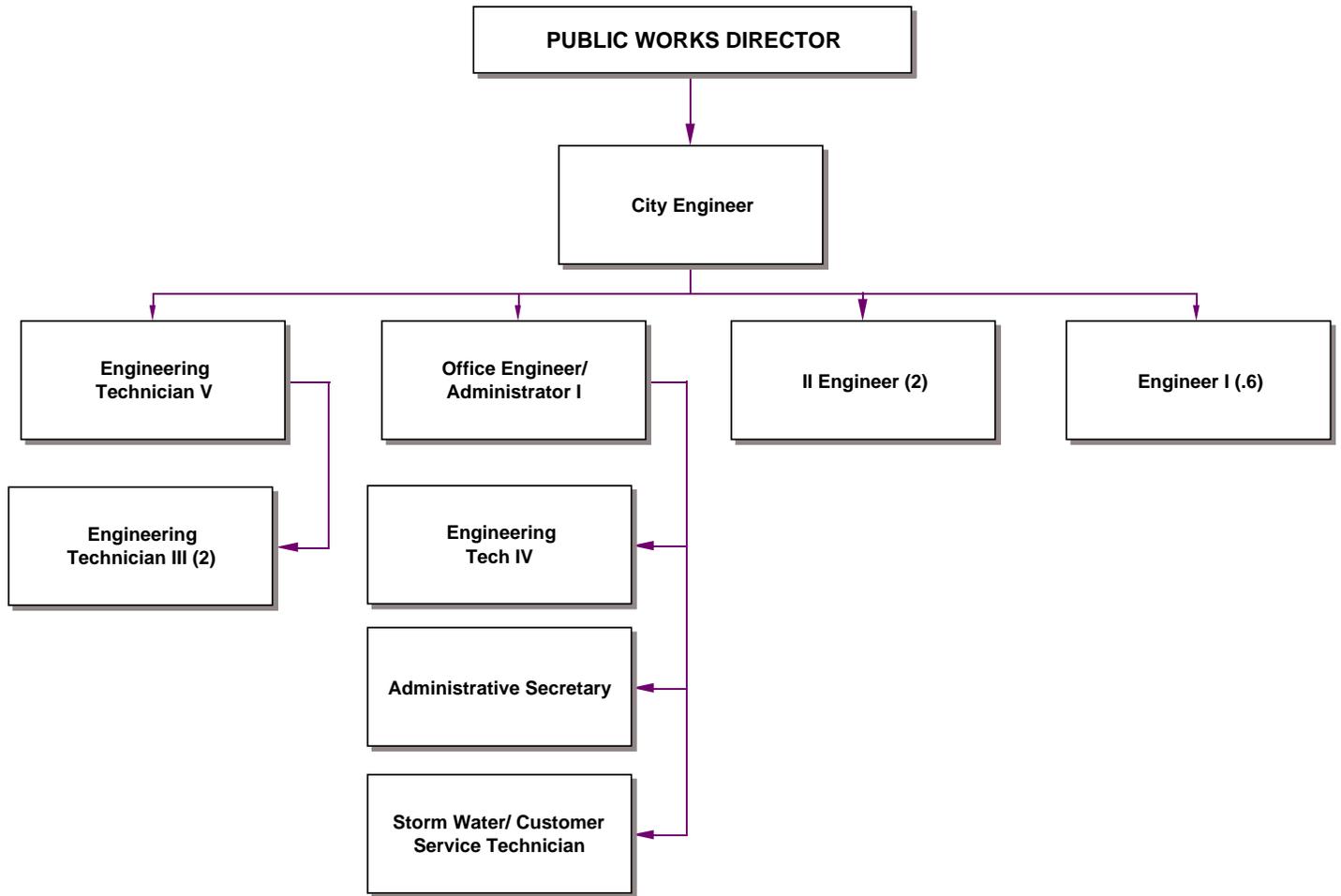
- A Repair sidewalks
- B Construct curb cuts (wheelchair accessible ramps)

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Linear feet of sidewalks repaired/maintained	49	60	150	150
B Curb cuts (wheelchair accessible ramps) constructed	26	20	20	20

**TOTAL FOR ALL PROGRAMS ..... \$2,221,800**

# Organization Chart

## Engineering



# General Fund

## Expenditure Summary

### Department Summary: Engineering

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$540,092	\$551,220	\$573,890	4.1%	\$593,590	3.4%	\$1,167,480
Personnel Benefits	\$178,015	\$201,700	\$215,020	6.6%	\$227,200	5.7%	\$442,220
Supplies	\$16,715	\$8,600	\$8,780	2.1%	\$8,960	2.1%	\$17,740
Other Services & Charges	\$60,649	\$59,880	\$53,760	-10.2%	\$56,620	5.3%	\$110,380
<b>TOTAL EXPENDITURES</b>	<b>\$795,471</b>	<b>\$821,400</b>	<b>\$851,450</b>	<b>3.7%</b>	<b>\$886,370</b>	<b>4.1%</b>	<b>\$1,737,820</b>

### Program Descriptions - Initiatives - Performance Measures

#### Customer Service..... \$728,915

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, 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 Administer, design, inspect, and enforce sidewalk programs
- H Monitor and ensure accountability reporting of time sheets, work orders, cost accounting, budget preparation, and monitoring and reimbursements
- I Prepare Council agendas and presentations including maps and PowerPoint presentations
- J Provide city limits descriptions, prepare general easements, and perform right-of-way vacation and LID research



<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A/E Number of hours of customer service to the public and interdepartmental support	1,876	500	1,000	1,000
B Number of street use permits issued	31	30	30	30
D Number of grant applications submitted	5	2	2	2
G Number of sidewalk repair letters sent	18	35	20	20
G Number of hours spent on sidewalk administration	222	150	150	150
I Number of general Council agenda items submitted	71	50	50	50
J Number of right-of-way vacation and LID petitions processed	9	5	5	5
J Number of hours preparing and processing petitions	254	200	200	200

**Capital Project Program ..... \$646,991**

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, arterial street fund, and the capital improvement fund.

**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 Local Improvement District 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

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of capital projects completed	58	55	40	40
A Number of hours spent on capital project administration, design, and inspection	4,361	7,100	4,500	4,500
B Number of grant-funded projects	25	13	10	10
C Percent of wages and benefits reimbursed by the General Fund	100%	94%	80%	80%
C Dollar amount of interfund transfers	\$356,000	\$300,000	\$250,000	\$250,000
E Number of project-related council agenda items	30	20	20	20

**Development Review ..... \$361,914**

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

**continued**

# General Fund

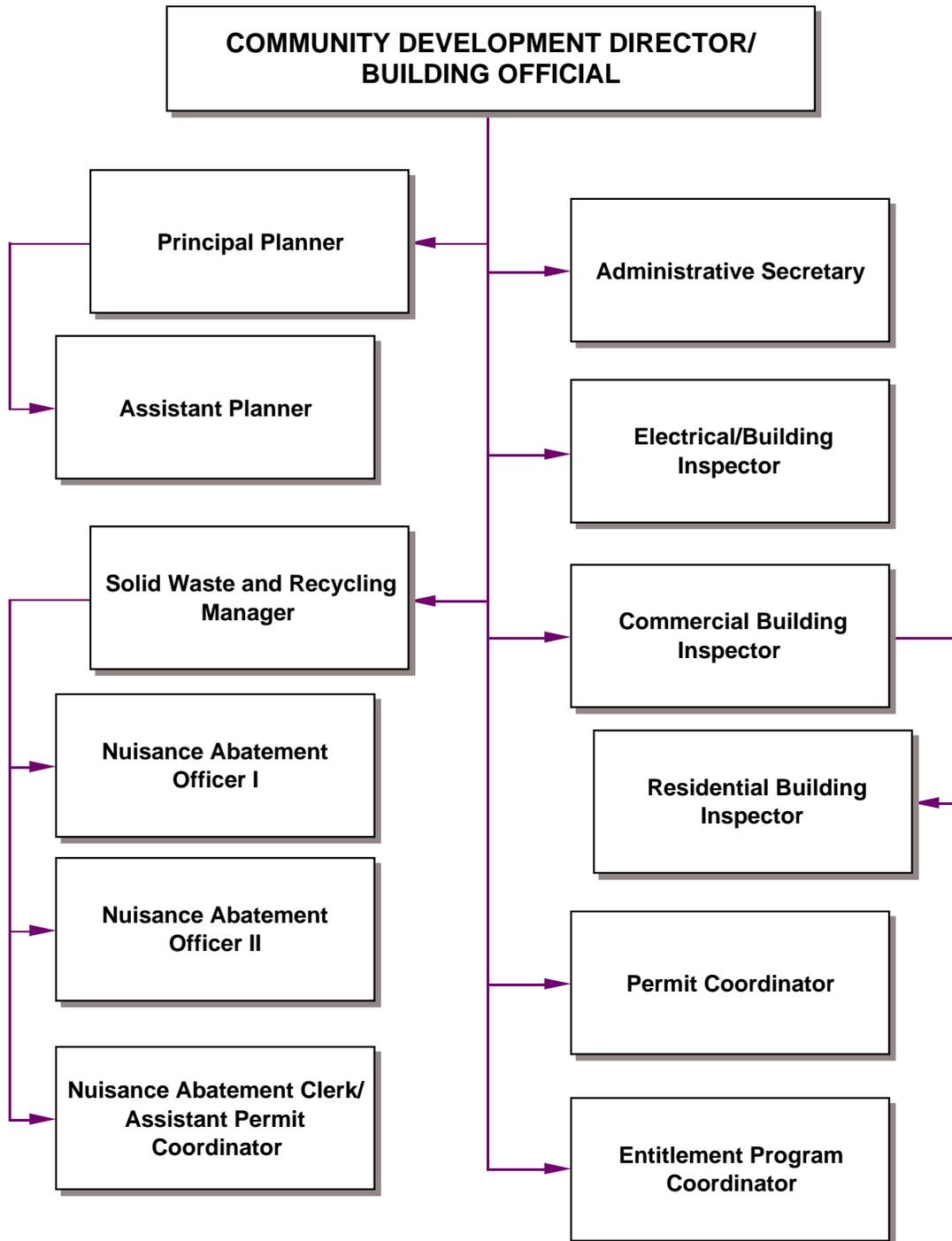
## Residential Plans/Development Review - continued

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours of development review	1,282	934	1,000	1,000
B Number of hours of field inspection	3,067	1,866	2,000	2,000
D Number of right-of-way permits issued	200	190	150	150
D Dollar amount of right-of-way permit fees	27,000	24,000	25,000	25,000
D Number of public improvement permits issued	12	9	10	10
D Dollar amount of Public Works improvement permit fees	104,000	16,000	50,000	50,000
D Percent of General Fund reimbursement of Development Review Program wages and benefits	89%	25%	90%	90%

**TOTAL FOR ALL PROGRAMS ..... \$1,737,820**

# Organization Chart

## Community Development



The department also provides staff support for the Planning Commission, Appeal Board of Adjustment, and Historic Preservation Commission.

# General Fund

## Expenditure Summary

### Department Summary: Community Development

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$580,435	\$615,020	\$603,350	-1.9%	\$623,760	3.4%	\$1,227,110
Personnel Benefits	\$223,842	\$228,400	\$245,160	7.3%	\$261,490	6.7%	\$506,650
Supplies	\$9,570	\$16,210	\$10,940	-32.5%	\$10,560	-3.5%	\$21,500
Other Services & Charges	\$69,330	\$84,720	\$83,410	-1.5%	\$84,420	1.2%	\$167,830
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$883,177</b>	<b>\$944,350</b>	<b>\$942,860</b>	<b>-0.2%</b>	<b>\$980,230</b>	<b>4.0%</b>	<b>\$1,923,090</b>

### Program Descriptions - Initiatives - Performance Measures

#### Planning/Zoning ..... \$480,429

Administers and maintains local land use regulations via the comprehensive plan, zoning code, critical area ordinance, State Environmental Policy Act (SEPA), shoreline management, 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 Shorelines Management Act
- D Administer Critical Areas Ordinance
- E Maintain and update Comprehensive Plan
- F Prepare and administer land use grant applications
- G Respond to zoning violations
- H Prepare and process zoning ordinance amendments
- I Process annexations
- J Oversee Appeal Board cases



	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
A	25	15	15	20
B	100%	100%	100%	100%
E	25%	75%	90%	100%
H	4	6	6	6
I	7	4	4	4
J	5	6	6	6
D	16	15	15	15
C	3	2	2	2
B	40	30	30	30

**Commercial Plan Review/Building Inspection ..... \$302,514**

This program administers the building and zoning codes and ordinances regulating development and the construction, alteration, and repair of structures to contribute to the 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

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
<b>Performance Measures</b>				
A	100%	100%	100%	100%
B	113	150	150	150
C	100%	100%	100%	100%
C	948	1,000	1,000	1,000
D	253	250	250	250

# General Fund

## Residential Plans Review/Building Inspection ..... \$258,521

This program is responsible for plan review and inspection of residential building construction, modifications, and repairs to assure compliance with ordinances, codes and regulations to 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 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

**Performance Measures**

- A Number of plan reviews processed
- A Percent of time plans reviewed within two weeks
- B Percent of time inspections performed within 24 hours of request

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	145	140	140	140
A	100%	100%	100%	100%
B	100%	100%	100%	100%

## Code Enforcement ..... \$226,337

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, home owner 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 private property 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, etc.

**Performance Measures**

- A Number of complaints investigated
- B Number of notices/citations issued
- D Number of outreach events attended

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	N/A	1,500	1,500	1,500
B	1,200	1,200	1,200	1,200
D	N/A	4	4	6

## Community Development/Housing ..... \$204,085

Administer and manage the City’s Community Development housing programs to include Community Development Block Grants (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.

**Community Development/Housing - continued**

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

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

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A HOME Consortium monies allocated	\$356,000	\$345,000	\$345,000	\$345,000
A HOME funding approved - Longview	\$200,000	\$194,000	\$194,000	\$194,000
A HOME funding approved - Kelso	\$67,000	\$65,000	\$65,000	\$65,000
A Percent of HOME monies for projects (reflects carry-over funds)	100%	100%	100%	100%
B CDBG monies allocated	\$376,000	\$363,000	\$363,000	\$363,000
B Percent of CDBG monies allocated to projects	100%	100%	100%	100%

**Permit Processing..... \$201,415**

This program is responsible for receiving and routing plan submittals, permit tracking, permit issuance, compilation of monthly/annual reports regarding construction activities, and also for 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

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percentage of completed plan submittals routed within two working days	100%	100%	100%	100%
B Number of permits issued	2,586	2,500	2,500	2,500
C Number of handouts revised for distribution	10	16	8	12

**Electrical Plans Review and Inspections ..... \$238,597**

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

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

- A Perform electrical plan review
- 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



**continued**

2009/2010 Budget \_\_\_\_\_  
**General Fund**

**Electrical Plans Review and Inspections - continued**

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of state-required plan reviews performed	1	10	10	10
B/C Number of electrical inspections performed	1,931	1,800	1,800	1,800
B/C Number of final electrical inspections performed	475	425	425	425
B/C Number of inspections completed within 24 hours of request	100%	100%	100%	100%
A Number of non state-required plan reviews performed	N/A	50	100	100

**Historic Preservation ..... \$11,192**

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)*

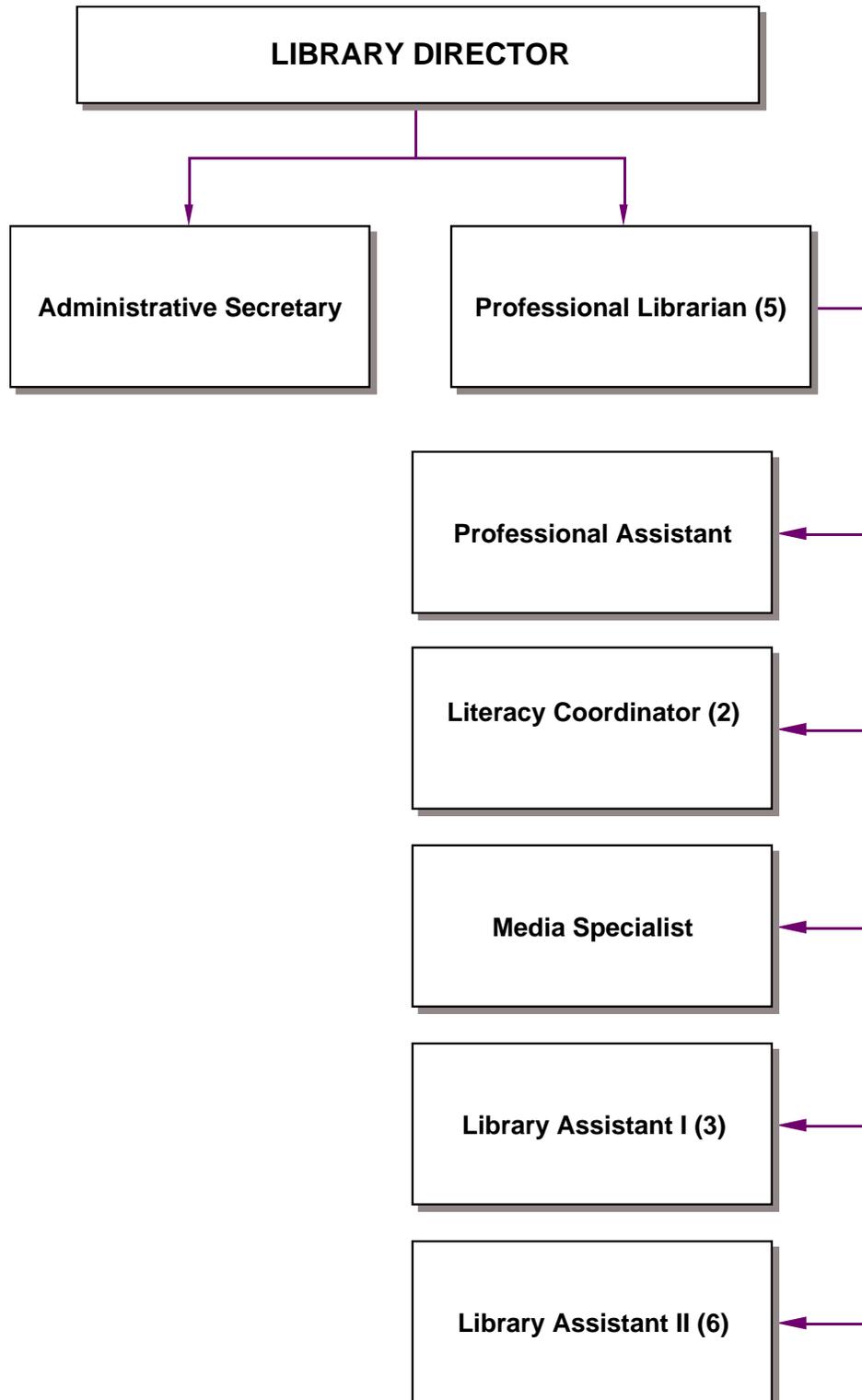
- A Encourage preservation of historic buildings, etc. through community education/outreach
- B Maintain register of local structures/sites of historic significance
- C Review proposed alteration, modification and rehabilitation of historic buildings/sites for appropriateness
- D Administer historic preservation grant for inventory of old west side residences

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of Historic Preservation Committee meetings held	9	13	12	12
C Number of Certificates of Appropriateness issued	6	12	12	12

**TOTAL FOR ALL PROGRAMS ..... \$1,923,090**

# Organization Chart

## Library



# General Fund

## Expenditure Summary

### Department Summary: Library

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$1,026,776	\$1,073,930	\$1,075,780	0.2%	\$1,115,840	3.7%	\$2,191,620
Personnel Benefits	\$357,597	\$397,960	\$405,080	1.8%	\$432,830	6.9%	\$837,910
Supplies	\$195,003	\$194,900	\$108,150	-44.5%	\$146,860	35.8%	\$255,010
Other Services & Charges	\$321,442	\$332,720	\$314,200	-5.6%	\$319,720	1.8%	\$633,920
Debt Service	\$163,515	\$171,170	\$169,680	-0.9%	\$172,230	1.5%	\$341,910
<b>TOTAL EXPENDITURES</b>	<b>\$2,064,333</b>	<b>\$2,170,680</b>	<b>\$2,072,890</b>	<b>-4.5%</b>	<b>\$2,187,480</b>	<b>5.5%</b>	<b>\$4,260,370</b>

### Program Descriptions - Initiatives - Performance Measures

#### Technical Services..... \$1,157,073

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.

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

- A Enter items into the database by downloading from an existing database or by creating an original computer record
- 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 Dynix computer files
- E Inventory existing collection regularly, withdrawing damaged or out-of-date material from collection
- F Select and order materials using professional reviews, best-seller lists and customer and librarian input
- G Assess existing collection for replacement of out-dated or damaged materials
- H Receive, evaluate and process donated materials to the Library's collection

Performance Measures	2007	2008	2009	2010
	Actual	Target	Target	Target
ABCItems added to the collection (including donations)	14,780	15,000	135,000	14,500
D Bibliographic records in database	219,000	215,000	213,000	214,000
D Total number of items in collection	182,000	182,000	183,000	184,000
E Items withdrawn from collection	33,064	13,000	10,000	10,000
E Percentage of inventory completed	N/A	N/A	20%	20%
FG Total number of items ordered	8,807	10,200	8,000	9,000
FG Total non-print items in collection	15,807	14,200	14,300	14,500

**Circulation ..... \$1,080,108**

The mission of the Longview Public Library is to ensure that all people of the City have the right and means to the free access of information and ideas that are fundamental to a democracy. This department oversees 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 by Library staff. 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 our patrons' various needs, with an emphasis on excellent customer service.

**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 Establish and administer procedures by which we help patrons obtain library cards
- C Assist patrons in the checking out and returning of library materials, including sending overdue and billing notices
- D Help patrons obtain materials by placing holds on items not currently in the library, and through Interlibrary loans
- E Maintain the orderly storage of materials, so that patrons can find what they need with minimal effort

**Performance Measures**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Hours open to the public	2,860	2,860	2,600	2,600
A Number of people visiting library	263,000	272,000	274,000	278,000
AB New library cards issued	2,936	3,000	3,020	3,050
AC Number of regular borrowers	29,902	30,000	30,100	30,200
ACE Total circulation of library materials	458,000	540,000	545,000	550,000
ACENumber of videos/DVDs checked out	188,000	260,000	262,000	265,000
AD Number of holds placed	21,829	22,000	22,000	23,000
C Annual revenue from fees and fines	\$59,315	\$60,000	\$61,000	\$62,000



2009/2010 Budget \_\_\_\_\_  
**General Fund**

**Reference ..... \$905,992**

This program provides information to individuals, organizations, and other libraries, coaches patrons 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 Answer basic questions concerning the library in person, by telephone, and email
- B Answer reference questions requiring research in person, by telephone, mail, and email
- C Assist patrons in the use of library computers
- D Provide Internet access and subscription databases
- E Provide access to periodical archive (microfilm, microfiche, and paper)
- F Maintain reference materials, including organizing, updating, and publishing tax forms, Washington documents, obituaries, etc.
- G Maintain library website and Internet access by patrons to their library accounts

Performance Measures	2007	2008	2009	2010
	Actual	Target	Target	Target
A Number of information questions answered	31,302	32,000	31,500	32,000
B Number of reference questions answered (requiring research)	11,918	10,200	10,000	10,200
C,D Number of internet users	25,883	26,000	25,000	25,200
E Number of requests for archived periodicals/microfilm	2,898	3,500	3,500	3,550
G Number of library website hits	150,000	160,000	175,000	190,000
G Number of patrons accessing accounts through Internet	43,050	46,000	48,000	50,000
D Number of times databases were accessed by patrons	6,586	5,100	5,200	5,500
D Number of database searches conducted by patrons	14,207	13,500	13,000	13,500

**Adult Services and Literacy ..... \$629,362**

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 the community through literacy training, homebound services, literary and other adult programs, tours, connections to 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 literacy programs such as Northwest Voices (cooperative program with Lower Columbia College)
- B Provide public information through PSAs, newspaper articles, signs, newsletters, flyers, posters, and library web page

**Adult Services and Literacy - continued**

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

- C Write grants to solicit additional funds for library programming and services
- D Manage historical collection in the Longview Room
- E Conduct digital imaging project to preserve/provide increased access to historical photographs (with Cowlitz County Historical Museum)
- F Train the public in use of library resources, including tours and Internet classes
- G Provide adult literacy/citizenship/GED training through use of volunteers in Project READ
- H Provide liaison activities with Friends of the Longview Public Library and other community organizations
- I Provide outreach services (book delivery to the elderly and homebound)

Performance Measures	2007	2008	2009	2010
	Actual	Target	Target	Target
A Number of events/people attending Northwest Voices	6/326	5/260	6/300	6/320
A Number of adult participants in library-sponsored book club	80	110	120	135
I Number of outreach materials delivered to homebound patrons	7,348	7,300	7,350	7,400
F Number of patrons taking library tours	375	384	390	400
G Number of students participating in Project READ	121	100	110	120
G Number of Project READ volunteer hours	3,402	3,440	3,500	3,550
I Number of outreach patrons	65	70	72	75

**Youth Services & Family Literacy ..... \$487,835**

The Youth Services and Family Literacy Division 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 family, educational, and youth recreational needs
- B Provide and implement programs and story times for families and youths
- C Design and implement a 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, Headstart, teen parenting and parent groups
- F Provide computers for youths to support personal, educational and recreational needs, homework, and computer literacy
- G Develop grants and solicit donations to supplement and support Youth Services & Family Literacy programs
- H Indirectly support literacy needs by serving with First Book to provide giveaway books to low-income children in area



continued

# General Fund

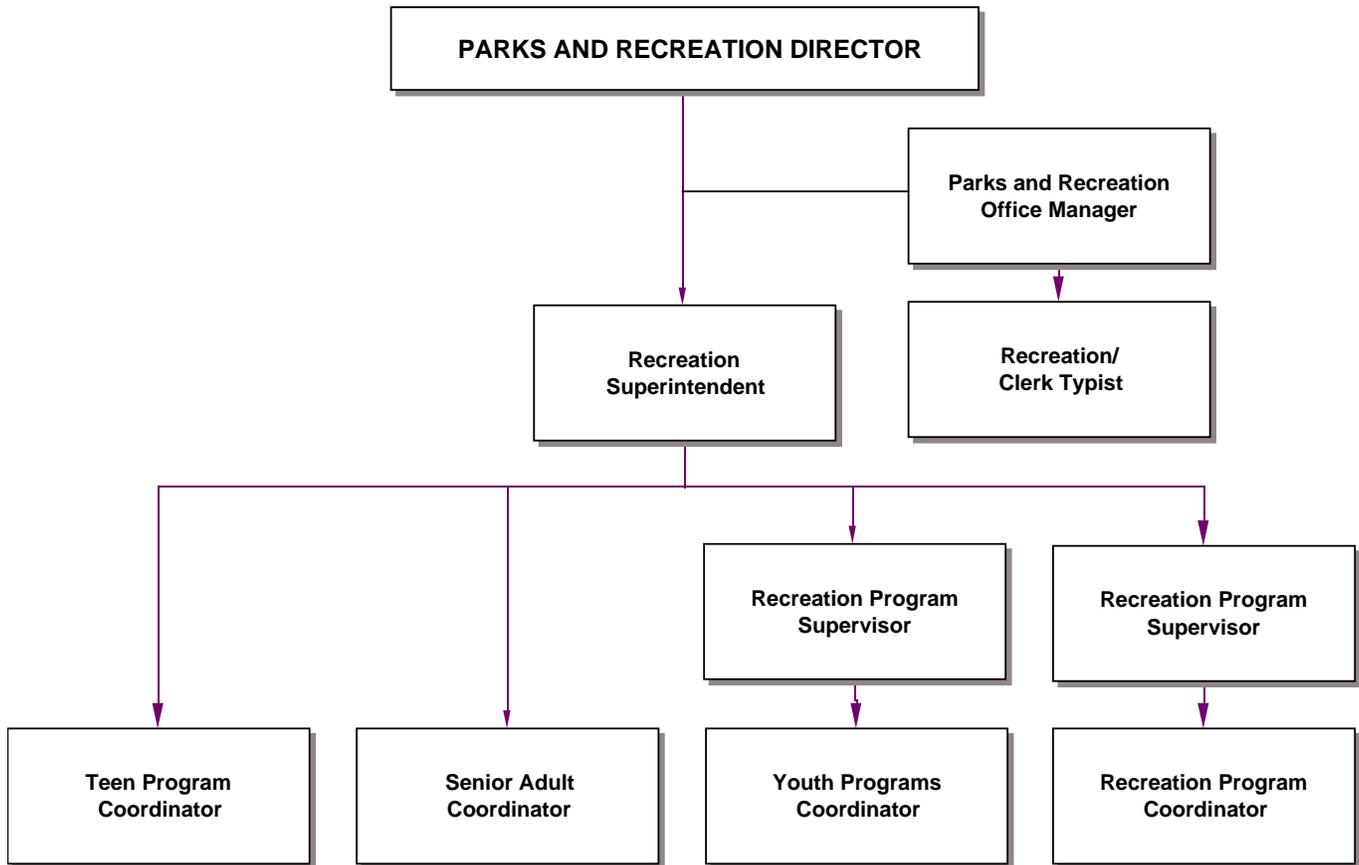
## Youth Services & Family Literacy - continued

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Number of books and materials in collection for Youth Services	33,520	34,780	35,500	36,500
B Number of children's programs conducted	376	420	430	440
B Number attending children's programs	10,010	11,500	11,750	12,000
C Number of summer reading enrollment	933	1,250	1,300	1,350
C Number of summer program participants	3,970	4,110	4,200	4,300
E Number of youth community outreach participants	4,718	6,288	6,500	6,750
H Number of "First Books" given away	2,600	2,500	2,600	2,650

**TOTAL FOR ALL PROGRAMS ..... \$4,260,370**

# Organization Chart

## Recreation



# General Fund

## Expenditure Summary

### Department Summary: Recreation

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$559,997	\$647,820	\$616,210	-4.9%	\$640,720	4.0%	\$1,256,930
Personnel Benefits	\$176,235	\$203,940	\$207,170	1.6%	\$220,800	6.6%	\$427,970
Supplies	\$76,813	\$70,840	\$68,860	-2.8%	\$69,930	1.6%	\$138,790
Other Services & Charges	\$288,096	\$290,640	\$315,760	8.6%	\$324,150	2.7%	\$639,910
<b>TOTAL EXPENDITURES</b>	<b>\$1,101,141</b>	<b>\$1,213,240</b>	<b>\$1,208,000</b>	<b>-0.4%</b>	<b>\$1,255,600</b>	<b>3.9%</b>	<b>\$2,463,600</b>

### Program Descriptions - Initiatives - Performance Measures

#### Facility Use/Operations ..... \$495,437

Coordinate and operate the Elks Building, Recreation Building, Senior Center, McClelland Center, Catlin Center, Square Dance Building, and Woman’s Club Building. Includes costs to maintain buildings, utilities, and replacement of supplies and equipment. Buildings are used for city events, by nonprofit organizations, community activities, recreation programs, and school activities, as well as private residents, local business, and state government. Responsibilities include scheduling, monitoring, maintenance of buildings and park facilities. Park facilities include the 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, or 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 costs
- 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



		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	Number of recreation programs held at recreation buildings and facilities	595	600	600	600
A	Times citizens participated in recreation activity and enrichment programs at buildings and facilities	2,752	2,800	2,825	2,850
B	Times schools use recreation building and facilities for educational purposes	510	525	525	525
C	Times nonprofit organizations use recreation buildings	867	850	867	884
C	Times youth sports use buildings and facilities to provide youth activity	3,526	3,500	3,500	3,500
D	Revenue from fees for operation cost sustainability	\$55,000	\$58,000	\$60,000	\$61,000
E	Percent of users satisfied with building and facility maintenance, cleanliness, and equipment	93%	94%	95%	95%
F	Percent of users satisfied with customer service, facility cost, and rental process	100%	98%	98%	98%
G	Number of community garden spaces used to support healthy nutrition, and sustainable food sources	63	76	95	110

**Adult Programs..... \$395,591**

Adult programs include enrichment classes and organized sports leagues for adults 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 subject topics. These are high-quality classes taught by experienced professional instructors with an expertise in the subject material. Sports programs include organized leagues in basketball, frisbee, and softball as well as drop-in recreation open-gym programs. Enrichment classes and sports programs are held at recreation buildings, park facilities, schools, and business locations. Fees are charged to cover all direct costs to operate 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 pay for direct cost 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
- G Collaborate with nonprofit organizations and partner with business community for resources

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	Number of registered citizens learning skills and enhancing education in enrichment classes	1,622	1,654	1,687	1,721
A	Number of enrichment classes conducted to increase knowledge and learn skills	136	140	142	144
B	Percent of program costs supported by revenue for sustainability	100%	100%	100%	100%
B	Dollar amounts collected to sustain programs	\$115,000	\$121,000	\$124,000	\$127,000
D	Number of physical activity and sports programs improving health and well being	22	22	23	24
D	Number of enrolled citizens improving health through physical activity and sports programs	2,782	2,837	2,894	2,952
E	Diverse program areas offered to meet residents needs and interest	9	9	9	9
E	Percent of quality programs conducted successfully	91%	85%	87%	89%

**continued**

2009/2010 Budget  
**General Fund**

**Adult Programs - continued**

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>		<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
F	Percent of users satisfied with program service and quality	98%	97%	98%	98%
G	Number of business collaboration and nonprofit partnerships to maximize resources	38	47	52	55

**Teen Programs ..... \$351,249**

Teen programs include ongoing recreation activities, enrichment classes, trips, education, leadership opportunities, and events for teenagers from middle school through high school (11 to 18 years old). Ongoing recreation includes Late Night at the YMCA, Boulevard out-of-school program at the Elks Building, computer technology room at the Elks Building, and Junior Leadership Development program. Enrichment classes are offered in dance, music, drama, sports, technology, boating, outdoor adventure, leadership, babysitting, safety, and many other topics. Special events include contests, tournaments, dances, trips, and excursions. Ongoing programs are free of charge and enrichment classes are fee based with scholarships available for Longview residents. Teen programs are held at the Elks Building, YMCA, schools, businesses, and recreation buildings and facilities.

**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

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>		<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A	Number of safe and supervised programs conducted	335	335	340	340
A	Percent of quality programs conducted versus those cancelled	87%	85%	86%	87%
B	Times teenagers attend programs that provide activity and enrichment	13,000	14,000	14,000	15,000
B	Teenagers registered in programs that deter negative behavior	3,093	2,700	2,700	2,700
C	Value of donations & in kind contributions offered by businesses and nonprofits	\$3,000	\$3,000	\$3,000	\$4,000
D	Revenue from fees to support teen programs	\$9,000	\$9,000	\$9,000	\$10,000
E	Number of trainings offered to staff with emphasis on education and working with young people	10	12	12	12
F	Junior leaders committed to learning leadership and work experience in community service	20	22	24	26
F	Community service hours from volunteer junior leaders	954	1,100	1,250	1,500
G	Partnerships with business and nonprofit organizations to enhance programs	37	35	37	39
H	Percent of participants satisfied with program quality	96%	96%	97%	98%
I	Ratio of staff to teenagers to assure safe and quality programs	1:13	1:14	1:15	1:15
J	Daily average number of teenagers engaged in programs and not involved in negative behavior	190	200	200	200

**Out of School Youth Programs ..... \$348,286**

Out-of-school programs are offered for youth after school, when children are most vulnerable, at Kessler, Northlake, Robert Gray, and St. Helens Elementary schools. A before-school program is also held at Robert Gray. These programs have educational learning, physical fitness, and recreation activity which includes crafts, organized games, active sports, homework help, special events, and guest presentations. It also includes summer programs at St. Helens and Northlake Schools and state licensing certification to assure quality programs and standards. Out-of-school programs are a partnership with the school district to support learning and arrange healthy meals through the United States Department of Agriculture. Parents rely on out-of-school programs that are safe and supervised 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 safe supervised programs for youth during out-of-school hours
- B Provide quality programs with a variety of activity 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 parent involvement in programs
- I License and certify out-of-school programs through the State Department of Social & Health Services
- J Enhance and extend school learning during out-of-school hours

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of registered children in safe, supervised programs	642	600	600	600
A Staff to student ratio to assure quality standards	1:13	1:15	1:15	1:15
B Days children are cared for in safe, supervised programs	210	215	215	215
A /B Times children attend after school, before school, and summer programs	23,957	24,000	25,000	25,000
C School partnerships formed to increase learning and homework help	4	4	4	4
D Community support and partnership commitments received from local businesses and nonprofits	20	21	22	24
E Investment in staff through training and professional development	32 hr	45 hr	45 hr	45 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	\$65,000	\$67,000	\$68,000	\$70,000
H Number of parents involved in program providing community service and program quality	44	45	47	49
I Number of licensed and certified programs and staff to assure quality and standards	1	2	3	4
J Hours of reading and homework help during program to support school learning	8,646	8,500	8,500	8,500

2009/2010 Budget \_\_\_\_\_  
**General Fund**

**Youth Programs ..... \$304,874**

Provide and conduct youth programs, activities, classes, and events for youth from preschool through elementary age. 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 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 pay for direct costs 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 behavior



**Performance Measures**

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
A Number of enrichment classes and physical activity programs offered	209	205	210	210
A Number of children registered in programs learning new skills and improving health	1,871	1,908	1,947	1,986
B Percent of time revenue expectations support sustaining programs	100%	100%	100%	100%
B Amount of revenue generated to sustain programs	\$63,000	\$66,000	\$68,000	\$70,000
C Percent of time programs successfully conducted versus cancelled	93%	85%	87%	89%
E Number of volunteers involved in community service at youth programs	22	22	23	24
E Number of hours donated by volunteers in youth programs	541	600	625	650
F Number of collaborations and partnerships with local business and nonprofit organizations	55	55	60	60
GH Percent of time users satisfied with customer service and program quality	99%	98%	98%	98%
I Number of times youth attend recreation enrichment programs	8,304	8,470	8,639	8,812

**Family Programs ..... \$247,586**

Family programs provided include enrichment classes and events that parents and children or families attend together. All ages of youth from preschool through teenagers and their parent or caregiver attend these programs. 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.

continued

**Family Programs - continued**

**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 pay for direct cost and some indirect costs
- D Collaborate with businesses and nonprofit groups
- E Effectively use volunteers
- F Obtain results showing programs are meeting needs of parents, families, youth and the community

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
AB Number of programs offered that build family unity and strengthen families	109	110	110	110
AB Times families attend programs together	18,000	18,000	19,000	20,000
CD Community in-kind service support from business and nonprofit partners	\$25,000	\$26,000	\$27,000	\$27,000
C Revenue from business collaboration, nonprofit partners, and program fees	\$56,000	\$59,000	\$60,000	\$62,000
C Percent of time program revenue supports program sustainability	100%	100%	100%	100%
D Community-supported partnerships with businesses and nonprofit organizations	128	130	135	135
E Number of volunteers sharing skills and providing community service	199	200	210	220
E Number of volunteer hours donated through community service	1,094	1,100	1,150	1,200
F Percent of quality programs successfully conducted versus cancelled	92%	92%	94%	94%
F Percent of users satisfied with service and program quality	99%	99%	98%	98%

**Senior Programs ..... \$193,140**

Offer senior programs, classes, trips, and events for citizens 50 years 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, healthy nutrition, disease reduction, and other health and safety resources. Events include entertainment, trips, hikes, dances, social activity, and interaction. Programs are in partnership with nonprofit organizations, agencies, and business collaborators at community locations, recreation buildings, and park facilities.

**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 the feeling of isolation and loneliness
- C Provide programs and facilities for health, safety, and physical fitness
- D Maintain partnership and collaborate with nonprofit organizations and local business for resources and reduce duplication
- E Seek donations, in-kind contributions, and revenue to support and sustain programs
- F Encourage volunteers to donate community service time for senior programs

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
AB Recreation programs offered to deter isolation, decrease loneliness, and promote interaction	44	78	80	82
AB Number of seniors registered in enrichment programs to increase social interaction and learn skills	2,120	2,200	2,350	2,500
C Number of programs offered to provide health & physical activity to improve safety and well being	33	70	72	74
C Registered seniors enrolled in health and physical activity programs	3,580	2,000	2,100	2,200
D Business collaboration and nonprofit partnerships to provide quality resources	22	18	20	20
E Revenue from fees, donations, and in-kind contributions to sustain programs	\$11,000	\$9,000	\$9,000	\$10,000
F Number of volunteers who provide community service and share skills	71	72	74	76
F Number of hours that volunteers share skills and knowledge	1,096	900	1,000	1,100

# General Fund

## Therapeutic Programs ..... \$127,437

Therapeutic programs provide activities, events, and enrichment classes for developmentally disabled individuals. Special Olympics increases health and reduces health costs through physical activity and is officially sponsored by Longview Recreation. Therapeutic programs give developmentally disabled individuals opportunities for recreation and educational pursuits. Therapeutic programs are held at the Elks Building, Woman’s Club Building, park facilities, and schools.

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

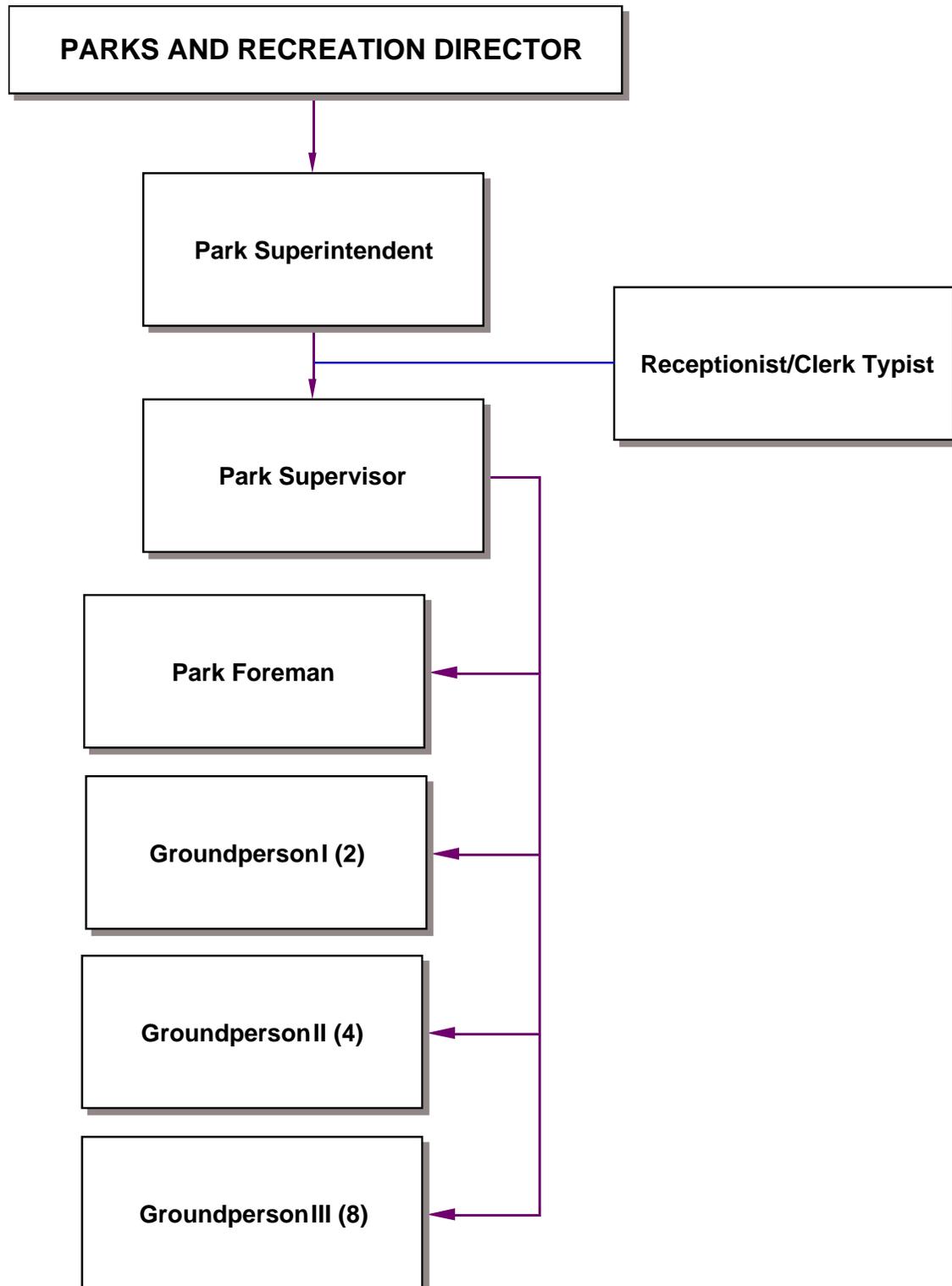
- A Provide safe, supervised programs for developmentally disabled individuals
- B Encourage community volunteers to provide service
- C Enhance program through community donations and in-kind contributions
- D Collaborate with businesses and form partnerships with nonprofit organizations
- E Obtain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

<b>Performance Measures</b>		<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A	Number of programs conducted for social, enrichment, and activity opportunities	9	9	10	10
A	Number of registered participants improving mental and physical health and well being	349	350	370	370
A	Number of times citizens are learning new skills and socializing at programs	4,890	4,920	4,950	5,000
B	Number of volunteers sharing skills and providing community service	237	240	245	250
B	Number of volunteer hours donated through community service	2,706	2,737	2,740	2,750
C	Value of donations and in-kind services from business and nonprofit organizations	\$11,000	\$11,000	\$12,000	\$12,000
C	Revenue from fees sustaining programs	\$4,000	\$4,000	\$4,000	\$4,000
D	Number of partnerships with businesses and nonprofit organizations	44	45	50	55
E	Percent of users satisfied with program quality and safety	98%	97%	98%	98%

**TOTAL FOR ALL PROGRAMS ..... \$2,463,600**

# Organization Chart

## Parks



# General Fund

## Expenditure Summary

### Department Summary: Parks

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Salaries & Wages	\$969,527	\$996,300	\$993,810	-0.2%	\$1,028,240	3.5%	\$2,022,050
Personnel Benefits	\$352,770	\$389,360	\$397,570	2.1%	\$421,790	6.1%	\$819,360
Supplies	\$135,514	\$148,830	\$141,820	-4.7%	\$144,840	2.1%	\$286,660
Other Services & Charges	\$511,300	\$508,540	\$613,280	20.6%	\$650,360	6.0%	\$1,263,640
<b>TOTAL EXPENDITURES</b>	<b>\$1,969,111</b>	<b>\$2,043,030</b>	<b>\$2,146,480</b>	<b>5.1%</b>	<b>\$2,245,230</b>	<b>4.6%</b>	<b>\$4,391,710</b>

### Program Descriptions - Initiatives - Performance Measures

#### General Park Maintenance ..... \$2,716,010

This program administers events, tasks, and projects that are unforeseen or unplanned such as infrastructure upgrade or repair and extensions of irrigation systems as dictated by plant material needs. The program includes the enhancement and addition of plant materials. It also includes documentation, administration, and data entry of all tasks and their locations as well as documenting citizen input and requests. Daily softball field preparation takes place on four fields during season (April - October).. Other specifics that are assigned to this program are: Inspections, community event preparation set up and take down, annual garden plot maintenance, providing assistance to other departments, vandalism prevention/repair, equipment preventive maintenance, infrastructure inventories, preparation for recreational park rentals, and shop/vehicle cleaning.



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

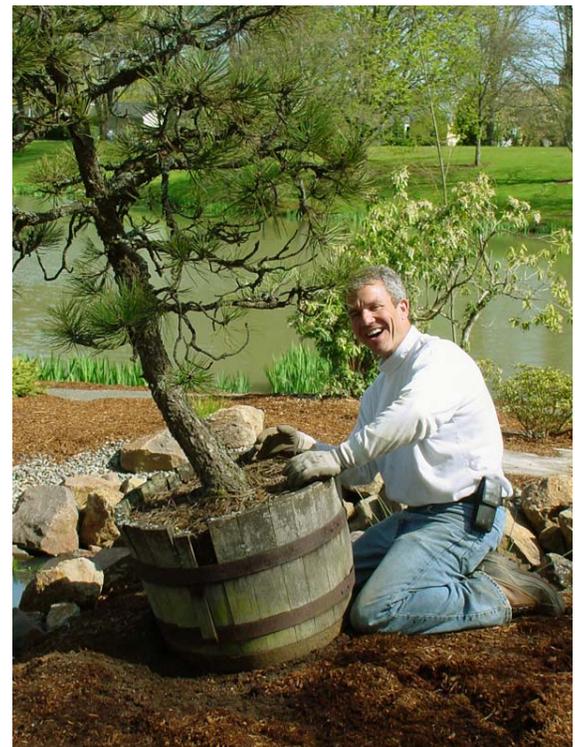
- A Complete all extraneous tasks, tasks not included under other programs, and projects as assigned
- B Respond to all incoming calls, and record and issue work orders as appropriate
- C Input all work on computer
- D Generate reports as needed
- E Apply rodenticides, herbicides, and retardents, and 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**

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
H Number of times lake paths are repaired with new gravel	2	2	2	2
H Number of hours needed to repair softball infields daily during season	857.5	159	600	600
E Number of times baiting stations are stocked with rodenticide for rats	2	2	2	2
G Number of times annual inventory is performed to track supplies used	1	1	1	1
F Number of shrub beds maintained	201	200	200	200
E Number of hours required to apply herbicides to shrub beds	298	325	325	325

**Urban Forestry (Tree Program)..... \$695,823**

Manage and maintain the health of the trees in our Urban Forest. Maintain an up-to-date work history on each tree for documentation when requested by insurance adjusters during the process of claim settlement. Inventory upgrades are worked on as time allows. Hazard evaluations are completed on those trees that visually trigger concerns. Insect and fruit control are the principal reasons for chemical treatment of targeted areas of the forest. All community events that require the use of the tree equipment or crew are charged to this program. (i.e. holiday lights, installation of banners etc.). The number of trees and number of vacancies can change on a daily basis.



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

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of trees receiving broadcast pesticide applications	24	25	10	0
B Number of root prunings done for sidewalk replacement	110	20	10	10
BI Number of prunings performed	2,158	3,000	3,200	3,200
C Average number of tree removals done, including stumps	387	150	300	300
E Average number of annual tree plantings done	151	200	533	400
H Manhours expended for leaf removal	1,683	2,000	1,400	1,400
I Number of (non-City tree) right-of way pruning hours	96	200	100	50

2009/2010 Budget \_\_\_\_\_  
**General Fund**

**Turf Maintenance ..... \$450,300**

Mow and edge 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 and 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 the mechanical, chemical, insect, and weed control. Aeration, dethatching, overseeding, top dressing, and fertilizing when the need is determined by soil testing are other processes used in maintaining the turf.



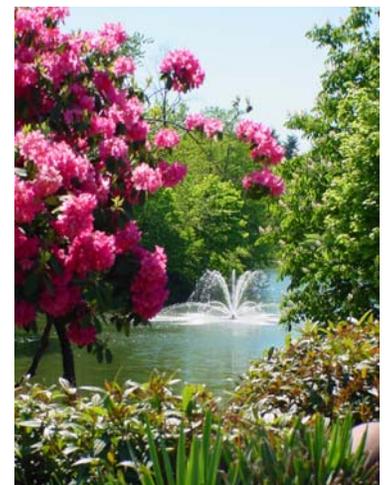
**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Mow 326 acres of turfgrass, including right-of-way
- C Depending on equipment assigned, travel to each area and mow
- D Pick up all litter prior to mowing or concurrently with mowing
- E Complete preventive maintenance on all mowers daily
- F Sharpen equipment blades

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Park acreage and right-of-ways mowed once per week (except Mint Farm)	326	326	326	329
A Number of hours required for mowing parks and right-of-ways	3152	3,550	3,250	3,300
C Percent reduction in fuel consumption by reducing mowing sites and planning routes more efficiently	9.5%	7%	5%	5%
A Number of hours required for herbicide applications to reduce necessity of edging along sidewalks, curbs, and around posts and weed removal	886	325	400	450

**Water Management and Irrigation Maintenance ..... \$215,661**

Monitor, adjust, and repair all irrigation systems, both automated and manual quick-coupler, pulling hoses as needed. 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. Adjust time periods on automated electrical valve systems and repair each irrigation head as needed. Systems are activated and checked each spring and de-activated in the fall, and in some cases the lines are evacuated and displaced with air to ensure against freezing. Consumption must be monitored to ensure leaks are not visible and install systems and upgrade heads and lines as necessary. Drain line installation is accomplished where needed to eliminate standing water issues. Monitor lake levels and clarity, check screens for blockage of flow, adjust gates to maintain levels, and monitor plant material growth.



**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

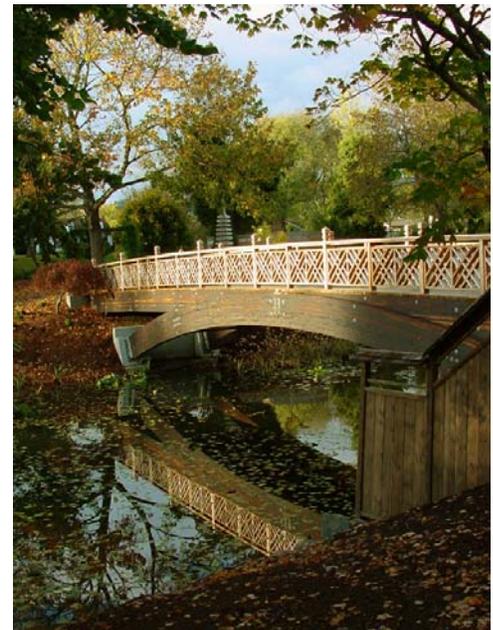
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**Water Management and Irrigation Maintenance - continued**

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Number of times irrigation systems activated and deactivated per year	2	6	4	4
A Number of heads refurbished in the Archie Anderson 1969 irrigation system	0	6	0	0
A Number of sites with irrigation systems	19	16	16	16
B Number of heads repaired or replaced per year	120	30	30	30
D Number of deduct devices installed to monitor useage at park sites	0	1	0	0
D Number of acres irrigated	50	70	70	70

**Restroom Maintenance, Sanitation, Litter Control..... \$195,895**

Clean, repair, unplug , and replace fixtures, repair leaks, and paint or remove graffiti in all open public restrooms on a daily basis (sometimes twice a day), 365 days of the year. Task includes all public restrooms in all park areas and includes repair of vandalism, trash collection, and litter control. When the route is completed, it is begun again for those areas of heaviest use. Employees are also trained to observe any problems unrelated to their tasks within each park and to alert supervisor.



**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

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Reduction in number of citizen complaints	12	10	10	8
F Number of park restroom magnetic locks upgraded (6 restrooms)	0	2	6	6
E Number of hours needed to repair vandalism	165	150	150	150
A Number of restrooms maintained daily (7 days per week) (April-October)	38	38	38	38
A Number of restrooms maintained three times per week (November-March)	11	11	11	11
H Number of trash cans checked and emptied daily as needed (April-October)	67	70	70	72



2009/2010 Budget \_\_\_\_\_  
**General Fund**

**Playground Maintenance ..... \$118,021**

Inspect all play areas with the highest concentration on youth playgrounds, but also include 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 to 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. Nineteen playgrounds are currently in use and the newer playgrounds each have two different playgrounds for different age levels. Repair or replacement of broken equipment or vandalized equipment is performed immediately, if possible, after discovery or reported by citizens. Informal inspection is continuous and more formal detailed inspections are documented on a regular schedule. Pressure washing of equipment and court surfaces is accomplished annually.



**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 Inspect and repair damage to skate park daily with walk through
- D Reconstruct broken equipment in skatepark as necessary
- E Complete additionally assigned projects
- F Complete monthly close inspections of playground equipment
- G Frequently check tennis courts for damage, net tautness, and court cleanliness, and repair and clean as needed

**Performance Measures**

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

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
B	2	2	2	2
F	63	75	70	70
B	157	350	300	300
F	31	31	31	31
E	1	1	0	1

**TOTAL FOR ALL PROGRAMS ..... \$4,391,710**

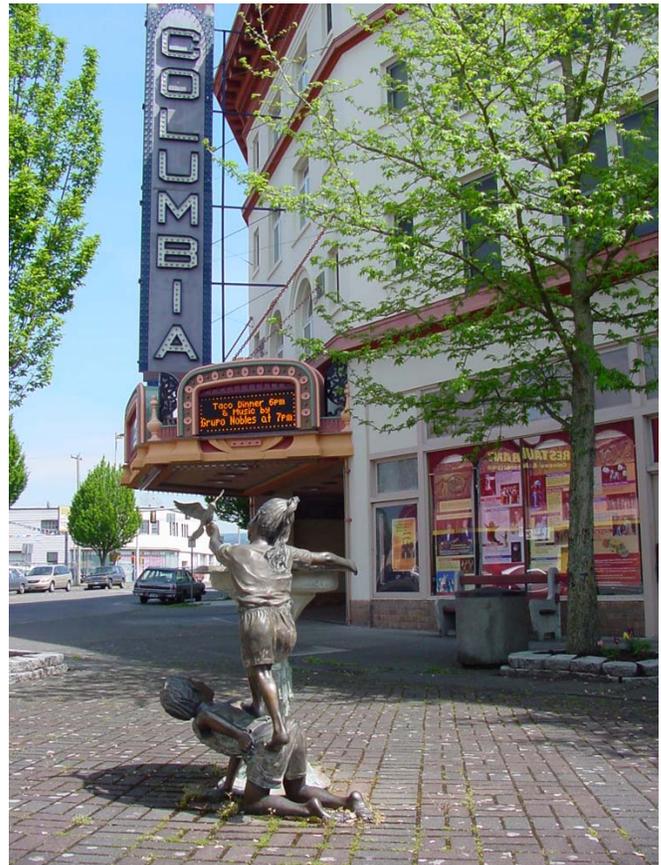
# Non-Departmental Summary Expenditure Summary

## Department Summary: Non-Departmental

Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$25,830	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$4,294	\$3,000	\$3,070	2.3%	\$3,120	1.6%	\$6,190
Other Services & Charges	\$948,131	\$1,206,660	\$1,070,500	-11.3%	\$1,077,420	0.6%	\$2,147,920
Debt Service	\$9,618	\$10,070	\$9,990	-0.8%	\$10,140	1.5%	\$20,130
Interfund Transfers	\$844,754	\$778,200	\$431,810	-44.5%	\$470,010	8.8%	\$901,820
<b>TOTAL EXPENDITURES</b>	<b>\$1,806,797</b>	<b>\$2,023,760</b>	<b>\$1,515,370</b>	<b>-25.1%</b>	<b>\$1,560,690</b>	<b>3.0%</b>	<b>\$3,076,060</b>

## 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 ..... \$3,076,060**



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# Special Revenue Funds

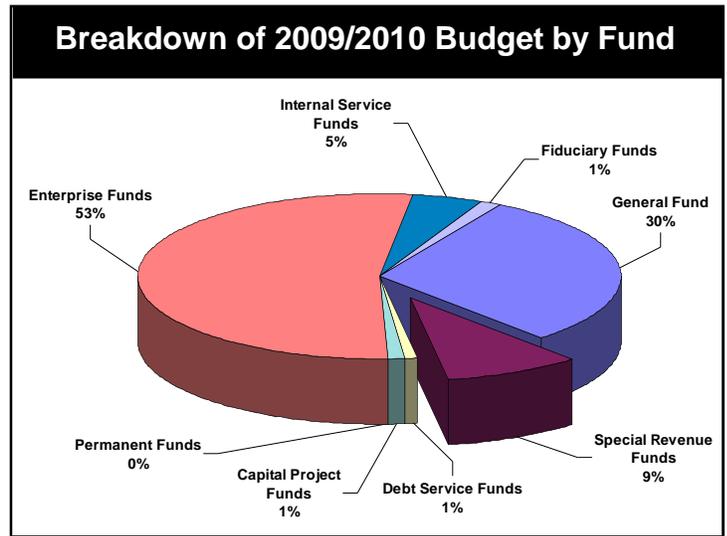
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## Special Revenue Funds

# 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
- ◆ Home Investment Partnership Program (HOME Fund)
- ◆ Economic Development Fund
- ◆ Community Development Block Grant Fund
- ◆ Criminal Justice Assistance Fund
- ◆ Office Equipment Reserve Fund
- ◆ Library Grant Fund
- ◆ Tourism Fund
- ◆ Parks & Recreation Memorial Trust Fund



## Revenue Summary

FUND SUMMARY		Arterial Street Fund							
Special Revenue Fund Title	Department Head Responsible								
Arterial Street	Jeff Cameron								
Beginning Fund Balance	\$450,000	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$4,441,080	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$572,930	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$5,014,010	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$4,784,170	Intergovernmental	\$607,071	\$412,050	\$3,664,280	789.3%	\$754,300	-79.4%	\$4,418,580
Contribution to Ending Fund Balance	\$229,840	Charges for Services	\$11,501	\$500	\$2,500	400.0%	\$2,500	0.0%	\$5,000
Total 2009/2010 Expenditures	\$5,014,010	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$106,910	Miscellaneous	\$36,936	\$15,000	\$10,000	-33.3%	\$7,500	-25.0%	\$17,500
		Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$45,760	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$202,330	\$488,650	141.5%	\$84,280	-82.8%	\$572,930
		<b>TOTAL REVENUES</b>	<b>\$701,268</b>	<b>\$629,880</b>	<b>\$4,165,430</b>	<b>561.3%</b>	<b>\$848,580</b>	<b>-79.6%</b>	<b>\$5,014,010</b>

## Expenditure Summary

Arterial Street Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$111,550	\$113,780	2.0%	\$116,060	2.0%	\$229,840
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$3,199	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$40,686	\$36,000	\$75,150	108.8%	\$55,770	-25.8%	\$130,920
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$471,504	\$430,000	\$3,925,000	812.8%	\$640,000	-83.7%	\$4,565,000
Debt Service	\$53,045	\$52,330	\$51,500	-1.6%	\$36,750	-28.6%	\$88,250
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$568,434</b>	<b>\$629,880</b>	<b>\$4,165,430</b>	<b>561.3%</b>	<b>\$848,580</b>	<b>-79.6%</b>	<b>\$5,014,010</b>

### 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 ..... \$5,014,010**

2009/2010 Budget \_\_\_\_\_  
**Special Revenue Funds**

**Revenue Summary**

FUND SUMMARY		Downtown Parking Fund							
Special Revenue Fund Title Downtown Parking	Department Head Responsible Alex Perez								
Beginning Fund Balance	\$250,000	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
2009/2010 Estimated Revenue	\$239,000	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 2009/2010 Revenue	\$239,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$239,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$67,765	\$55,000	\$55,000	0.0%	\$55,000	0.0%	\$110,000
Total 2009/2010 Expenditures	\$239,000	Miscellaneous	\$70,929	\$55,400	\$60,400	9.0%	\$68,600	13.6%	\$129,000
Estimated Ending Fund Balance	\$250,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$52,760	\$0	-100.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$138,694</b>	<b>\$163,160</b>	<b>\$115,400</b>	<b>-29.3%</b>	<b>\$123,600</b>	<b>7.1%</b>	<b>\$239,000</b>

**Expenditure Summary**

Downtown Parking Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$86,382	\$96,130	\$66,980	-30.3%	\$72,480	8.2%	\$139,460
Personnel Benefits	\$38,370	\$47,170	\$27,540	-41.6%	\$29,680	7.8%	\$57,220
Supplies	\$1,556	\$2,050	\$1,640	-20.0%	\$1,680	2.4%	\$3,320
Other Services & Charges	\$14,027	\$15,810	\$17,200	8.8%	\$17,680	2.8%	\$34,880
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$2,000	\$2,040	2.0%	\$2,080	2.0%	\$4,120
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$140,335</b>	<b>\$163,160</b>	<b>\$115,400</b>	<b>-29.3%</b>	<b>\$123,600</b>	<b>7.1%</b>	<b>\$239,000</b>

**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 (Parking) ..... \$239,000**

The Parking Enforcement unit is responsible for enforcing parking laws primarily in the downtown area of Longview. They also respond to parking complaints on a wider city basis and do some special event parking enforcement. Our Parking Enforcement Officers have the authority to immobilize and tow vehicles. One of our Parking Enforcement Officers (PEO) is also responsible for issuing all parking permits for City lots as well as collecting and processing revenue from parking permits and parking infractions. This PEO is also responsible for collecting outstanding parking fines.

**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	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Parking citations issued	2,486	1,850	2,000	2,200
C Parking permits issued	299	345	350	350
B Outstanding fines unpaid	\$8,397	\$2,400	2,000	2,000
D Number of vehicles immobilized	20	25	30	30

**TOTAL FOR ALL PROGRAMS ..... \$239,000**



2009/2010 Budget \_\_\_\_\_  
**Special Revenue Funds**

**Revenue Summary**

FUND SUMMARY		Economic Development Fund							
Special Revenue Fund Title Economic Development Fund	Department Head Responsible Bob Gregory	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
Beginning Fund Balance	\$2,000,000	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
2009/2010 Estimated Revenue	\$8,157,060	Taxes	\$578,270	\$453,500	\$559,110	23.3%	\$564,710	1.0%	\$1,123,820
Beginning Cash Required for Operations	\$345,400	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$8,502,460	Intergovernmental	\$2,055,312	\$10,000	\$0	-100.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$8,502,460	Charges for Services	\$28,964	\$20,000	\$25,000	25.0%	\$27,500	10.0%	\$52,500
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$8,502,460	Miscellaneous	\$639,859	\$2,037,600	\$3,939,250	93.3%	\$41,490	-98.9%	\$3,980,740
Estimated Ending Fund Balance	\$1,654,600	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$430,000	\$1,500,000	248.8%	\$1,500,000	0.0%	\$3,000,000
		Beg Resources Req to Balanc	\$0	\$56,280	\$158,920	182.4%	\$186,480	17.3%	\$345,400
		<b>TOTAL REVENUES</b>	<b>\$3,302,405</b>	<b>\$3,007,380</b>	<b>\$6,182,280</b>	<b>105.6%</b>	<b>\$2,320,180</b>	<b>-62.5%</b>	<b>\$8,502,460</b>

**Expenditure Summary**

Economic Development Fund							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$72,867	\$61,470	\$65,510	6.6%	\$67,400	2.9%	\$132,910
Personnel Benefits	\$16,201	\$15,640	\$16,670	6.6%	\$17,210	3.2%	\$33,880
Supplies	\$13,533	\$7,500	\$9,500	26.7%	\$12,110	27.5%	\$21,610
Other Services & Charges	\$112,799	\$166,220	\$399,630	140.4%	\$354,630	-11.3%	\$754,260
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,601,605	\$2,000,000	\$4,940,000	147.0%	\$1,000,000	-79.8%	\$5,940,000
Debt Service	\$650,943	\$756,550	\$750,970	-0.7%	\$868,830	15.7%	\$1,619,800
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$2,467,948</b>	<b>\$3,007,380</b>	<b>\$6,182,280</b>	<b>105.6%</b>	<b>\$2,320,180</b>	<b>-62.5%</b>	<b>\$8,502,460</b>

**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.

**TOTAL FOR ALL PROGRAMS ..... \$8,502,460**

## Revenue Summary

FUND SUMMARY		HOME Fund							
Special Revenue Fund Title HOME Fund	Department Head Responsible Bob Gregory								
Beginning Fund Balance	\$100,000	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$1,172,370	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$1,172,370	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,172,370	Intergovernmental	\$372,836	\$515,500	\$528,380	2.5%	\$537,240	1.7%	\$1,065,620
Contribution to Ending Fund Balance	\$0	Charges for Services	\$79,514	\$50,000	\$50,000	0.0%	\$52,500	5.0%	\$102,500
Total 2009/2010 Expenditures	\$1,172,370	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$100,000	Miscellaneous	\$5,840	\$3,500	\$2,000	-42.9%	\$2,250	12.5%	\$4,250
		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 Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$458,190</b>	<b>\$569,000</b>	<b>\$580,380</b>	<b>2.0%</b>	<b>\$591,990</b>	<b>2.0%</b>	<b>\$1,172,370</b>

## Expenditure Summary

HOME Fund							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
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	\$415,378	\$569,000	\$580,380	2.0%	\$591,990	2.0%	\$1,172,370
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
<b>TOTAL EXPENDITURES</b>	<b>\$415,378</b>	<b>\$569,000</b>	<b>\$580,380</b>	<b>2.0%</b>	<b>\$591,990</b>	<b>2.0%</b>	<b>\$1,172,370</b>

### 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 ..... \$1,172,370**

# Special Revenue Funds

## Revenue Summary

FUND SUMMARY		Community Development Block Grant Entitlement Fund							
Special Revenue Fund Title CDBG Entitlement	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$1,006,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$197,422	\$375,000	\$501,000	33.6%	\$505,500	0.9%	\$1,006,500
Total 2009/2010 Revenue	\$1,006,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,006,500	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 2009/2010 Expenditures	\$1,006,500	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 Balanc	\$0	\$109,100	\$0	-100.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	\$197,422	\$484,100	\$501,000	3.5%	\$505,500	0.9%	\$1,006,500

## Expenditure Summary

Community Development Block Grant Entitlement Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$139,434	\$484,100	\$501,000	3.5%	\$505,500	0.9%	\$1,006,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$57,988	\$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
<b>TOTAL EXPENDITURES</b>	\$197,422	\$484,100	\$501,000	3.5%	\$505,500	0.9%	\$1,006,500

### 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 ..... \$1,006,500**

## Revenue Summary

FUND SUMMARY		Criminal Justice Assistance Fund							
Special Revenue Fund Title Criminal Justice Assistance	Department Head Responsible Alex Perez	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$568,090	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$970,670	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$568,090	Intergovernmental	\$416,562	\$375,820	\$657,750	75.0%	\$234,920	-64.3%	\$892,670
Total 2009/2010 Revenue	\$1,538,760	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,538,760	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$58,738	\$35,000	\$44,000	25.7%	\$34,000	-22.7%	\$78,000
Total 2009/2010 Expenditures	\$1,538,760	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 Balanc	\$0	\$107,850	\$269,670	150.0%	\$298,420	10.7%	\$568,090
		<b>TOTAL REVENUES</b>	<b>\$475,300</b>	<b>\$518,670</b>	<b>\$971,420</b>	<b>87.3%</b>	<b>\$567,340</b>	<b>-41.6%</b>	<b>\$1,538,760</b>

## Expenditure Summary

Criminal Justice Assistance Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$238,337	\$302,490	\$576,570	90.6%	\$348,560	-39.5%	\$925,130
Personnel Benefits	\$80,861	\$105,740	\$219,260	107.4%	\$131,810	-39.9%	\$351,070
Supplies	\$34,189	\$19,660	\$17,550	-10.7%	\$16,950	-3.4%	\$34,500
Other Services & Charges	\$53,132	\$90,780	\$118,040	30.0%	\$70,020	-40.7%	\$188,060
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$6,464	\$0	\$40,000	0.0%	\$0	-100.0%	\$40,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$412,983</b>	<b>\$518,670</b>	<b>\$971,420</b>	<b>87.3%</b>	<b>\$567,340</b>	<b>-41.6%</b>	<b>\$1,538,760</b>

### 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 ..... **\$509,128**

The School Resource Officer (SRO) Program is a community partnership between the Longview School District and the City of Longview Police Department. The School Resource Officer 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, Cascade Middle School, R.A. Long High School, and Monticello Middle School, and share responsibilities at Mt. Solo Middle School.

continued

# Special Revenue Funds

## School Officer Program - continued

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

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

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of time providing primary response to calls while school is in session	72%	100%	95%	95%
D Education classes taught (in hours)		9	50	50
F Number of thefts on campus			63	60
A/F Number of assaults on campus	70	43	40	40
A/F Number of harassment complaints on campus	17	24	20	20
A/F Number of fights responded to on campus	12	14	10	10

## Methamphetamine Grant ..... \$352,624

In 2007, LPD was awarded a \$450,000, two-year federal grant to study Longview’s methamphetamine problem, develop strategies to address that problem and in year two, implement those strategies. The project started on February 1, 2008 and will end January 31, 2010.

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

- A Gather data with regards to the methamphetamine problem in Longview
- B Identify strategies to address the methamphetamine problem in Longview
- C Implement strategies to address the methamphetamine problem in Longview
- D Create a plan to sustain strategies beyond the life of the grant funding

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Methamphetamine possession arrests	157	200	150	125

## Community Policing ..... \$339,891

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 General Fund. A Community Service Officer (CSO) is assigned to the Satellite Office through the CJA fund and those activities are included in the CJA budget worksheets. The Satellite Office CSO is responsible for crime prevention, coordinating Blockwatch, and managing volunteers. The Highlands Senior Lead Officer is also assigned to the satellite office. This officer works with the community on problem solving and crime reduction/revitalization in the Highlands neighborhood.

**Community Policing - continued**

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

- A Start and support Blockwatch groups
- B Conduct community activities on crime prevention
- C Staff the Satellite Office with volunteers

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Active Blockwatch groups	22	45	55	65
B Community presentations given	73	50	75	75
B Number of attendees at presentations	1,550	1,800	2,000	2,200
C Volunteer hours donated	2,461	3,000	3,500	4,000

**Crime Analysis ..... \$178,983**

The Crime Analyst is responsible for providing crime data, trends, and analysis to the all units in the police department as well as providing information to the public upon request. The Crime Analyst is also the LPD system administrator for the Spillman Records system. In addition, the Crime Analyst provides technical/computer support to the entire department. In the past, the Crime Analyst position had been partially funded with grants that have now expired.

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

- A Fulfill crime analysis requests by LPD employees (call studies, maps, photo montages, retrieve jail phone records)
- B Provide crime analysis reports to citizens upon request
- C Provide technical support to department employees (computer/MDT support, Spillman support, database design)
- D Create crime maps
- E Maintain department web page
- F Train employees on new software

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Performance Measures</b>	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Crime analysis and technology requests from LPD employees	676	675	675	675
B Crime analysis and information requests from citizens	31	40	50	75
D Crime maps created by Crime Analyst	80	90	100	100

**Registered Sex Offender (RSO) Monitoring Grant ..... \$40,134**

The state of Washington has increased the verifications requirements placed upon police department 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 funds are valid through June 30, 2009. The City anticipates continued funding as this increased verification requirement will likely not 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 I Sex Offenders once a year
- B Conduct face-to-face verifications of all Level II Sex Offenders every six months
- C Condcut face-to-face verifications of all Level III Sex Offenders quarterly

## Special Revenue Funds

### Registered Sex Offender Monitoring Grant - continued

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A	Percent of annual Level I Sex Offender residency verifications completed	N/A	100%	100%
B	Percent biannual Level II Sex Offender residency verifications completed	N/A	100%	100%
C	Percent of quarterly Level III Sex Offender residency verifications completed	N/A	100%	100%

### Auto Theft Prevention Grant ..... \$30,000

Longview Police Department received an auto theft prevention grant in 2008 for the purchase of an automated vehicle license plate reader to be placed on a police vehicle. This technology scans the license plates of all vehicles surrounding the police car and compares them against a stolen vehicle/wanted person database and notifies the officer when a "hit" is made.

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

- A Purchase AVLR unit
- B Train officers to use AVLR
- C Track the usefulness of this technology to be used for future grant applications

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A	Number of stolen vehicles located using AVLR	N/A	35	40

### Investigation Expense ..... \$30,000

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 Unit (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 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

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A	U.S. currency seized	\$11,078	\$2,200	\$12,000
A	Number of firearms forfeited	1	10	10
A	Number of vehicles seized	1	4	5
B	Percent of seizures forfeited	100%	100%	100%

### Emergency Support Shelter ..... \$20,000

Longview Police Department receives an annual grant from the Department of Community, Trade and Economic Development (CTED). This money is passed from the state 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

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A	Percent of pass-through money paid to ESS	100%	100%	100%

**Bullet Proof Vest Grant ..... \$10,000**

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

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
B Number of vests purchased	11	15	15	17
C Grant revenue received	\$3,466	5,000	\$6,000	\$6,800
C Percent of vest costs covered by grant	50%	50%	50%	50%

**Police K9 Contributions ..... \$10,000**

In 2008, K9 Bruno was retired and replaced by K9 Chase. The community came forward with donations for the purchase of K9 Chase and the associated equipment and training.

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

- A Purchase K9
- B Equip K9 and handler
- C Train K9

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Percent of funds spent on K9 program	N/A	100%	100%	100%

**Traffic Safety Grants ..... \$10,000**

Longview Police Department applies for various Washington State traffic safety grants. Grant monies received are used to purchase radars for traffic 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 Use equipment for traffic enforcement

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
C Percent of grant funds used as outlined in grant application	100%	100%	100%	100%

**Police Property Auctions ..... \$8,000**

Longview Police Department auctions property that comes into their possession as unclaimed property or as a result of criminal investigations. Police property auction revenues are to be used for the storage and disposal of property and evidence as mandated by law.

**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

**continued**

## Special Revenue Funds

### Police Property Auctions - continued

Performance Measures	2007	2008	2009	2010
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
B Amount of property bureau revenue collected	\$1,588	\$2,300	\$6,000	\$6,000
AC Number of items disposed of through auction	222	300	400	400
AC Average revenue per item auctioned	\$7.15	\$7.60	\$15	\$15

**TOTAL FOR ALL PROGRAMS ..... \$1,538,760**

## Revenue Summary

FUND SUMMARY		Office Equipment Reserve Fund							
Special Revenue Fund Title Office Equipment Reserve	Department Head Responsible Judy Jones	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$775,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$1,658,600	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$362,100	Intergovernmental	\$8,039	\$5,000	\$2,500	-50.0%	\$7,500	200.0%	\$10,000
Total 2009/2010 Revenue	\$2,020,700	Charges for Services	\$38,998	\$31,700	\$13,700	-56.8%	\$27,700	102.2%	\$41,400
2009/2010 Estimated Expenditures	\$2,020,700	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$32,230	\$10,000	\$5,000	-50.0%	\$15,000	200.0%	\$20,000
Total 2009/2010 Expenditures	\$2,020,700	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$412,900	Other Financing Sources	\$1,086,396	\$975,200	\$771,960	-20.8%	\$815,240	5.6%	\$1,587,200
		Beg Resources Req to Balanc	\$0	\$0	\$127,140	0.0%	\$234,960	84.8%	\$362,100
		<b>TOTAL REVENUES</b>	<b>\$1,165,663</b>	<b>\$1,021,900</b>	<b>\$920,300</b>	<b>-9.9%</b>	<b>\$1,100,400</b>	<b>19.6%</b>	<b>\$2,020,700</b>

## Expenditure Summary

Office Equipment Reserve Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$9,900	\$0	-100.0%	\$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	\$419,053	\$434,000	\$335,000	-22.8%	\$391,700	16.9%	\$726,700
Other Services & Charges	\$261,454	\$206,000	\$281,000	36.4%	\$292,000	3.9%	\$573,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$230,912	\$372,000	\$304,300	-18.2%	\$416,700	36.9%	\$721,000
Debt Service	\$112,884	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,024,303</b>	<b>\$1,021,900</b>	<b>\$920,300</b>	<b>-9.9%</b>	<b>\$1,100,400</b>	<b>19.6%</b>	<b>\$2,020,700</b>

### Program Descriptions - Initiatives - Performance Measures

The **Office Equipment Reserve Fund** is supported by the City's operating funds and provides departments with technological resources.

#### **Equipment Replacement ..... \$690,000**

This program provides funding for replacement of all desktop hardware/software, laptops, printers, peripherals, telephone hardware/software, network hardware/software, servers, and operating systems.

#### **Software Support ..... \$501,700**

This program provides software support (enterprise license fees) for desktops, servers, and the network.

## Special Revenue Funds

**Projects ..... \$240,000**

This program provides for development and implementation of projects for e-government and other services for the City of Longview. Projects tentatively planned for 2009-2010 include Customer Request Management, B&O software, citizen online incident reporting, online application system for employment, automated case management for City attorneys, staff scheduling software for public safety, web archiving software, and library system upgrade.

**Infrastructure Support ..... \$214,000**

This program provides infrastructure support (network, internet service provider, fiber) for the City of Longview.

**Eden Maintenance ..... \$150,000**

Transfer of funding for Eden Maintenance from General Fund (Department 17) to OER.

**Digital Imaging ..... \$136,000**

This project allows the City to move forward in implementing digital imaging.

**R&D..... \$89,000**

This program provides for research and development of new hardware and software.

**TOTAL FOR ALL PROGRAMS ..... \$2,020,700**

## Revenue Summary

FUND SUMMARY		Library Grant Fund							
Special Revenue Fund Title Library Grant Fund	Department Head Responsible Chris Skaugset	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$27,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$10,000	\$13,500	35.0%	\$13,500	0.0%	\$27,000
Total 2009/2010 Revenue	\$27,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$27,000	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 2009/2010 Expenditures	\$27,000	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 Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$13,500</b>	<b>0.0%</b>	<b>\$13,500</b>	<b>0.0%</b>	<b>\$27,000</b>

## Expenditure Summary

Library Grant Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$3,792	\$4,750	\$6,250	31.6%	\$6,250	0.0%	\$12,500
Other Services & Charges	\$188	\$5,250	\$7,250	38.1%	\$7,250	0.0%	\$14,500
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
<b>TOTAL EXPENDITURES</b>	<b>\$3,980</b>	<b>\$10,000</b>	<b>\$13,500</b>	<b>0.0%</b>	<b>\$13,500</b>	<b>0.0%</b>	<b>\$27,000</b>

### 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 ..... \$27,000**

2009/2010 Budget \_\_\_\_\_  
**Special Revenue Funds**

**Revenue Summary**

FUND SUMMARY		Tourism Special Revenue Fund							
Special Revenue Fund Title Tourism Special Revenue	Department Head Responsible Bob Gregory								
Beginning Fund Balance	\$70,000	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$56,000	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$0	Taxes	\$37,511	\$23,500	\$27,500	17.0%	\$27,500	0.0%	\$55,000
Total 2009/2010 Revenue	\$56,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$29,200	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$26,800	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$56,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$96,800	Miscellaneous	\$597	\$0	\$500	0.0%	\$500	0.0%	\$1,000
		Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$38,108</b>	<b>\$23,500</b>	<b>\$28,000</b>	<b>19.1%</b>	<b>\$28,000</b>	<b>0.0%</b>	<b>\$56,000</b>

**Expenditure Summary**

Tourism Special Revenue Fund							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Cont to End Fund Balance	\$0	\$2,900	\$13,400	362.1%	\$13,400	0.0%	\$26,800
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	\$8,358	\$20,600	\$14,600	-29.1%	\$14,600	0.0%	\$29,200
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
<b>TOTAL EXPENDITURES</b>	<b>\$8,358</b>	<b>\$23,500</b>	<b>\$28,000</b>	<b>19.1%</b>	<b>\$28,000</b>	<b>0.0%</b>	<b>\$56,000</b>

**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..... \$56,000**

## Revenue Summary

FUND SUMMARY		Parks and Recreation Memorial Trust Fund							
Special Revenue Fund Title Park and Recreation Memorial Trust	Department Head Responsible Rich Bemm	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2009-2010
		By Source	2007	2008	2009	Variance	2010	Variance	Budget
Beginning Fund Balance	\$800,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$32,500	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 2009/2010 Revenue	\$32,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$32,500	Miscellaneous	\$37,969	\$25,000	\$15,000	-40.0%	\$17,500	16.7%	\$32,500
Total 2009/2010 Expenditures	\$32,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$832,500	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$37,969</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>-40.0%</b>	<b>\$17,500</b>	<b>16.7%</b>	<b>\$32,500</b>

## Expenditure Summary

Parks and Recreation Memorial Trust Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2009-2010
By Object	2007	2008	2009	Variance	2010	Variance	Budget
Cont to End Fund Balance	\$0	\$25,000	\$15,000	-40.0%	\$17,500	0.0%	\$32,500
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
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>-40.0%</b>	<b>\$17,500</b>	<b>16.7%</b>	<b>\$32,500</b>

### 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..... \$32,500**



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# Debt Service Funds

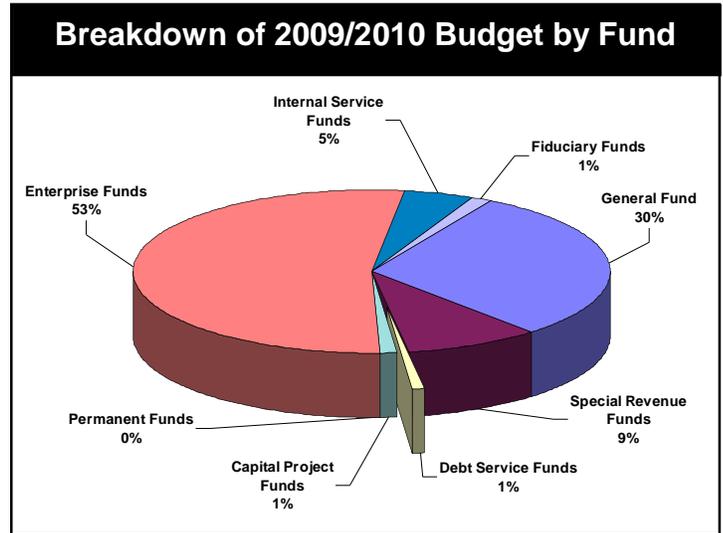
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## Debt Service Funds

# 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 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$1,080,000	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 2009/2010 Revenue	\$1,080,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,080,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$329,630	0.0%	\$336,430	2.1%	\$666,060
Total 2009/2010 Expenditures	\$1,080,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$8,159,924	\$0	\$199,920	0.0%	\$214,720	7.4%	\$414,640
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$8,159,924</b>	<b>\$0</b>	<b>\$529,550</b>	<b>0.0%</b>	<b>\$551,150</b>	<b>4.1%</b>	<b>\$1,080,700</b>

## Expenditure Summary

2007 Limited Tax General Obligation Bond Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$1,367,921	\$0	\$529,550	0.0%	\$551,150	4.1%	\$1,080,700
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,367,921</b>	<b>\$0</b>	<b>\$529,550</b>	<b>0.0%</b>	<b>\$551,150</b>	<b>4.1%</b>	<b>\$1,080,700</b>

### 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 ..... \$1,080,700**

# 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 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$775,000	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 2009/2010 Revenue	\$775,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$775,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$131,424	\$385,000	\$385,500	0.1%	\$389,500	1.0%	\$775,000
Total 2009/2010 Expenditures	\$775,000	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 Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$131,424</b>	<b>\$385,000</b>	<b>\$385,500</b>	<b>0.1%</b>	<b>\$389,500</b>	<b>1.0%</b>	<b>\$775,000</b>

## Expenditure Summary

Special Assessment Bond Redemption Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$1,597	\$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	\$163,186	\$360,000	\$360,000	0.0%	\$364,000	1.1%	\$724,000
Interfund Transfers	\$860	\$25,000	\$25,500	2.0%	\$25,500	0.0%	\$51,000
<b>TOTAL EXPENDITURES</b>	<b>\$165,643</b>	<b>\$385,000</b>	<b>\$385,500</b>	<b>0.1%</b>	<b>\$389,500</b>	<b>1.0%</b>	<b>\$775,000</b>

### 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 ..... \$775,000**

## 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 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$30,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$115,000	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 2009/2010 Revenue	\$115,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$115,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$3,731	\$4,000	\$1,000	-75.0%	\$1,000	0.0%	\$2,000
Total 2009/2010 Expenditures	\$115,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$30,000	Other Financing Sources	\$860	\$53,000	\$56,500	6.6%	\$56,500	0.0%	\$113,000
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$4,591</b>	<b>\$57,000</b>	<b>\$57,500</b>	<b>0.9%</b>	<b>\$57,500</b>	<b>0.0%</b>	<b>\$115,000</b>

## Expenditure Summary

Special Assessment Guaranty Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$19,138	\$56,000	\$56,500	0.9%	\$56,500	0.0%	\$113,000
<b>TOTAL EXPENDITURES</b>	<b>\$19,138</b>	<b>\$57,000</b>	<b>\$57,500</b>	<b>0.9%</b>	<b>\$57,500</b>	<b>0.0%</b>	<b>\$115,000</b>

### 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 ..... \$115,000**



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# Capital Project Funds

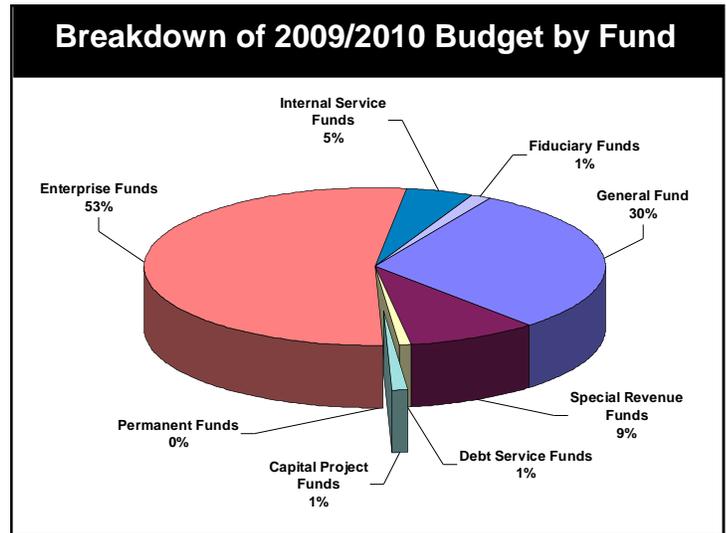
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# Capital Project Funds

## 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	2009-2010
Capital Projects Fund	Dave Campbell	By Source	2007	2008	2009	Variance	2010	Variance	Budget
Beginning Fund Balance	\$635,000	Taxes	\$489,349	\$350,000	\$250,000	-28.6%	\$250,000	0.0%	\$500,000
2009/2010 Estimated Revenue	\$921,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$604,000	Intergovernmental	\$4,311	\$3,700	\$3,000	-18.9%	\$3,000	0.0%	\$6,000
Total 2009/2010 Revenue	\$1,525,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,525,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$121,754	\$47,500	\$45,000	-5.3%	\$40,000	-11.1%	\$85,000
Total 2009/2010 Expenditures	\$1,525,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$31,000	Other Financing Sources	\$190,500	\$0	\$180,000	0.0%	\$150,000	-16.7%	\$330,000
		Beg Resources Req to Balanc	\$0	\$38,000	\$430,000	1031.6%	\$174,000	-59.5%	\$604,000
		<b>TOTAL REVENUES</b>	<b>\$805,914</b>	<b>\$439,200</b>	<b>\$908,000</b>	<b>106.7%</b>	<b>\$617,000</b>	<b>-32.0%</b>	<b>\$1,525,000</b>

## Expenditure Summary

Capital Project Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2009-2010
By Object	2007	2008	2009	Variance	2010	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	\$8,634	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$9,423	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$452,382	\$439,200	\$908,000	106.7%	\$617,000	-32.0%	\$1,525,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$470,439</b>	<b>\$439,200</b>	<b>\$908,000</b>	<b>106.7%</b>	<b>\$617,000</b>	<b>-32.0%</b>	<b>\$1,525,000</b>

### 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 ..... \$1,525,000**

2009/2010 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 By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$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 2009/2010 Revenue	\$700,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$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 2009/2010 Expenditures	\$700,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$700,000
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	\$0	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$700,000

**Expenditure Summary**

L.I.D. Construction Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$700,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	\$0	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$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 ..... \$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 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$450,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$20,000	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 2009/2010 Revenue	\$20,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$20,000	Miscellaneous	\$47,948	\$7,200	\$10,000	38.9%	\$10,000	0.0%	\$20,000
Total 2009/2010 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$470,000	Other Financing Sources	\$225,000	\$225,000	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$272,948</b>	<b>\$232,200</b>	<b>\$10,000</b>	<b>-95.7%</b>	<b>\$10,000</b>	<b>0.0%</b>	<b>\$20,000</b>

## Expenditure Summary

Building Replacement Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$232,200	\$10,000	-95.7%	\$10,000	0.0%	\$20,000
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	\$375,000	\$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	\$190,500	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$565,500</b>	<b>\$232,200</b>	<b>\$10,000</b>	<b>-95.7%</b>	<b>\$10,000</b>	<b>0.0%</b>	<b>\$20,000</b>

### 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**



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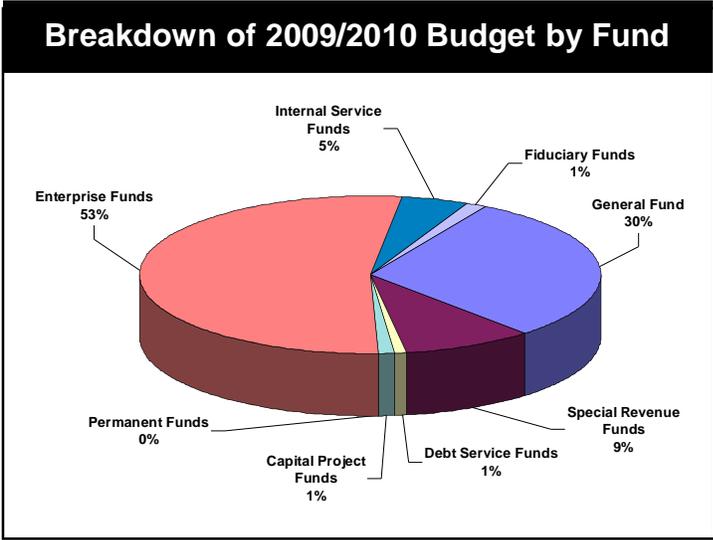
# Permanent Funds

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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								
Beginning Fund Balance	\$20,750	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$2,580	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$2,580	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$2,580	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$2,580	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$20,750	Miscellaneous	\$1,033	\$500	\$1,280	156.0%	\$1,300	1.6%	\$2,580
		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 Balanc	\$0	\$750	\$0	-100.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$1,033</b>	<b>\$1,250</b>	<b>\$1,280</b>	<b>2.4%</b>	<b>\$1,300</b>	<b>1.6%</b>	<b>\$2,580</b>

## Expenditure Summary

Library Memorial Trust Fund							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
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	\$1,250	\$1,280	2.4%	\$1,300	1.6%	\$2,580
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$1,250</b>	<b>\$1,280</b>	<b>2.4%</b>	<b>\$1,300</b>	<b>1.6%</b>	<b>\$2,580</b>

### 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.

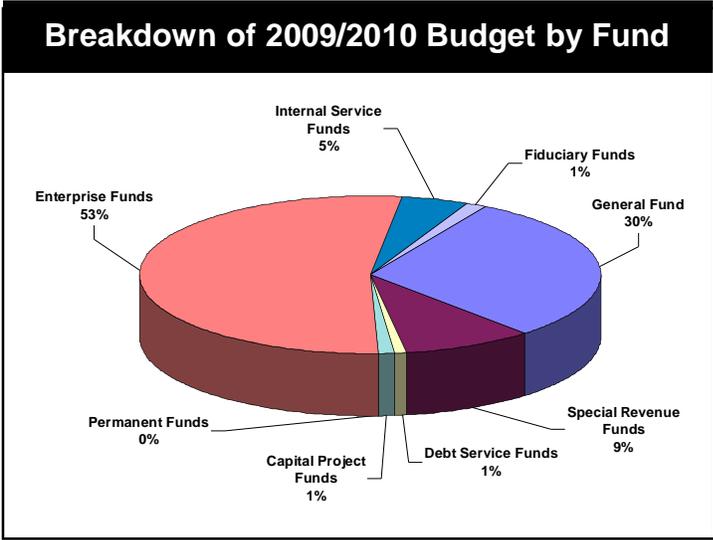
**TOTAL FOR ALL PROGRAMS ..... \$2,580**



## 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								
Beginning Fund Balance	\$20,750	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$2,580	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$2,580	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$2,580	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$2,580	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$20,750	Miscellaneous	\$1,033	\$500	\$1,280	156.0%	\$1,300	1.6%	\$2,580
		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 Balanc	\$0	\$750	\$0	-100.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$1,033</b>	<b>\$1,250</b>	<b>\$1,280</b>	<b>2.4%</b>	<b>\$1,300</b>	<b>1.6%</b>	<b>\$2,580</b>

## Expenditure Summary

Library Memorial Trust Fund							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
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	\$1,250	\$1,280	2.4%	\$1,300	1.6%	\$2,580
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$1,250</b>	<b>\$1,280</b>	<b>2.4%</b>	<b>\$1,300</b>	<b>1.6%</b>	<b>\$2,580</b>

### 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 ..... \$2,580**



# Enterprise Funds

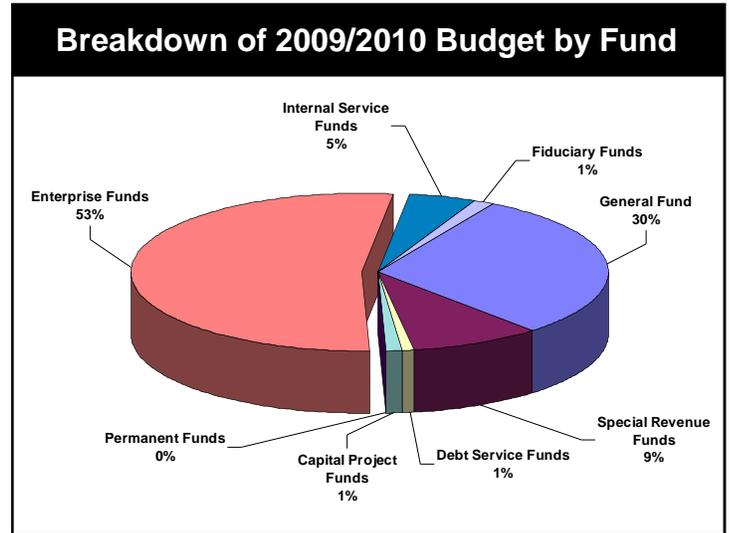
<b>TOPIC</b>	<b>PAGE</b>
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# Enterprise Funds

## Enterprise Funds

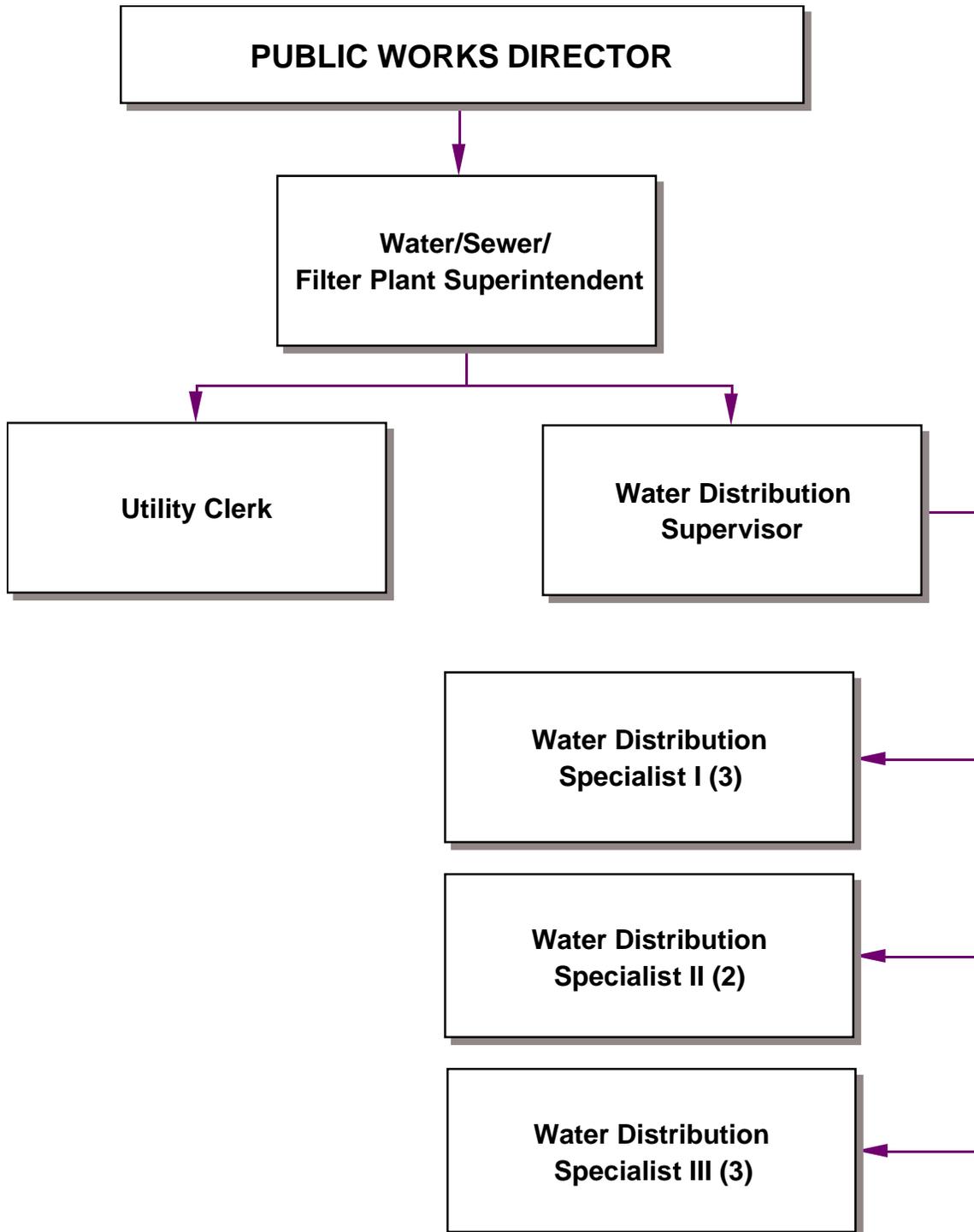
The City's Enterprise Funds account for the City of Longview's municipal operations that are primarily financed by service charges, including:

- ◆ **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 Longview Regional Water Treatment Plant operates 365 days each year to treat water from the Cowlitz River and supply high-quality drinking water to residents in the Longview area and to customers of the Cowlitz Public Utilities District No. 1.
- ◆ **Storm Water Utility** - Provides monies for storm water management and water quality protection through the City's Storm Water Management program.
- ◆ **Sanitary/Recycling** - Manages the solid waste and recycling programs for the City. Each of these programs is contracted to a private firm that provides collection services to both residential and commercial customers.
- ◆ **Public Transit (CUBS)** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains the Community Urban Bus Systems (CUBS), providing service to the Longview, Kelso and Cowlitz County urban area.
- ◆ **Mint Valley Golf Course** - Provides maintenance, renovation, development, and upkeep of an 18-hole championship golf course, six-hole par-three course and driving range located on a 147-acre site.
- ◆ **Mint Valley Racquet & Fitness Complex** - Operates through a privately administered contract. The facility provides four tennis courts, four racquetball courts and a fitness center.



# Organization Chart

## Water Operations



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Water Operations							
Enterprise Fund Title Water Operations	Department Head Responsible Jeff Cameron	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
Beginning Fund Balance	\$1,321,500	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
2009/2010 Estimated Revenue	\$11,887,330	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 2009/2010 Revenue	\$11,887,330	Intergovernmental	\$79,911	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$8,282,700	Charges for Services	\$4,066,479	\$4,375,150	\$5,552,530	26.9%	\$6,248,300	12.5%	\$11,800,830
Contribution to Ending Fund Balance	\$3,604,630	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$11,887,330	Miscellaneous	\$89,098	\$43,700	\$43,250	-1.0%	\$43,250	0.0%	\$86,500
Estimated Ending Fund Balance	\$4,926,130	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$3,672	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$4,239,160</b>	<b>\$4,418,850</b>	<b>\$5,595,780</b>	<b>26.6%</b>	<b>\$6,291,550</b>	<b>12.4%</b>	<b>\$11,887,330</b>

**Expenditure Summary**

Water Operations							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Cont to End Fund Balance	\$0	\$277,370	\$1,521,670	448.6%	\$2,082,960	36.9%	\$3,604,630
Salaries & Wages	\$700,334	\$747,720	\$782,170	4.6%	\$814,250	4.1%	\$1,596,420
Personnel Benefits	\$261,313	\$283,550	\$349,480	23.3%	\$372,110	6.5%	\$721,590
Supplies	\$1,234,481	\$1,173,800	\$1,306,430	11.3%	\$1,354,810	3.7%	\$2,661,240
Other Services & Charges	\$1,161,609	\$1,205,570	\$1,239,600	2.8%	\$1,277,080	3.0%	\$2,516,680
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$9,908	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$660,924	\$636,140	\$296,700	-53.4%	\$308,770	4.1%	\$605,470
Interfund Transfers	\$103,896	\$94,700	\$99,730	5.3%	\$81,570	-18.2%	\$181,300
<b>TOTAL EXPENDITURES</b>	<b>\$4,132,465</b>	<b>\$4,418,850</b>	<b>\$5,595,780</b>	<b>26.6%</b>	<b>\$6,291,550</b>	<b>12.4%</b>	<b>\$11,887,330</b>

**Program Descriptions - Initiatives - Performance Measures**

**Water Distribution - Operations ..... \$4,048,907**

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

continued

**Water Distribution - Operations - continued**

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

- A Inspect pumps and motors and log equipment readings
- B Perform maintenance on pumping, electrical and piping systems
- C Maintain structures and grounds at pump stations
- D Inspect reservoirs and fencing
- E Perform routine maintenance on reservoirs
- F Maintain structures and grounds at reservoirs
- G Perform water line locates
- H Collect and analyze bacteriological samples
- I Conduct daily chlorine residual tests
- J Purchase water for distribution

**Performance Measures**

- A Pump station inspections completed
- B/C Work orders completed for pump station maintenance
- C Reservoirs inspections completed
- D/E Work orders completed for reservoir maintenance
- G Water line locates conducted
- H Bacteriological samples collected
- I Chlorine tests performed

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A	326	312	312	312
B/C	31	24	24	24
C	231	416	416	416
D/E	24	24	24	24
G	1,220	1,000	1,000	1,000
H	588	480	480	480
I	365	365	365	365



# Enterprise Funds

## Water Distribution - Maintenance ..... \$2,147,185

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

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

- A Repair broken water mains
- B Repair and/or replace water services as necessary
- C Inspect and maintain hydrants
- D Perform fire flow tests
- E Repair and/or replace hydrants as necessary
- F Exercise valves and clean valve boxes
- G Repair and/or replace valves as necessary
- H Inspect new mains and services; oversee chlorination and dechlorination
- I Flush the distribution system to maintain water quality

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A Water main repair work orders completed	30	24	24	24
B Water service repair work orders completed	51	50	50	50
C Hydrants inspected	693	500	1,000	1,000
D Fire flow tests conducted	14	24	24	24
E Hydrants replaced	15	12	12	12
F Number of valves exercised	11	12	12	12
G Valve repair work orders completed	17	12	12	12
H New main and service inspections completed	47	52	52	52

## Water Distribution - Metering ..... \$2,086,608

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

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

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

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A Meters replaced	789	600	600	600
B Meter boxes replaced	83	12	12	12
C Backflow assemblies tested	8	25	47	47
D Backflow assemblies repaired/replaced	5	6	6	6
E Large meters tested	6	12	12	12
F Large meters repaired/replaced	4	6	6	6

## Contribution to Ending Fund Balance ..... \$3,604,630

# TOTAL FOR ALL PROGRAMS ..... \$11,887,330

## Revenue Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title Water Construction	Department Head Responsible Jeff Cameron								
Beginning Fund Balance	\$0	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$19,607,610	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$19,607,610	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$19,607,610	Intergovernmental	\$0	\$0	\$0	0.0%	\$478,000	0.0%	\$478,000
Contribution to Ending Fund Balance	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$19,607,610	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Non-Revenues	\$154,386	\$106,700	\$4,890,000	4482.9%	\$13,400,750	174.0%	\$18,290,750
		Other Financing Sources	\$936,950	\$2,213,300	\$838,860	-62.1%	\$0	-100.0%	\$838,860
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$1,091,336</b>	<b>\$2,320,000</b>	<b>\$5,728,860</b>	<b>146.9%</b>	<b>\$13,878,750</b>	<b>142.3%</b>	<b>\$19,607,610</b>

## Expenditure Summary

Water Construction							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
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	\$614,338	\$525,000	\$1,370,000	161.0%	\$455,000	-66.8%	\$1,825,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$415,212	\$1,795,000	\$4,358,860	142.8%	\$13,423,750	208.0%	\$17,782,610
<b>TOTAL EXPENDITURES</b>	<b>\$1,029,550</b>	<b>\$2,320,000</b>	<b>\$5,728,860</b>	<b>146.9%</b>	<b>\$13,878,750</b>	<b>142.3%</b>	<b>\$19,607,610</b>

# Enterprise Funds

## Revenue Summary

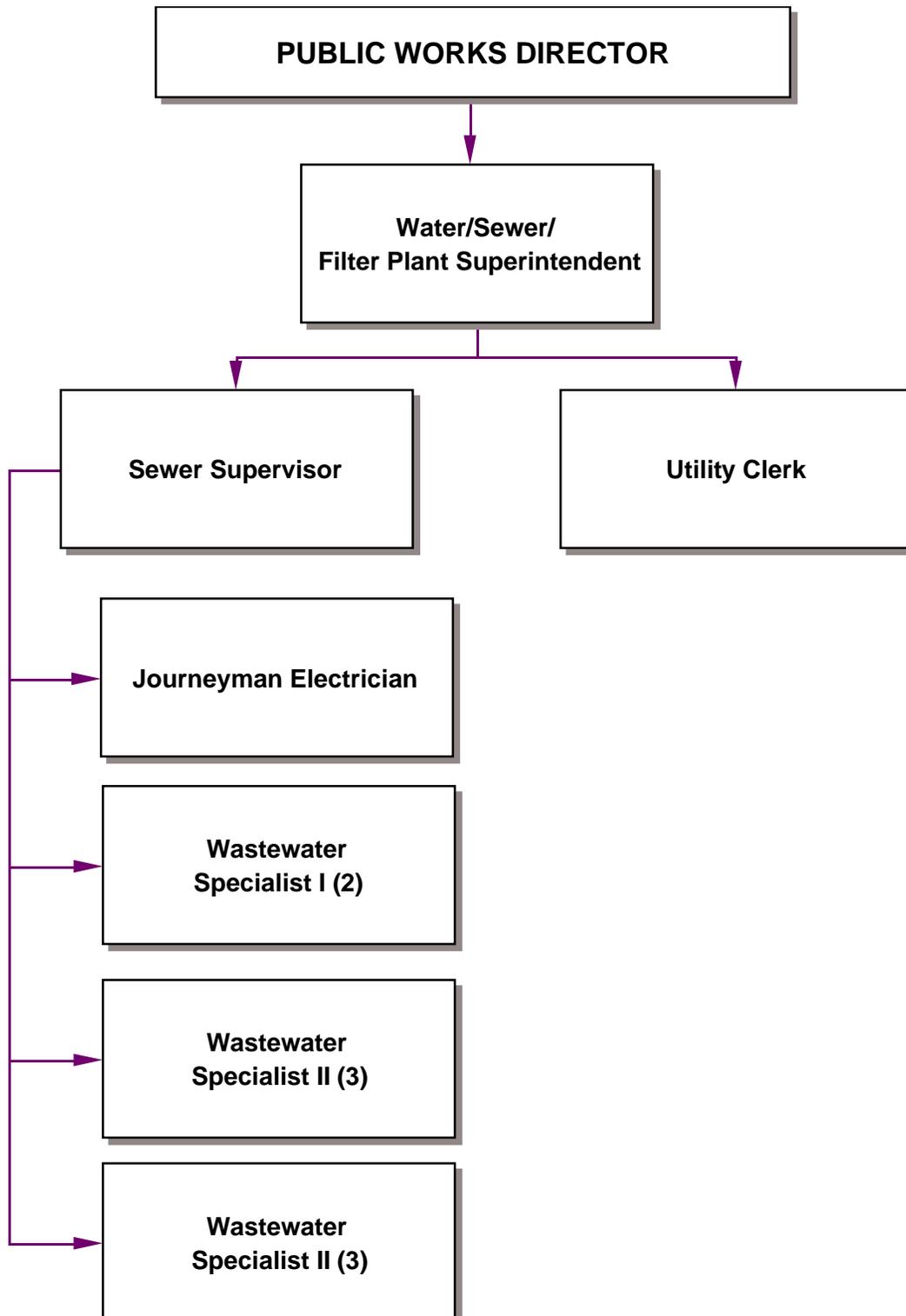
FUND SUMMARY		Water Depreciation Reserve							
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$798,860	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$40,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$798,860	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$838,860	Charges for Services	\$567,300	\$625,300	\$0	-100.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$838,860	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$80,771	\$40,000	\$40,000	0.0%	\$0	-100.0%	\$40,000
Total 2009/2010 Expenditures	\$838,860	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 Balanc	\$0	\$1,654,700	\$798,860	-51.7%	\$0	-100.0%	\$798,860
		<b>TOTAL REVENUES</b>	<b>\$648,071</b>	<b>\$2,320,000</b>	<b>\$838,860</b>	<b>-63.8%</b>	<b>\$0</b>	<b>-100.0%</b>	<b>\$838,860</b>

## Expenditure Summary

Water Depreciation Reserve								
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$936,950	\$2,320,000	\$838,860	-63.8%	\$0	-100.0%	\$838,860	
<b>TOTAL EXPENDITURES</b>	<b>\$936,950</b>	<b>\$2,320,000</b>	<b>\$838,860</b>	<b>-63.8%</b>	<b>\$0</b>	<b>-100.0%</b>	<b>\$838,860</b>	

# Organization Chart

## Sewer Operations



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Sewer Operations							
Enterprise Fund Title Sewer Operations	Department Head Responsible Jeff Cameron	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
Beginning Fund Balance	\$2,963,400	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
2009/2010 Estimated Revenue	\$21,670,930	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 2009/2010 Revenue	\$21,670,930	Intergovernmental	\$36,080	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$18,487,460	Charges for Services	\$8,613,382	\$8,533,505	\$10,249,800	20.1%	\$11,210,240	9.4%	\$21,460,040
Contribution to Ending Fund Balance	\$3,183,470	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$21,670,930	Miscellaneous	\$117,842	\$48,570	\$47,250	-2.7%	\$63,640	34.7%	\$110,890
Estimated Ending Fund Balance	\$6,146,870	Non-Revenues	\$190,943	\$262,500	\$50,000	-81.0%	\$50,000	0.0%	\$100,000
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$8,958,247</b>	<b>\$8,844,575</b>	<b>\$10,347,050</b>	<b>17.0%</b>	<b>\$11,323,880</b>	<b>9.4%</b>	<b>\$21,670,930</b>

**Expenditure Summary**

Sewer Operations							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Cont to End Fund Balance	\$0	\$512,465	\$1,147,160	123.9%	\$2,036,310	77.5%	\$3,183,470
Salaries & Wages	\$575,131	\$724,590	\$908,520	25.4%	\$951,980	4.8%	\$1,860,500
Personnel Benefits	\$208,577	\$280,700	\$299,490	6.7%	\$317,030	5.9%	\$616,520
Supplies	\$116,002	\$93,950	\$102,430	9.0%	\$119,410	16.6%	\$221,840
Other Services & Charges	\$6,301,350	\$6,405,970	\$6,610,180	3.2%	\$6,761,660	2.3%	\$13,371,840
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$506,331	\$723,200	\$1,155,020	59.7%	\$1,011,850	-12.4%	\$2,166,870
Interfund Transfers	\$116,904	\$103,700	\$124,250	19.8%	\$125,640	1.1%	\$249,890
<b>TOTAL EXPENDITURES</b>	<b>\$7,824,295</b>	<b>\$8,844,575</b>	<b>\$10,347,050</b>	<b>17.0%</b>	<b>\$11,323,880</b>	<b>9.4%</b>	<b>\$21,670,930</b>

**Program Descriptions - Initiatives - Performance Measures**

**Wastewater Treatment Costs ..... \$10,705,109**

Cost for raw sewage treatment contracts with the Three Rivers Regional Wastewater Authority.

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

A No violations of State requirements

continued

**Wastewater Collection Costs ..... \$7,782,351**

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 Inspect sewer pumps and motors and log equipment readings
- B Perform maintenance on pumping, electrical, and piping systems
- C Maintain structures and grounds at sewer pump stations
- D Clean wet wells
- E Repair sewer mains
- F Repair and/or replace sewer laterals
- G Inspect sewer manholes
- H Repair and/or replace sewer manholes
- I Clean and video sewer mains
- J Clean and video sewer laterals
- K Locate sewer lines and laterals

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Pump station inspections conducted	4,472	4,472	4,472	4,472
B/C Work orders completed for pump station maintenance	121	150	150	150
D Wet wells cleaned	14	45	45	45
E Sewer main repairs completed	1	6	6	6
F Sewer laterals repaired/replaced	87	52	52	52
G Manhole inspections completed	492	520	520	520
H Manholes repaired/replaced	7	12	12	12
I Sewer mains cleaned	70	52	52	52
J Sewer laterals cleaned and videoed	71	104	104	104
K Sewer locates conducted	1,235	1,000	1,000	1,000

**Contribution to Ending Fund Balance ..... \$3,183,470**

**TOTAL FOR ALL PROGRAMS ..... \$21,670,930**

2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Sewer Construction							
Enterprise Fund Title Sewer Construction	Department Head Responsible Jeff Cameron								
Beginning Fund Balance	\$784,000	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$13,426,000	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$684,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$14,110,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$14,110,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$3,700,000	0.0%	\$3,700,000
Contribution to Ending Fund Balance	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$14,110,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$100,000	Miscellaneous	\$79,565	\$40,000	\$30,000	-25.0%	\$10,000	-66.7%	\$40,000
		Non-Revenues	\$352,011	\$210,000	\$1,559,000	642.4%	\$7,745,000	396.8%	\$9,304,000
		Other Financing Sources	\$1,043,466	\$2,210,000	\$382,000	-82.7%	\$0	-100.0%	\$382,000
		Beg Resources Req to Balanc	\$0	\$0	\$684,000	0.0%	\$0	-100.0%	\$684,000
		<b>TOTAL REVENUES</b>	<b>\$1,475,042</b>	<b>\$2,460,000</b>	<b>\$2,655,000</b>	<b>7.9%</b>	<b>\$11,455,000</b>	<b>331.5%</b>	<b>\$14,110,000</b>

**Expenditure Summary**

Sewer Construction							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$1,064,577	\$2,460,000	\$2,655,000	7.9%	\$11,455,000	331.5%	\$14,110,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$1,037,390	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$2,101,967</b>	<b>\$2,460,000</b>	<b>\$2,655,000</b>	<b>7.9%</b>	<b>\$11,455,000</b>	<b>331.5%</b>	<b>\$14,110,000</b>

## Revenue Summary

FUND SUMMARY		Sewer Depreciation Reserve							
Enterprise Fund Title Sewer Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$380,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$2,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$380,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$382,000	Charges for Services	\$0	\$839,825	\$0	-100.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$382,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$20,000	\$2,000	-90.0%	\$0	-100.0%	\$2,000
Total 2009/2010 Expenditures	\$382,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$1,037,390	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$1,600,175	\$380,000	-76.3%	\$0	-100.0%	\$380,000
		<b>TOTAL REVENUES</b>	<b>\$1,037,390</b>	<b>\$2,460,000</b>	<b>\$382,000</b>	<b>-84.5%</b>	<b>\$0</b>	<b>-100.0%</b>	<b>\$382,000</b>

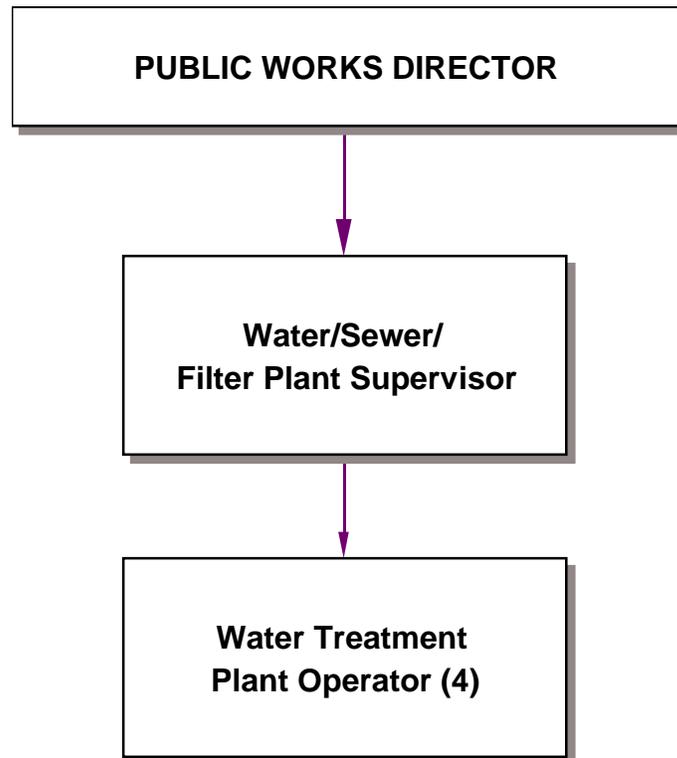
## Expenditure Summary

Sewer Depreciation Reserve							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$1,043,466	\$2,460,000	\$382,000	-84.5%	\$0	-100.0%	\$382,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,043,466</b>	<b>\$2,460,000</b>	<b>\$382,000</b>	<b>-84.5%</b>	<b>\$0</b>	<b>-100.0%</b>	<b>\$382,000</b>

# Enterprise Funds

# Organization Chart

## Water Filter Plant



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

<b>FUND SUMMARY</b>		<b>Filter Plant Operations</b>							
Enterprise Fund Title Filter Plant Operation	Department Head Responsible Jeff Cameron	<b>Total Revenues By Source</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
Beginning Fund Balance	\$80,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$2,557,300	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$43,848	\$0	\$115,000	0.0%	\$115,000	0.0%	\$230,000
Total 2009/2010 Revenue	\$2,557,300	Charges for Services	\$1,066,593	\$1,206,940	\$1,143,750	-5.2%	\$1,183,550	3.5%	\$2,327,300
2009/2010 Estimated Expenditures	\$2,240,760	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$316,540	Miscellaneous	\$5,495	\$500	\$0	-100.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$2,557,300	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$396,540	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$1,115,936</b>	<b>\$1,207,440</b>	<b>\$1,258,750</b>	<b>4.2%</b>	<b>\$1,298,550</b>	<b>3.2%</b>	<b>\$2,557,300</b>

**Expenditure Summary**

<b>Filter Plant Operations</b>							
<b>Total Expenditures By Object</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
Cont to End Fund Balance	\$0	\$0	\$157,450	0.0%	\$159,090	1.0%	\$316,540
Salaries & Wages	\$310,056	\$339,590	\$329,010	-3.1%	\$344,420	4.7%	\$673,430
Personnel Benefits	\$104,532	\$132,490	\$123,320	-6.9%	\$131,190	6.4%	\$254,510
Supplies	\$112,674	\$100,440	\$111,240	10.8%	\$111,530	0.3%	\$222,770
Other Services & Charges	\$642,358	\$611,570	\$518,330	-15.2%	\$532,720	2.8%	\$1,051,050
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	\$25,200	\$23,350	\$19,400	-16.9%	\$19,600	1.0%	\$39,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,194,820</b>	<b>\$1,207,440</b>	<b>\$1,258,750</b>	<b>4.2%</b>	<b>\$1,298,550</b>	<b>3.2%</b>	<b>\$2,557,300</b>

**Program Descriptions - Initiatives - Performance Measures**

**Water Treatment..... \$2,557,300**

The Longview Regional Water Treatment Plan operates 365 days each year to treat water from the Cowlitz River and supply high-quality drinking water to residents in the Longview area, and to customers of the Cowlitz Public Utilities District.

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

- A Meet or exceed all water quality standards 365 days per year
- B Perform all state and federally-mandated water quality tests in a timely manner
- C Produce drinking water to fulfill the needs of the citizens of Longview

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
C Average daily production of potable water (in million gallons per day)	5.61	5.62	5.62	5.62
A/B Days finished water meets or exceeds water quality standards	365	365	365	365



**TOTAL FOR ALL PROGRAMS..... \$2,557,300**

2009/2010 Budget  
**Enterprise Funds**

**Revenue Summary**

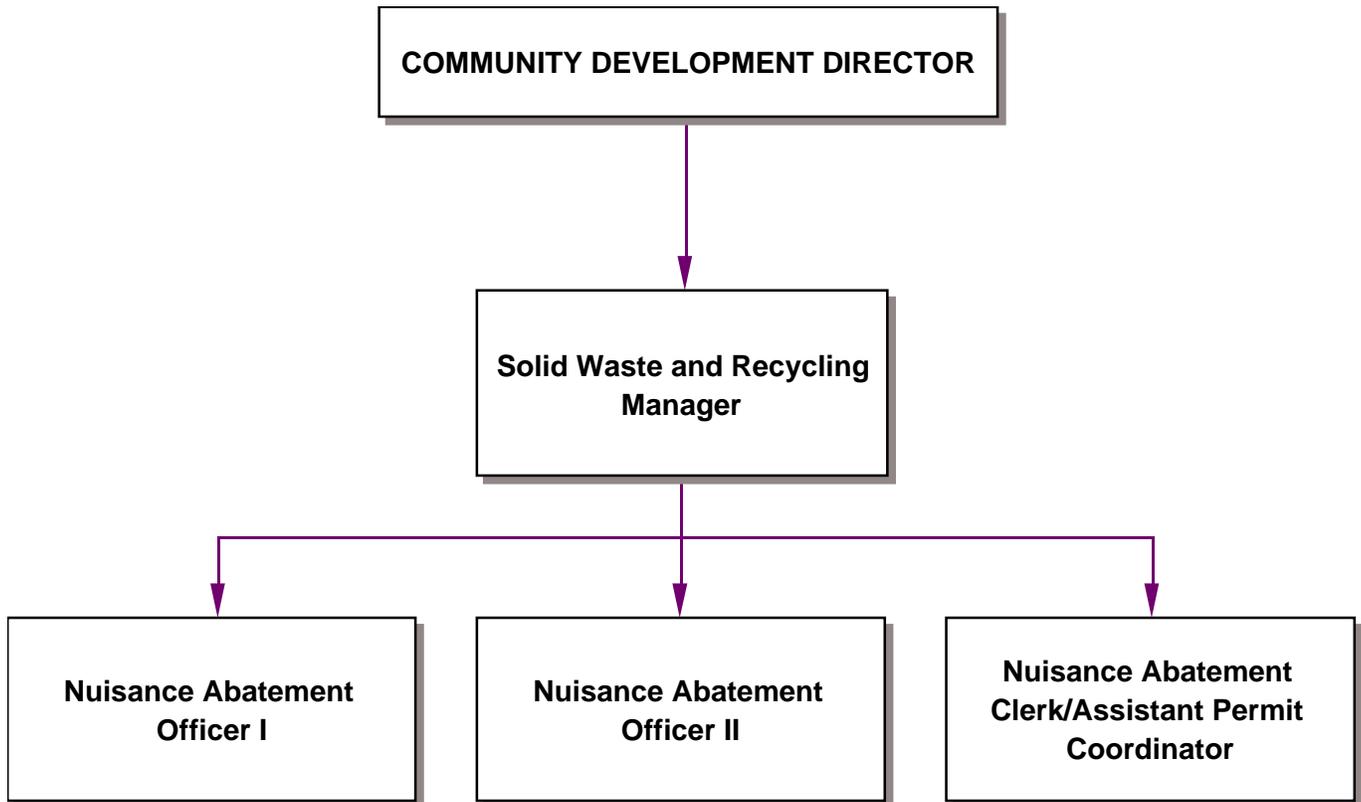
FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron								
Beginning Fund Balance	\$0	<b>Total Revenues By Source</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
2009/2010 Estimated Revenue	\$20,745,000	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 2009/2010 Revenue	\$20,745,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$20,745,000	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 2009/2010 Expenditures	\$20,745,000	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$74,267	\$253,550	\$726,140	186.4%	\$2,236,250	208.0%	\$2,962,390
		Other Financing Sources	\$415,212	\$1,541,450	\$4,358,860	182.8%	\$13,423,750	208.0%	\$17,782,610
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$489,479</b>	<b>\$1,795,000</b>	<b>\$5,085,000</b>	<b>183.3%</b>	<b>\$15,660,000</b>	<b>208.0%</b>	<b>\$20,745,000</b>

**Expenditure Summary**

Filter Plant Construction							
<b>Total Expenditures By Object</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
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	\$489,479	\$1,795,000	\$5,085,000	183.3%	\$15,660,000	208.0%	\$20,745,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$489,479</b>	<b>\$1,795,000</b>	<b>\$5,085,000</b>	<b>183.3%</b>	<b>\$15,660,000</b>	<b>208.0%</b>	<b>\$20,745,000</b>

# Organization Chart

## Sanitary/Recycling



2009/2010 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Sanitary/Recycling							
Enterprise Fund Title Sanitary/Recycling	Department Head Responsible John Brickey	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$950,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$9,115,450	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$166,420	Intergovernmental	\$49,433	\$29,500	\$30,660	3.9%	\$30,660	0.0%	\$61,320
Total 2009/2010 Revenue	\$9,281,870	Charges for Services	\$4,167,657	\$4,114,510	\$4,424,700	7.5%	\$4,557,430	3.0%	\$8,982,130
2009/2010 Estimated Expenditures	\$9,281,870	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$52,685	\$20,400	\$36,000	76.5%	\$36,000	0.0%	\$72,000
Total 2009/2010 Expenditures	\$9,281,870	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$783,580	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$175,220	\$76,110	-56.6%	\$90,310	18.7%	\$166,420
		<b>TOTAL REVENUES</b>	\$4,269,775	\$4,339,630	\$4,567,470	5.3%	\$4,714,400	3.2%	\$9,281,870

**Expenditure Summary**

Sanitary/Recycling							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	#DIV/0!	\$0
Salaries & Wages	\$156,200	\$167,080	\$184,190	10.2%	\$194,320	5.5%	\$378,510
Personnel Benefits	\$73,497	\$62,480	\$89,120	42.6%	\$96,250	8.0%	\$185,370
Supplies	\$9,908	\$6,650	\$7,360	10.7%	\$7,490	1.8%	\$14,850
Other Services & Charges	\$3,909,711	\$4,016,620	\$4,213,110	4.9%	\$4,341,850	3.1%	\$8,554,960
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$17,437	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$111,541	\$86,800	\$73,690	-15.1%	\$74,490	1.1%	\$148,180
<b>TOTAL EXPENDITURES</b>	\$4,278,294	\$4,339,630	\$4,567,470	5.3%	\$4,714,400	3.2%	\$9,281,870

**Program Descriptions - Initiatives - Performance Measures**

**Solid Waste Collection ..... \$5,273,250**

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

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

- A Provide daily customer service on solid waste issues
- B Hold meetings with Waste Control to discuss any pending issues

Performance Measures	2007 Actual	2008 Target	2009 Target	2010 Target
A Number of requests responded to from the general public	650	700	675	650
B Meetings held with Waste Control to discuss any pending issues (per year)	4	4	8	8

**Recycling Collection ..... \$3,558,852**

Provide recycling collection for all residential and multifamily dwellings within the city. This program includes daily monitoring of the solid waste and recycling contractor (Waste Control) as well as preparing monthly vouchers and providing customer service.

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

- A Collect and process recyclable material; reduce recycling contamination rate
- B Process monthly invoices
- C Monitor solid waste and recycling contract with Waste Control

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Recycling contamination rate (target by 2012: 20%)	41%	40%	35%	30%
B Solid waste and recycling billings reviewed annually	24	24	24	24
C Meetings held annually with Contractor to discuss any pending issues	4	4	8	8

**Code Compliance ..... \$284,744**

This program provides for responding to citizen complaints regarding public nuisances as defined by City ordinances and the Longview Property Maintenance Code. The program provides documentation and/or testimony at court proceedings and engages in public outreach to educate and inform rental property owners, 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 private property complaints
- B Issue abatement notices and citations as needed
- C Support/inform the City Attorney’s office regarding nuisance-related cases and provide case updates
- D Provide educational outreach and attend/speak at Rental Association, Blockwatch meetings, etc.

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Complaints investigated	1,800	1,800	2,000	2,000
B Notices/citation issued	250	250	300	300
D Outreach events attended (as speakers)	3	3	5	6

**Recycling Promotion ..... \$95,439**

The Coordinated Prevention Grant (CPG) is a two-year, 75%/25% match grant from the Department of Ecology for waste reduction and recycling programs. Status reports are required each year. The funds received through this grant are used in the City’s efforts to educate the residents about recycling and waste reduction.

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

- A Conduct annual campaigns that promote recycling
- B Produce annual progress reports to Ecology
- C Participate in Earth Day planning, funding, and other activities

**continued**

# Enterprise Funds

## Code Compliance - continued

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>Performance Measures</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Annual calendar of recycling events developed and implemented	1	1	1	1
B Annual progress report submitted to Ecology	1	1	1	1
C Annual Earth Day event planning and participation	1	1	1	1

## Hearings Examiner ..... \$69,585

With the establishment of its Code Compliance legislation, the City has set in place a litigation system for processing nuisance abatement-related infractions. These infractions, when so appealed by the individual owner and/or tenant, will come before a hearings examiner that has been retained by the City. The funding for this position is included in the annual program.

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

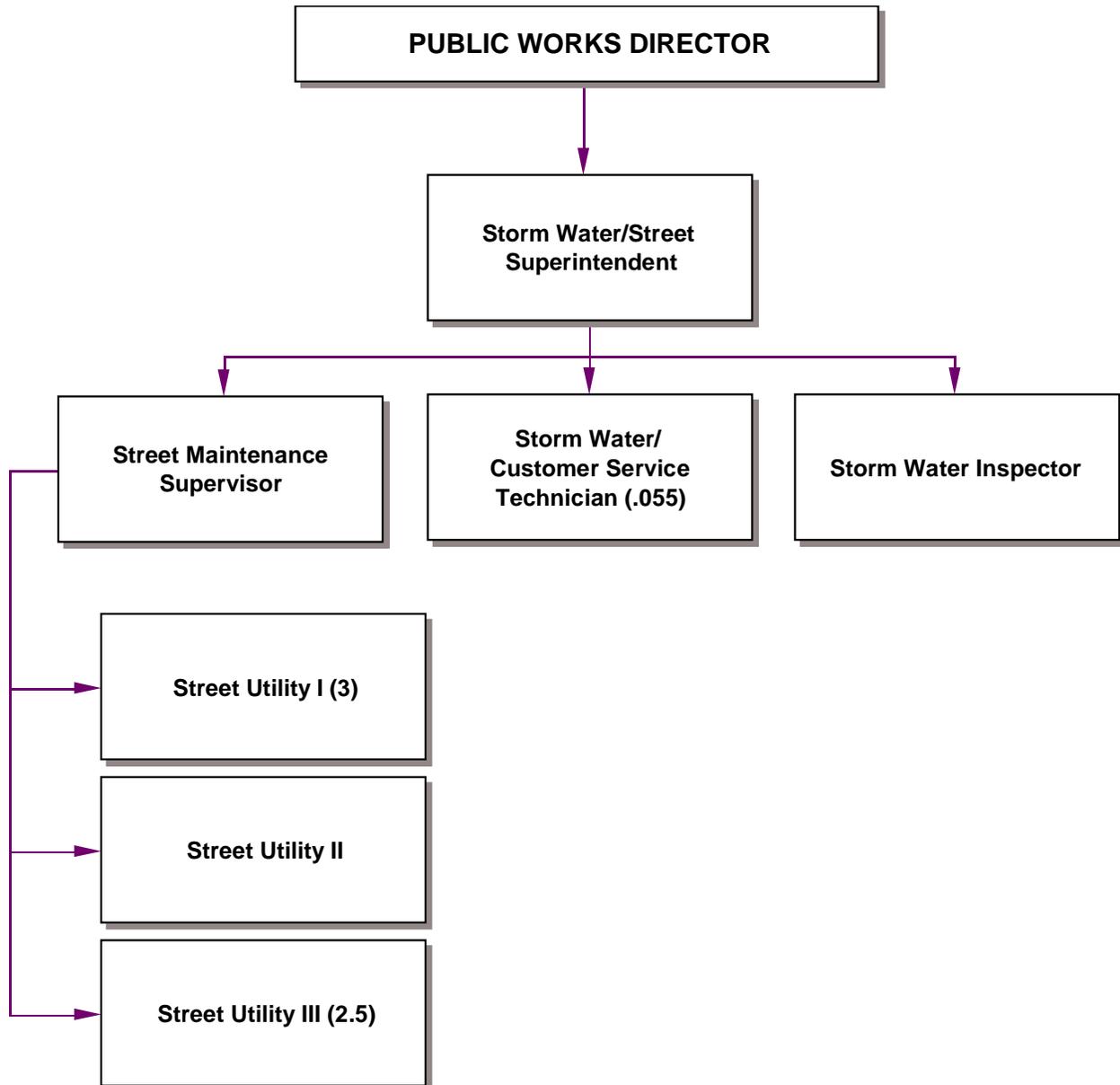
- A Give opportunity for residents to be heard in regards to nuisance abatement-related infractions
- B Coordinate with Code Compliance Officers to communicate with owners and/or tenants to bring properties into compliance

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>Performance Measures</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Hearings held	NA	NA	5	4

## TOTAL FOR ALL PROGRAMS ..... \$9,281,870

# Organization Chart

## Storm Water



2009/2010 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Storm Water							
Enterprise Fund Title Storm Water	Department Head Responsible Jeff Cameron								
Beginning Fund Balance	\$1,147,950	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
2009/2010 Estimated Revenue	\$3,630,910	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Beginning Cash Required for Operations	\$623,440	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$4,254,350	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$4,254,350	Intergovernmental	\$47,598	\$50,000	\$75,000	50.0%	\$0	-100.0%	\$75,000
Contribution to Ending Fund Balance	\$0	Charges for Services	\$1,266,865	\$1,242,350	\$1,483,170	19.4%	\$1,624,740	9.5%	\$3,107,910
Total 2009/2010 Expenditures	\$4,254,350	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$524,510	Miscellaneous	\$47,583	\$15,000	\$25,000	66.7%	\$23,000	-8.0%	\$48,000
		Non-Revenues	\$0	\$0	\$400,000	0.0%	\$0	-100.0%	\$400,000
		Other Financing Sources	\$86,035	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$366,270	\$307,420	-16.1%	\$316,020	2.8%	\$623,440
		<b>TOTAL REVENUES</b>	<b>\$1,448,081</b>	<b>\$1,673,620</b>	<b>\$2,290,590</b>	<b>36.9%</b>	<b>\$1,963,760</b>	<b>-14.3%</b>	<b>\$4,254,350</b>

**Expenditure Summary**

Storm Water							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$459,656	\$540,850	\$534,810	-1.1%	\$557,150	4.2%	\$1,091,960
Personnel Benefits	\$174,791	\$208,700	\$238,480	14.3%	\$254,090	6.5%	\$492,570
Supplies	\$17,992	\$28,350	\$32,590	15.0%	\$33,030	1.4%	\$65,620
Other Services & Charges	\$552,558	\$687,620	\$818,620	19.1%	\$853,300	4.2%	\$1,671,920
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$120,179	\$190,000	\$650,000	242.1%	\$150,000	0.0%	\$800,000
Debt Service	\$0	\$0	\$0	0.0%	\$100,000	0.0%	\$100,000
Interfund Transfers	\$20,004	\$18,100	\$16,090	-11.1%	\$16,190	0.6%	\$32,280
<b>TOTAL EXPENDITURES</b>	<b>\$1,345,180</b>	<b>\$1,673,620</b>	<b>\$2,290,590</b>	<b>36.9%</b>	<b>\$1,963,760</b>	<b>-14.3%</b>	<b>\$4,254,350</b>

**Program Descriptions - Initiatives - Performance Measures**

**Street Sweeping ..... \$963,981**

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

**Performance Measures**

All Lane-miles cleaned per year

2007 Actual	2008 Target	2009 Target	2010 Target
8,691	8,760	17,000	17,000

**Capital Projects ..... \$900,000**

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

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

- A Lake Sacajawea Intake/Bypass Structure Debris Screen
- B Miscellaneous Storm Water Capital Projects
- C Backup Storm Pump/Generator (Share Cost with Water/Sewer)
- D Mint Valley Pump Station
- E Beech Street Storm Sewer Replacement

**Performance Measures**

ALL Number of capital projects completed

<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
2	3	4	3

**NPDES Permits ..... \$635,378**

This program provides for compliance with two National Pollution Discharge Elimination System (NPDES) Stormwater permits issued by the Department of Ecology. The first is a basic Industrial Stormwater Permit that is required to operate the City Shop. The second is a Municipal Storm Sewer (MS4) Phase II Permit that was issued in 2007 and continues through 2012. Required by the federal Clean Water Act, it compels the City to reduce non-point source pollution received by its storm sewers by implementing six minimum measures including pollution prevention/good housekeeping for all municipal facilities, public education and outreach, public participation and involvement, illicit discharge detection and elimination, construction site runoff controls, and standards for new development and re-development.

**continued**



# Enterprise Funds

## NPDES Permits - continued

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

- A Industrial: inspect, sample, and report quarterly and conduct investigations as required
- B Develop and implement programs and initiatives comprising the six minimum measures described above for Phase II
- C Adhere to the compliance schedule provided in the Phase II permit.

<b>Performance Measures</b>	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Percent of compliance with industrial permit requirements, and deadlines	100%	100%	100%	100%
C Percent compliance with Phase II permit requirements and deadlines	N/A	N/A	100%	100%

## Manholes, Lines, and Basins ..... \$382,997

This program provides routine cleaning of the storm sewer system manholes, lines, and basins by mechanical means.

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

- A Inspect manholes in the storm sewer system and 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 clean catch basins in the system and remove debris as needed

<b>Performance Measures</b>	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Manholes cleaned	229	200	250	250
B Linear feet of storm sewer pipes cleaned	21,744	20,000	20,000	20,000
C Catch basins cleaned	1,042	500	1,000	1,000

## Clean Catch Basin Grates ..... \$347,002

This program provides for hand cleaning of catch basin grates in the fall and winter when rain water washes debris on the grates, causing flooding to occur and posing a potential safety hazard.

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

- A Hand clean basin grates during storm events on as needed basis

<b>Performance Measures</b>	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Percent of blockages cleaned per storm event	100%	100%	100%	100%

## Miscellaneous ..... \$252,887

This program includes all the miscellaneous activities performed by the storm water crew.

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

- A Repair catch basins
- B Replace basins
- C Inspect and maintain three pump stations
- D Replace drainage pipe
- E Inspect and/or clean gates at Lake Sacajawea
- F Inspect and/or clean detention basins

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A Catch basins repaired	6	10	10	10
B Catch basins replaced	4	5	5	5
C Number of times pump stations inspected	21	81	36	36
D Linear feet of pipe replaced	3	50	50	50
E Times gates inspected and/or cleaned	15	30	30	30
F Times detention basins inspected and/or cleaned	18	10	30	30

**Clean Ditches ..... \$251,077**

This program consists of inspecting, excavating, and disposing of materials on an as need basis for the open ditches in the storm sewer system.

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

- A Excavate ditches with backhoe and/or front-end loader
- B Clean around culvert ends by hand
- C Dispose of material
- D Inspect ditches

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
All Linear feet of ditches cleaned and/or inspected	19,495	26,400	20,000	20,000

**Storm Sewer Line Locates ..... \$228,114**

This program locates storm sewer lines for contractors, residents, or City departments before they dig and cause potential damage to the storm sewer system.

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

- A Provide accurate information as to where the City storm sewer lines are located
- B Respond to requests for locates within 48 hours

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A Number of accurate locates provided	550	625	700	700
B Percentage of request for locates completed within 48 hours	100%	100%	100%	100%

**Development Review ..... \$168,327**

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

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

- A Review proposed developments' stormwater drainage designs
- B Inspect developments for compliance with approved plans and storm water runoff regulations

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
<b>Performance Measures</b>				
A Projects reviewed	90%	100%	100%	100%
B Percent of compliance with Phase II inspection program requirements	N/A	N/A	50%	100%

# Enterprise Funds

**Development Review - continued**

**Longview Ditches 303(d) Listing ..... \$124,587**

Ecology has listed certain surface waters within Longview as impaired on its Section 303(d) Report to the 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 Local TMDL Study

**Performance Measures**

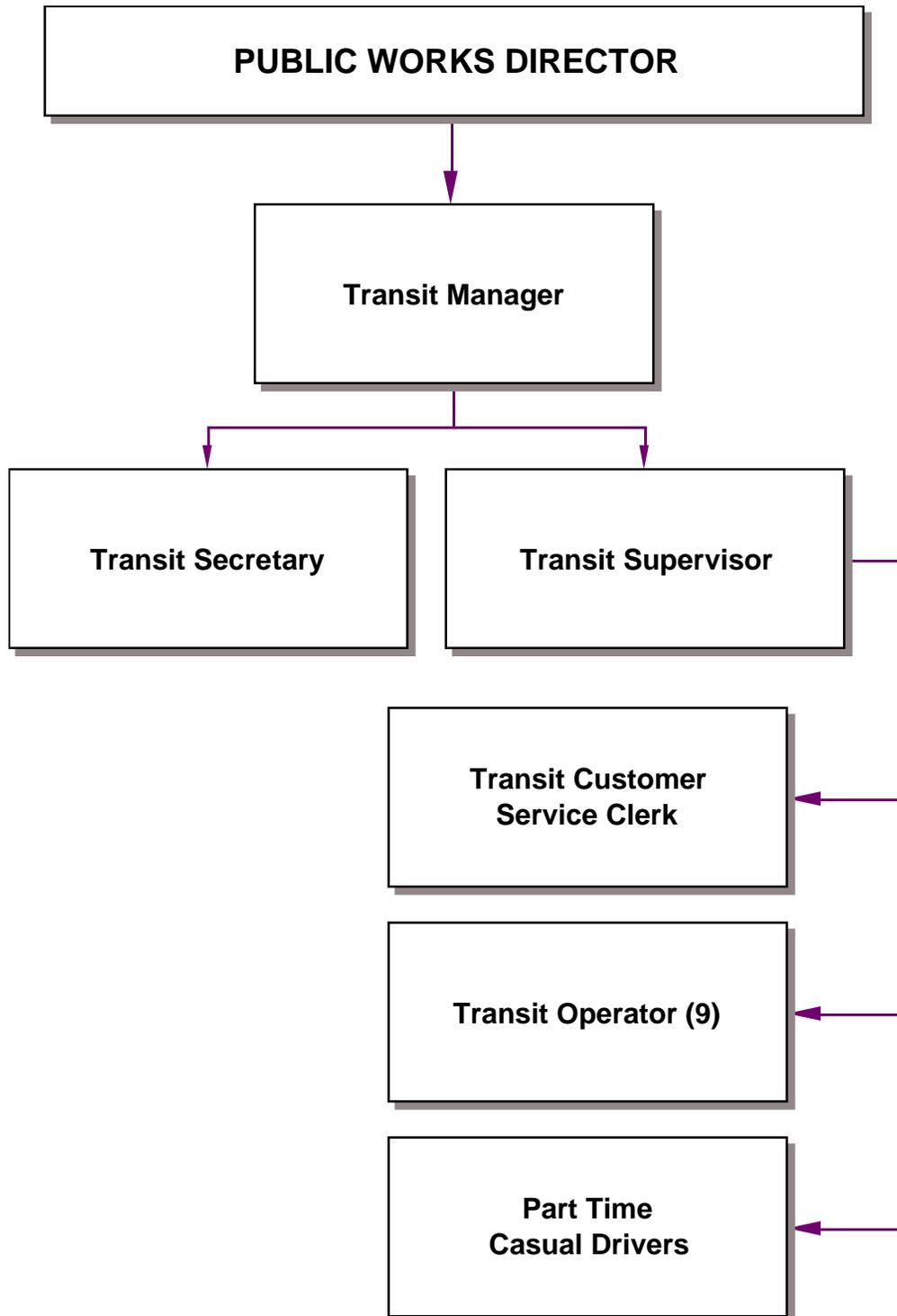
A Percent able to develop fecal coliform and turbidity reduction strategies for TMDL

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
A	N/A	N/A	100%	100%

**TOTAL FOR ALL PROGRAMS ..... \$4,254,350**

# Organization Chart

## Public Transit Operations



2009/2010 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Public Transit Operations							
Enterprise Fund Title Public Transit Operations	Department Head Responsible Jeff Cameron	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$5,858,170	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$2,488,630	\$2,542,840	\$2,896,590	13.9%	\$2,667,580	-7.9%	\$5,564,170
Total 2009/2010 Revenue	\$5,858,170	Charges for Services	\$116,354	\$104,000	\$117,000	12.5%	\$117,000	0.0%	\$234,000
2009/2010 Estimated Expenditures	\$5,858,170	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$43,489	\$4,000	\$30,000	650.0%	\$30,000	0.0%	\$60,000
Total 2009/2010 Expenditures	\$5,858,170	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$14,056	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$2,662,529</b>	<b>\$2,650,840</b>	<b>\$3,043,590</b>	<b>14.8%</b>	<b>\$2,814,580</b>	<b>-7.5%</b>	<b>\$5,858,170</b>

**Expenditure Summary**

Public Transit Operations							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$608,916	\$623,920	\$656,390	5.2%	\$682,950	4.0%	\$1,339,340
Personnel Benefits	\$208,909	\$228,090	\$264,700	16.1%	\$281,740	6.4%	\$546,440
Supplies	\$9,262	\$10,600	\$11,810	11.4%	\$12,040	1.9%	\$23,850
Other Services & Charges	\$1,303,002	\$1,439,430	\$1,567,910	8.9%	\$1,639,510	4.6%	\$3,207,420
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$295,460	\$308,000	\$508,160	65.0%	\$163,320	-67.9%	\$671,480
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$44,604	\$40,800	\$34,620	-15.1%	\$35,020	1.2%	\$69,640
<b>TOTAL EXPENDITURES</b>	<b>\$2,470,153</b>	<b>\$2,650,840</b>	<b>\$3,043,590</b>	<b>14.8%</b>	<b>\$2,814,580</b>	<b>-7.5%</b>	<b>\$5,858,170</b>

**Program Descriptions - Initiatives - Performance Measures**

**Fixed Route Public Transportation ..... \$4,097,210**

This program provides fixed-route, accessible public transportation for the citizens of Longview/Kelso, Monday through Friday from 7 a.m. to 7 p.m., and on Saturday from 8 a.m. to 6 p.m.

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

- A Provide three fixed-transit routes in Longview
- B Provide two fixed-transit routes in Kelso

**Performance Measures**

	2007 Actual	2008 Target	2009 Target	2010 Target
AB Number of annual unlinked passenger trips taken	341,028	340,000	343,000	345,000
AB Operating expense per vehicle revenue mile	\$6.56	\$6.89	\$8.30	\$8.69

**Disabled Transportation ..... \$1,760,960**

This program provides reduced-fare, accessible transportation service on request for the disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday from 7 a.m. to 7 p.m., and Saturday from 8 a.m. to 6 p.m. Responses to service requests are on a next-day basis.

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

A Provide door-to-door paratransit service for the disabled up to 3/4 of a mile beyond the fixed-route service area

<b>Performance Measures</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Door-to-door paratransit services provided	41,299	43,000	43,500	44,000

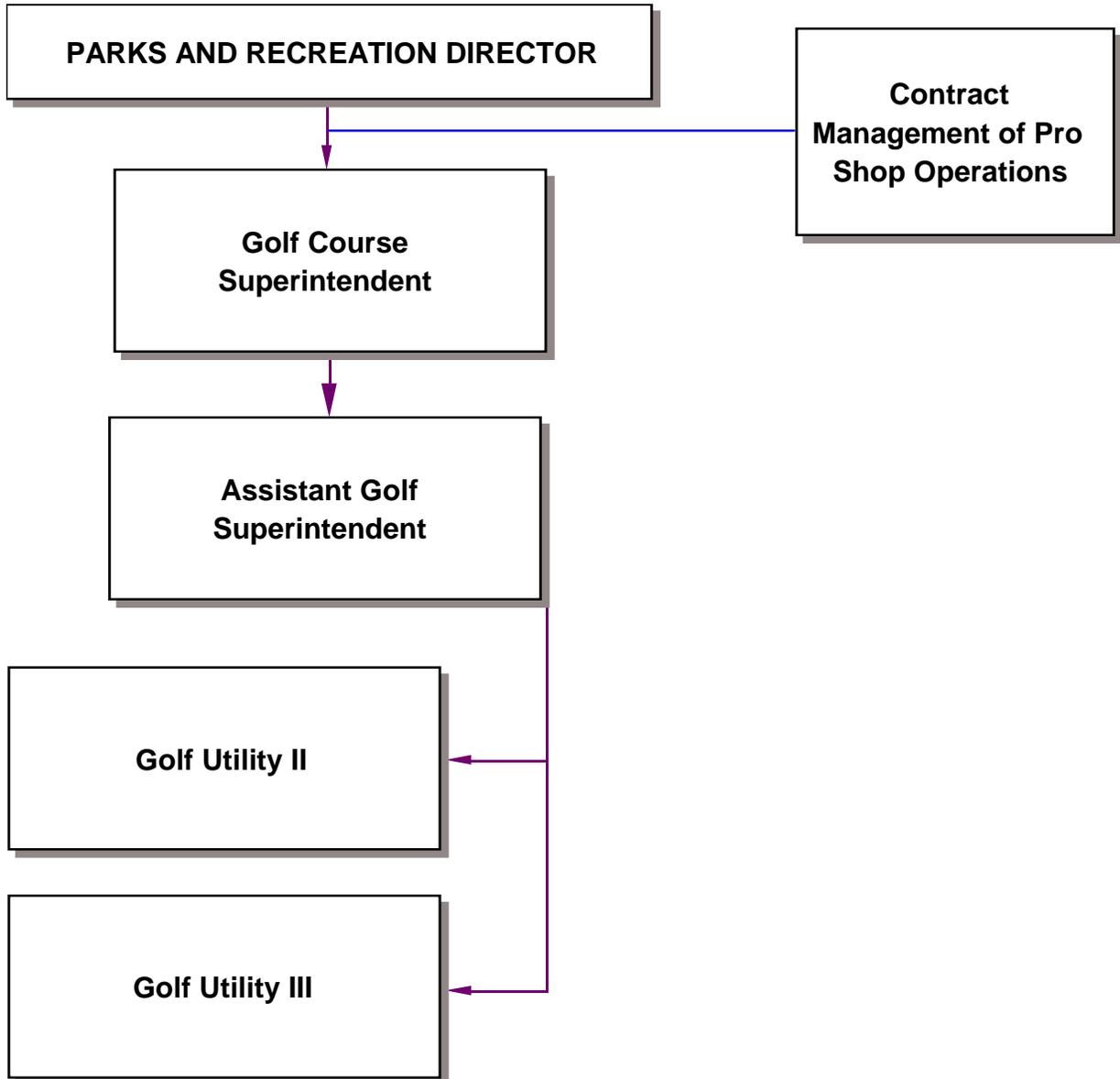
**TOTAL FOR ALL PROGRAMS ..... \$5,858,170**



# Enterprise Funds

# Organization Chart

## Mint Valley Golf



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Mint Valley Golf							
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Rich Berrm	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
Beginning Fund Balance	\$42,500	<b>By Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
2009/2010 Estimated Revenue	\$1,372,460	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 2009/2010 Revenue	\$1,372,460	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,372,460	Charges for Services	\$630,626	\$683,230	\$642,320	-6.0%	\$660,990	2.9%	\$1,303,310
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$1,372,460	Miscellaneous	\$37,864	\$36,700	\$33,250	-9.4%	\$35,900	8.0%	\$69,150
Estimated Ending Fund Balance	\$42,500	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 Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$668,490</b>	<b>\$719,930</b>	<b>\$675,570</b>	<b>-6.2%</b>	<b>\$696,890</b>	<b>3.2%</b>	<b>\$1,372,460</b>

**Expenditure Summary**

Mint Valley Golf							
<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2009-2010</b>
<b>By Object</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Variance</b>	<b>2010</b>	<b>Variance</b>	<b>Budget</b>
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$224,498	\$259,450	\$221,910	-14.5%	\$228,570	3.0%	\$450,480
Personnel Benefits	\$76,019	\$92,950	\$88,810	-4.5%	\$93,870	5.7%	\$182,680
Supplies	\$84,947	\$94,760	\$91,860	-3.1%	\$95,070	3.5%	\$186,930
Other Services & Charges	\$240,189	\$234,320	\$239,800	2.3%	\$245,790	2.5%	\$485,590
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$19,237	\$20,150	\$19,960	-0.9%	\$20,260	1.5%	\$40,220
Interfund Transfers	\$19,248	\$18,300	\$13,230	-27.7%	\$13,330	0.8%	\$26,560
<b>TOTAL EXPENDITURES</b>	<b>\$664,138</b>	<b>\$719,930</b>	<b>\$675,570</b>	<b>-6.2%</b>	<b>\$696,890</b>	<b>3.2%</b>	<b>\$1,372,460</b>

## Program Descriptions - Initiatives - Performance Measures

### Required Course Maintenance ..... **\$1,260,789**

This program involves mowing, aeration, tree care, leaf removal, pesticide and fertilizer application, and equipment repair and replacement, all essential to the operation and maintenance of this golf course facility.

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

- A Provide consistant maintenance of the turf at an acceptable, playable standard
- B Perform leaf removal
- C Apply pesticides and fertilizers to keep turf thick and diseases, insects and weeds under control
- D Provide consistant service on all equipment: replace worn parts, grind units and perform oil and filter changes
- E Determine replacement of equipment based on individual life cycle of each piece of equipment
- F Perform annual ongoing tree care
- G Provide a quality facility that attracts increased play each year
- H Provide a quality facility that produces increased City tax revenue

**Performance Measures**

	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Percent of course mowed in a day	70%	72%	74%	75%
B Percent of leaves picked up daily in the fall	42%	50%	50%	52%
C Pesticide applications in a year	12	12	11	11
D Pieces of equipment rebuilt in a year	14	14	13	13
E Old equipment replaced annually	3-4	8	4	3
F Trees trimmed annually	58	64	59	60
G Amount of rounds played each year	44,380	45,000	45,000	46,000
H Amount of gross sales each year	\$1,111,000	\$1,175,000	\$1,180,000	\$1,200,000
H Amount of sales tax earned for the City	\$26,000	\$28,000	\$28,000	\$29,000

### Irrigation System ..... **\$66,907**

This program is for the installation of new irrigation heads and also for the rebuilding, upkeep and replacment 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 Manage proper usage of water
- B Keep the 34-year-old system automated
- C Stop wet areas from forming from leaky heads, pipes, valves, and tubing
- D Replace and rebuild irrigation heads



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Performance Measures**

- A Water cost reductions realized
- B Percent of time course is automated
- C Number of wet areas maintained
- D Heads rebuilt or replaced

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
	\$21,000	\$10,000	\$15,000	\$16,000
	99%	99%	99%	99%
	6	5	4	4
	40	46	45	45

**Golf Course Sanding ..... \$44,764**

This is an ongoing maintenance program at Mint Valley Golf Course designed to make the fairways firmer, improve winter playability, and increase overall surface drainage.

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

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

**Performance Measures**

- A Percent of days fairways can be mowed
- B Decrease in thatch
- D Increase in root length

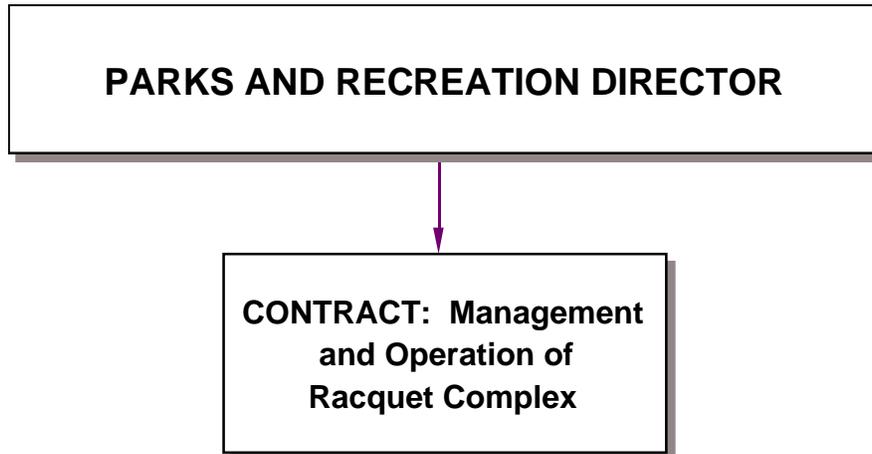
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
	93%	95%	96%	96%
	9%	9%	8%	8%
	7%	8%	7%	8%



**TOTAL FOR ALL PROGRAMS ..... \$1,372,460**

# Organization Chart

## Mint Valley Racquet and Fitness Complex



2009/2010 Budget \_\_\_\_\_  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Mint Valley Racquet Complex							
Enterprise Fund Title Mint Valley Racquet Complex	Department Head Responsible Rich Bemm	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$29,200	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 2009/2010 Revenue	\$29,200	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$29,200	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 2009/2010 Expenditures	\$29,200	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$2,570	\$14,450	\$14,450	0.0%	\$14,750	2.1%	\$29,200
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$2,570</b>	<b>\$14,450</b>	<b>\$14,450</b>	<b>0.0%</b>	<b>\$14,750</b>	<b>2.1%</b>	<b>\$29,200</b>

**Expenditure Summary**

Mint Valley Racquet Complex							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$2,570	\$14,450	\$14,450	0.0%	\$14,750	2.1%	\$29,200
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
<b>TOTAL EXPENDITURES</b>	<b>\$2,570</b>	<b>\$14,450</b>	<b>\$14,450</b>	<b>0.0%</b>	<b>\$14,750</b>	<b>2.1%</b>	<b>\$29,200</b>

**Program Descriptions - Initiatives - Performance Measures**

**Mint Valley Racquet & Fitness Complex..... \$29,200**

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 ..... \$29,200**

# Internal Service Funds

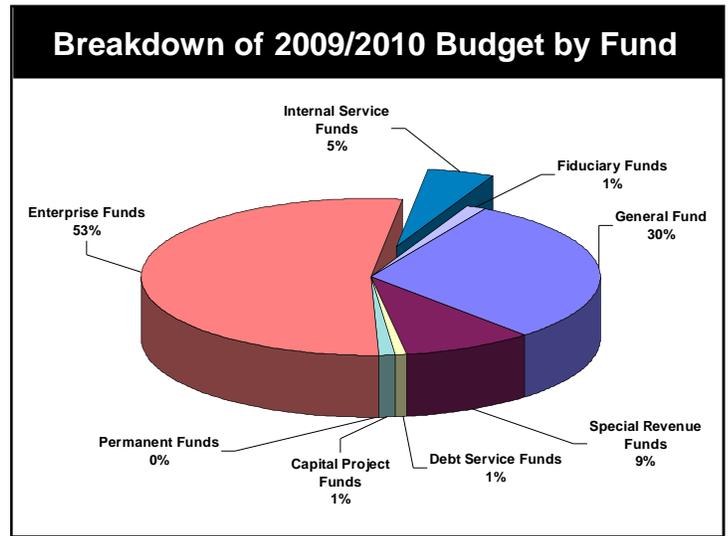
<b>TOPIC</b>	<b>PAGE</b>
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## Internal Service Funds

# Internal Service Funds

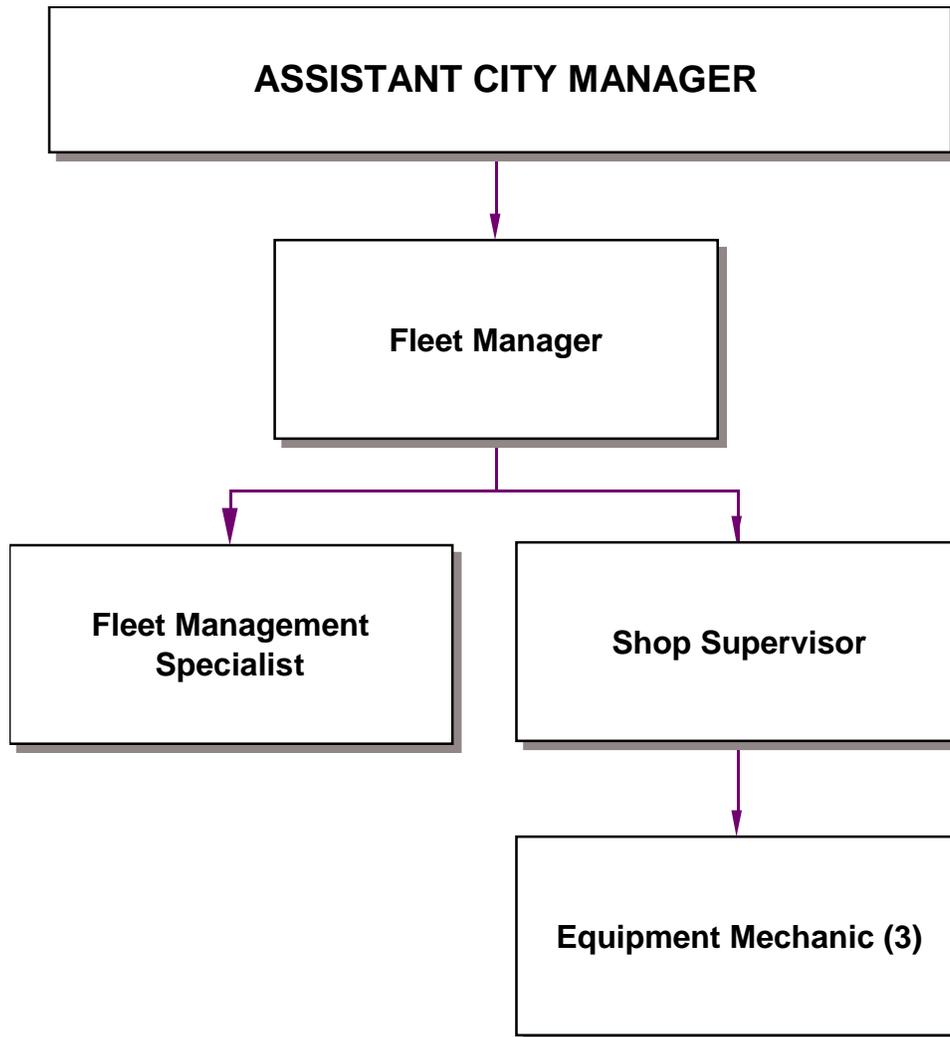
The City of Longview's Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies within the same government, or to other governments on a cost-reimbursement basis. Internal Service Funds include:

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



# 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	2009-2010
Beginning Fund Balance	\$0	By Source	2007	2008	2009	Variance	2010	Variance	Budget
2009/2010 Estimated Revenue	\$3,883,430	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 2009/2010 Revenue	\$3,883,430	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$3,883,480	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 2009/2010 Expenditures	\$3,883,480	Miscellaneous	\$1,341,987	\$1,496,010	\$1,871,010	25.1%	\$2,012,420	7.6%	\$3,883,430
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$60,241	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$1,402,228</b>	<b>\$1,496,010</b>	<b>\$1,871,010</b>	<b>25.1%</b>	<b>\$2,012,420</b>	<b>7.6%</b>	<b>\$3,883,430</b>

## Expenditure Summary

Equipment Rental Operations Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2009-2010
By Object	2007	2008	2009	Variance	2010	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$310,596	\$342,820	\$333,690	-2.7%	\$346,400	3.8%	\$680,090
Personnel Benefits	\$118,631	\$121,130	\$141,470	16.8%	\$150,670	6.5%	\$292,140
Supplies	\$653,248	\$733,560	\$1,077,250	46.9%	\$1,183,180	9.8%	\$2,260,430
Other Services & Charges	\$312,534	\$270,100	\$295,560	9.4%	\$308,930	4.5%	\$604,490
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	\$30,204	\$28,400	\$23,040	-18.9%	\$23,240	0.9%	\$46,280
<b>TOTAL EXPENDITURES</b>	<b>\$1,425,213</b>	<b>\$1,496,010</b>	<b>\$1,871,010</b>	<b>25.1%</b>	<b>\$2,012,420</b>	<b>7.6%</b>	<b>\$3,883,430</b>

### Program Descriptions - Initiatives - Performance Measures

The **Equipment Rental Fund** is responsible for the purchase, maintenance, and operations of Longview's fleet.

#### **Preventive Maintenance ..... \$1,552,025**

This program provides preventive maintenance on City vehicles and equipment to ensure reliable and safe operating conditions. Preventive maintenance (PM) involves providing systematic inspection, detection, and correction of failures either before they occur or before they develop into major defects. Preventive maintenance 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

<b>Performance Measures</b>	<b>2007 <u>Actual</u></b>	<b>2008 <u>Target</u></b>	<b>2009 <u>Target</u></b>	<b>2010 <u>Target</u></b>
A Mechanic labor hours charged to PM work orders	1,125	1,400	1,890	1,950
A Percent of PM work order expense to total work order expense	16%	20%	62%	65%
A Total cost charged to PM work orders	\$110,000	\$182,000	\$392,000	\$395,000

**Vehicle and Equipment Repairs ..... \$1,525,718**

This program provides 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, replacement parts purchasing, 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

<b>Performance Measures</b>	<b>2007 <u>Actual</u></b>	<b>2008 <u>Target</u></b>	<b>2009 <u>Target</u></b>	<b>2010 <u>Target</u></b>
A Parking citations issued	2,600	2,500	2,500	2,400
B Outstanding fines unpaid	\$2,800	\$2,650	\$2,500	\$2,400
C Parking permits issued	310	325	340	345
A-E Mechanic labor hours charged to repair work orders	4,312	4,400	3,063	3,150
A-E Percent of repair work order expense to total work order expense	75%	75%	54%	57%
A-E Total expenses charged to repair work orders	\$545,000	\$686,000	\$445,000	\$460,000

**Vehicle Fuel ..... \$416,295**

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 as needed on a continuous basis
- D Charge direct to customer with a small markup for administrative handling

<b>Performance Measures</b>	<b>2007 <u>Actual</u></b>	<b>2008 <u>Target</u></b>	<b>2009 <u>Target</u></b>	<b>2010 <u>Target</u></b>
A-E Fuel purchase costs for unleaded	\$210,000	\$262,000	\$370,000	\$410,000
A-E Fuel purchase costs for diesel	\$256,000	\$340,000	\$496,000	\$546,000

## Internal Service Funds

### New Vehicle Upfitting ..... \$389,392

This program prepares new vehicles and fleet equipment for operational service. Examples would 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 & 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 or vehicles

**Performance Measures**

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Target</u>	<u>2009</u> <u>Target</u>	<u>2010</u> <u>Target</u>
A-E Mechanic labor hours charged to capital work orders	311	190	260	260
A-E Percent of capital work order expense to total work order expense	9%	5%	5%	5%
A-E Total expenses charged to capital work orders	\$68,000	\$42,000	\$43,000	\$45,000

**TOTAL FOR ALL PROGRAMS ..... \$3,883,430**

## Revenue Summary

FUND SUMMARY		Equipment Rental Reserve Fund							
Internal Service Fund Title Equipment Rental Reserve	Department Head Responsible Dave Campbell	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$2,000,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$1,886,910	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$68,960	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$1,955,870	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,769,740	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$186,130	Miscellaneous	\$865,627	\$804,250	\$924,050	14.9%	\$962,860	4.2%	\$1,886,910
Total 2009/2010 Expenditures	\$1,955,870	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$2,117,170	Other Financing Sources	\$58,966	\$25,050	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$0	\$0	0.0%	\$68,960	0.0%	\$68,960
		<b>TOTAL REVENUES</b>	<b>\$924,593</b>	<b>\$829,300</b>	<b>\$924,050</b>	<b>11.4%</b>	<b>\$1,031,820</b>	<b>11.7%</b>	<b>\$1,955,870</b>

## Expenditure Summary

Equipment Rental Reserve Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$186,130	0.0%	\$0	0.0%	\$186,130
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	\$9,437	\$2,000	\$14,040	602.0%	\$2,080	-85.2%	\$16,120
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,374,945	\$827,300	\$723,880	-12.5%	\$1,029,740	42.3%	\$1,753,620
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$59,288	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,443,670</b>	<b>\$829,300</b>	<b>\$924,050</b>	<b>11.4%</b>	<b>\$1,031,820</b>	<b>11.7%</b>	<b>\$1,955,870</b>

## **Internal Service Funds**

# Organizational Chart

## Insurance Reserve Fund



# Internal Service Funds

## Revenue Summary

FUND SUMMARY		Insurance Reserve Fund							
Internal Service Fund Title Insurance Reserve	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$325,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$2,452,430	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$65,420	Intergovernmental	\$900	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$2,517,850	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$2,517,850	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$998,934	\$1,090,400	\$1,192,660	9.4%	\$1,259,770	5.6%	\$2,452,430
Total 2009/2010 Expenditures	\$2,517,850	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$259,580	Other Financing Sources	\$30,727	\$7,500	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$19,510	\$27,460	40.7%	\$37,960	38.2%	\$65,420
		<b>TOTAL REVENUES</b>	<b>\$1,030,561</b>	<b>\$1,117,410</b>	<b>\$1,220,120</b>	<b>9.2%</b>	<b>\$1,297,730</b>	<b>6.4%</b>	<b>\$2,517,850</b>

## Expenditure Summary

Insurance Reserve Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$95,586	\$103,930	\$129,450	24.6%	\$135,260	4.5%	\$264,710
Personnel Benefits	\$357,964	\$285,380	\$295,610	3.6%	\$303,410	2.6%	\$599,020
Supplies	\$8,104	\$2,840	\$8,010	182.0%	\$8,160	1.9%	\$16,170
Other Services & Charges	\$639,470	\$725,260	\$787,050	8.5%	\$850,900	8.1%	\$1,637,950
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,101,124</b>	<b>\$1,117,410</b>	<b>\$1,220,120</b>	<b>9.2%</b>	<b>\$1,297,730</b>	<b>6.4%</b>	<b>\$2,517,850</b>

## 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..... \$1,910,609

Components of the Insurance Reserve fund are safety, risk management, and worker's compensation. The safety component 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 provides safety consultation 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

continued

**Safety and Risk Management - continued**

program. This program includes the identification, measurement, investigation, and analyzation 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. The worker’s compensation component is responsible for the administration of occupational injury claims including self insurance funds allocation, claim processing, claim investigation, third party administrator overview, and administration of excess worker’s compensation insurance program.

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

- A Conduct required safety training
- B Conduct employee Safety Committee meetings
- C Investigate and bring final disposition to all accident/incident reports
- 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

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
<b>Performance Measures</b>				
A Percent of required regulatory safety training conducted	100%	100%	N/A	N/A
A Percentage of City staff trained in required regulatory safety training	N/A	N/A	95%	98%
B Number of required Safety Committee meetings completed	12	12	N/A	N/A
B Percentage of department representatives attending Safety Committee Meetings	N/A	N/A	95%	95%
C Percent of accident/incident reports investigated and brought to final disposition	100%	100%	N/A	N/A
D Percent of 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%	N/A	N/A
H Overall employee satisfaction of safety training/consultation	N/A	N/A	95%	95%

**Worker’s Compensation Program ..... \$535,745**

The Worker’s Compensation Program 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 Workers Compensation claims

	<u>2007 Actual</u>	<u>2008 Target</u>	<u>2009 Target</u>	<u>2010 Target</u>
<b>Performance Measures</b>				
A Percent reduction in time loss as a result of initiation of transitional return to work program	N/A	N/A	5%	5%

## Internal Service Funds

### Wellness Health Promotion Program ..... \$71,496

The wellness program was developed in mid-year 2007. Since that time, the program has taken major steps toward the pursuit of improving health for employees. The commitment to this pursuit, along with the administration's support, has allowed the program to flourish and provide a wealth of information and opportunities for employees to engage in healthier lifestyles. Opportunities include onsite health screenings, health fairs, flu shots, and paper- and web-based behavior change tools focusing on weight, nutrition, physical activity, heart health, stress management, self care management, and tobacco cessation.

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

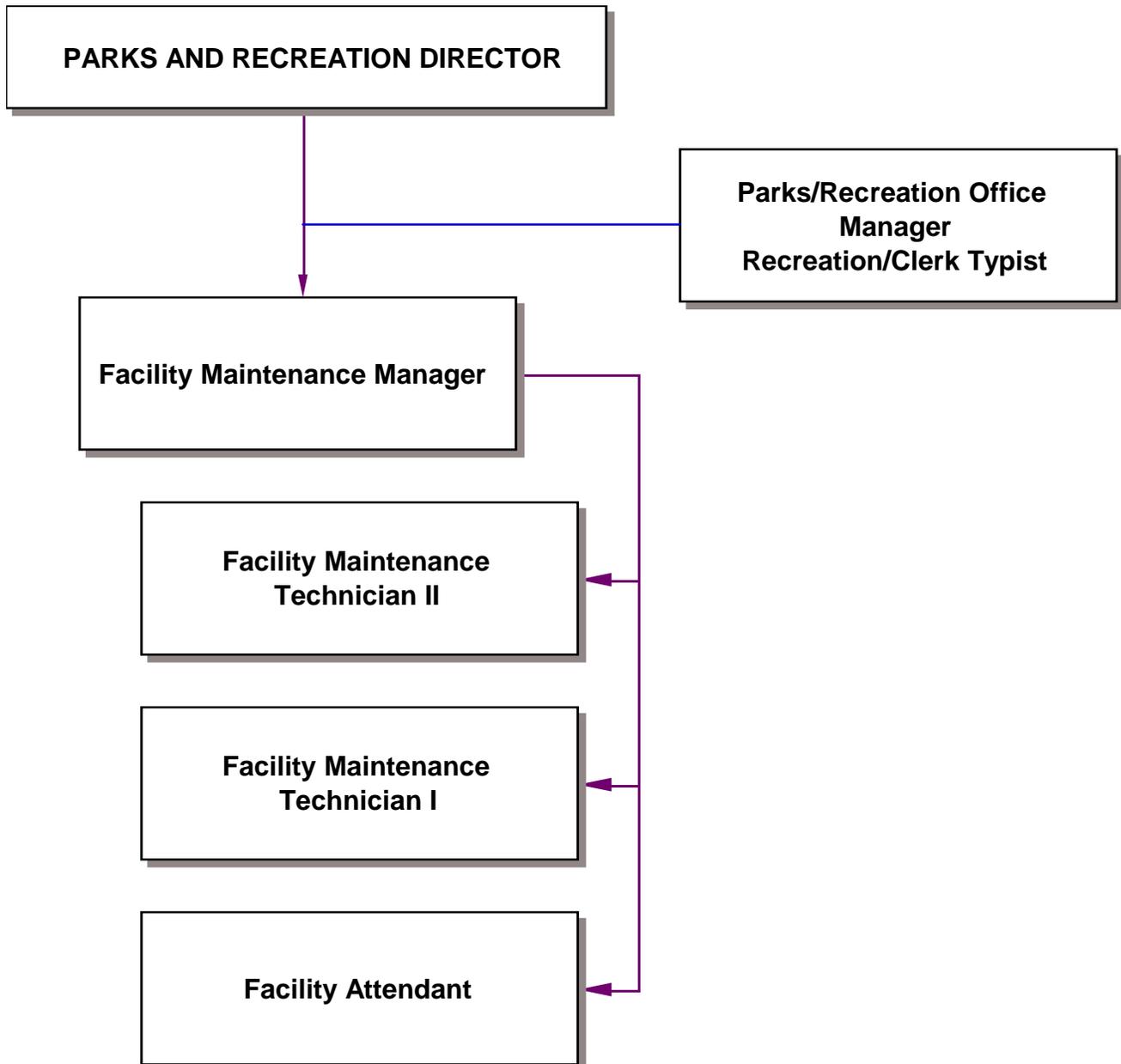
- A Develop, implement and monitor wellness health promotion over previous year
- B Ensure effectiveness of Wellness Health Promotion Program
- C Maintain the City wellness program and related activities
- D Ensure the effectiveness and overall satisfaction of the wellness program
- E Monitor efforts of program outreach
- F Plan, coordinate, and implement a successful employee benefits fair annually
- G Maintain the City employee recognition program and related activities (Pat-on-the-Back and STARR awards)

<b>Performance Measures</b>	<b>2007 Actual</b>	<b>2008 Target</b>	<b>2009 Target</b>	<b>2010 Target</b>
A Percent of increase of employee/family participation in Wellness Health Promotion Program over previous year	20%	10%	N/A	N/A
B Percent of employees overall satisfied with Wellness Health Promotion Program	95%	95%	N/A	N/A
C Percent increase of overall employee (and family) participation in wellness program activities from previous year	N/A	N/A	10%	10%
D Percent of employees overall satisfied with the wellness program each year	N/A	N/A	96%	96%
D Percentage increase of employee participation in the annual wellness survey from previous year	N/A	N/A	10%	10%
D Percent increase of employee participation in the health screening programs from previous year	N/A	N/A	20%	20%
E Percent increase of (self reported) physical activity levels from previous year	N/A	N/A	20%	10%
F Percent increase of employee participation in benefits fair from previous year	N/A	N/A	5%	5%
G Percent increase of employee participation in employee recognition program (Pat-on-the-Back and STARR award nominations) from previous years	N/A	N/A	10%	10%

**TOTAL FOR ALL PROGRAMS ..... \$2,517,850**

# Organizational Chart

## Facility Maintenance



2009/2010 Budget  
**Internal Service Funds**

**Revenue Summary**

FUND SUMMARY		Facility Maintenance Fund							
Internal Service Fund Title Facility Maintenance	Department Head Responsible Rich Bemm	<b>Total Revenues</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
Beginning Fund Balance	\$120,000	<b>By Source</b>							
2009/2010 Estimated Revenue	\$1,163,210	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$79,150	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$1,242,360	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,242,360	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 2009/2010 Expenditures	\$1,242,360	Miscellaneous	\$540,048	\$588,870	\$575,750	-2.2%	\$587,460	2.0%	\$1,163,210
Estimated Ending Fund Balance	\$40,850	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 Balanc	\$0	\$0	\$35,500	0.0%	\$43,650	23.0%	\$79,150
		<b>TOTAL REVENUES</b>	<b>\$540,048</b>	<b>\$588,870</b>	<b>\$611,250</b>	<b>3.8%</b>	<b>\$631,110</b>	<b>3.2%</b>	<b>\$1,242,360</b>

**Expenditure Summary**

Facility Maintenance Fund							
<b>Total Expenditures</b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Percent Variance</b>	<b>Budget 2010</b>	<b>Percent Variance</b>	<b>2009-2010 Budget</b>
<b>By Object</b>							
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$210,939	\$218,730	\$230,800	5.5%	\$239,560	3.8%	\$470,360
Personnel Benefits	\$77,207	\$84,940	\$90,320	6.3%	\$95,180	5.4%	\$185,500
Supplies	\$30,191	\$41,560	\$42,390	2.0%	\$43,220	2.0%	\$85,610
Other Services & Charges	\$214,981	\$233,290	\$238,910	2.4%	\$244,220	2.2%	\$483,130
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	\$12,804	\$10,350	\$8,830	-14.7%	\$8,930	1.1%	\$17,760
<b>TOTAL EXPENDITURES</b>	<b>\$546,122</b>	<b>\$588,870</b>	<b>\$611,250</b>	<b>3.8%</b>	<b>\$631,110</b>	<b>3.2%</b>	<b>\$1,242,360</b>



**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 ..... \$1,242,360**

This program is responsible for maintenance and repairs of all City buildings; contracts cleaning services and in-house cleaning of the library buildings and all of the recreational facilities; negotiating and overseeing cleaning service contracts, elevator, and security contract services; purchasing all cleaning supplies and any other material and equipment needed to maintain all City buildings, including Columbia Theatre basement pumps, Racquet Complex, Golf Pro-shop, SignMaster Sign Shop, and 1560 and 1562 Olympia Way; lock repairs and replacements, re-keying locks, and maintaining card lock system at City Hall; and, opening and closing City hall for after-hours meetings.



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

- A Service and repair HVAC unit (change filters, belts and motors as needed including building exhaust fans and fresh air intakes)
- B Service and/or repair circulating pumps on water systems and air handlers
- C Repair doors, windows, and locks, and rekey locks as needed
- D Paint and repair building interiors and exteriors
- E Repair plumbing (sinks, faucets, toilets, urinals, flushometers, and drain lines for lounges and restrooms)
- F Repair damaged flooring as needed (carpeting and vinyl flooring)
- G Replace lights, ballasts, sensors, timers, and other electrical equipment as needed
- H Repair tables, chairs, and other office furniture upon request
- J Purchase cleaning supplies as needed for all departments
- K Negotiate and oversee cleaning service, security monitoring, elevator service, and repair service contracts
- L Open City Hall for after-hours meetings, turn off lights and secure the building after meetings have concluded

Performance Measures	2007	2008	2009	2010
	Actual	Target	Target	Target
A Number of HVAC filter changes per year/per unit	4	4	4	4
B Roof repairs/replacements completed	8	4	4	2
C City buildings painted per year	4	6	5	4
D In-house capitol repairs completed	3	3	3	3
E Number of lighting ballast replaced per year (two- and four-lamp fixtures)	50	60	50	50
F Number of flourecent light bulbs replaced	260	300	250	250
G Toilet and urinal repairs completed	65	58	50	50
H Number of bearings greased on HVAC units, exhaust fans, and pumps	15	20	25	25
I Number of doors, windows and locks repaired	55	50	30	30
J Vandalism repairs completed	10	4	0	0

**TOTAL FOR ALL PROGRAMS ..... \$1,242,360**

## **Internal Service Funds**

## Revenue Summary

FUND SUMMARY		Unemployment Compensation Fund							
Internal Service Fund Title Unemployment Compensation	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$350,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$60,250	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$62,250	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$122,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$122,500	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$37,725	\$28,250	\$30,000	6.2%	\$30,250	0.8%	\$60,250
Total 2009/2010 Expenditures	\$122,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$287,750	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$19,500	\$30,000	53.8%	\$32,250	7.5%	\$62,250
		<b>TOTAL REVENUES</b>	<b>\$37,725</b>	<b>\$47,750</b>	<b>\$60,000</b>	<b>25.7%</b>	<b>\$62,500</b>	<b>4.2%</b>	<b>\$122,500</b>

## Expenditure Summary

Unemployment Compensation Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$28,470	\$47,750	\$60,000	25.7%	\$62,500	4.2%	\$122,500
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
<b>TOTAL EXPENDITURES</b>	<b>\$28,470</b>	<b>\$47,750</b>	<b>\$60,000</b>	<b>25.7%</b>	<b>\$62,500</b>	<b>4.2%</b>	<b>\$122,500</b>

### 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 ..... \$122,500**

# Internal Service Funds

## Revenue Summary

FUND SUMMARY		Employee Benefits Reserve Fund							
Internal Service Fund Title Employee Benefits Reserve	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Beginning Fund Balance	\$1,160,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$461,540	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$696,310	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$1,157,850	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,157,850	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$416,994	\$408,140	\$227,590	-44.2%	\$233,950	2.8%	\$461,540
Total 2009/2010 Expenditures	\$1,157,850	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$463,690	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balanc	\$0	\$134,360	\$343,660	155.8%	\$352,650	2.6%	\$696,310
		<b>TOTAL REVENUES</b>	<b>\$416,994</b>	<b>\$542,500</b>	<b>\$571,250</b>	<b>5.3%</b>	<b>\$586,600</b>	<b>2.7%</b>	<b>\$1,157,850</b>

## Expenditure Summary

Employee Benefits Reserve Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 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	\$261,376	\$435,000	\$443,700	2.0%	\$452,600	2.0%	\$896,300
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$61,511	\$107,500	\$127,550	18.7%	\$134,000	5.1%	\$261,550
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$322,887</b>	<b>\$542,500</b>	<b>\$571,250</b>	<b>5.3%</b>	<b>\$586,600</b>	<b>2.7%</b>	<b>\$1,157,850</b>

### 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 ..... \$1,157,850**

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# Fiduciary Funds

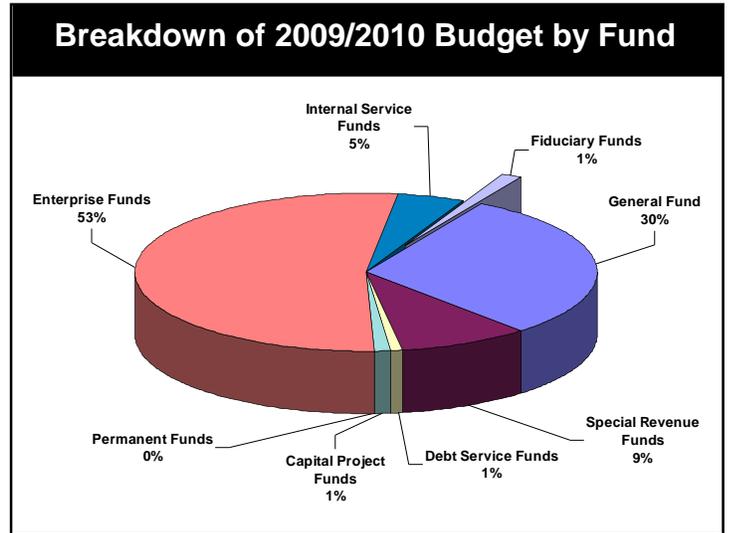
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## Fiduciary Funds

# 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 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Firemen's Pension Trust		Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Fund Balance	\$1,500,010	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Revenue	\$1,099,470	Intergovernmental	\$34,506	\$32,000	\$36,850	15.2%	\$40,200	9.1%	\$77,050
Beginning Cash Required for Operations	\$706,010	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Revenue	\$1,805,480	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2009/2010 Estimated Expenditures	\$1,805,480	Miscellaneous	\$59,925	\$52,600	\$35,100	-33.3%	\$37,600	7.1%	\$72,700
Contribution to Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2009/2010 Expenditures	\$1,805,480	Other Financing Sources	\$532,236	\$441,220	\$463,280	5.0%	\$486,440	5.0%	\$949,720
Estimated Ending Fund Balance	\$794,000	Beg Resources Req to Balanc	\$0	\$360,730	\$319,180	-11.5%	\$386,830	21.2%	\$706,010
		<b>TOTAL REVENUES</b>	<b>\$626,667</b>	<b>\$886,550</b>	<b>\$854,410</b>	<b>-3.6%</b>	<b>\$951,070</b>	<b>11.3%</b>	<b>\$1,805,480</b>

## Expenditure Summary

Firemen's Pension Trust Fund							
Total Expenditures By Object	Actual 2007	Budget 2008	Budget 2009	Percent Variance	Budget 2010	Percent Variance	2009-2010 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$24,858	\$23,850	\$24,800	4.0%	\$25,550	3.0%	\$50,350
Personnel Benefits	\$599,031	\$808,950	\$763,280	-5.6%	\$855,440	12.1%	\$1,618,720
Supplies	\$0	\$100	\$100	0.0%	\$100	0.0%	\$200
Other Services & Charges	\$33,680	\$53,650	\$66,230	23.4%	\$69,980	5.7%	\$136,210
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
<b>TOTAL EXPENDITURES</b>	<b>\$657,569</b>	<b>\$886,550</b>	<b>\$854,410</b>	<b>-3.6%</b>	<b>\$951,070</b>	<b>11.3%</b>	<b>\$1,805,480</b>

### 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 ..... \$1,805,480**



# 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
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Arterial Street Fund	\$3,357,540	\$4,051,650
	Economic Development Fund	\$5,425,000	\$4,940,000
	Capital Projects Fund	\$453,000	\$908,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$5,117,500	\$5,728,860
	Sewer Fund	\$1,971,000	\$2,655,000
	Water Filter Plant Fund	\$5,085,000	\$5,085,000
	Storm Water Fund	\$650,000	\$650,000
	Public Transit Fund	\$500,000	\$500,000
	Equipment Rental Reserve Fund	\$0	\$40,000
	Parks & Recreation Memorial Trust Fund	\$15,000	\$60,000
	<b>Annual total</b>	<b>\$22,924,040</b>	<b>\$24,968,510</b>
<b>2010</b>	Arterial Street Fund	\$764,300	\$732,520
	Economic Development Fund	\$1,527,500	\$1,000,000
	Capital Projects Fund	\$418,000	\$617,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$13,883,750	\$13,878,750
	Sewer Fund	\$11,455,000	\$11,455,000
	Water Filter Plant Fund	\$15,660,000	\$15,660,000
	Storm Water Fund	\$150,000	\$150,000
	Public Transit Fund	\$155,000	\$155,000
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$17,500	\$0
	<b>Annual total</b>	<b>\$44,381,050</b>	<b>\$43,998,270</b>
<b>2011</b>	Arterial Street Fund	\$269,590	\$147,520
	Economic Development Fund	\$0	\$0
	Capital Projects Fund	\$265,000	\$6,417,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$11,552,400	\$11,455,000
	Sewer Fund	\$11,782,000	\$11,480,000
	Water Filter Plant Fund	\$12,815,000	\$12,815,000
	Storm Water Fund	\$115,000	\$115,000
	Public Transit Fund	\$160,000	\$160,000
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$0	\$0
	<b>Annual total</b>	<b>\$37,308,990</b>	<b>\$42,939,520</b>
<b>2012</b>	Arterial Street Fund	\$274,782	\$147,520
	Economic Development Fund	\$0	\$0
	Capital Projects Fund	\$263,000	\$1,226,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$2,105,000	\$2,185,820
	Sewer Fund	\$6,882,000	\$5,955,000
	Water Filter Plant Fund	\$1,850,000	\$1,850,000
	Storm Water Fund	\$120,000	\$120,000
	Public Transit Fund	\$160,000	\$160,000
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$0	\$0
	<b>Annual total</b>	<b>\$12,004,782</b>	<b>\$11,994,340</b>
<b>2013</b>	Arterial Street Fund	\$280,077	\$147,520
	Economic Development Fund	\$0	\$0
	Capital Projects Fund	\$263,000	\$3,978,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$778,850	\$804,300
	Sewer Fund	\$112,000	\$1,315,000
	Water Filter Plant Fund	\$75,000	\$75,000
	Storm Water Fund	\$125,000	\$125,000
	Public Transit Fund	\$160,000	\$160,000
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$0	\$0
	<b>Annual total</b>	<b>\$2,143,927</b>	<b>\$6,954,820</b>

# Capital Improvement Program

## Arterial Street Fund - 2009/2010 Project Narratives

<b>Tennant Way/15th Avenue/California Way/Oregon Way</b>	2009	\$200,000
Installation of new signal system and channelization.	2010	\$175,000
<b>Civic Center Circle Improvements</b>	2009	\$100,000
Construct roundabout to enhance traffic mobility and improve both traffic and pedestrian safety.	2010	\$265,000
<b>Pacific Way and 30th Avenue Traffic Signal Improvements</b>	2009	\$70,000
Controller/Interconnect/Detection	2010	\$0
<b>Tennant Way and 14th Avenue Traffic Signal Improvements</b>	2009	\$200,000
Controller/Interconnect/Detection	2010	\$0
<b>SR 432 Route Development Plan Improvements at Oregon Way</b>	2009	\$2,000,000
Road widening to install two-way left-turn lanes; dual left-turn lanes at signal.	2010	\$0
<b>Ocean Beach Highway/NE Nichols Intersection Improvements</b>	2009	\$400,000
Installation of video detection and controller upgrade, and construction of right-turn lane.	2010	\$0
<b>Progression Timing - Traffic Signal Synchronization</b>	2009	\$20,000
Progression timing on citywide signal system.	2010	\$20,000
<b>15th Avenue and Hudson Street/Hudson Street and Olympia Way Signal Upgrades</b>	2009	\$100,000
Modernize signals and controllers to conform with multi-arterial traffic system masters (MATS) management to better synchronize traffic through both signals.	2010	\$100,000
<b>Annual Street Repairs</b>	2009	\$50,000
Rehabilitate local access street pavements	2010	\$50,000
<b>Sign/Signal/Lighting/Pavement Asset Management System</b>	2009	\$125,000
Develop citywide inventory of signs, pavement markings, signals, street lighting, and pavement condition.	2010	\$10,000
<b>SR 4 Overlay (WSDOT)</b>	2009	\$10,000
Close-out City contribution to Ocean Beach Hwy overlay project.	2010	\$0
<b>Ocean Beach Highway/Olympia Signal, Right-turn Lane</b>	2009	\$600,000
Completion of corridor signal upgrades of four intersections on Ocean Beach Highway, from Washington Way to 38th Avenue, prior to overlay.	2010	\$0
<b>Miscellaneous Minor Improvements</b>	2009	\$7,500
Speed humps, sign relocations, etc.	2010	\$7,500
<b>Bridge Maintenance and Repair</b>	2009	\$50,000
Repair 20th Ave. and Washington Way bridges.	2010	\$0
<b>Audible Pedestrian Signals</b>	2009	\$25,000
Install audible pedestrian signals to complement visual indicators.	2010	\$25,000

*Arterial Street Fund - continued*

<b>Miscellaneous Transportation System Expenses</b>	<b>2009</b>	<b>\$94,150</b>
Debt service, regional planning, inspections, traffic studies, etc.	<b>2010</b>	<b>\$80,020</b>
	<b>Total 2009</b>	<b>\$4,051,650</b>
	<b>Total 2010</b>	<b>\$732,520</b>

<b>Arterial Street Fund - Five-Year Plan</b>			
<b>Year</b>	<b>Project</b>	<b>Revenue</b>	<b>Expenditure</b>
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	1/2 Cent Motor Vehicle Fuel Tax	\$251,980	
	Misc. Revenue	\$2,500	
	Interest	\$10,000	
	*Audible Pedestrian Signals		\$25,000
	*Bridge Maintenance & Repairs		\$50,000
	*Annual Street Repairs		\$50,000
	*SR-4 Overlay	\$8,650	\$10,000
	*Ocean Beach Highway/NE Nichols Blvd.	\$340,000	\$400,000
	*Tennant Way/14th Avenue Intersection Improvements	\$173,000	\$200,000
	*Sign/Signal/Lights/Pavement Asset Management - Develop Database		\$125,000
	*Progression Timing (Traffic Synchronization)	\$17,300	\$20,000
	*Tennant/15th Avenue/California/Oregon Way Intersection Improvements	\$176,000	\$200,000
	*Ocean Beach Highway/Olympia Way	\$519,000	\$600,000
	*Civic Center Circle	\$90,000	\$100,000
	*15th/Hudson/Olympia Way Signal	\$90,000	\$100,000
	*Pacific Way/30th Avenue Signal		\$70,000
	*SR-432 Route Development Plan Improvements	\$1,679,110	\$2,000,000
	*Misc. Minor Capital Projects (Speed Humps, Sign Relocation, Etc.)		\$7,500
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$94,150
	<b>Annual total</b>	<b>\$3,357,540</b>	<b>\$4,051,650</b>
	*Indicates project is funded.		
<b>2010</b>	1/2 Cent Motor Vehicle Fuel Tax	\$254,500	
	Misc. Revenue	\$2,500	
	Interest	\$7,500	
	*Audible Pedestrian Signals		\$25,000
	*Annual Street Repairs		\$50,000
	*Sign/Signal/Lights/Pavement Asset Management - Annual Update		\$10,000
	*Progression Timing (Traffic Synchronization)	\$17,300	\$20,000
	*Tennant/15th Avenue/California/Oregon Way Intersection Improvements	\$154,000	\$175,000
	*15th/Hudson/Olympia Way Signal	\$90,000	\$100,000
	*Civic Center Circle	\$238,500	\$265,000
	*Misc. Minor Capital Projects (Speed Humps, Sign Relocation, Etc.)		\$7,500
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$80,020
	<b>Annual total</b>	<b>\$764,300</b>	<b>\$732,520</b>
	*Indicates project is funded.		
<b>2011</b>	1/2 Cent Motor Vehicle Fuel Tax	\$259,590	
	Misc. Revenue	\$2,500	
	Interest	\$7,500	
	*Annual Street Repairs		\$50,000
	*Sign/Signal/Lights/Pavement Asset Management - Annual Update		\$10,000
	*Misc. Minor Capital Projects (Speed Humps, Sign Relocation, Etc.)		\$7,500
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$80,020
	<b>Annual total</b>	<b>\$269,590</b>	<b>\$147,520</b>
	*Indicates project is funded.		

# Capital Improvement Program

## *Arterial Street Fund - Five-Year Plan - continued*

<b>2012</b>	1/2 Cent Motor Vehicle Fuel Tax	\$264,782	
	Misc. Revenue	\$2,500	
	Interest	\$7,500	
	*Annual Street Repairs		\$50,000
	*Sign/Signal/Lights/Pavement Asset Management - Annual Update		\$10,000
	*Misc. Minor Capital Projects (Speed Humps, Sign Relocation, Etc.)		\$7,500
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$80,020
	<b>Annual total</b>	<b>\$274,782</b>	<b>\$147,520</b>
	*Indicates project is funded.		
<b>2013</b>	1/2 Cent Motor Vehicle Fuel Tax	\$270,077	
	Misc. Revenue	\$2,500	
	Interest	\$7,500	
	*Annual Street Repairs		\$50,000
	*Sign/Signal/Lights/Pavement Asset Management - Annual Update		\$10,000
	*Misc. Minor Capital Projects (Speed Humps, Sign Relocation, Etc.)		\$7,500
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$80,020
	<b>Annual total</b>	<b>\$280,077</b>	<b>\$147,520</b>
	*Indicates project is funded.		

## Economic Development Fund - 2009/2010 Project Narratives

<b>Mint Farm Development Projects</b>	<b>2009</b>	<b>\$4,900,000</b>
Extension of Weber Avenue and other infrastructure projects for Phase I & Phase II development.	<b>2010</b>	<b>\$1,000,000</b>
 <b>Gateway (City Entrance) Improvement Program</b>	<b>2009</b>	<b>\$40,000</b>
Create attractive, uniquely identifiable, welcoming locations at the main street entryways to Longview.	<b>2010</b>	<b>\$0</b>
	<b>Total 2009</b>	<b>\$4,940,000</b>
	<b>Total 2010</b>	<b>\$1,000,000</b>

## Economic Development Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Grants/Loan	\$3,900,000	
	Miscellaneous	\$25,000	
	Other	\$1,500,000	
	*Mint Farm Development Projects - Extension of Weber Avenue		\$3,900,000
	*Mint Farm Development Projects - Infrastructure Improvements		\$1,000,000
	*Gateway (City Entrances)		\$40,000
	<b>Annual total</b>	<b>\$5,425,000</b>	<b>\$4,940,000</b>
	*Indicates project is funded.		
<b>2010</b>	Grants/Loan		
	Miscellaneous	\$27,500	
	Other	\$1,500,000	
	*Mint Farm Development Projects - Infrastructure Improvements		\$1,000,000
	<b>Annual total</b>	<b>\$1,527,500</b>	<b>\$1,000,000</b>
	*Indicates project is funded.		
<b>2011</b>	No Projects Identified		
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
<b>2012</b>	No Projects Identified		
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
<b>2013</b>	No Projects Identified		
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>



*Crocker Avenue Extension Project at the Mint Farm Industrial Park.*

# Capital Improvement Program

## Capital Projects Fund - 2009/2010 Project Narratives

<b>City-owned Sidewalk Repairs</b>		
Fund the repair of broken curbs and sidewalks adjacent to City property to reduce City's tort liability and for the general improvement of the City's infrastructure.	2009	\$75,000
	2010	\$75,000
<b>Sidewalk Repair Program - Property Owner Responsibility</b>	2009	\$10,000
Provide financial assistance (up to 50% of the cost of repair) to residential property owners to repair sidewalks identified as being hazards to the public.	2010	\$10,000
<b>Neighborhood Park Grants</b>	2009	\$25,000
Provide grants to neighborhood groups, service clubs, and other organizations as matching funds where other labor/materials contributions can be obtained to develop or improve neighborhood parks.	2010	\$25,000
<b>City Street Tree Replacement Program</b>	2009	\$30,000
Continuation of the replacement of nuisance and fallen trees and plant additional trees in select	2010	\$30,000
<b>Park Bench Donations</b>	2009	\$10,000
Park benches installed from donations.	2010	\$10,000
<b>Lake Sacajawea Trail Maintenance</b>	2009	\$3,000
Maintain pedestrian and bicycle path.	2010	\$3,000
<b>Information Technology Computer Server Room</b>	2009	\$76,000
Install uninterruptible power supply (UPS).	2010	\$0
<b>Police Station HVAC</b>	2009	\$37,000
Relocate unit from city hall upon completion of server room project.	2010	\$0
<b>City Hall Flashing Replacement</b>	2009	\$13,000
Install metal flashing around upper roof area to create leak-proof seal.	2010	\$0
<b>John Null Park Playground Replacement</b>	2009	\$41,000
Replace old, worn equipment with new, handicap-accessible equipment that will meet current safety standards and serve a wider age range of children.	2010	\$0
<b>Archie Anderson Park Basketball Court Resurfacing</b>	2009	\$70,000
Remove existing surface and resurface court.	2010	\$0
<b>Industrial Way Trail, Phase I, Oregon Way to 26th Avenue</b>	2009	\$250,000
Construct dirt and gravel path for pedestrians and bicyclists adjacent to Alder Street right-of-way.	2010	\$0
<b>R.A. Long Park Plaza Renovation</b>	2009	\$100,000
Initiate planning, design and engineering for Civic Center park improvements.	2010	\$0
<b>Fire Station 81 Generator Replacement</b>	2009	\$168,000
Replace existing underpowered unit at Station 81.	2010	\$0
<b>Community Development Offices Remodel</b>	2009	\$0
Remove existing wall and cabinet to install six office partition work stations.	2010	\$27,000
<b>Library Security Camera System Replacement</b>	2009	\$0
Replace non-working analog system with new digital system to improve protection of staff, patrons, and assets.	2010	\$11,000

*Capital Projects Fund - continued*

<b>Vandercook Park Restroom Replacement</b>	<b>2009</b>	<b>\$0</b>
Replace badly deteriorated facility.	<b>2010</b>	<b>\$50,000</b>
<b>City Hall Annex Remodel</b>	<b>2009</b>	<b>\$0</b>
Renovate city-owned buildings immediately south of City Hall for use as staff office space or tenant improvements in preparation to lease.	<b>2010</b>	<b>\$376,000</b>
	<b>Total 2009</b>	<b>\$908,000</b>
	<b>Total 2010</b>	<b>\$617,000</b>

<b>Capital Projects Fund - Five-Year Plan</b>			
<b>Year</b>	<b>Project</b>	<b>Revenue</b>	<b>Expenditure</b>
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Real Estate Excise Tax	\$250,000	
	Motor Vehicle Fuel Tax	\$3,000	
	Other Revenue - Interest Earnings	\$10,000	
	Transfer from CDBG Entitlement Fund	\$180,000	
	Donations - Benches	\$10,000	
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000
	*Parks - Install Benches from Donations		\$10,000
	*Annual Sidewalk Program - City Responsibility		\$75,000
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000
	*Street Tree Replacement Program		\$30,000
	*City Hall Computer Server Room UPS		\$76,000
	*Fire Station 81 Generator Replacement		\$168,000
	*Neighborhood Parks Grants		\$25,000
	*Police Station HVAC		\$37,000
	*Industrial Way Trail, Phase I, Oregon Way to 26th Avenue		\$250,000
	*Archie Anderson Park Basketball Court Resurfacing		\$70,000
	*John Null Park Playground Replacement		\$41,000
	*City Hall Flashing Replacement		\$13,000
	*R.A. Long Park Plaza Renovation		\$100,000
	<b>Annual total</b>	<b>\$453,000</b>	<b>\$908,000</b>
	*Indicates project is funded.		
<b>2010</b>	Real Estate Excise Tax	\$250,000	
	Motor Vehicle Fuel Tax	\$3,000	
	Other Revenue - Interest Earnings	\$5,000	
	Donations - Benches	\$10,000	
	Transfer from Building Replacement Fund	\$150,000	
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000
	*Parks - Install Benches from Donations		\$10,000
	*Annual Sidewalk Program - City Responsibility		\$75,000
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000
	*Street Tree Replacement Program		\$30,000
	*Neighborhood Parks Grants		\$25,000
	*Community Development Offices Remodel		\$27,000
	*Library Security Camera System Replacement		\$11,000
	*Vandercook Park Restrooms Replacement		\$50,000
	*City Hall Annex Remodel		\$376,000
	<b>Annual total</b>	<b>\$418,000</b>	<b>\$617,000</b>
	*Indicates project is funded.		

# Capital Improvement Program

*Capital Improvements - Five-Year Plan - continued*

<b>2011</b>	Real Estate Excise Tax	\$250,000	
	Motor Vehicle Fuel Tax	\$3,000	
	Other Revenue - Interest Earnings	\$2,000	
	Donations - Benches	\$10,000	
	Bond Sale and/or Other Significant Revenue Sources	?	
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000
	*Parks - Install Benches from Donations		\$10,000
	*Annual Sidewalk Program - City Responsibility		\$75,000
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000
	*Street Tree Replacement Program		\$30,000
	*Neighborhood Parks Grants		\$25,000
	Lake Sacajawea Irrigation Upgrade		\$75,000
	Lake Sacajawea Path Lightpole Replacements		\$25,000
	Lake Sacajawea Kessler Playground Replacement		\$75,000
	Library - Self-checkout Units		\$49,000
	Library Lower Floor Lobby Linoleum Replacement		\$44,000
	Library Parking Lot Expansion		\$234,000
	R.A. Long Park Plaza Renovation		\$150,000
	Industrial Way Trail		\$1,128,000
	Mark Hoehne Park New Basketball Court Installation		\$40,000
	Bailey Park Basketball Court Resurfacing		\$14,000
	Roy Morse Park Dugouts		\$27,000
	Roy Morse Park Outfield Fencing		\$14,000
	Roy Morse Park Restroom Replacement		\$62,000
	Roy Morse Park Parking Lot Repair		\$50,000
	Cloney Park Restroom Replacement		\$46,000
	Victoria Freeman Park Portable Toilet Surround Structure		\$7,000
	Mark Hoehne Park New Skatepark and Tennis Courts		\$82,000
	Vandercook Park Tennis Courts Renovation		\$22,000
	John Null Park Tennis Courts Renovation		\$30,000
	Woman's Club Heat Pump		\$10,000
	Downtown On-street Handicap Parking Stall Upgrade		\$8,000
	MV Racquet Complex Siding		\$91,000
	Fire Station 81 Remodel		\$69,000
	New Westside Fire Station (Station 82 Replacement)		\$300,000
	Fire Station 82 Siding/Window Replacement		\$71,000
	Fire Stations Parking Surfaces		\$65,000
	City-wide Traffic Signals LED Installation		\$200,000
	Highlands Neighborhood Street Lighting		\$504,000
	City Hall Generator Upgrade		\$168,000
	MV Golf Course Irrigation System Replacement		\$2,070,000
	MV Golf Course Clubhouse Deck Extension		\$40,000
	MV Golf Course Cart Paths		\$10,000
	MV Golf Course Tree Replacement		\$5,000
	MV Golf Course Equipment Wash Station		\$67,000
	MV Golf Course Parking Lot		\$107,000
	MV Golf Course Restroom Replacement		\$55,000
	MV Golf Course Driving Range Netting Replacement		\$135,000
	MV Golf Course Retaining Wall		\$115,000
	Cowlitz Riverfront Park Acquisition and Development		
	<b>Annual total</b>	<b>\$265,000</b>	<b>\$6,417,000</b>
	*Indicates project is funded		

**Capital Improvements - Five-Year Plan - continued**

<b>2012</b>	Real Estate Excise Tax	\$250,000		
	Motor Vehicle Fuel Tax	\$3,000		
	Other Revenue - Interest Earnings	\$0		
	Donations - Benches	\$10,000		
	Bond Sale and/or Other Significant Revenue Sources	?		
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000	
	*Parks - Install Benches from Donations		\$10,000	
	*Annual Sidewalk Program - City Responsibility		\$75,000	
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000	
	*Street Tree Replacement Program		\$30,000	
	*Neighborhood Parks Grants		\$25,000	
	Lake Sacajawea Irrigation Upgrade		\$75,000	
	Library Shelving		\$60,000	
	MV Golf Course Cart Paths		\$10,000	
	MV Golf Course Tree Replacements		\$5,000	
	MV Golf Course Maintenance Security Gate		\$25,000	
	Fire Station 82 Siding/Window Replacement		\$71,000	
	Downtown On-street Handicap Parking Stall Upgrade		\$8,000	
	Library - Self-checkout Units		\$49,000	
	Highlands Neighborhood Street Lighting		\$370,000	
	New Westside Fire Station (Station 82 Replacement)		\$400,000	
		<b>Annual total</b>	<b>\$263,000</b>	<b>\$1,226,000</b>
	*Indicates project is funded.			
<b>2013</b>	Real Estate Excise Tax	\$250,000		
	Motor Vehicle Fuel Tax	\$3,000		
	Other Revenue - Interest Earnings	\$0		
	Donations - Benches	\$10,000		
	Bond Sale and/or Other Significant Revenue Sources	?		
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000	
	*Parks - Install Benches from Donations		\$10,000	
	*Annual Sidewalk Program - City Responsibility		\$75,000	
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000	
	*Street Tree Replacement Program		\$30,000	
	*Neighborhood Parks Grants		\$25,000	
	Lake Sacajawea Irrigation Upgrade		\$75,000	
	MV Golf Course Cart Paths		\$10,000	
	MV Golf Course Tree Replacements		\$5,000	
	Downtown On-Street Handicap Park Stall Upgrade		\$8,000	
	Highlands Neighborhood Street Lighting		\$1,008,000	
	New Westside Fire Station (Station 82 Replacement)		\$2,719,000	
	<b>Annual total</b>	<b>\$263,000</b>	<b>\$3,978,000</b>	
	*Indicates project is funded.			

2009/2010 Budget \_\_\_\_\_  
**Capital Improvement Program**

**L.I.D. Construction Fund - 2009/2010 Project Narratives**

**Streets and Alleys** **Total 2009**      **\$350,000**  
 This provides for the construction of street and alley projects that are requested from **Total 2010**      **\$350,000**  
 citizens through L.I.D. petitions during the year.

**L.I.D. Construction Fund - Five-Year Plan**

Year	Project	Revenue	Expenditure
2008	December 31 Ending Fund Balance		
2009	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	<b>Annual total</b>	<b>\$350,000</b>	<b>\$350,000</b>
2010	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	<b>Annual total</b>	<b>\$350,000</b>	<b>\$350,000</b>
2011	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	<b>Annual total</b>	<b>\$350,000</b>	<b>\$350,000</b>
2012	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	<b>Annual total</b>	<b>\$350,000</b>	<b>\$350,000</b>
2013	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	<b>Annual total</b>	<b>\$350,000</b>	<b>\$350,000</b>



## Water Fund - 2009/2010 Project Narratives

<b>Annual Main Replacements</b>	<b>2009</b>	<b>\$100,000</b>
Replacement of undersized and deteriorated water mains in order to improve service to our customers and reduce unexpected and unplanned repairs.	<b>2010</b>	<b>\$100,000</b>
<b>Annual L.I.D. Projects</b>	<b>2009</b>	<b>\$30,000</b>
Provides funding to upgrade aging water systems beneath alleys that are being improved from gravel to concrete pavement through a Local Improvement District.	<b>2010</b>	<b>\$30,000</b>
<b>SCADA Modifications</b>	<b>2009</b>	<b>\$60,000</b>
Install computer control and communications telemetry at pump stations and reservoirs.	<b>2010</b>	<b>\$60,000</b>
<b>Facilities Relocation for Road Construction Projects</b>	<b>2009</b>	<b>\$450,000</b>
This is an annual program for the replacement or reconstruction of existing water mains and services as required due to road construction projects.	<b>2010</b>	<b>\$100,000</b>
<b>Mount Solo Reservoir Exterior Repair</b>	<b>2009</b>	<b>\$330,000</b>
Repair failed concrete coating on exterior of reservoir.	<b>2010</b>	<b>\$0</b>
<b>Main Reservoir No. 5 Roof Replacement</b>	<b>2009</b>	<b>\$150,000</b>
Replace roofing for No. 5 reservoir.	<b>2010</b>	<b>\$0</b>
<b>Clark Creek Road Main Replacement</b>	<b>2009</b>	<b>\$250,000</b>
Replace 10-inch main that failed during Nov. 2006 disaster; awaiting FEMA approval.	<b>2010</b>	<b>\$0</b>
<b>Upgrade Cascade Way Regulating Station</b>	<b>2009</b>	<b>\$0</b>
Upgrade pressure regulating station to improve system pressure in the area.	<b>2010</b>	<b>\$65,000</b>
<b>Upgrade Trella Regulating Station</b>	<b>2009</b>	<b>\$0</b>
Upgrade pressure regulating station to improve system pressure in the area.	<b>2010</b>	<b>\$50,000</b>
<b>Water System Master Plan Update</b>	<b>2009</b>	<b>\$0</b>
Begin update for water system master plan.	<b>2010</b>	<b>\$50,000</b>
<b>Transfer to Filter Plant Fund</b>	<b>2009</b>	<b>\$4,358,860</b>
Transfer to cover Longview's portion of water treatment capital projects.	<b>2010</b>	<b>\$13,423,750</b>
	<b>Total 2009</b>	<b>\$5,728,860</b>
	<b>Total 2010</b>	<b>\$13,878,750</b>

## Water Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Capital Recovery Fee Revenue	\$50,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$40,000	
	Grants	\$0	
	Depreciation Revenue	\$0	
	Drinking Water State Revolving Fund Loan	\$4,000,000	
	PWTF Pre-Construction Loan	\$840,000	
	*Annual Main Replacements		\$100,000
	*Annual LID Projects		\$30,000
	*SCADA System		\$60,000
	*Water Facility Relocation for Road Replacement		\$450,000

2009/2010 Budget \_\_\_\_\_  
**Capital Improvement Program**

Water Fund - Five-Year Plan - continued

<b>2009</b>	*Mt. Solo Reservoir Exterior Repair		\$330,000
<b>(cont.)</b>	*Main Reservoir # 5 - Roof Replacement		\$150,000
	*Clark Creek Road Main Replacement	\$187,500	\$250,000
	*Transfer to Water Filter Plant Fund		\$4,358,860
	<b>Annual Total</b>	<b>\$5,117,500</b>	<b>\$5,728,860</b>
	*Indicates project is funded.		
<b>2010</b>	Capital Recovery Fee Revenue	\$50,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$5,000	
	Depreciation Revenue	\$0	
	Grants - EPA STAG	\$478,000	
	Revenue Bonds	\$9,350,750	
	Drinking Water State Revolving Fund Loan	\$4,000,000	
	*Annual Main Replacements		\$100,000
	* Annual L.I.D. Projects		\$30,000
	*SCADA System		\$60,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Upgrade Cascade Way Pressure Regulating Station		\$65,000
	*Upgrade Trella Pressure Regulating Station		\$50,000
	*Water System Plan Update		\$50,000
	*Transfer to Water Filter Plant Fund		\$13,423,750
	<b>Annual Total</b>	<b>\$13,883,750</b>	<b>\$13,878,750</b>
	*Indicates project is funded.		
<b>2011</b>	Capital Recovery Fee Revenue	\$50,000	
	System Development Charge/Developer Participation/PUD	\$29,400	
	Interest	\$5,000	
	Grants	\$0	
	Revenue Bonds	\$11,468,000	
	Depreciation Revenue	\$0	
	*Annual Main Replacements		\$150,000
	*Annual L.I.D. Projects		\$30,000
	*SCADA System		\$60,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Water System Plan Update		\$130,000
	*Transfer to Water Filter Plant Fund		\$10,985,000
	<b>Annual Total</b>	<b>\$11,552,400</b>	<b>\$11,455,000</b>
	*Indicates project is funded.		
<b>2012</b>	Capital Recovery Fee Revenue	\$100,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$5,000	
	Grants	\$0	
	Revenue Bonds	\$2,000,000	
	Depreciation Revenue	\$0	
	*Annual Main Replacements		\$150,000
	*Annual L.I.D. Projects		\$40,000
	*SCADA System		\$60,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Water Main Replacement - 46th Avenue		\$250,000
	*Transfer to Water Filter Plant Fund		\$1,585,820
	<b>Annual Total</b>	<b>\$2,105,000</b>	<b>\$2,185,820</b>
	*Indicates project is funded.		

Water Fund - Five-Year Plan - continued

<b>2013</b>	Capital Recovery Fee Revenue	\$100,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$5,000	
	Grants	\$0	
	Depreciation Revenue	\$673,850	
	*Annual Main Replacements		\$200,000
	*Annual L.I.D. Projects		\$40,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Reservoir Paving/Security		\$200,000
	*Upgrade Hillcrest Pump Station		\$200,000
	*Transfer to Water Filter Plant Fund		\$64,300
	<b>Annual Total</b>	<b>\$778,850</b>	<b>\$804,300</b>
	*Indicates project is funded.		

## Sewer Fund - 2009/2010 Project Narratives

<b>Annual Main Replacements</b>	<b>2009</b>	<b>\$150,000</b>
Replacement of undersized and deteriorated sewer mains in order to improve service to customers and reduce unexpected and unplanned repairs.	<b>2010</b>	<b>\$150,000</b>
<b>West Longview Sewer Diversion</b>	<b>2009</b>	<b>\$1,500,000</b>
Upgrade the existing Lagoon Treatment Facility to meet the requirements of the NPDES permit and the Clean Water Act.	<b>2010</b>	<b>\$9,700,000</b>
<b>Facilities Relocation for Road Construction Projects</b>	<b>2009</b>	<b>\$100,000</b>
Annual program for the replacement or reconstruction of existing mains and services as required due to road construction projects.	<b>2010</b>	<b>\$100,000</b>
<b>SCADA Modifications</b>	<b>2009</b>	<b>\$100,000</b>
Install computer control and communications telemetry at pump stations and reservoirs.	<b>2010</b>	<b>\$100,000</b>
<b>30th Avenue Sewer Liner</b>	<b>2009</b>	<b>\$175,000</b>
Lining of deteriorating mains to eliminate infiltration and prevent sink holes.	<b>2010</b>	<b>\$175,000</b>
<b>Annual L.I.D. Projects</b>	<b>2009</b>	<b>\$30,000</b>
Provides funding to upgrade aging sewer systems beneath alleys that are being improved from gravel to concrete pavement through a Local Improvement District.	<b>2010</b>	<b>\$30,000</b>
<b>Mainline Video &amp; Cleaning Equipment</b>	<b>2009</b>	<b>\$600,000</b>
Purchase sewer video equipment, cleaning/vacuum truck & by-pass pump.	<b>2010</b>	<b>\$0</b>
<b>Emergency Power</b>	<b>2009</b>	<b>\$0</b>
Acquisition of generators and upgrade of electrical panels.	<b>2010</b>	<b>\$70,000</b>
<b>Pump Station Rehabilitation: 2600 42nd Avenue</b>	<b>2009</b>	<b>\$0</b>
Rehabilitation and upgrade of an existing station.	<b>2010</b>	<b>\$300,000</b>
<b>Pump Station Rehabilitation: 2401 46th Avenue</b>	<b>2009</b>	<b>\$0</b>
Rehabilitation and upgrade of an existing station.	<b>2010</b>	<b>\$350,000</b>
<b>Pump Station Rehabilitation: 1025 33rd Avenue</b>	<b>2009</b>	<b>\$0</b>
Rehabilitation and upgrade of an existing station.	<b>2010</b>	<b>\$250,000</b>

continued

# Capital Improvement Program

*Sewer Fund - continued*

**Sewer Main Replacement - Triangle Shopping Center**

Rehabilitation of the sewer main in the alley between the Triangle Shopping Center & Washington Way, from 8th Avenue to Commerce.

**2009**     **\$0**  
**2010**     **\$230,000**

**Total 2009**     **\$2,655,000**  
**Total 2010**     **\$11,455,000**

<b>Sewer Fund - Five-Year Plan</b>			
<b>Year</b>	<b>Project</b>	<b>Revenue</b>	<b>Expenditure</b>
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Capital Recovery Fee	\$33,000	
	Depreciation Reserve	\$382,000	
	System Development Charge/Developer Participation	\$39,000	
	Interest	\$30,000	
	Revenue Bonds	\$487,000	
	Public Works Trust Fund Loan	\$1,000,000	
	*Annual Main Replacement		\$150,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*30th Avenue Sewer Liner		\$175,000
	*Annual LID Projects		\$30,000
	*West Longview Sewer Diversion		\$1,500,000
	*Mainline Video & Cleaning Equipment		\$600,000
	*SCADA System - Sewer Share		\$100,000
	<b>Annual Total</b>	<b>\$1,971,000</b>	<b>\$2,655,000</b>
	*Indicates project is funded.		
<b>2010</b>	Capital Recovery Fee	\$33,000	
	Depreciation Reserve	\$0	
	System Development Charge/Developer Participation	\$39,000	
	Interest	\$10,000	
	Revenue Bonds	\$7,673,000	
	Public Works Trust Fund Grant	\$3,700,000	
	*Main Repair/Replacement		\$150,000
	*Emergency Power		\$70,000
	*West Longview Sewer Diversion		\$9,700,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*30th Avenue Sewer Liner		\$175,000
	*Annual LID Projects		\$30,000
	*Sewer Main Replacement - Triangle Shopping Center		\$230,000
	*SCADA System - Sewer Share		\$100,000
	*PS Rehab: 2600 42nd Ave.		\$300,000
	*PS Rehab: 2401 46th Ave.		\$350,000
	*PS Rehab: 1025 33rd Avenue		\$250,000
	<b>Annual Total</b>	<b>\$11,455,000</b>	<b>\$11,455,000</b>
	*Indicates project is funded.		

**Sewer Fund - Five-Year Plan - continued**

<b>2011</b>	Capital Recovery Fee	\$33,000	
	Depreciation Reserve	\$0	
	System Development Charge/Developer Participation	\$39,000	
	Interest	\$10,000	
	Revenue Bonds	\$11,700,000	
	*Main Repair/Replacement		\$150,000
	*Emergency Power		\$70,000
	*West Longview Sewer Diversion		\$9,700,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*30th Avenue Sewer Liner		\$200,000
	*Annual L.I.D. Projects		\$35,000
	*SCADA System - Sewer Share		\$100,000
	*PS Rehab: Baily		\$1,000,000
	*PS Rehab: 4007 Pacific Way		\$125,000
	<b>Annual Total</b>	<b>\$11,782,000</b>	<b>\$11,480,000</b>
	*Indicates project is funded.		
<b>2012</b>	Capital Recovery Fee	\$33,000	
	Depreciation Reserve	\$0	
	System Development Charge/Developer Participation	\$39,000	
	Interest	\$10,000	
	Revenue Bonds	\$6,800,000	
	*Main Repair/Replacement		\$150,000
	*Emergency Power		\$70,000
	*West Longview Sewer Diversion		\$4,500,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*30th Avenue Sewer Liner		\$200,000
	*Annual L.I.D. Projects		\$35,000
	*SCADA System - Sewer Share		\$150,000
	*PS Rehab: Hudson		\$650,000
	*PS Rehab: 4014 Oak		\$100,000
	<b>Annual Total</b>	<b>\$6,882,000</b>	<b>\$5,955,000</b>
	*Indicates project is funded.		
<b>2013</b>	Capital Recovery Fee	\$33,000	
	Depreciation Reserve	\$0	
	System Development Charge/Developer Participation	\$39,000	
	Interest	\$40,000	
	Revenue Bonds	\$0	
	*Main Repair/Replacement		\$150,000
	*Emergency Power		\$70,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*30th Avenue Sewer Liner		\$225,000
	*Annual L.I.D. Projects		\$40,000
	*SCADA System - Sewer Share		\$150,000
	*PS Rehab: 5501 Finch Street		\$165,000
	*PS Rehab: 2402 38th Ave.		\$250,000
	*PS Rehab: 2401 50th Ave.		\$165,000
	<b>Annual Total</b>	<b>\$112,000</b>	<b>\$1,315,000</b>
	*Indicates project is funded.		

# Capital Improvement Program

## Water Filter Plant Fund - 2009/2010 Project Narratives

<b>Rebuild High-Service Pumps</b>	<b>2009</b>	<b>\$35,000</b>
These final effluent pumps are aged and worn; several have already been rebuilt. Rebuild additional pumps as needed to maintain service until new plant is operational.	<b>2010</b>	<b>\$35,000</b>
<b>Replace Sludge/Cross Collectors</b>	<b>2009</b>	<b>\$25,000</b>
This equipment is aged and worn; several sludge collectors have already been replaced. Replace chain and sprockets, and rebuild drives as needed to maintain service.	<b>2010</b>	<b>\$0</b>
<b>Filter Emergency Repair</b>	<b>2009</b>	<b>\$150,000</b>
Historically, one emergency filter repair has been required annually.	<b>2010</b>	<b>\$150,000</b>
<b>RWTP Design &amp; Construction</b>	<b>2009</b>	<b>\$4,800,000</b>
Replace the Regional Water Treatment Plant on Fishers Lane with a new treatment plant at the Mint Farm Industrial Park.	<b>2010</b>	<b>\$15,400,000</b>
<b>Miscellaneous Capital Improvements</b>	<b>2009</b>	<b>\$75,000</b>
Unscheduled capital repairs.	<b>2010</b>	<b>\$75,000</b>
	<b>Total 2009</b>	<b>\$5,085,000</b>
	<b>Total 2010</b>	<b>\$15,660,000</b>



<b>Water Filter Plant Fund - Five-Year Plan</b>			
<b>Year</b>	<b>Project</b>	<b>Revenue</b>	<b>Expenditure</b>
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Longview Water Fund	\$4,358,860	
	Cowlitz PUD	\$726,140	
	System Development Charge/Developer Participation	\$0	
	*Replace Sludge/Cross Collectors		\$25,000
	*Rebuild Hi-Service Pumps		\$35,000
	*Filter Emergency Repair		\$150,000
	*RWTP Design & Construction		\$4,800,000
	*Miscellaneous Capital Repair & Improvements		\$75,000
	<b>Annual Total</b>	<b>\$5,085,000</b>	<b>\$5,085,000</b>
	*Indicates project is funded.		
<b>2010</b>	Longview Water Fund	\$13,423,750	
	Cowlitz PUD	\$2,236,250	
	System Development Charge/Developer Participation	\$0	
	*Rebuild Hi-Service Pumps		\$35,000
	*Filter Emergency Repair		\$150,000
	*RWTP Design & Construction		\$15,400,000
	*Miscellaneous Capital Repairs & Improvements		\$75,000
	<b>Annual Total</b>	<b>\$15,660,000</b>	<b>\$15,660,000</b>
	*Indicates project is funded.		
<b>2011</b>	Longview Water Fund	\$10,985,000	
	Cowlitz PUD	\$1,830,000	
	System Development Charge/Developer Participation	\$0	
	*Filter Emergency Repair		\$160,000
	*RWTP Design & Construction		\$12,580,000
	*Miscellaneous Capital Repairs & Improvements		\$75,000
	<b>Annual Total</b>	<b>\$12,815,000</b>	<b>\$12,815,000</b>
<b>2012</b>	Longview Water Fund	\$1,585,820	
	Cowlitz PUD	\$264,180	
	System Development Charge/Developer Participation	\$0	
	*RWTP Design & Construction		\$1,850,000
	<b>Annual Total</b>	<b>\$1,850,000</b>	<b>\$1,850,000</b>
<b>2013</b>	Longview Water Fund	\$64,300	
	Cowlitz PUD	\$10,700	
	Misc Maintenance - New Plant		\$75,000
	<b>Annual Total</b>	<b>\$75,000</b>	<b>\$75,000</b>

# Capital Improvement Program

## Storm Water Fund - 2009/2010 Project Narratives

<b>Mint Valley Pump Station</b>	<b>2009</b>	<b>\$500,000</b>
Replacement of an existing storm water pump station.	<b>2010</b>	<b>\$0</b>
<b>Lake Sacajawea Intake/Bypass Structure Debris Screen</b>	<b>2009</b>	<b>\$80,000</b>
Install a debris guard to prevent debris from entering the vault structures.	<b>2010</b>	<b>\$0</b>
<b>Backup Storm Pump/Generator</b>	<b>2009</b>	<b>\$20,000</b>
Share purchase of a backup pump and generator with Water and Sewer divisions. This equipment will be used for emergency backup and bypass pumping.	<b>2010</b>	<b>\$0</b>
<b>Miscellaneous Stormwater Capital Projects</b>	<b>2009</b>	<b>\$50,000</b>
This is an annual program of correcting deficiencies throughout the City's storm sewer system.	<b>2010</b>	<b>\$50,000</b>
<b>Beech Street Storm Sewer Replacement</b>	<b>2009</b>	<b>\$0</b>
The aging Beech Street covered storm sewer channel needs repair or replacement. Begin design to replace channel with open swale per concept identified in Highlands Neighborhood Revitalization Plan.	<b>2010</b>	<b>\$100,000</b>
	<b>Total 2009</b>	<b>\$650,000</b>
	<b>Total 2010</b>	<b>\$150,000</b>

## Storm Water Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Storm Water Fund	\$250,000	
	Inter-Fund Loan	\$400,000	
	Backup Storm Pump/Generator (Share Cost with Water/Sewer)		\$20,000
	*Lake Sacajawea Intake/Bypass Structure Debris Screen		\$80,000
	*Mint Valley Pump Station		\$500,000
	*Miscellaneous Stormwater Capital Projects		\$50,000
	<b>Annual total</b>	<b>\$650,000</b>	<b>\$650,000</b>
	*Indicates project is funded.		
<b>2010</b>	Storm Water Fund	\$150,000	
	*Beech Street Storm Sewer Replacement		\$100,000
	*Miscellaneous Stormwater Capital Projects		\$50,000
	<b>Annual total</b>	<b>\$150,000</b>	<b>\$150,000</b>
	*Indicates project is funded.		
<b>2011</b>	Storm Water Fund	\$115,000	
	*Beech Street Storm Sewer Replacement		\$65,000
	*Miscellaneous Stormwater Capital Projects		\$50,000
	<b>Annual total</b>	<b>\$115,000</b>	<b>\$115,000</b>
	*Indicates project is funded.		
<b>2012</b>	Storm Water Fund	\$120,000	
	*Beech Street Storm Sewer Replacement		\$70,000
	*Miscellaneous Stormwater Capital Projects		\$50,000
	<b>Annual total</b>	<b>\$120,000</b>	<b>\$120,000</b>
	*Indicates project is funded.		
<b>2013</b>	Storm Water Fund	\$125,000	
	*Beech Street Storm Sewer Replacement		\$75,000
	*Miscellaneous Stormwater Capital Projects		\$50,000
	<b>Annual total</b>	<b>\$125,000</b>	<b>\$125,000</b>

## Public Transit Fund - 2009/2010 Project Narratives

<b>Replace Mini-buses</b>	<b>2009</b>	<b>\$150,000</b>
Replace two mini-buses each year (Paratransit service).	<b>2010</b>	<b>\$155,000</b>
<b>Replace Transit Coach</b>	<b>2009</b>	<b>\$300,000</b>
One replacement transit coach ordered in 2008; delivery to CUBS in 2009.	<b>2010</b>	<b>\$0</b>
<b>Security Cameras</b>	<b>2009</b>	<b>\$50,000</b>
Purchase security cameras for ten mini buses (Paratransit service).	<b>2010</b>	<b>\$0</b>
	<b>Total 2009</b>	<b>\$500,000</b>
	<b>Total 2010</b>	<b>\$155,000</b>

## Public Transit Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	Cowlitz Transit Authority	\$100,000	
	Federal Transit Authority	\$0	
	*Replace One Transit Coach (ordered in 2008)	\$240,000	\$300,000
	*Replace Two Mini-buses	\$120,000	\$150,000
	*Security Cameras for 10 Mini Buses	\$40,000	\$50,000
	<b>Annual total</b>	<b>\$500,000</b>	<b>\$500,000</b>
	*Indicates project is funded.		
<b>2010</b>	Cowlitz Transit Authority	\$31,000	
	Federal Transit Authority	\$0	
	*Replace Two Mini-buses	\$124,000	\$155,000
	<b>Annual total</b>	<b>\$155,000</b>	<b>\$155,000</b>
	*Indicates project is funded.		
<b>2011</b>	Cowlitz Transit Authority	\$32,000	
	Federal Transit Authority	\$0	
	*Replace Two Mini-buses	\$128,000	\$160,000
	<b>Annual total</b>	<b>\$160,000</b>	<b>\$160,000</b>
<b>2012</b>	Cowlitz Transit Authority	\$32,000	
	Federal Transit Authority	\$0	
	*Replace Two Mini-buses	\$128,000	\$160,000
	<b>Annual total</b>	<b>\$160,000</b>	<b>\$160,000</b>
<b>2013</b>	Cowlitz Transit Authority	\$32,000	
	Federal Transit Authority	\$0	
	*Replace Two Mini-buses	\$128,000	\$160,000
	<b>Annual total</b>	<b>\$160,000</b>	<b>\$160,000</b>

# Capital Improvement Program

## Equipment Rental Reserve Fund - 2009/2010 Project Narratives

<b>Fleet Service Fuel Island Tank Cleaning</b>	<b>2009</b>	<b>\$12,000</b>
Pump and filter residual fuel in order to remove accumulated contaminants and prepare for potential of introducing biodiesel or other alternative fuels.	<b>2010</b>	<b>\$0</b>
 <b>Waste Oil Heating System</b>	 <b>2009</b>	 <b>\$18,000</b>
Replace existing old central shop heating system with one featuring waste oil heaters.	<b>2010</b>	<b>\$0</b>
 <b>Parks Fuel Pump and Tank Upgrade</b>	 <b>2009</b>	 <b>\$10,000</b>
Replace old equipment fueling system with modern one that will better record transactions.	<b>2010</b>	<b>\$0</b>
<b>Total 2009</b>		<b>\$40,000</b>
<b>Total 2010</b>		<b>\$0</b>

Equipment Rental Reserve Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
<b>2008</b>	December 31 Ending Fund Balance		
<b>2009</b>	ER&R Depreciation Funding	\$40,000	
	Fleet Service Fuel Island Tank Cleaning		\$12,000
	Waste Oil Heating System		\$18,000
	Parks Fuel Pump and Tank Upgrade		\$10,000
	<b>Annual total</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>2010</b>	No Projects Scheduled		\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
<b>2011</b>	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
<b>2012</b>	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
<b>2013</b>	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>

## Parks and Recreation Memorial Trust Fund - 2009/2010 Project Narratives

No projects scheduled	2009	\$0
	2010	\$0
	<b>Total 2009</b>	<b>\$0</b>
	<b>Total 2010</b>	<b>\$0</b>

### Parks & Recreation Memorial Trust Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2008	December 31 Ending Fund Balance		
2009	Interest	\$15,000	
	No Projects Scheduled		\$0
	<b>Annual total</b>	<b>\$15,000</b>	<b>\$60,000</b>
2010	Interest	\$17,500	
	No Projects Scheduled		\$0
	<b>Annual total</b>	<b>\$17,500</b>	<b>\$0</b>
2011	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
2012	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>
2013	No Projects Scheduled	\$0	\$0
	<b>Annual total</b>	<b>\$0</b>	<b>\$0</b>



# 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 2008 versus 2009/2010;
- 3) Five-year history of the total number of full-time employees; and
- 4) Listing of Regular "A" and "B" budgeted positions for 2009/2010.

## 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).

# 2008 vs. 2009/2010 Employee Count

Department	2008 FTE's				2009 FTE's				Variance	2010 FTE's				Variance	2008 Seas./Temp \$\$	2009/10 \$\$	Variance
	A	B	P.T.	Total	A	B	P.T.	Total		A	B	P.T.	Total				
Legislative	0.50	0.25	0.7	1.45	0.75		0.7	1.45	0.00	0.75		0.7	1.45	0.00	-	-	-
Exec/Legal	5.00	1.00		6.00	5.25			5.25	(0.75) <sup>1</sup>	5.25			5.25	(0.75)	-	-	-
Finance	13.25	0.9	0.25	14.40	12.25	0.9		13.15	(1.25) <sup>2</sup>	12.25	0.9		13.15	(1.25)	5,220	5,617	397
Human Resources	4.00			4.00	3.75			3.75	(0.25) <sup>3</sup>	3.75			3.75	(0.25)	-	-	-
Info. Technology	11.00	0.80		11.80	10.30	0.80		11.10	(0.70) <sup>4</sup>	10.30	0.80		11.10	(0.70)	-	-	-
Police	69.00			69.00	70.00	1.00		71.00	2.00 <sup>5</sup>	68.00	0.50		68.50	(0.50)	-	-	-
Fire	44.00			44.00	46.00			46.00	2.00 <sup>6</sup>	46.00			46.00	2.00	7,390	7,848	458
Traffic	7.00			7.00	6.00			6.00	(1.00) <sup>7</sup>	6.00			6.00	(1.00)	10,180	5,400	(4,780)
Street	8.25			8.25	8.25			8.25	0.00	8.25			8.25	0.00	-	-	-
Engineering	9.30			9.30	8.30	0.6		8.90	(0.40) <sup>8</sup>	8.30	0.6		8.90	(0.40)	4,160	-	(4,160)
Comm & Econ. Dev.	10.00		0.1	10.10	9.75		0.1	9.85	(0.25) <sup>9</sup>	9.75		0.1	9.85	(0.25)	-	-	-
Library	20.00		4.95	24.95	20.00		2.85	22.85	(2.10) <sup>10</sup>	20.00		2.85	22.85	(2.10)	-	-	-
Recreation	7.82	0.60	10.55	18.97	7.825	0.60	8.80	17.225	(1.75) <sup>11</sup>	7.825	0.60	8.80	17.225	(1.75)	-	-	-
Parks	17.85	0.75		18.60	17.85	0.75		18.60	0.00	17.85	0.75		18.60	0.00	61,420	13,584	(47,836)
Water	12.68			12.68	12.917			12.917	0.24 <sup>12</sup>	12.917			12.917	0.24	12,480	12,864	384
Sewer	12.69			12.69	14.918			14.918	2.23 <sup>13</sup>	14.918			14.918	2.23	15,600	16,080	480
Filter Plant	5.38			5.38	5.433			5.433	0.05 <sup>14</sup>	5.433			5.433	0.05	4,470	4,986	516
Sanitary/Recycling	3.15			3.15	3.25			3.25	0.10 <sup>15</sup>	3.25			3.25	0.10	-	-	-
Stormwater Utility	9.95			9.95	9.78			9.78	(0.17) <sup>16</sup>	9.78			9.78	(0.17)	4,830	5,380	550
Transit	12.60			12.60	13.10			13.10	0.50 <sup>17</sup>	13.10			13.10	0.50	47,150	49,920	2,770
Golf	4.00			4.00	3.00			3.00	(1.00) <sup>18</sup>	3.00			3.00	(1.00)	40,890	46,270	5,380
Equip. Rental	6.00			6.00	6.00			6.00	0.00	6.00			6.00	0.00	-	-	-
Facility Maint.	4.33			4.33	4.33			4.33	0.00	4.33			4.33	0.00	-	-	-
Fire Pension	0.50			0.50	0.50			0.50	0.00	0.50			0.50	0.00	-	-	-
Insurance Res.	1.25	0.75		2.00	2.00	0.5		2.50	0.50 <sup>19</sup>	2.00	0.5		2.50	0.50	-	-	-
HUD Fund	0.50			0.50	0.50			0.50	0.00	0.50			0.50	0.00	-	-	-
<b>Totals</b>	<b>300.00</b>	<b>5.05</b>	<b>16.55</b>	<b>321.60</b>	<b>302.00</b>	<b>5.15</b>	<b>12.47</b>	<b>319.62</b>	<b>(2.00)</b>	<b>300.00</b>	<b>4.65</b>	<b>12.47</b>	<b>317.12</b>	<b>(4.50)</b>	<b>213,790</b>	<b>167,949</b>	<b>(45,841)</b>

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

- 1 Full-time Secretary/Receptionist cost reallocated (0.5 Ind. Insurance; 0.25 Legislative; 0.25 Exec); eliminated regular part-time position
- 2 Eliminated B&O collection clerk and part-time hourly positions
- 3 HR Specialist cost reallocated (0.25 to Insurance Reserve)
- 4 GIS cost reallocated (0.5 to Water, Sewer, and Stormwater Utility funds)
- 5 Eliminated full time Parking Enforcement Officer II; added 0.5 Clerk/Receptionist. 2.5 grant-funded positions: 1 CSO, 1 Project Manager, 0.5 Secretary. The 2.5 grant-funded positions will cease on 12/31/2009.
- Police's FTE total will go back to 68.5 in 2010.
- 6 Eliminated Fire Inspector, added 3 pool Firefighters
- 7 Eliminated Traffic Utility II
- 8 Eliminated 0.4 Civil Engineer
- 9 CED Director cost reallocated (0.25 Sanitation; 0.75 General fund)
- 10 Part-time hourly reduction: eliminated 3 positions and reduced hours for the rest 7 positions
- 11 Part-time hourly reduction
- 12,14,15 Cost reallocation from general fund
- 13 Added 1FTE Wastewater Specialist I and 1 FTE Wastewater Specialist II; as well as cost reallocation from general fund
- 16 Cost reallocation from general fund (GIS, Public Works Director from 0.15 to 0.25) and Stormwater Manager cost reallocated (from 1 to 0.75)
- 17 change from 0.5 Street/Transit Supt to 1 Transit Manager
- 18 Eliminated Assistant Golf Superintendent
- 19 Cost reallocation from general fund (Receptionist/Secretary and HR Specialist)

## Appendix

# Five -year Regular/Full-Time Employee History

	2005	2006	2007	2008	2009	2010
Legislative	0.5	0.5	0.5	0.5	0.75	0.75
Exec/Legal	5.0	5.0	5.0	5.0	5.25	5.25
Finance	12.25	12.25	13.25	13.25	12.25	12.25
Human Resources	4.0	4.0	4.0	4.0	3.75	3.75
Info. Technology	10.0	10.0	11.0	11.0	10.3	10.3
Police	65.0	65.0	69.0	69.0	70.0	68.0
Fire	43.0	43.0	44.0	44.0	46.0	46.0
Traffic	7.0	7.0	7.0	7.0	6.0	6.0
Street	10.25	8.25	8.25	8.25	8.5	8.5
Engineeirng	9.15	9.15	9.30	9.30	8.3	8.3
Comm & Econ. Dev.	8.0	9.0	10.0	10.0	9.75	9.75
Library	20.0	20.0	20.0	20.0	20.0	20.0
Recreation	7.83	7.83	7.83	7.83	7.825	7.825
Parks	17.85	17.85	17.85	17.85	17.85	17.85
Water	11.03	11.03	12.68	12.68	12.917	12.917
Sewer	12.04	12.04	12.69	12.69	14.918	14.918
Filter Plant	5.38	5.38	5.38	5.38	5.433	5.433
Sanitary/Recycling	2.15	2.15	3.15	3.15	3.25	3.25
Stormwater Utility	6.4	9.4	9.95	9.95	9.532	9.532
Transit	12.6	12.6	12.6	12.6	13.1	13.1
Golf	4.0	4.0	4.0	4.0	3.0	3.0
Equip. Rental	7.0	6.0	6.0	6.0	6.0	6.0
Facility Maint.	3.32	4.32	4.32	4.32	4.33	4.33
Fire Pension	0.50	0.50	0.50	0.50	0.5	0.5
Insurance Res.	1.25	1.25	1.25	1.25	2.0	2.0
HUD Fund	0.5	0.5	0.5	0.5	0.5	0.5
<b>Totals</b>	<b>286.00</b>	<b>288.00</b>	<b>300.00</b>	<b>300.00</b>	<b>302.00</b>	<b>300.00</b>

### 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

# Regular "A" & "B" Positions Budgeted for 2009/2010

Position Title	2009	2010	Classification
<b>Legislative</b>			
Executive Secretary	0.50	0.50	13
Secretary/Receptionist	0.25	0.25	34
<i>Total Legislative</i>	<b>0.75</b>	<b>0.75</b>	
<b>Executive/Legal</b>			
City Manager	0.25	0.25	91
Assistant City Manager	0.25	0.25	1
City Attorney	1.00	1.00	2
Assistant City Attorney II	1.00	1.00	8
Prosecuting Attorney/Assistant City Attorney I	1.00	1.00	10
Executive Secretary	0.50	0.50	13
Secretary/Receptionist	0.25	0.25	34
Legal Clerk	1.00	1.00	34
<i>Total Executive/Legal</i>	<b>5.25</b>	<b>5.25</b>	
<b>Finance</b>			
Finance Director	1	1	3
Accounting Manager	1	1	8
Finance Office Manager	1	1	10
Accountant	2	2	12
City Clerk	0.25	0.25	14
Account Clerk/Customer Service Clerk	4	4	44
Finance Department Aid	1	1	44
Lead Utility Billing Specialist	1	1	42
Mail Courier	0.9	0.9	48
Water Serviceman	1	1	52
<i>Total Finance</i>	<b>13.15</b>	<b>13.15</b>	
<b>Human Resources</b>			
Human Resources Director	1	1	3
Senior Human Resources Analyst	1	1	10
Payroll/Benefits Specialist	1	1	32
Human Resources Specialist	0.75	0.75	32
<i>Total Human Resources</i>	<b>3.75</b>	<b>3.75</b>	
<b>Information Technology</b>			
IT Director	1	1	3
Programmer/Analyst	4.5	4.5	10
Web Publisher/Editor	1	1	10
Public Info Specialist	0.8	0.8	11
Geographic Information System (GIS) Specialist	1	1	50
Geographic Information System (GIS) Technician	1	1	53
Information Systems Technician	1	1	53
Information Services Administrative Assistant	0.8	0.8	44
<i>Total Information Technology</i>	<b>11.1</b>	<b>11.1</b>	

# Appendix

Position Title	2009	2010	Classification
<b>Police</b>			
Chief	1	1	2
Captain	3	3	4
Sergeant	7	7	81
Police Officer	45	45	85
Business Manager	1	1	10
Admin. Secretary	1	1	a33
Clerk/Typist	3.5	3.5	a34
Civilian Investigator	1	1	a11
Property/Evidence Technician	1	1	a54
Community Service Officer	3	3	a33
Parking Enforcement Officer I	1	1	a36
Crime Analyst	1	1	a11
Meth Grant CSO*	1	0	a33
Meth Grant Project Manager*	1	0	10
Meth Grant Recp/Clerk/Typist*	0.5	0	a34
<i>Total Police</i>	<b>71</b>	<b>68.5</b>	
*2.5 Meth grant-funded positions will cease on 12/31/2009			
<b>Fire</b>			
Chief	1	1	2
Battalion Chief	4	4	22
Fire Marshal	1	1	21
Fire Captain	1	1	75
Fire Lieutenant	9	9	73
Firefighter	29	29	71
Administrative Secretary	1	1	33
<i>Total Fire</i>	<b>46</b>	<b>46</b>	
<b>Traffic</b>			
Transportation Engineer	1	1	6
Traffic Superintendent	1	1	8
Traffic Technician	1	1	51
Electronics Technician	1	1	51
Electrician/Maintenance	1	1	53
Traffic Utilityworker II	1	1	55
<i>Total Traffic</i>	<b>6</b>	<b>6</b>	
<b>Street Maintenance</b>			
Street/Stormwater Manager	0.25	0.25	7
Street Maintenance Supervisor	0.5	0.5	11
Street Utility I	2	2	53
Street Utility II	3	3	55
Street Utility III	2.5	2.5	57
<i>Total Street Maintenance</i>	<b>8.25</b>	<b>8.25</b>	

Position Title		2009	2010	Classification
<b>Engineering</b>				
	Public Works Director	0.15	0.15	2
	City Engineer	1	1	5
	Civil Engineer II	2	2	8
	Office Engineer Administrator I	1	1	10
	Engineering Technician V	1	1	11
	Civil Engineer I	0.6	0.6	7
	Engineering Technician III	2	2	52
	Stormwater customer Service Technician	0.15	0.15	43
	Administrative Secretary	1	1	43
	<i>Total Engineering</i>	<b>8.9</b>	<b>8.9</b>	
<b>Community &amp; Economic Development</b>				
	Community & Economic Development Director	0.75	0.75	3
	Principal Planner	1	1	7
	Electrical Building Inspector	1	1	10
	Commercial Building Inspector	1	1	10
	Building Inspector II	1	1	11
	Code Compliance Officer I	1	1	11
	Entitlement Program Coordinator	1	1	11
	Assistant Planner	1	1	12
	Permit Coordinator	1	1	13
	Administrative Secretary	1	1	43
	<i>Total Community &amp; Economic Development</i>	<b>9.75</b>	<b>9.75</b>	
<b>Library</b>				
	Librarian	1	1	5
	Professional Librarian	5	5	10
	Library Professional Assistant	1	1	13
	Literacy Coordinator	2	2	13
	Library Administrative Secretary	1	1	43
	Media Specialist	1	1	52
	Library Assistant I	3	3	43
	Library Assistant II	6	6	44
	<i>Total Library</i>	<b>20</b>	<b>20</b>	
<b>Recreation</b>				
	Parks & Recreation Director	0.4	0.4	4
	Parks Office Manager	0.55	0.55	32
	Recreation Superintendent	1	1	8
	Recreation Supervisor	2	2	12
	Recreation Coordinator	2	2	43
	Teen Coordinator	1	1	43
	Office Assistant	0.875	0.875	45
	Senior Program Coordinator	0.6	0.6	57
	<i>Total Recreation</i>	<b>8.425</b>	<b>8.425</b>	

# Appendix

Position Title	2009	2010	Classification
<b>Parks Maintenance</b>			
Parks & Recreation Director	0.50	0.50	4
Park Superintendent	1	1	8
Park Supervisor	1	1	11
Park Leadperson	1	1	52
Groundsperson I	2	2	53
Groundsperson II	4	4	55
Groundsperson III	8	8	57
Parks Office Manager	0.35	0.35	32
Parks Office Assistant	0.75	0.75	45
<i>Total Parks Maintenance</i>	<b>18.6</b>	<b>18.6</b>	
<b>Water</b>			
City Manager	0.25	0.25	91
Assistant City Manager	0.25	0.25	1
Public Works Director	0.2	0.2	2
Water/Sewer Superintendent	0.5	0.5	7
Water Supervisor	1	1	11
Water Distribution Specialist I	3	3	52
Water Distribution Specialist II	2	2	54
Water Distribution Specialist III	3	3	56
Water Service Technician	1	1	56
Stormwater Customer Service Technician	0.15	0.15	43
Water/Sewer Utility Clerk II	1	1	44
Information System Analyst	0.167	0.167	10
Public Information Specialist	0.067	0.067	11
Engineer II	0.333	0.333	8
<i>Total Water</i>	<b>12.917</b>	<b>12.917</b>	
<b>Sewer</b>			
City Manager	0.25	0.25	91
Assistant City Manager	0.25	0.25	1
Public Works Director	0.2	0.2	2
Water/Sewer Superintendent	0.5	0.5	7
Sewer Supervisor	1	1	11
Electrician	1	1	50
Wastewater Specialist I	3	3	52
Wastewater Specialist II	4	4	54
Wastewater Specialist III	3	3	56
Stormwater Customer Service Technician	0.15	0.15	43
Water/Sewer Utility Clerk	1	1	44
Information System Analyst	0.167	0.167	10
Public Information Specialist	0.067	0.067	11
Engineer II	0.334	0.334	8
<i>Total Sewer</i>	<b>14.918</b>	<b>14.918</b>	

Position Title		2009	2010	Classification
<b>Filter Plant</b>				
	Public Works Director	0.1	0.1	2
	Engineer II	0.333	0.333	8
	Water Treatment Plant Superintendent	1	1	8
	Water Treatment Plant Operator	4	4	51
	<i>Total Filter Plant</i>	<b>5.433</b>	<b>5.433</b>	
<b>Sanitary/Recycling</b>				
	Director of CED	0.25	0.25	3
	Solid Waste Manager	1	1	8
	Code Compliance Officer II	1	1	12
	Customer Service Clerk	1	1	44
	<i>Total Sanitary/Recycling</i>	<b>3.25</b>	<b>3.25</b>	
<b>Storm Water Utility</b>				
	Public Works Director	0.25	0.25	2
	Stormwater Manager	0.75	0.75	7
	Stormwater Utility Inspector	1	1	11
	Street Maintenance Supervisor	0.5	0.5	11
	Street Utility I	3	3	53
	Street Utility II	1	1	55
	Street Utility III	2.5	2.5	57
	Stormwater Customer Service Tech.	0.55	0.55	43
	Information System Analyst	0.166	0.166	10
	Public Information Specialist	0.066	0.066	11
	<i>Total Stormwater Utility</i>	<b>9.78</b>	<b>9.78</b>	
<b>Public Transit</b>				
	Public Works Director	0.1	0.1	2
	Transit Manager	1	1	8
	Transit Supervisor	1	1	11
	Transit Operator	9	9	60
	Transit Secretary	1	1	43
	Transit Customer Service Clerk	1	1	45
	<i>Total Transit</i>	<b>13.1</b>	<b>13.1</b>	
<b>Mint Valley Golf Course</b>				
	Golf Course Superintendent	1	1	8
	Golf Utility II	1	1	55
	Golf Utility III	1	1	57
	<i>Total Mint Valley Golf Course</i>	<b>3</b>	<b>3</b>	
<b>Equipment Rental</b>				
	Fleet Manager	1	1	8
	Shop Supervisor	1	1	11
	Equipment Mechanic	3	3	52
	Fleet Management Specialist	1	1	43
	<i>Total Equipment Rental</i>	<b>6</b>	<b>6</b>	

# Appendix

Position Title		2009	2010	Classification
<b>Facility Maintenance</b>				
	Parks & Recreation Director	0.1	0.1	4
	Facility Maintenance Manager	1	1	10
	Park Office Manager	0.1	0.1	32
	Parks & Recreation Office Assistant	0.125	0.125	45
	Facility Maintenance Technician I	1	1	52
	Facility Maintenance Technician II	1	1	55
	Facility Attendant	1	1	58
	<i>Total Facility Maintenance</i>	<b>4.33</b>	<b>4.33</b>	
<b>Fire Pension</b>				
	City Clerk	0.5	0.5	14
	<i>Total Fire Pension</i>	<b>0.50</b>	<b>0.50</b>	
<b>Insurance Reserve</b>				
	Safety/Risk Manager	1	1	10
	City Clerk	0.25	0.25	14
	HR Wellness Technician	0.5	0.5	33
	Secretary/Receptionist (Executive)	0.50	0.50	34
	HR Specialist	0.25	0.25	32
	<i>Total Insurance Reserve</i>	<b>2.50</b>	<b>2.50</b>	
<b>Economic Development Fund</b>				
	City Manager	0.25	0.25	91
	Assistant City Manager	0.25	0.25	1
	<i>Total HUD</i>	<b>0.50</b>	<b>0.50</b>	
<b>GRAND TOTAL ALL DEPARTMENTS</b>		<b>307.15</b>	<b>304.65</b>	

# 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)

- PeaceHealth
- Longview School District
- JH Kelly
- 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 .....	18th & 19th
Voter Precincts .....	35
Number of Registered Voters .....	21,662

# Appendix

## Longview's Demographics

### Land Area/Ranking

Land Area: ..... 13.7 Square Miles  
 Rank in Size / State of Washington ..... 26/281

### 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)

2007 AV ..... \$2,596,241,283

### Property Tax Per \$1,000 of AV

City of Longview ..... \$3.15  
 Cowlitz County ..... \$1.72  
 Port Longview ..... \$0.45  
 Longview School District ..... \$3.88  
 State School Levy ..... \$2.39

### Climate

Average Annual Precipitation: ..... 45 inches  
 30 Year Mean Annual Temperature ..... 51.3° F

### Population

1960 ..... 23,349  
 1970 ..... 28,373  
 1980 ..... 31,052  
 1990 ..... 31,499  
 2000 (Census) ..... 34,660  
 2002 ..... 35,310  
 2004 ..... 35,340

### Age Distribution (Census 2000)

Under 5 ..... 7.1%  
 5-9 ..... 7.5%  
 10-19 ..... 14.1%  
 20-34 ..... 19.3%  
 35-44 ..... 14.0%  
 45-54 ..... 13.8%  
 55-64 ..... 8.8%  
 65-84 ..... 12.7%  
 85+ ..... 2.7%

### Racial Composition (Census 2000)

One race ..... 97.1%  
 Two or more races ..... 2.9%  
 White ..... 89.3%  
 Black or African American ..... 0.7%  
 American Indian and Alaska Native ..... 1.8%  
 Asian ..... 2.2%  
 Native Hawaiian & Other  
     Pacific Islander ..... 0.1%  
     Some other race ..... 3.0%

# City of Longview Service Statistics

## Police

Sworn Officers Authorized ..... 56  
 Calls for Service ..... 34,120  
 One Station plus Highlands Satellite Office  
 One K-9 Unit

## Fire

Uniformed Personnel Authorized ..... 42  
 Fire Calls for Service ..... 1,025  
 Medical Calls for Service ..... 4,460  
 Two Stations

## Human & Neighborhood Resources

Acres of Parks ..... 438  
 Columbia Theatre for the Performing Arts  
 Elks Building  
 Longview Public Library  
 McClelland Center  
 Mint Valley Golf Course  
 Mint Valley Racquet & Fitness Complex  
 Senior Citizens Center  
 Woman's Club Building

## Utilities

### Water:

Average household rate per month ..... \$23.87  
 Regional Water Treatment Plant Capacity 15.9 mgd\*  
 Reservoir Capacities ..... 19.35 mgd\*  
 Water Services (meters) for Residential,  
 Commercial & Industrial ..... 13,656  
 2007 Average Daily Consumption ..... 4.73 mgd\*  
 2007 Water Mains ..... 205 miles

### Sewer:

Average household rate per month ..... \$43.60

### Regional Water Treatment Plant:

Plant Capacity ..... 19.6 mgd\*  
 2007 Annual Flow ..... 7.97 mgd\*

### West Longview Lagoons:

Lagoon Capacity ..... 2.7 mgd\*  
 2007 Annual Flow ..... 1.2 mgd\*  
 Sanitary Sewer Mains ..... 163 miles

### Storm Water:

Average household rate per month ..... \$3.79

### Solid Waste/Recycling:

Average household rate per month ..... \$15.07

## Services Provided by Other Governmental Units

### Education:

#### Longview School District #122

Elementary Schools ..... 7  
 Middle Schools ..... 3  
 High Schools ..... 2

#### Post Secondary Education:

Lower Columbia College  
 Linfield College Satellite Campus  
 Washington State University Branch Campus

### Public Transit:

Cowlitz Transit Authority

### 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:

Stylenmasters College

### Animal Control:

Humane Society of Cowlitz County

### Municipal Court:

Cowlitz County District Court

\*mgd = million gallons a day