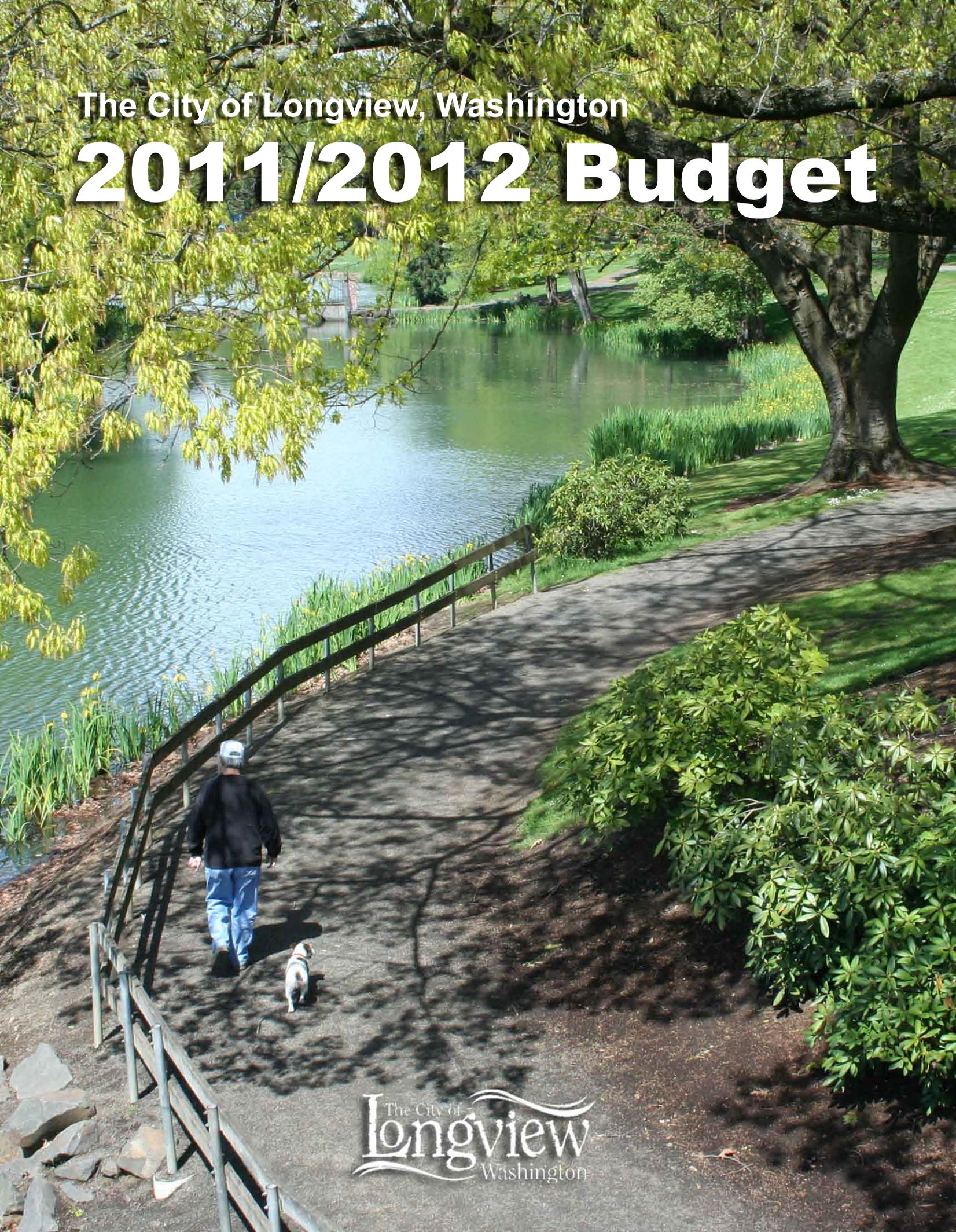


The City of Longview, Washington

2011/2012 Budget

A scenic view of a park with a lake, trees, and a person walking a dog on a path. The image shows a paved path leading down to a lake. A person wearing a dark jacket, blue jeans, and a white cap is walking away from the camera, accompanied by a small white dog. The path is bordered by a wooden railing on the left side. The lake is surrounded by lush green trees and bushes, with a large tree on the right side. The water is calm and reflects the surrounding greenery. The overall atmosphere is peaceful and natural.

The City of
Longview
Washington



2011/2012 Budget

for the fiscal biennium January 1, 2011
through December 31, 2012

CITY COUNCIL

Kurt Anagnostou, Mayor

Ken Botero

Don Jensen, Mayor Pro Tem

Chet Makinster

Mary Jane Melink

Chuck Wallace

Dennis Weber

CITY MANAGER

Bob Gregory

Table of Contents

ITEM	PAGE
Preface	
Table of Contents	i-iv
City Manager’s Budget Message	v-xviii
Reader's Guide to the Budget	1-12
<i>Introduction</i>	1
Longview's Form of Government	2
Organizational Chart of All Departments	3
City Services	4
Regional Services	4
History of Longview	4
Longview Today	5
City Commissions, Boards and Committees	7
Longview's Mission Statement	10
Council's Strategic Initiatives	10
The Budget Process	13-20
The Budget Process	13
Putting the Budget Together	14
2011/2012 Budget Calendar	16
Meeting Budget Challenges	18
Financial Summary	21-50
<i>Introduction</i>	21
Longview's Economic Outlook	22
Budget Summary	30
Revenue Sources for the City of Longview	32
Revenue Summaries	34
Expenditure Summaries	38
Comparisons by Funds	42
Five-Year Comparisons by City Departments	43
Long-Term Debt	44
Fund Budget Structure - All Funds	50
General Fund	51-134
<i>Fund Summary for General Fund</i>	52
2011/2012 General Fund Summary Revenues & Expenditures	53
Legislative	55
Judicial	57
Executive	59
Finance	61
Human Resources	65
Legal	69
Information Technology	71
Police	77
Fire	87
Traffic	93
Street Maintenance	99
Engineering	103
Community and Economic Development	107

Table of Contents

ITEM	PAGE
<i>Library</i>	113
<i>Recreation</i>	119
<i>Parks</i>	127
<i>Non-Departmental</i>	133
Special Revenue Funds	135-154
<i>Special Revenue Funds</i>	136
<i>Arterial Street Fund</i>	137
<i>Downtown Parking Fund</i>	138
<i>Economic Development Fund</i>	140
<i>HOME Fund</i>	142
<i>Community Development Block Grant Entitlement Fund</i>	143
<i>Criminal Justice Assistance Fund</i>	144
<i>Public Safety Fund</i>	149
<i>Library Grant Fund</i>	150
<i>Tourism Special Revenue Fund</i>	151
<i>Parks & Recreation Memorial Trust Fund</i>	152
<i>Northwest Health Foundation</i>	153
Debt Service Funds	155-160
<i>Debt Service Funds</i>	156
<i>2007 Limited Tax General Obligation Bond Fund</i>	157
<i>Special Assessment Bond Redemption Fund</i>	158
<i>Special Assessment Guaranty Fund</i>	159
Capital Project Funds	161-166
<i>Capital Project Funds</i>	162
<i>Capital Projects Fund</i>	163
<i>L.I.D. Infrastructure Construction Fund</i>	164
<i>Building Replacement Fund</i>	165
Permanent Funds	167-170
<i>Permanent Funds</i>	168
<i>Library Memorial Trust Fund</i>	169
Enterprise Funds	171-208
<i>Enterprise Funds</i>	172
<i>Water</i>	173-178
<i>Water Operations Fund</i>	
<i>Water Construction Fund</i>	
<i>Water Depreciation Reserve Fund</i>	
<i>Sewer</i>	179-184
<i>Sewer Operations Fund</i>	
<i>Sewer Construction Fund</i>	
<i>Sewer Depreciation Reserve Fund</i>	
<i>Water Filter Plant Operations</i>	185-188
<i>Filter Plant Operations Fund</i>	
<i>Filter Plant Construction Fund</i>	
<i>Sanitary/Recycling Fund</i>	189

ITEM	PAGE
<i>Storm Water Fund</i>	193
<i>Public Transit Operations Fund</i>	199
<i>Mint Valley Golf Fund</i>	203
<i>Mint Valley Racquet Complex Fund</i>	207
Internal Service Funds	209-230
<i>Internal Service Funds</i>	210
<i>Insurance Reserve Fund</i>	211
<i>Office Equipment Reserve Fund</i>	215
<i>Equipment Rental Operations Fund</i>	217
<i>Equipment Rental Reserve Fund</i>	221
<i>Facility Maintenance Fund</i>	223
<i>Unemployment Compensation Fund</i>	227
<i>Employee Benefits Reserve Fund</i>	229
Fiduciary Funds	231-234
<i>Fiduciary Funds</i>	232
<i>Firemen's Pension Trust Fund</i>	233
Capital Improvement Program	235-264
<i>Capital Improvement Policy</i>	236-238
<i>All Funds Five-Year Plan</i>	239
<i>Project Narratives and Five Year Plans</i>	240-264
Glossary	265-270
Appendix	A-1 - A-13
City of Longview Personnel Information	A-2 - A-10
<i>City Personnel</i>	
<i>2010 vs. 2011/2012 Employee Count</i>	
<i>Five-year Regular/Full-Time Employee History</i>	
<i>Regular "A" & "B" Positions Budgeted for 2011/2012</i>	
Longview at a Glance	A-11
Longview's Demographics	A-12
City of Longview Service Statistics	A-13

Table of Contents

Budget Message



November 18, 2010

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

Two years ago, within weeks of the council adopting the 2009-2010 budget, it became clear that that budget wouldn't last without significant changes. The onset of the Great Recession nationally was being reflected in steep declines in our sales and use tax revenue locally, and planned expenditures would have to be reduced correspondingly in order for us to reach the end of that biennium with any cash in the bank in the general fund.

2010 Cost-cutting Measures	
Measure:	Savings
Salary freeze, furloughs, freeze vacant positions, early retirements, suspend new merit step increases, reduction in employer paid pension contributions	\$1,284,570
Suspend vehicle depreciation	\$512,300
Reduction in supplies, services, travel, fuel savings, energy conservation & maintenance deferral	\$488,440
Total:	\$2,285,310

This has been said many times, but it bears repeating that the fact that we've been able to do so is due to a great extent to the support and cooperation of most of our employee groups. Unpaid furloughs and wage freezes, several of which were negotiated in the middle of existing contracts, helped us achieve significant spending reductions. Managers and supervisors also cut back on materials, supplies, and service contract expenditures; fuel prices moderated; several vacant positions were not filled; and the council supported our recommendation to suspend contributions to vehicle and equipment replacement reserves (i.e., accounting for depreciation).

Now, a snapshot of our financial position at the end of 2010 shows a relatively healthy picture, but one that masks continuing challenges for 2011-2012 and beyond.

2010 General Fund Overview		
	2010	2010 without cost-cutting measures
Beg Fund Balance	\$4,425,315	\$4,425,315
Revenues	<u>29,968,705</u>	<u>29,968,705</u>
Total Revenue	29,968,705	29,968,705
Expenditures	29,921,381	29,921,381
Concession Savings	0	<u>2,285,310</u>
Total Expenditures	29,921,381	32,206,691
Beg Cash Required	<u>47,324</u>	<u>(2,237,986)</u>
End Fund Balance	\$4,472,639	\$2,187,329
End Fund Balance %	14.9%	6.8%

The fact is that we are working through a situation of structural budgetary imbalance: the weak economic recovery and modest general fund revenue growth are being far outpaced by cost increases in major expenditure categories like employee health insurance and retirement plan contributions.

History of General Fund Medical/Dental/Long-Term Disability Premiums

General Fund:	2007	2008	2009	2010	2011	2012
Medical	\$2,778,663	\$2,942,720	\$3,145,980	\$3,464,060	\$3,510,320	\$3,734,770
Average % Rate Increase	10.1%-10.2%	6.5% - 6.6%	5.5% - 5.6%	10.1% - 10.2%	8.1% - 8.2%	

History of General Fund Pension Costs (PERS 2)

General Fund:	2007	2008	2009	2010	2011	2012
Pension Totals	\$740,160	\$866,000	\$853,410	\$1,005,520	\$904,980	\$1,111,490
Employer PERS Plan2 % contrib.	6.13%	8.31%	5.29%	5.31%	8.61%	9.3%

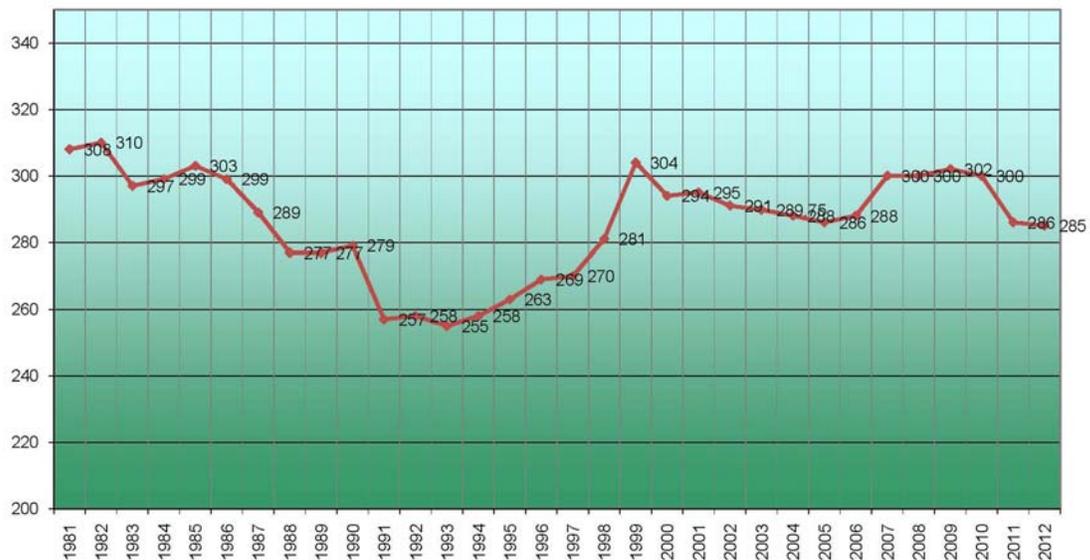
That's the case not just for Longview, of course, and certainly not just in Washington State, either, but we will address it in part in Longview with continuing wage freezes and spending cuts that we believe will get us through the coming two years without the frequent re-budgeting of the past two years. However, spending *policy* changes will be necessary if we are to achieve anything close to a budget and service levels that are sustainable beyond that. (You might hear us refer to "sustainability" at other times during the budget presentation and adoption process; on the other hand, please stop us if you sense we are about to utter the phrase, "new normal.")

Budget messages as a matter of course usually focus on the changes in spending plans from one year or one biennium to the next, and in that respect most of the changes identified herein are negative in character – things that we will not be able to do as well, or maybe not even be able to do at all, at least in the general fund supported operations. But keep in mind that the City will still be an organization of 300 employees, dedicated to doing the best they can every day with the resources available, while they go about providing public safety, emergency medical, transportation, development, recreation, library, clean water, and other services, as well as the associated administration and support activities.

Overview

With that as an introduction, the 2011-2012 budget presented herewith is balanced in all funds and totals \$243,704,480. The \$31 million increase over 2009-2010 is almost entirely attributable to capital spending, in particular the “mega-projects” of developing a new water source of supply and constructing a new water treatment plant; and closing the West Longview sewer lagoons and diverting the associated wastewater flow to the regional wastewater treatment plant. Otherwise, operating spending and services continue to show a distinct downward trend as can be seen from the graph below whereby the overall staffing level in 2012 is 302.6 FTEs, down from the 321.6 FTEs as recently as 2008.

History of Full-Time Positions



**2007 - 2012
COUNCIL INITIATIVES**

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

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

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

The council's strategic initiatives continue to represent the principal policy for our spending priorities, and we have continued to take guidance from the four stages of budget prioritization.

FOUR STAGES OF BUDGET PRIORITIZATION

Stage 1

Revenues are greater than expenditures, and ending fund balance is projected to be greater than 12%.

(In this scenario, surplus revenues are distributed to appropriate reserve funds and new programs may be considered that are in line with the Council's strategic initiatives).

Stage 2

Expenditures exceed revenues and ending fund balance is projected to be greater than 12%.

(This scenario is a basic status quo budget where all core services and non-mandated programs are maintained through existing revenues and the use of reserves).

Stage 3

Expenditures exceed revenues and projected ending fund balance is greater than 8% but less than 12%.

(The adopted budget provides for all core services with reductions in non-mandated programs as approved by Council. At this stage Council considers revenue enhancement proposals such as bond levies, tax increases and new revenues).

Stage 4

Expenditures exceed revenues and projected ending fund balance is less than 8%.

(Further reductions in non-mandated programs are necessary. Possible core service reductions may be called for. Council will consider revenue enhancement proposals such as bond levies, tax increases and new revenues).

Through all the recommended actions to bring planned spending in line with anticipated revenues, we have also continued to try to ensure that the necessary operating services and capital needs are provided so that we are well positioned for economic recovery and to take advantage of growth opportunities. We want the City to be doing everything it can to contribute to Longview’s quality of place – to support and attract investment that creates new job opportunities and greater household income in our community.

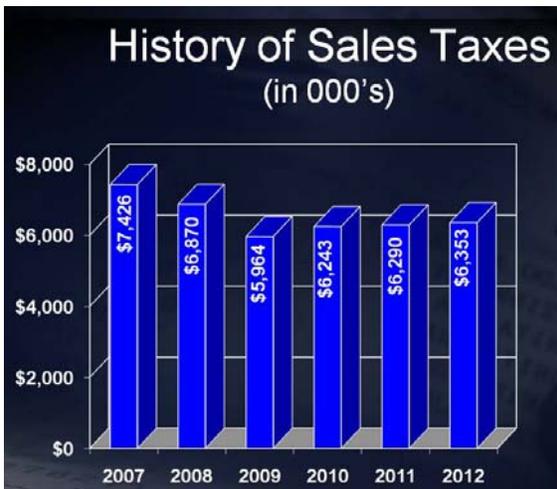
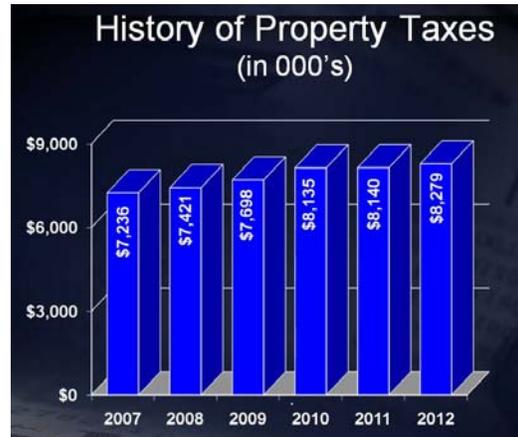
General Fund



The recommended budget for 2011-2012 of \$62,775,590 is down by \$819,010 or 1.3% compared to the originally adopted 2009-2010 budget.

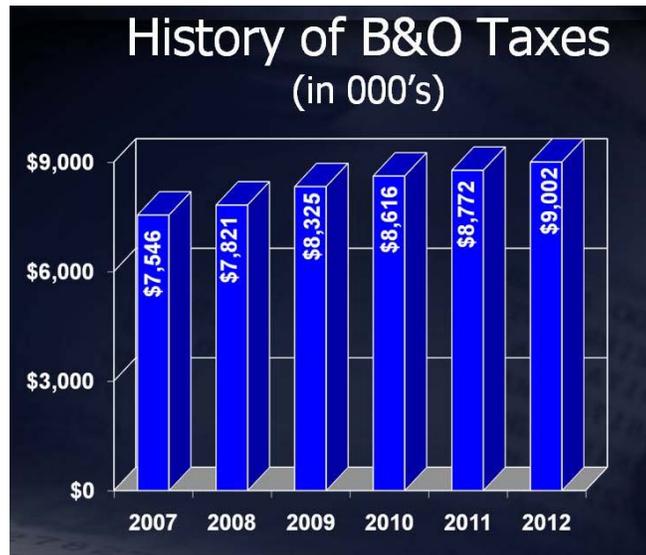
The neatly balanced “three-legged stool” of general fund revenues from a few years ago was undermined in 2009-2010, and it’s still off kilter in our projections for 2011-2012.

Property tax revenue growth has been slow. The tax levy conforms to the 1% annual growth limits embedded in Referendum 47 passed by the state’s voters several years ago, and it reflects a decline in new construction during the past two years.



The tax rate will actually go up again in 2011, from \$2.72 per \$1,000 of assessed value in 2009 to \$2.89 in 2010 and a projected \$3.03 in 2011, a direct result of a two-year decline in assessed values.

The relatively flat property tax portion of general fund revenues is a two-edged sword. At least it's still there, and stability is a good thing from the perspective of the decline in sales tax revenue. But it hasn't nearly kept pace with business and occupation tax revenue, which is now a more significant source of support for the general fund as it has grown with both the increase in City utility rates as well as the tax rate applied to the City's own utilities. The recommended budget assumes



and relies on the continued 9.5% tax rate on our utilities, a rate that the council increased from 7% two years ago. This has a \$500,000 annual impact to the general fund.



One other telling story in general fund revenues is in building permits. Although much smaller in impact compared to the three sources mentioned above, its steep decline since 2005, with a very modest growth outlook going forward, also reflects the local economic picture.

Even with the continued 9.5% utility tax rate and continued wage freezes for our two largest employee groups, there are significant spending cuts required to balance the general fund in 2011-2012 and achieve ending fund balances of 14.6% and 11.3% respectively.

BUDGET REDUCTION IMPACTS

GENERAL GOVERNMENT	
<i>Administrative Services</i>	
Reduction in administrative services will result in slower customer response times with poorer customer service.	(\$70,000)
Eliminate Mail Courier – Utility Pay Stations. Results in departmental personnel having to retrieve and deliver all incoming and outgoing mail. Discontinuing utility pay stations will result in increased remittance processing, a higher volume of web activity and longer lines at the cashier’s station. This budget reduction measure may result in temporary office closures and reduced service hours.	(\$42,600)
Technological improvements create efficiencies in GIS.	(\$85,500)
Reduced ability to participate in intergovernmental responsibilities, support citizen committees/ commissions, and respond to special project requests.	
Reduced departmental oversight.	
Reduction in software maintenance services.	(\$10,500)
COMMUNITY DEVELOPMENT	
<i>Planning Services</i>	
Planning services reduction will result in delays in activities involving new residential developments, annexations and zoning (reflects current demand).	(\$70,000)
Reduced participation in City committees/commissions.	
Code enforcement service reduction will result in fewer responses and resolutions to nuisance abatement complaints.	(\$90,000)
PUBLIC WORKS	
<i>Engineering</i>	
Continued vacancy for Traffic Engineer will reduce the Public Works Department’s ability to respond to traffic requests, synchronization and updates, review and analysis of traffic accidents, applications for traffic safety grants, citizen complaints, and traffic counts/engineering studies.	(\$99,300)
<i>Street Maintenance</i>	
Eliminate vacant Street Maintenance Utility position. Results in reduced street and alley maintenance activities such as concrete street/sidewalk replacement, chip sealing, patching potholes, blading of alleys, curb cuts, and snow and ice control.	(\$53,800)
Reduction in roadway and alley maintenance.	(\$80,000)
<i>Vehicle Fuel Savings</i>	
Fewer vehicles and a reduced fuel price assumption results in lower fuel expenditures.	(\$25,000)
LIBRARY	
<i>Circulation & Technical Services</i>	
Reduction in library circulation and technical services will result in citizens having to wait longer for materials to be checked back in and returned to the shelves.	
Citizens will face longer lines at the checkout desk.	
Reduction of materials (i.e. books, audiobooks, magazines, newspapers, DVDs and CDs)	
Citizens will have less access to new materials in all formats.	
More citizen requests for titles will be denied.	
Fewer copies of popular items will be purchased, leading to longer wait times for reserved items.	(\$100,000)

POLICE	
<i>Crime Analysis</i>	
No impact on service. This budget item reflects the transfer of the Crime Analyst Information Specialist from the Criminal Justice Assistance Fund to the General Fund Police Dept.	\$91,000
<i>Criminal Justice Assistance Fund</i>	
Delays the Police Department's ability to investigate and respond to incidents related to the reporting of property crimes, responding to abandoned vehicles resulting in these responsibilities being shifted to Patrol.	(\$71,950)
FIRE	
Eliminate vacant Fire Battalion Chief's position. Duties and responsibilities for this position will be covered by three remaining Battalion Chiefs and one Fire Captain. Results in increased overtime for existing fire mid-management personnel. Citizens will see a reduction in emergency planning and department administration support for the Chief and external customers.	(\$80,000)
<i>Criminal Justice Assistance Fund</i>	
Delays the Police Department's ability to investigate and respond to incidents related to the reporting of property crimes, responding to abandoned vehicles resulting in these responsibilities being shifted to Patrol.	(\$71,950)
PARKS AND RECREATION	
<i>Park Administration</i>	
Reduction in Parks and Recreation administrative services – current Parks & Rec Director position will not be replaced and Asst. City Manager will be assigned Director responsibilities, reduction in direction and oversight of Parks maintenance, delayed responses to Parks and urban forest maintenance complaints and calls for service; reduced recreation customer service in reception and program registration (encourages more on-line customer service).	(\$182,500)
<i>Park Maintenance</i>	
Reduction in Parks maintenance resulting in less frequent mowing, irrigation/restroom/landscape maintenance and weed control.	(\$56,600)
Reduction in the Urban Forestry program results in a significant reduction in tree maintenance program. Reduced activities include fewer tree replacements, less tree monitoring and inspections, less pruning, delays in grinding stumps and a reduction in pest management applications.	(\$72,500)
<i>Reduction in parks maintenance supplies.</i>	(\$25,000)
<i>Recreation</i>	
Eliminate on-site staff support at Senior Center.	(\$72,000)
NON-DEPARTMENTAL	
Reduction in facility maintenance services will result in delayed repairs on buildings and mechanical equipment, less frequent replacements of lighting fixtures, and a decline in overall preventive maintenance.	(\$83,500)

Cuts have been made throughout the organization and at all levels of personnel, and it will be impossible to “hide” the impacts. There will be slower customer response times; less ability for staff to participate in intergovernmental initiatives and support citizen committees; reduced ability to respond to new residential development proposals; less attention to nuisance code enforcement and ability to abate complaints; less street and alley maintenance; fewer new library materials and longer waiting times for those that are available; reduced ability to respond to and investigate property crimes and abandoned vehicle complaints; reduced parks, tree, and building facilities maintenance, and no on-site staff support at the senior center.

These cuts are regrettable to say the least, and painful to many. While some of the positions involved are already vacant (or will be due to retirements at the end of the year), and we will endeavor to help qualified employees transfer to other openings within the organization, there will also be some layoffs of talented staff.

We plan to continue contributing to the employee benefits reserve and office equipment reserve at lower levels than in the past. With changes in when and how computer hardware and software are replaced and personnel vacancies are filled, those reductions are manageable.

The continued lack of funding for building depreciation is not financially wise and it puts more pressure on other capital funds to cover building repair and remodeling needs, but that, too, is manageable short of a building disaster (which is why we carry insurance).

But one reserve contribution cut that is not sustainable is vehicle depreciation. We propose to reinstate that at a cost of a little over \$500,000 per year in order to prevent incurring greater maintenance and repair costs; the service life of the average vehicle has already been extended by two years as a result of that contribution being suspended during 2009-2010.

Enterprise Operations

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

Major capital projects have been completed recently, are underway, or 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 construct a new treatment plant in the Mint Farm Industrial Park, drawing on a deep aquifer for our supply needs. The existing treatment plant is old (dating to the 1940s) and nearing design capacity limits. Its capacity is additionally threatened by sedimentation in the river as more debris from Mt. St. Helens washes downstream.

Design of the new plant will be completed soon and the project will go out to bid early next year, with construction to be completed and operation to begin in the latter half of 2012. 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. Two small (in relation to the overall costs) federal grants have been secured for the project, but the balance will have to be borne by City ratepayers. We have also been awarded \$24 million in low-interest loans, but revenue bonds will have to be issued for the rest of the financing. Fortunately municipal bonds are selling at historically low rates these days. User rate increases are being phased in over several years to meet the eventual debt service requirements.

Construction is currently underway for a project to close the West Longview sewer lagoons and divert the flow now going to that facility to the Three Rivers Regional Wastewater 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 will exceed \$20 million. A state grant of almost \$4 million and low-interest loans of almost \$14 million have been obtained, leaving a few million dollars to be covered by City revenue bonds. The diversion portion of the project should be complete by early 2012, and biosolids removal at the lagoons will begin shortly afterwards. Again, user rate increases are being phased in.

At the regional wastewater plant, where Longview's flow is already over half of the total, meaning our ratepayers ultimately pay over half of the costs, replacement of one of the secondary clarifiers was completed during the past two years. Following completion of the diversion project, Longview's flow will be about two-thirds of the total. The budget provides for a systems development charge of nearly \$6 million for the regional plant to take that flow.

While the diversion project construction is underway, the City is also implementing a video inspection program for our sewer lines, with the goal of finding and fixing defects in order to reduce infiltration and inflow and/or leaks. The beginning of a pump station rehabilitation project during the upcoming biennium also represents an effort to make our system more reliable and efficient.

The stormwater utility is continuing with implementation of Phase II requirements related to our new NPDES permit. A comprehensive stormwater management program must be developed, and an outfall inspection program is underway in the interim, aimed at finding and eliminating illicit discharges. Best management practices for preventing pollution are being implemented for all City facilities. The utility continues to maintain the wetlands mitigation site at the Mint Farm, and testing is being done to try to remove the Longview Ditches from the state's list of impaired water bodies as far as bacteria counts are concerned. An engineering study is underway to determine the best means of providing water to Lake Sacajawea during the summer after the water treatment plant intake on the Cowlitz River is abandoned.

The solid waste/recycling utility has paid for half the costs of a more comprehensive and aggressive code compliance (nuisance abatement) program during 2009-2010, and the results are impressive. Slightly over 1,000 cases were received last year and the pace is at nearly that level again this year, with resolution reached about 75% of the time. The most common complaints concern junk/garbage/open storage of materials, inoperable/junk vehicles, vehicles on unapproved parking surfaces, and tall grass/weeds/overgrown vegetation.

A recycling “carts for tubs” program was implemented citywide for single-family households during the past year. Combined with removing many multi-family complexes from the curbside recycling program and instituting a new inspection and enforcement system, the amount of contamination found in recyclable materials has fallen dramatically, from 52% two years ago to 24% this year. Reducing the contamination percentage reduces the City’s cost to provide the service and may eventually enable us to reach a point where it is net positive financially.

After the voters approved an increase two years ago in the local sales tax dedicated to CUBS, our public transit service, an extensive public outreach program was initiated to determine how to add bus routes and increase hours of service most favorably. The system expansion plans will be announced soon.

The other enterprise funds continue to stand on their own financially, although there has been a reduction in full-time maintenance staffing at the Mint Valley Golf Course this year in order to maintain that situation. The poor economy and poor weather for much of 2010 have combined to cause a drop in the number of rounds played. Neither the golf course nor the racquet complex generates nearly enough revenue to pay for desirable capital repairs and improvements.

Capital Spending

Besides the new water treatment plant and wastewater lagoon diversion “mega-projects” described above, capital improvements are also accounted for in several other funds.

The capital projects fund is the budgetary home for a variety of types of projects. The real estate excise tax revenue that supports the fund has shrunk as the local economy has slowed, real estate values plateaued and then fell, and the number of property sales has declined. The recommended budget includes the following projects for 2011-2012.

2011 – 2012 CAPITAL PROJECTS

Capital Projects Fund projected uncommitted cash balance 12-31-10	\$180,000
Plus: value of canceled, completed, and reduced-in-scope projects	\$126,000
Plus: projected street tree wood sales reserve by 12-31-10	\$30,000
Plus: Paths & trails reserve	\$59,000
New REET revenue in 2011	\$170,000
Cowlitz Rural County Public Facilities Grant (streetscape)	\$150,000
Interfund loan to match County grant	\$50,000
Total available for 2011	\$765,000

Recommended 2011 projects

Annual neighborhood park grant program (city share)	\$25,000
Annual city-property owner-shared sidewalk repair program	\$10,000
Annual city responsibility sidewalk replacement program	\$40,000
Street trees (using street tree wood sales reserve)	\$30,000
Fire station plan	\$30,000
Street repairs (15 th Avenue resurfacing?)	\$160,000
Highlands path (match for transportation enhancement grant) (using paths & trails reserve)	\$35,000
City Hall generator upgrade (engineering only)	\$20,000
RA Long Park design	\$100,000
Lake sidewalk replacement	\$32,000
Columbia Theatre district streetscape improvements	\$200,000

Uncommitted cash balance 12-31-11	\$59,000
Plus: Paths & trails reserve	\$24,000
New REET revenue in 2012	\$170,000
Total available for 2012	\$253,000

Recommended 2012 projects

Annual neighborhood park grant program (city share)	\$25,000
Annual city-property owner shared sidewalk repair program	\$10,000
Annual city responsibility sidewalk replacement program	\$75,000
Street trees	\$30,000
LPD exercise room makeover	\$55,000
Columbia Theatre streetscape match loan repayment (not necessary if federal earmark for downtown streetscape received)	\$10,500
Uncommitted cash balance 12-31-12	\$23,500
Plus Paths & trails reserve	\$24,000

A few projects stand out:

Street repair money has been cut from the general fund because of its limited resources, but the fact that it is provided for elsewhere in the budget is a testament to how important that work still is. The highest priority arterial street for that work is 15th Avenue between Maple Street and Tennant Way.

A master plan for R. A. Long Park based on its original design was completed and adopted this year with significant public participation. The next step is to design the recommended improvements and features so that they are construction-ready; even if it appears that the City itself will have limited financial ability to pay for them in the near future, we want to have them ready to proceed in order that donations from service clubs, businesses, or outside grants might allow them to do so. Combined with pending civic center traffic and pedestrian safety improvements around the park, we believe the historic heart of Longview will eventually once again be used often for performances and other public gatherings.

One grant has already been obtained, from Cowlitz County, and we are hopeful that a federal earmark will also be approved soon, for streetscape improvements in downtown Longview. The county grant is focused specifically on the area around the Columbia Theatre. Streetscape improvements can help breathe new life into the historic commercial center of Longview, improving the environment for residents as well as people drawn downtown for entertainment, shopping, and other business.

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. Intersections and other locations where those sorts of improvements are scheduled for 2011-2012 include:

- 15th Avenue/Tennant Way/Oregon Way/California Way
- 14th Avenue/Tennant Way
- 7th Avenue/California Way
- 15th Avenue/Olympia Way/Hudson Street
- 14th Avenue/Broadway
- 30th Avenue/Pacific Way
- The Civic Center Circle

The arterial street fund also includes funding for a streetscape improvement plan for Tennant Way west of 7th Avenue in keeping with the city entrance beautification priorities established for the community assessment action team.

Economic Development

The economic cycle of the past two years has resulted in no new private property development at the Mint Farm Industrial Park. The timing has simply been wrong for that. However, keeping our eyes on the long-term horizon, the past two years have been an enormously productive and successful time to complete the roads and utilities that make the Mint Farm so attractive as a ready-to-build site when the time is right for those developers. Amazingly, that infrastructure, thanks to federal, 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; a federal economic stimulus grant received last year paid for the final anticipated pieces of those physical improvements.

Now, with the sale of Weyerhaeuser's Columbia & Cowlitz Railway Co. that runs through the Mint Farm to Patriot Rail, we effectively have another partner who is motivated to want to help bring business to the site. It remains viable and in many ways is even more attractive for investment today than two years ago at this time. The recent acquisition of riverfront property west of the Mint Farm by the Port of Longview also promises to bring more attention, and ultimately success, to the job-creating venture that the Mint Farm represents.

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. Inevitably there will be some revisions necessary during that time frame, probably starting with the impacts of state ballot initiatives and other decisions about the state's own budget by the Legislature during the first half of 2011. By degree we are certainly hopeful now that those revisions are nothing like the experience of the past two years. In any case we pledge to use our resources wisely in taking budgetary direction from the council, and we also pledge to bring you more information and professional recommendations if and when we can improve upon this 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

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 2011/2012, 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 (green tabs). The General Fund section includes information about the various City departments (yellow 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 2-12:

- ◆ 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
Don Jensen - Mayor Pro Tem	January 2012
Chet Makinster	January 2014
Mary Jane Melink	January 2014
Chuck Wallace	January 2012
Dennis Weber	January 2014

District Court Judges

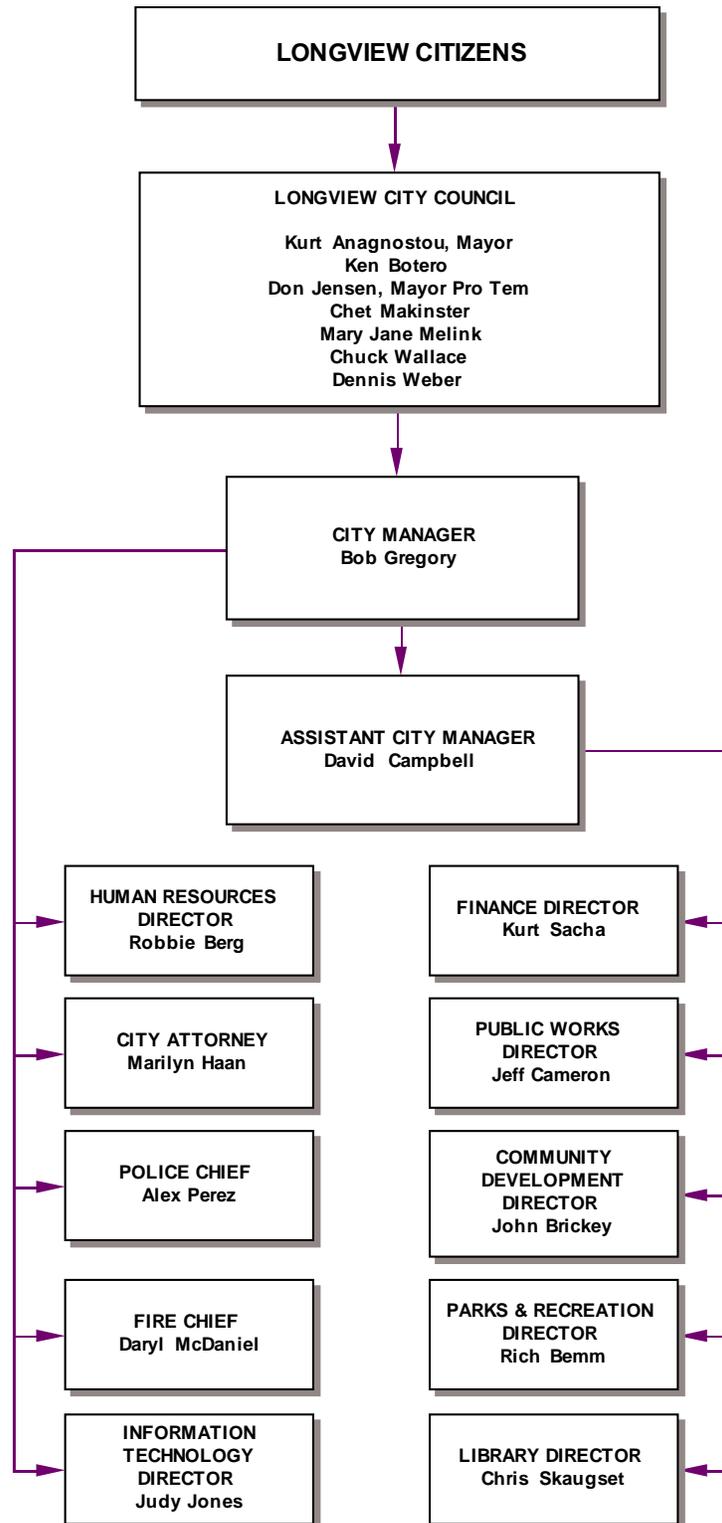
David Koss, Position 1	January 2015
Edward Putka, Position 2	January 2015
Michael Evans, Position 3	January 2015

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. Please note, it is anticipated the Beacon Hill Water & Sewer District will assume ownership of the PUD's water distribution system and share of the regional water treatment facility effective January 1, 2011.
- ◆ 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 36,100, 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

Reader's Guide to the Budget

within an easy drive of big-city amenities.

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

Longview's moderate winters and summers offer year-round enjoyment of the Pacific Northwest's magnificent beauty. Its location makes Longview a perfect vacation headquarters. Visitors can trout or bass fish from a mountain lake, deep-sea fish in the Columbia River, or enjoy beachcombing and storm watching at the Pacific Ocean. Nearby Mount St. Helens is also a popular attraction. Roads and over 70 miles of trails have been built for those wishing to explore the volcanic landscape. Helicopter tours and flights are also available.

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



Amenities

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

Points of Interest in the Longview Area

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

City Commissions, Boards, and Committees

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

Appeal Board of Adjustment

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

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

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

Citizen's Commission on Salaries for Elected Officials

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

MEETINGS: 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.

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.

Reader's Guide to the Budget

Downtown Advisory Committee

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years with no limitation on re-appointments.
MEETINGS: Monthly meetings beginning at 8 a.m. at Longview City Hall on the second Monday of the month.
DUTIES: Serves as the primary group to recommend implementation of the strategies and goals that are described in the Longview Downtown Plan for the purpose of enhancing the economic vitality of the Downtown Commerce District. Also makes recommendations regarding the need for and use of on-street parking in the downtown area.

Golf Course Advisory Committee

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Two one-year terms and three three-year terms.
MEETINGS: Minimum of quarterly meetings are held at the Recreation Building (2920 Douglas Street).
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 Monday 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.

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: As needed to carry out mission.

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 City Council's 2007-2012 Strategic Initiatives 2010 Work Plan

Continue effective financial management	Enhance public safety and emergency response	Strengthen economic conditions & create new opportunities	Preserve neighborhoods	Improve transportation systems	Address quality of life issues	Provide sustainable water quality & environmental infrastructure
<p>Our budget will support our initiatives</p> <p>Use performance measurement for decision-making</p> <p>Personnel compensation practices will support sound financial management and ensure the City is a competitive employer with a highly competent work force</p> <p>Provide responsive Employee Wellness Program</p>	<p>Police:</p> <p>Lower Longview's crime rate to less than or equal to the comparable cities listed in the 2008 PERF report</p> <p>Develop, validate, and nurture a community feeling of safety</p> <p>Fire:</p> <p>Develop deployment strategies that meet National Fire Protection Agency 1710 and provide the best affordable Fire and EMS services to our community</p> <p>Bolster prevention programs to reduce risk to life and property</p>	<p>Actively partner and collaborate with Weyerhaeuser Real Estate Development Co., Cowlitz Economic Development Council, Washington State Department of Commerce, and industrial real estate brokers for marketing of Mint Farm Industrial Park (MFIP)</p> <p>Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at Mint Farm Industrial Park</p> <p>Complete infrastructure development of Mint Farm Industrial Park</p>	<p>Improve the appearance and quality of life in the Highlands area</p> <p>Expand city limits and adjust planning area and utility service area boundaries in a logical manner</p> <p>Mitigate the impacts of growth on the City's infrastructure</p> <p>Continue active federal and state legislative advocacy</p> <p>Enhance City housing goals for Community Development Block Grant/HOME program</p>	<p>Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility</p> <p>Continue participation in SW Washington Regional Airport</p> 	<p>Continue support to Community Assessment Action Team for implementation of Community Assessment Task Force Report</p> <p>Enhance parks and green space</p> <p>Create access to recreation facilities that are currently not available or are insufficient in the community</p> <p>Develop long-term strategy for City's Japanese sister city relationship</p> <p>Expand opportunities for early learning and pre-k literacy</p> <p>Expand opportunities for continuing education beyond K-12</p> <p>Expand opportunities for life-long learning and adult literacy (Project Read)</p> <p>Evaluate coordinated and enhanced regional library services</p> <p>Increase our multi-lingual and multi-cultural communication skills</p> <p>Actively participate in Pathways 2020 initiatives</p>	<p>Improve the water supply system</p> <p>Improve the wastewater collection and treatment system</p> <p>Develop a stormwater management system</p> <p>Provide, maintain, and upgrade City buildings to support services into the future</p> <p>Implement environmentally friendly and sustainable infrastructure construction and maintenance practices</p> <p>Improve community solid waste reduction and recycling programs</p> <p>Evaluate energy conservation policies</p>
		<p>Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/industrial development and retention opportunities</p>				
		<p>Evaluate and consider alternative economic development marketing of City of Longview assets</p> <p>Make downtown active, attractive, economically strong, and safe</p>				



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

The Budget Process

The Budget Guides City Policy

A budget cannot be effective unless it communicates. Since this budget has a diverse audience, it seeks to communicate at several levels and for several purposes. The budget document reflects all City operations. The activities of every City department, organization and function are formalized and detailed within these pages.

The budget document provides written legislative and administrative guidance to City employees regarding the nature and scope of their official activities during the fiscal biennium. These official activities were planned, debated and formally established during the budget process. The budget communicates significant policy issues and options in a form that can be acted on by policy officials. The budget also communicates the plans of the City to its constituents in an opportunity to provide meaningful comments to the elected officials.

Managing Resources

The City of Longview biennial budget outlines how the financial resources of the City will be managed. The City's budget must be adopted by the City Council as a balanced budget before any public funds can be expended. The adopted budget is the City's legal authority to spend public funds and also provides the means for controlling expenditures. The City's comprehensive budget describes in narrative form significant items in the budget, financial trends, and any policy implications. More detailed information about the City's accounting and budgeting system is found in the Financial Summary section.

Setting Policy

The Council sets public policy in two major ways: By enacting ordinances during the year, and by establishing budgetary (taxing and spending) policies.

Setting policy through the budget is a continuous, two-year process, involving setting goals and establishing priorities. Public participation is critical to the budget process as well as being required by law, because of the many policy decisions involved. Once a budget is adopted, the City of Longview is responsible for monitoring program progress through periodic reports from staff and from the community. If programs are not effectively implementing policy decisions, revisions can be made.

In 1994, the City Council began a long-range strategic planning project using the services of a nationally recognized consultant and the input from a thirty-member Citizen's Preferred Future Search Committee. The result was a vision and strategy titled Longview 2023: Our Preferred Future. This strategic plan sets goals and policies for the City to follow each year for the next twenty years.

The City prepares its budget based on the goals and objectives established in Longview 2023. Additional information about Longview 2023 is located in the Readers Guide to the Budget beginning on page 10.



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 2011-2012 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

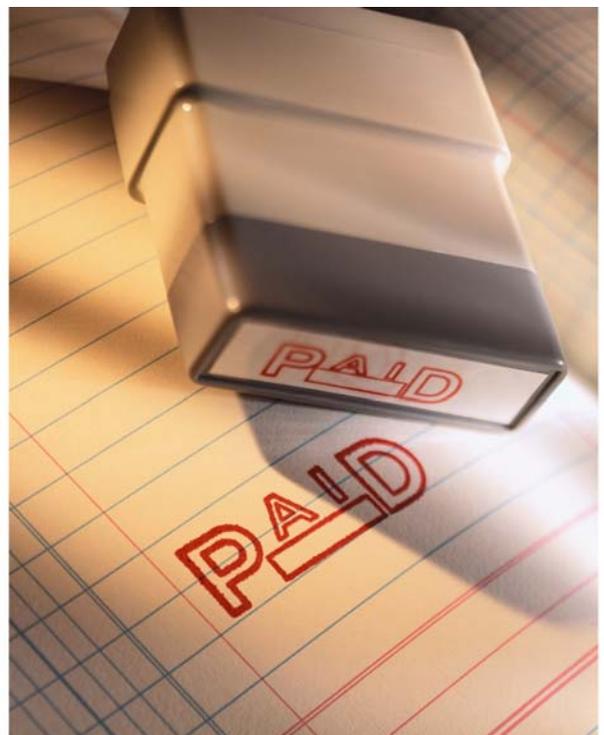
Programs and services provided for citizens are considered expenses and are balanced against the estimated income, resulting in a spending plan for the two-year period. Like balancing your checkbook, the City must balance the money it receives against money it spends.

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 2011/2012 *General Fund* budget totals \$62,775,590.

The dollar bill in figure 1 on page 15 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 2011-2012 biennium.

Reviewing Estimates

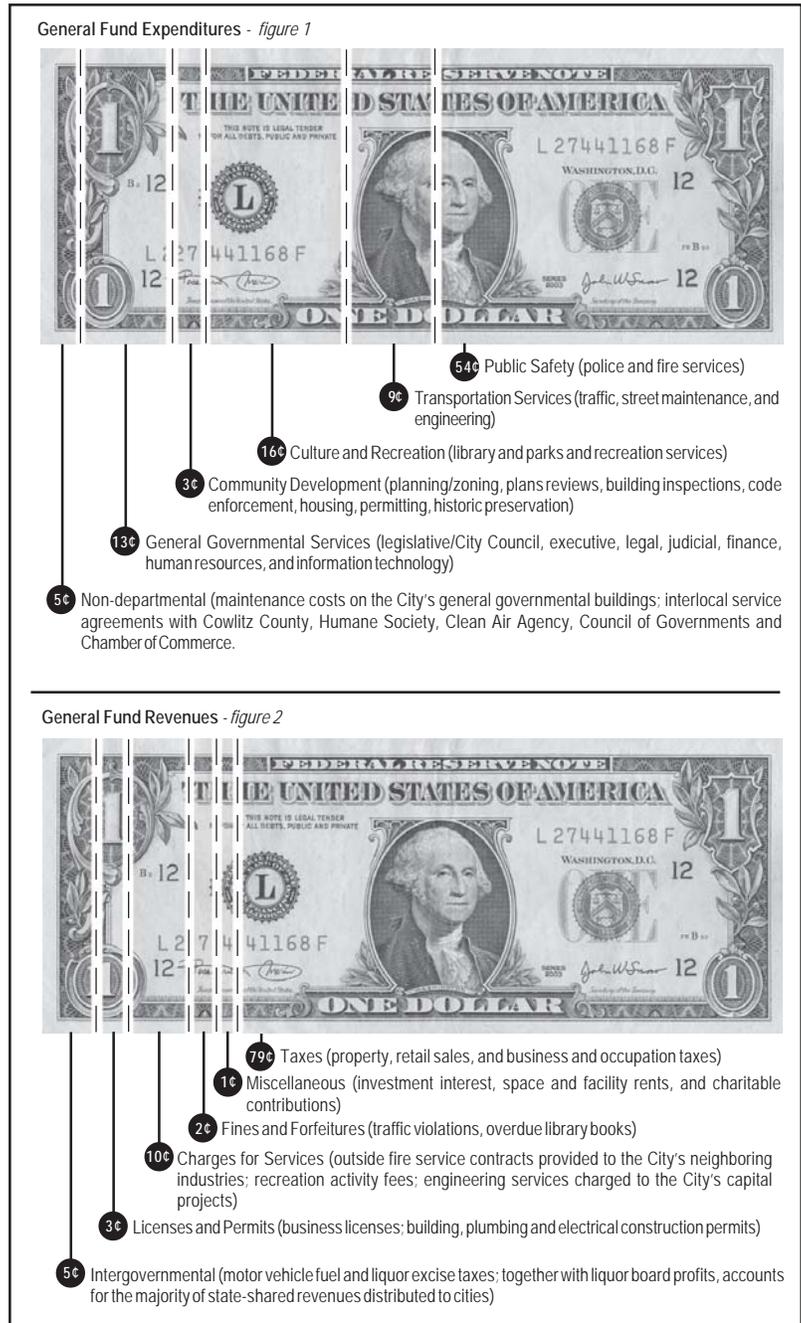
In August, the preliminary budget is ready for review by the City Manager and department heads. The City Manager reviews the department requests, taking into account policy objectives and priorities for new or expanded programs. The City Manager and Finance Director review current financial data and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

Preparing the Document

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

Adopting and Implementing the Budget

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



Budget Process

CITY OF LONGVIEW 2011/2012 Budget Calendar

May							June						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
						1			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
^{23/} ₃₀	24	25	26	27	28	29	27	28	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	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31	29	30	31					26	27	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		1	2	3	4	5	6				1	2	3	4
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25
^{24/} ₃₁	25	26	27	28	29	30	28	29	30					26	27	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 2011/2012.

May/June

May 15 - Council Workshop. Review of 2009 financial activity and projections for 2010. Establish 2011/2012 budget parameters; review programs, initiatives, and performance measures. Discuss labor contracts/negotiations and review revenue enhancement/levy election date alternatives.

June 3 - Department Head Meeting - Budget information distributed. A training session is presented by Finance staff for budget preparers after department head meeting.

June 14 - Mail outside agency requests for funding packets.

July 1 - Department heads return completed baseline budgets, program budgets, and performance measures to Finance.

July 12 - Outside agency funding requests due.

July 22 - Finance completes first run of expenditure and revenue budget.

July 26 - Lodging Tax Advisory Committee meets.

July 29 - Department heads submit program enhancements and capital improvement projects to Finance Director.

August 12 - Regular Council meeting, 2010 mid-year review and outside agency presentations.

August 19 - Preliminary revenue and expenditure budgets with narrative submitted to City Manager.

August 23-26 - City Manager reviews preliminary budget.

August 30-September 2 - City Manager meets with department heads to review preliminary baseline budgets, program enhancement requests, and capital improvement projects (CIP).

September 16 - Council Workshop - 2011 utility rate review and utility capital projects presentation.

September 23 - Regular Council meeting. 2011 utility rate resolution presented for adoption. Schedule public hearing on 2011 revenue sources.

September 25 - Budget Workshop to review baseline budgets, programs, program enhancements, performance measures and capital improvement projects (CIP).

September 30 - City Manager distributes proposed preliminary budget to City Council. Proposed preliminary budget filed with City Clerk.

October 4-14 - Finance Director and City Manager finalize 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 18-28 - Finance Director prepares recommended budget with revisions as per council directive.

October 28 - Regular Council meeting, Public Hearing on 2011 revenue sources. City Manager files preliminary budget and budget message with City Council. Council sets public hearing on biennial budget for November 18 and December 9, 2010.

November 3 - *First* public hearing notice published on proposed budget and CIP. (1 week)

November 4 - Special Council meeting. Council adopts 2011 property tax levy.

November 10 - *Second* public hearing notice published on proposed budget and CIP. (1 week)

November 10 - Council Workshop. Review and revise preliminary budget.

November 18 - Special Council meeting. Conduct 1st of two public hearings on 2011/2012 budget and CIP.

December 2 - 2011/2012 preliminary budget and CIP distributed to Council, media and public.

December 9 - Regular Council meeting, 2nd public hearing on 2011/2012 budget and CIP. Adopt 2011/2012 budget ordinance and 2011-2015 CIP resolution.

December 13 - 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. The next Citizens Summit is to be scheduled in January, 2011.

Financial Summary

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 2011 and 2012, 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*
- ◆ 2011 and 2012 Revenues
- ◆ City Revenue Sources
- ◆ 2011 and 2012 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 50, followed by the various accounting funds and the Capital Improvement Program.

Financial Summary

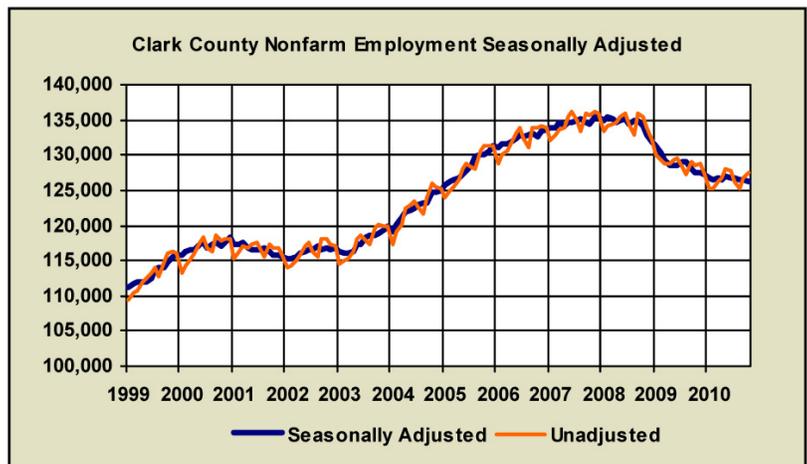
Longview's Economic Outlook

Local Economy

The City continued to work on a variety of programs and projects during the past two years that it believes will be of great benefit to Longview and surrounding communities as the national, state, and regional economies continue to recover. While the "Great Recession" is technically over nationally, the effects will be felt for years. Longview is a key to economic recovery and has strong economic potential.

Employment Trends

Like most communities throughout the nation, Cowlitz County is still suffering from the recent recession. Total non-farm employment of 35,600 jobs in September, 2010 was flat compared to the same month in 2009, but well below the previous county peak of 38,800 jobs in August, 2007. The unemployment rate was estimated at 11.2%, which is 1% less than the same period of 2009. About 5,000 county residents were jobless and seeking work. The number of county residents filing continued unemployment claims was 30% below the previous September.



Infrastructure Investments

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 industrial/manufacturing, transportation/trade, 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 strides in the area of industrial site development that have 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 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. Recently, the Port of Longview purchased an additional 306 acres west of the Chinook Ventures (formerly Longview Aluminum) site for industrial development.
- ◆ The Port of Kalama's Kalama River Industrial Park is comprised of 75 fully serviced industrial acres in addition to its already developed 148 acres.



- ◆ The Port of Woodland Industrial Park and surrounding sites offer nearly 180 acres of industrial land in close proximity to the Portland/Vancouver metro area. A federal Economic Development Administration award of \$2.4 million will enhance transportation infrastructure in the Woodland area at Guild Road for future development.

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.

Transportation & Trade Opportunities

The economy of most cities is reflective of the region 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. 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 recent completion of the work to deepen the Columbia River shipping channel from 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 completion of the Port of Longview's alternate rail corridor.

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, and available prime industrial property in the City's Mint Farm Industrial Park. Longview's strengths will undoubtedly help our community recover from the 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.

Mint Farm Industrial Park

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

During 2007 and 2008, WREDCo made an additional capital investment of over \$10 million including creation of a 65-acre wetland mitigation area and the extension of Crocker Avenue roadway/utility improvements. In 2009 and 2010, the City sought private and public funding to complete the balance of the Mint Farm public infrastructure. This included construction and funding assistance by the Cowlitz Public Utility District to build a 349- megawatt substation; the extension of over 4,000 lineal feet of water, sewer, storm drainage, street lights, landscaping, and the construction of Weber Avenue. Completion of this infrastructure creates an additional 143 acres of heavy industrial, shovel-ready land for development. Funding for these improvements included private partners, WREDCo and Northwest Renewable LLC, and public partners including the Federal Economic Development Administration, Washington State Community and Economic Revitalization Board, and Governor's Strategic Reserve Account, as well as Cowlitz County Rural Economic Development funds.



Financial Summary

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

Epson Toyocom 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.

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 50 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 personnel. In December of 2008, the plant was sold to Puget Sound Energy to meet the long-term energy demands of its customer base.

The City is also encouraged about the future development potential at the Mint Farm with the pending acquisition of Weyerhaeuser rail short lines by **Patriot Rail Corporation** of Boca Raton, Florida. The acquisition is anticipated to be complete by early 2011. Patriot Rail Corporation (“Patriot Rail”) is a railroad holding company that acquires and operates short line and regional freight railroads. It is known for its ability to form strong partnerships with the customers, communities, and employees where its railroads are situated.

Patriot Rail currently owns and operates six short line freight railroads comprising 331 total rail miles in eight states — the Tennessee Southern Railroad in Tennessee and Alabama; the Butte, Anaconda & Pacific Railway in Montana; the Utah Central Railway in Utah; the Sacramento Valley Railroad in California; the Louisiana and North West Railroad in Louisiana and Arkansas; and the Temple & Central Texas Railway in Texas.

The company’s mission to grow shareholder value by selectively investing, along with its private equity partners in freight railroad properties throughout North America, is expected to create additional development opportunities at the Mint Farm with its proximity to the railroad facilities.

Other Economic Successes

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. Proximity to Portland and easy accessibility to a beautiful scenic environment give Longview a unique advantage. The Columbia River, gateway to the Pacific Ocean, abundant natural resources, and a productive labor force all attest to the reason Longview continues to be one of business and industry’s top choices for location or expansion.

Besides the Mint Farm Industrial Park, the City also continues to support economic development and recruitment elsewhere in Longview. The City partners with the Cowlitz Economic Development Council, local property owners, and developers of residential, commercial, and industrial property throughout Longview to attract economic opportunity for the city.

The Cowlitz Economic Development Council recently completed a strategic plan with the help of a consulting group out of Texas, TIP Strategies. The plan calls for a more diverse approach to economic development. Changes include promoting smaller and light manufacturing firms, enhancing downtown Longview, creating an international recruitment effort, engaging the education system, professional services, tourism, and enhancing our quality of place (putting emphasis on infrastructure over “quality of life”).

Examples of recent successes include:

- ◆ October 2010 completion of a 165,000 square foot WalMart retail superstore. This is the second WalMart store in the City. The existing store has been closed and is undergoing a \$10 million remodel and expansion that will result in a second superstore in Longview by the end of 2011.
- ◆ Completion of the \$5 million Lower Columbia Pathologists Lab.
- ◆ A \$3 million Cowlitz Public Utility District technical services building.
- ◆ Construction of a \$10 million, 3-story, Class A office space and remodel of the Fibre Federal Credit Union headquarters.
- ◆ St. John’s Hospital/PeaceHealth continues to be the City’s number one employer and expansion the hospital infrastructure was a major investment in 2009 and 2010. The hospital continued to renovate and expand the existing hospital tower and more recently commenced construction of a \$6.2 million, 36-room, medical office and patient clinic.

Noteworthy Industrial Projects

Other 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:

- ◆ \$200 million capital investment by EGT for a new grain elevator at the Port of Longview
- ◆ \$10 million capital investment and a projected 70 new jobs at Skyline Steel at the Port of Longview
- ◆ Chinook Ventures’ pending sale to Millennium Bulk Logistics for a coal export facility requiring upgrades of over \$100 million
- ◆ The sale of Cameron Family Glass to Bennu Glass at the Port of Kalama and the potential for re-opening the facility, bringing back 100 family wage jobs
- ◆ Kalington Electric signed a lease for an existing building at the Port of Kalama and will bring in close to 40 new jobs
- ◆ Renewed discussions and plans by Energy Northwest to build a 349-megawatt, natural gas-fired plant at the Port of Kalama
- ◆ Kalama Export and Harvest States are in the process of upgrading their grain elevators with over \$45 million in capital investment



Meeting Community and Service Needs

During 2009 and 2010, 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.

Financial Summary

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 that 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

Utility Issues

The most significant infrastructure challenges that continue to face the City over the next few 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 has made significant progress on two of the most significant infrastructure challenges in the City's history — development of a new water supply and closure of the City's wastewater lagoons in West Longview.

Longview's water treatment plant is aging and constantly compromised by sediment buildup from the Cowlitz River. Long-term water supply and demand is critical to providing a safe and reliable water supply to our existing residents and businesses and to accommodating future growth. In early 2010, the City Council made the decision 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, abundant drinking water to our community. Final design of the project is expected to be complete in early 2011. The new water supply is anticipated to be constructed and online by the end of 2012 at an estimated cost of \$37 million.

The 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, the City 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. This \$25 million project is currently under construction and is anticipated to be complete in 2012. Following completion of the project, an evaluation for reclaiming the lagoons for a new beneficial use of the property will be undertaken by the City.

SR432 Improvements

State Route 432 is a primary route for the movement of freight and goods through the city, county and region. It connects industrial areas in Longview, unincorporated Cowlitz County, and northwest Oregon to I-5. The intersection of SR 432 and SR 433 (Oregon Way) is one of the five highest truck tonnage intersections in the state. The City, Cowlitz Wahkiakum Council of Governments, Washington State Department of Transportation, Cowlitz County, and Port of Longview are working together to complete preliminary engineering and environmental review for long-term highway and rail improvements along the SR 432 Corridor to increase safety and capacity on the highway and rail networks serving marine terminal import/export and manufacturing activities. Funds will also be used to eventually construct at-grade access-related network improvements on SR 432 from Third Avenue to Prudential Boulevard.

The at-grade access work will accommodate increased traffic flow and improve access to the industries along the corridor and can be completed relatively quickly by the City of Longview and WSDOT. The 2008 WSDOT realignment feasibility analysis projected 30 to 40 percent increases in both truck and rail activity and recommended a series of near-term improvements for the corridor as well as long-term projects to expand rail and highway capacity by constructing a Single Point Urban Interchange at the SR 432/SR 433 intersection that will accommodate expansion of the Port of Longview's Industrial Rail Corridor. The grade-separated interchange and rail expansion projects will take longer at a much greater cost. This project will begin with the environmental, design and engineering aspects of the projects.

Public Safety Efforts

Public safety continued to be a top priority among the Council's strategic initiatives in 2009-2010. In 2009, the City's overall Part I crimes increased by a little over 3% and Part II crimes were down by almost 21% from 2008. In 2010, Part I crimes have been reduced by over 8% and Part II crimes over 4%, year-to-date from 2009 levels. This continued progress is positive, however the Council stays committed to its ultimate goal of reducing crime to or below the crime rates for comparable cities in Washington State.

Code Enforcement

In conjunction with traditional crime reduction efforts, the City has stepped up its nuisance code enforcement to improve the safety and quality of life in our neighborhoods. The Code Compliance Division believes that property that is taken care of is representative of alert and attentive residents, and that those who commit crimes often look for those locations where it appears that no one cares. As part of its strategic plan, Code Compliance has prioritized the Highlands area and is working with owners and residents to bring their properties into compliance. In 2009, a total of 1,055 cases city-wide were received by Code Compliance, of which 81% have been resolved. These cases have been brought into compliance either voluntarily, through the enforcement process, or by court order.

Improving neighborhoods

Improving neighborhoods, especially in the Highlands area, is another of the Council's goals. A key element to improving the quality of life in the Highlands area was to remove the large 300-gallon garbage and recycling tubs that were located in the alleys and to provide tenants and owners with individual 90-gallon carts. This "tubs-to-carts" program was initiated in September 2007 to address the high level of illegal dumping in the Highlands area. This program has been such a tremendous success that the City expanded the program throughout the community in 2009 with recycling containers. The benefits of this new "tubs-to-carts" expansion are that it helps reduce illegal dumping, provides better accountability and control for residents, and provides the City with the ability to identify the source of (recycling) contamination.

With the formation of the Highlands Neighborhood Association, a "revitalization plan" has been developed that focuses on crime prevention, housing, economic development, and public facilities and services.

Internet and City Services

The City of Longview continues to implement online applications in an effort to meet the growing demands of our citizens for information and web services:

- ◆ Citizens are currently able to pay utility bills, apply for various permits, reserve parks buildings and register for recreation classes, review the City budget, check on boards and commissions (including minutes and agendas), and access the Council agenda and minutes at www.mylongview.com.
- ◆ In 2010, the City implemented an online citizen response management system called ASK Longview whereby incidents are reported such as problems with street lights, potholes, nuisance issues, etc. Problems or issues are subsequently resolved with feedback to the citizen. ASK Longview is also available as a mobile application.
- ◆ The City will soon be implementing NEOGOV, an online application that will streamline the job advertisement and application process.
- ◆ CopLogic was also implemented in 2010. This web-based application allows citizens to report minor incidents, both online at the Longview Police Department and through the City's website.
- ◆ Also in 2010, the library's wireless access was enhanced, including improved free Internet access for citizens.
- ◆ In 2010, the City started using social media as a method of interaction with the citizens of Longview. Currently, we are using Facebook, YouTube, Flickr, and Twitter for important notices.

Financial Summary

- ◆ Plans for 2011 include a re-design of the City’s website to take advantage of more innovative technology and meet federal 508 Compliance.
- ◆ In addition, citizens will be able to process utility payments via the telephone through an Interactive Voice Response (IVR) system and the ability to use credit cards for recurring utility charges.

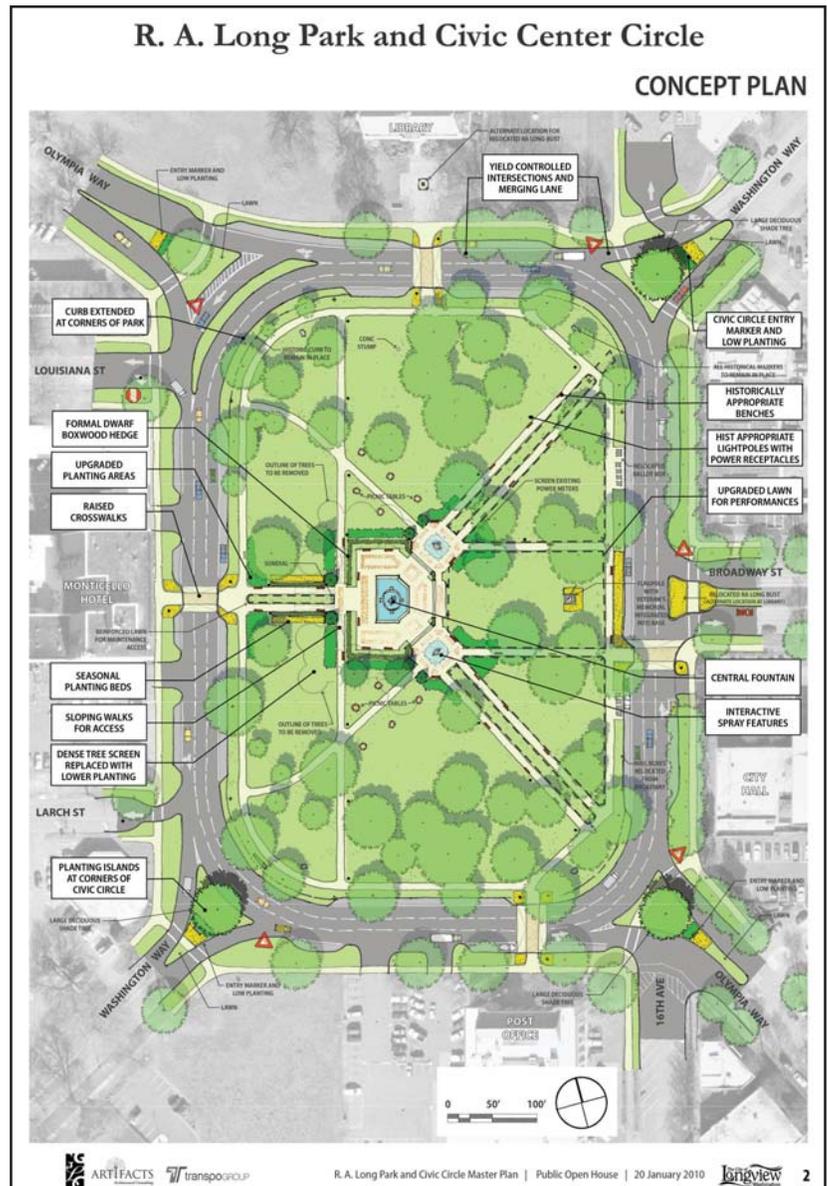
Meeting Needs and Improving the Quality of Life

Parks & Recreation

Ask almost 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 consecutive 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 Run/Walk and other similar events, and Free Fishing Day for youth. Visitors to the Hemlock Bridge area are greeted by a beautiful bronze sculpture of Sacajawea, for whom the park is named. An intersection widening project at Ocean Beach Highway/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 enable staff to provide more efficient and uniform watering to the extensive grounds and lovely garden areas.

The City also began the process of preserving and enhancing two of our historic parks in the City. A **master plan for renovation of R.A. Long Park**. This master plan identifies major renovation work necessary to rehabilitate some of the major historical features of the park, relocation of the R.A. Long statue, and park enhancements making the park more attractive and alive to increase its use by the citizens of Longview. Implementation of the master plan is estimated to cost approximately \$1 million. The City is investigating ways to fund these improvements.

The City also completed a **preservation plan for Lake Sacajawea** was completed in early 2010. This plan provides a historical summary of the significance of the lake in the City’s history as well as operational and design guidelines to preserve the historical significance of the lake to the community.



Columbia Theatre Renovations

In February 2010, the City and the community celebrated the grand re-opening and renovation of the Columbia Theatre. This 1925 vaudeville theater has been an integral part of the City’s cultural history. Through a community-wide effort and a strong partnership between the City, the non-profit Columbia Theatre for the Performing Arts, the Cowlitz County Public Facilities District, and many private donors throughout the City and the County, the theater underwent a \$12 million renovation that included significant structural, mechanical, and electrical improvements, expansion of the lobby and comfort facilities, and a complete back stage rehabilitation that provided dressing rooms, theatrical and stage improvements, and creation of a new donors room for special meetings.



Improving the Vitality of Downtown

Improving the vitality of Downtown Longview continues to progress. During 2009 and 2010, the Longview Downtowners Association began a “Friday Night Live” event that included promotions and entertainment encouraging residents to visit the downtown and explore the variety of retail and restaurant establishments that exist. These events were successful through the generous support of many community volunteers and sponsors.



Branding our Identity

In 2007, the City sponsored a marketing “bootcamp” workshop that explored the topics of tourism, attracting business to downtown, and branding and imaging. Following the bootcamp, the City had a community assessment analysis performed and a task force was appointed to develop a city-wide action plan to promote economic growth and tourism in Longview. Recent accomplishments of the task force include the completion of the R. A. Long Park Master Plan and creation of a façade improvement program for downtown buildings. The task force is currently working on identifying locations and developing designs for entryway signs at three different entryways into the City.

Volunteer Partnerships

During the late spring of the past few years, thousands of hours have been volunteered by local churches, community service groups, and individuals to accomplish numerous projects within the City that might not have been completed otherwise. A few of the most notable projects included installing entryway signs along the four primary entrances to Historic Downtown; cleaning and rehabilitation of property and homes and a “Lights On” campaign to make sure all front porches in the Highlands neighborhood had workable lighting so residents could display unity and promote safety; and painting the sports stadium used by both Longview public high schools.

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

	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Budget
<u>Taxes</u>	\$22,929,754	\$22,517,583	\$23,125,820	\$24,125,440	\$24,567,750
	<p>Taxes are assessments levied to support a governmental jurisdiction. Major General Fund tax sources for the City of Longview include property taxes, retail sales and use taxes, business and occupation taxes, and utility taxes. Combined, these resources account for 78% of General Fund revenue. Tax revenue estimates for the upcoming biennium show budgetary increases of 4.3% in 2011 and 1.8% in 2012. These estimates assume a slight increase in property taxes and modest growth in the retail sales forecast. The 2011-12 tax revenue estimates also provide for an increase in utility tax revenues resulting from a projected increase in utility customers and utility rate hikes. Estimates are based upon historical trends, statistical analysis, and a general awareness of trends in the local economy.</p>				
<u>Licenses & Permits</u>	\$934,602	\$965,692	\$903,650	\$929,170	\$929,020
	<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 2011-2012 reflect modest improvement in the commercial and industrial construction sectors for the upcoming biennium.</p>				
<u>Intergovernmental</u>	\$1,606,089	\$1,628,949	\$1,666,820	\$1,649,160	\$1,686,550
	<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 2011-2012 biennium, projections in intergovernmental revenue show very little change and remain at levels similar to those of the 2009-2010 biennium.</p>				
<u>Charges for Services</u>	\$2,347,317	\$2,923,140	\$2,867,540	\$3,019,120	\$3,071,930
	<p>Charges for Services represent revenues received by the City for various programs/ services provided to the community. Examples are recreational programs, engineering fees and library user fees. The 5.3% increase in 2011 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 2012, a 1.7% 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 to require all of the City's enterprise funds to cover their administrative costs has resulted in a steady and reliable stream of revenues.</p>				

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2011</u> <u>Budget</u>	<u>2012</u> <u>Budget</u>
<u>Fines & Forfeits</u>	\$617,760	\$611,322	\$603,210	\$664,920	\$679,690
	<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 2011 estimate for Fines and Forfeits provides for a 10.2% increase. This projected increase is the result of an ongoing emphasis on traffic enforcement combined with an upward trend in municipal court case filings and the collection and receipt of municipal court fines. The 2012 projected increase for this revenue source is 2.2%.</p>				
<u>Miscellaneous Revenue</u>	\$374,259	\$178,455	\$180,650	\$131,770	\$133,710
	<p>Miscellaneous revenue is received from sources not provided for elsewhere 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 2011-12 miscellaneous revenue estimate reflects a 26% decrease from the 2009-10 estimates reflected above. Investment income has fallen sharply over the past 24 months due to an overall decline in interest rates.</p>				
<u>Other Financing Sources</u>	\$8,856	\$16,388	\$0	\$0	\$0
	<p>Other Financing Sources represent general revenue received from proceeds derived from the sale of fixed assets and inter-fund transfers received from other funds. This revenue is non-recurring and usually not predictable.</p>				
<u>TOTAL REVENUES</u>	\$28,818,637	\$28,841,529	\$29,347,690	\$30,519,580	\$31,068,650
	<p>When all General Fund revenue estimates are considered, the City projects an increase of 4.0% in 2011 and 1.8% in 2012. 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>				

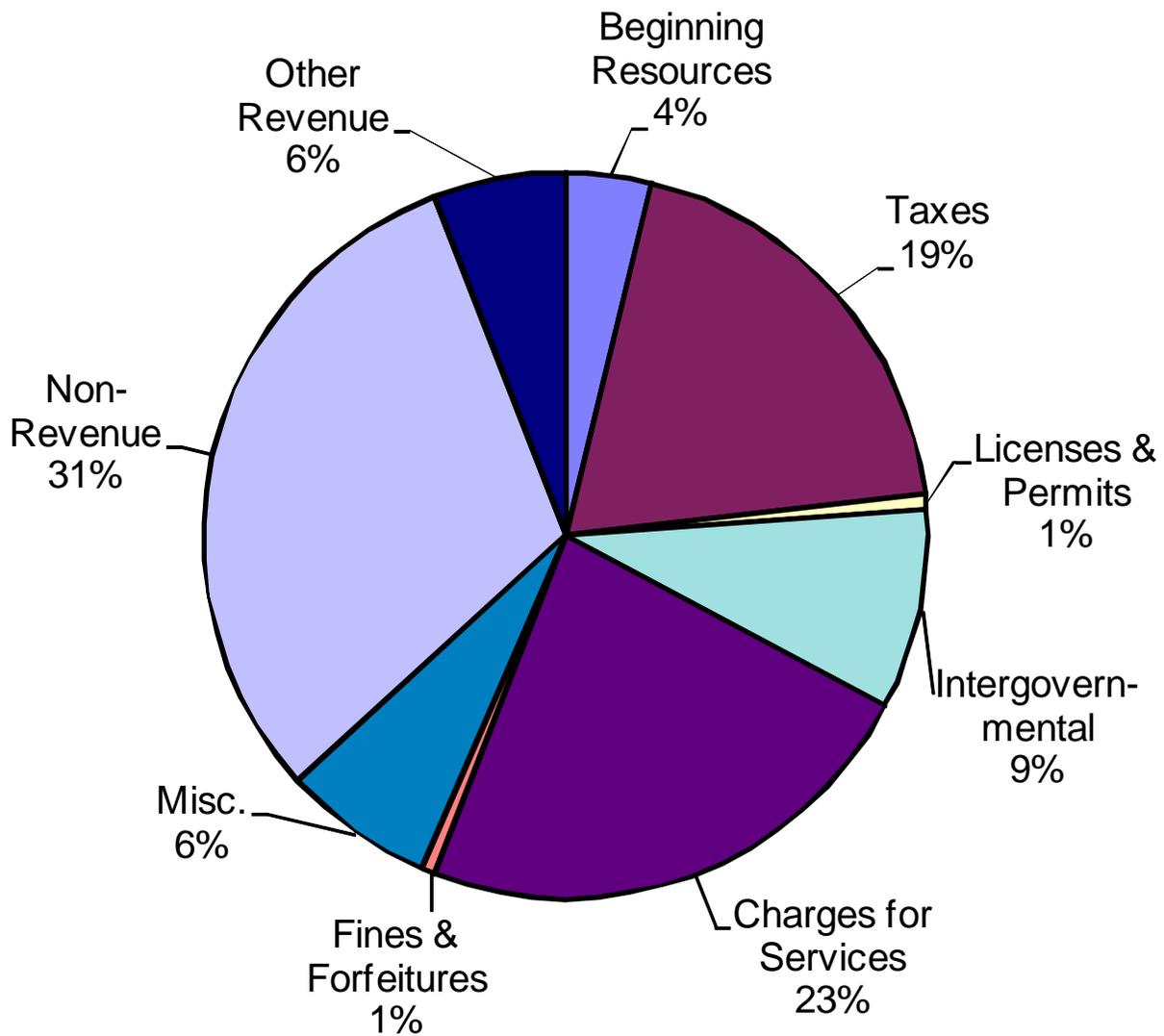
Financial Summary

Revenue Summary for 2011 By BARS Revenue Source

B.A.R.S. ID. Revenue Type	308 Beg. Res.	310 Taxes	320 Lic. & Permits	330 Intergov.	340 Chg. For Ser.	350 Fines & Forf.	360 Misc.	380 Non-Rev.	390 Other Rev.	Total Revenue
GENERAL FUND:										
General Fund	\$304,550	\$24,125,440	\$929,170	\$1,649,160	\$3,019,120	\$664,920	\$131,770	\$0	\$0	\$30,824,130
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$1,148,000	\$0	\$0	\$928,000	\$2,500	\$0	\$7,500	\$0	\$160,000	\$2,246,000
Downtown Parking Fund	\$78,360	\$0	\$0	\$0	\$0	\$60,000	\$52,710	\$0	\$0	\$191,070
Economic Development Fund	\$175,160	\$403,890	\$0	\$0	\$7,500	\$0	\$6,550	\$0	\$500,000	\$1,093,100
HOME Fund	\$0	\$0	\$0	\$426,160	\$40,000	\$0	\$450	\$0	\$0	\$466,610
CDBG Entitlement Fund	\$0	\$0	\$0	\$865,310	\$0	\$0	\$0	\$0	\$0	\$865,310
Library Grant Fund	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$0	\$0	\$14,000
Criminal Justice Assistance Fund	\$22,380	\$0	\$0	\$746,820	\$0	\$0	\$25,000	\$0	\$0	\$794,200
Public Safety Fund	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
Tourism Special Revenue Fund	\$0	\$29,900	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$30,000
Parks & Rec. Memorial Trust Fund	\$9,000	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$10,000
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$247,830	\$95,000	\$218,930	\$561,760
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$260,000	\$0	\$0	\$260,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$34,900	\$35,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$320,200	\$170,000	\$0	\$2,800	\$0	\$0	\$37,000	\$0	\$0	\$530,000
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	\$2,500	\$0	\$0	\$2,500
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$0	\$0	\$0	\$6,326,020	\$0	\$38,250	\$0	\$0	\$6,364,270
Water Construction Fund	\$711,810	\$0	\$0	\$1,179,500	\$0	\$0	\$35,000	\$13,605,900	\$2,451,550	\$17,983,760
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$11,775,800	\$0	\$49,250	\$50,000	\$0	\$11,875,050
Sewer Construction Fund	\$865,040	\$0	\$0	\$2,035,000	\$0	\$0	\$38,000	\$9,315,000	\$2,311,960	\$14,565,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$37,320	\$0	\$0	\$5,000	\$1,129,510	\$0	\$0	\$0	\$0	\$1,171,830
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,783,070	\$16,476,930	\$0	\$19,260,000
Sanitary/ Recycling Fund	\$118,080	\$0	\$0	\$30,660	\$4,392,110	\$0	\$14,000	\$0	\$0	\$4,554,850
Storm Water Fund	\$411,150	\$0	\$0	\$70,000	\$1,897,700	\$0	\$1,500	\$0	\$0	\$2,380,350
Transit Operations Fund	\$0	\$0	\$0	\$3,349,300	\$118,600	\$0	\$30,000	\$0	\$0	\$3,497,900
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$637,730	\$0	\$35,900	\$0	\$0	\$673,630
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,130	\$10,130
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,486,430	\$0	\$0	\$1,486,430
Office Equipment Reserve Fund	\$0	\$0	\$0	\$9,000	\$31,950	\$0	\$5,000	\$0	\$822,150	\$868,100
Equipment Rental Operations Fund	\$15,150	\$0	\$0	\$0	\$131,280	\$0	\$1,524,190	\$0	\$0	\$1,670,620
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$970,130	\$0	\$0	\$970,130
Facility Maintenance Fund	\$54,390	\$0	\$0	\$0	\$0	\$0	\$504,020	\$0	\$0	\$558,410
Unemployment Compensation Fund	\$39,940	\$0	\$0	\$0	\$0	\$0	\$22,560	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$288,970	\$0	\$0	\$0	\$0	\$0	\$213,530	\$0	\$0	\$502,500
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$262,850	\$0	\$0	\$36,750	\$0	\$0	\$5,100	\$0	\$644,900	\$949,600
TOTALS	\$4,862,350	\$24,729,230	\$929,170	\$11,347,460	\$29,509,820	\$784,920	\$8,629,740	\$39,542,830	\$7,504,520	\$127,840,040

Revenue Summary for 2011

Pie Chart Breakdown



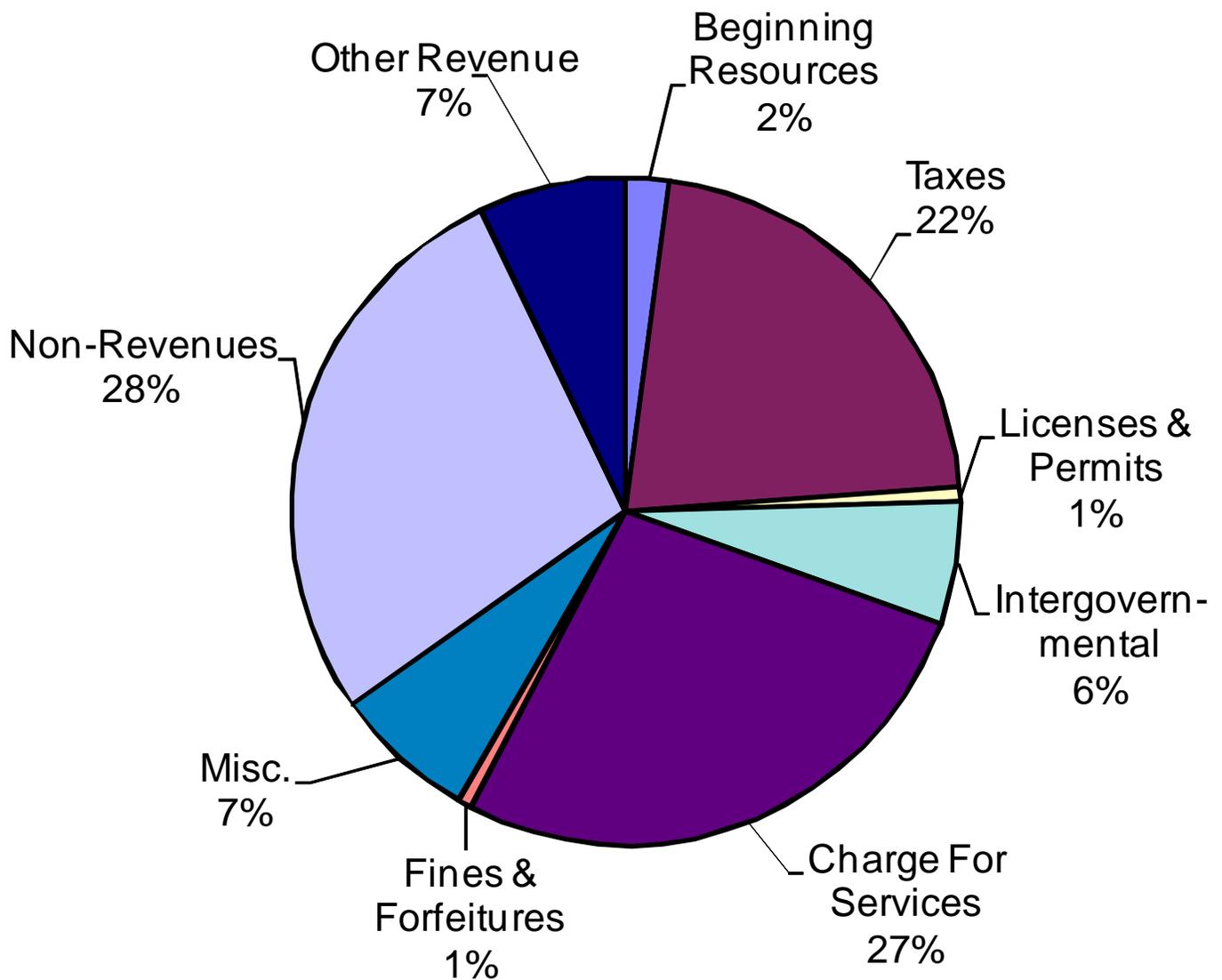
Financial Summary

Revenue Summary for 2012 By BARS Revenue Source

B.A.R.S. I.D. Revenue Type	308 Beg. Res.	310 Taxes	320 Lic. & Permits	330 Intergov.	340 Chg. For Ser.	350 Fines & Forf.	360 Misc.	380 Non-Rev.	390 Other Rev.	Total Revenue
GENERAL FUND:										
General Fund	\$882,810	\$24,567,750	\$929,020	\$1,686,550	\$3,071,930	\$679,690	\$133,710	\$0	\$0	\$31,951,460
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$0	\$0	\$0	\$240,000	\$2,500	\$0	\$7,500	\$0	\$0	\$250,000
Downtown Parking Fund	\$19,320	\$0	\$0	\$0	\$0	\$66,000	\$60,450	\$0	\$0	\$145,770
Economic Development Fund	\$155,240	\$407,440	\$0	\$0	\$7,500	\$0	\$6,550	\$0	\$500,000	\$1,076,730
HOME Fund	\$0	\$0	\$0	\$547,070	\$42,500	\$0	\$470	\$0	\$0	\$590,040
CDBG Entitlement Fund	\$0	\$0	\$0	\$181,860	\$0	\$0	\$0	\$0	\$0	\$181,860
Library Grant Fund	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$0	\$0	\$14,000
Criminal Justice Assistance Fund	\$100,730	\$0	\$0	\$525,390	\$0	\$0	\$26,000	\$0	\$0	\$652,120
Public Safety Fund	\$0	\$0	\$0	\$0	\$0	\$62,500	\$0	\$0	\$0	\$62,500
Tourism Special Revenue Fund	\$0	\$29,900	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$30,000
Parks & Rec. Memorial Trust Fund	\$9,000	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$10,000
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$243,830	\$105,000	\$217,830	\$566,660
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$260,000	\$0	\$0	\$260,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$0	\$37,850	\$38,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$170,000	\$0	\$3,000	\$0	\$0	\$36,000	\$0	\$0	\$209,000
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	\$2,500	\$0	\$0	\$2,500
PERMANENT FUNDS:										
Library Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$0	\$0	\$0	\$6,710,220	\$0	\$43,250	\$0	\$0	\$6,753,470
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$9,791,130	\$2,799,460	\$12,625,590
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$12,901,300	\$0	\$55,250	\$50,000	\$0	\$13,006,550
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$38,000	\$9,889,520	\$2,842,480	\$12,770,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$115,560	\$0	\$0	\$0	\$1,094,380	\$0	\$0	\$0	\$0	\$1,209,940
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,916,070	\$11,343,930	\$0	\$13,260,000
Sanitary/ Recycling Fund	\$74,470	\$0	\$0	\$30,660	\$4,501,920	\$0	\$14,000	\$0	\$0	\$4,621,050
Storm Water Fund	\$0	\$0	\$0	\$65,000	\$2,220,310	\$0	\$750	\$847,170	\$0	\$3,133,230
Transit Operations Fund	\$0	\$0	\$0	\$3,477,030	\$118,680	\$0	\$30,000	\$0	\$0	\$3,625,710
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$653,110	\$0	\$38,900	\$0	\$0	\$692,010
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,140	\$10,140
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,556,310	\$0	\$0	\$1,556,310
Office Equipment Reserve Fund	\$6,600	\$0	\$0	\$9,000	\$51,250	\$0	\$15,000	\$0	\$822,150	\$904,000
Equipment Rental Operations Fund	\$18,830	\$0	\$0	\$0	\$135,220	\$0	\$1,706,340	\$0	\$0	\$1,860,390
Equipment Rental Reserve Fund	\$321,260	\$0	\$0	\$0	\$0	\$0	\$998,940	\$0	\$0	\$1,320,200
Facility Maintenance Fund	\$70,460	\$0	\$0	\$0	\$0	\$0	\$499,880	\$0	\$0	\$570,340
Unemployment Compensation Fund	\$38,990	\$0	\$0	\$0	\$0	\$0	\$23,510	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$296,490	\$0	\$0	\$0	\$0	\$0	\$220,510	\$0	\$0	\$517,000
FIDUCIARY FUNDS:										
Fremen's Pension Fund	\$256,320	\$0	\$0	\$38,000	\$0	\$0	\$5,100	\$0	\$674,650	\$974,070
TOTALS	\$2,366,080	\$25,175,090	\$929,020	\$6,817,560	\$31,510,820	\$808,190	\$7,976,370	\$32,026,750	\$8,254,560	\$115,864,440

Revenue Summary for 2012

Pie Chart Breakdown



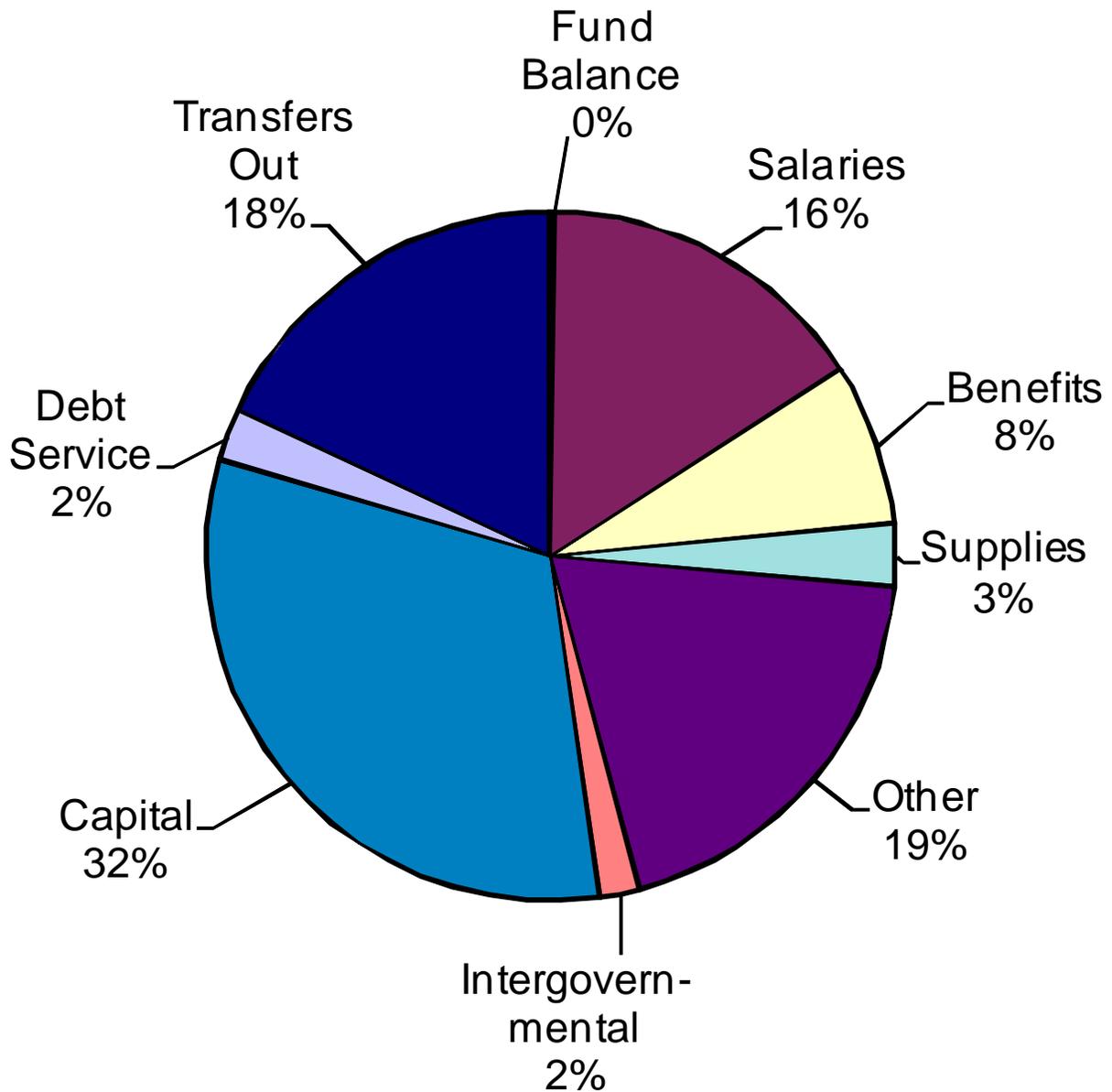
Financial Summary

Expenditure Summary for 2011 By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	\$0	\$14,839,470	\$5,921,620	\$789,570	\$5,231,670	\$2,448,510	\$80,950	\$175,550	\$1,336,790	\$30,824,130
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$0	\$0	\$0	\$0	\$120,000	\$0	\$2,090,000	\$36,000	\$0	\$2,246,000
Downtown Parking Fund	\$0	\$69,300	\$38,040	\$1,200	\$14,430	\$0	\$68,100	\$0	\$0	\$191,070
Economic Development Fund	\$0	\$48,550	\$10,600	\$8,610	\$233,680	\$20,000	\$0	\$771,660	\$0	\$1,093,100
HOME Fund	\$0	\$0	\$0	\$0	\$466,610	\$0	\$0	\$0	\$0	\$466,610
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$865,310	\$0	\$0	\$0	\$0	\$865,310
Library Grant Fund	\$0	\$0	\$0	\$7,750	\$6,250	\$0	\$0	\$0	\$0	\$14,000
Criminal Justice Assistance Fund	\$0	\$413,130	\$146,730	\$109,530	\$124,810	\$0	\$0	\$0	\$0	\$794,200
Public Safety Fund	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Tourism Special Revenue Fund	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Parks & Rec. Memorial Trust Fund	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$561,760	\$0	\$561,760
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$10,000	\$260,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$34,000	\$35,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$530,000	\$0	\$0	\$530,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
Building Replacement Fund	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$791,940	\$310,210	\$1,164,810	\$1,255,060	\$0	\$0	\$295,350	\$2,546,900	\$6,364,270
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,470,000	\$36,830	\$16,476,930	\$17,983,760
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$981,850	\$417,580	\$119,410	\$6,969,300	\$0	\$0	\$928,900	\$2,458,010	\$11,875,050
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$14,565,000	\$0	\$0	\$14,565,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$367,720	\$125,850	\$111,530	\$549,430	\$0	\$0	\$0	\$17,300	\$1,171,830
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$19,260,000	\$0	\$0	\$19,260,000
Sanitary/ Recycling Fund	\$0	\$209,020	\$103,950	\$5,900	\$4,175,830	\$0	\$0	\$0	\$60,150	\$4,554,850
Storm Water Fund	\$0	\$640,420	\$311,880	\$33,030	\$808,220	\$0	\$560,000	\$0	\$26,800	\$2,380,350
Transit Operations Fund	\$0	\$723,160	\$291,230	\$12,040	\$1,584,050	\$0	\$850,320	\$0	\$37,100	\$3,497,900
Mint Valley Golf Fund	\$0	\$212,160	\$83,070	\$95,070	\$252,470	\$0	\$0	\$19,510	\$11,350	\$673,630
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$10,130	\$0	\$0	\$0	\$0	\$10,130
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$126,000	\$137,740	\$413,560	\$8,160	\$800,970	\$0	\$0	\$0	\$0	\$1,486,430
Office Equipment Reserve Fund	\$0	\$0	\$0	\$483,100	\$256,900	\$0	\$128,100	\$0	\$0	\$868,100
Equipment Rental Operations Fund	\$0	\$344,080	\$152,570	\$819,130	\$327,340	\$0	\$0	\$0	\$27,500	\$1,670,620
Equipment Rental Reserve Fund	\$171,050	\$0	\$0	\$0	\$95,790	\$0	\$703,290	\$0	\$0	\$970,130
Facility Maintenance Fund	\$0	\$183,320	\$70,860	\$43,220	\$252,660	\$0	\$0	\$0	\$8,350	\$558,410
Unemployment Compensation Fund	\$0	\$0	\$62,500	\$0	\$0	\$0	\$0	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$0	\$0	\$400,000	\$0	\$102,500	\$0	\$0	\$0	\$0	\$502,500
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$0	\$26,830	\$863,170	\$100	\$59,500	\$0	\$0	\$0	\$0	\$949,600
TOTALS	\$299,550	\$19,988,690	\$9,723,420	\$3,822,160	\$24,753,910	\$2,468,510	\$40,655,760	\$3,075,560	\$23,052,480	\$127,840,040

Expenditure Summary for 2011

Pie Chart Breakdown

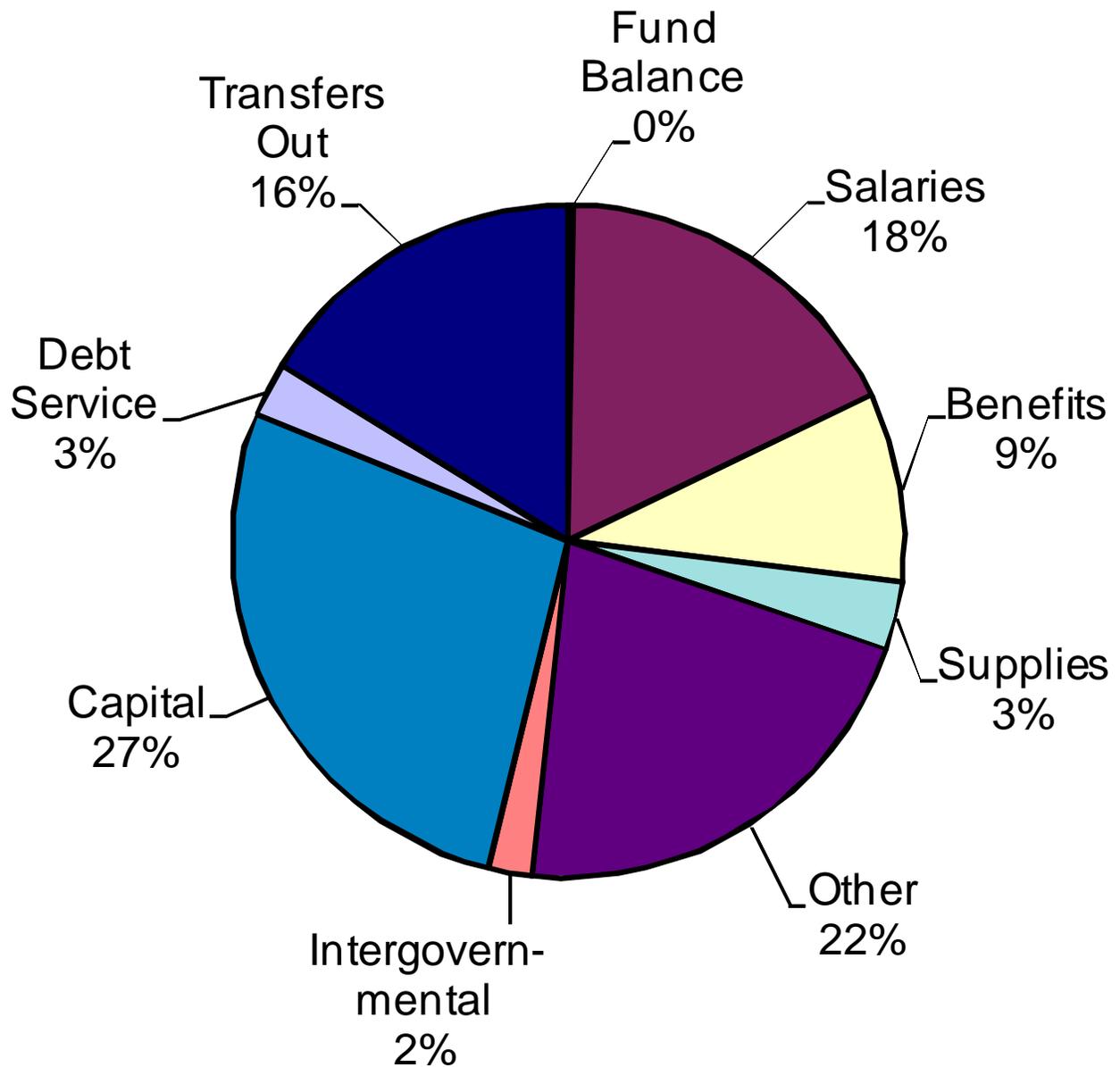


Financial Summary

Expenditure Summary for 2012 By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	\$0	\$15,271,650	\$6,368,400	\$789,050	\$5,395,170	\$2,494,680	\$84,920	\$182,160	\$1,365,430	\$31,951,460
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$139,670	\$0	\$0	\$0	\$50,000	\$0	\$25,000	\$35,330	\$0	\$250,000
Downtown Parking Fund	\$0	\$71,260	\$41,770	\$1,200	\$15,440	\$0	\$16,100	\$0	\$0	\$145,770
Economic Development Fund	\$0	\$37,900	\$8,370	\$8,610	\$233,680	\$20,000	\$0	\$768,170	\$0	\$1,076,730
HOME Fund	\$0	\$0	\$0	\$0	\$590,040	\$0	\$0	\$0	\$0	\$590,040
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$181,860	\$0	\$0	\$0	\$0	\$181,860
Library Grant Fund	\$0	\$0	\$0	\$7,750	\$6,250	\$0	\$0	\$0	\$0	\$14,000
Criminal Justice Assistance Fund	\$0	\$415,620	\$153,690	\$17,950	\$64,860	\$0	\$0	\$0	\$0	\$652,120
Public Safety Fund	\$0	\$0	\$0	\$0	\$62,500	\$0	\$0	\$0	\$0	\$62,500
Tourism Special Revenue Fund	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Parks & Rec. Memorial Trust Fund	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$566,660	\$0	\$566,660
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$10,000	\$260,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$37,000	\$38,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$209,000	\$0	\$0	\$209,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
Building Replacement Fund	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$809,080	\$343,540	\$1,126,810	\$1,283,880	\$0	\$0	\$295,350	\$2,894,810	\$6,753,470
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,245,000	\$36,660	\$11,343,930	\$12,625,590
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$1,009,570	\$461,070	\$119,410	\$7,532,360	\$0	\$0	\$895,610	\$2,988,530	\$13,006,550
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$12,770,000	\$0	\$0	\$12,770,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$384,950	\$141,230	\$111,530	\$554,930	\$0	\$0	\$0	\$17,300	\$1,209,940
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$13,260,000	\$0	\$0	\$13,260,000
Sanitary/ Recycling Fund	\$0	\$221,040	\$115,950	\$5,900	\$4,218,010	\$0	\$0	\$0	\$60,150	\$4,621,050
Storm Water Fund	\$0	\$655,960	\$344,280	\$33,030	\$843,160	\$0	\$1,230,000	\$0	\$26,800	\$3,133,230
Transit Operations Fund	\$0	\$749,410	\$322,890	\$12,040	\$1,683,950	\$0	\$820,320	\$0	\$37,100	\$3,625,710
Mint Valley Golf Fund	\$0	\$217,570	\$91,620	\$95,070	\$256,160	\$0	\$0	\$20,240	\$11,350	\$692,010
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$10,140	\$0	\$0	\$0	\$0	\$10,140
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$68,720	\$140,480	\$468,650	\$8,160	\$870,300	\$0	\$0	\$0	\$0	\$1,556,310
Office Equipment Reserve Fund	\$10,000	\$0	\$0	\$395,500	\$251,900	\$0	\$246,600	\$0	\$0	\$904,000
Equipment Rental Operations Fund	\$0	\$353,980	\$169,740	\$973,270	\$335,900	\$0	\$0	\$0	\$27,500	\$1,860,390
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$4,660	\$0	\$1,315,540	\$0	\$0	\$1,320,200
Facility Maintenance Fund	\$0	\$185,720	\$77,430	\$43,220	\$255,620	\$0	\$0	\$0	\$8,350	\$570,340
Unemployment Compensation Fund	\$0	\$0	\$62,500	\$0	\$0	\$0	\$0	\$0	\$0	\$62,500
Employee Benefits Reserve Fund	\$0	\$0	\$412,000	\$0	\$105,000	\$0	\$0	\$0	\$0	\$517,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$0	\$27,360	\$887,110	\$100	\$59,500	\$0	\$0	\$0	\$0	\$974,070
TOTALS	\$220,890	\$20,551,550	\$10,470,240	\$3,758,600	\$24,896,270	\$2,514,680	\$31,572,480	\$3,050,180	\$18,829,550	\$115,864,440

Expenditure Summary for 2012 Pie Chart Breakdown



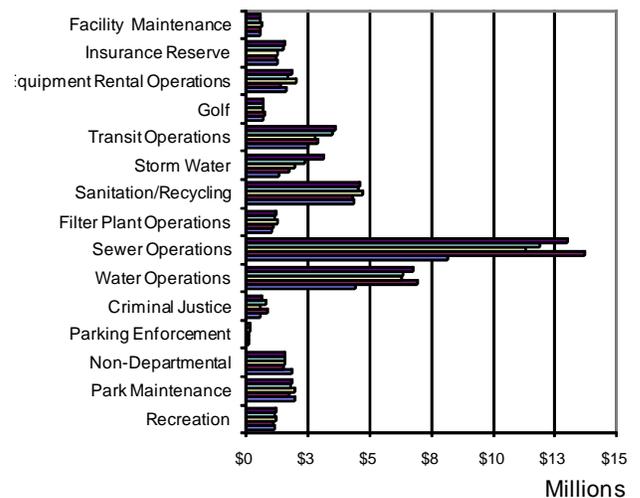
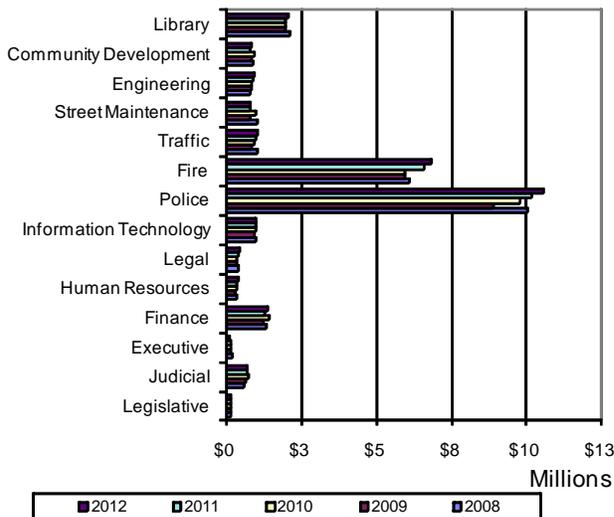
Financial Summary

Comparisons by Funds

Fund	2009 Actual	2010 Budget	2011 Budget	2012 Budget
GENERAL FUND:				
General Fund	\$28,378,470	\$30,361,460	\$30,824,130	\$31,951,460
SPECIAL REVENUE FUNDS:				
Arterial Street Fund	\$2,111,580	\$848,580	\$2,246,000	\$250,000
Downtown Parking Fund	\$89,160	\$123,600	\$191,070	\$145,770
Economic Development Fund	\$1,473,420	\$2,320,180	\$1,093,100	\$1,076,730
HOME Fund	\$358,980	\$591,990	\$466,610	\$590,040
CDBG Entitlement Fund	\$438,740	\$505,500	\$865,310	\$181,860
Library Grant Fund	\$5,260	\$13,500	\$14,000	\$14,000
Criminal Justice Assistance Fund	\$888,640	\$567,340	\$794,200	\$652,120
Public Safety Fund	\$0	\$0	\$60,000	\$62,500
Tourism Special Revenue Fund	\$7,700	\$28,000	\$30,000	\$30,000
Parks & Rec. Memorial Trust Fund	\$2,510	\$17,500	\$10,000	\$10,000
Northwest Health Foundation	\$33,770	\$0	\$100,000	\$0
DEBT SERVICE FUNDS:				
2007 L.T.G.O. Bond Fund	\$529,860	\$551,150	\$561,760	\$566,660
Spec. Assess. Bond Red. Fund	\$114,390	\$389,500	\$260,000	\$260,000
Spec. Assess. Guaranty Fund	\$10,310	\$57,500	\$35,000	\$38,000
CAPITAL PROJECTS FUNDS:				
Capital Projects Fund	\$863,990	\$1,117,000	\$530,000	\$209,000
L.I.D. Construction Fund	\$0	\$350,000	\$350,000	\$350,000
Building Replacement Fund	\$0	\$10,000	\$2,500	\$2,500
PERMANENT FUNDS:				
Library Trust Fund	\$30	\$1,300	\$1,300	\$1,300
ENTERPRISE FUNDS:				
Water Operations Fund	\$6,909,280	\$6,291,550	\$6,364,270	\$6,753,470
Water Construction Fund	\$3,360,770	\$13,878,750	\$17,983,760	\$12,625,590
Water Depreciation Reserve Fund	\$1,339,470	\$0	\$0	\$0
Sewer Operations Fund	\$13,699,960	\$11,323,880	\$11,875,050	\$13,006,550
Sewer Construction Fund	\$2,822,350	\$11,455,000	\$14,565,000	\$12,770,000
Sewer Depreciation Reserve Fund	\$2,389,540	\$0	\$0	\$0
Filter Plant Operations Fund	\$1,114,360	\$1,298,550	\$1,171,830	\$1,209,940
Filter Plant Construction Fund	\$2,554,640	\$15,660,000	\$19,260,000	\$13,260,000
Sanitary/Recycling Fund	\$4,330,950	\$4,714,400	\$4,554,850	\$4,621,050
Storm Water Fund	\$1,734,590	\$1,963,760	\$2,380,350	\$3,133,230
Transit Operations Fund	\$2,927,460	\$2,814,580	\$3,497,900	\$3,625,710
Mint Valley Golf Fund	\$730,880	\$696,890	\$673,630	\$692,010
Mint Valley Racquet Fund	\$25,240	\$14,750	\$10,130	\$10,140
INTERNAL SERVICE FUNDS:				
Insurance Reserve Fund	\$1,242,970	\$1,297,730	\$1,486,430	\$1,556,310
Office Equipment Reserve Fund	\$599,970	\$1,100,400	\$868,100	\$904,000
Equipment Rental Operations Fund	\$1,370,880	\$2,012,420	\$1,670,620	\$1,860,390
Equipment Rental Reserve Fund	\$1,543,720	\$1,031,820	\$970,130	\$1,320,200
Facility Maintenance Fund	\$566,410	\$631,110	\$558,410	\$570,340
Unemployment Compensation Fund	\$39,490	\$62,500	\$62,500	\$62,500
Employee Benefits Reserve Fund	\$256,350	\$586,600	\$502,500	\$517,000
FIDUCIARY FUNDS:				
Firemen's Pension Fund	\$732,140	\$951,070	\$949,600	\$974,070
TOTALS	\$85,598,230	\$115,639,860	\$127,840,040	\$115,864,440

Five-Year Comparisons by City Departments

Department	2008	2009	2010	2011	2012
	Actual	Actual	Budget	Budget	Budget
Legislative	\$168,281	\$156,000	\$169,260	\$166,100	\$168,650
Judicial	\$602,555	\$661,260	\$725,010	\$680,070	\$700,210
Executive	\$211,209	\$149,380	\$144,580	\$148,520	\$103,040
Finance	\$1,342,843	\$1,260,230	\$1,425,030	\$1,304,570	\$1,386,680
Human Resources	\$370,978	\$327,630	\$350,890	\$365,800	\$383,500
Legal	\$390,646	\$369,130	\$379,340	\$421,080	\$439,900
Information Technology	\$970,627	\$935,670	\$978,370	\$977,240	\$1,017,240
Police	\$10,010,537	\$8,872,890	\$9,795,080	\$10,192,440	\$10,562,970
Fire	\$6,078,527	\$5,930,680	\$5,972,770	\$6,566,390	\$6,844,200
Traffic	\$1,029,619	\$839,960	\$937,230	\$1,005,740	\$1,038,540
Street Maintenance	\$1,025,168	\$812,020	\$989,030	\$778,100	\$815,210
Engineering	\$809,394	\$829,290	\$830,400	\$891,390	\$933,670
Community Development	\$878,606	\$867,170	\$922,380	\$804,260	\$840,460
Library	\$2,121,744	\$1,971,550	\$1,986,070	\$1,975,320	\$2,059,360
Recreation	\$1,160,543	\$1,115,080	\$1,220,980	\$1,159,730	\$1,207,460
Park Maintenance	\$1,982,998	\$1,749,160	\$1,975,870	\$1,821,870	\$1,890,740
Non-Departmental	\$1,875,585	\$1,531,370	\$1,559,170	\$1,565,510	\$1,559,630
Parking Enforcement	\$102,693	\$89,160	\$123,600	\$191,070	\$145,770
Criminal Justice	\$593,292	\$888,640	\$567,340	\$794,200	\$652,120
Water Operations	\$4,434,615	\$6,909,280	\$6,291,550	\$6,364,270	\$6,753,470
Sewer Operations	\$8,183,617	\$13,699,960	\$11,323,880	\$11,875,050	\$13,006,550
Filter Plant Operations	\$1,065,195	\$1,114,360	\$1,298,550	\$1,171,830	\$1,209,940
Sanitation/Recycling	\$4,377,954	\$4,330,950	\$4,714,400	\$4,554,850	\$4,621,050
Storm Water	\$1,311,379	\$1,734,590	\$1,963,760	\$2,380,350	\$3,133,230
Transit Operations	\$2,479,784	\$2,927,460	\$2,814,580	\$3,497,900	\$3,625,710
Golf	\$719,668	\$730,880	\$696,890	\$673,630	\$692,010
Equipment Rental Operations	\$1,605,365	\$1,370,880	\$2,012,420	\$1,670,620	\$1,860,390
Insurance Reserve	\$1,305,336	\$1,242,970	\$1,297,730	\$1,486,430	\$1,556,310
Facility Maintenance	\$578,334	\$566,410	\$631,110	\$558,410	\$570,340



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 2009 assessed valuation of \$2,809,338,824 is:

Property Valuation (2009 assessment for 2010 collection) \$2,809,338,824

INDEBTEDNESS FOR GENERAL PURPOSES

NON-VOTED DEBT LIMITS

Limit without vote (1.5% of assessed value)		42,140,082
General obligation bonds outstanding	\$15,585,000	
Other general obligation debt	1,564,396	
Total general obligation debt	<u>\$17,149,396</u>	
Total GO debt reduced by:		
Applicable governmental fund assets available		(14,938,728)
Applicable proprietary fund assets available		<u>(90,667)</u>
Net outstanding non-voted debt		<u>2,120,001</u>
REMAINING NON-VOTED DEBT CAPACITY		<u><u>\$40,020,081</u></u>

VOTED DEBT LIMITS

Limit with vote (2.5% of assessed value)	\$70,233,471
Less: Net outstanding non-voted debt	2,120,001
Voted general obligation bonds outstanding	\$0
Reduced by applicable funds available	<u>0</u>
Net outstanding voted debt	<u>0</u>
REMAINING VOTED DEBT CAPACITY	<u><u>\$68,113,470</u></u>

INDEBTEDNESS FOR UTILITY PURPOSES

Limit with vote (2.5% of assessed value)	\$70,233,471
Less: Total net general purpose debt	<u>2,120,001</u>
REMAINING VOTED UTILITY DEBT CAPACITY	<u><u>\$68,113,470</u></u>

INDEBTEDNESS FOR PARKS AND OPEN SPACES

Limit with vote (2.5% of assessed value)	\$70,233,471
Less: Total net general and utility purpose debt	<u>2,120,001</u>
REMAINING VOTED PARKS AND OPEN SPACES DEBT CAPACITY	<u><u>\$68,113,470</u></u>

Schedule of Long-Term Debt for the period ending December 31, 2009

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
2010	\$655,000	\$678,036	\$185,952	\$45,678
2011	\$685,000	\$650,638	\$187,909	\$40,912
2012	\$725,000	\$621,524	\$189,976	\$36,035
2013	\$775,000	\$589,528	\$192,158	\$31,044
2014	\$820,000	\$555,114	\$194,463	\$25,929
2015-19	\$3,620,000	\$2,224,052	\$613,938	\$56,882
2020-24	\$3,810,000	\$1,456,698	\$0	\$0
2025-29	\$3,055,000	\$610,322	\$0	\$0
2030-34	\$1,440,000	\$97,680	\$0	\$0
	<u>\$15,585,000</u>	<u>\$7,483,592</u>	<u>\$1,564,396</u>	<u>\$236,480</u>

Financial Summary

General Obligation Bonds & Other General Obligation Debt

On December 31, 2009, the City had \$15,585,000 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, 2009, are as follows:

\$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%\$854,250

\$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%\$50,250

\$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 %.....\$100,500

\$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%\$6,785,000

\$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%.....\$7,795,000

Total General Obligation Bonds Outstanding\$15,585,000

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, 2009, the amount outstanding on these obligations was \$1,564,396. Outstanding Other General Obligation Debt as of December 31, 2009, was as follows:

\$626,398 - Public Works Trust Fund Loan

Proceeds were utilized to fund traffic signal upgrades at numerous intersections throughout Longview. Annual interest payments of 2% per annum on outstanding principal balance with final payment due July 1, 2015. Payment for this Public Works Trust Fund Loan is provided by the Arterial Street Fund.....\$166,630

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

Proceeds were utilized to finance in part the construction of roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 2% per annum on the outstanding principal balance with final payment due July 1, 2017. Payment for this Public Works Trust Fund Loan is provided by the Economic Development Fund.....\$857,142

\$500,000 – Community Economic Revitalization Board Loan

Proceeds were used to finance in part the construction of Roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 6% per annum on the outstanding principal balance with final payment due July 1, 2019. Payment for this loan is provided by the Economic Development Fund.\$395,917

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

Proceeds were used to finance in part the construction of Roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 1% per annum on the outstanding principal balance with final payment due January 1, 2018. Payment for this loan is provided by the Economic Development Fund.\$144,707

Total Other General Obligation Debt Outstanding.....\$1,564,396

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
2010	\$1,000,000	\$155,000	\$150,511	\$9,333
2011	\$1,000,000	\$105,000	\$112,590	\$7,907
2012	\$1,000,000	\$55,000	\$112,590	\$6,860
2013	\$0	\$0	\$80,331	\$5,814
2014	\$0	\$0	\$80,331	\$5,412
2015-19	\$0	\$0	\$401,655	\$21,035
2020-24	\$0	\$0	\$401,655	\$10,993
2025-29	\$0	\$0	\$198,751	\$2,178
	\$3,000,000	\$315,000	\$1,538,414	\$69,532

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, 2009, amounted to \$3,000,000. These bonds are payable through 2012. Payment for outstanding revenue bond debt is provided by the Water/Sewer Fund.

\$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%.....\$3,000,000

Total Revenue Bonds Outstanding..... \$3,000,000

Financial Summary

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.

\$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.....	\$37,920
\$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.....	\$96,779
\$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%.....	\$653,715
\$750,000 - 2009 Public Works Trust Fund Loan. Proceeds to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual interest payments of ½% per annum on outstanding principal balance with final payment due July 1, 2028.	<u>\$750,000</u>
Total Other Enterprise Debt.....	<u>\$1,538,414</u>

Special Assessment Bonds

Debt service requirements for special assessment bonds will be met by the collection of assessments receivable that have been levied against property owners. The assessments are liens against the property and subject to foreclosure. Payment for outstanding special assessment bond principal and interest is provided by Debt Service Funds. Total outstanding special assessment bonds as of December 31, 2009, totaled \$150,000.

\$850,441 – 2002 Local Improvement District No. 343 term bonds due September, 2014, interest at 2% - 4.625%	\$105,000
\$49,300 – 2004 Local Improvement District No. 344 term bonds due September, 2016, interest at 3.75%.....	\$17,000
\$61,710 – 2004 Local Improvement District No. 345 term bonds due September, 2016, interest at 3.75%.....	\$19,000
\$30,361 – 2004 Local Improvement District No. 346 term bonds due September, 2016, interest at 3.75%.....	<u>\$9,000</u>
Total Local Improvement District Bonds Outstanding	<u>\$150,000</u>

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

SPECIAL ASSESSMENT DEBT

Year ending December, 31	Bonds	
	Principal	Interest
2010	\$61,000	\$6,519
2011	\$35,000	\$3,819
2012	\$37,000	\$2,288
2013	\$6,000	\$638
2014	\$6,000	\$413
2015-18	\$5,000	\$188
	<u>\$150,000</u>	<u>\$13,865</u>

Financial Summary

Fund Budget Structure

Details of the fund structures for the budget start on page 32. 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 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Taxes	\$24,027,340	\$24,468,030	\$24,729,230	1.1%	\$25,175,090	1.8%	\$49,904,320
Licenses & Permits	\$965,700	\$903,650	\$929,170	2.8%	\$929,020	0.0%	\$1,858,190
Intergovernmental	\$8,812,900	\$10,754,220	\$11,347,460	5.5%	\$6,817,560	-39.9%	\$18,165,020
Charges for Services	\$26,967,950	\$28,596,380	\$29,509,820	3.2%	\$31,510,820	6.8%	\$61,020,640
Fines & Forfeits	\$667,990	\$658,210	\$784,920	19.3%	\$808,190	3.0%	\$1,593,110
Miscellaneous	\$5,335,180	\$8,768,680	\$8,629,740	-1.6%	\$7,976,370	-7.6%	\$16,606,110
Non-Revenues	\$289,730	\$34,582,500	\$39,542,830	14.3%	\$32,026,750	-19.0%	\$71,569,580
Other Financing Sources	\$13,913,460	\$3,587,650	\$7,504,520	109.2%	\$8,254,560	10.0%	\$15,759,080
Beg Resources Req to Balance	\$0	\$3,320,540	\$4,862,350	46.4%	\$2,366,080	-51.3%	\$7,228,430
TOTAL REVENUES	\$80,980,250	\$115,639,860	\$127,840,040	10.6%	\$115,864,440	-9.4%	\$243,704,480

Expenditures

Total All Funds							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Cont to End Fund Balance	\$0	\$4,421,920	\$299,550	-93.2%	\$220,890	-26.3%	\$520,440
Salaries & Wages	\$19,049,460	\$19,800,170	\$19,988,690	1.0%	\$20,551,550	2.8%	\$40,540,240
Personnel Benefits	\$8,534,720	\$9,693,990	\$9,723,420	0.3%	\$10,470,240	7.7%	\$20,193,660
Supplies	\$3,321,340	\$4,218,660	\$3,822,160	-9.4%	\$3,758,600	-1.7%	\$7,580,760
Other Services & Charges	\$26,913,520	\$25,057,490	\$24,753,910	-1.2%	\$24,896,270	0.6%	\$49,550,180
Intergovernmental	\$2,362,510	\$2,424,430	\$2,468,510	1.8%	\$2,514,680	1.9%	\$5,083,190
Capital Outlay	\$10,098,670	\$32,545,220	\$40,655,760	24.9%	\$31,572,480	-22.3%	\$72,228,240
Debt Service	\$1,674,390	\$2,451,910	\$3,075,560	25.4%	\$3,050,180	-0.8%	\$6,125,740
Interfund Transfers	\$13,643,620	\$15,026,070	\$23,052,480	53.4%	\$18,829,550	-18.3%	\$41,882,030
TOTAL EXPENDITURES	\$85,598,230	\$115,639,860	\$127,840,040	10.6%	\$115,864,440	-9.4%	\$243,704,480

General Fund

The General Fund

TOPIC	PAGE
Fund Summary for General Fund	52
2011/2012 General Fund Summary Revenues & Expenditures	53
Legislative	55
Judicial	57
Executive	59
Finance	61
Human Resources	65
Legal	69
Information Technology	71
Police	77
Fire	87
Traffic	93
Street Maintenance	99
Engineering	103
Community Development	107
Library	113
Recreation	119
Parks	127
Non-Departmental	133

General Fund

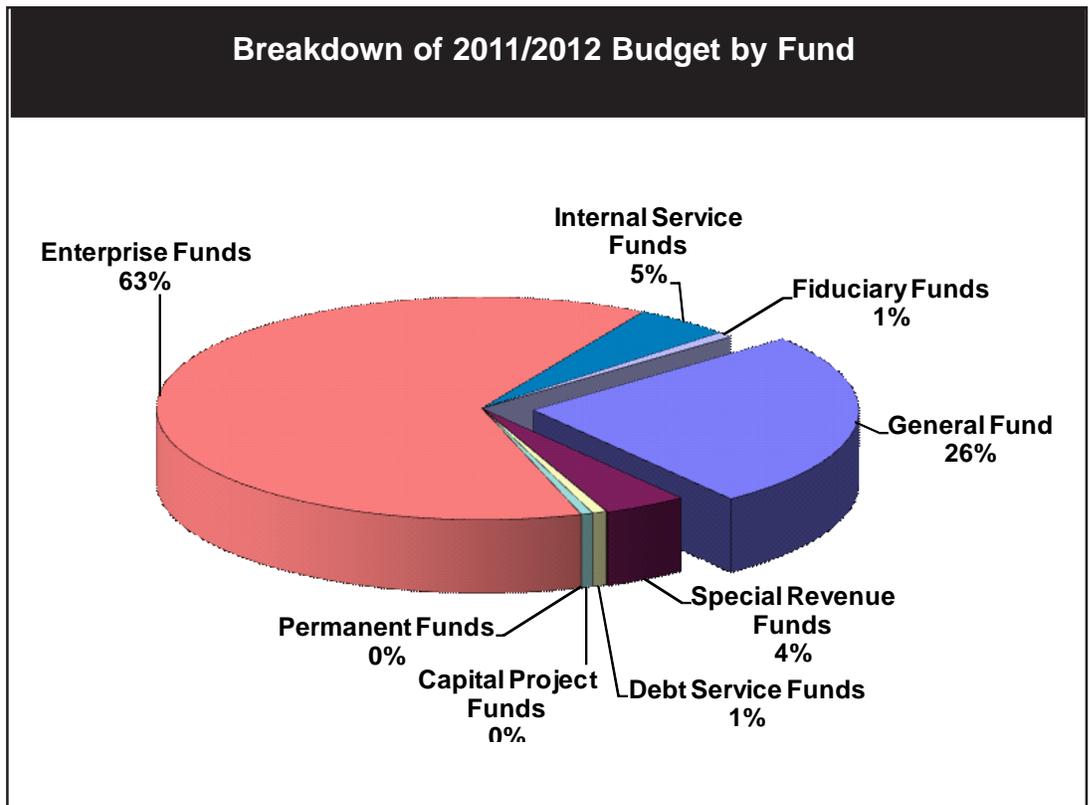
Fund Summary for General Fund

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

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

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

FUND SUMMARY	
Fund Title	General Fund
Beginning Fund Balance	\$4,812,640
2011/2012 Estimated Revenue	\$61,588,230
Beginning Cash Required for Operations	\$1,187,360
Total 2011/2012 Revenue	\$62,775,590
2011/2012 Estimated Expenditures	\$62,775,590
Contribution to Ending Fund Balance	\$0
Total 2011/2012 Expenditures	\$62,775,590
Estimated Ending Fund Balance	\$3,625,280



2011/2012 General Fund Summary

Revenue

General Fund							
Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Source	2009	2010	2011	Variance	2012	Variance	Budget
Taxes	\$22,517,580	\$23,125,820	\$24,125,440	4.3%	\$24,567,750	1.8%	\$48,693,190
Licenses & Permits	\$965,700	\$903,650	\$929,170	2.8%	\$929,020	0.0%	\$1,858,190
Intergovernmental	\$1,628,950	\$1,666,820	\$1,649,160	-1.1%	\$1,686,550	2.3%	\$3,335,710
Charges for Services	\$2,923,130	\$2,867,540	\$3,019,120	5.3%	\$3,071,930	1.7%	\$6,091,050
Fines & Forfeits	\$611,320	\$603,210	\$664,920	10.2%	\$679,690	2.2%	\$1,344,610
Miscellaneous	\$178,460	\$180,650	\$131,770	-27.1%	\$133,710	1.5%	\$265,480
Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Financing Sources	\$16,360	\$0	\$0	0.0%	\$0	0.0%	\$0
Beg Resources Req to Balance	\$0	\$1,013,770	\$304,550	-70.0%	\$882,810	0.0%	\$1,187,360
TOTAL REVENUES	\$28,841,500	\$30,361,460	\$30,824,130	1.5%	\$31,951,460	3.7%	\$62,775,590

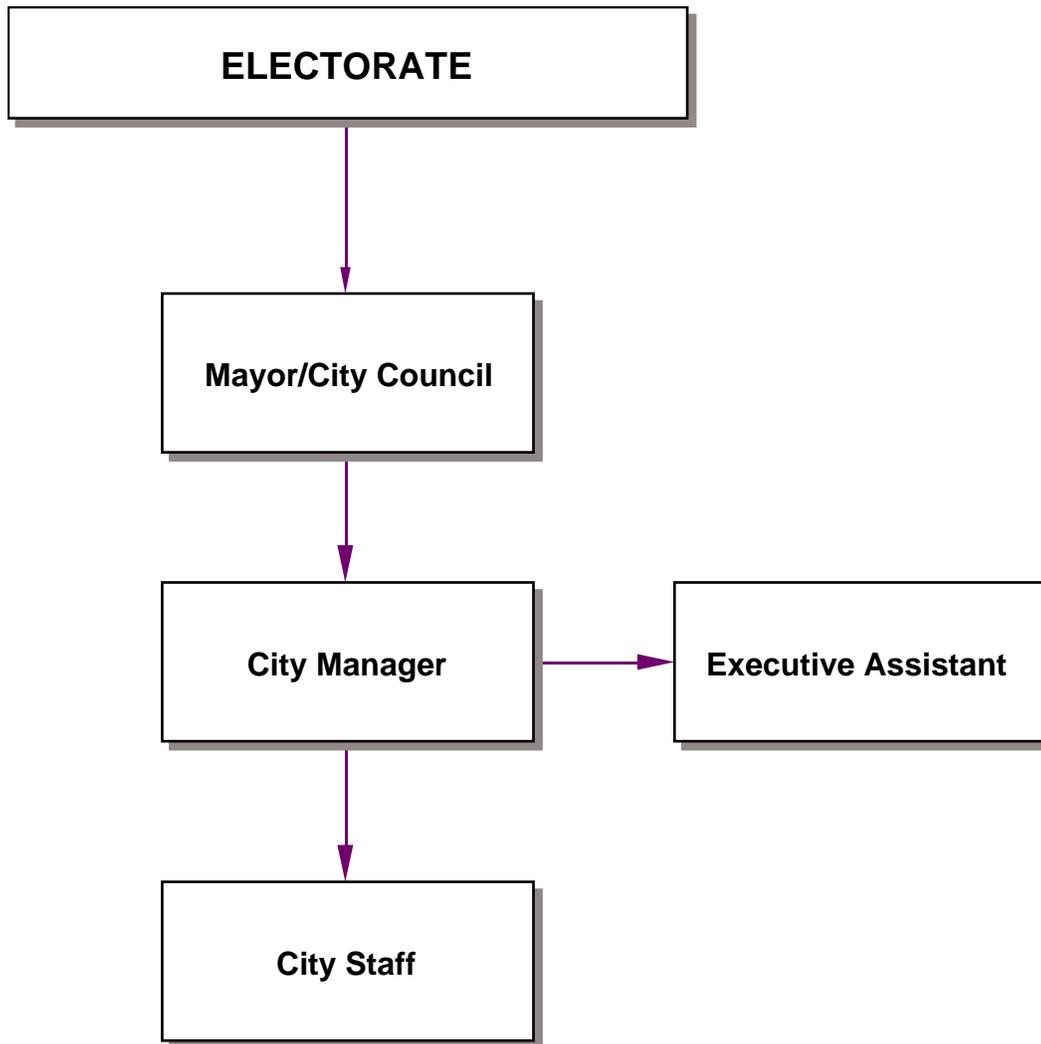
Expenditures

General Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$14,476,510	\$14,791,320	\$14,839,470	0.3%	\$15,271,650	2.9%	\$30,111,120
Personnel Benefits	\$5,382,490	\$6,049,210	\$5,921,620	-2.1%	\$6,368,400	7.5%	\$12,290,020
Supplies	\$651,330	\$821,930	\$789,570	-3.9%	\$789,050	-0.1%	\$1,578,620
Other Services & Charges	\$4,176,020	\$4,885,330	\$5,231,670	7.1%	\$5,395,170	3.1%	\$10,626,840
Intergovernmental	\$2,334,740	\$2,404,430	\$2,448,510	1.8%	\$2,494,680	1.9%	\$4,943,190
Capital Outlay	\$116,350	\$105,860	\$80,950	-23.5%	\$84,920	4.9%	\$165,870
Debt Service	\$179,670	\$182,370	\$175,550	-3.7%	\$182,160	3.8%	\$357,710
Interfund Transfers	\$1,061,360	\$1,121,010	\$1,336,790	19.2%	\$1,365,430	2.1%	\$2,702,220
TOTAL EXPENDITURES	\$28,378,470	\$30,361,460	\$30,824,130	1.5%	\$31,951,460	3.7%	\$62,775,590

General Fund

Organization Chart

Legislative



General Fund

Expenditure Summary

Department Summary: Legislative

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$108,490	\$110,280	\$112,510	2.0%	\$113,300	0.7%	\$225,810
Personnel Benefits	\$23,990	\$25,060	\$21,930	-12.5%	\$23,690	8.0%	\$45,620
Supplies	\$2,030	\$4,340	\$3,900	-10.1%	\$3,900	0.0%	\$7,800
Other Services & Charges	\$21,490	\$29,580	\$27,760	-6.2%	\$27,760	0.0%	\$55,520
TOTAL EXPENDITURES	\$156,000	\$169,260	\$166,100	-1.9%	\$168,650	1.5%	\$334,750

Program Descriptions - Initiatives - Performance Measures

City Council \$334,750

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

Performance Measures	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
Number of regular Council meetings	24	23	23	23
Number of special Council meetings	0	0	0	0
Number of workshops, retreats and joint special meetings	21	18	18	18

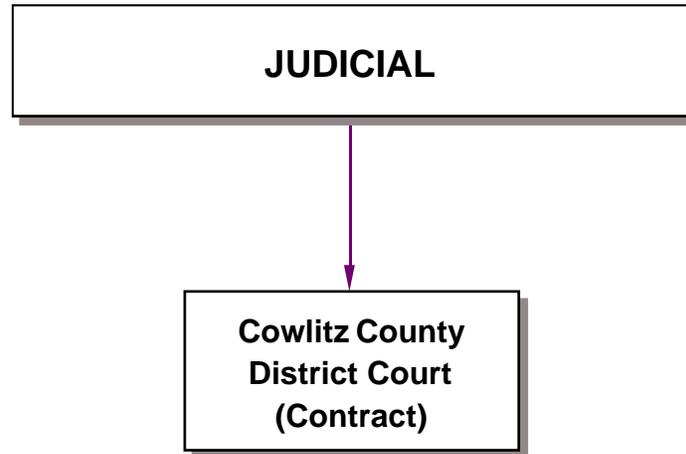
TOTAL FOR ALL PROGRAMS \$334,750



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

Organization Chart

Judicial



General Fund

Expenditure Summary

Department Summary: Judicial							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Supplies	\$810	\$0	\$700	0.0%	\$720	2.9%	\$1,420
Other Services & Charges	\$279,930	\$368,140	\$294,050	-20.1%	\$302,640	2.9%	\$596,690
Intergovernmental	\$380,520	\$356,870	\$385,320	8.0%	\$396,850	3.0%	\$782,170
TOTAL EXPENDITURES	\$661,260	\$725,010	\$680,070	-6.2%	\$700,210	3.0%	\$1,380,280

Program Descriptions - Initiatives - Performance Measures

Longview Municipal Court **\$1,380,280**

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)*

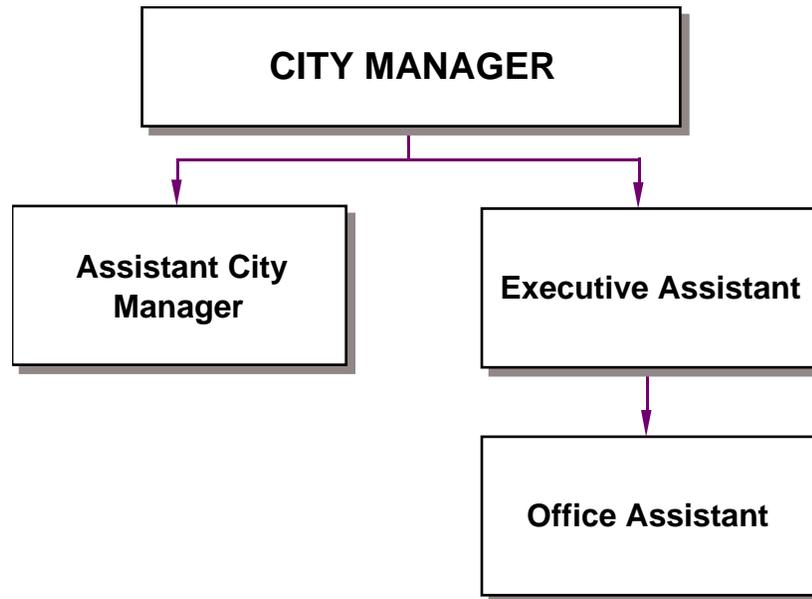
A Municipal Court adjudication

Performance Measures	2009	2010	2011	2012
	Actual	Target	Target	Target
A Criminal filings	3,289	3,453	3,289	3,453
A Civil infraction filings	5,901	6,196	5,901	6,196

TOTAL FOR ALL PROGRAMS \$1,380,280

Organization Chart

Executive



2011/2012 Budget
General Fund

Expenditure Summary

Department Summary: Executive

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$103,950	\$93,670	\$105,510	12.6%	\$67,230	-36.3%	\$172,740
Personnel Benefits	\$30,100	\$33,300	\$30,880	-7.3%	\$23,280	-24.6%	\$54,160
Supplies	\$2,820	\$3,960	\$3,570	-9.8%	\$3,570	0.0%	\$7,140
Other Services & Charges	\$12,510	\$13,650	\$8,560	-37.3%	\$8,960	4.7%	\$17,520
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$149,380	\$144,580	\$148,520	2.7%	\$103,040	-30.6%	\$251,560

Program Descriptions - Initiatives - Performance Measures

Executive Administration \$251,560

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

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

- A Carry out Council goals
- B Deliver City services per available City resources

Performance Measures

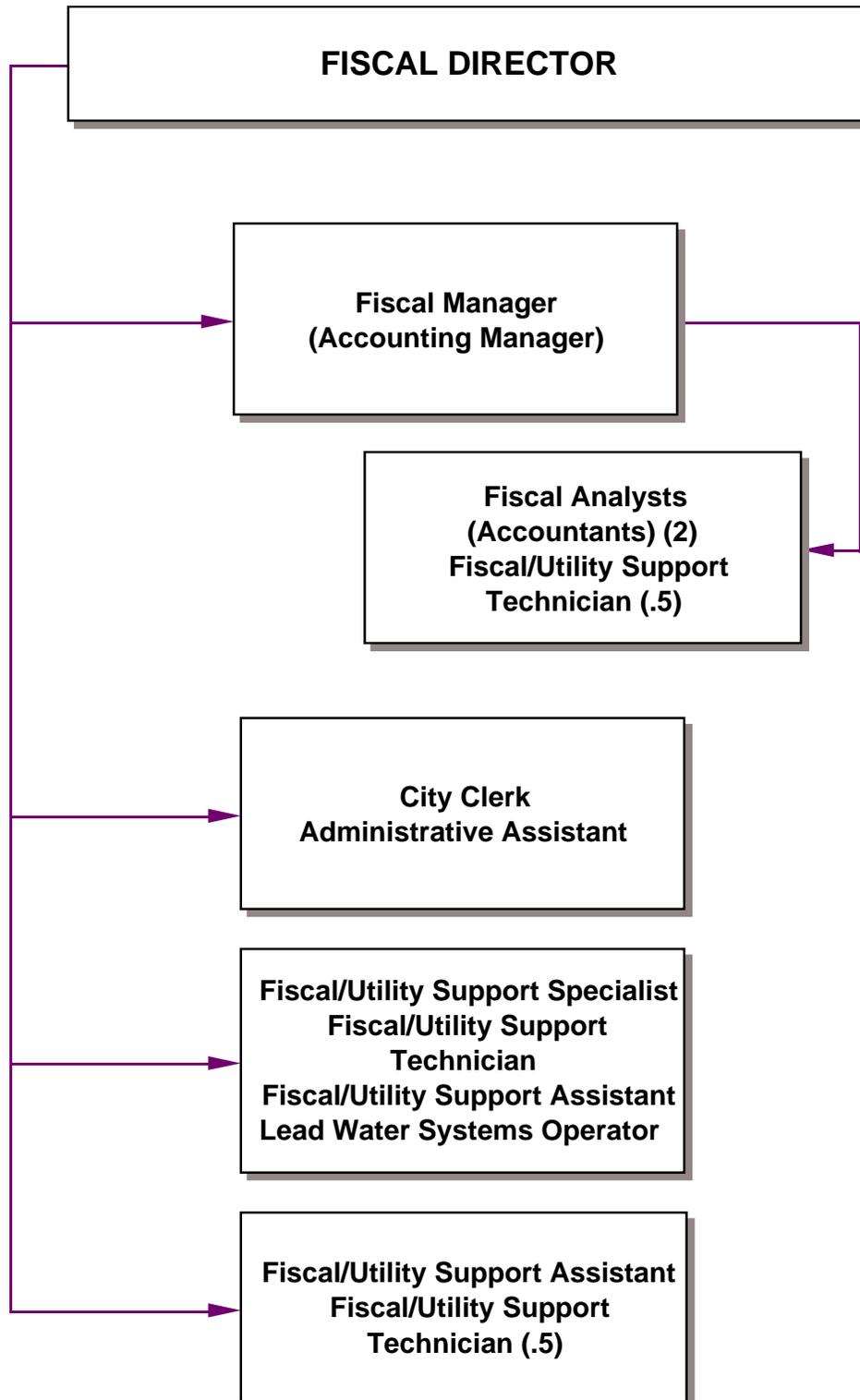
	<u>2009 Actual</u>	<u>2010 Target</u>	<u>2011 Target</u>	<u>2012 Target</u>
A Percent of Council goals achieved	90%	90%	90%	90%
B Percent of services provided operated within budgeted resources	100%	100%	100%	100%



TOTAL FOR ALL PROGRAMS \$251,560

Organization Chart

Finance



General Fund

Expenditure Summary

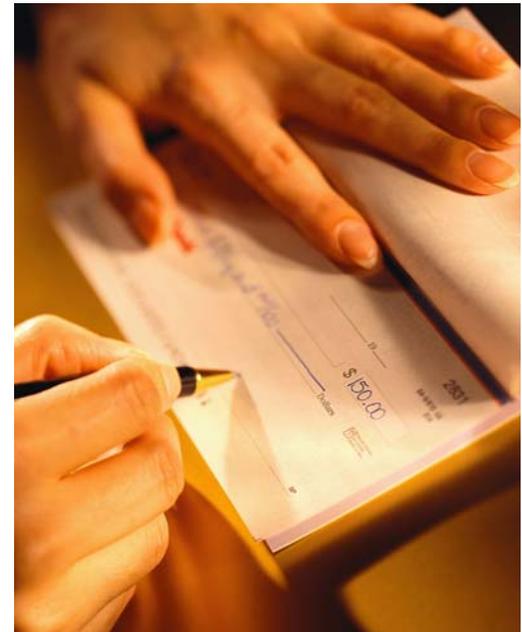
Department Summary: Finance

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$696,760	\$702,480	\$649,510	-7.5%	\$664,200	2.3%	\$1,313,710
Personnel Benefits	\$271,250	\$306,400	\$273,100	-10.9%	\$303,580	11.2%	\$576,680
Supplies	\$47,550	\$34,940	\$42,640	22.0%	\$44,600	4.6%	\$87,240
Other Services & Charges	\$244,670	\$381,210	\$339,320	-11.0%	\$374,300	10.3%	\$713,620
TOTAL EXPENDITURES	\$1,260,230	\$1,425,030	\$1,304,570	-8.5%	\$1,386,680	6.3%	\$2,691,250

Program Descriptions - Initiatives - Performance Measures

Financial Management \$1,453,530

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



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

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

Performance Measures

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

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A	100%	100%	100%	100%
B	0	0	0	0
C	\$28.4	\$29.6	\$29.1	\$29.3
D	7,977	8,048	7,847	7,750
E	6	4	4	4

Utilities Customer Service \$900,710

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

	2009 Actual	2010 Target	2011 Target	2012 Target
A Utility service order requests processed	4,347	4,560	4,681	4,845
A New utility service connections processed	33	35	39	46
B Number of water utility accounts serviced	13,256	13,642	13,895	14,162
B Number of sewer utility accounts serviced	12,516	12,877	12,948	13,264
C Delinquent utility notices processed	4,764	4,840	4,962	4,879
C Disconnects processed	733	752	781	765

Business Licensing/B&O Tax Administration \$215,500

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

	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of business licenses issued	3,518	3,733	3,841	3,927
B Number of B&O tax mailings and filings processed	8,078	8,264	8,292	8,375

General Fund

City Clerk’s Office \$121,510

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

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

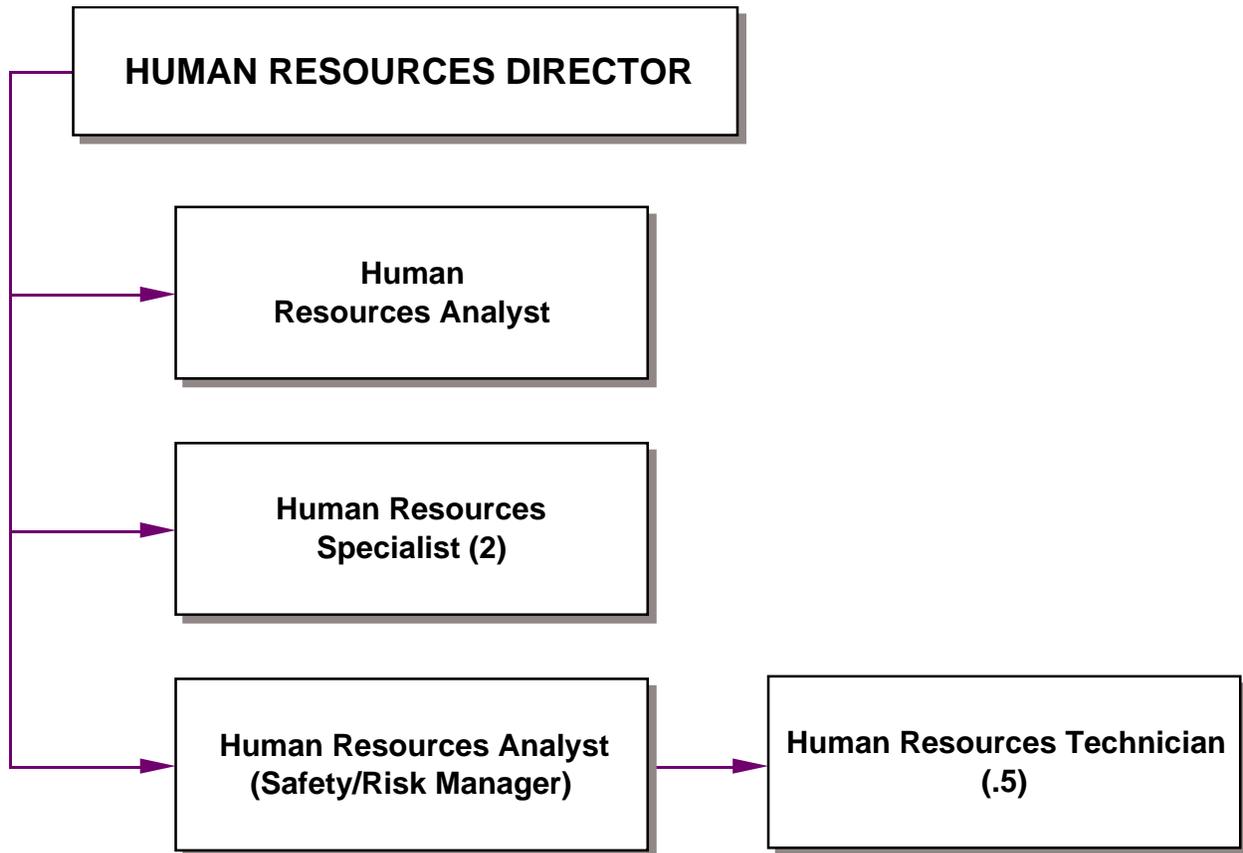
- A Provide responsive service to staff and the public
- B Record and transcribe council minutes
- C Maintain official files of the City
- D Publish required notices

Performance Measures		2009	2010	2011	2012
		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Number of requests for public disclosure	70	80	90	100
B	Number of Council minutes published	40	40	40	40
C	Number of ordinances processed	39	38	40	40
C	Number of resolution processed	32	32	32	32

TOTAL FOR ALL PROGRAMS \$2,691,250

Organization Chart

Human Resources



General Fund

Expenditure Summary

Department Summary: Human Resources							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$235,690	\$238,210	\$248,540	4.3%	\$256,150	3.1%	\$504,690
Personnel Benefits	\$79,180	\$84,400	\$85,460	1.3%	\$94,840	11.0%	\$180,300
Supplies	\$1,840	\$4,360	\$4,500	3.2%	\$4,500	0.0%	\$9,000
Other Services & Charges	\$10,920	\$23,920	\$27,300	14.1%	\$28,010	2.6%	\$55,310
TOTAL EXPENDITURES	\$327,630	\$350,890	\$365,800	4.2%	\$383,500	4.8%	\$749,300

Program Descriptions - Initiatives - Performance Measures

Human Resources \$749,300

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

Human Resources - continued

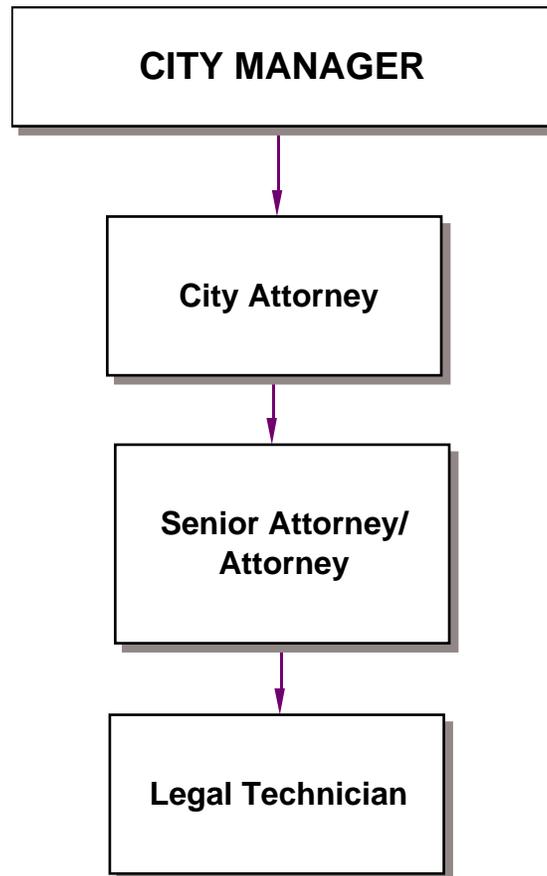
		2009	2010	2011	2012
Performance Measures		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Percent of time eligibles list for non-civil service recruitments issued to department within 90 days of recruitment closing	100%	94%	94%	94%
A	Percent of time certified lists for civil service recruitments issued within 60 days of oral board and/or testing completed	100%	90%	90%	90%
B	Employee turnover rate for voluntary separations, not including retirements	1%	<6%	<6%	<6%
B	Percent of time employee performance evaluations completed on time	62%	72%	82%	92%
D	Percent of time contract issues resolved informally or grievances resolved at mediation or below	90%	90%	90%	90%
FHI	Quarterly in-house management/leadership training opportunities on employment law updates and human resources best practices conducted	3	3	3	3
J	Percentage of eligible employees participating in deferred compensation	56%	60%	60%	60%
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	4%	<8%	<8%	<8%

TOTAL FOR ALL PROGRAMS \$749,300

General Fund

Organization Chart

Legal



2011/2012 Budget
General Fund

Department Summary: Legal							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$271,060	\$265,490	\$286,400	7.9%	\$293,230	2.4%	\$579,630
Personnel Benefits	\$78,220	\$85,830	\$88,440	3.0%	\$98,980	11.9%	\$187,420
Supplies	\$13,100	\$17,790	\$17,790	0.0%	\$17,790	0.0%	\$35,580
Other Services & Charges	\$6,750	\$10,230	\$28,450	178.1%	\$29,900	5.1%	\$58,350
TOTAL EXPENDITURES	\$369,130	\$379,340	\$421,080	11.0%	\$439,900	4.5%	\$860,980

Program Descriptions - Initiatives - Performance Measures

Legal Services \$860,980

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

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

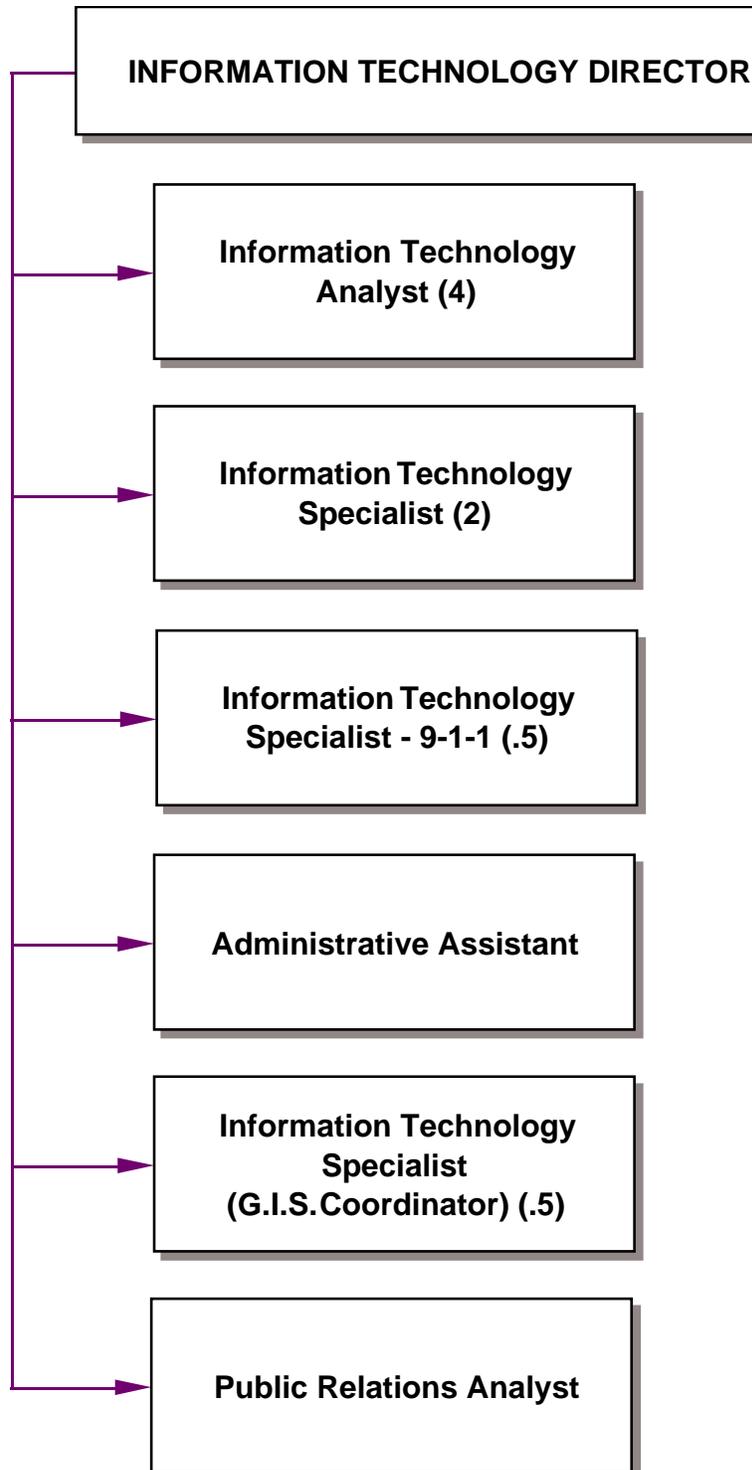
- A Provide legal counsel to City of Longview organization
- B Provide prosecution of misdemeanor criminal offenses and civil infractions

Performance Measures	2009	2010	2011	2012
	Actual	Target	Target	Target
A Ordinances adopted	40	48	52	56
A Resolutions adopted	32	36	40	44
A Contracts reviewed	300	325	335	345
B Classes presented on legal issues	2	2	3	4
B Traffic and non-traffic infractions (25% of total infractions filed in court)	1,064	1,312	1,351	1,391
B DUI/Physical Control filings (98% of total charges filed in court)	191	232	238	245
B Misdemeanor other traffic filings (98% of total charges filed in court)	1,168	1,440	1,474	1,518
B Misdemeanor non-traffic filings (98% of total charges filed in court)	978	970	999	1,028
B Parking filings (25% of total violations filed in court)	41	21	25	30
A/B Code enforcement cases handled through Superior Court	3	5	7	8

TOTAL FOR ALL PROGRAMS \$860,980

Organization Chart

Information Technology



General Fund

Expenditure Summary

Department Summary: Information Technology							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$653,540	\$638,180	\$641,750	0.6%	\$655,180	2.1%	\$1,296,930
Personnel Benefits	\$213,720	\$236,990	\$226,510	-4.4%	\$251,030	10.8%	\$477,540
Supplies	\$26,570	\$30,650	\$30,650	0.0%	\$30,650	0.0%	\$61,300
Other Services & Charges	\$41,840	\$72,550	\$78,330	8.0%	\$80,380	2.6%	\$158,710
TOTAL EXPENDITURES	\$935,670	\$978,370	\$977,240	-0.1%	\$1,017,240	4.1%	\$1,994,480

Program Descriptions - Initiatives - Performance Measures

Applications Development \$990,210

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, cashiering, 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. Also includes evaluation/acquisition of hosted solutions.

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

- C Develop of GIS layers (reduced for 2011 due to staff cuts)
- 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 web information current
- K Initiatives researched/implemented to produce efficiencies
- L Online registrations and payments

Performance Measures

- C Number of GIS layers developed
- D Number of GIS layers supported
- E Number of GIS requests for data
- F Number of applications implemented (per budget)



	2009	2010	2011	2012
	Actual	Target	Target	Target
C	12	12	5	5
D	163	175	170	175
E	361	279	200	200
F	4	3	5	4

continued

Applications Development Program - continued

	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Performance Measures - continued				
G Number of applications supported/kept current with upgrades	29	32	37	41
H Number of web hits (in 100,000)	572	606	700	800
I Percent of web uptime	100%	100%	100%	100%
J Percent of web information current	90%	95%	100%	100%
K Number of initiatives researched/implemented	new	new	0	0
L Number of Eden registered users for online payments	new	3,796	5,000	6,000
L Number of Eden online permits issued	new	505	600	700
L Number of UB online payments processed	new	10,686	12,000	15,000

Infrastructure Support..... \$737,230

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 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 desktops and servers; 3) ordering of all desktops, laptops, printers, and peripherals; 4) researching best hardware/software solutions; 5) managing asset inventory of all hardware (servers, desktops, laptops, printers, peripherals) and software (operating systems, application systems, etc.); and 6) support of other agencies (Cowlitz 2 Fire & Rescue (C2F&R), CDID, Council, and others). Desktop Services: providing telephone support for the IP telephone system (answer questions, new installations, order telephones, telephone moves/adds/changes, and troubleshooting telephone problems for users).

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

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

2011/2012 Budget _____
General Fund

Infrastructure Support Program - continued

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of time network up	99%	100%	100%	100%
B Number of desktop devices supported (computers/printers/other)	486	500	500	500
C Number of trouble calls/problems reported	3,200	2,880	2,800	2,600
D Number of telephones supported in City system	341	341	350	350
E Number of telephones moves, adds, and/or changes performed	210	220	200	200
G Server downtime (# of events) unplanned	5	10	0	0
G Server outages/downtime (in minutes)	0	0	0	0
H Number of spam mails diverted (in million)	3.4	3.2	3.0	3.0
I Number of denied email (in million)	2.2	2.8	2.0	2.0

Communications Services \$195,730

The Communications Services 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 in 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 G Digital news releases and Outreach
- H AskLongview requests for information and services from the public
- I Gauge internal and external opinions through online surveys

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of community locations for informational display (revolving)	8	11	12	12
B Number of display literature pieces distributed	2,580	2,700	3,000	3,000
C Number of television promotions produced	6	9	5	5
D Number of City Info newsletters produced (8 page inserts)	24	25	16	16
E Number of new publications produced	1	3	3	3
F Number of press releases disseminated	85	75	75	75
G Number of City Info Weekly online newsletters posted	50	50	50	50
G Special marketing efforts or Outreach campaigns conducted	5	3	2	2
H Number of public information queries and service requests for AskLongview	667	800	900	1,000
I Number of online surveys conducted and analyzed	10	13	15	15

Public Safety Support 911 Center \$71,310

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

Public Safety Support 911 Center- continued

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

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

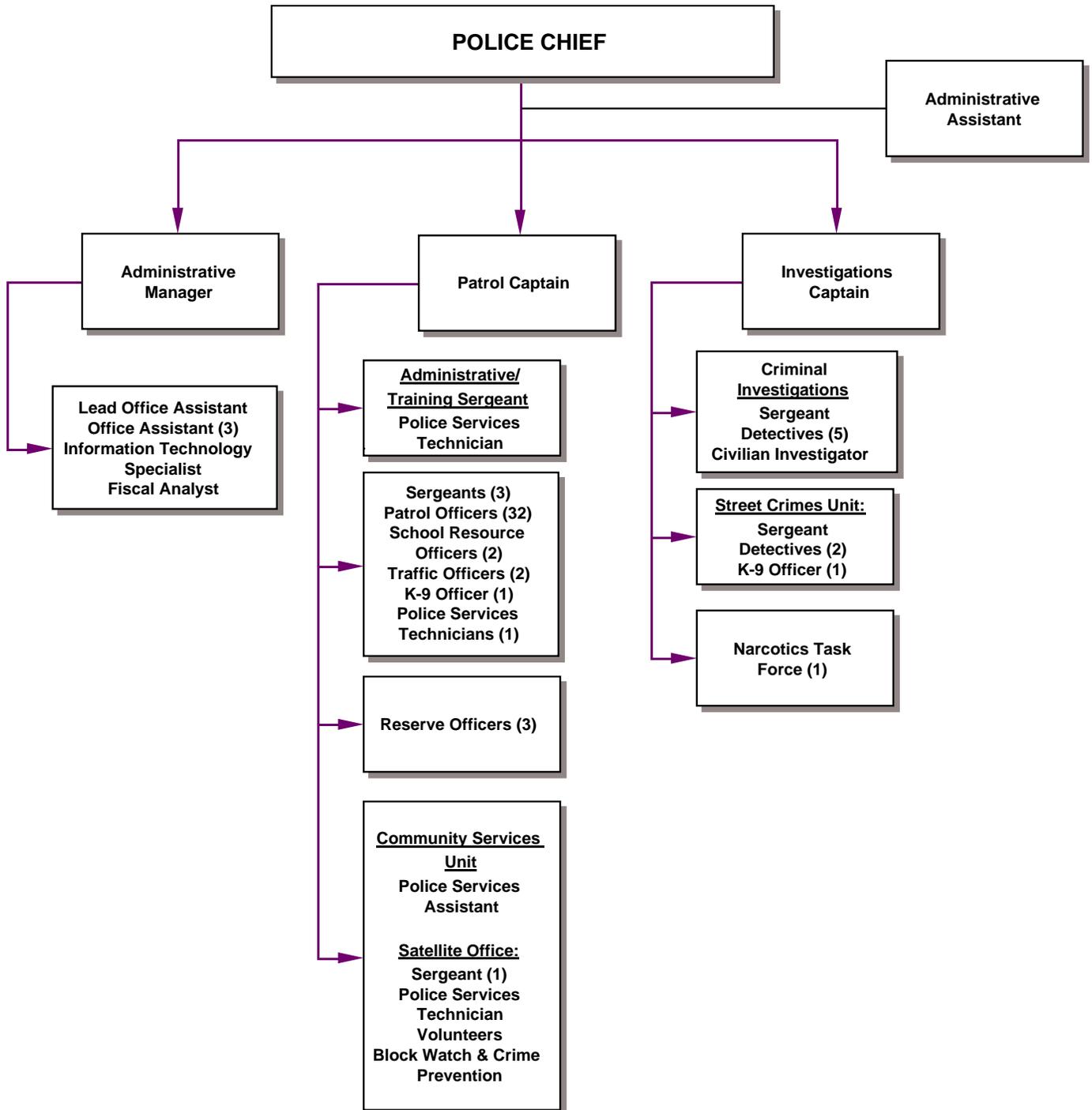
Performance Measures		2009	2010	2011	2012
		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Number of trouble calls/problems reported	69	400	400	400
B	Maximize application availability	99%	99%	100%	100%
C	Number of upgrades	5	6	6	6
D	Number of reports requested/produced	135	275	275	275
E	Number of events	4	0	0	0
F	Percent of network uptime	99%	100%	100%	100%
G	Number of requests for public information	2	22	24	24

TOTAL FOR ALL PROGRAMS \$1,994,480

General Fund

Organization Chart

Police



General Fund

Expenditure Summary

Department Summary: Police							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$4,294,250	\$4,710,970	\$4,812,590	2.2%	\$4,998,530	3.9%	\$9,811,120
Personnel Benefits	\$1,927,450	\$2,185,180	\$2,244,220	2.7%	\$2,363,180	5.3%	\$4,607,400
Supplies	\$83,010	\$112,790	\$107,790	-4.4%	\$107,790	0.0%	\$215,580
Other Services & Charges	\$643,470	\$764,750	\$999,070	30.6%	\$1,039,670	4.1%	\$2,038,740
Intergovernmental	\$1,815,700	\$1,900,800	\$1,904,370	0.2%	\$1,929,480	1.3%	\$3,833,850
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$109,010	\$120,590	\$124,400	3.2%	\$124,320	-0.1%	\$248,720
TOTAL EXPENDITURES	\$8,872,890	\$9,795,080	\$10,192,440	4.1%	\$10,562,970	3.6%	\$20,755,410

Program Descriptions - Initiatives - Performance Measures

Patrol \$11,073,370

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

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

- A Respond to calls for service
- B Enforce criminal laws
- C Traffic enforcement
- D Proactive enforcement (i.e. FI contacts, warrant arrests, surveillance)
- E Initiate crime investigations
- F Follow up investigations
- G Identify problem areas requiring repeated police responses
- H Crime prevention
- I Patrol assigned areas
- J Identify, arrest, and book suspects
- K Enforce Traffic Laws

continued

Patrol - continued

	2009	2010	2011	2012
Performance Measures	Actual	Target	Target	Target
A Emergency response time	6.17 min	< 7 min.	< 7 min.	< 7 min.
A Number of calls for service	30,716	32,000	32,000	32,000
C Number of traffic infractions and citations	5,719	6,300	6,500	6,500
D Number of field contacts, suspicious subjects identified	N/A	N/A	1,000	1,000
J Number of arrests (juvenile and adult)	5,625	5,500	5,500	5,500
J Number of jail bed days	11,054	11,000	11,000	11,000

Administrative Support \$3,057,510

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

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

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

	2009	2010	2011	2012
Performance Measures	Actual	Target	Target	Target
A Number of phone calls handled by front counter staff	34,632	37,000	34,000	35,000
B Number of items logged into evidence	4,388	5,000	4,500	5,000
C Percent of employees documented on Lexipol daily training bulletins	N/A	100%	100%	100%
H Audits of evidence property, jail charges	12	12	13	13

Criminal Investigations Unit \$2,047,560

The criminal investigations unit (CIU) is comprised of six full-time employees (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

2011/2012 Budget
General Fund

Criminal Investigations Unit - continued

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

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



Performance Measures

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A Clearance rate for burglaries	12%	25%	25%	25%
A Clearance rate for Homicides	100%	100%	100%	100%
A Clearance rate for Rapes	35%	50-100%	50-100%	50-100%
A Clearance rate for robberies	31%	50-100%	50-100%	50-100%
A Clearance rate for aggravated assaults	89%	50-100%	50-100%	50-100%
A Number of cases assigned	320	450	450	450
A Clearance rate for financial crimes	35%	20%	20%	20%
C Percent of addresses of all level III sex offenders verified, as required by law	100%	100%	100%	100%

Public Safety Retirement \$1,122,580

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

Street Crimes Unit \$859,110

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 selling methamphetamine, heroin, cocaine, prescription drugs, hallucinogens, and marijuana in this order of priority. SCU detectives actively seek out those criminals possessing or selling firearms and stolen property. SCU detectives target high crime areas within the city and aggressively patrol these areas seeking out the criminal element while working in uniform. The SCU Sergeant oversees all civil seizures and forfeitures that detectives and officers of the Longview Police Department (LPD) conduct. SCU ensures that seizures and forfeitures are conducted in a timely manner. Proceeds from drug-related seizures are used to help fund the SCU and Special Weapons and Tactics (SWAT) unit operations. These funds are also used to purchase equipment for SCU and SWAT.



continued

Street Crimes Unit - continued

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

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

	2009	2010	2011	2012
Performance Measures (includes 6 months of 2009)	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A/B Number of felony drug investigations leading to arrests	74	90	125	125
C Amount of drugs seized in grams, including marijuana, meth, cocaine, and heroin	227.45 g	500 g	500 g	500 g
D Number of other felony non-drug arrests	5	25	25	25
E Number of firearms seized	5	5	5	5

Risk Management..... \$679,270

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
B Percent of internal investigations completed within 90 days	100%	100%	100%	100%
C Number of employee backgrounds completed	15	12	20	20
F Percent turnover rate	5.5%	4%	4%	4%
F Percent of budgeted positions filled	98%	>90%	>90%	>90%
J Percent of employees documented on Lexipol daily training bulletins	N/A	100%	100%	100%

General Fund

Traffic Enforcement \$516,160

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

	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of school zone citations issued (traffic unit)	117	200	200	200
A Number of criminal traffic arrests (by traffic unit)	113	100	150	150
A Number of traffic infractions issued (by traffic unit)	885	1,200	1,200	1,200
B Number of traffic collisions reported (department wide)	894	900	540	540
B Percent of time able to determine fault in traffic collisions	95%	90%	90%	90%
E Number of citizens addressed at public presentations	N/A	500	500	500

Narcotics Task Force \$363,260

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

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of DTOs investigated	5	5	4	4
A Number of DTOs dismantled	0	5	4	4
B Number of criminal investigations initiated	79	50	40	40
C Number of felony drug arrests made	60	65	70	70
C Percent of prosecutions where defendant is found guilty	94%	100%	100%	100%
D Amount of drugs seized (in grams)	N/A	7,000 g	7,500 g	7,500 g

Community Services Unit..... \$293,390

The Community Services Unit (CSU) enhances and encourages collaboration between the police department, other service agencies, local churches, property owners, and property managers within the community to prevent and control crime and disorder. Through these collaborative relationships, the CSU develops problem-solving strategies to assist the citizens in improving quality of life within their neighborhoods through the use of Block Watch, nuisance abatement, mediation, and other partnerships with Highlands neighbors and organizations. The CSU acts as a liaison between local anti-drug coalitions, housing coalitions, church coalitions, and substance abuse counseling organizations, and the community. The CSU coordinates and educates property managers on methods of reducing criminal activities within their rental housing complexes through the Longview Safe Housing Partnership program. Another aspect of the CSU is to link the homeless in our community with housing and other needed services.

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

- A Provide community outreach for the purpose of reducing crime and increasing quality of life
- B Engage citizens on a personal level while assisting in problem solving and prevention
- C Promote and establish partnerships between citizen groups and service/government agencies

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A/B Number of citizens living in Crime Free Rental Housing programs	N/A	N/A	200	350
A/B Reduce crime in participating rental housing units	N/A	N/A	-10%	-5%
C Number of community outreach activities/meetings	N/A	N/A	48	50

K9 \$282,740

The Longview Police Department K9 Unit is currently made up of one officer and his K9 partner. The K9 is trained as a “tracking” dog. The K9 team locates felony and misdemeanor suspects who run from the scene of a crime and attempt to hide. The K9 tracking team works as part of the Patrol Division, but frequently works with the Lower Columbia SWAT Team, the Street Crimes Unit (SCU), and the Cowlitz/Wahkiakum Narcotics Task Force (NTF) to chase fleeing suspects during search warrants service and to search buildings, as needed. In many cases, the police dog goes into places that would be unreasonably dangerous for an officer to enter. Using his keen sense of smell, eyesight, and hearing, the dog can be effective in conditions of darkness or reduced light where officers either could not, or could only do so at substantial risk to their personal safety. The police dog also provides a visible deterrent to the suspect and is often able to convince a suspect to surrender without the necessity of using physical force.



continued

2011/2012 Budget _____
General Fund

K9 - continued

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	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of suspects captured	5	5	5	5
B Number of building searches conducted	10	17	10	10
F Number of community demonstrations conducted	6	6	6	6
C-E Number of K9 applications	50	50	50	50

Crime Analysis \$186,530

The Crime Analyst is responsible for providing crime data and trend analysis to all units in the Longview Police Department (LPD), as well as providing information to the public upon request. The Crime Analyst is also the LPD system administrator for the Spillman Records system and provides technical/computer support to the entire Police department. In the past, the Crime Analyst position was partially-funded with grants that have since expired.

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

- A Fulfill crime analysis requests from LPD employees (call studies, maps, photo montages, retrieve jail phone records, etc.)
- B Provide crime analysis reports to citizens, upon request
- C Provide technical support to department employees and act as liaison to technology providers (i.e. computer/MDT support, Spillman support, database design, etc.)
- D Create crime maps
- E Maintain department web page
- F Train employees on new software and systems

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of crime analysis and technology requests from LPD employees	1,700	675	1,500	1,500
B Number of crime analysis and information requests from citizens	300	75	300	300
D Number of crime maps created by Crime Analyst	200	100	200	200

Community Policing \$184,490

The Community Service Officer (CSO) handles low-priority, not-in-progress property crimes with no suspect information at the time of contact, allowing patrol officers more time to do proactive enforcement. The two full-time patrol CSOs handle priority 3 and 4 calls which include burglary, theft, vandalism, stolen vehicles, vehicle prowl, and runaway reports. CSOs also respond to complaints of abandoned vehicles on public property (streets and alleys) and some parking complaints not handled by the department's full-time parking enforcement officer. 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 and 4 property crime calls with no initial suspects
- B Respond to and remove abandoned vehicles from the public right of way and issue hulk permits
- C Provide crime prevention information, conduct public presentations, and represent LPD at community events
- D In emergency situations, help provide traffic control at accident scenes, fire scenes, and natural disasters
- E Report suspicious and criminal behavior to communications center

continued

Community Policing - continued

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

- 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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Priority 4 call responses	11,243	14,500	14,500	14,500
A Number of abandoned vehicle calls received	1,113	1,340	1,340	1,340
B Number of abandoned vehicles that are towed	125	190	190	190
B Number of abandoned vehicles that are moved/illegally parked	95	595	595	595
A/B Number of parking tickets issued by CSOs	310	320	320	320

Lower Columbia SWAT Team \$56,780

The Longview Police Department is a member of a county-wide SWAT team called Lower Columbia SWAT. The Longview Police Department, the Cowlitz County Sheriff’s Office, the Kelso Police Department, and Cowlitz 2 Fire & 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 produces a successful resolution. The Lower Columbia SWAT Team is considered a part-time team. The officers that make up the team have primary duties as patrol officers and investigators within their respective law enforcement agency. Time spent responding to SWAT call outs and training are ancillary duties.

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

- A Respond to hostage situations
- B Respond to barricade situations (armed/potentially armed subjects)
- C Respond to sniper situations (firing upon citizens and/or police by an armed suspect)
- D Provide high-risk apprehension of suspects
- E Serve high-risk search and arrest warrants
- F Provide personal protection (security of special persons such as VIPs, witnesses, or suspects)
- G 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

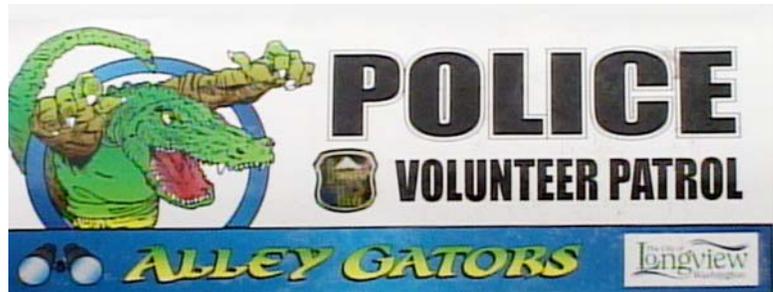


	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-H Number of SWAT missions	5	18	15	15
A-H Meet mission objectives for each SWAT call out	100%	N/A	100%	100%
I Number of training hours for SWAT team and department employees	2,832	2,000	1,500	1,500
K Percent of time SWAT team meets proficiency standards for weapons handling and physical fitness	100%	100%	100%	100%

2011/2012 Budget _____
General Fund

Reserve Unit/Alley Gator Program \$32,660

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



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

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

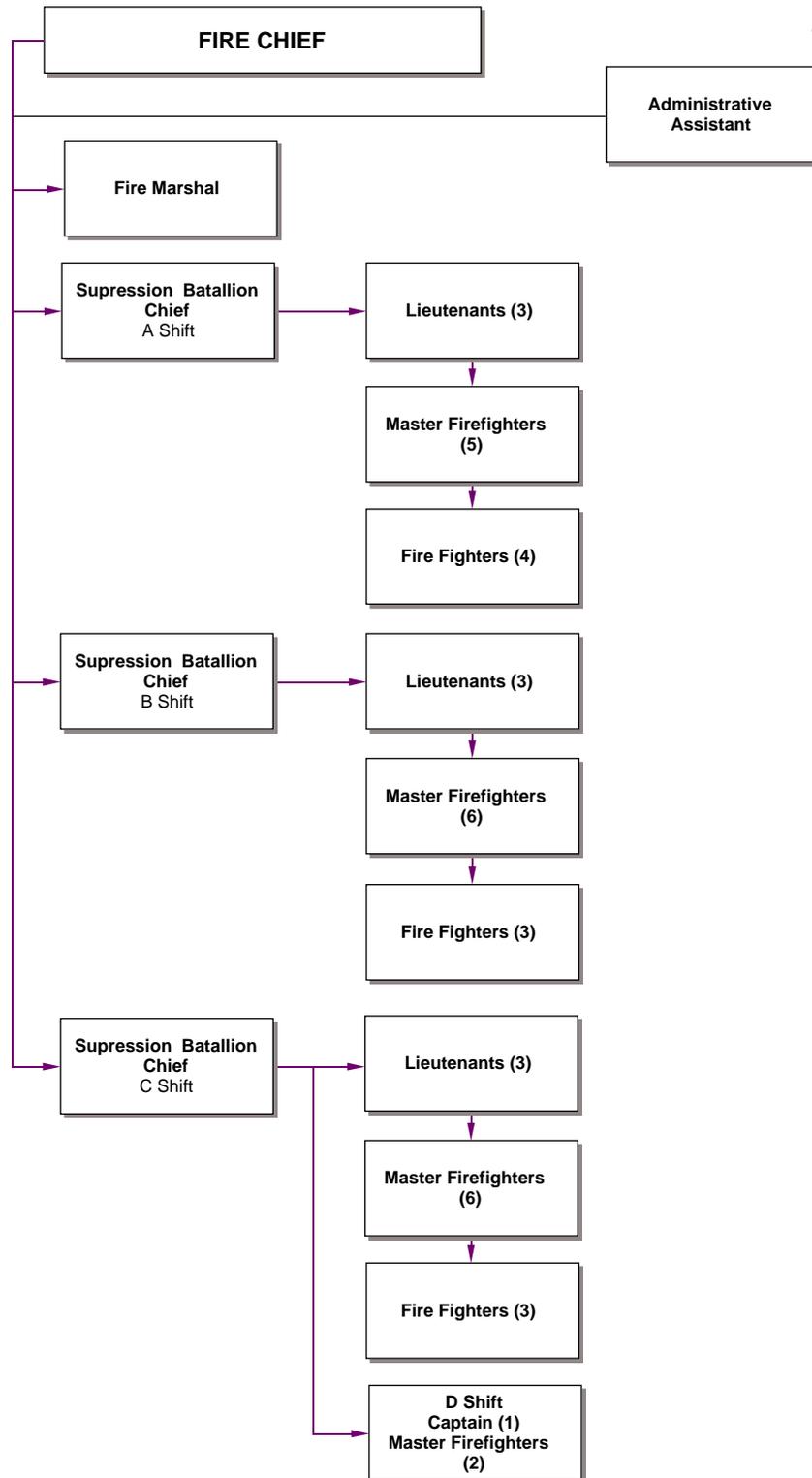
- A Assist regular patrol officers with both self-initiated activities (such as traffic stops) and calls for service
- B Assist regular officers with lake-bank security during the annual Go-4th celebration
- C Assist regular officers with security at other events such as car cruises and parades
- D Assist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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A-E Number of reserve hours donated	705	900	900	900
A-E Number of reserve officers serving	2	10	4	4
F-H Number of Alley Gator hours donated	1,163	1,500	1,250	1,250
F-H Number of active Alley Gators	7	N/A	2	2
H Number of locates and reports of stolen vehicles by Alley Gators	1	20	2	2

TOTAL FOR ALL PROGRAMS \$20,755,410

Organization Chart

Fire



General Fund

Expenditure Summary

Department Summary: Fire							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$3,775,300	\$3,731,980	\$3,857,740	3.4%	\$4,010,260	4.0%	\$7,868,000
Personnel Benefits	\$1,077,810	\$1,137,990	\$1,232,120	8.3%	\$1,304,630	5.9%	\$2,536,750
Supplies	\$123,080	\$107,260	\$94,650	-11.8%	\$94,650	0.0%	\$189,300
Other Services & Charges	\$312,930	\$318,370	\$532,800	67.4%	\$546,330	2.5%	\$1,079,130
Intergovernmental	\$138,520	\$146,760	\$158,820	8.2%	\$168,350	6.0%	\$327,170
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$503,040	\$530,410	\$690,260	30.1%	\$719,980	4.3%	\$1,410,240
TOTAL EXPENDITURES	\$5,930,680	\$5,972,770	\$6,566,390	9.9%	\$6,844,200	4.2%	\$13,410,590

Program Descriptions - Initiatives - Performance Measures

Fire Suppression..... \$5,511,840

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

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

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



Performance Measures

	2009	2010	2011	2012
	Actual	Target	Target	Target
A Number of injuries/fatalities as a result of fire	1	0	0	0
A Number of fire responses	1,127	1,100	1,100	1,100
A Percent of structure fires confined to room of origin	80%	90%	90%	90%
B Percent of time able to respond to fire emergencies in less than 6 minutes	66%	90%	90%	90%
B Percent of time able to arrive at “Full Alarm” fire emergencies in less than 9 minutes	54%	90%	90%	90%
B Percent of time able to respond to technical/hazmat emergencies in less than 8 minutes	79%	90%	90%	90%
B Percent of time able to respond to aid hazmat in less than 1 hour	100%	90%	90%	90%
C Number of training hours delivered (actual hours per firefighter)	114	200	200	200
D Number of industry training hours (450 minimum) contracted	719	800	800	800
D Amount of billing fees collected from contracted services	\$407,105	\$392,000	\$427,000	\$481,000

Emergency Medical Services (EMS) \$4,204,100

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 Cowlitz County’s Medical Program Director
- C Assure proficiency of Firefighter/EMT emergency medical skills through training

Performance Measures	2009	2010	2011	2012
	<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	75%	90%	90%	90%
A Number of emergency medical responses	3,878	3,800	3,800	3,800
B Percent of time able to respond to ALS medical emergencies in less than 8 minutes	90%	90%	90%	90%
C Number of EMS training hours delivered (per firefighter)	11	24	24	24

Fire Prevention \$1,833,640

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



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

- A Conduct company level fire and life safety inspections of commercial properties 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

continued

2011/2012 Budget _____
General Fund

Fire Prevention - continued

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

- H Perform fire investigations for the purpose of determining origin and cause
- I Consult with and evaluate juvenile fire setters
- J Provide certification maintenance training and professional development for Fire Marshal and Fire Inspector

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of company level inspections completed	748	875	875	875
B Number of high-risk/target hazard inspections completed	55	55	55	55
C Number of business license reviews completed	440	400	400	400
D Number of new construction fire/life safety plan reviews completed	82	75	80	80
E Number of new construction building and fire/life safety inspections completed	300	280	280	280
F Number of fire prevention education and public relations events conducted outside of Fire Prevention Week	32	20	20	20
G Number of fire prevention events conducted during Fire Prevention Week, including school visits	209	250	250	250
H Number of fire investigations conducted	122	120	100%	100%
I Number of new construction building permit plan reviews completed	116	120	120	120

Public Safety Retirement \$1,319,550

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

Emergency Preparedness \$541,460

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



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

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

continued

Emergency Preparedness - continued

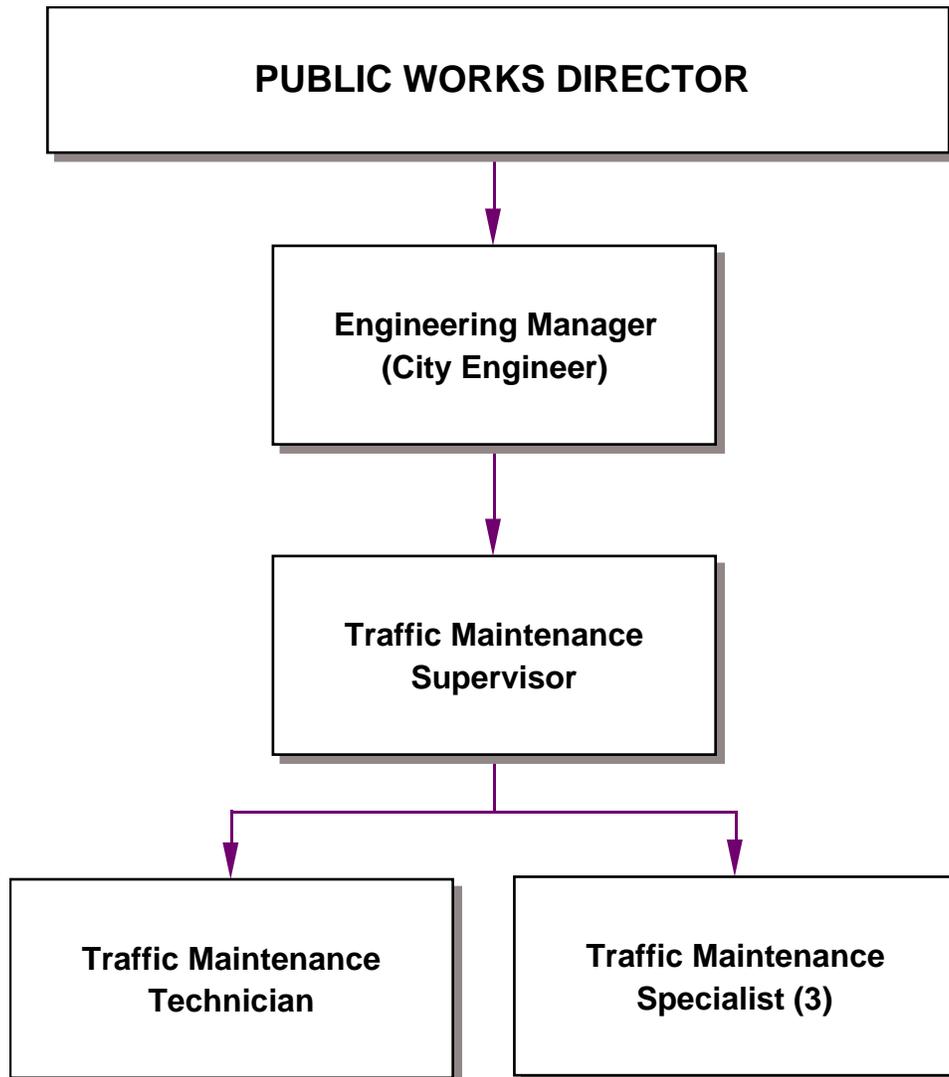
Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of times Readiness and Reponse Plan is reviewed per year	0	1	1	1
B Number of times exercise and inventory of EMZ is conducted (quarterly, at a minimum)	1	4	4	4
C Number of times annual tabletop exercise is coordinated	1	1	1	1
C Number of times annual practical exercise is coordinated	1	1	1	1
D Number of LEPC activites participated in per year	2	4	4	4
E Number of times participated in regional DHS training/exercises per year	0	1	1	1
F Number of times emergency contact list is updated (semi-annually, at a minimum)	1	2	2	2

TOTAL FOR ALL PROGRAMS \$13,410,590

General Fund

Organization Chart

Traffic



General Fund

Expenditure Summary

Department Summary: Traffic							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$273,830	\$248,510	\$306,730	23.4%	\$318,030	3.7%	\$624,760
Personnel Benefits	\$126,780	\$176,620	\$144,350	-18.3%	\$160,640	11.3%	\$304,990
Supplies	\$112,180	\$140,710	\$140,710	0.0%	\$140,710	0.0%	\$281,420
Other Services & Charges	\$327,170	\$371,390	\$413,950	11.5%	\$419,160	1.3%	\$833,110
TOTAL EXPENDITURES	\$839,960	\$937,230	\$1,005,740	7.3%	\$1,038,540	3.3%	\$2,044,280

Program Descriptions - Initiatives - Performance Measures

Street Light Maintenance \$720,030

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

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

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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of hours spent responding to malfunctioning illumination	1,269	1,198	1,200	1,200
A Number of street lights maintained	2,474	2,510	2,510	2,510
C School flashers maintained and energized/de-energized	7	7	7	7
D Number of hours spent locating underground illumination system	305	300	300	300

Traffic Signal Maintenance \$534,420

This program maintains the existing traffic signal system and performs 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	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of hours spent on traffic signal maintenance	2,392	2,568	2,500	2,500
B Number of traffic signals preventative maintenance was performed on	38	38	38	38
C Number of hours spent locating underground traffic signal system	46	50	50	50

Signs \$288,810

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

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

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours spent maintaining signs	2,014	2,720	2,000	2,000
B Number of night-time hours spent inspecting signs for reflectivity	64	70	70	70

Traffic Striping \$192,430

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

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

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of feet of double yellow lines painted	80,000	80,000	80,000	80,000
D Number of crosswalks painted	144	150	150	150
F Number of feet of edge line and bike lanes painted	77,000	77,000	77,000	77,000
G Number of feet of two-way, left-turn lanes painted	55,000	55,000	55,000	55,000

Interdepartmental Support \$113,340

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

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

- A Prepare and implement traffic control plans
- A Provide aid to other City departments
- B Inspection and review of capital and development projects

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Hours spent preparing and implementing traffic control plans and providing aid to other City Departments	192	150	150	150
B Hours spent on capital projects	701	500	500	500
B Hours spent on development projects	N/A	N/A	50	50

2011/2012 Budget _____
General Fund

Pavement Markings \$87,620

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



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

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

Performance Measures

- A Number of raised relective markers installed/maintained
- A Number of raised pavement markers installed/maintained
- C Number of hours spent placing thermoplastic at crosswalks

	2009	2010	2011	2012
	Actual	Target	Target	Target
A	869	220	220	220
A	2,786	1,200	1,200	1,200
C	202	130	130	130

Civic Functions \$59,940

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

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

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

Performance Measures

- A Number of hours spent on civic functions
- B Number of civic functions supported

	2009	2010	2011	2012
	Actual	Target	Target	Target
A	273	300	300	300
B	22	22	22	22

Traffic Engineering \$37,890

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

continued

Traffic Engineering - continued

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
- D Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings
- G Number of traffic collisions entered into database

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A	0	0	0	0
D	0	0	0	0
G	632	600	600	600

Traffic Data Collection \$9,800

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

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

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

Performance Measures

- A Number of locations counted per year (annual count program)
- B Number of hours spent gathering data for traffic studies

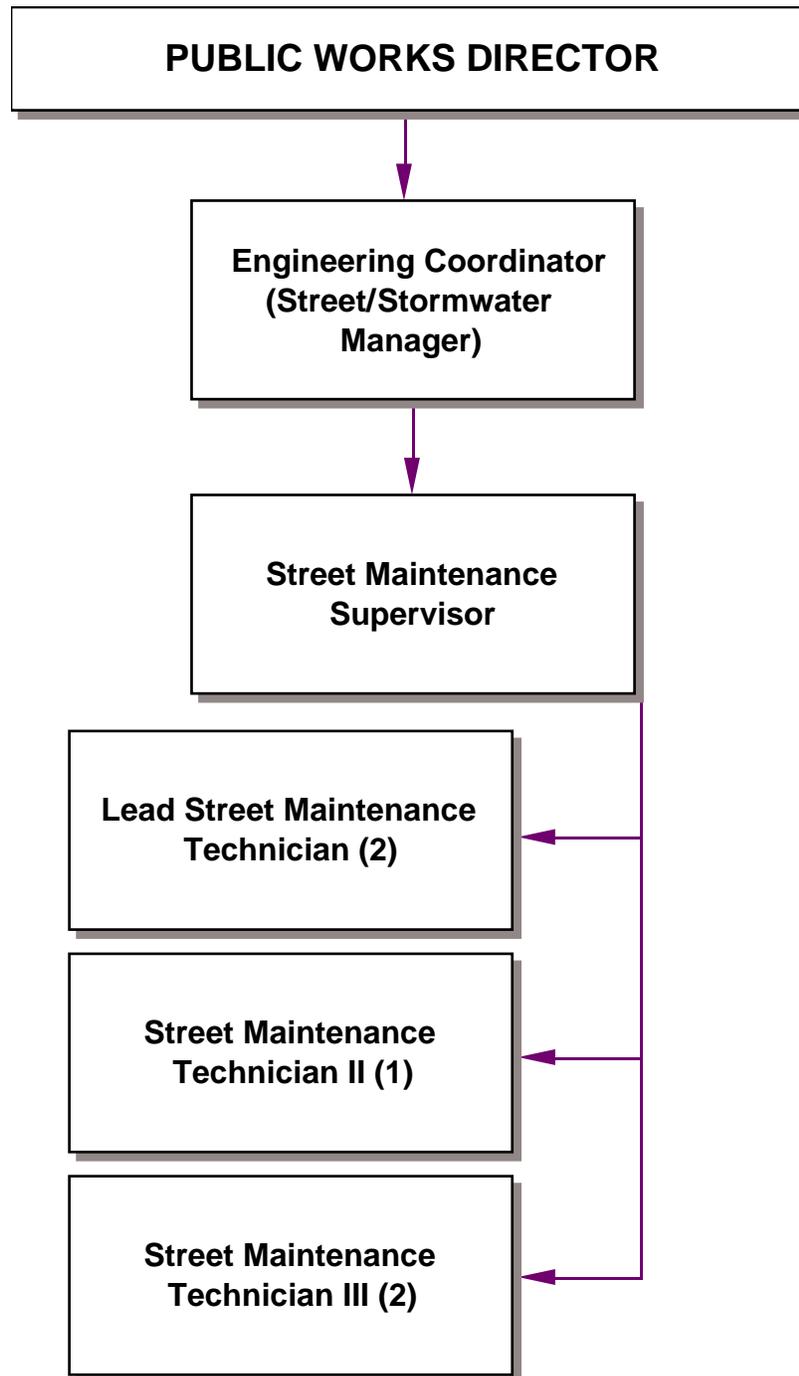
	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A	0	0	0	0
B	57	23	20	20

TOTAL FOR ALL PROGRAMS \$2,044,280

General Fund

Organization Chart

Street Maintenance



General Fund

Expenditure Summary

Department Summary: Street Maintenance

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$381,480	\$414,280	\$309,820	-25.2%	\$318,210	2.7%	\$628,030
Personnel Benefits	\$181,780	\$213,330	\$156,150	-26.8%	\$173,190	10.9%	\$329,340
Supplies	\$86,190	\$111,720	\$111,720	0.0%	\$111,720	0.0%	\$223,440
Other Services & Charges	\$130,820	\$249,700	\$200,410	-19.7%	\$212,090	5.8%	\$412,500
Capital Outlay	\$16,300	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$15,450	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$812,020	\$989,030	\$778,100	-21.3%	\$815,210	4.8%	\$1,593,310

Program Descriptions - Initiatives - Performance Measures

Street and Alley Maintenance \$958,550

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

	2009 Actual	2010 Target	2011 Target	2012 Target
A Cubic yards of concrete placed	367	320	320	320
B Tons of asphalt placed	160	300	300	300
C Number of lane miles (10' x 5,280') chip-sealed per year	3.01	3.7	3.7	3.7
D Pounds of sealant applied	1,330	12,500	12,500	12,500
E Number of alleys bladed	290	480	480	480

Miscellaneous Maintenance Activities \$316,740

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

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

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



Performance Measures

- All Number of responses to customer complaints
- A Hours spent on bridge maintenance
- B Tons of cold mix pothole patching
- D Gallons of herbicide applied
- F Hours of snow and ice control

	2009 Actual	2010 Target	2011 Target	2012 Target
All	205	80	80	80
A	112	48	48	48
B	15	25	25	25
D	670	900	900	900
F	52	48	48	48

Interdepartmental \$218,350

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

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

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



Performance Measures

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

	2009 Actual	2010 Target	2011 Target	2012 Target
All	100%	100%	100%	100%
Al	1,539	2,000	2,000	2,000

General Fund

Sidewalk/Curb Cuts \$99,670

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)*

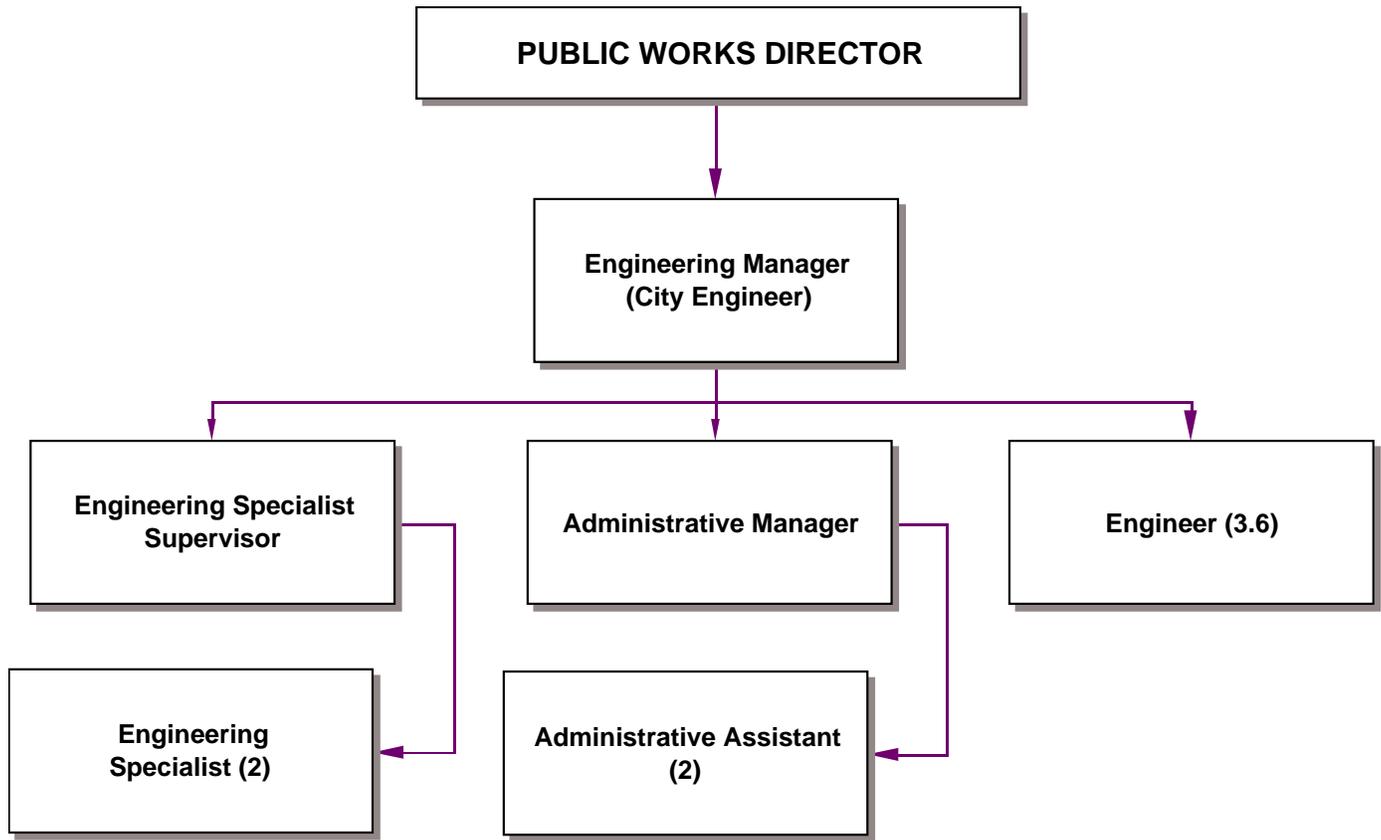
- A Repair sidewalks
- B Construct curb cuts (wheelchair accessible ramps)

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Square feet of sidewalks repaired/maintained	4,340	4,000	4,000	4,000
B Number of curb cuts (wheelchair accessible ramps) constructed	9	20	20	20

TOTAL FOR ALL PROGRAMS \$1,593,310

Organization Chart

Engineering



General Fund

Expenditure Summary

Department Summary: Engineering							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$574,050	\$554,890	\$597,400	7.7%	\$611,010	2.3%	\$1,208,410
Personnel Benefits	\$203,780	\$227,200	\$230,550	1.5%	\$256,040	11.1%	\$486,590
Supplies	\$3,250	\$5,460	\$5,500	0.7%	\$5,500	0.0%	\$11,000
Other Services & Charges	\$48,210	\$42,850	\$57,940	35.2%	\$61,120	5.5%	\$119,060
TOTAL EXPENDITURES	\$829,290	\$830,400	\$891,390	7.3%	\$933,670	4.7%	\$1,825,060

Program Descriptions - Initiatives - Performance Measures

Customer Service..... \$690,750

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

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

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



continued

Customer Service - continued

	<u>2009 Actual</u>	<u>2010 Target</u>	<u>2011 Target</u>	<u>2012 Target</u>
Performance Measures				
A/E Number of hours of customer service provided to the public and interdepartmental support	979	1,100	1,100	1,100
B Number of street use/special event permits issued	31	30	30	30
D Number of grant applications submitted	7	4	4	4
H Number of general Council agenda items submitted	26	24	24	24
I Number of right-of-way vacation and LID petitions processed	1	1	1	1
I Number of hours preparing and processing petitions	67	20	20	20

Capital Project Program \$677,330

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

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

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

	<u>2009 Actual</u>	<u>2010 Target</u>	<u>2011 Target</u>	<u>2012 Target</u>
Performance Measures				
A Number of capital projects completed	22	22	18	18
A Number of hours spent on capital project administration, design, and inspection	9,440	9,000	7,000	5,000
B Number of grant-funded projects	10	12	5	5
C Percent of wages and benefits reimbursed by the General Fund	158%	175%	113%	109%
C Dollar amount of interfund transfers	\$502,000	\$577,000	\$400,000	\$400,000
E Number of project-related Council agenda items	52	50	30	30
G Number of sidewalk letters sent	103	75	75	75
G Number of hours spent on sidewalk administration	387	542	550	550

Development Review \$367,570

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

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

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

continued

2011/2012 Budget _____
General Fund

Development Review - continued

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

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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of hours of development review	823	816	800	800
B Number of hours of field inspection	666	800	800	800
D Number of right-of-way permits issued	152	160	160	160
D Dollar amount of right-of-way permit fees	\$20,000	\$20,000	\$20,000	\$20,000
D Number of public improvement permits issued	11	5	5	5
D Dollar amount collected for public works improvement permit fees	\$43,000	\$10,000	\$10,000	\$10,000
D Percent of General Fund reimbursement of Development Review Program wages and benefits	36%	16%	16%	15%

Traffic Engineering \$89,410

With the vacancy of the transportation engineer, these duties have fallen upon the Engineering Division therefore removing FTE hours from other Engineering Programs.

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

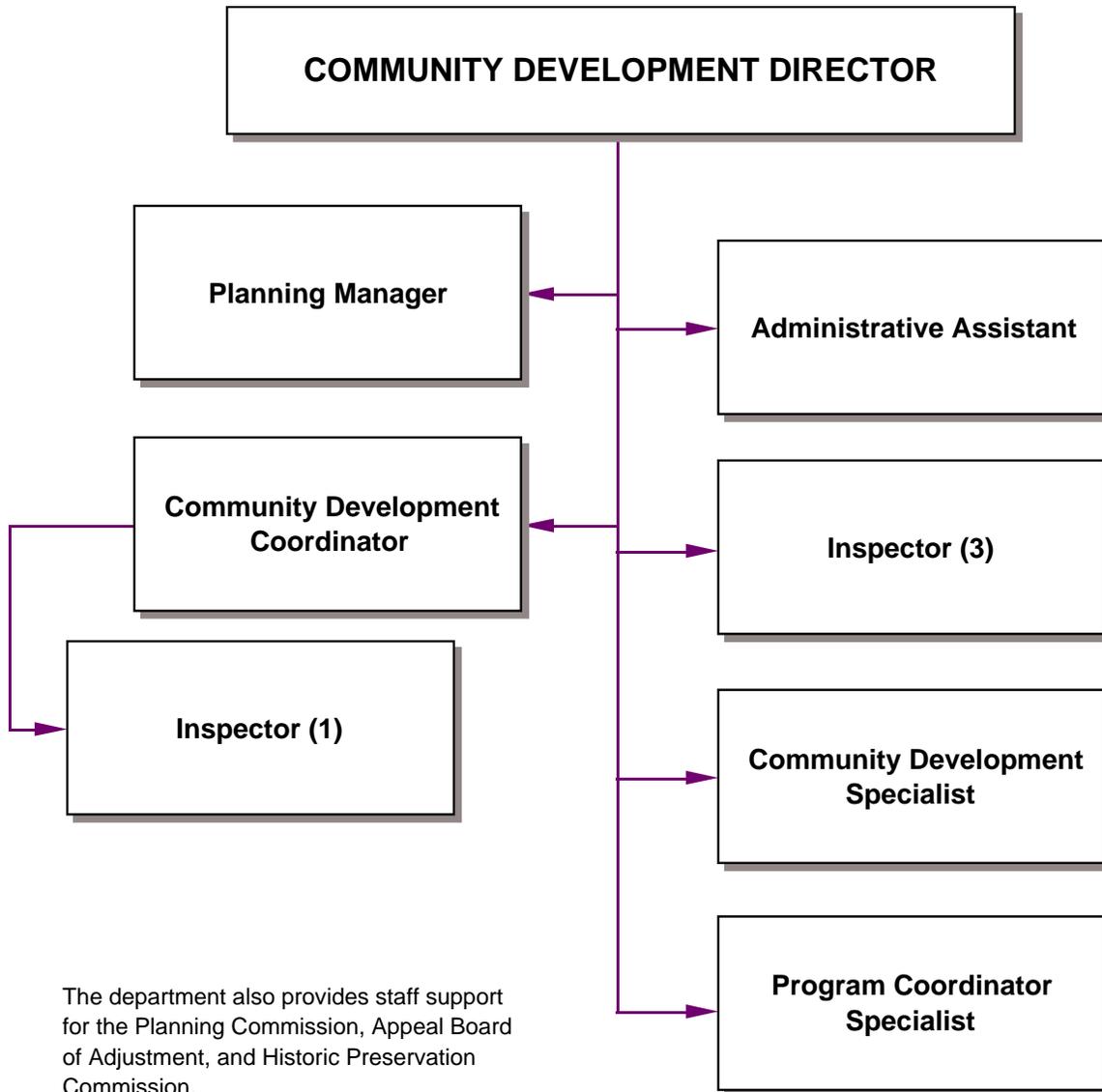
- A Respond to citizen requests
- B Design and/or manage traffic signal and illumination systems
- C Manage traffic operations
- D Represent City regarding transportation planning
- E Perform traffic studies and prepare traffic reports
- F Apply for federal grants
- G Maintain traffic related databases

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of hours spent responding to citizen requests	0	0	0	0
D Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings	0	0	0	0
G Number of traffic collisions entered into database	632	600	600	600

TOTAL FOR ALL PROGRAMS \$1,825,060

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 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$584,230	\$579,200	\$498,860	-13.9%	\$508,650	2.0%	\$1,007,510
Personnel Benefits	\$229,640	\$261,490	\$211,560	-19.1%	\$235,040	11.1%	\$446,600
Supplies	\$5,840	\$9,060	\$9,060	0.0%	\$9,060	0.0%	\$18,120
Other Services & Charges	\$47,460	\$72,630	\$84,780	16.7%	\$87,710	3.5%	\$172,490
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$867,170	\$922,380	\$804,260	-12.8%	\$840,460	4.5%	\$1,644,720

Program Descriptions - Initiatives - Performance Measures

Planning/Zoning \$369,530

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



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

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

Planning/Zoning - continued

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
Performance Measures				
A Number of formal subdivision final plats, short plats, and boundary line adjustments processed	13	20	20	20
B Percent of time SEPA review and circulation is done within Longview Municipal Code (LMC) time limits	100%	100%	100%	100%
B Number of SEPAs processed	21	30	30	30
C Number of Shoreline Permits issued	2	2	2	2
D Number of Critical Areas Permits issued	6	15	15	15
E Percent of zoning code updates completed	75%	80%	100%	100%
H Number of zoning amendment requests processed	3	6	6	6
I Number of annexations initiated/completed	2	2	2	2
J Number of Appeal Board of Adjustment cases heard	2	6	6	6
K Number of Facade Improvement applications processed	0	4	4	4
L Number of TUPs issued	0	6	6	6
M Number of sidewalk business licenses issued	9	8	20	20

Code Enforcement \$238,410

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

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

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

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

Commercial Plan Review/Building Inspection \$222,030

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

continued

2011/2012 Budget _____
General Fund

Commercial Plan Review/Building Inspection - continued

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of zoning/building requirement inquiries completed	100%	100%	100%	100%
B Number of commercial plan reviews completed	132	150	150	150
C Percent of inspections performed within 24 hours of request	100%	100%	100%	100%
C Number of commercial project inspections performed	954	1,000	1,000	1,000

Community Development/Housing \$221,040

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A HOME Consortium monies allocated	\$385,358	345,000	\$345,000	\$345,000
B CDBG monies allocated	\$366,641	\$363,000	\$363,000	\$363,000
E Document Recording Fee monies allocated	\$39,715	\$34,760	\$35,000	\$35,000

Permit Processing \$208,740

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percentage of complete plan submittals routed within two working days	100%	100%	100%	100%
C Number of permits issued	2,216	2,500	2,500	2,500
E Number of handouts revised for distribution	8	12	6	6

Residential Plans Review/Building Inspection \$189,710

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



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

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

Performance Measures

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A Number of plan reviews processed	126	140	140	140
A Percent of time plans reviewed within 2 weeks	100%	100%	100%	100%
B Percent of time Inspections performed within 24 hours of request	100%	100%	100%	100%
C Number of public education events attended	18	12	12	12

Electrical Plans Review and Inspections \$182,860

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

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

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

	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
Performance Measures				
A Number of plan reviews performed	20	50	50	50
B/C Number of electrical inspections performed	1,190	1,500	1,500	1,500
B/C Number of final electrical inspections performed	591	600	600	600
B/C Percent of inspections completed within 24 hours of request	100%	100%	100%	100%

continued

General Fund

Historic Preservation \$12,400

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

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

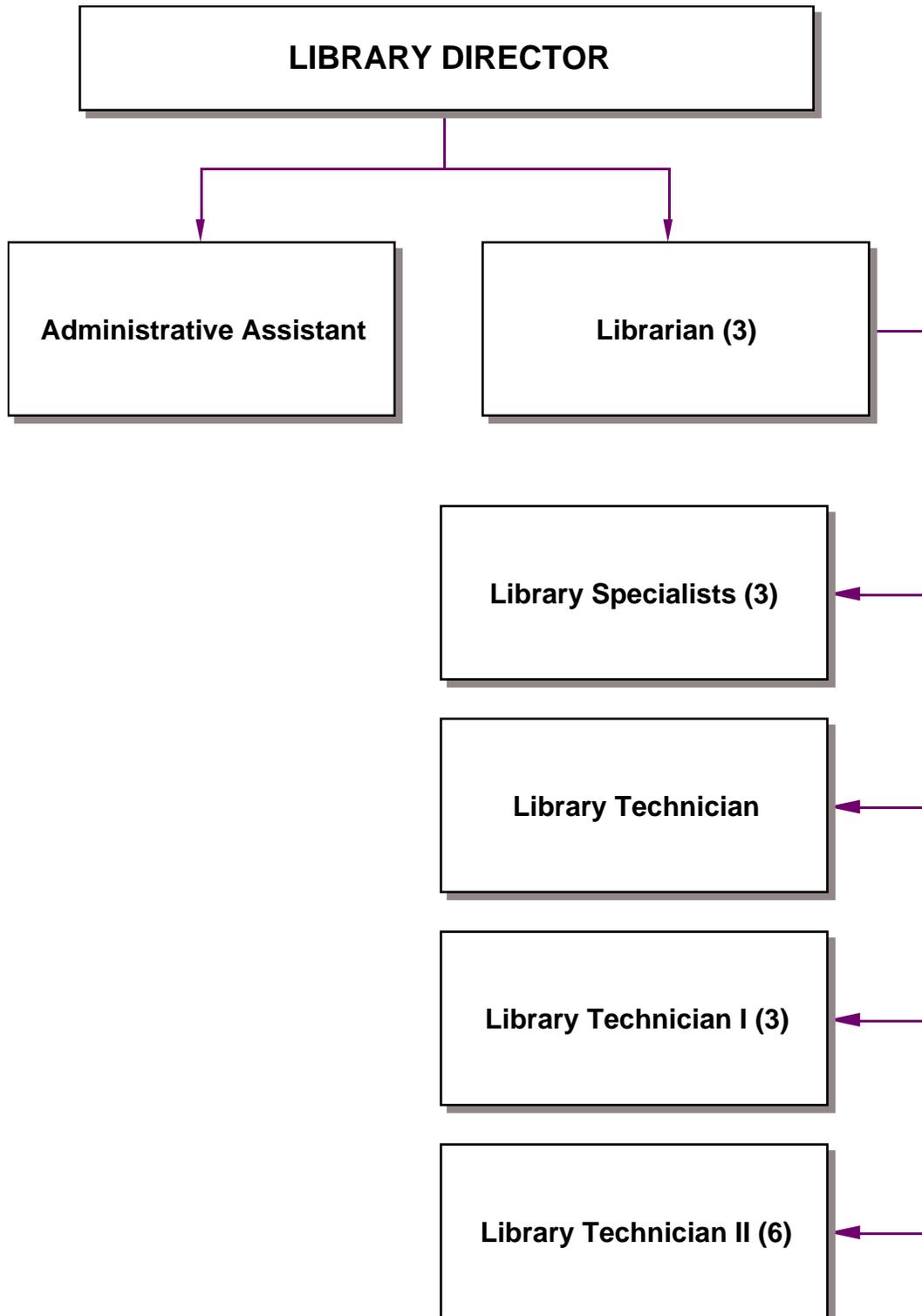
- A Encourage preservation of historic buildings, sites, and features through community education/outreach
- B Maintain register of local structures/sites of historic significance
- C Review proposed alteration, modification, and rehabilitation of historic buildings/sites for appropriateness
- D Apply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

Performance Measures		2009	2010	2011	2012
		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Number of Historic Preservation Committee meetings held	12	12	12	12
C	Number of Certificates of Appropriateness issued	12	12	12	12
D	Number of grants	1	1	1	1
E	Number of special valuation tax assessment awards	1	2	2	2

TOTAL FOR ALL PROGRAMS \$1,644,720

Organization Chart

Library



General Fund

Expenditure Summary

Department Summary: Library							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Salaries & Wages	\$1,018,130	\$936,350	\$971,810	3.8%	\$994,700	2.4%	\$1,966,510
Personnel Benefits	\$388,690	\$432,830	\$415,730	-4.0%	\$463,610	11.5%	\$879,340
Supplies	\$24,000	\$21,000	\$25,500	21.4%	\$23,000	-9.8%	\$48,500
Other Services & Charges	\$292,080	\$317,800	\$315,540	-0.7%	\$321,090	1.8%	\$636,630
Debt Service	\$169,680	\$172,230	\$165,790	-3.7%	\$172,040	3.8%	\$337,830
Capital Outlay	\$78,970	\$105,860	\$80,950	-23.5%	\$84,920	4.9%	\$165,870
TOTAL EXPENDITURES	\$1,971,550	\$1,986,070	\$1,975,320	-0.5%	\$2,059,360	4.3%	\$4,034,680

Program Descriptions - Initiatives - Performance Measures

Technical Services..... \$1,197,080

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 outdated or damaged materials
- H Receive, evaluate, and process donated materials to the Library's collection

Performance Measures	2009	2010	2011	2012
	Actual	Target	Target	Target
ABC Number of items added to the collection (including donations)	10,178	10,000	10,000	10,100
D Number of bibliographic records in database	215,000	213,000	212,000	211,000
D Total number of items in collection	178,188	177,500	177,000	176,500
E Number of items withdrawn from collection	13,899	14,000	13,000	12,500
FG Total number of items ordered	7,117	7,000	7,000	7,000
FG Total number of non-print items in collection	16,579	16,600	16,650	16,700

Circulation \$1,105,670

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 other local libraries
- E Maintain the orderly storage of materials so patrons can find what they need with minimal effort

Performance Measures

	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of hours open to the public	2,600	2,600	2,600	2,600
A Number of people visiting library	236,512	185,000	185,000	186,000
AB Number of new library cards issued	2,734	2,800	2,750	2,850
AC Number of regular borrowers	30,266	28,000	28,500	29,000
ACE Total circulation of library materials	547,269	545,000	540,000	520,000
ACE Number of videos/DVD’s checked out	257,578	260,000	255,000	250,000
AD Number of holds placed	24,876	25,000	25,500	26,000
C Annual revenue from fees and fines	\$55,062	\$56,500	\$57,000	\$58,000



2011/2012 Budget _____
General Fund

Reference \$770,560

This program provides information to individuals, organizations and other libraries. It 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

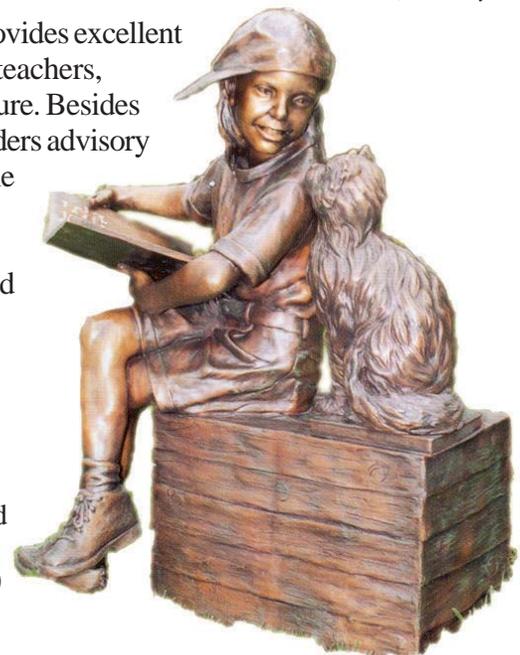
Performance Measures	2009	2010	2011	2012
	Actual	Target	Target	Target
A Number of information questions answered	39,355	36,000	36,500	37,000
B Number of reference questions answered (requiring research)	14,697	13,400	13,500	14,000
CD Number of Internet users	23,833	23,000	23,100	23,500
D Number of times databases were accessed by patrons	4,236	3,500	3,500	3,500
D Number of database searches conducted by patrons	18,840	12,000	12,000	12,500
E Number of requests for archived periodicals/microfilm	3,459	3,200	3,200	3,000
G Number of library website hits	196,000	200,000	210,000	220,000
G Number of patrons accessing accounts through Internet	48,752	49,000	49,250	49,500

Youth Services & Family Literacy \$522,190

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

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

- A Build and maintain a collection of resources to support 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



Youth Services & Family Literacy - continued

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

- D Provide service to schools, home-school families, and youth organizations through programs, tours, resources, and research instruction
- E Provide outreach services to youth and family organizations, Head Start, teen parents, and other 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 and Family Literacy programs

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of books and materials in collection for Youth Services	33,019	33,000	32,500	32,000
B Number of children’s programs conducted	375	335	350	350
B Number attending children’s programs	11,750	8,400	8,500	8,600
C Number enrolled in summer reading program	1,320	1,200	1,250	1,300
C Number of summer program participants	2,831	3,000	3,200	3,400
E Number of youth community outreach participants	4,630	4,000	4,500	5,000

Adult Services and Literacy..... \$439,180

While providing excellent customer service, this program is responsible for providing services and programs for the adult population of the library. Its focus is as a link from the library to 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 Public Service Announcements (PSAs), newspaper articles, signs, newsletters, flyers, posters, and the library website
- C Write grants to solicit additional funds for library programming and services
- D Manage historical collection in the Longview Room
- E Provide adult literacy/citizenship/GED training through use of volunteers in Project READ
- F Provide liaison activities with Friends of the Longview Public Library and other community organizations
- G Provide outreach services (book delivery to the elderly and homebound)

continued

General Fund

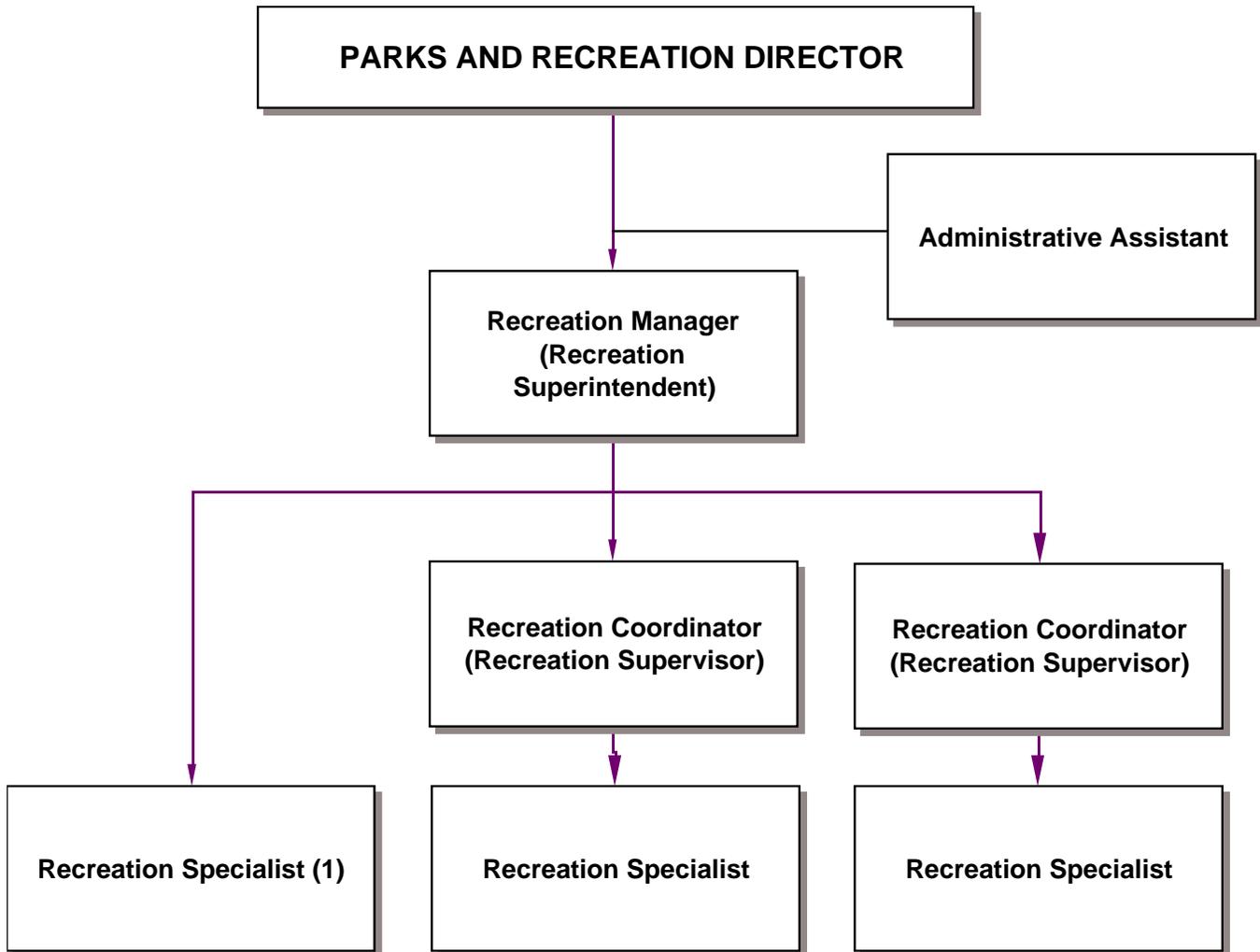
Adult Services and Literacy - continued

	2009	2010	2011	2012
Performance Measures	Actual	Target	Target	Target
A Number of events/people attending Northwest Voices	4/240	5/250	4/250	4/275
A Number of adult participants in library-sponsored book club	168	185	190	200
E Number of students participating in Project READ	126	93	100	110
E Number of Project READ volunteer hours	3,401	3,400	3,400	3,450
E Number of students becoming citizens, passing th GED, getting a driver's license, or improving their job skills	36	30	32	35
G Number of outreach patrons	72	70	70	72
G Number of outreach materials delivered to homebound patrons	7,605	7,200	7,250	7,300

TOTAL FOR ALL PROGRAMS \$4,034,680

Organization Chart

Recreation



General Fund

Expenditure Summary

Department Summary: Recreation

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$563,430	\$611,640	\$577,830	-5.5%	\$597,610	3.4%	\$1,175,440
Personnel Benefits	\$197,430	\$220,800	\$199,170	-9.8%	\$224,080	12.5%	\$423,250
Supplies	\$51,240	\$69,930	\$67,930	-2.9%	\$67,930	0.0%	\$135,860
Other Services & Charges	\$302,980	\$318,610	\$314,800	-1.2%	\$317,840	1.0%	\$632,640
TOTAL EXPENDITURES	\$1,115,080	\$1,220,980	\$1,159,730	-5.0%	\$1,207,460	4.1%	\$2,367,190

Program Descriptions - Initiatives - Performance Measures

Facility Use/Operations \$507,500

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

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

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



Performance Measures

	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of recreation programs at recreation buildings and facilities	600	600	600	600
A Number of times citizens participated in recreation activity and enrichment programs at buildings and facilities	2,752	2,770	2,800	2,800

Facility Use/Operations Program - continued

	2009 Actual	2010 Target	2011 Target	2012 Target
Performance Measures				
B Number of times schools use recreation building and facilities for educational purposes	921	950	950	950
C Number of times nonprofit organizations use recreation buildings	521	560	570	590
C Number of times youth sports use buildings and facilities to provide youth activity	3,580	3,590	3,580	3,580
D Revenue from fees for operation cost sustainability	\$48,507	\$49,720	\$50,963	\$52,237
E Percent of users satisfied with building and facility maintenance, cleanliness, and equipment	95%	96%	96%	97%
F Percent of users satisfied with customer service, facility cost, and rental process	98%	98%	97%	97%
G Number of community garden spaces used to support healthy nutrition and sustainable food sources	137	137	137	137

Adult Programs..... \$445,160

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 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 recreational open gym programs. Enrichment classes and sports programs are held at recreation buildings, park facilities, schools, and business locations. Fees are charged to cover 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 to cover direct and some indirect costs
- C Provide fitness and health programs that lower health care costs and improve citizens health
- D Provide outlet for adults to exercise and participate in sports programs
- E Offer a variety of recreational and educational enrichment opportunities for personal development
- F Obtain results showing programs are meeting needs of adult citizens in our community

	2009 Actual	2010 Target	2011 Target	2012 Target
Performance Measures				
A Number of registered citizens learning skills and enhancing education in enrichment classes	2,220	2,220	2,240	2,240
A Number of enrichment classes conducted to increase knowledge and learn skills	166	167	168	170
B Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B User fees and charges collected to sustain programs	\$135,783	\$142,572	\$146,849	\$151,254
D Number of physical activity and sports programs improving health and well being	23	24	24	24
D Number of enrolled citizens improving health through physical activity and sports programs	3,284	3,600	3,650	3,675
E Number of diverse program areas offered to meet residents needs and interest	9	9	9	9
E Percent of quality programs conducted successfully	84%	85%	87%	87%
F Percent of users satisfied with program service and quality	98%	97%	98%	98%

continued

General Fund

Out-of-School Youth Programs \$367,370

Out-of-school programs are offered for children after school, when youth are most vulnerable, at Kessler, Northlake, Robert Gray, and St. Helens elementary schools. A before-school program is also held at Robert Gray School. These programs have educational learning, physical activity, and recreation 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 Youth & Family Link, Cowlitz Substance Abuse Coalition, Big Brothers Big Sisters, WSU Extension 4H, Cowlitz County Health Department, and the Longview 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 a safe, supervised program to youth who may otherwise be home alone during out-of-school hours
- B Provide a quality program with a variety of activities and learning opportunities
- C Collaborate and have positive partnership with schools to support learning and provide meals
- D Collaborate with businesses and nonprofit organizations
- E Provide quality staff to work with youth who meet state certification standards
- F Obtain results showing programs are meeting needs of parents, youth, school, and community
- G Collect fees, donations, grants, and sponsors to support programs
- H Encourage parental involvement in programs
- J Enhance and extend school learning during out-of-school hours

	2009 Actual	2010 Target	2011 Target	2012 Target
Performance Measures				
A Number of registered children in a safe, supervised program	800	750	800	800
A Staff to student ratio to assure quality program standards	1:10	1:12	1:12	1:12
B Number of days children are cared for in a safe, supervised program	220	220	220	220
A/B Number of times children attend after school, before school, and summer programs	23,100	23,000	23,000	23,000
C Number of school partnerships maintained to increase learning and homework help	4	4	4	4
D Number of community support and partnership commitments received from local businesses and nonprofit organizations	39	40	40	40
E Number of hours invested in staff training and professional development	30 hr	35 hr	40 hr	40 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	\$93,645	\$95,986	\$98,386	\$100,845

Teen Programs \$359,450

Teen programs include ongoing activities, enrichment classes, trips, education, leadership opportunities, and events for teenagers from middle school through high school (11 to 18 years old). Ongoing recreation programs includes Late Night at Youth & Family Link, Boulevard out-of-school program at the Elks Building, computer technology room at the Elks Building, Junior Leadership Development program and Longview Teen Council (TLC). 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, Youth & Family Link, 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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of safe and supervised programs conducted	340	340	340	340
A Percent of quality programs conducted versus those cancelled	87%	87%	88%	88%
B Number of times teenagers attend programs that provide activity and enrichment	8,664	8,800	9,000	9,000
B Number of teenagers registered in programs that deter negative behavior	3,093	2,700	2,700	2,700
C Value of donations and in-kind contributions from businesses and nonprofit organizations	\$3,311	\$3,700	\$4,000	\$4,300
D Revenue collected from fees to support teen programs	\$11,693	\$11,985	\$12,285	\$12,592
E Number of trainings offered to staff with emphasis on education and working with young people	12	12	14	15
F Number of junior leaders committed to learning leadership and gaining work experience in community service	35	36	38	38
F Number of community service hours from volunteer junior leaders	2,133	2,100	2,300	2,300
G Number of partnerships with business and nonprofit organizations to enhance programs	78	81	82	83
H Percent of participants satisfied with program quality and service	94%	95%	96%	96%

2011/2012 Budget
General Fund

Youth Programs \$254,770

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



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

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



Performance Measures

	<u>2009 Actual</u>	<u>2010 Target</u>	<u>2011 Target</u>	<u>2012 Target</u>
A Number of enrichment classes and physical activity programs offered	190	200	212	223
A Number of children registered in programs, learning new skills, and improving health	1,871	1,908	2,000	2,150
B Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B Amount of revenue generated to sustain programs	\$42,550	\$43,614	\$44,704	\$45,822
C Percent of time programs successfully conducted versus canceled	85%	90%	91%	92%
E Number of volunteers involved in community service at youth programs	37	43	45	47
E Number of hours donated by volunteers in youth programs	548	560	565	570
F Number of collaboration and partnerships with local business and nonprofit organizations	70	74	82	85
GH Percent of participants satisfied with customer service and program quality	97%	98%	98%	98%

Family Programs \$236,450

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

continued

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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
AB Number of programs offered that build family unity and strengthen families	108	111	112	113
AB Number of times families attend programs together	24,241	24,900	25,500	25,600
CD Dollar amount of community in-kind services from business and nonprofit partners	\$26,000	\$26,000	\$26,000	\$26,000
C Revenue generated from business collaboration, nonprofit partners, and program fees	\$75,978	\$77,877	\$79,824	\$81,820
C Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
D Number of community-supported partnerships with businesses and nonprofit organizations	72	80	92	94
E Number of volunteers sharing skills and providing community service	233	233	240	243
E Number of volunteer hours donated through community service	1,384	1,460	1,575	1,600
F Percent of quality programs successfully conducted versus canceled	97%	97%	97%	97%
F Percent of users satisfied with service and program quality	99%	99%	99%	99%

Therapeutic Programs \$149,580

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

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

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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of programs conducted for social, enrichment, and activity opportunities	17	17	17	17
A Number of registered participants improving mental and physical health and well-being	308	325	337	243
A Number of times citizens are learning new skills and socializing at programs	5,445	5,450	5,570	5,780
B Number of volunteers sharing skills and providing community service	160	170	177	180
B Number of volunteer hours donated through community service	3,859	3,880	3,925	3,930

continued

General Fund

Therapeutic Programs - continued

Performance Measures - continued		2009 Actual	2010 Target	2011 Target	2012 Target
C	Dollar value of donations and in-kind services from businesses and nonprofit organizations	\$2,564	\$2,628	\$2,694	\$2,761
C	Revenue generated from fees to sustain programs	\$3,657	\$3,748	\$3,842	\$3,938
D	Number of partnerships with businesses and nonprofit organizations	36	39	53	55
E	Percent of users satisfied with program quality and safety	99%	99%	99%	99%

Senior Programs \$46,910

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

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

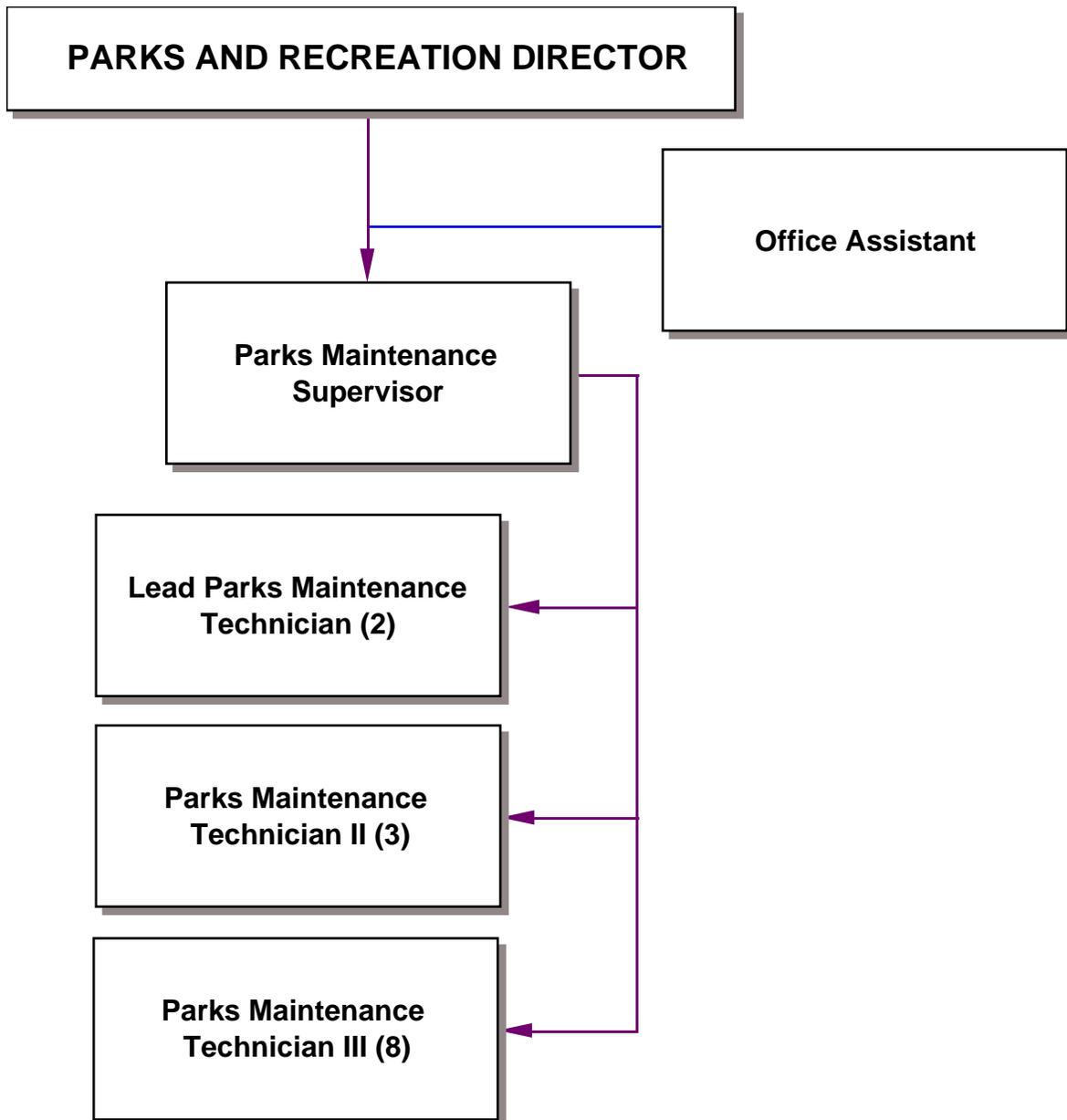
- A Provide programs and facilities for recreation, activity, social interaction, and learning enrichment
- B Provide deterrent to feelings of isolation and loneliness
- C Provide programs and facilities for health, safety, and physical fitness
- D Maintain partnerships and collaborate with nonprofit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

Performance Measures		2009 Actual	2010 Target	2011 Target	2012 Target
AB	Number of 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	1,220	2,200	2,350	2,500
C	Number of programs offered to provide health and physical activity to improve safety and well-being	33	70	72	74
	Number of seniors enrolled in health and physical activity programs	2,780	4,000	4,100	4,200

TOTAL FOR ALL PROGRAMS \$2,367,190

Organization Chart

Parks



General Fund

Expenditure Summary

Department Summary: Parks

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Salaries & Wages	\$942,320	\$955,190	\$862,470	-9.7%	\$865,360	0.3%	\$1,727,830
Personnel Benefits	\$352,670	\$421,790	\$361,450	-14.3%	\$392,590	8.6%	\$754,040
Supplies	\$67,450	\$144,840	\$119,840	-17.3%	\$119,840	0.0%	\$239,680
Other Services & Charges	\$366,890	\$454,050	\$478,110	5.3%	\$512,950	7.3%	\$991,060
Capital Outlay	\$19,830	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,749,160	\$1,975,870	\$1,821,870	-7.8%	\$1,890,740	3.8%	\$3,712,610

Program Descriptions - Initiatives - Performance Measures

General Park Maintenance \$2,044,920

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 the season (April - October). Other specific activities 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, introduce new IPM approaches, and perform trapping, as needed
- F Edge, fertilize, aerate, topdress, and seed turfgrass areas as time allows, with priority given to high-use areas
- G Perform inventory control and purchasing
- H Perform path repair, electrical repair, infield maintenance on ballfields, drainage projects, and park amenity repair (tables etc.)

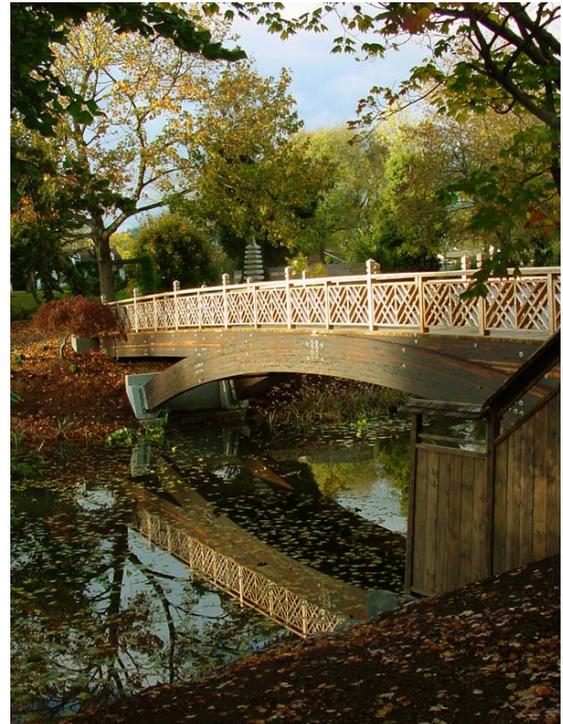
continued

General Park Maintenance - continued

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
E Number of hours required to administer IPM practices to lawns and shrub beds	325	325	490	490
E Number of times baiting stations are stocked with rodenticide for rats	2	2	2	2
F Number of shrub beds maintained	200	200	200	200
G Number of times annual inventory is performed to track supplies used	1	1	1	1
H Number of times lake paths are repaired with new gravel each year	2	2	2	2
H Number of hours needed to prepare softball infields during season	500	500	500	500

Urban Forestry (Tree Program) \$525,000

The purpose of this program is to manage and maintain the health of the trees in our Urban Forest. An up-to-date work history on each tree is maintained for documentation when requested by insurance adjusters during the process of claim settlement. Inventory upgrades are worked upon 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 the 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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of trees receiving broadcast pesticide and fruit control applications	1,100	1,100	1,962	1,962
B Number of root prunings performed for sidewalk replacement	10	10	10	10
BI Number of prunings performed	3,200	3,200	3,200	3,200
C Average number of tree removals accomplished, including stumps	229	300	300	300
CE Total number of vacant sites	4,064	4,154	4,064	3,964
CE Total number of trees	12,300	12,074	12,300	12,400
E Average number of annual tree plantings performed	260	400	400	400
H Number of manhours expended for leaf removal	1,270	1,300	1,300	1,300

2011/2012 Budget _____
General Fund

Turf Maintenance \$622,770

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

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

- A Manage 326 acres of turfgrass, including right-of-ways
- C Travel to each area and mow (depending on equipment assigned)
- D Pick up all litter prior to mowing or concurrently with mowing
- E Complete preventative maintenance on all mowers daily
- F Sharpen equipment blades

Performance Measures	<u>2009</u> Actual	<u>2010</u> Target	<u>2011</u> Target	<u>2012</u> Target
A Number of park and right-of-way acres mowed once each week (excludes Mint Farm)	250	250	176	176
A Number of hours required for mowing parks and right-of-ways	1,932	2,000	2,000	2,000
A Number of hours required for IPM practices to reduce weed removal and the necessity of edging along sidewalks, curbs, and around posts	400	450	666	666
C Percent reduction in fuel consumption by reducing mowing sites and planning routes more efficiently	5%	5%	5%	5%

Water Management and Irrigation Maintenance \$245,530

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



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

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

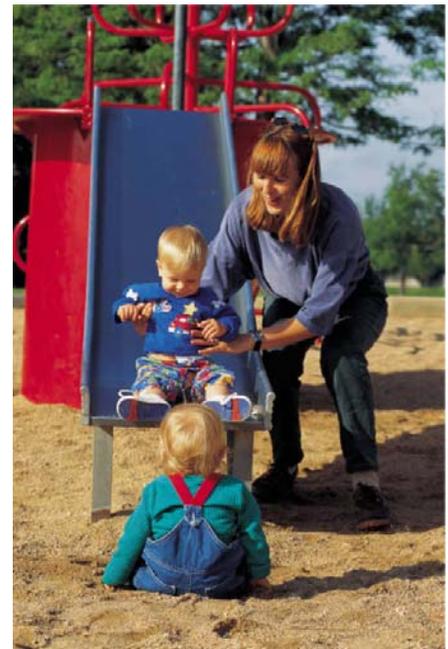
continued

Water Management and Irrigation Maintenance - continued

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of times irrigation systems activated and deactivated per year	2	2	2	2
A Number of sites with irrigation systems	16	16	16	16
B Number of heads repaired or replaced per year	30	30	30	30
D Number of acres of automated irrigation	70	70	53	53
D Number of acres manually irrigated, as staffing allows	N/A	N/A	82	82

Playground Maintenance..... \$197,640

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



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

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
B Number of formal playground inspections/yr (2 formal - remainder, as needed)	N/A	N/A	2	2
B Number of equipment repair hours	N/A	N/A	400	400
D Number of newly-developed playgrounds	1	1	0	0
E Number of preventive maintenance visits to sites each year	N/A	N/A	70	70
E Number of play structures maintained	N/A	N/A	31	31

Restroom Maintenance, Sanitation, Litter Control..... \$76,750

This program cleans, repairs, unplugs, and replaces fixtures, repairs leaks, and paints or removes graffiti in all open public restrooms on a daily basis (sometimes twice a day), 365 days a year. Tasks include the maintenance of all public restrooms in all park areas and includes repair of vandalism, trash collection, and litter control. Recent additions to the division’s responsibilities are the trails along the Dike, emptying trash cans and re-stocking mutt mitt dispensers. 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 the supervisor.

continued

2011/2012 Budget _____
General Fund

Restroom Maintenance, Sanitation, Litter Control - continued

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

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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of citizen complaints per year	10	8	10	8
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
E Number of hours needed to repair vandalism	150	150	150	150
H Number of trash cans checked and emptied daily, as needed (April-October)	70	72	70	72

TOTAL FOR ALL PROGRAMS \$3,712,610



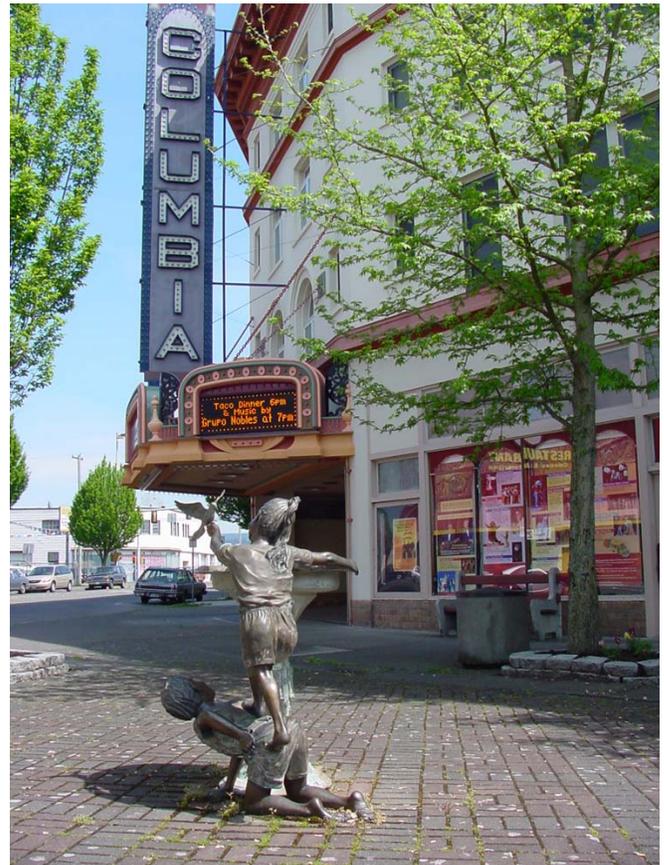
Non-Departmental Summary Expenditure Summary

Department Summary: Non-Departmental

Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 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	\$370	\$3,120	\$3,120	0.0%	\$3,120	0.0%	\$6,240
Other Services & Charges	\$1,085,900	\$1,075,900	\$1,030,500	-4.2%	\$1,025,260	-0.5%	\$2,055,760
Capital Outlay	\$1,250	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$9,990	\$10,140	\$9,760	-3.7%	\$10,120	3.7%	\$19,880
Interfund Transfers	\$433,860	\$470,010	\$522,130	11.1%	\$521,130	-0.2%	\$1,043,260
TOTAL EXPENDITURES	\$1,531,370	\$1,559,170	\$1,565,510	0.4%	\$1,559,630	-0.4%	\$3,125,140

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 \$3,125,140

Special Revenue Funds

Special Revenue Funds

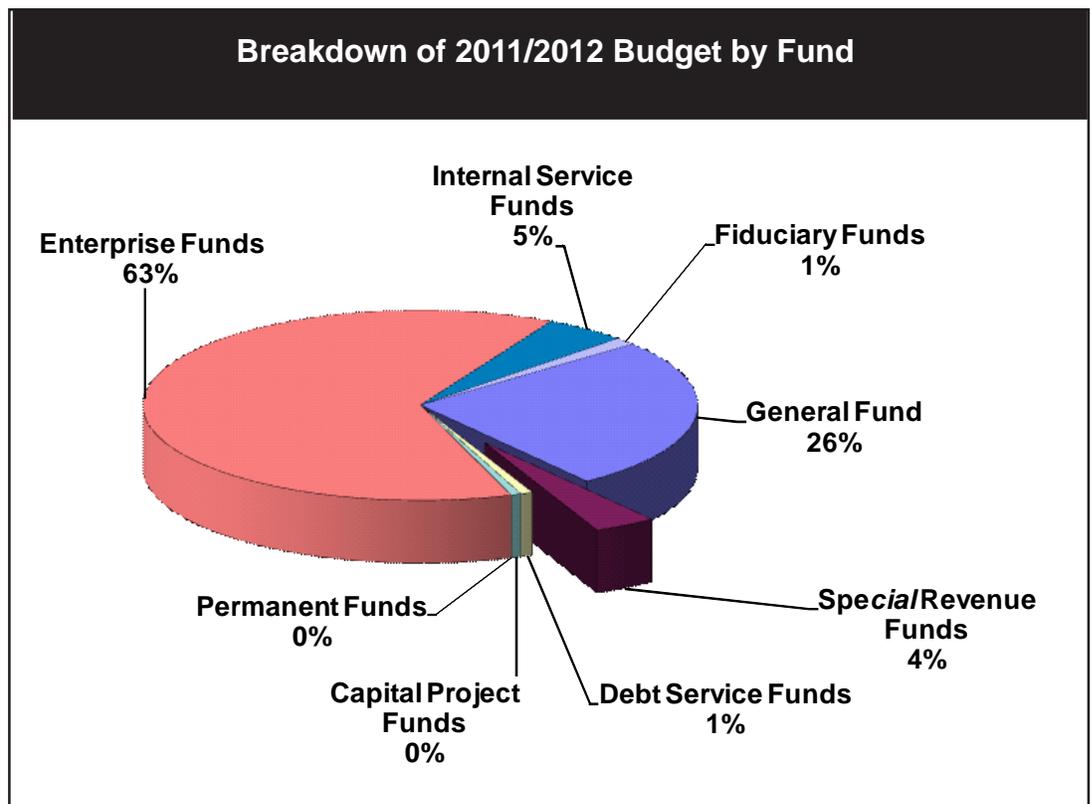
TOPIC	PAGE
Special Revenue Funds	136
Arterial Street Fund	137
Downtown Parking Fund	138
Economic Development Fund	140
HOME Fund	142
Community Development Block Grant Entitlement Fund	143
Criminal Justice Assistance Fund	144
Public Safety Fund	149
Library Grant Fund	150
Tourism Special Revenue Fund	151
Parks and Recreation Memorial Trust Fund	152
Northwest Health Foundation Fund	153

Special Revenue Funds

Special Revenue Funds

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

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



Revenue Summary

FUND SUMMARY		Arterial Street Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Arterial Street	Jeff Cameron	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$1,148,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,348,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$1,148,000	Intergovernmental	\$2,266,100	\$754,300	\$928,000	23.0%	\$240,000	-74.1%	\$1,168,000
Total 2011/2012 Revenue	\$2,496,000	Charges for Services	\$0	\$2,500	\$2,500	0.0%	\$2,500	0.0%	\$5,000
2011/2012 Estimated Expenditures	\$2,356,330	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$139,670	Miscellaneous	\$174,420	\$7,500	\$7,500	0.0%	\$7,500	0.0%	\$15,000
Total 2011/2012 Expenditures	\$2,496,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$18,770	\$0	\$160,000	0.0%	\$0	-100.0%	\$160,000
		Beg Resources Req to Balance	\$0	\$84,280	\$1,148,000	1262.1%	\$0	-100.0%	\$1,148,000
		TOTAL REVENUES	\$2,459,290	\$848,580	\$2,246,000	164.7%	\$250,000	-88.9%	\$2,496,000

Expenditure Summary

Arterial Street Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$116,060	\$0	-100.0%	\$139,670	0.0%	\$139,670
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	\$30,940	\$55,770	\$120,000	115.2%	\$50,000	-58.3%	\$170,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$2,029,200	\$640,000	\$2,090,000	226.6%	\$25,000	-98.8%	\$2,115,000
Debt Service	\$51,440	\$36,750	\$36,000	-2.0%	\$35,330	-1.9%	\$71,330
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,111,580	\$848,580	\$2,246,000	164.7%	\$250,000	-88.9%	\$2,496,000

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 \$2,496,000

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Downtown Parking Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Downtown Parking	Alex Perez	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$250,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$239,160	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$97,680	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$336,840	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$336,840	Fines & Forfeits	\$56,670	\$55,000	\$60,000	9.1%	\$66,000	10.0%	\$126,000
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$46,820	\$68,600	\$52,710	-23.2%	\$60,450	14.7%	\$113,160
Total 2011/2012 Expenditures	\$336,840	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$152,320	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beq Resources Req to Balance	\$0	\$0	\$78,360	0.0%	\$19,320	-75.3%	\$97,680
		TOTAL REVENUES	\$103,490	\$123,600	\$191,070	54.6%	\$145,770	-23.7%	\$336,840

Expenditure Summary

Downtown Parking Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$52,740	\$72,480	\$69,300	-4.4%	\$71,260	2.8%	\$140,560
Personnel Benefits	\$23,440	\$29,680	\$38,040	28.2%	\$41,770	9.8%	\$79,810
Supplies	\$2,030	\$1,680	\$1,200	-28.6%	\$1,200	0.0%	\$2,400
Other Services & Charges	\$10,950	\$17,160	\$14,430	-15.9%	\$15,440	7.0%	\$29,870
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$2,600	\$68,100	2519.2%	\$16,100	-76.4%	\$84,200
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$89,160	\$123,600	\$191,070	54.6%	\$145,770	-23.7%	\$336,840

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) \$336,840

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 Officer (PEO) has the authority to immobilize and tow vehicles. Our PEO is also responsible for issuing all parking permits for City lots, collecting and processing revenue from parking permits and parking infractions, and 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

	2009 Actual	2010 Target	2011 Target	2012 Target
A Number of parking citations issued	2,216	2,200	1,400	1,400
B Number of outstanding fines unpaid in the last 5 years	\$26,457	\$35,000	\$29,000	\$29,000
C Number of parking permits issued	254	350	273	273
D Number of vehicles immobilized	8	30	30	9

TOTAL FOR ALL PROGRAMS \$336,840



Special Revenue Funds

Revenue Summary

FUND SUMMARY		Economic Development Fund							
Special Revenue Fund Title Economic Development Fund	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$975,000	Taxes	\$575,790	\$564,710	\$403,890	-28.5%	\$407,440	0.9%	\$811,330
2011/2012 Estimated Revenue	\$1,839,430	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$330,400	Intergovernmental	\$76,610	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$2,169,830	Charges for Services	\$62,500	\$27,500	\$7,500	-72.7%	\$7,500	0.0%	\$15,000
2011/2012 Estimated Expenditures	\$2,169,830	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$133,070	\$41,490	\$6,550	-84.2%	\$6,550	0.0%	\$13,100
Total 2011/2012 Expenditures	\$2,169,830	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$644,600	Other Financing Sources	\$42,800	\$1,500,000	\$500,000	-66.7%	\$500,000	0.0%	\$1,000,000
		Beg Resources Req to Balance	\$0	\$186,480	\$175,160	-6.1%	\$155,240	-11.4%	\$330,400
		TOTAL REVENUES	\$890,770	\$2,320,180	\$1,093,100	-52.9%	\$1,076,730	-1.5%	\$2,169,830

Expenditure Summary

Economic Development Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$63,870	\$67,400	\$48,550	-28.0%	\$37,900	-21.9%	\$86,450
Personnel Benefits	\$14,940	\$17,210	\$10,600	-38.4%	\$8,370	-21.0%	\$18,970
Supplies	\$9,430	\$12,110	\$8,610	-28.9%	\$8,610	0.0%	\$17,220
Other Services & Charges	\$285,390	\$334,630	\$233,680	-30.2%	\$233,680	0.0%	\$467,360
Intergovernmental	\$20,000	\$20,000	\$20,000	0.0%	\$20,000	0.0%	\$40,000
Capital Outlay	\$302,830	\$1,000,000	\$0	-100.0%	\$0	0.0%	\$0
Debt Service	\$662,720	\$868,830	\$771,660	-11.2%	\$768,170	-0.5%	\$1,539,830
Interfund Transfers	\$114,240	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,473,420	\$2,320,180	\$1,093,100	-52.9%	\$1,076,730	-1.5%	\$2,169,830

Program Descriptions - Initiatives - Performance Measures

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

Economic Recruitment and Development \$2,069,830

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

Economic Recruitment and Development - continued

program is to bring these deal-making parties together. The purpose is to create more jobs and tax base within the community.

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

A Market and recruit manufacturing industry to the Mint Farm Industrial Park

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of Mint Farm Industrial Park lots sold per year	0	1	1	1
A Number of jobs per acre	N/A	10	10	10
A Dollars invested per acre (in millions)	N/A	\$1.0	\$1.0	\$1.0
A Percentage of development conforming to City Industrial Performance Standards	100%	100%	100%	100%

Downtown Action Agenda \$100,000

The Downtown Action Agenda provides for a 5-year, pragmatic, step-by-step, market-driven course of action for the Downtown Commerce District. The action agenda utilizes the National League of Cities “America Downtown” methodology and includes a retail/housing/office market analysis with an emphasis on potential business expansions and additional business opportunities including calculation of retail sales potential in the downtown; public outreach to the community, property owners, downtown businesses; development plans including public spaces, redevelopment of existing properties, and potential mixed use development of City-owned parking lots; and streetscape standards; identification of transportation and access, including vehicular, pedestrian, bicycle, and public transportation strategies; business recruitment and retention strategies including market demand and need for retail, office, entertainment, and residential uses including zoning issues; and implementation strategies for financing and investment in businesses and buildings. The Downtown Action Agenda, in short, is to develop the vision of bringing the Downtown Commerce Zone to life, make it a hub of activity, and create a quality place for locals, visitors, and businesses looking to locate in Cowlitz County as recommended by the Cowlitz Economic Development Council’s Strategic Plan.

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

- A Increase retail business activity
- B Increase residential occupancy
- C Attract a hotel to downtown
- D Create entertainment and quality of life for our local community
- E Enhance Longview as a destination

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent increase in annual sales, property, and B&O tax in Downtown Commerce zone	1%	5%	1%	5%
B Increase in number of residential housing units(per year)	10	5	5	5
C Recruit hotel/motel	N/A	N/A	0	1
D Percent downtown entertainment opportunity goals completed	90%	100%	90%	100%
E Percent increase in visitors and tourism spending	N/A	5%	5%	5%

TOTAL FOR ALL PROGRAMS \$2,169,830

Special Revenue Funds

Revenue Summary

FUND SUMMARY		HOME Fund							
Special Revenue Fund Title HOME Fund	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$50,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$1,056,650	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$1,056,650	Intergovernmental	\$277,430	\$537,240	\$426,160	-20.7%	\$547,070	28.4%	\$973,230
2011/2012 Estimated Expenditures	\$1,056,650	Charges for Services	\$61,410	\$52,500	\$40,000	-23.8%	\$42,500	6.3%	\$82,500
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$1,056,650	Miscellaneous	\$1,100	\$2,250	\$450	-80.0%	\$470	4.4%	\$920
Estimated Ending Fund Balance	\$50,000	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 Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$339,940	\$591,990	\$466,610	-21.2%	\$590,040	26.5%	\$1,056,650

Expenditure Summary

HOME Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$358,980	\$591,990	\$466,610	-21.2%	\$590,040	26.5%	\$1,056,650
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$358,980	\$591,990	\$466,610	-21.2%	\$590,040	26.5%	\$1,056,650

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 \$1,056,650

Revenue Summary

FUND SUMMARY		Community Development Block Grant Entitlement Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
CDBG Entitlement	Bob Gregory	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,047,170	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$294,380	\$505,500	\$865,310	71.2%	\$181,860	-79.0%	\$1,047,170
Total 2011/2012 Revenue	\$1,047,170	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,047,170	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$1,047,170	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$114,240	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$408,620	\$505,500	\$865,310	71.2%	\$181,860	-79.0%	\$1,047,170

Expenditure Summary

Community Development Block Grant Entitlement Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$394,670	\$505,500	\$865,310	71.2%	\$181,860	-79.0%	\$1,047,170
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$44,070	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$438,740	\$505,500	\$865,310	71.2%	\$181,860	-79.0%	\$1,047,170

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 \$1,047,170

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Criminal Justice Assistance Fund							
Special Revenue Fund Title Criminal Justice Assistance	Department Head Responsible Alex Perez	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$123,110	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,323,210	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$123,110	Intergovernmental	\$618,990	\$234,920	\$746,820	217.9%	\$525,390	-29.6%	\$1,272,210
Total 2011/2012 Revenue	\$1,446,320	Charges for Services	\$4,600	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,446,320	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$18,450	\$34,000	\$25,000	-26.5%	\$26,000	4.0%	\$51,000
Total 2011/2012 Expenditures	\$1,446,320	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$298,420	\$22,380	-92.5%	\$100,730	350.1%	\$123,110
		TOTAL REVENUES	\$642,040	\$567,340	\$794,200	40.0%	\$652,120	-17.9%	\$1,446,320

Expenditure Summary

Criminal Justice Assistance Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$426,040	\$348,560	\$413,130	18.5%	\$415,620	0.6%	\$828,750
Personnel Benefits	\$182,260	\$131,810	\$146,730	11.3%	\$153,690	4.7%	\$300,420
Supplies	\$64,530	\$16,950	\$109,530	546.2%	\$17,950	-83.6%	\$127,480
Other Services & Charges	\$129,960	\$70,020	\$124,810	78.2%	\$64,860	-48.0%	\$189,670
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$85,850	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$888,640	\$567,340	\$794,200	40.0%	\$652,120	-17.9%	\$1,446,320

Program Descriptions - Initiatives - Performance Measures

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

COPS Hiring Grant \$465,160

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

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

- A Hire Police Officers to bring staffing level to 57 officers
- B Complete grant reporting requirements

continued

COPS Hiring Grant - continued

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Percent of grant funds spent per year	4%	33%	33%	33%

School Officer Program \$456,080

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

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 the dangers of drugs, high-risk student behaviors, and other law-related topics
- E Act as a liason 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 schools
- I Act as 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

Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A Percent of time providing primary response to calls while school is in session	95%	95%	95%	95%
A/F Number of harassment complaints on campus	15	20	25	25
A/F Number of assaults on campus	69	40	65	65
A/F Number of fights responded to on campus	12	10	19	19
A-L Number of police calls at schools	639	600	575	550
D Number of hours education classes taught	16	50	40	40
F Number of thefts on campus	78	60	70	70

Community Policing \$199,370

The satellite office located in the Highlands Neighborhood is also part of the city’s community policing efforts. The satellite office expenses are split between the Criminal Justice Assistance (CJA) fund and the Police Department in the General Fund. A Community Service 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 Block Watch and other community groups, and managing volunteer office staff and the Alley Gators volunteer patrol program. The Highlands Community Services Sergeant supervises the satellite office and works with the community on problem-solving and crime reduction/revitalization in the Highlands neighborhood.

continued

Special Revenue Funds

Community Policing - continued

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

- A Start and support Block Watch groups
- B Conduct community activities on crime prevention and educate the community on crime prevention techniques
- C Staff the satellite office with volunteers

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of active Block Watch groups	42	65	45	45
B Number of community presentations given	24	75	30	30
B Number of attendees at presentations	2,000	2,200	2,200	2,200
C Number of volunteer hours donated	2,424	4,000	3,000	3,000

Secure Our Schools Grant \$147,000

The Longview Police Department was awarded a Secure Our Schools Grant in 2009. This grant provides funding for the purchase of technology to improve security in City of Longview schools.

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

- A Purchase video camera security system
- B Purchase radio communications system
- C Complete grant reporting requirements

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of funds spent per year	N/A	33%	33%	33%

Registered Sex Offender (RSO) Monitoring Grant \$78,710

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

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

- A Conduct face-to-face verifications of all Level I Sex Offenders once a year
- B Conduct face-to-face verifications of all Level II Sex Offenders every six months
- C Conduct face-to-face verifications of all Level III Sex Offenders on a quarterly basis
- D Refer all registered sex offenders not in reporting compliance for prosecution

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of annual Level I Sex Offender residency verifications completed	100%	100%	100%	100%
B Percent of biannual Level II Sex Offender residency verifications completed	100%	100%	100%	100%
C Percent of quarterly Level III Sex Offender residency verifications completed	100%	100%	100%	100%
D Percent of RSO's not in compliance and referred for prosecution	100%	N/A	100%	100%

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

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Dollar amount of U.S. currency seized	\$4,024	\$12,000	\$12,000	\$12,000
A Number of firearms forfeited	5	10	10	10
A Number of vehicles seized	2	5	5	5
B Percent of seizures forfeited	100%	100%	100%	100%

Emergency Support Shelter \$20,000

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of pass-through money paid to ESS	100%	100%	100%	100%

Bullet Proof Vest Grant \$12,000

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
B Number of vests purchased	15	17	16	18
C Dollar amount of grant revenue receipted	\$2,515	\$6,800	\$5,000	\$5,000
C Percent of vest costs covered by grant	50%	50%	50%	50%

Traffic Safety Grants \$10,000

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

continued

Special Revenue Funds

Traffic Safety Grants - continued

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

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

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Target</u>	<u>2011</u> <u>Target</u>	<u>2012</u> <u>Target</u>
Performance Measures				
C Percent of grant funds used as outlined in grant application	100%	100%	100%	100%

Safe Schools Healthy Students \$10,000

The Longview Police Department receives grant money from ESD 112 to focus on school safety. These funds pay for school officers to attend school officer training.

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

- A Send school officers to school-specific training

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Target</u>	<u>2011</u> <u>Target</u>	<u>2012</u> <u>Target</u>
Performance Measures				
A Percent of funds spent as outlined in grant	N/A	100%	100%	100%

Police Property Auctions \$8,000

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

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

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

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Target</u>	<u>2011</u> <u>Target</u>	<u>2012</u> <u>Target</u>
Performance Measures				
A/C Number of items disposed of through auction	149	200	200	200
A/C Average revenue per item auctioned	\$9.59	\$10	\$10	\$10
B Dollar amount of property bureau revenue collected	\$1,429	\$2,000	\$2,000	\$2,000

TOTAL FOR ALL PROGRAMS \$1,446,320

Revenue Summary

FUND SUMMARY		Public Safety Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Public Safety Fund	Alex Perez	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$122,500	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 2011/2012 Revenue	\$122,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$122,500	Fines & Forfeits	\$0	\$0	\$60,000	0.0%	\$62,500	4.2%	\$122,500
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$122,500	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
		Req Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$0	\$60,000	0.0%	\$62,500	4.2%	\$122,500

Expenditure Summary

Public Safety Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$60,000	0.0%	\$62,500	4.2%	\$122,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$0	\$60,000	0.0%	\$62,500	4.2%	\$122,500

Program Descriptions - Initiatives - Performance Measures

The **Public Safety Fund** directs the funds from the traffic safety camera enforcement program toward improved traffic safety.

TOTAL FOR ALL PROGRAMS \$122,500

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Library Grant Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Library Grant Fund	Chris Skaugset	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$28,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$13,500	\$14,000	3.7%	\$14,000	0.0%	\$28,000
Total 2011/2012 Revenue	\$28,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$28,000	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 2011/2012 Expenditures	\$28,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$13,500	\$14,000	3.7%	\$14,000	0.0%	\$28,000

Expenditure Summary

Library Grant Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$3,200	\$6,250	\$7,750	24.0%	\$7,750	0.0%	\$15,500
Other Services & Charges	\$2,060	\$7,250	\$6,250	-13.8%	\$6,250	0.0%	\$12,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$5,260	\$13,500	\$14,000	3.7%	\$14,000	0.0%	\$28,000

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 \$28,000

Revenue Summary

FUND SUMMARY		Tourism Special Revenue Fund							
Special Revenue Fund Title Tourism Special Revenue	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$100,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$60,000	Taxes	\$35,190	\$27,500	\$29,900	8.7%	\$29,900	0.0%	\$59,800
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$60,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$60,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$60,000	Miscellaneous	\$360	\$500	\$100	-80.0%	\$100	0.0%	\$200
Estimated Ending Fund Balance	\$100,000	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 Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$35,550	\$28,000	\$30,000	7.1%	\$30,000	0.0%	\$60,000

Expenditure Summary

Tourism Special Revenue Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$7,700	\$28,000	\$30,000	7.1%	\$30,000	0.0%	\$60,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$7,700	\$28,000	\$30,000	7.1%	\$30,000	0.0%	\$60,000

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 \$60,000

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Parks and Recreation Memorial Trust Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Memorial Trust	Rich Bemm	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$795,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$2,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$18,000	Intergovernmental	\$2,350	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$20,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$20,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$5,160	\$17,500	\$1,000	-94.3%	\$1,000	0.0%	\$2,000
Total 2011/2012 Expenditures	\$20,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$777,000	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beq Resources Req to Balance	\$0	\$0	\$9,000	0.0%	\$9,000	0.0%	\$18,000
		TOTAL REVENUES	\$7,510	\$17,500	\$10,000	-42.9%	\$10,000	0.0%	\$20,000

Expenditure Summary

Parks and Recreation Memorial Trust Fund								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$17,500	\$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	\$2,510	\$0	\$10,000	0.0%	\$10,000	0.0%	\$20,000	
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$2,510	\$17,500	\$10,000	-42.9%	\$10,000	0.0%	\$20,000	

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 \$20,000

Revenue Summary

FUND SUMMARY		Northwest Health Foundation Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Northwest Health Foundation	John Brickey	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$100,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$100,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$100,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$36,900	\$0	\$100,000	0	\$0	-100.0%	\$100,000
Total 2011/2012 Expenditures	\$100,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$36,900	\$0	\$100,000	0.0%	\$0	-100.0%	\$100,000

Expenditure Summary

Northwest Health Foundation Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$33,770	\$0	\$100,000	0.0%	\$0	-100.0%	\$100,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$33,770	\$0	\$100,000	0.0%	\$0	-100.0%	\$100,000

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS \$100,000

Debt Service Funds

Debt Service Funds

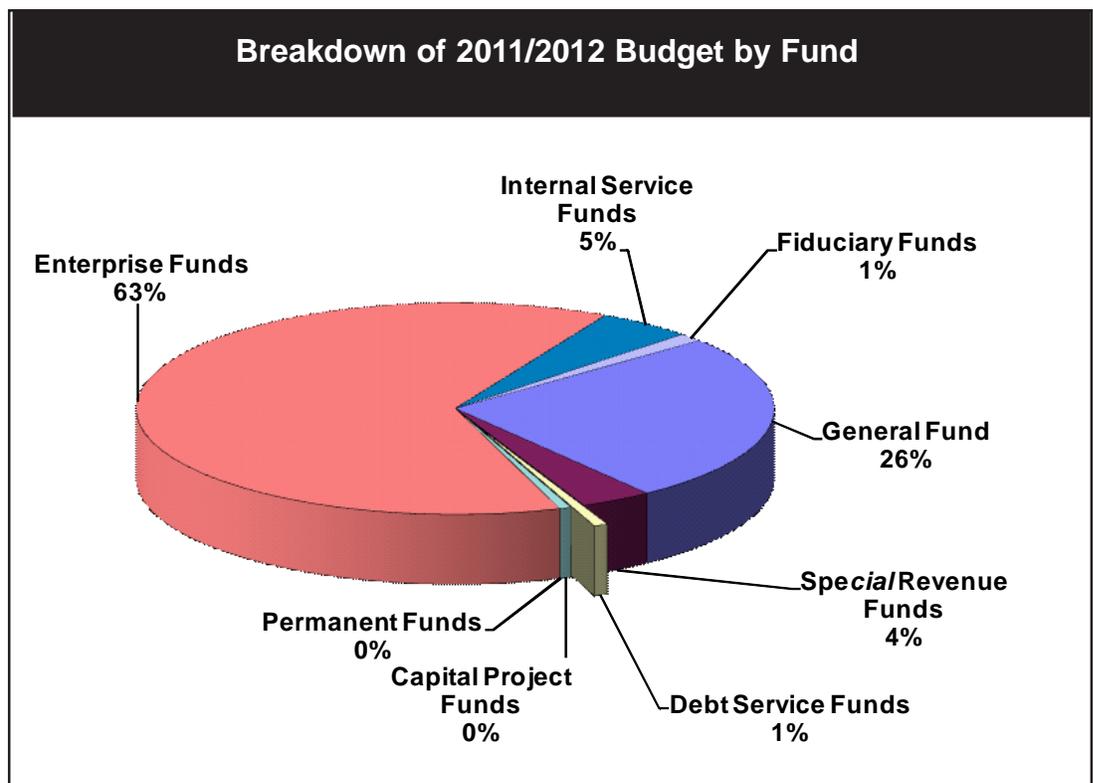
TOPIC	PAGE
Debt Service Funds	156
2007 Limited Tax General Obligation Fund	157
Special Assessment Bond Redemption Fund	158
Special Assessment Guaranty Fund	159

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 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,128,420	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$1,128,420	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,128,420	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$254,790	\$251,430	\$247,830	-1.4%	\$243,830	-1.6%	\$491,660
Total 2011/2012 Expenditures	\$1,128,420	Non-Revenues	\$75,000	\$85,000	\$95,000	11.8%	\$105,000	10.5%	\$200,000
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$200,080	\$214,720	\$218,930	2.0%	\$217,830	-0.5%	\$436,760
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$529,870	\$551,150	\$561,760	1.9%	\$566,660	0.9%	\$1,128,420

Expenditure Summary

2007 Limited Tax General Obligation Bond Fund							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 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	\$300	\$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	\$529,560	\$551,160	\$561,760	1.9%	\$566,660	0.9%	\$1,128,420
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$529,860	\$551,160	\$561,760	1.9%	\$566,660	0.9%	\$1,128,420

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 \$1,128,420

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	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$520,000	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 2011/2012 Revenue	\$520,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$520,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$131,080	\$389,500	\$260,000	-33.2%	\$260,000	0.0%	\$520,000
Total 2011/2012 Expenditures	\$520,000	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
		Beq Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$131,080	\$389,500	\$260,000	-33.2%	\$260,000	0.0%	\$520,000

Expenditure Summary

Special Assessment Bond Redemption Fund								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Other Services & Charges	\$710	\$0	\$0	0.0%	\$0	0.0%	\$0	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Debt Service	\$111,950	\$364,000	\$250,000	-31.3%	\$250,000	0.0%	\$500,000	
Interfund Transfers	\$1,730	\$25,500	\$10,000	-60.8%	\$10,000	0.0%	\$20,000	
TOTAL EXPENDITURES	\$114,390	\$389,500	\$260,000	-33.2%	\$260,000	0.0%	\$520,000	

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS \$520,000

Revenue Summary

FUND SUMMARY		Special Assessment Guaranty Fund							
Debt Service Fund Title Special Assessment Guaranty	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$16,750	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$73,000	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 2011/2012 Revenue	\$73,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$73,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$170	\$1,000	\$100	-90.0%	\$150	50.0%	\$250
Total 2011/2012 Expenditures	\$73,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$16,750	Other Financing Sources	\$1,730	\$56,500	\$34,900	-38.2%	\$37,850	8.5%	\$72,750
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,900	\$57,500	\$35,000	-39.1%	\$38,000	8.6%	\$73,000

Expenditure Summary

Special Assessment Guaranty Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$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	\$10,310	\$56,500	\$34,000	-39.8%	\$37,000	8.8%	\$71,000
TOTAL EXPENDITURES	\$10,310	\$57,500	\$35,000	-39.1%	\$38,000	8.6%	\$73,000

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 \$73,000

Capital Projects Funds

Capital Project Funds

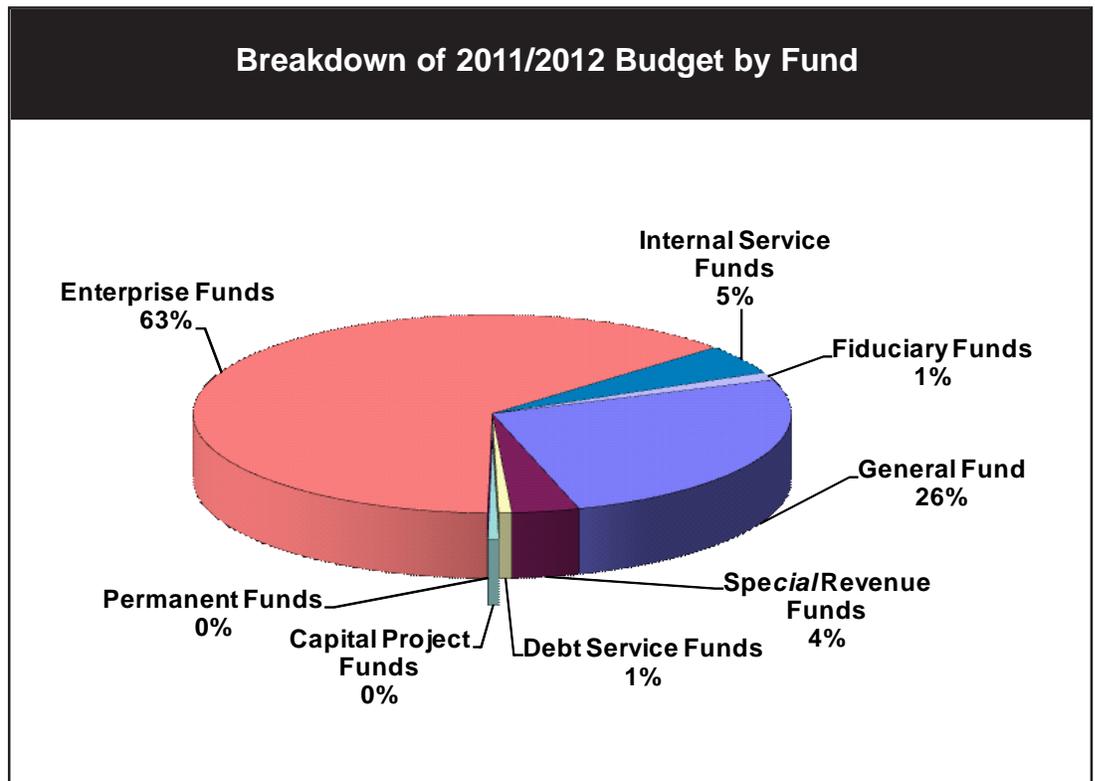
TOPIC	PAGE
Capital Project Funds	162
Capital Project Fund	163
L.I.D. Construction Fund	164
Building Replacement Fund	165

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	2011-2012
Capital Projects Fund	Dave Campbell	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$457,500	Taxes	\$898,780	\$750,000	\$170,000	-77.3%	\$170,000	0.0%	\$340,000
2011/2012 Estimated Revenue	\$418,800	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$320,200	Intergovernmental	\$3,940	\$3,000	\$2,800	-6.7%	\$3,000	7.1%	\$5,800
Total 2011/2012 Revenue	\$739,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$739,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$47,420	\$40,000	\$37,000	-7.5%	\$36,000	-2.7%	\$73,000
Total 2011/2012 Expenditures	\$739,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$137,300	Other Financing Sources	\$17,600	\$150,000	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$174,000	\$320,200	84.0%	\$0	-100.0%	\$320,200
		TOTAL REVENUES	\$967,740	\$1,117,000	\$530,000	-52.6%	\$209,000	-60.6%	\$739,000

Expenditure Summary

Capital Project Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$21,150	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$24,700	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$818,140	\$1,117,000	\$530,000	-52.6%	\$209,000	-60.6%	\$739,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$863,990	\$1,117,000	\$530,000	-52.6%	\$209,000	-60.6%	\$739,000

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS \$739,000

2011/2012 Budget _____
Capital Project Funds

Revenue Summary

FUND SUMMARY		L.I.D. Construction Fund							
Capital Projects Fund Title L.I.D. Construction Fund	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$0	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$700,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$700,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$700,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$700,000	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$700,000
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$350,000	\$350,000	0.0%	\$350,000	0.0%	\$700,000

Expenditure Summary

L.I.D. Construction Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$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
TOTAL EXPENDITURES	\$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 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Beginning Fund Balance	\$457,500	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$5,000	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 2011/2012 Revenue	\$5,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$5,000	Miscellaneous	\$2,960	\$10,000	\$2,500	-75.0%	\$2,500	0.0%	\$5,000
Total 2011/2012 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$462,500	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$2,960	\$10,000	\$2,500	-75.0%	\$2,500	0.0%	\$5,000

Expenditure Summary

Building Replacement Fund							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Cont to End Fund Balance	\$0	\$10,000	\$2,500	-75.0%	\$2,500	0.0%	\$5,000
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	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$10,000	\$2,500	-75.0%	\$2,500	0.0%	\$5,000

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS \$5,000

Permanent Funds

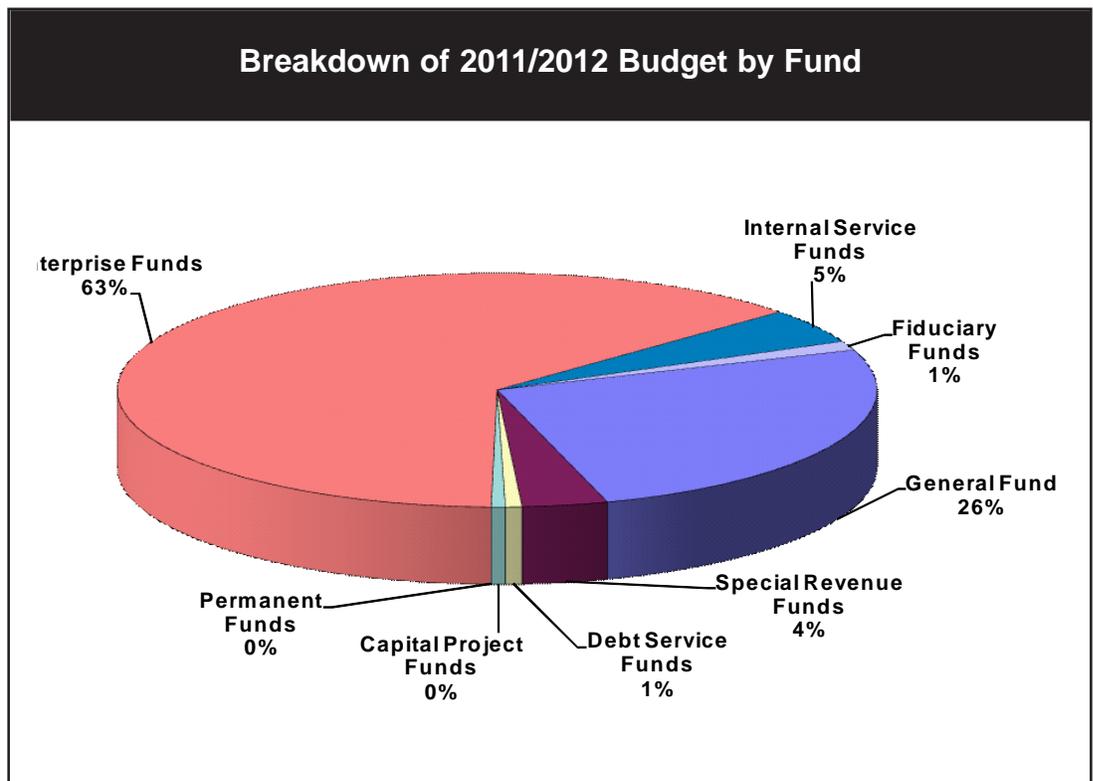
Permanent Funds

TOPIC	PAGE
Permanent Funds	168
Library Memorial Trust Fund	169

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	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Library Memorial Trust	Chris Skaugset	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$21,350	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$2,600	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$2,600	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$2,600	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$150	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600
Total 2011/2012 Expenditures	\$2,600	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$21,350	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$150	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600

Expenditure Summary

Library Memorial Trust Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$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	\$30	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600
TOTAL EXPENDITURES	\$30	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS \$2,600

Enterprise Funds

Enterprise Funds

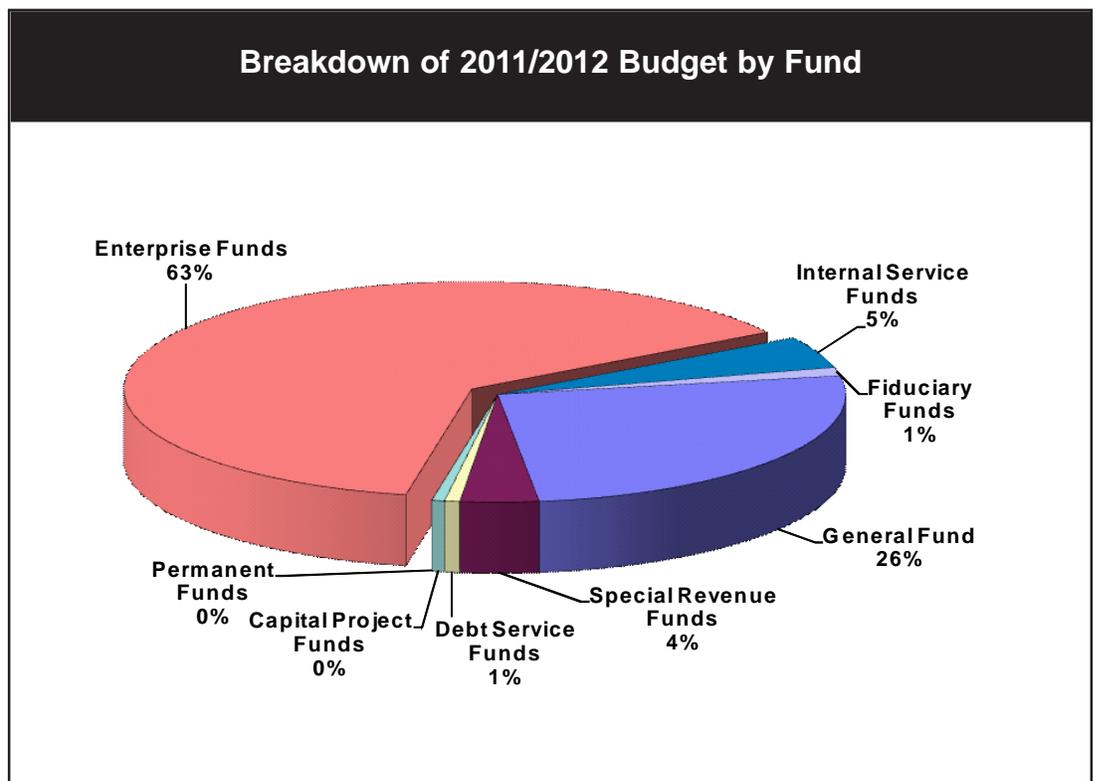
TOPIC	PAGE
Enterprise Funds	172
Water	173-178
Water Operations Fund	174
Water Construction Fund	177
Water Depreciation Reserve Fund	178
Sewer	179-184
Sewer Operations Fund	180
Sewer Construction Fund	182
Sewer Depreciation Reserve Fund	183
Filter Plant	185-188
Filter Plant Operations Fund	186
Filter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

Enterprise Funds

Enterprise Funds

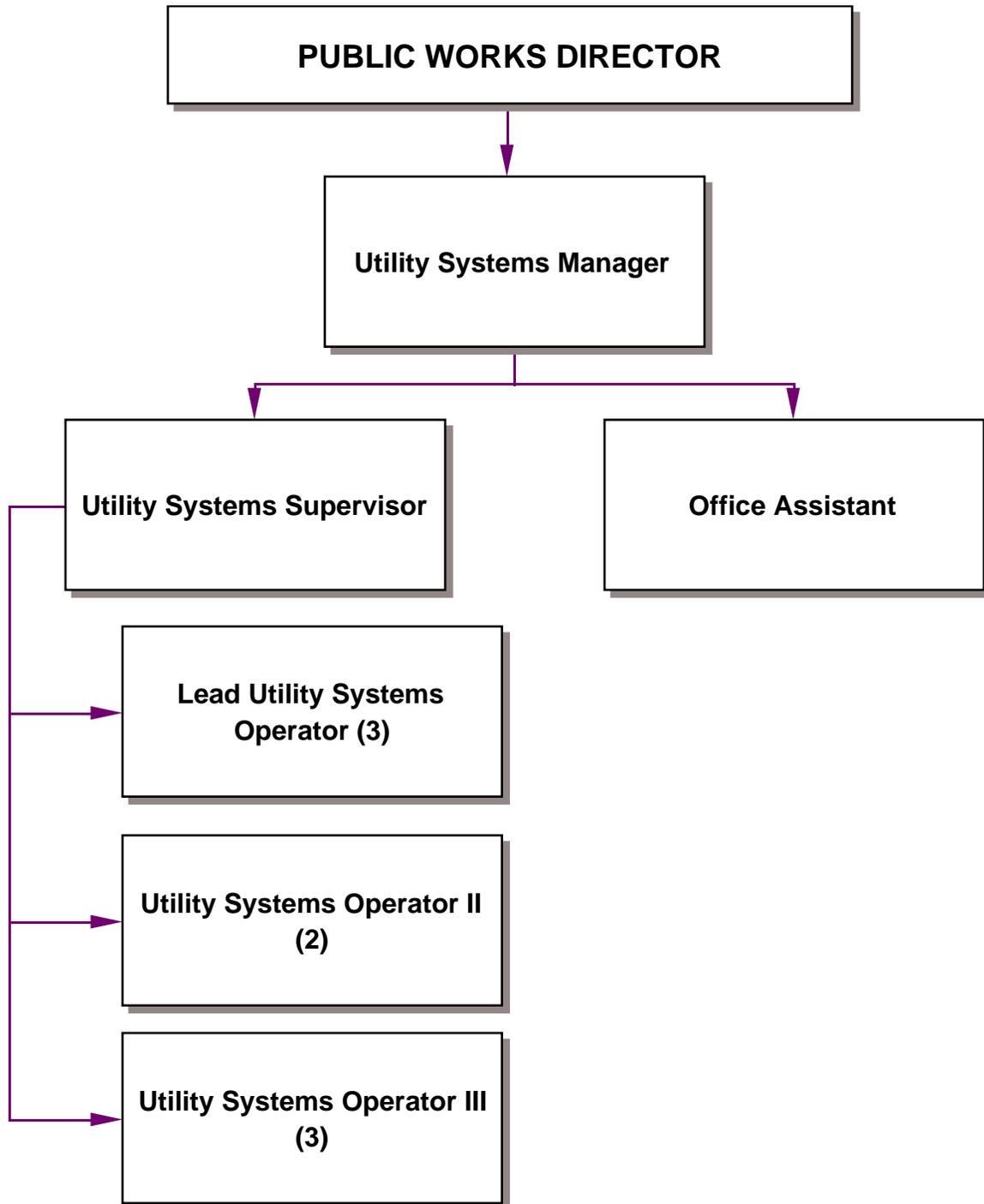
The City’s Enterprise Funds account for the City of Longview’s municipal operations that are primarily financed by service charges, including:

- ◆ **Water Operations** - Operates and maintains the City’s water distribution system to provide safe and reliable water to residents.
- ◆ **Sewer Operations** - Operates and maintains the City’s sewer collection system, and a treatment plant for a small portion of the wastewater that is not treated at the regional sewer treatment facility operated by the 3 Rivers Regional Waste Water Board.
- ◆ **Water Filter Plant** - The Longview Regional Water Treatment Plant operates 365 days each year to treat water from the Cowlitz River and supply high-quality drinking water to residents in the Longview area and to customers of the Cowlitz Public Utilities District No. 1.
- ◆ **Storm Water Utility** - Provides monies for storm water management and water quality protection through the City’s Storm Water Management program.
- ◆ **Sanitary/Recycling** - Manages the solid waste and recycling programs for the City. Each of these programs is contracted to a private firm that provides collection services to both residential and commercial customers.
- ◆ **Public Transit (CUBS)** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains the Community Urban Bus Systems (CUBS), providing service to the Longview, Kelso and Cowlitz County urban area.
- ◆ **Mint Valley Golf Course** - Provides maintenance, renovation, development, and upkeep of an 18-hole championship golf course, six-hole par-three course and driving range located on a 147-acre site.
- ◆ **Mint Valley Racquet & Fitness Complex** - Operates through a privately administered contract. The facility provides four tennis courts, four racquetball courts and a fitness center.



Organization Chart

Water Operations



2011/2012 Budget
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Operations \$5,573,190

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

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

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

continued

Water Distribution - Operations - continued

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

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

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



Enterprise Funds

Water Distribution - Metering \$4,006,700

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

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

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

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

Water Distribution - Maintenance \$3,537,850

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

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

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

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

TOTAL FOR ALL PROGRAMS \$13,117,740

Revenue Summary

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

Expenditure Summary

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

Enterprise Funds

Revenue Summary

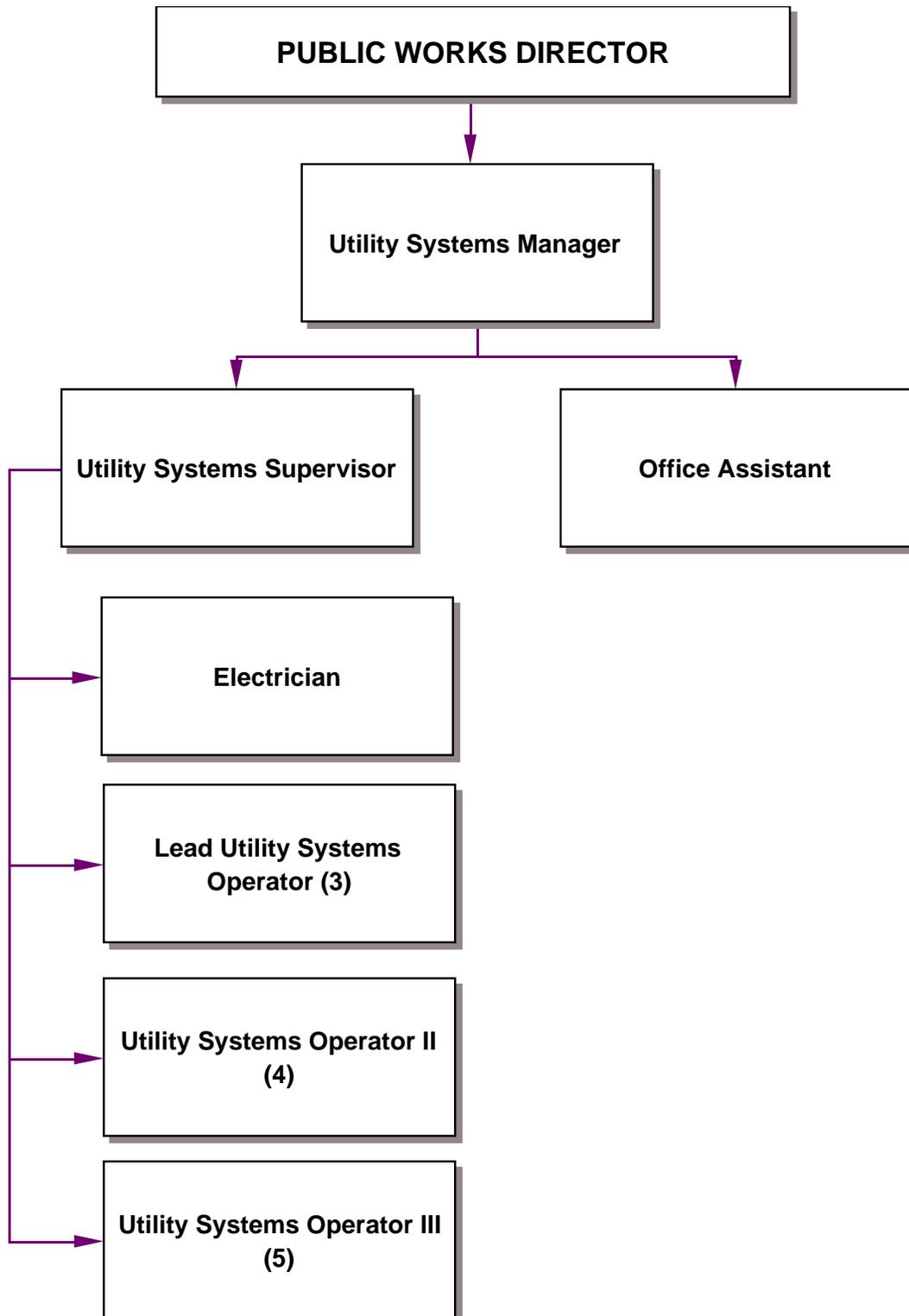
FUND SUMMARY		Water Depreciation Reserve							
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0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

Expenditure Summary

		Water Depreciation Reserve						
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Other Services & Charges	\$3,650	\$0	\$0	0.0%	\$0	0.0%	\$0	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$1,335,820	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$1,339,470	\$0	\$0	0.0%	\$0	0.0%	\$0	

Organization Chart

Sewer Operations



2011/2012 Budget
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Wastewater Collection Costs \$14,179,840

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

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

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

continued

Wastewater Collection Costs - continued

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

Wastewater Treatment Costs \$10,701,760

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

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

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

TOTAL FOR ALL PROGRAMS \$24,881,600

2011/2012 Budget
Enterprise Funds
Revenue Summary

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

Expenditure Summary

Sewer Construction							
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$1,050,880	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,771,470	\$11,455,000	\$14,565,000	27.1%	\$12,770,000	-12.3%	\$27,335,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,822,350	\$11,455,000	\$14,565,000	27.1%	\$12,770,000	-12.3%	\$27,335,000

Revenue Summary

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

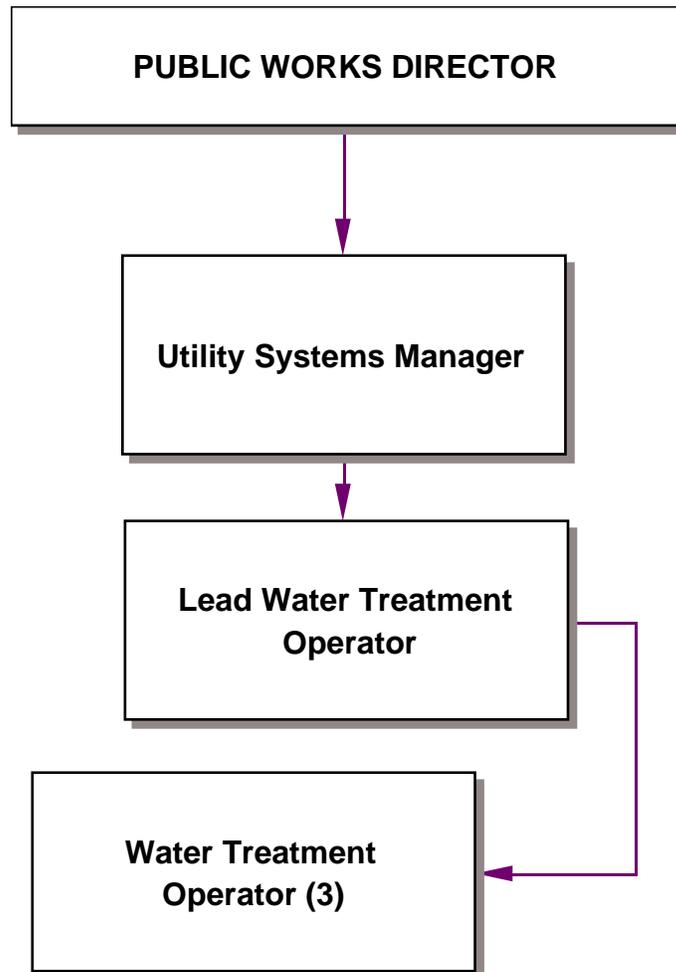
Expenditure Summary

Sewer Depreciation Reserve								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Other Services & Charges	\$6,710	\$0	\$0	0.0%	\$0	0.0%	\$0	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$2,382,830	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$2,389,540	\$0	\$0	0.0%	\$0	0.0%	\$0	

Enterprise Funds

Organization Chart

Water Filter Plant



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Filter Plant Operations							
Enterprise Fund Title Filter Plant Operation	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$550,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$2,228,890	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$152,880	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$2,381,770	Intergovernmental	\$98,510	\$115,000	\$5,000	-95.7%	\$0	-100.0%	\$5,000
2011/2012 Estimated Expenditures	\$2,381,770	Charges for Services	\$1,181,140	\$1,183,550	\$1,129,510	-4.6%	\$1,094,380	-3.1%	\$2,223,890
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$2,381,770	Miscellaneous	\$2,760	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$397,120	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$37,320	0.0%	\$115,560	209.6%	\$152,880
		TOTAL REVENUES	\$1,282,410	\$1,298,550	\$1,171,830	-9.8%	\$1,209,940	3.3%	\$2,381,770

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Water Treatment \$2,381,770

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

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

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

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



TOTAL FOR ALL PROGRAMS \$2,381,770

2011/2012 Budget

Enterprise Funds

Revenue Summary

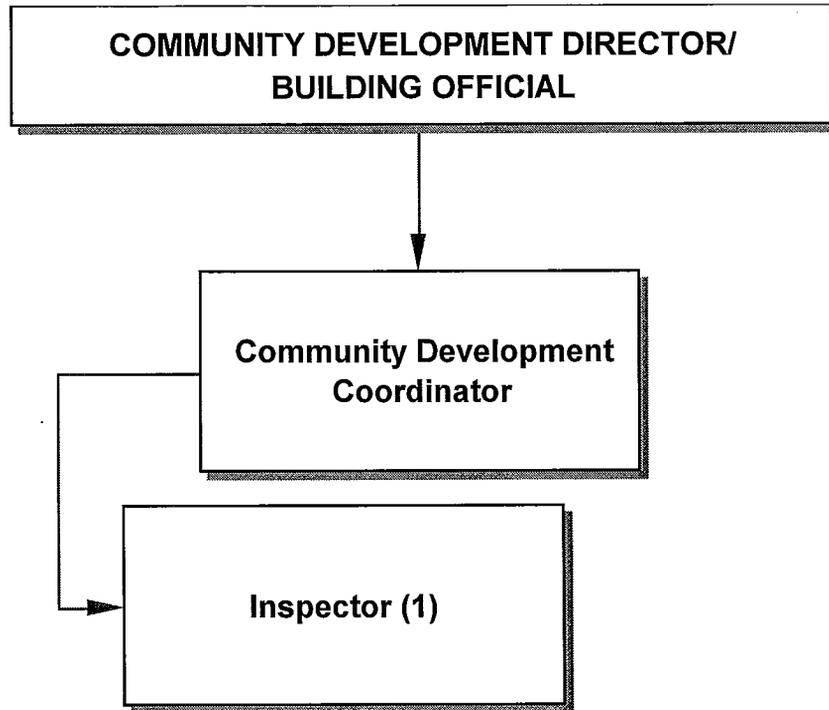
FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$0	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated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

Expenditure Summary

Filter Plant Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$16,370	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$2,538,270	\$15,660,000	\$19,260,000	23.0%	\$13,260,000	-31.2%	\$32,520,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,554,640	\$15,660,000	\$19,260,000	23.0%	\$13,260,000	-31.2%	\$32,520,000

Organization Chart

Sanitary/Recycling



2011/2012 Budget
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection \$5,179,600

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

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

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	6	6	12	1

Recycling Collection \$3,502,540

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

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	6	6	12	12
C Number of solid waste and recycling statements reviewed	12	12	12	12
D Annual tonnage of residential recycables collected and processed	2,340	2,400	2,500	2,550

Code Enforcement \$270,120

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

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

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

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

Recycling Enforcement \$150,050

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

continued

Enterprise Funds

Recycling Enforcement - continued

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	6	6	12	12
C Number of monthly inspection reports reviewed	12	12	12	12
C Percent reduction in recycling contamination	39.5%	32.0%	28.0%	25.0%

Hearings Examiner \$73,590

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

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

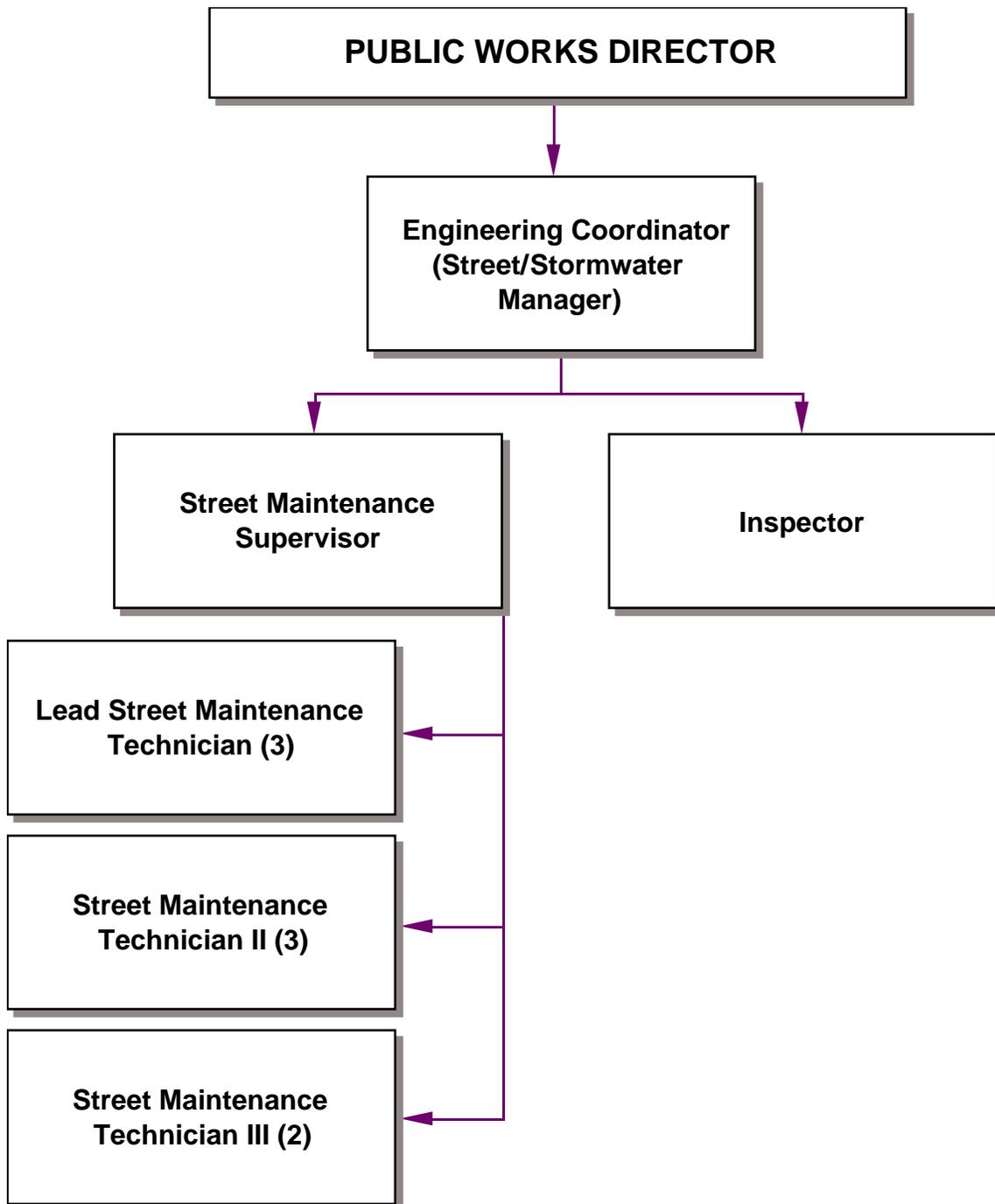
- A Provide daily customer service
- B Meet with Waste Control to discuss pending issues

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%

TOTAL FOR ALL PROGRAMS \$9,175,900

Organization Chart

Storm Water



2011/2012 Budget
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Capital Projects \$1,789,440

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

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

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

continued

Capital Projects - continued

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

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

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

Street Sweeping \$1,117,370

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

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

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

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



Enterprise Funds

Miscellaneous \$916,180

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

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

- A Repair catch basins
- B Replace basins
- C Inspect and maintain three pump stations
- D Replace drainage pipe
- E Inspect and/or clean gates at Lake Sacajawea
- F Inspect and/or clean detention basins
- G Provide accurate location of City storm sewer lines
- H Respond to requests for locates within 48-hours
- I Respond to storm events

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

System Cleaning \$745,030

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

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

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

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



NPDES Permit \$545,420

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

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

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

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

Development Review \$160,610

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

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

- A Review proposed developments' storm water drainage designs
- B Inspect developments for compliance with approved plans and storm water runoff regulations

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

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

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

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

- A Prepare for or prevent a TMDL Study

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

continued

Enterprise Funds

Wetlands \$119,260

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

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

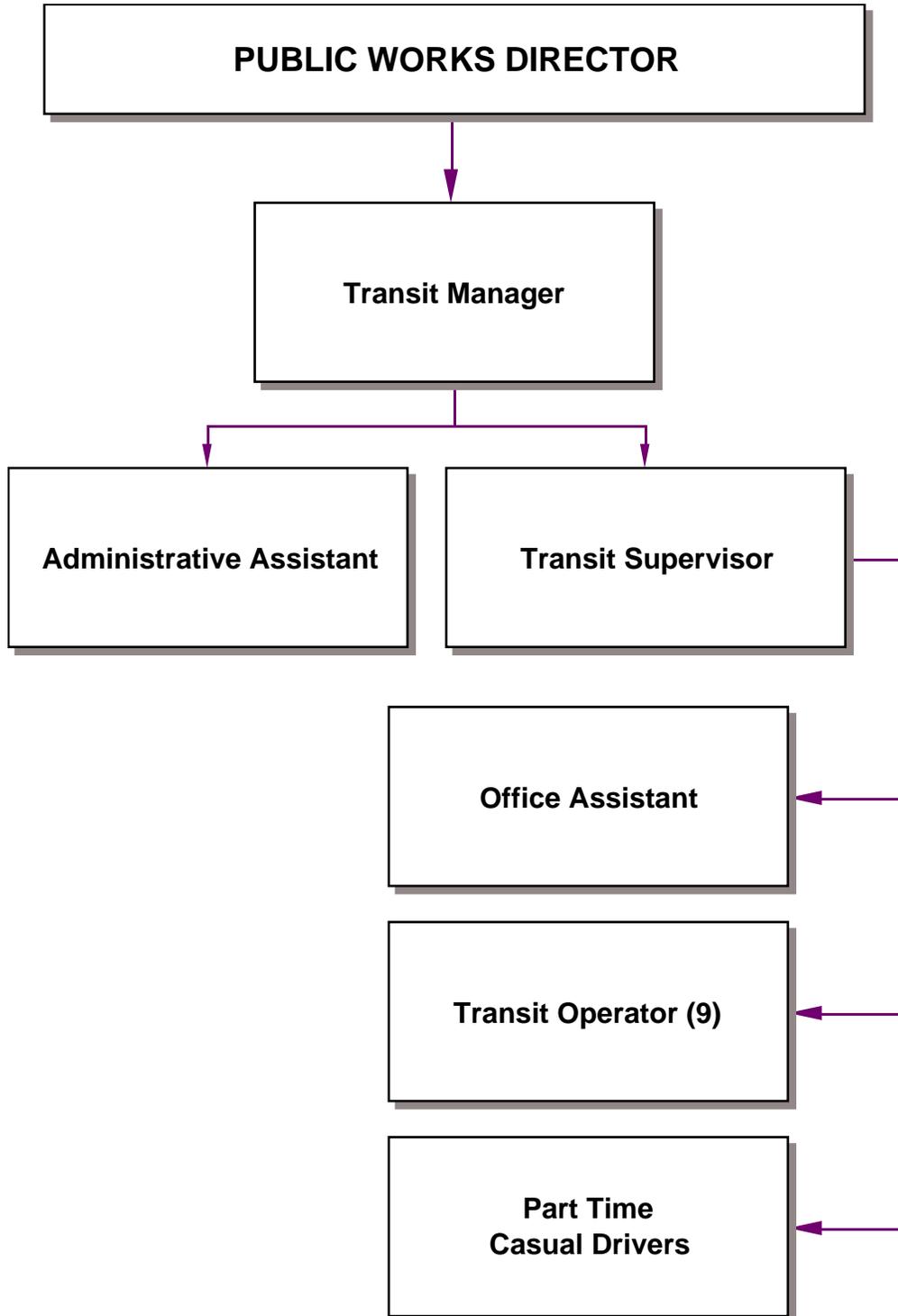
A Comply with the wetlands' Implementation Plan

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

TOTAL FOR ALL PROGRAMS \$5,513,580

Organization Chart

Public Transit Operations



2011/2012 Budget
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Fixed Route Public Transportation \$5,365,190

This program provides fixed-route, accessible public transportation for the citizens of Longview/Kelso, Monday through Friday, from 7 a.m. to 7 p.m., and on Saturday from 8 a.m. to 6 p.m.

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

- A Provide three fixed-transit routes in Longview
- B Provide two fixed-transit routes in Kelso

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

Disabled Transportation \$1,758,420

This program provides reduced-fare, accessible transportation service on request for the disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday from 7 a.m. to 7 p.m., and Saturday from 8 a.m. to 6 p.m. Responses to service requests are on a next-day basis.

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

A Provide door-to-door paratransit service for the disabled up to 3/4 of a mile beyond the fixed-route service area

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

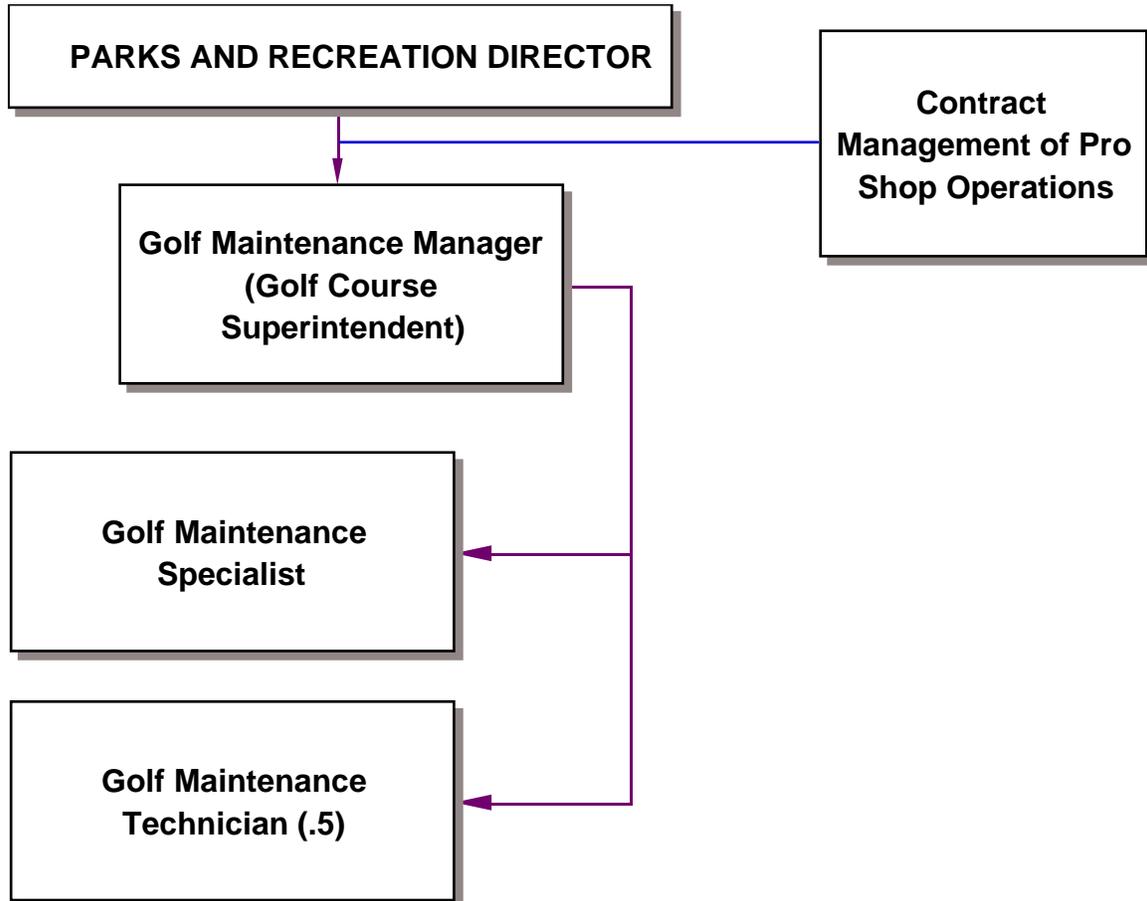
TOTAL FOR ALL PROGRAMS \$7,123,610



Enterprise Funds

Organization Chart

Mint Valley Golf



2011/2012 Budget _____
Enterprise Funds

Revenue Summary

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

Expenditure Summary

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

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance \$1,249,320

This program involves mowing, aeration, tree care, leaf removal, pesticide and fertilizer application, and equipment repair and replacement which are all essential to the operation and maintenance of the golf course facility.

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

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

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

Irrigation System \$70,170

This program is for the installation of new irrigation heads and for the rebuilding, upkeep, and replacement of old valves, pipe fittings, satellite stations, and aquagators. This allows the golf course to keep its irrigation system automated and keep the turf green and playable.

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

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

continued



2011/2012 Budget _____
Enterprise Funds

Irrigation System - continued

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

Golf Course Sanding \$46,150

This is an ongoing maintenance program at Mint Valley Golf Course designed to make the fairways firmer, improve winter playability, and increase overall surface drainage.

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

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

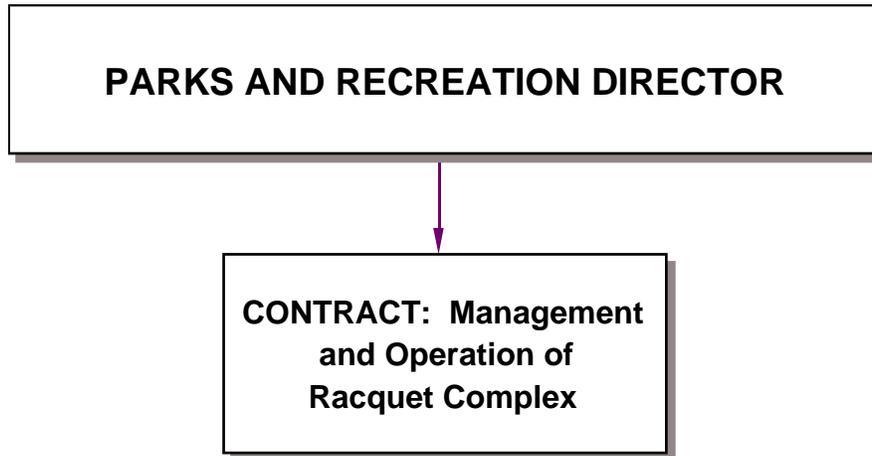
	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of days fairways can be mowed	92%	93%	96%	96%
B Yards of sand added to course per year	700	650	600	800
D Increase in linear feet of drain tile	500	600	650	700



TOTAL FOR ALL PROGRAMS \$1,365,640

Organization Chart

Mint Valley Racquet and Fitness Complex



2011/2012 Budget _____
Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Racquet Complex							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Mint Valley Racquet Complex	Rich Benm	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$20,270	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$20,270	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$20,270	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$20,270	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$4,460	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$4,460	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270

Expenditure Summary

Mint Valley Racquet Complex								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Other Services & Charges	\$25,240	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$25,240	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270	

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex \$20,270

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

TOTAL FOR ALL PROGRAMS \$20,270

Internal Service Funds

Internal Service Funds

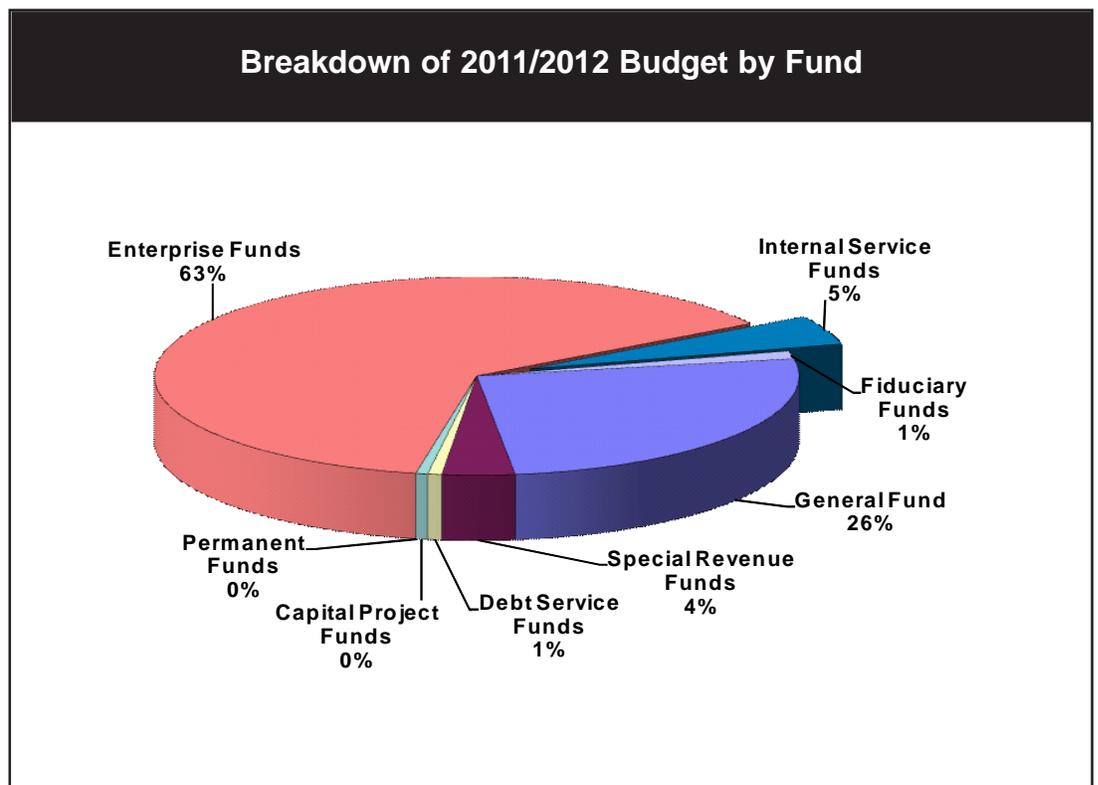
TOPIC	PAGE
Internal Service Funds	210
Insurance Reserve Fund	211
Office Equipment Reserve Fund	215
Equipment Rental Operations Fund	217
Equipment Rental Reserve Fund	221
Facility Maintenance Fund	223
Unemployment Compensation Fund	227
Employee Benefits Reserve Fund	229

Internal Service Funds

Internal Service Funds

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

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



Organizational Chart

Insurance Reserve Fund



Internal Service Funds

Revenue Summary

FUND SUMMARY		Insurance Reserve Fund							
Internal Service Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Insurance Reserve	Robbie Berg	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$300,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$3,042,740	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$1,050	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$3,042,740	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$2,848,020	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$194,720	Miscellaneous	\$1,139,570	\$1,259,770	\$1,486,430	18.0%	\$1,556,310	4.7%	\$3,042,740
Total 2011/2012 Expenditures	\$3,042,740	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$494,720	Other Financing Sources	\$47,520	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$37,960	\$0	-100.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,188,140	\$1,297,730	\$1,486,430	14.5%	\$1,556,310	4.7%	\$3,042,740

Expenditure Summary

Insurance Reserve Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$126,000	0.0%	\$68,720	-45.5%	\$194,720
Salaries & Wages	\$121,490	\$135,260	\$137,740	1.8%	\$140,480	2.0%	\$278,220
Personnel Benefits	\$426,000	\$303,410	\$413,560	36.3%	\$468,650	13.3%	\$882,210
Supplies	\$3,440	\$8,160	\$8,160	0.0%	\$8,160	0.0%	\$16,320
Other Services & Charges	\$692,040	\$850,900	\$800,970	-5.9%	\$870,300	8.7%	\$1,671,270
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,242,970	\$1,297,730	\$1,486,430	14.5%	\$1,556,310	4.7%	\$3,042,740

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 \$2,075,110

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

continued

Safety and Risk Management - continued

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

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

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Claim Severity is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	120%	115%	110%	100%
B Claim Frequency is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	105%	100%	95%	90%
B Percent of department representatives attending Safety Committee meetings	92%	95%	95%	95%
C Reduce Workers Compensation time loss hours by 5% over previous year	1876	1691	1606	1526
D Percent compliance with WCIA annual review and audit	100%	100%	100%	100%
E Number of loss claims identified/remediated	2	2	2	2
F Percent City insured for property and liability risk	100%	100%	100%	100%
G Percent claims processed within two days	100%	100%	100%	100%
H Percent employees satisfied with safety training/consultations	86%	95%	95%	95%

Worker’s Compensation Program \$893,580

The Worker’s Compensation Program is responsible for the administration of occupational injury claims including self-insurance funds allocation, claim processing, claim investigation, third party administrative overview, and administration of excess worker’s compensation insurance program. The program also includes administration of industrial compensation payments, medical claims, and Department of Labor & Industries quarterly payments.

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

- A Review worker compensation claims

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent reduction in time loss as a result of initiation of transitional return to work program	5%	5%	5%	5%

Wellness Health Promotion Program \$74,050

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.

Internal Service Funds

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)

Performance Measures	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A Percent of increase of employee/family participation in Wellness Health Promotion Program over previous year	N/A	N/A	N/A	N/A
B Percent of employees satisfied with Wellness Health Promotion Program	N/A	N/A	N/A	N/A
C Percent increase of overall employee (and family) participation in wellness program activities from previous year	10%	10%	10%	10%
D Percent of employees satisfied overall with the wellness program each year	96%	96%	96%	96%
D Percent increase of employee participation in the annual wellness survey from previous year	10%	10%	10%	10%
D Percent increase of employee participation in the health screening programs from previous year	20%	20%	20%	20%
E Percent increase of (self-reported) physical activity levels from previous year	20%	10%	20%	10%
F Percent increase of employee participation in benefits fair from previous year	5%	5%	5%	5%
G Percent increase of employee participation in employee recognition program (Pat-on-the-Back and STARR award nominations) from previous years	10%	10%	10%	10%

TOTAL FOR ALL PROGRAMS \$3,042,740

Revenue Summary

FUND SUMMARY		Office Equipment Reserve Fund							
Special Revenue Fund Title Office Equipment Reserve	Department Head Responsible Judy Jones	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$ 300,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,765,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$6,600	Intergovernmental	\$9,460	\$7,500	\$9,000	20.0%	\$9,000	0.0%	\$18,000
Total 2011/2012 Revenue	\$1,772,100	Charges for Services	\$47,160	\$27,700	\$31,950	15.3%	\$51,250	60.4%	\$83,200
2011/2012 Estimated Expenditures	\$1,762,100	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$10,000	Miscellaneous	\$5,620	\$15,000	\$5,000	-66.7%	\$15,000	200.0%	\$20,000
Total 2011/2012 Expenditures	\$1,772,100	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$303,400	Other Financing Sources	\$771,980	\$815,240	\$822,150	0.8%	\$822,150	0.0%	\$1,644,300
		Beg Resources Req to Balance	\$0	\$234,960	\$0	-100.0%	\$6,600	0.0%	\$6,600
		TOTAL REVENUES	\$834,220	\$1,100,400	\$868,100	-21.1%	\$904,000	4.1%	\$1,772,100

Expenditure Summary

Office Equipment Reserve Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$10,000	0.0%	\$10,000
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$227,500	\$391,700	\$483,100	23.3%	\$395,500	-18.1%	\$878,600
Other Services & Charges	\$209,560	\$292,000	\$256,900	-12.0%	\$251,900	-1.9%	\$508,800
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$162,910	\$416,700	\$128,100	-69.3%	\$246,600	92.5%	\$374,700
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$599,970	\$1,100,400	\$868,100	-21.1%	\$904,000	4.1%	\$1,772,100

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 \$566,200

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 \$545,800

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

Internal Service Funds

Infrastructure Support..... \$395,800

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

R&D \$124,000

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

Projects \$66,500

The Projects Program provides for development and implementation of projects for e-government and other services for the City of Longview.

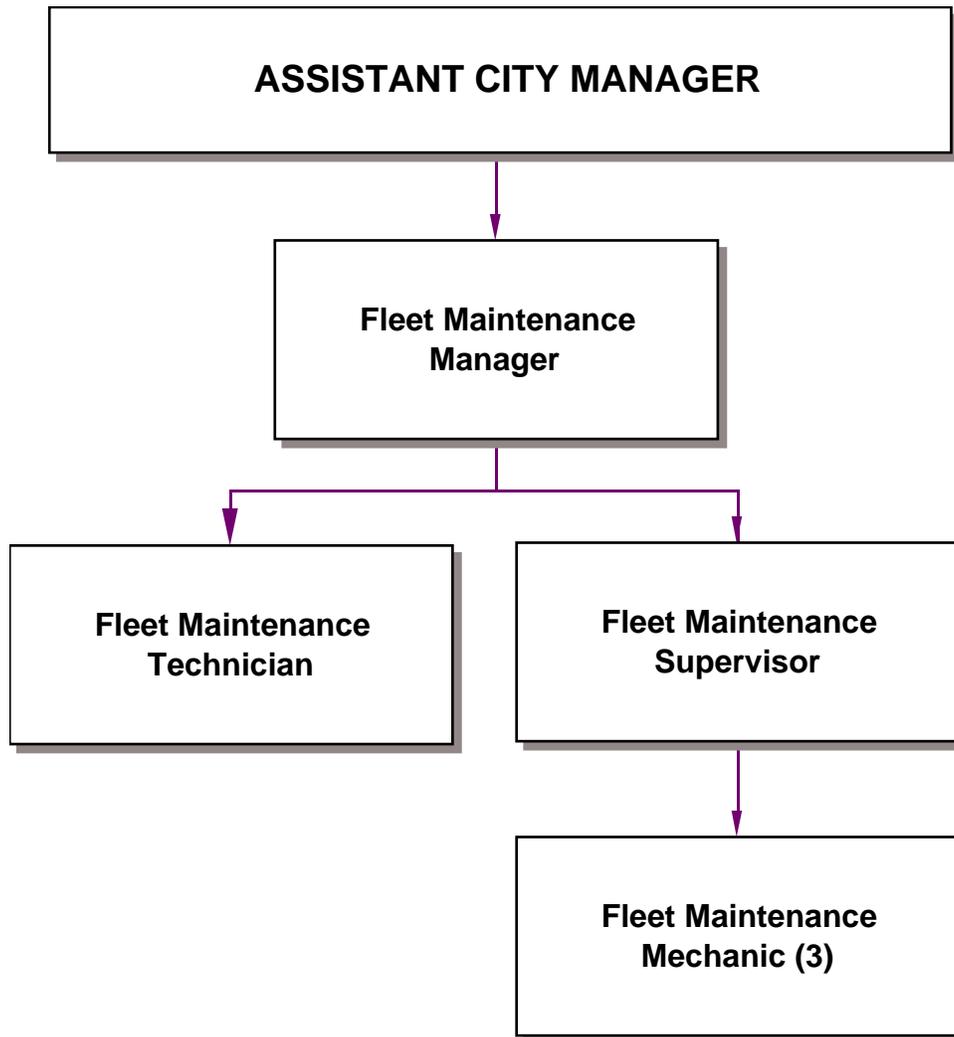
Digital Imaging \$73,800

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

TOTAL FOR ALL PROGRAMS \$1,772,100

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	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$33,980	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$3,497,030	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$33,980	Intergovernmental	\$890	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$3,531,010	Charges for Services	\$0	\$0	\$131,280	0.0%	\$135,220	3.0%	\$266,500
2011/2012 Estimated Expenditures	\$3,531,010	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$1,351,480	\$2,012,420	\$1,524,190	-24.3%	\$1,706,340	12.0%	\$3,230,530
Total 2011/2012 Expenditures	\$3,531,010	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$15,150	0.0%	\$18,830	24.3%	\$33,980
		TOTAL REVENUES	\$1,352,370	\$2,012,420	\$1,670,620	-17.0%	\$1,860,390	11.4%	\$3,531,010

Expenditure Summary

Equipment Rental Operations Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$320,190	\$346,400	\$344,080	-0.7%	\$353,980	2.9%	\$698,060
Personnel Benefits	\$131,380	\$150,670	\$152,570	1.3%	\$169,740	11.3%	\$322,310
Supplies	\$534,800	\$1,183,180	\$819,130	-30.8%	\$973,270	18.8%	\$1,792,400
Other Services & Charges	\$340,590	\$308,930	\$327,340	6.0%	\$335,900	2.6%	\$663,240
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$20,880	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$23,040	\$23,240	\$27,500	18.3%	\$27,500	0.0%	\$55,000
TOTAL EXPENDITURES	\$1,370,880	\$2,012,420	\$1,670,620	-17.0%	\$1,860,390	11.4%	\$3,531,010

Program Descriptions - Initiatives - Performance Measures

The **Equipment Rental Fund** is responsible for the purchase, maintenance, and operations of Longview's fleet.

Preventive Maintenance \$1,414,880

This program provides preventative maintenance on City vehicles and equipment to ensure reliable and safe operating conditions. Preventative maintenance (PM) involves providing systematic inspection, detection, and correction of failures either before they occur or before they develop into major defects. PM activities include inspections, tests, measurements, lubrication, and parts adjustment and/or replacement. These functions are performed specifically to prevent failures from occurring in order to reduce vehicle downtime.

Preventative Maintenance - continued

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

A Inspect, test, detect, and correct failures on a regular, scheduled basis and adjust or replace parts, as necessary

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of mechanic labor hours charged to PM work orders	1,125	1,400	1,346	1,386
A PM work order expense as a percentage of total work order expense	16%	20%	21%	21%
A Total cost charged to PM work orders	\$110,000	\$182,000	\$149,826	\$154,321

Vehicle and Equipment Repairs \$1,385,610

This program provides for repairs performed at the City maintenance facility on City vehicles and equipment to correct component failures, wear and tear, and unplanned breakdowns. Repair activities include computer and physical diagnostics, component testing, purchasing of replacement parts, and final road testing to ensure the problem or failure has been resolved.

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

- A Perform inspection, diagnostics, and troubleshooting
- B Perform component testing
- C Research and purchase replacement parts
- D Install parts and/or repair components
- E Road test equipment or vehicles

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Number of mechanic labor hours charged to repair work orders	4,312	4,400	3,208	3,305
A-E Repair work order expense as a percentage of total work order expense	75%	75%	79%	79%
A-E Total dollar amount charged to repair work orders	\$545,000	\$686,000	\$555,648	\$572,317

Vehicle Fuel \$383,740

This program provides for fuel purchasing for City vehicles and equipment. This area is the largest single supply expense for fleet operations. Fuel is categorized as a separate expense and is difficult to attribute to a particular program, so it is presented as a stand-alone program.

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

- A Purchase fuel
- B Maintain adequate inventory at all times
- C Dispense fuel on an as needed and continuous basis
- D Charge customers directly, with a small markup for administrative handling

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Fuel purchase costs for unleaded fuel	\$210,000	\$262,000	\$269,910	\$386,600
A-E Fuel purchase costs for diesel fuel	\$256,000	\$340,000	\$311,760	\$344,170

Internal Service Funds

New Vehicle Upfitting..... **\$346,780**

This program prepares new vehicles and fleet equipment for operational service. Examples include light bars, push bumpers, prisoner screens and seats on law enforcement vehicles, and similar equipment on other new City vehicles and equipment. These costs are capitalized as part of the total acquisition cost of new vehicles and, as a result, are excluded from fleet operating cost expenditures. Program activities include meeting with user division operators and supervisors to determine functional equipment needs, parts purchasing, control and component placement, installation, component testing, and final road testing.

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

- A Determine functional needs with operators and supervisors
- B Research and purchase necessary parts and components
- C Determine component placement on vehicle
- D Install and test components
- E Road test equipment or vehicles

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Number of mechanic labor hours charged to capital work orders	311	190	150	155
A-E Capital work order expense as a percentage of total work order expense	9%	5%	4%	4%
A-E Total expenses charged to capital work orders	\$68,000	\$42,000	\$29,809	\$30,703

TOTAL FOR ALL PROGRAMS \$3,531,010

Revenue Summary

FUND SUMMARY		Equipment Rental Reserve Fund							
Internal Service Fund Title Equipment Rental Reserve	Department Head Responsible Dave Campbell								
Beginning Fund Balance	\$1,800,000	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
2011/2012 Estimated Revenue	\$1,969,070	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Cash Required for Operations	\$321,260	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$2,290,330	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$2,119,280	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$171,050	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$2,290,330	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$1,649,790	Miscellaneous	\$341,800	\$962,860	\$970,130	0.8%	\$998,940	3.0%	\$1,969,070
		Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$46,450	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$68,960	\$0	-100.0%	\$321,260	0.0%	\$321,260
		TOTAL REVENUES	\$388,250	\$1,031,820	\$970,130	-6.0%	\$1,320,200	36.1%	\$2,290,330

Expenditure Summary

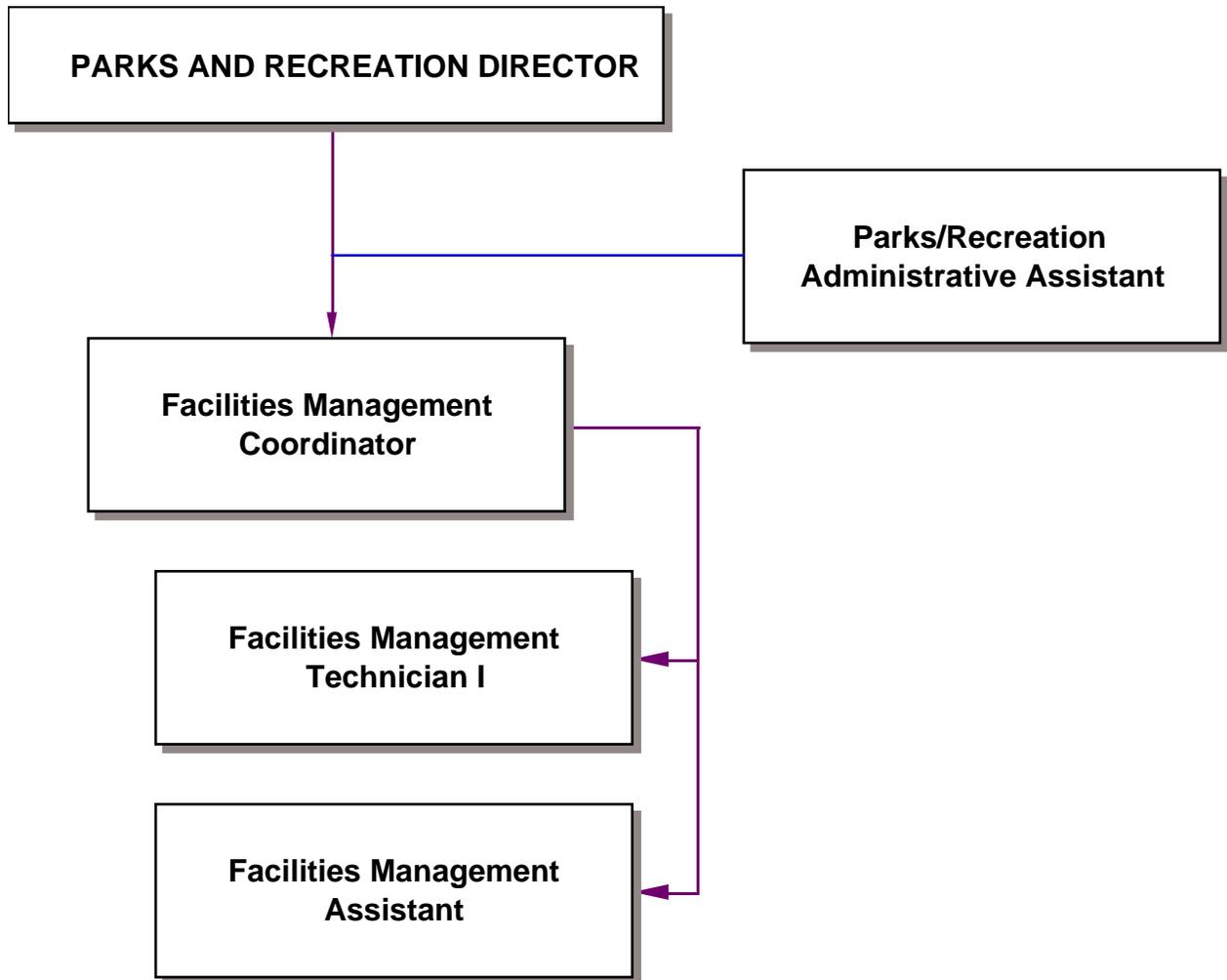
Equipment Rental Reserve Fund								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	Variance	Budget	
Cont to End Fund Balance	\$0	\$0	\$171,050	0.0%	\$0	-100.0%	\$171,050	
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Other Services & Charges	\$649,680	\$2,080	\$95,790	4505.3%	\$4,660	-95.1%	\$100,450	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$894,040	\$1,029,740	\$703,290	-31.7%	\$1,315,540	87.1%	\$2,018,830	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$1,543,720	\$1,031,820	\$970,130	-6.0%	\$1,320,200	36.1%	\$2,290,330	

TOTAL FOR ALL PROGRAMS \$2,290,330

Internal Service Funds

Organizational Chart

Facility Maintenance



2011/2012 Budget _____
Internal Service Funds

Revenue Summary

FUND SUMMARY		Facility Maintenance Fund							
Internal Service Fund Title Facility Maintenance	Department Head Responsible Rich Bemm	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$124,850	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,003,900	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$124,850	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$1,128,750	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,128,750	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$574,070	\$587,460	\$504,020	-14.2%	\$499,880	-0.8%	\$1,003,900
Total 2011/2012 Expenditures	\$1,128,750	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$43,650	\$54,390	24.6%	\$70,460	29.5%	\$124,850
		TOTAL REVENUES	\$574,070	\$631,110	\$558,410	-11.5%	\$570,340	2.1%	\$1,128,750

Expenditure Summary

Facility Maintenance Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$225,960	\$239,560	\$183,320	-23.5%	\$185,720	1.3%	\$369,040
Personnel Benefits	\$86,940	\$95,180	\$70,860	-25.6%	\$77,430	9.3%	\$148,290
Supplies	\$34,200	\$43,220	\$43,220	0.0%	\$43,220	0.0%	\$86,440
Other Services & Charges	\$210,070	\$244,220	\$252,660	3.5%	\$255,620	1.2%	\$508,280
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$410	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$8,830	\$8,930	\$8,350	-6.5%	\$8,350	0.0%	\$16,700
TOTAL EXPENDITURES	\$566,410	\$631,110	\$558,410	-11.5%	\$570,340	2.1%	\$1,128,750



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 \$1,128,750

This program maintains and repairs all City buildings; contracts cleaning services and in-house cleaning of the library buildings and all other recreational facilities; negotiates and oversees cleaning service, elevator, and security contract services; purchases all cleaning supplies and other material and equipment needed to maintain City buildings, including Columbia Theatre basement pumps, Mint Valley Racquet Complex, Mint Valley Golf Pro Shop, SignMaster Sign Shop, and 1560 and 1562 Olympia Way; repairs and replaces locks, re-keys locks, and maintains the card lock system at City Hall; and, opens and closes City Hall for after-hours meetings.



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

- A Purchase material and chemicals needed for service and repair of HVAC units (change filters, replace belts, clean coils)
- B Service and/or repair circulating pumps on water systems and chilled water lines for air handlers
- C Repair doors, windows, locks, and rekey locks, as needed
- D Do in-house repairs and other projects on and in buildings to save costs and time
- E Purchase and replace lights, ballasts, sensors, timers, and other electrical equipment, as needed, for all buildings
- F Purchase all cleaning supplies, as needed, for all departments
- G Open City Hall for after-hours meetings, turn off lights, and secure the building after meetings have concluded
- H Install and maintain security and fire systems for all city buildings
- I Provide daily in-house cleaning service for the Library, Recreation buildings and Longview Police Department, as needed
- J Negotiate and manage service contracts for all city buildings
- K Schedule annual sprinkler testing on building fire systems
- L Schedule annual fire extinguisher inspections and servicing for all buildings and vehicles (not including Fire vehicles)
- M Provide in-house repairs, upon request, via Customer Relationship Management (CRM) system, email, and phone messages

		2009	2010	2011	2012
Performance Measures		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Number of quarterly HVAC units (41 units) filters changed per year	136	140	140	140
B	Number of quarterly water circulating pumps serviced	14	14	14	14
C	Number of lock repairs, prox card entries, key replacements per year	225	105	100	100
D	Number of in-house capital repairs completed	4	4	3	3
F	Number of times per year pricing is reviewed and orders placed for cleaning and maintenance supplies	12	12	12	12

continued

Internal Service Funds

Facility Maintenance - continued

Performance Measures - continued		2009	2010	2011	2012
		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
G	Approximate number of openings and closings of City Hall scheduled for after-hours meetings	36	30	30	30
H	Number of buildings monitored 24/7 for security/fire and other emergency building issues	21	21	21	21
I	Number of in-house cleaning hours per week	48	48	48	48
J	Number of annual cleaning, elevator, HVAC, security/fire protection contracts managed	8	8	8	8
K	Number of systems requiring annual sprinkler/smoke detector testing	8	8	8	8
L	Average number of extinguishers serviced annually	250	250	250	250
M	Number of projects and/or work order requests performed monthly	65	70	70	70

TOTAL FOR ALL PROGRAMS \$1,128,750

Revenue Summary

FUND SUMMARY		Unemployment Compensation Fund							
Internal Service Fund Title Unemployment Compensation	Department Head Responsible Robbie Berg	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$350,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$46,070	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$78,930	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$125,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$125,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$125,000	Miscellaneous	\$21,270	\$30,250	\$22,560	-25.4%	\$23,510	4.2%	\$46,070
Estimated Ending Fund Balance	\$271,070	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$32,250	\$39,940	23.8%	\$38,990	-2.4%	\$78,930
		TOTAL REVENUES	\$21,270	\$62,500	\$62,500	0.0%	\$62,500	0.0%	\$125,000

Expenditure Summary

Unemployment Compensation Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$39,490	\$62,500	\$62,500	0.0%	\$62,500	0.0%	\$125,000
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$39,490	\$62,500	\$62,500	0.0%	\$62,500	0.0%	\$125,000

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 \$125,000

Internal Service Funds

Revenue Summary

FUND SUMMARY		Employee Benefits Reserve Fund							
Internal Service Fund Title Employee Benefits Reserve	Department Head Responsible Robbie Berg	Total Revenues By Source	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Beginning Fund Balance	\$1,025,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$434,040	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$585,460	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$1,019,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,019,500	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$222,640	\$233,950	\$213,530	-8.7%	\$220,510	3.3%	\$434,040
Total 2011/2012 Expenditures	\$1,019,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$439,540	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$352,650	\$288,970	-18.1%	\$296,490	2.6%	\$585,460
		TOTAL REVENUES	\$222,640	\$586,600	\$502,500	-14.3%	\$517,000	2.9%	\$1,019,500

Expenditure Summary

Employee Benefits Reserve Fund							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 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	\$256,350	\$452,600	\$400,000	-11.6%	\$412,000	3.0%	\$812,000
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$134,000	\$102,500	-23.5%	\$105,000	2.4%	\$207,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$256,350	\$586,600	\$502,500	-14.3%	\$517,000	2.9%	\$1,019,500

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 \$1,019,500

Fiduciary Funds

Fiduciary Funds

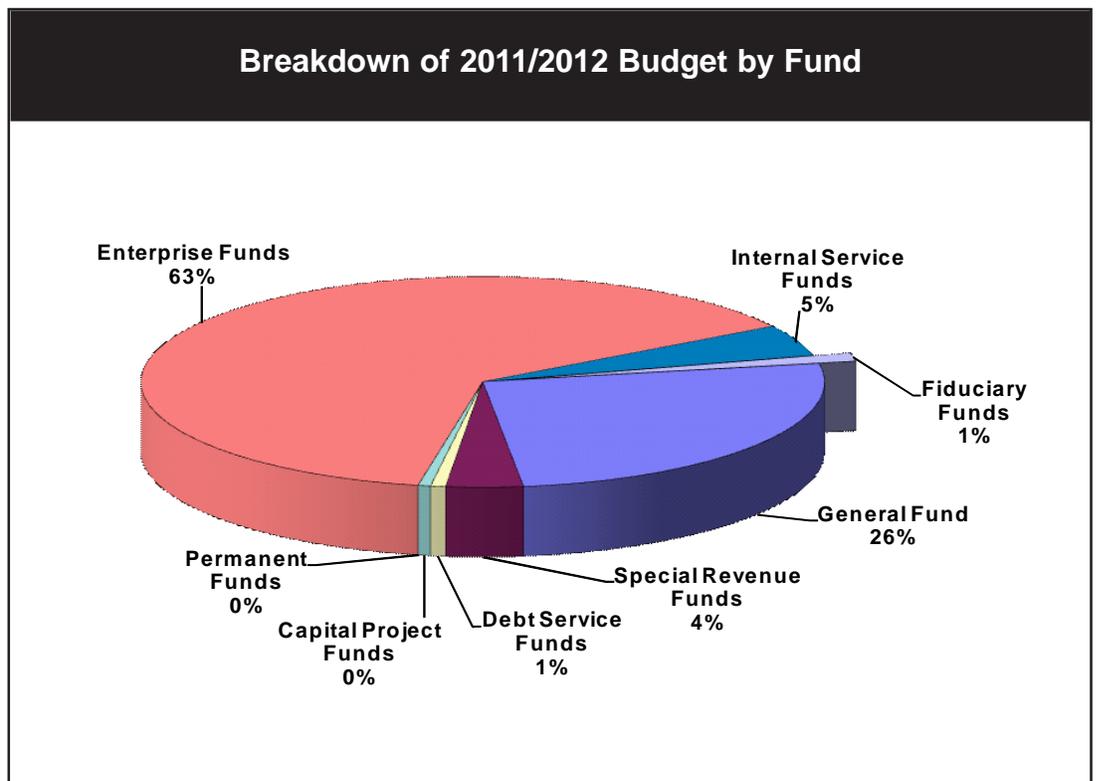
TOPIC	PAGE
Fiduciary Funds	232
Firemen's Pension Trust Fund	233

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 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Beginning Fund Balance	\$775,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,404,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$519,170	Intergovernmental	\$33,420	\$40,200	\$36,750	-8.6%	\$38,000	3.4%	\$74,750
Total 2011/2012 Revenue	\$1,923,670	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$1,923,670	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$7,040	\$37,600	\$5,100	-86.4%	\$5,100	0.0%	\$10,200
Total 2011/2012 Expenditures	\$1,923,670	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$255,830	Other Financing Sources	\$463,280	\$486,440	\$644,900	32.6%	\$674,650	4.6%	\$1,319,550
		Beg Resources Req to Balance	\$0	\$386,830	\$262,850	-32.1%	\$256,320	-2.5%	\$519,170
		TOTAL REVENUES	\$503,740	\$951,070	\$949,600	-0.2%	\$974,070	2.6%	\$1,923,670

Expenditure Summary

Firemen's Pension Trust Fund							
Total Expenditures By Object	Actual 2009	Budget 2010	Budget 2011	Percent Variance	Budget 2012	Percent Variance	2011-2012 Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$25,340	\$25,550	\$26,830	5.0%	\$27,360	2.0%	\$54,190
Personnel Benefits	\$661,140	\$855,440	\$863,170	0.9%	\$887,110	2.8%	\$1,750,280
Supplies	\$0	\$100	\$100	0.0%	\$100	0.0%	\$200
Other Services & Charges	\$45,660	\$69,980	\$59,500	-15.0%	\$59,500	0.0%	\$119,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$732,140	\$951,070	\$949,600	-0.2%	\$974,070	2.6%	\$1,923,670

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 \$1,923,670

Capital Improvement Program

Capital Improvement Program

TOPIC	PAGE
Capital Improvement Policy	236-238
Overview	236
Criteria for Evaluating Projects	237
Procedure for Annual Capital Improvement Plan	237
All Funds Five-Year Plan	239
2010 - 2015 Project Narratives and Five Year Plans	240-264
Arterial Street Fund	240
Downtown Parking Fund	243
Capital Projects Fund	244
L.I.D. Construction Fund	249
Water Fund	250
Sewer Fund	253
Water Filter Plant Fund	257
Storm Water Utility Fund	259
Public Transit Fund	261
Equipment Rental Reserve Fund	263
Park & Recreation Memorial Trust Fund	264

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
2010	December 31 Ending Fund Balance		
2011	Arterial Street Fund	\$1,182,280	\$2,085,000
	Downtown Parking Fund	\$67,000	\$67,000
	Capital Projects Fund	\$388,000	\$695,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$17,946,930	\$17,946,930
	Sewer Fund	\$14,565,000	\$14,565,000
	Water Filter Plant Fund	\$19,260,000	\$19,260,000
	Storm Water Fund	\$560,000	\$560,000
	Public Transit Fund	\$842,000	\$842,000
	Parks & Recreation Memorial Fund	\$10,000	\$10,000
	Annual total	\$55,171,210	\$56,380,930
2012	Arterial Street Fund	\$334,280	\$45,000
	Downtown Parking Fund	\$15,000	\$15,000
	Capital Projects Fund	\$186,000	\$218,500
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$12,588,930	\$12,588,930
	Sewer Fund	\$12,770,000	\$12,770,000
	Water Filter Plant Fund	\$13,260,000	\$13,260,000
	Storm Water Fund	\$1,230,000	\$1,230,000
	Public Transit Fund	\$812,000	\$812,000
	Parks & Recreation Memorial Fund	\$10,000	\$10,000
	Annual total	\$41,556,210	\$41,299,430
2013	Arterial Street Fund	\$334,280	\$320,000
	Capital Projects Fund	\$265,000	\$6,417,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$1,995,000	\$1,995,000
	Sewer Fund	\$2,895,000	\$2,895,000
	Water Filter Plant Fund	\$150,000	\$150,000
	Storm Water Fund	\$512,200	\$512,200
	Public Transit Fund	\$162,000	\$162,000
	Annual total	\$6,663,480	\$12,801,200
2014	Arterial Street Fund	\$334,280	\$70,000
	Capital Projects Fund	\$263,000	\$1,226,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$1,895,000	\$1,895,000
	Sewer Fund	\$3,395,000	\$3,395,000
	Water Filter Plant Fund	\$150,000	\$150,000
	Storm Water Fund	\$981,900	\$981,900
	Public Transit Fund	\$1,462,000	\$1,462,000
	Annual total	\$8,831,180	\$9,529,900
2015	Arterial Street Fund	\$334,280	\$70,000
	Capital Projects Fund	\$263,000	\$3,978,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$1,795,000	\$1,795,000
	Sewer Fund	\$3,120,000	\$3,120,000
	Water Filter Plant Fund	\$150,000	\$150,000
	Storm Water Fund	\$1,244,500	\$1,244,500
	Public Transit Fund	\$1,462,000	\$1,462,000
	Annual total	\$8,718,780	\$12,169,500

Capital Improvement Program

Arterial Street Fund - 2011/2012 Project Narratives

14th Avenue and Broadway Intersection Improvements	2011	\$200,000
Traffic signal and pedestrian improvements at 14th Avenue and Broadway	2012	\$0
15th Avenue Pavement Repairs	2011	\$300,000
Grind and overlay 15th Avenue from Tennant Way to Douglas	2012	\$0
15th/Olympia Way/Hudson Street Signal Modification	2011	\$170,000
Modify traffic signals at intersection of 15th Ave., Olympia Way, and Hudson St.	2012	\$0
Bridge Maintenance and Repairs - Various Bridges	2011	\$50,000
Repair Washington Way bridge	2012	\$20,000
Inspect bridges and repair deficiencies identified during inspections		
Civic Center Circle	2011	\$350,000
Improve pedestrian and motorist safety in the Civic Center Circle	2012	\$0
Tennant and 14th Intersection Improvements	2011	\$250,000
Traffic signal and intersection improvements at Tennant Way and 14th Ave.	2012	\$0
Tennant/15th/California/Oregon Intersection Improvements	2011	\$600,000
Traffic signal and intersection improvements at Tennant Way and 15th Ave.	2012	\$0
Traffic Signal LED Replacement	2011	\$165,000
Replace traffic signal incandescent bulbs with LED bulbs at various locations	2012	\$0
Audible Pedestrian Signals	2011	\$0
Upgrade pedestrian signals to include audible signals at select locations	2012	\$25,000
	Total 2011	\$2,085,000
	Total 2012	\$45,000

Arterial Street Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	1/2 Cent Motor Vehicle Fuel Tax	\$240,000	
	Misc. Revenue	\$86,780	
	Interest	\$7,500	
	14th Avenue and Broadway Intersection Improvements	\$200,000	\$200,000
	15th Avenue Pavement Repairs	\$160,000	\$300,000
	15th/Olympia Way/Hudson Street Signal Modification	\$153,000	\$170,000
	Bridge Maintenance and Repairs - Various Bridges		\$50,000
	Civic Center Circle	\$230,000	\$350,000
	Tennant and 14th Intersection Improvements	\$105,000	\$250,000
	Tennant/15th/California/Oregon Intersection Improvements		\$600,000
	Traffic Signal LED Replacement		\$165,000
	Annual total	\$1,182,280	\$2,085,000
	*Indicates project is funded.		
2012	1/2 Cent Motor Vehicle Fuel Tax	\$240,000	
	Misc. Revenue	\$86,780	
	Interest	\$7,500	
	Audible Pedestrian Signals		\$25,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	Annual total	\$334,280	\$45,000
	*Indicates project is funded.		
2013	1/2 Cent Motor Vehicle Fuel Tax	\$240,000	
	Misc. Revenue	\$86,780	
	Interest	\$7,500	
	7th Avenue/California Traffic Signal		\$250,000
	Annual Street Repairs		\$50,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	Annual total	\$334,280	\$320,000
	*Indicates project is funded.		
2014	1/2 Cent Motor Vehicle Fuel Tax	\$240,000	
	Misc. Revenue	\$86,780	
	Interest	\$7,500	
	Annual Street Repairs		\$50,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$0
	Annual total	\$334,280	\$70,000
	*Indicates project is funded.		

Capital Improvement Program

Arterial Street Fund - Five-Year Plan - continued

2015	1/2 Cent Motor Vehicle Fuel Tax	\$240,000	
	Misc. Revenue	\$86,780	
	Interest	\$7,500	
	Annual Street Repairs		\$50,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	*Other Fund Expenses (Debt Service, Regional Planning, Inspections, Etc.)		\$0
	Annual total	\$334,280	\$70,000
	*Indicates project is funded.		

Downtown Parking Fund - 2011/2012 Project Narratives

Parking Enforcement Hardware/Software Replacement	2011 \$55,000
Replacement of system that is over ten years old and frequently broken with technology whose capital costs may be recouped over five years	2012 \$0

Parking Lot Landscaping	2011 \$12,000
Replace and install new landscaping at larger municipally owned lots at entrances to downtown	2012 \$15,000

Total 2011	\$67,000
Total 2012	\$15,000

Downtown Parking Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Fund Balance	\$67,000	
	*Parking Enforcement Hardware/Software Replacement		\$55,000
	*Parking Lot Landscaping		\$12,000
	Annual total	\$67,000	\$67,000
	*Indicates project is funded.		
2012	Fund Balance	\$15,000	
	*Parking Lot Landscaping		\$15,000
	Annual total	\$15,000	\$15,000
	*Indicates project is funded.		
2013	No Projects Identified		
	Annual total	\$0	\$0
	*Indicates project is funded.		
2014	No Projects Identified		
	Annual total	\$0	\$0
	*Indicates project is funded.		
2015	No Projects Identified		
	Annual total	\$0	\$0
	*Indicates project is funded.		

Capital Improvement Program

Capital Projects Fund - 2011/2012 Project Narratives

City-owned Sidewalk Repairs

Repair of broken curbs and sidewalks adjacent to City trees and property to reduce the City's tort liability and for the general improvement of the City's infrastructure	2011	\$40,000
	2012	\$75,000

Sidewalk Repair Program - Property Owner Responsibility

Financial assistance (up to 50% of the cost of repair) to residential property owners to repair sidewalks identified as being hazards to the public	2011	\$10,000
	2012	\$10,000

Neighborhood Park Grants

Grants for neighborhood groups, sports leagues, service clubs, and other organizations as matching funds to their contributions to develop or improve neighborhood parks	2011	\$25,000
	2012	\$25,000

City Street Tree Replacement Program

Replacement of hazardous and fallen trees and planting of additional trees in vacant spots throughout the city	2011	\$30,000
	2012	\$30,000

Park Bench Donations

Park benches installed as a result of donations	2011	\$10,000
	2012	\$10,000

Lake Sacajawea Trail Maintenance

Maintain pedestrian and bicycle path	2011	\$3,000
	2012	\$3,000

Fire Station Plan

Comprehensive remodeling and/or replacement plan for Stations 81 and 82	2011	\$30,000
	2012	\$0

City Hall Generator Upgrade

Engineering for addition of backup power to handle entire load for server room, telephone system, and remainder of the building's needs	2011	\$20,000
	2012	\$0

Street Repairs

Grinding and repaving sections of selected City streets	2011	\$160,000
	2012	\$0

Lake Sacajawea Sidewalk Replacement

Replacement of sidewalk between Kessler Boulevard and Footbridge	2011	\$32,000
	2012	\$0

Capital Projects Fund - continued

Theatre District Streetscape Improvement Project	2011	\$200,000
Replacement and enhancement of streetscape in vicinity of Columbia Theatre	2012	\$0
Highlands Path, Segment 2, Beech Street to Douglas Street	2011	\$35,000
Local match for transportation enhancement grant to continue construction of dirt and gravel path for pedestrians and bicyclists adjacent to Alder Street right-of-way	2012	\$0
R. A. Long Park Design	2011	\$100,000
Construction-ready design and engineering of adopted park master plan improvements	2012	\$0
Police Department Exercise Room Renovation	2011	\$0
New flooring, repainting, electrical work, and replacement of old equipment	2012	\$55,000
Theatre District Streetscape Improvement Project Loan Payment	2011	\$0
First of five-year repayment of interfund loan	2012	\$10,500
	Total 2011	\$695,000
	Total 2012	\$218,500

Capital Projects Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Real Estate Excise Tax	\$170,000	
	Motor Vehicle Fuel Tax	\$3,000	
	Other Revenue - Interest Earnings	\$5,000	
	Donations - Benches	\$10,000	
	Rural County Public Facility Program Grant	\$150,000	
	Interfund Loan as Match for Rural County Public Facility Program Grant	\$50,000	
	*Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		\$3,000
	*Parks - Install Benches from Donations		\$10,000
	*Annual Sidewalk Program - City Responsibility		\$40,000
	*Annual Sidewalk Program - Property Owner Responsibility		\$10,000
	*Street Tree Replacement Program		\$30,000
	*City Hall Generator Upgrade (engineering portion)		\$20,000
	*Neighborhood Parks Grants		\$25,000
	*Highlands Path, Segment 2, Beech Street to Douglas Street		\$35,000
	*Fire Station Plan		\$30,000
	*15th Avenue Street Repairs (transfer to Arterial Street)		\$160,000
	*R.A. Long Park Design		\$100,000

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

2011	*Lake Sacajawea Sidewalk Replacement, Kessler Boulevard to Footbridge		\$32,000
<i>cont'd</i>	*Theatre District Streetscape Improvement Project		\$200,000
	Annual total	\$388,000	\$695,000
	*Indicates project is funded.		
2012	Real Estate Excise Tax	\$170,000	
	Motor Vehicle Fuel Tax	\$3,000	
	Other Revenue - Interest Earnings	\$3,000	
	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
	*Neighborhood Parks Grants		\$25,000
	*Theatre District Streetscape Improvement Project Loan Payment		\$10,500
	*Police Department Exercise Room Renovation		\$55,000
	Annual total	\$186,000	\$218,500
	*Indicates project is funded.		
2013	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	0	
	*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

Capital Projects - Five-Year Plan - continued

2013	Mark Hoehne Park New Skatepark and Tennis Courts		\$82,000
cont'd	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		
	Annual total	\$265,000	\$6,417,000
	*Indicates project is funded.		
2014	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	\$0	
	*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

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

2014	Highlands Neighborhood Street Lighting		\$370,000
cont'd	New Westside Fire Station (Station 82 Replacement)		\$400,000
	Annual total	\$263,000	\$1,226,000
	*Indicates project is funded.		
2015	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	\$0	
	*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
	Annual total	\$263,000	\$3,978,000
	*Indicates project is funded.		

L.I.D. Construction Fund - 2011/2012 Project Narratives

Streets and Alleys

This provides for the construction of street and alley projects that are requested from citizens through L.I.D. petitions during the year

Total 2011 \$350,000

Total 2012 \$350,000

L.I.D. Construction Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2012	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2013	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2014	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2015	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000



Capital Improvement Program

Water Fund - 2011/2012 Project Narratives

Cascade Way PRV Upgrade	2011 \$50,000
Upgrade pressure regulating station to improve pressure in the area.	2012 \$0
Clark Creek Road Main Replacement	2011 \$250,000
Replace 10-inch main destroyed during Nov. 2006 storm event; awaiting FEMA approval.	2012 \$0
Large Meter Replacement	2011 \$100,000
Replace deteriorated large customer meters.	2012 \$100,000
Repair Roofs on Main Reservoirs #1-#4	2011 \$160,000
Replace deteriorated roofs on 4 of 5 reservoirs at the site.	2012 \$0
Reservoir Paving/Security	2011 \$150,000
Install pavement and upgrade fencing at various reservoir sites to improve access and security.	2012 \$100,000
SCADA System (Water Portion)	2011 \$120,000
Install radio telemetry and computer controls to allow remote monitoring and control of water pump stations, pressure regulating stations, and reservoirs.	2012 \$60,000
Vacuum Excavator	2011 \$50,000
Purchase trailer-mounted vacuum excavator to improve valve maintenance and meter replacement productivity.	2012 \$0
Valve Replacement	2011 \$60,000
Replace deteriorated valves that no longer function or seal.	2012 \$60,000
Water Facility Relocation for Road Replacement	2011 \$100,000
Relocate water facilities as required for road construction projects.	2012 \$100,000
Water Main Replacements	2011 \$300,000
Replace deteriorated and undersized mains to ensure reliability and adequate pressure.	2012 \$350,000
Water System Plan Update	2011 \$130,000
Prepare water system plan update required every 6 years.	2012 \$50,000
RWTP Transfer	2011 \$16,476,930
Transfer funding for City's portion of RWTP capital costs.	2012 \$11,343,930

Water Fund - continued

Annual LID Projects	2011 \$0
Replace deteriorated water mains before LID paving projects.	2012 \$100,000
Cathodic Protection of Water Facilities	2011 \$0
Provide cathodic protection at reservoirs to prevent degradation of metal walls and appurtenances.	2012 \$25,000
Pump Station Upgrades	2011 \$0
Upgrade water pump stations to improve efficiency, reliability, and monitoring capability.	2012 \$300,000
	Total 2011 \$17,946,930
	Total 2012 \$12,588,930

Water Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Capital Recovery Fee Revenue	\$35,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$0	
	EPA STAG Grants	\$992,000	
	FEMA Grant - Clark Creek	\$187,500	
	Water Fund	\$3,126,530	
	Revenue Bonds	\$0	
	Drinking Water State Revolving Fund Loan	\$12,155,000	
	PWTF Pre-Construction Loan	\$213,900	
	PWTF Construction Loan	\$1,237,000	
	*Cascade Way PRV Upgrade		\$50,000
	*Clark Creek Road Main Replacement		\$250,000
	*Large Meter Replacement		\$100,000
	*Repair Roofs on Main Reservoirs #1 - #4		\$160,000
	*Reservoir Paving/Security		\$150,000
	*SCADA System (Water Portion)		\$120,000
	*Vacuum Excavator		\$50,000
	*Valve Replacement		\$60,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Water Main Replacements		\$300,000
	*Water System Plan Update		\$130,000
	*RWTP Transfer		\$16,476,930
	Annual Total	\$17,946,930	\$17,946,930
	*Indicates project is funded.		

continued

Capital Improvement Program

Water Fund - Five-Year Plan - continued

2012	Capital Recovery Fee Revenue	\$35,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$0	
	Water Fund	\$2,762,800	
	Grants	\$0	
	Revenue Bonds	\$2,804,130	
	Drinking Water State Revolving Fund Loan	\$5,475,200	
	PWTF Construction Loan	\$1,511,800	
	*Annual LID Projects		\$100,000
	*Cathodic Protection of Water Facilities		\$25,000
	*Large Meter Replacement		\$100,000
	*Pump Station Upgrades		\$300,000
	*Reservoir Paving/Security		\$100,000
	*SCADA System (Water Portion)		\$60,000
	*Valve Replacement		\$60,000
	*Water Facility Relocation for Road Replacement		\$100,000
	*Water Main Replacements		\$350,000
	*Water System Plan Update		\$50,000
	*RWTP Transfer		\$11,343,930
	Annual Total	\$12,588,930	\$12,588,930
	*Indicates project is funded.		
2013	Capital Recovery Fee Revenue	\$35,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$0	
	Grants	\$0	
	Revenue Bonds	\$0	
	Water Fund	\$1,960,000	
	Cathodic Protection of Water Facilities		\$25,000
	Fixed-base Radio Meter Reading System		\$1,000,000
	Large Meter Replacement		\$100,000
	Pave Operations Center East Lot		\$100,000
	Pump Station Upgrades		\$100,000
	Reservoir Paving/Security		\$100,000
	SCADA System (Water Portion)		\$60,000
	Valve Replacement		\$60,000
	Water Facility Relocation for Road Replacement		\$100,000
	Water Main Replacements		\$350,000
	Annual Total	\$1,995,000	\$1,995,000
2014	Capital Recovery Fee Revenue	\$35,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$0	
	Grants	\$0	
	Revenue Bonds	\$0	
	Water Fund	\$1,860,000	

Water Fund - Five-Year Plan - continued

2014	Annual LID Projects		\$100,000
cont'd	Cathodic Protection of Water Facilities		\$25,000
	Fixed-base Radio Meter Reading System		\$1,000,000
	Large Meter Replacement		\$100,000
	Pump Station Upgrades		\$100,000
	SCADA System (Water Portion)		\$60,000
	Valve Replacement		\$60,000
	Water Facility Relocation for Road Replacement		\$100,000
	Water Main Replacements		\$350,000
	Annual Total	\$1,895,000	\$1,895,000
2015	Capital Recovery Fee Revenue	\$35,000	
	System Development Charge/Developer Participation/PUD	\$0	
	Interest	\$0	
	Grants	\$0	
	Revenue Bonds	\$0	
	Water Fund	\$1,760,000	
	Cathodic Protection of Water Facilities		\$25,000
	Emergency Power		\$60,000
	Fixed-base Radio Meter Reading System		\$1,000,000
	Large Meter Replacement		\$100,000
	Pump Station Upgrades		\$100,000
	Valve Replacement		\$60,000
	Water Facility Relocation for Road Replacement		\$100,000
	Water Main Replacements		\$350,000
	Annual Total	\$1,795,000	\$1,795,000

Sewer Fund - 2011/2012 Project Narratives

30th Avenue Sewer Liner	2011	\$200,000
Rehabilitation liner of deteriorated interceptor to prevent sinkholes.	2012	\$200,000
Emergency Power to Sewer Pump Stations	2011	\$70,000
Acquire generators and upgrade electrical panels.	2012	\$70,000
Rehabilitate Sewer Lift Stations	2011	\$2,025,000
Rehabilitate aged and deteriorated pump stations.	2012	\$7,500,000
Replace or Repair Sewer Mains	2011	\$150,000
Rehabilitate existing mains to reduce plugging, failures, and emergency repairs.	2012	\$150,000

Capital Improvement Program

Sewer Fund - continued

Manhole and Mainline Video Equipment	2011	\$40,000
Purchase new inspection equipment for manholes, mainlines, and laterals.	2012	\$0
SCADA System (Sewer Portion)	2011	\$200,000
Install radio telemetry and computer control software to allow remote monitoring and control of sewer pump stations and facilities.	2012	\$150,000
Sewer Facility Relocation for Road Replacement	2011	\$100,000
Relocate sewer mains and manholes as required due to road construction projects.	2012	\$100,000
West Longview Sewer Diversion	2011	\$11,350,000
Install gravity and pressure sewer mains, and rebuild sewer pump stations to divert all west Longview sewage to the Three Rivers Regional Wastewater Treatment Plant.	2012	\$0
West Longview Lagoons Biosolids Removal	2011	\$200,000
Treat and dispose of accumulated biosolids at the West Longview Lagoons Treatment Plant after sewage is permanently diverted to the Three Rivers Regional Wastewater Treatment Plant.	2012	\$4,500,000
Triangle Shopping Center Sewer Main Replacment	2011	\$230,000
Repair deteriorated sewer main in the Triangle Center alley.	2012	\$0
Annual LID Projects	2011	\$0
Replace deteriorated sewer mains before LID paving projects.	2012	\$100,000
	Total 2011	\$14,565,000
	Total 2012	\$12,770,000

Sewer Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Capital Recovery Fee	\$33,000	
	Sewer Fund	\$3,177,000	
	System Development Charge/Developer Participation	\$0	
	PWTF Grant - West Longview Diversion	\$2,035,000	
	Interest	\$5,000	
	Revenue Bonds	\$0	
	Dept. of Ecology Revolving Fund Loan	\$9,315,000	

Sewer Fund - Five-Year Plan - continued

2011	*30th Avenue Sewer Liner		\$200,000
cont'd	*Emergency Power to Sewer Pump Stations		\$70,000
	*Rehabilitate Sewer Lift Stations		\$2,025,000
	*Replace or Repair Sewer Mains		\$150,000
	*Manhole and Mainline Video Equipment		\$40,000
	*SCADA System (Sewer Portion)		\$200,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*West Longview Sewer Diversion		\$11,350,000
	*West Longview Lagoons Biosolids Removal - Design		\$200,000
	*Triangle Shopping Center Sewer Main Replacement		\$230,000
	Annual Total	\$14,565,000	\$14,565,000
	*Indicates project is funded.		
2012	Capital Recovery Fee	\$33,000	
	Sewer Fund	\$2,842,480	
	System Development Charge/Developer Participation	\$0	
	Interest	\$5,000	
	Revenue Bonds	\$9,889,520	
	*30th Avenue Sewer Liner		\$200,000
	*Annual LID Projects		\$100,000
	*Emergency Power to Sewer Pump Stations		\$70,000
	*Rehabilitate Sewer Lift Stations		\$7,500,000
	*Replace or Repair Sewer Mains		\$150,000
	*SCADA System (Sewer Portion)		\$150,000
	*Sewer Facility Relocation for Road Replacement		\$100,000
	*West Longview Lagoons Biosolids Removal		\$4,500,000
	Annual Total	\$12,770,000	\$12,770,000
	*Indicates project is funded.		
2013	Capital Recovery Fee	\$33,000	
	Sewer Fund	\$2,857,000	
	System Development Charge/Developer Participation	\$0	
	Interest	\$5,000	
	Revenue Bonds	\$0	
	30th Avenue Sewer Liner		\$225,000
	Emergency Power		\$70,000
	Rehabilitate Sewer Lift Stations		\$2,200,000
	Replace or Repair Sewer Mains		\$150,000
	SCADA System (Sewer Portion)		\$150,000
	Sewer Facility Relocation for Road Replacement		\$100,000
	Annual Total	\$2,895,000	\$2,895,000
	*Indicates project is funded.		
2014	Capital Recovery Fee	\$33,000	
	Sewer Fund	\$3,357,000	
	System Development Charge/Developer Participation	\$0	
	Interest	\$5,000	
	Revenue Bonds	\$0	
	30th Avenue Sewer Liner		\$225,000

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

2014	Annual LID Projects		\$100,000
cont'd	Emergency Power		\$70,000
	Rehabilitate Sewer Lift Stations		\$2,600,000
	Replace or Repair Sewer Mains		\$150,000
	SCADA System (Sewer Portion)		\$150,000
	Sewer Facility Relocation for Road Replacement		\$100,000
	Annual Total	\$3,395,000	\$3,395,000
	*Indicates project is funded.		
2015	Capital Recovery Fee	\$33,000	
	Sewer Fund	\$3,082,000	
	System Development Charge/Developer Participation	\$0	
	Interest	\$5,000	
	Revenue Bonds	\$0	
	SCADA System (Sewer Portion)		\$150,000
	30th Avenue Sewer Liner		\$250,000
	Emergency Power		\$70,000
	Rehabilitate Sewer Lift Stations		\$2,400,000
	Replace or Repair Sewer Mains		\$150,000
	Sewer Facility Relocation for Road Replacement		\$100,000
	Annual Total	\$3,120,000	\$3,120,000
	*Indicates project is funded.		



Water Filter Plant Fund - 2011/2012 Project Narratives

Repair Multimedia Filter	2011	\$150,000
Three multimedia filters have failed in previous years; this project will provide for repairing filter failures that might occur.	2012	\$150,000
Miscellaneous Capital Repairs	2011	\$75,000
Unshcheduled capital repair projects.	2012	\$75,000
Rebuild Pumps	2011	\$35,000
Rebuild intake and effluent pumps as needed.	2012	\$35,000
Mint Farm RWTP Design & Construction	2011	\$19,000,000
Replace existing Regional Water Treatment Plant on Fishers Lane with a new regional water treatment plant on Weber Ave in the Mint Farm Industrial Park.	2012	\$13,000,000
	Total 2011	\$19,260,000
	Total 2012	\$13,260,000



Capital Improvement Program

Water Filter Plant Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Longview Water Fund	\$16,476,930	
	Cowlitz PUD/Beacon Hill Sewer District	\$2,783,070	
	System Development Charge/Developer Participation	\$0	
	Repair Multimedia Filter		\$150,000
	Miscellaneous Capital Repairs		\$75,000
	Rebuild Pumps		\$35,000
	Mint Farm RWTP Design and Construction		\$19,000,000
	Annual Total	\$19,260,000	\$19,260,000
	*Indicates project is funded.		
2012	Longview Water Fund	\$11,343,930	
	Cowlitz PUD/Beacon Hill Sewer District	\$1,916,070	
	System Development Charge/Developer Participation	\$0	
	Repair Multimedia Filter		\$150,000
	Miscellaneous Capital Repairs		\$75,000
	Rebuild Pumps		\$35,000
	Mint Farm RWTP Design and Construction		\$13,000,000
	Annual Total	\$13,260,000	\$13,260,000
	*Indicates project is funded.		
2013	Longview Water Fund	\$128,320	
	Cowlitz PUD/Beacon Hill Sewer District	\$21,680	
	System Development Charge/Developer Participation	\$0	
	Miscellaneous Capital Repairs - Mint Farm RWTP		\$150,000
	Annual Total	\$150,000	\$150,000
	*Indicates project is funded.		
2014	Longview Water Fund	\$128,320	
	Cowlitz PUD/Beacon Hill Sewer District	\$21,680	
	System Development Charge/Developer Participation	\$0	
	Miscellaneous Capital Repairs - Mint Farm RWTP		\$150,000
	Annual Total	\$150,000	\$150,000
	*Indicates project is funded.		
2015	Longview Water Fund	\$128,320	
	Cowlitz PUD/Beacon Hill Sewer District	\$21,680	
	System Development Charge/Developer Participation	\$0	
	Miscellaneous Capital Repairs - Mint Farm RWTP		\$150,000
	Annual Total	\$150,000	\$150,000
	*Indicates project is funded.		

Storm Water Fund - 2011/2012 Project Narratives

Replace Beech Street Storm Drain	2011	\$75,000
Planning and design to replace the Beech St. storm drain from 21st Ave to 28th Ave. Design will incorporate elements from the Highlands Neighborhood Revitalization Plan.	2012	\$125,000
Downtown Regional Stormwater Facilities	2011	\$30,000
Install water quality facilities to serve the downtown area.	2012	\$0
Lake Sacajawea Flushing	2011	\$80,000
Design and construct facilities to continue flushing Lake Sacajawea with high quality water after the Fishers Lane water treatment plant is closed.	2012	\$1,000,000
Miscellaneous Storm Water Capital Projects	2011	\$75,000
Annual program to correct deficiencies throughout the City's storm drainage system.	2012	\$75,000
Pennsylvania/Mint Valley Golf Course Pump Station	2011	\$200,000
Upgrade existing storm water pump station.	2012	\$0
15th Avenue Storm Drain Repair	2011	\$50,000
Replace broken storm drain line at intersection with Delaware Street.	2012	\$0
Flood/Landslide Control Projects	2011	\$0
Install facilities to control flooding at problem locations, and to reduce drainage impacts in areas prone to landslides.	2012	\$30,000
Tennant Way LID Streetscape Plan	2011	\$50,000
Prepare low impact development streetscape plan.	2012	\$0
	Total 2011	\$560,000
	Total 2012	\$1,230,000

Capital Improvement Program

Stormwater Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Storm Water Fund	\$560,000	
	Replace Beech Street Storm Drain		\$75,000
	Downtown Regional Stormwater Facilities		\$30,000
	Lake Sacajawea Flushing		\$80,000
	Miscellaneous Stormwater Capital Projects		\$75,000
	Pennsylvania/Mint Valley Golf Course Pump Station		\$200,000
	Tennant Way LID Streetscape		\$50,000
	15th Avenue Storm Drain Repair		\$50,000
	Annual total	\$560,000	\$560,000
	*Indicates project is funded.		
2012	Storm Water Fund	\$382,000	
	Revenue Bonds	\$848,000	
	Replace Beech Street Storm Drain		\$125,000
	Flood/Landslide Control Projects		\$30,000
	Lake Sacajawea Flushing		\$1,000,000
	Miscellaneous Stormwater Capital Projects		\$75,000
	Annual total	\$1,230,000	\$1,230,000
	*Indicates project is funded.		
2013	Storm Water Fund	\$512,200	
	Replace Beech Street Storm Drain		\$175,000
	Downtown Regional Stormwater Facilities		\$30,000
	Flood/Landslide Control Projects		\$30,000
	Gateway Corridors LID Streetscape Improvements		\$200,000
	Miscellaneous Stormwater Capital Projects		\$77,200
	Annual total	\$512,200	\$512,200
	*Indicates project is funded.		
2014	Storm Water Fund	\$981,900	
	Replace Beech Street Storm Drain		\$650,000
	Gateway Corridors LID Streetscape Improvements		\$200,000
	Miscellaneous Stormwater Capital Projects		\$81,900
	Stormwater Master Plan		\$50,000
	Annual total	\$981,900	\$981,900
	*Indicates project is funded.		
2015	Storm Water Fund	\$1,244,500	
	Replace Beech Street Storm Drain		\$650,000
	Downtown Regional Stormwater Facilities		\$30,000
	Flood/Landslide Control Projects		\$30,000
	Gateway Corridors LID Streetscape Improvements		\$200,000
	Miscellaneous Stormwater Capital Projects		\$84,500
	Stormwater Master Plan		\$250,000
	Annual total	\$1,244,500	\$1,244,500

Public Transit Fund - 2011/2012 Project Narratives

Replace Transit Coach	2011	\$650,000
Replace transit coach with hybrid transit coach.	2012	\$650,000
Replace Two Paratransit Mini-buses	2011	\$162,000
Replace two paratransit mini-buses.	2012	\$162,000
Ocean Beach Turnaround	2011	\$30,000
Construct bus turnaround by Coal Creek Rd. Park & Ride Lot.	2012	\$0

Total 2011	\$842,000
Total 2012	\$812,000

Public Transit Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Cowlitz Transit Authority	\$168,040	
	Federal Transit Administration	\$673,960	
	*Replace Transit Coach		\$650,000
	*Replace 2 Paratransit Mini-buses		\$162,000
	*Ocean Beach Turnaround		\$30,000
	Annual total	\$842,000	\$842,000
	*Indicates project is funded.		
2012	Cowlitz Transit Authority	\$138,040	
	Federal Transit Administration	\$673,960	
	*Replace Transit Coach		\$650,000
	*Replace 2 Paratransit Mini-buses		\$162,000
	Annual total	\$812,000	\$812,000
	*Indicates project is funded.		
2013	Cowlitz Transit Authority	\$27,540	
	Federal Transit Administration	\$134,460	
	Replace 2 Paratransit Mini-buses		\$162,000
	Annual total	\$162,000	\$162,000
	*Indicates project is funded.		
2014	Cowlitz Transit Authority	\$248,540	
	Federal Transit Administration	\$1,213,460	
	Replace 2 Transit Coaches		\$1,300,000
	Replace 2 Paratransit Mini-buses		\$162,000
	Annual total	\$1,462,000	\$1,462,000
	*Indicates project is funded.		

Continued

Capital Improvement Program

Public Transit - continued

2015	Cowlitz Transit Authority	\$248,540	
	Federal Transit Administration	\$1,213,460	
	Replace 2 Transit Coaches		\$1,300,000
	Replace 2 Paratransit Mini-buses		\$162,000
	Annual total	\$1,462,000	\$1,462,000
	*Indicates project is funded.		

Equipment Rental Reserve Fund - 2011/2012 Project Narratives

No projects scheduled

2011 \$0

2012 \$0

Total 2011 \$0

Total 2012 \$0

Equipment Rental Reserve Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
2012	No Projects Scheduled		\$0
	Annual total	\$0	\$0
2013	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
2014	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
2015	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0

Capital Improvement Program

Park & Recreation Memorial Trust Fund - 2011/2012 Project Narratives

Civic Center Holiday Lights	2011	\$10,000
Purchase of new and replacement energy-efficient holiday decorations	2012	\$10,000

Total 2011	\$10,000
Total 2012	\$10,000

Parks & Recreation Memorial Trust Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2010	December 31 Ending Fund Balance		
2011	Fund Balance	\$10,000	
	*Civic Center Holiday Lights		\$10,000
	Annual total	\$10,000	\$10,000
	*Indicates project is funded.		
2012	Fund Balance	\$10,000	
	*Civic Center Holiday Lights		\$10,000
	Annual total	\$10,000	\$10,000
	*Indicates project is funded.		
2013	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
	*Indicates project is funded.		
2014	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
	*Indicates project is funded.		
2015	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
	*Indicates project is funded.		

Glossary

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

Appendix

TOPIC	PAGE
City of Longview Personnel Information	A-2 - A-10
City Personnel	A-2
2010 vs. 2011/2012 Employee Count	A-3
Five-year Regular/Full-Time Employee History	A-4
Regular "A" & "B" Positions Budgeted for 2011/2012	A-5 - A-10
Longview at a Glance	A-11
Longview's Demographics	A-12
City of Longview Service Statistics	A-13

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 2010 versus 2011/2012;
- 3) Five-year history of the total number of full-time employees; and
- 4) Listing of Regular "A" and "B" budgeted positions for 2011/2012.

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).

2010 vs. 2011/2012

Employee Count

Department	2010 FTE's				2011 FTE's				Variance	2012 FTE's				Variance	2010	2011/12	Variance
	A	B	P.T.	Total	A	B	P.T.	Total		A	B	P.T.	Total		Seas./Temp	\$\$	
Legislative	0.75		0.7	1.45	0.75		0.7	1.45	-	0.75		0.7	1.45	-	-		-
Exec/Legal	5.25			5.25	5.25			5.25	-	4.93			4.93	(0.33)	-		-
Finance	12.25	0.9		13.15	11.25			11.25	(1.90) ¹	11.25			11.25	(1.90)	5,930	5,500	(430)
Human Resources	3.75			3.75	3.75			3.75	-	3.75			3.75	-	-		-
Info. Technology	10.30	0.80		11.10	8.50	1.30		9.80	(1.30) ²	8.50	1.30		9.80	(1.30)	-		-
Police	68.00	0.50		68.50	68.00	1.13		69.13	0.626 ³	68.00	1.13		69.13	0.626	-		-
Fire	46.00			46.00	45.00			45.00	(1.00) ⁴	45.00			45.00	(1.00)	8,060	7,710	(350)
Traffic	6.00			6.00	5.00			5.00	(1.00) ⁵	5.00			5.00	(1.00)	5,540	5,540	-
Street	8.25			8.25	5.75			5.75	(2.50) ⁶	5.75			5.75	(2.50)	-		-
Engineering	8.30	0.6		8.90	8.30	0.6		8.90	-	8.30	0.6		8.90	-	-		-
Comm & Econ. Dev.	9.75		0.1	9.85	7.75		0.1	7.85	(2.00) ⁷	7.75		0.1	7.85	(2.00)	-		-
Library	20.00		2.85	22.85	18.00		2.85	20.85	(2.00) ⁸	18.00		2.85	20.85	(2.00)	-		-
Recreation	7.825	0.60	8.80	17.23	6.850		8.80	15.65	(1.575) ⁹	6.800	0.075	8.80	15.68	(1.55)	-		-
Parks	17.85	0.75		18.60	14.950	0.85		15.80	(2.800) ¹⁰	14.625	1.00		15.625	(2.975)	14,020	13,580	(440)
Water	12.917			12.92	12.684			12.68	(0.23) ¹¹	12.622			12.62	(0.30)	13,260	21,140	7,880
Sewer	14.918			14.92	16.684			16.68	1.77 ¹²	16.622			16.62	1.70	16,550	29,380	12,830
Filter Plant	5.433			5.43	5.766			5.77	0.33 ¹³	5.766			5.77	0.33	5,380	4,940	(440)
Sanitary/Recycling	3.25			3.25	3.325			3.33	0.075 ¹⁴	3.325			3.33	0.08	-		-
Stormwater Utility	9.78			9.78	11.241			11.24	1.461 ¹⁵	11.216			11.22	1.44	5,820	5,320	(500)
Transit	13.10			13.10	13.15			13.15	0.05 ¹⁶	13.15			13.15	0.05	51,360	85,080	33,720
Golf	3.00			3.00	2.00	0.5		2.50	(0.50) ¹⁷	2.00	0.5		2.50	(0.50)	47,660	53,760	6,100
Equip. Rental	6.00			6.00	6.00			6.00	-	6.00			6.00	-	-		-
Facility Maint.	4.325		4.33	3.20	3.20			3.20	(1.125) ¹⁸	3.150	0.025		3.18	(1.15)	-		-
Fire Pension	0.50			0.50	0.50			0.50	-	0.50			0.50	-	-		-
Insurance Res.	2.00	0.5		2.50	2.00	0.5		2.50	-	2.00	0.5		2.50	-	-		-
Economic Development	0.50			0.50	0.35			0.35	(0.15) ¹⁹	0.25			0.25	(0.25)	-		-
Totals	300.00	4.65	12.45	317.10	286.00	4.88	12.45	303.33	(13.77)	285.00	5.13	12.45	302.58	(14.52)	173,580	231,950	58,370

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 Eliminated Administrative Manager (1FTE); eliminated Mail Services Assistant (0.9 FTE)
 - 2 Eliminated IT Specialist (1FTE); eliminated vacant GIS Technician (1FTE); added IT Specialist (0.5FTE) and added 0.2FTE due to cost reallocation change of f Public Info Specialist
 - 3 Administrative Manager changed from 1FTE to 0.626FTE; added Fiscal Analyst (0.5FTE)
 Eliminated Captain (1FTE); eliminated CSO (1FTE); added Police Officer (2 FTEs)
 - 4 Eliminated Battalion Chief (1FTE)
 - 5 Eliminated Transportation Engineer (1FTE)
 - 6 Eliminated Street Tech II (vacant 1FTE). Reduced Street Tech II (2FTEs) and added 0.5FTE Street Tech III due to cost allocation change
 - 7 Eliminated Planner (1FTE); eliminated Inspector (1FTE)
 - 8 Eliminated Librarian (2FTEs)
 - 9 reduced 0.1FTE due to Parks & Rec Director cost allocation change; eliminated 0.875 FTE Office Assistant; eliminated 0.6 FTE Recreation Coordinator
 - 10 Eliminated Parks Supt (1FTE); eliminated Tech II (1FTE); eliminated Lead Tech (1FTE); added 0.1FTE Office Assistant and Asst City Manager due to cost reallocation
 - 11 Reduced 0.166FTE due to Utility Systems Manager cost allocation change; reduced 0.067FTE due to Public Info Specialist cost allocation change
 - 12 Added Utility System Operator III (2FTEs); reduced 0.167FTE due to Utility Systems Manager cost allocation change; reduced 0.067FTE due to Public Info Specialist cost allocation change
 - 13 Added 0.333FTE due to Utility Systems Manager cost allocation change
 - 14 Added 0.075FTE due to Assistant City Manager cost allocation change
 - 15 Added Street Tech II (2FTEs) and reduced Street Tech III (0.5FTE) due to cost allocation change; Reduced 0.05 FTE Public Works Director due to cost allocation change;
 Added 0.075 FTE Assistant City Manager due to cost allocation change; reduced 0.066 FTE Public Info Specialist and added 0.166 FTE Specialist due to cost allocation change
 - 16 Added 0.05FTE Public Works Director due to cost allocation change
 - 17 Eliminated Golf Maintenance Tech (0.5FTE)
 - 18 Eliminated Facility Tech I (1FTE); eliminated 0.125 Office Assistant
 - 19 Reduced 0.15FTE due to Assistant City Manager cost allocation change
- 2012's total FTE discrepancy with 2011 is due to elimination of Parks & Rec Director (0.75FTE)

Appendix

Five -year Regular/Full-Time Employee History

	2007	2008	2009	2010	2011	2012
Legislative	0.5	0.5	0.75	0.75	0.75	0.75
Exec/Legal	5.0	5.0	5.25	5.25	5.25	4.93
Finance	13.25	13.25	12.25	12.25	11.25	11.25
Human Resources	4.0	4.0	3.75	3.75	3.75	3.75
Info. Technology	11.0	11.0	10.3	10.3	8.50	8.50
Police	69.0	69.0	70.0	68.0	68.00	68.00
Fire	44.0	44.0	46.0	46.0	45.00	45.00
Traffic	7.0	7.0	6.0	6.0	5.00	5.00
Street	8.25	8.25	8.5	8.5	5.75	5.75
Engineeing	9.30	9.30	8.3	8.3	8.30	8.30
Comm & Econ. Dev.	10.0	10.0	9.75	9.75	7.75	7.75
Library	20.0	20.0	20.0	20.0	18.00	18.00
Recreation	7.83	7.83	7.825	7.825	6.850	6.875
Parks	17.85	17.85	17.85	17.85	0.175	15.625
Water	12.68	12.68	12.917	12.917	12.684	12.622
Sewer	12.69	12.69	14.918	14.918	16.684	16.622
Filter Plant	5.38	5.38	5.433	5.433	5.766	5.766
Sanitary/Recycling	3.15	3.15	3.25	3.25	3.325	3.325
Stormwater Utility	9.95	9.95	9.532	9.532	11.241	11.216
Transit	12.6	12.6	13.1	13.1	13.15	13.15
Golf	4.0	4.0	3.0	3.0	2.00	2.00
Equip. Rental	6.0	6.0	6.0	6.0	6.00	6.00
Facility Maint.	4.32	4.32	4.33	4.33	3.20	3.175
Fire Pension	0.50	0.50	0.5	0.5	0.50	0.50
Insurance Res.	1.25	1.25	2.0	2.0	2.00	2.00
Economic Development	0.5	0.5	0.5	0.5	0.35	0.25
Totals	300.00	300.00	302.00	300.00	286.00	285.00
Prior Years Employee History (Full-Time Positions Only)						
1968-219	1975-277	1982-310	1989-277	1996-269		
1969-232	1976-289	1983-297	1990-279	1997-270		
1970-245	1977-312	1984-299	1991-257	1998-281		
1971-258	1978-305	1985-303	1992-258	1999-304		
1972-274	1979-312	1986-299	1993-255	2000-294		
1973-269	1980-333	1987-289	1994-258	2001-295		
1974-267	1981-308	1988-277	1995-263	2002-291		
2003-290	2004-288	2005-286	2006-288	2007-300		
2008-300	2009-302	2010-300	2011-286	2012-285		

Regular "A" & "B" Positions Budgeted for 2011/2012

Position Title		2011	2012	Classification
Legislative				
	Executive Assistant	0.50	0.50	13
	Office Assistant	0.25	0.25	34
	<i>Total Legislative</i>	0.75	0.75	
Executive				
	City Manager	0.25	0.175	91
	Assistant City Manager	0.25	0.00	1
	Executive Assistant	0.50	0.50	13
	Office Assistant	0.25	0.25	34
	<i>Total Executive/Legal</i>	1.25	0.925	
Finance				
	Finance Director	1	1	3
	Fiscal Manager	1	1	8
	Fiscal Analyst	2	2	12
	City Clerk	0.25	0.25	14
	Fiscal/Utility Support Assistant	2	2	44
	Fiscal/Utility Support Technician	2	2	44
	Fiscal/Utility Support Specialist	1	1	42
	Administrative Assistant	1	1	44
	Lead Utility Systems Operator	1	1	52
	<i>Total Finance</i>	11.25	11.25	
Human Resources				
	Human Resources Director	1	1	3
	Human Resources Analyst	1	1	10
	Human Resources Specialist	1.75	1.75	32
	<i>Total Human Resources</i>	3.75	3.75	
Legal				
	City Attorney	1	1	2
	Attorney	1	1	10
	Senior Attorney	1	1	8
	Legal Technician	1	1	34
	<i>Total Legal</i>	4	4	

Appendix

Position Title	2011	2012	Classification
Information Technology			
IT Director	1	1	3
IT Analyst	4	4	10
Public Info Specialist	1	1	11
IT Specialist	1	1	53
IT Specialist	0.5	0.5	50
IT Specialist	1	1	10
IT Specialist	0.5	0.5	13
Administrative Assistant	0.8	0.8	44
<i>Total Information Technology</i>	9.8	9.8	
Police			
Chief	1	1	2
Captain	2	2	4
Sergeant	7	7	81
Police Officer	47	47	85
Administrative Manager	0.626	0.626	10
Fiscal Analyst	0.5	0.5	12
Administrative Assistant	1	1	a33
Office Assistant	4	4	a34
Civilian Investigator	1	1	a11
Police Services Technician	1	1	a54
Police Services Technician	2	2	a33
Police Services Assistant	1	1	a36
IT Specialist	1	1	a11
<i>Total Police</i>	69.126	69.126	
Fire			
Chief	1	1	2
Battalion Chief	3	3	22
Fire Marshal	1	1	21
Fire Captain	1	1	75
Fire Lieutenant	9	9	73
Firefighter	29	29	71
Administrative Secretary	1	1	33
<i>Total Fire</i>	45	45	
Traffic			
Traffic Maintenance Supervisor	1	1	8
Traffic Maintenance Specialist	3	3	51
Traffic Maintenance Technician	1	1	55
<i>Total Traffic</i>	5	5	

Position Title	2011	2012	Classification
Street Maintenance			
Engineering Coordinator	0.25	0.25	7
Street Maintenance Supervisor	0.5	0.5	11
Lead Street Maintenance Technician	2	2	53
Street Maintenance Technician II	1	1	55
Street Maintenance Technician III	2	2	57
<i>Total Street Maintenance</i>	5.75	5.75	
Engineering			
Public Works Director	0.15	0.15	2
Engineering Manager	1	1	5
Engineer	1	1	8
Administrative Manager	1	1	10
Engineering Specialist Supervisor	1	1	11
Engineer	1.6	1.6	7
Engineering Specialist	2	2	52
Administrative Assistant	1.15	1.15	43
<i>Total Engineering</i>	8.9	8.9	
Community & Economic Development			
Community & Economic Development Director	0.75	0.75	3
Planning Manager	1	1	7
Inspector	2	2	10
Inspector	1	1	11
Program Coordination Specialist	1	1	11
Community Development Specialist	1	1	13
Administrative Assistant	1	1	43
<i>Total Community & Economic Development</i>	7.75	7.75	
Library			
Library Director	1	1	5
Librarian	3	3	10
Library Specialist	2	2	13
Library Technician	1	1	13
Administrative Assistant	1	1	43
Library Specialist	1	1	52
Library Assistant II	1	1	44
Library Technician	2	2	43
Library Technician I	1	1	43
Library Technician II	5	5	44
<i>Total Library</i>	18	18	

Appendix

Position Title	2011	2012	Classification
----------------	------	------	----------------

Position Title	2011	2012	Classification
Recreation			
Parks & Recreation Director	0.3	0.075	4
Administrative Assistant	0.55	0.55	32
Recreation Manager	1	1	8
Recreation Coordinator	2	2	12
Recreation Specialist	1	1	57
Recreation Specialist	2	2	43
Assistant City Manager	0	0.25	1
<i>Total Recreation</i>	6.850	6.875	
Parks Maintenance			
Parks & Recreation Director	0.60	0.15	4
Parks Maintenance Supervisor	1	1	11
Lead Parks Maintenance Technician	2	2	53
Parks Maintenance Technician II	3	3	55
Parks Maintenance Technician III	8	8	57
Administrative Assistant	0.35	0.35	32
Office Assistant	0.85	0.85	45
Assistant City Manager	0.00	0.275	1
<i>Total Parks Maintenance</i>	15.800	15.625	
Water			
City Manager	0.25	0.25	91
Assistant City Manager	0.25	0.188	1
Public Works Director	0.2	0.2	2
Utility Systems Manager	0.334	0.334	7
Utility Systems Supervisor	1	1	11
Lead Utility Systems Operator	3	3	52
Utility Systems Operator II	2	2	54
Utility Systems Operator III	3	3	56
Utility Systems Operator	1	1	56
Administrative Assistant	0.15	0.15	43
Office Assistant	1	1	44
IT Specialist	0.167	0.167	50
Engineer	0.333	0.333	8
<i>Total Water</i>	12.684	12.622	

Position Title		2011	2012	Classification
Sewer				
	City Manager	0.25	0.25	91
	Assistant City Manager	0.25	0.188	1
	Public Works Director	0.2	0.2	2
	Utility Systems Manager	0.333	0.333	7
	Utility Systems Supervisor	1	1	11
	Electrician	1	1	50
	Lead Utility Systems Operator	3	3	52
	Utility Systems Operator II	4	4	54
	Utility Systems Operator III	5	5	56
	Administrative Assistant	0.15	0.15	43
	Office Assistant	1	1	44
	IT Specialist	0.167	0.167	50
	Engineer	0.334	0.334	8
	<i>Total Sewer</i>	16.684	16.622	
Filter Plant				
	Public Works Director	0.1	0.1	2
	Engineer	0.333	0.333	8
	Utility Systems Manager	0.333	0.333	7
	Water Treatment Manager	1	1	8
	Water Treatment Plant Operator	4	4	51
	<i>Total Filter Plant</i>	5.766	5.766	
Sanitary/Recycling				
	City Manager	0	0.075	91
	Assistant City Manager	0.075	0	1
	Community Development Director	0.25	0.25	3
	Community Development Coordinator	1	1	8
	Inspector	1	1	12
	Fiscal/Utility Support Assistant	1	1	44
	<i>Total Sanitary/Recycling</i>	3.325	3.325	
Storm Water Utility				
	Public Works Director	0.2	0.2	2
	Engineering Coordinator	0.75	0.75	7
	Inspector	1	1	11
	Street Maintenance Supervisor	0.5	0.5	11
	Lead Street Maintenance Technician	3	3	53
	Street Maintenance Technician II	3	3	55
	Street Maintenance Technician III	2	2	57
	Administrative Assistant	0.55	0.55	43
	IT Specialist	0.166	0.166	50
	Assistant City Manager	0.075	0.05	1
	<i>Total Stormwater Utility</i>	11.241	11.216	

Appendix

Position Title	2011	2012	Classification
Public Transit			
Public Works Director	0.15	0.15	2
Transit Manager	1	1	8
Transit Supervisor	1	1	11
Transit Operator	9	9	60
Administrative Assistant	1	1	43
Office Assistant	1	1	45
<i>Total Transit</i>	13.15	13.15	
Mint Valley Golf Course			
Golf Maintenance Manager	1	1	8
Golf Maintenance Specialist	1	1	55
Golf Maintenance Technician	0.5	0.5	57
<i>Total Mint Valley Golf Course</i>	2.5	2.5	
Equipment Rental			
Fleet Maintenance Manager	1	1	8
Fleet Maintenance Supervisor	1	1	11
Fleet Maintenance Mechanic	3	3	52
Fleet Maintenance Technician	1	1	43
<i>Total Equipment Rental</i>	6	6	
Facility Maintenance			
Parks & Recreation Director	0.1	0.025	4
Facility Management Coordinator	1	1	10
Administrative Assistant	0.1	0.1	32
Assistant City Manager	0	0.05	1
Facility Management Technician I	1	1	52
Facility Management Assistant	1	1	58
<i>Total Facility Maintenance</i>	3.20	3.175	
Fire Pension			
City Clerk	0.5	0.5	14
<i>Total Fire Pension</i>	0.50	0.50	
Insurance Reserve			
Safety/Risk Manager	1	1	10
City Clerk	0.25	0.25	14
HR Technician	0.5	0.5	33
Office Assistant	0.50	0.50	34
HR Specialist	0.25	0.25	32
<i>Total Insurance Reserve</i>	2.50	2.50	
Economic Development Fund			
City Manager	0.25	0.25	91
Assistant City Manager	0.1	0	1
<i>Total HUD</i>	0.35	0.25	
GRAND TOTAL ALL DEPARTMENTS			
	290.88	290.13	

Longview at a Glance



Ideally situated between Seattle and Portland, Oregon, Longview offers residents a comfortable, rural lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of urban amenities. Longview is 45 minutes north of Portland and two hours south of the Seattle metropolitan area.

Longview, Washington is

ideally located for industry and recreation. Situated on the mighty Columbia River, Longview has excellent port facilities which allow for trade in lumber and other goods. Only one hour separates Longview from the Pacific coast beaches, from Mt. St. Helens and other scenic areas. Visit the city's website at <http://www.mylongview.com> to learn more about Longview.

Economy

Major Longview Employers (in City Limits)

- St. John Medical Center/PeaceHealth
- JH Kelly
- Longview School District
- Lower Columbia College
- Safeway
- City of Longview
- Community Home Health & Hospice
- Wal-Mart
- Kaiser Permanente
- PNE Corporation
- Fred Meyer

Other Major Employers

- Cowlitz County
- Foster Farms
- Longview Fibre Company
- NORPAC
- Weyerhaeuser
- RSG Forest Products

Government

Incorporated	1924
Form of Government	Council-Manager
Legal Status	Non-charter Code City
Congressional District	Washington's 3rd
State Legislative Districts	18th & 19th
Voter Precincts	35
Number of Registered Voters	20,641

Appendix

Longview's Demographics

Land Area/Ranking

Land Area: 15.23 Square Miles
 Rank in Size / State of Washington 29/281

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)

2009 AV \$2,809,338,824

Property Tax Per \$1,000 of AV

City of Longview \$2.72
 Cowlitz County \$1.66
 Port Longview \$0.40
 Longview School District \$3.55
 State School Levy \$2.06

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
 2006 35,570
 2008 35,880
 2010 36,100

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	57
Calls for Service	30,688
One Station plus Highlands Satellite Office	
Two K-9 Units	

Fire

Uniformed Personnel Authorized	45
Fire Calls for Service	1,812
Medical Calls for Service	4,982
Two Stations	

Human & Neighborhood Resources

Acres of Parks	442
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	
Square Dance Building	
Woman's Club Building	

Utilities

Water:

Comparable household rate per month	\$26.98*
Regional Water Treatment Plant Capacity	14.0 mgd**
Reservoir Capacities	19.35 mgd**
Water Services (meters) for Residential,	
Commercial & Industrial	13,416
2009 Average Daily Consumption	4.41 mgd**
2009 Water Mains	212 miles

Sewer:

Comparable household rate per month	\$46.65*
---	----------

Regional Sewer Treatment Plant:

Plant Capacity	26.0 mgd**
2009 Annual Flow	4.55 mgd**

West Longview Lagoons:

Lagoon Capacity	2.7 mgd**
2009 Annual Flow73 mgd**
Sanitary Sewer Mains	151 miles

Storm Water:

Average household rate per month	\$4.06
--	--------

Solid Waste/Recycling:

Average household rate per month	\$15.45
--	---------

Services Provided by Other Governmental Units

Education:

Longview School District #122

Elementary Schools	8
Middle Schools	3
High Schools	2

Post Secondary Education:

Lower Columbia College	
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:

Stylemasters College	
----------------------	--

Animal Control:

Humane Society of Cowlitz County	
----------------------------------	--

Municipal Court:

Cowlitz County District Court	
-------------------------------	--

*a rate structure change becomes effective on December 1, 2010

**mgd = million gallons a day