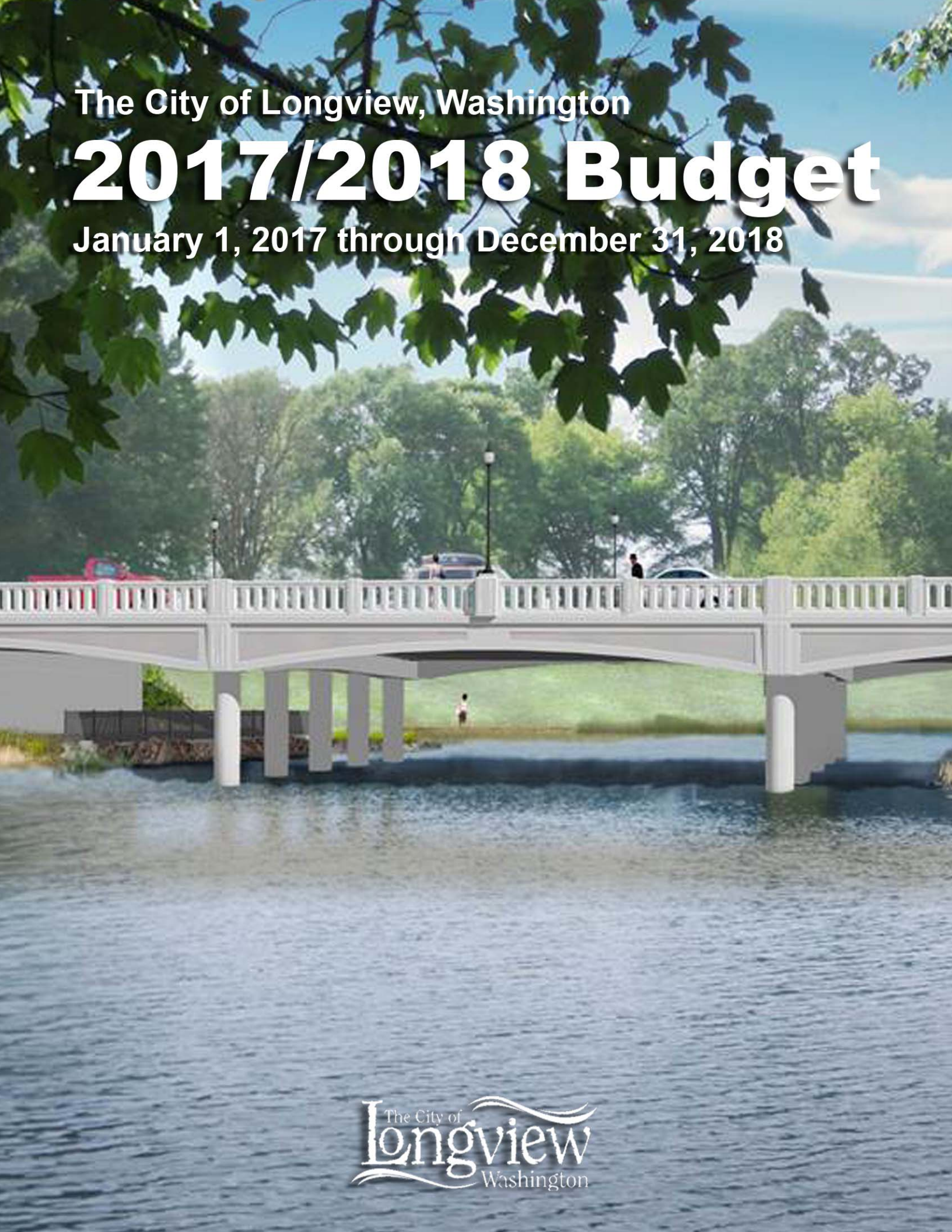
The City of Longview, Washington

2017/2018 Budget

January 1, 2017 through December 31, 2018



The City of Longview Washington

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2017/2018 Budget

for the fiscal biennium January 1, 2017 through December 31, 2018

CITY COUNCIL

Don Jensen, Mayor

Mike Wallin, Mayor Pro Tem

Ken Botero

Chet Makinster

Mary Jane Melink

Steve Moon

Scott Vydra

CITY MANAGER

David Campbell

Table of Contents

ITEM _____ **PAGE**

Preface

Table of Contents ..... i-iv
City Manager's Budget Message ..... v-xii

Reader's Guide to the Budget 1-12

Introduction 1
Longview's Form of Government 2
Organizational Chart of All Departments 3
City Services 4
Regional Services 4
History of Longview 4-5
Longview Today 6-7
City Commissions, Boards and Committees 7-10
Longview's Mission Statement 10-11
Council's Strategic Initiatives 11-12

The Budget Process 13-20

The Budget Process 13
Putting the Budget Together 14-15
2017/2018 Budget Calendar 16-17
Meeting Budget Challenges 18-20

Financial Summary 21-58

Introduction 21
Longview's Economic Outlook 22-37
Budget Summary 38-39
Revenue Sources for the City of Longview 40-41
Revenue Summaries 42-45
Expenditure Summaries 46-49
Comparisons by Funds 50
Five-Year Comparisons by City Departments 51
Long-Term Debt 52-57
Fund Budget Structure - All Funds 58

General Fund 59-142

Fund Summary for General Fund *60*
2017/2018 General Fund Summary Revenues & Expenditures *61-62*
Legislative *63-64*
Judicial *65-66*
Executive *67-68*
Finance *69-72*
Human Resources *73-76*
Legal *77-78*
Information Technology *79-84*
Police *85-94*
Fire *95-100*
Traffic *101-106*
Street Maintenance *107-110*
Engineering *111-114*

Table of Contents

ITEM **PAGE**

Community and Economic Development *115-120*
Library *121-126*
Recreation *127-134*
Parks *135-140*
Non-Departmental *141-142*

Special Revenue Funds **143-162**
Special Revenue Funds *144*
Arterial Street Fund *145*
Downtown Parking Fund *146-147*
Economic Development Fund *148-149*
HOME Fund *150*
Community Development Block Grant Entitlement Fund *151*
Criminal Justice Assistance Fund *152-156*
Public Safety Fund *157-158*
Tourism Special Revenue Fund *159*
Parks & Recreation Memorial Trust Fund *160*
Northwest Health Foundation Fund *161-162*

Debt Service Funds **163-168**
Debt Service Funds *164*
2007 Limited Tax General Obligation Bond Fund *165*
Special Assessment Bond Redemption Fund *166*
Special Assessment Guaranty Fund *167-168*

Capital Project Funds **169-174**
Capital Project Funds *170*
Capital Projects Fund *171*
L.I.D. Infrastructure Construction Fund *172*
Building Replacement Fund *173-174*

Permanent Funds **175-178**
Permanent Funds *176*
Library Memorial Trust Fund *177-178*

Enterprise Funds **179-214**
Enterprise Funds *180*
Water *181-186*
Water Operations Fund
Water Construction Fund
Sewer *187-190*
Sewer Operations Fund
Sewer Construction Fund
Water Filter Plant Operations *191-194*
Filter Plant Operations Fund
Filter Plant Construction Fund
Sanitary/Recycling Fund *195-198*
Storm Water Fund *199-204*
Public Transit Operations Fund *205-208*
Mint Valley Golf Fund *209-212*
Mint Valley Racquet Complex Fund *213-214*

ITEM PAGE

Internal Service Funds **215-236**
Internal Service Funds *216*
Insurance Reserve Fund *217-220*
Office Equipment Reserve Fund *221-222*
Equipment Rental Operations Fund *223-226*
Equipment Rental Reserve Fund *227-228*
Facility Maintenance Fund *229-232*
Unemployment Compensation Fund *233-234*
Employee Benefits Reserve Fund *235-236*

Fiduciary Funds **237-240**
Fiduciary Funds *238*
Firemen's Pension Trust Fund *239-240*

Capital Improvement Program **241-276**
Capital Improvement Policy *242-244*
All Funds Five-Year Plan *245*
Project Narratives and Five Year Plans *246-276*

Glossary **277-282**

Appendix ..... **A-1 - A-13**
City of Longview Personnel Information ..... A-2 - A-10
City Personnel
Five-year Regular/Full-Time Employee History
Regular "A" & "B" Positions Budgeted for 2017/2018
Longview at a Glance A-11
Longview's Demographics A-12
City of Longview Service Statistics A-13

Table of Contents

November 21, 2016

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

Two years ago at this time of adopting a new biennial budget, our area had just come through a sustained period of growth and recovery from the Great Recession that began in 2008. Now, while the year-over-year growth in sales tax receipts and other revenues has not been as great in percentage terms, it's from a higher base, and the still-solid local economy and continued responsible use of budgeted appropriations by City staff have combined to make it possible once again to propose some important service enhancements and restorations. And once again, they are not "random", but are clearly focused on the city council's strategic initiatives and goals.

For 2015-2016, the theme was enhancing public safety, particularly police services, and several new and restored positions in the police department made it possible to accomplish much with respect to that council objective. In short, in spite of the fact that it has been difficult to get to the fully authorized police staffing level and remain there, the department's productivity has been outstanding: arrests are up, the crime rate is down, and we certainly want to maintain those results in 2017-2018.

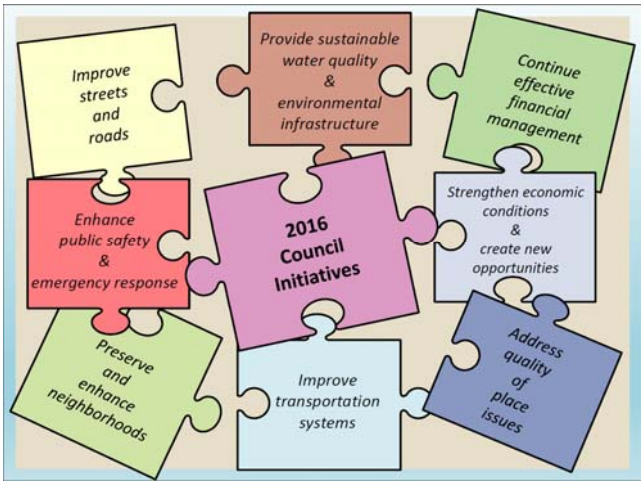
Now, for the next biennium, the theme is improving street maintenance services. Following the citizens summit in January and during the city council planning retreat and budget workshops since then, the council has consistently made it clear that improving streets and roads is the top budget priority for 2017-2018. Indeed, a new statement was added to the council's strategic initiatives this year: improve streets and roads. A council committee was appointed to review the existing service levels and how they might be enhanced and at what cost. The budget parameters approved in May reinforced the desire to do as much of that as possible within existing resources, and consideration has been given since then to creating a City transportation benefit district by which additional revenue could be generated for street maintenance activities and rehabilitation projects, if desired. While not reflected in this preliminary budget, it's not off the table for 2017-2018 and could still be enacted sometime during the biennium.

For now, the preliminary budget takes advantage of the City's strong general fund cash position and proposes to enhance day-to-day street maintenance work by adding a new three-person crew, the new vehicles and other capital equipment they would need, and the operating supplies and materials they would consume, at a cost of slightly over $500,000 per year beginning in 2017. The costs of operating the new equipment, including depreciation, are included in that figure, and the acquisition of it would be financed over its expected 15-year life at a cost of about $50,000 per year, also in the general fund. For all that, the street division would double its output of street maintenance work (pothole repairs, crack sealing, chip sealing, asphalt repairs, and

concrete panel repairs). More substantial pavement preservation and restoration work, including discrete rehabilitation projects and traffic signal repairs and upgrades, will take additional revenue and likely the commitment to issue bonds against it.

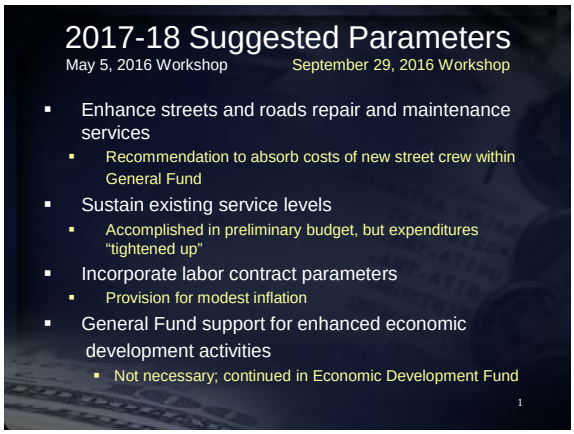
More information about the general fund, including other proposed service enhancements, and about selected other funds that make up the City's budget is included below in this message.

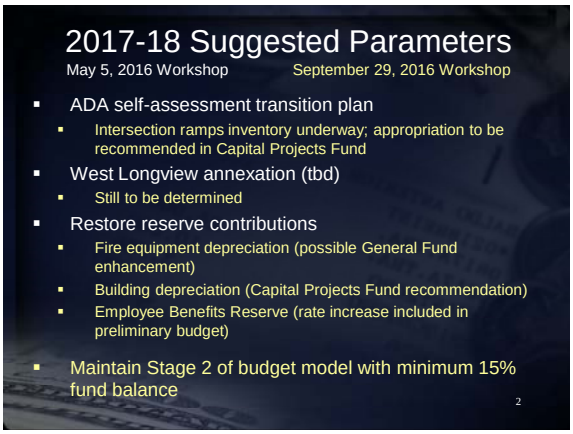
Overview



The 2017-2018 biennial budget presented herein is balanced in all funds and totals $216,896,190. The $7,786,020 increase represents a 3.7% change from the $209,110,170 adopted 2015-2016 biennial budget.

The recommended budget always takes its direction from the city council's strategic initiatives. They represent the principal policy for establishing spending priorities, and were further refined by the parameters outlined during a council budget workshop on May 5. Just as importantly, guidance laid out in the four stages of budget prioritization developed by the council and staff over a decade ago continues to provide direction for how we prepared a balanced recommended budget.



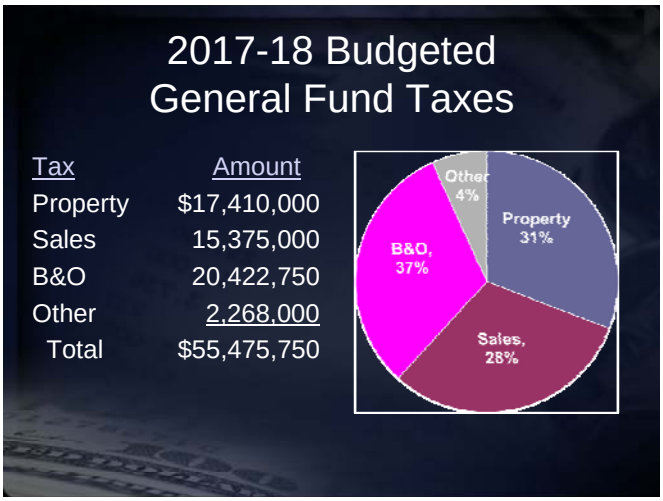


General Fund

The recommended budget of $74,383,750 for 2017-2018 is up by $4,344,210 or 6.2% compared to the adopted 2015-2016 budget.

The formerly neatly-balanced "three-legged stool" of general fund tax revenues – property taxes, sales and use taxes, and business and occupation taxes – remains slightly

off kilter. While sales tax revenue has grown for several years now, they finally only recovered in 2016 to the prior peak year of 2007, and property tax revenue has grown steadily but slowly since then, while B&O tax revenue (which includes the tax applied to utilities) has grown most rapidly.



Property tax revenue continues to grow slowly in conformance with the 1% annual limit that is central to Referendum 47 approved by state votes over a decade ago, and also reflecting slow growth recently in new taxable construction. In fact 2017 will be the second consecutive year that the tax levy increases by less than 1% because the rate of inflation, as measured by the implicit price deflator, has been that low. The good news from the standpoint of the City's financial situation is that assessed values are growing after a period of decline, and that reduces the property tax levy rate. It is projected to decline by a few cents from $3.40 to $3.35 per $1,000 of AV in 2017.

Assessed Value/Property Tax Comparison

City of Longview

Year	Assessed Value	% Chg	Levy Rate	Property Tax
2008	$2,596,241,283	13.1%	$2.88	$7,472,452
2009	$2,902,511,391	11.8%	$2.72	$7,906,395
2010	$2,809,338,951	(3.2%)	$2.89	$8,134,755
2011	$2,728,499,411	(2.9%)	$3.03	$8,284,506
2012	$2,703,686,847	(0.9%)	$3.11	$8,419,453
2013	$2,502,611,760	(7.4%)	$3.41	$8,533,950
2014	$2,532,716,797	1.2%	$3.42	$8,671,021
2015	$2,581,691,836	1.9%	$3.43	$8,846,768
2016	$2,632,167,111	2.0%	$3.40	$8,946,920
2017	$2,717,132,232	3.2%	$3.35	$9,109,867

Besides the significant commitment to street maintenance, other service enhancements include:

- An additional city prosecutor to help deal with the growing municipal court caseload and begin to 'catch up' with the number of indigent defense attorneys (five) for which the City is financially responsible. Indigent defense costs grew by over 150% from 2013 to 2015 in response to a lawsuit settlement elsewhere in Washington and State Supreme Court caseload standards imposed for criminal defense attorneys, and a third city prosecutor is the almost inevitable result of that and the increased police staffing that was made possible during the current biennium. This position will also enable us to have a more reliable source of support for criminal prosecution of code enforcement cases, which have usually been lower priorities in the past. First-year costs of $95,000.
- A legal technician/public records assistant. This position will work half-time in the prosecutor's office to support the attorneys with case file and trial preparation, and will also provide half-time support for processing the increasing number and complexity of public records disclosure requests. That burden is currently being felt more so in the police department than others, but the position may also be a resource to other departments in the future. Timely and accurate response to public records requests is very much a risk management issue. First-year costs of $75,000.
- Fire personal protective equipment. This increase in spending for critical safety gear would step up our schedule of replacing clothing ("bunker gear") and self-contained breathing apparatus bottles used in suppression responses. The SCBA bottles to be disposed of will reach the end of their useful lives in 2017. This enhancement also represents an important risk management issue, but in a different way than the public records compliance work described above. First-year costs of $76,000.
- Fire large apparatus depreciation. The City stopped contributing to the reserve fund for replacing large fire vehicles (pumpers and a ladder truck) in 2009. That was a short-sighted but not atypical budgetary response to recessionary pressures at that time, and the savings then were over $250,000 per year. Short of a federal grant, which has been on our legislative agenda, or a special levy/bond measure, we'll probably never catch up with reserve contributions to the point that new large vehicles can be paid in cash on the intended replacement schedule in the future, but this amount should at least enable us to finance a new vehicle over time. $200,000 per year.
- Recreation specialist. This restored position, also eliminated during the recession several years ago, would provide much-needed staff support for programs for teens and adults with disabilities. Importantly, the goal is to recover the costs of the position via new sponsorship revenue, grants, and program fees. First-year costs of $61,000.
- Recreation after-school program. This program would be expanded to Mint Valley Elementary School where enough families have requested it to believe that we will also be able to cover its costs with program fees. First-year costs of $18,000.

If not for the projected costs increases in employee medical insurance benefits and pension/retirement program contributions, which are significantly exceeding the rates of base salary compensation growth, the council may have been able to approve other requested service enhancements and reserve contribution increases submitted by departments for 2 017-2018. As it is, the council discussed these and others before carefully approving the ones that represent the community's highest priorities at this time, and which address safety and risk concerns or which can be financially self-sustaining. That approach is prudent, and we are fortunate to be able to afford it at this time, but look at the projected ending fund balance change over time above. Sustaining these enhancements in 2019 and beyond will be a challenge that relies on continued economic growth and responsible budget management by staff.

2017-18 General Fund (with enhancements)

	2016 Proj.	2017 Budget	2018 Budget
Beg Fund Balance	$ 9,424,000	$ 9,504,000	$ 7,845,140
Revenue	34,340,000	34,952,800	35,698,330
Total Revenue	$34,340,000	$34,952,800	$35,698,330
Baseline Expenditures	$34,260,000	$35,544,020	$36,736,090
Enhancements:			
Additional Street Crew	-	+ 490,720	$ 508,600
Street Equipment Debt Service	-	+ 51,000	+ 50,000
Legal Prosecutor	-	+ 94,970	+ 101,950
Legal Tech/Public Records Assistant	-	+ 75,300	+ 80,780
Fire Personal Protective Equipment	-	+ 76,600	+ 12,000
Fire Apparatus Depreciation	-	+ 200,000	+ 200,000
Recreation Specialist	-	+ 60,790	+ 63,990
Recreation After-School Program	-	+ 18,260	+ 18,680
Total 2017-18 with Rec. Enhancemts	$34,260,000	$36,611,660	$37,772,090
Beg Cash Required	80,000	(1,658,860)	(2,073,760)
End Fund Balance	$9,504,000	$7,845,140	$5,771,380
% of End Fund Bal	27.7%	21.4%	15.3%

The following tables and charts provide additional useful information about the general fund. In summary again, we are now in a position to be able to afford some targeted service enhancements by drawing down our fund balance and still ending 2018 in Stage 2 of our budget model. The longer-term forecast remains daunting, as it always seems to be, but there are also more reasons now than in recent years to be optimistic about the continued growth in our economy.

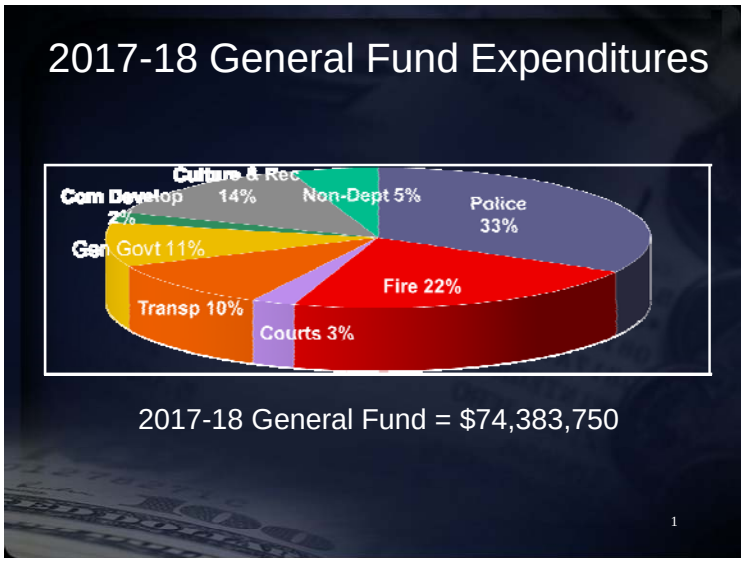
General Fund Expenditures
(by Function)

Function:	2016 Budget	2016 Projected	2017 Budget	2018 Budget
General Govt	$3,740,880	$3,642,930	$3,889,450	$4,072,280
Public Safety	20,878,830	19,849,505	21,101,140	21,733,200
Transportation	3,339,860	3,182,315	3,707,450	3,850,490
Community Dev	810,550	815,902	886,460	929,100
Culture & Rec	4,845,710	4,769,938	5,045,640	5,235,430
Non-Department	2,028,630	1,999,411	1,981,520	1,951,590
Total Expenses	$35,644,460	$34,260,001	$36,611,660	$37,772,090

1

Departments at a glance

Department:	2016 Projected	2017 Budget	2018 Budget
Legislative	$176,365	$202,260	$205,030
Judicial	$1,040,700	$963,500	$961,250
Executive	$106,771	$114,420	$120,330
Finance	$1,365,978	$1,374,510	$1,451,580
Human Resources	$326,153	$354,440	$370,240
Legal	$507,675	$631,430	$659,040
Info Technology	$1,159,987	$1,212,390	$1,266,060
Police	$10,999,693	$12,102,430	$12,513,500
Fire	$7,809,112	$8,035,210	$8,258,450
Traffic	$1,150,736	$1,163,700	$1,200,130
Street Maintenance	$969,365	$1,449,820	$1,507,990
Engineering	$1,062,214	$1,093,930	$1,142,370
Community Dev	$815,902	$886,460	$929,100
Library	$2,080,667	$2,042,590	$2,123,780
Recreation	$1,167,683	$1,296,160	$1,345,880
Park Maintenance	$1,521,589	$1,706,890	$1,765,770
Non-Department	$1,999,411	$1,981,520	$1,951,590



Utility/Enterprise Operations

The water, sewer, stormwater, solid waste/recycling, and Mint Valley golf and racquet/fitness center complex funds derive most of their revenues from user fees. RiverCities Transit charges fees, too, but is largely supported by its own sales tax authority.

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

Near the end of 2014 the City and our partner in water supply and treatment, the Beacon Hill Water and Sewer District, appointed a 14-member customer advisory committee to identify and evaluate potential changes to the water supply and treatment system, everything from finding a new source to lesser changes in operating the plant and numerous options in between. Their objective was to make recommendations for a sustainable, safe, and satisfactory water supply for Longview and Beacon Hill customers. The committee, with the help of an engineering firm, considered over 50 options and sub-options. By mid-2015 their recommendations had boiled down to exploring the feasibility of developing a horizontal collector system ("Ranney wells") near the west bank of the Cowlitz River.

A series of exploratory wells were drilled in early 2016 in locations deemed to be the most promising, from the former surface water treatment plant site northward about five miles, but test flows and water sampling determined that none were any more reliable,

and were worse in some ways in both quantity and quality than the Mint Farm plant site. As of the end of 2016, the city council and BHWSD board have decided to terminate searching for a new supply and, instead, to focus on improvements to the existing treatment chain that include adding dissolved oxygen to the water and evaluating several potential methods of removing silica. The DO injection improvements (estimated costs of $500,000) will be constructed in early 2017, and results of the silica removal study are expected a few months after that.

Through it all, it should be emphasized again that even the worst of the complaints have not been found to violate water quality standards set by the state Department of Health which regulates public water purveyors.

Other plans for City utility and enterprise operations reflected in the recommended budget include:

- Adding a new three-person crew and supervisor for stormwater system maintenance in anticipation of further regulatory compliance requirements associated with our new NPDES stormwater permit. First-year operating costs of $507,000.
- Adding a new utility systems operator position split between water and sewer operations to carry out cross-connection and pretreatment programs under ordinances that have been in place for several years. First year costs of $90,000.
- Cleaning the interior of water reservoirs at a cost of $45,000.
- Updating our water master plan at a cost of $250,000.
- Decisions about how to re-use the abandoned West Longview sewer lagoons site. Public feedback about this issue is also being sought through the process of updating the City's comprehensive plan.
- Completion and adoption of new low impact development regulations also associated with the new stormwater permit.

Combined, an average residential water/sewer/stormwater/solid waste utility bill for an in-city account is calculated to increase by 2.6% in 2017, from $119.80 to $122.93 per month.

Capital Spending

In addition to the new street and stormwater crews' equipment and the dissolved oxygen water injection project mentioned above, other major capital spending for 2017-2018 includes continued water main replacement ($1,500,000 in 2017), replacement of the Hillcrest water pump station ($850,000), rehabilitation of four sewer pump stations ($3,550,000 in 2017), a $650,000 "placeholder" appropriation for the repurposing of the West Longview sewer lagoons site, continued annual sewer main replacements and lining projects ($825,000 in 2017), replacement of a sewer vacuum/jetting truck ($410,000), another "placeholder" appropriation of $100,000 for to-be-identified ADA (Americans with Disabilities Act) improvements, Fire Station 81 apparatus bay heating improvements ($100,000), parks playground equipment replacement ($90,000), remodeling the police station ($1,142,000, with a funding strategy still to be confirmed), the third and final planned phase of downtown streetscape improvements along Commerce Avenue (Hudson to Hemlock Streets, $1,000,000), reconstruction of the R. A. Long Park plaza including a fountain ($663,000), and acquiring a shooting training range site ($263,000

for lead capture improvements). Portions of the costs for the final three projects will be included in the City's 2017 legislative agenda requests for support from the state's capital budget.

These and other smaller capital projects planned for 2017-2018 are listed in the Capital Improvement Program section of the budget document.

Next Steps

Several public hearings and matters of legislation are scheduled according to state law during the next month leading up to final budget adoption – a hearing on 2017 general fund revenue sources on November 29, an ordinance and resolution about the 2017 ad valorem/property tax levy and rate also on November 29, the first public hearing on the 2017-2018 biennial budget itself and the CIP on December 8, and the final public hearing and budget adoption ordinance as well as the CIP resolution on December 15.

Closing

Budget preparation is never easy. There are countless numbers to produce and narratives to be written. Scenarios have to be run and re-run as new information is received and projections change. It's always time-consuming, and sometimes tedious. Decisions are frustrating and in some cases painful, no matter how much better our financial projections might look from one cycle to another. So we greatly appreciate the commitment of everyone involved who is dedicated to providing accurate, thorough, and timely information, the ultimate result of which enables us to provide the very best of City services to the residents and business community of Longview within the resources entrusted to us.

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

Respectfully submitted,

Dave Campbell
City Manager

Kurt Sacha
Assistant City Manager/Finance Director

Reader's Guide to the Budget

Introduction

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

The document consists of the following sections:

- **Reader's Guide to the Budget** is an introduction to the City's comprehensive biennial budget.
- **Budget Message** is a preface to the budget in the form of a letter from the City Manager to the City Council. It explains the budget and outlines recommended fiscal policies and programs for the biennium. The entire budget is founded on the goals and policies previously adopted by the Longview City Council. The budget message also illustrates the relationship of the recommended expenditures to these fiscal policies and programs, the reasons for changes from previous budgets, and an explanation of recommended revisions in financial policy. In addition, the message provides a clear picture of the City's present financial condition and a forecast for the future.
- **Budget Process** describes the process for putting the budget together, from setting policy through its strategic plan, *Longview 2023: Our Preferred Future*, to estimating revenues and expenditures, to adopting the budget. A timeline is included for reference.
- **Financial Summary** has two main focuses. The first half of the chapter provides an overview of the local economy and focuses on the City's strategies to maintain financial stability and on the basis for future revenue projections. Additional financial information can be found in the *Budget Message* section. The second half of the financial summary consists of a comprehensive overview of the budget. This portion includes detailed explanations and information about the various funds the City manages, as well as an overview of the City's accounting system and definitions of each fund. City revenue sources along with definitions, a complete listing of revenues and expenditures for 2017/2018, information about long-term debt, five-year comparisons by department, and comparisons by funds portray a clear financial picture of the City.
- **Fund Summary** includes details of the projected revenues and approved expenditures for the two-year budget cycle. This section is arranged by the various funds the City manages (gray tabs). The General Fund section includes information about the various City departments (green tabs), including organizational charts, descriptions of programs and services, performance measures, and expenditures and/or revenues.
- **Capital Improvement Program** looks at the City's five-year Capital Improvement Program and identifies anticipated capital projects.
- **Glossary of Budgeting Terms** explains key terms with which the reader may not be familiar.
- **Appendix** contains information about Longview's workforce as well as demographic information about our community. It also contains supplementary information relative to the budget and to Longview.

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

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

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

Councilmembers	Expiration of Term
Ken Botero	January 2020
Don Jensen-Mayor	January 2020
Chet Makinster	January 2018
Mary Jane Melink	January 2018
Steve Moon	January 2018
Scott Vydra	January 2020
Mike Wallin-Mayor Pro Tem	January 2020

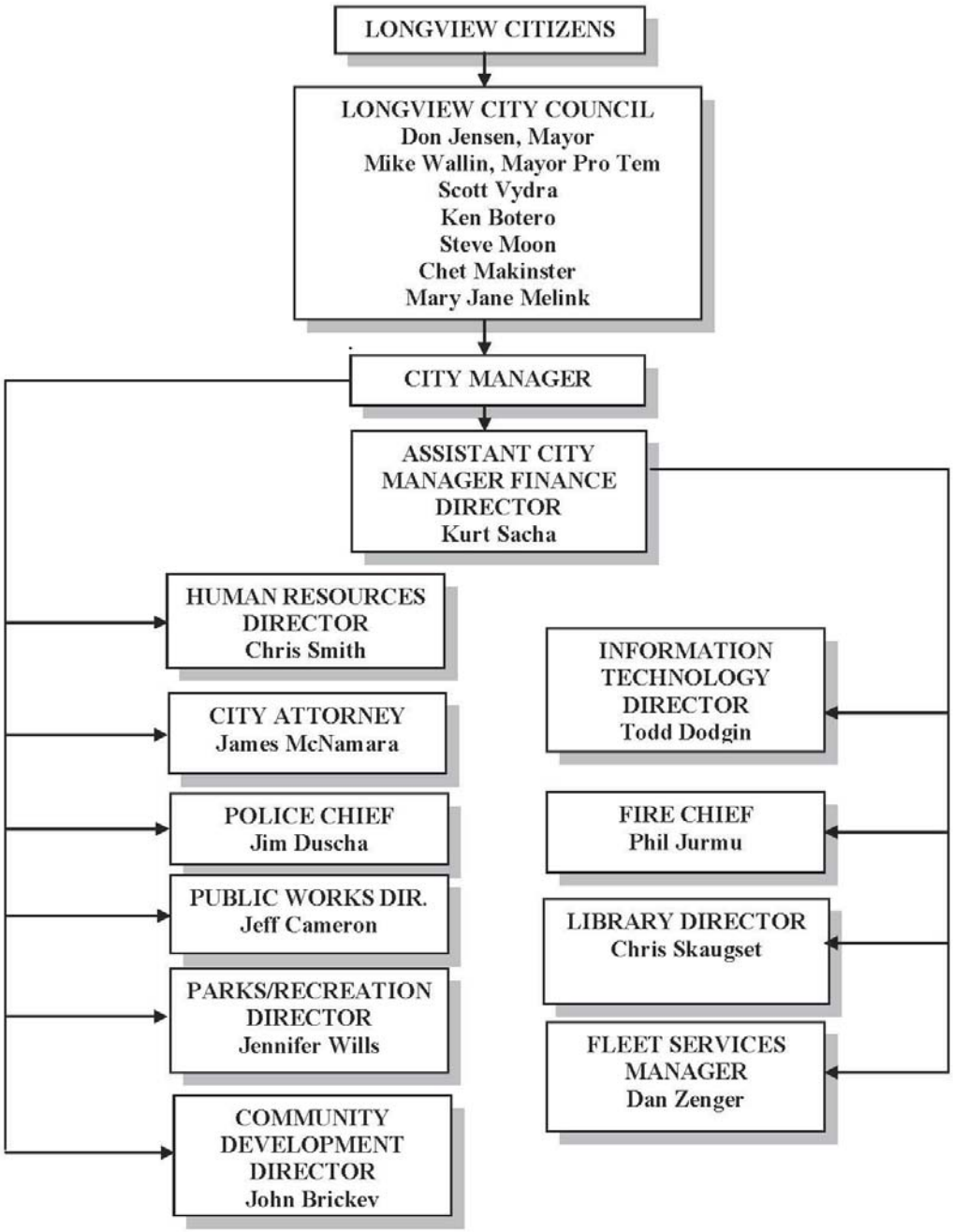
District Court Judges	
David Koss, Position 1	January 2019
Edward Putka, Position 2	January 2019
Ronald Marshall, Position 3	January 2019

Appointed Officials

City Manager	David Campbell
Assistant City Manager and Finance Director	Kurt Sacha
City Attorney	James McNamara
City Engineer	Craig Bozarth, P.E.
Community Development Director	John Brickey
Fire Chief	Phil Jurmu
Human Resources Director	Chris Smith
Information Technology Director	Todd Dodgin
Library Director	Chris Skaugset
Parks & Recreation Director	Jennifer Wills
Police Chief	Jim Duscha
Public Works Director	Jeff Cameron

Organization Chart

All Departments



City Services

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

- ◆The City of Longview and the Beacon Hill Water and Sewer District (BHWSD) jointly own the Mint Farm Regional Water Treatment Plant (MFRWTP) to provide potable drinking water to all City and BHWSD customers. The City operates the MFRWTP under the direction of the Water Operating Board, the governing body created by interlocal agreement to control ownership and operation of the treatment plant and consisting of representatives from the City and BHWSD.
- ◆The City operates a public municipal golf course and a tennis/racquetball facility.
- ◆Wastewater treatment is provided to the City's sewer customers by a regional sewer treatment plant operated by the Three Rivers Regional Wastewater Authority (TRRWA). The TRRWA was originally created by interlocal agreement as a cooperative between the cities of Longview and Kelso, the Beacon Hill Water and Sewer District, and Cowlitz County. In 2016, the TRRWA was reorganized as a joint municipal utility services authority under state statute, and is now governed by a Board of Directors and an Operating Board consisting of representatives from each of those entities.
- ◆The City operates RiverCities Transit to provide public transit and vanpool services to the Longview/Kelso urban area. These services are provided with planning, coordination, and local funding provided by the Cowlitz Transit Authority.

Regional Services

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

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

History of Longview

Longview's Beginnings

Longview, Washington, lies on the banks of the Columbia River, seventy-five miles from the Pacific Ocean. Only a few decades ago it was a peaceful valley sparsely populated and teeming with wildlife. This rich valley, surrounded by forests and snow-capped mountain peaks, was first recorded in history when Lewis and Clark in their 1805

western expedition camped at the mouth of what they called the "Cow-elis-kee" River, now known as the Cowlitz River.

Monticello Settled

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

A Planned City is Built

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

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

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

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

75 Years Strong and Growing

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

Longview Today

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

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

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

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

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

Amenities

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

Points of Interest in the Longview Area

- *R.A. Long Park* – In the heart of the Civic Center, named for founding father Robert A. Long
- *Library Grounds* – Beautiful rose garden, giant squirrel memorial, Nutty Narrows Bridge (listed in the Guinness Book of World Records)

- *Monticello Convention* commemoration – Memorial in R.A. Long Park in the Civic Center
- *Catlin Cemetery* – Final resting place for many members of the Monticello Convention
- *Cowlitz County Historical Museum* – In Kelso, our neighboring city, Native American artifacts, quilts, and logging equipment
- *Lake Sacajawea* – Scenic 3.5 mile walking/jogging path, several playgrounds, home to squirrels, birds, ducks and geese
- *Historical buildings* – 41 buildings are on the National Register of Historic Places and/or the Longview Register

City Commissions, Boards, and Committees

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

Appeal Board of Adjustment

APPOINTED BY: City Manager with City Council confirmation. || **LENGTH OF TERM:** Five years.
MEETINGS: Second Tuesday of each month at 4:30 p.m. in the Council Chambers.
DUTIES: Issues special property use permits and has the right to determine suitability of alternate new materials/ types of construction after public hearing. Authorizes granting of variances from zoning ordinances of the City where compliance is impractical or impossible. Also reviews any interpretation of the provisions of Title 16 or 19 of the Longview Municipal Code made by the building official, and any order, requirement, or decision made by the building official in the application of the specific title provision to any parcel of land and/or structure. Affirms or reverses the interpretation made by the building official, and grants variances and special property use permits. The board's decisions are based upon the records and evidence in each case.

Citizen's Commission on Salaries for Elected Officials

APPOINTED BY: Mayor with City Council confirmation. || **LENGTH OF TERM:** Four years; may not serve more than two terms.
MEETINGS: As needed, but not less than once during even numbered years, prior to June 30.
DUTIES: Study the relationship of salaries to the duties of members of the City Council and Mayor, and fix the salaries for each respective position.

Civil Service Commission

APPOINTED BY: Mayor. || **LENGTH OF TERM:** Six years.
MEETINGS: First Tuesday of each month at 4 p.m. in the Small Conference Room at City Hall.
DUTIES: Authorizes and approves recruitments and competitive testing to determine the relative qualifications of persons who seek employment in the Police and Fire Departments, and establishes eligibility and re-employment lists for various classes of positions. May hear appeals of examinations, disciplinary actions, or other matters that may be referred to the Commission. Administers Civil Service rules and regulations according to Title 41-RCW Washington State Law. Approves lists of the most qualified applicants for entrance and promotional exams.

Disability Board

APPOINTED BY: Two Council representatives are appointed by the Mayor, Council confirms. Fire and Police department representatives are elected by Law Enforcement Officers and Fire Fighters (LEOFF I) members in their respective departments. The Board elects a Member at Large.
LENGTH OF TERM: Fire Department representatives are elected in February of even years for two years. Police Department representatives are elected in February of odd years for two-year terms. The Board elects a Member at Large for an indefinite term.
MEETINGS: Last Wednesday of each month at 8:30 a.m. in the Small Conference Room at City Hall.
DUTIES: Administers State RCWs regarding LEOFF I members. Considers and approves medical bills submitted by LEOFF I members.

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 Planfor the purpose of enhancing the economic vitality of the Downtown Commerce District. Also makes recommendations regarding the need for and use of on-street parking in the downtown area.

Golf Course Advisory Committee

APPOINTED BY: City Manager, City Council confirms. || **LENGTH OF TERM:** Two one-year terms and three three-year terms.
MEETINGS: Minimum of quarterly meetings are held at the Recreation Building (2920 Douglas Street) at 4 p.m. on the third Wednesday of each quarter.
DUTIES: Performs studies and makes recommendations through the Parks and Recreation Director to the City Manager and Council regarding long-range planning, improvement, and operation of the Mint Valley Golf Course and how to best utilize these facilities to meet public needs. (Per Resolution No. 1336) Acts as liaison between the golfing public and the department, including the golf maintenance staff.

Historic Preservation Committee

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

Housing Opportunities of SW Washington (formerly Longview Housing Authority)

APPOINTED BY: Mayor. || **LENGTH OF TERMS:** Five years.
MEETINGS: Fourth Monday of the month at 4 p.m. at 820 11th Avenue, unless advertised differently.
DUTIES: Enacts policies and procedures to be administered by the Executive Director and staff. Reviews and approves financial auditing reports of program activities, offers oversight and direction for the planning of future activities, and provides these services to most of a three-county area — Cowlitz, Pacific and Wahkiakum — excluding the cities of Kelso and Kalama. The mission is to "provide opportunities to people who experience barriers to housing because of income, disability, or special need, in an environment that preserves personal dignity and in a manner that maintains the public trust." This results in administration of HUD Section 8 rental assistance to low-income residents of the service area, provision of special housing for chronic mentally ill, and other special housing as the need may arise.

Library Board of Trustees

APPOINTED BY: Mayor, Council confirms. || **LENGTH OF TERM:** Five years. No appointment shall exceed two full consecutive terms (RCW 27.12.025).
MEETINGS: First Monday of each month (unless it falls on a holiday) at 4 p.m. at the Library's Board Room.
DUTIES: Represents the Library both to the people of Longview and to the governing officials. Ensures that adequate funds are obtained for good library service, promotes the best possible use of all library resources in the area, improves the existing library, and extends library service to those not previously served.

Loan Review Board

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Three years
MEETINGS: As needed
DUTIES: Develops, amends, adopts and implements all operating policies and procedures for the Revolving Loan Fund (RLF) program. Reviews, selects, and approves RLF loan applications, and makes final decisions concerning RLF loans, consistent with adopted RLF policies and procedures.

Lodging Tax Advisory Committee

APPOINTED BY: City Council. || **LENGTH OF TERM:** One-year renewable terms. (Ordinance 2680, Resolution 1633)
MEETINGS: Prior to Longview City Council's budget meeting and as necessary.
DUTIES: Review outside agency requests and make a recommendation to the City Council as to the expenditure of lodging tax revenues to support these agencies' requests.

Mosquito Control District Board

APPOINTED BY: City Council. || **LENGTH OF TERMS:** Two years.
MEETINGS: As needed.
DUTIES: Provides policy and guidance for mosquito control district.

Parks and Recreation Board

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.
MEETINGS: Third Monday of each month at 5 p.m. at the Recreation Building (2920 Douglas Street).
DUTIES: Undertakes studies and makes recommendations regarding Longview's parks and recreation facilities and programs to best meet public needs. Acts as a liaison between the public and the Parks and Recreation Department to provide feedback in regards to department needs, policies, and activities. (Resolution 1887).

Planning Commission

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

Project Longview

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.
MEETINGS: First Tuesday of each month at 6 p.m. in the training room at City Hall (or as needed)
DUTIES: Dedicated to building and maintaining a vibrant Longview. Provides recommendations for activities to further the economic growth and tourism of the City. The Committee has worked on projects such as city beautification planning, streetscape planning and city signage.

Public Development Authority

APPOINTED BY: City Council. || **LENGTH OF TERM:** Four years.
MEETINGS: Third Tuesday of each month at 4:30 p.m. in the small conference room at City Hall
DUTIES: Assists with and facilitates the redevelopment of property within the Event Center Master Plan area.

Sister City Commission

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.
MEETINGS: Second Wednesday of each month at 4 p.m. in the small conference room at City Hall.
DUTIES: The commission serves as the primary group to process and make recommendations for cultural exchanges with sister cities of the City of Longview, and provides recommendations for activities to further the cultural diversity and or economic relations of the City as it relates to sister cities. The commission encourages, conducts, sponsors or co-sponsors, for the benefit of the citizens of Longview, public programs to further the development and public awareness of, interest in, and furthering of cultural activities between sister cities and the City. The commission is a central body to whom parties interested in cultural activities related to the sister cities may come for information or assistance.

Stormwater Advisory Committee

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Two years.
MEETINGS: As needed
DUTIES: The committee makes recommendations to the city council and city staff regarding implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit and Longview's Stormwater Management Plan.

Visual Arts Commission

APPOINTED BY: City Manager || **LENGTH OF TERM:** Three years.
MEETINGS: Minimum of four meetings per year. Quarterly on the 4th Wednesday of January/April/July/October at 5 p.m. at the Recreation Building (2920 Douglas Street)
RESPONSIBILITIES: All members of the commission shall have a demonstrated knowledge, interest or expertise in the area of visual arts. The Commission serves as an advocate of the visual arts, promotes public awareness and provides advice about ownership, placement, and display of visual art in public buildings, parks, and other places. (Ordinance 2808).
RESPONSIBILITIES: All members of the commission shall have a demonstrated knowledge, interest or expertise in the area of visual arts. The Commission serves as an advocate of the visual arts, promotes public awareness and provides advice about ownership, placement, and display of visual art in public buildings, parks, and other places. (Ordinance 2808)

Longview's Mission Statement

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

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

Longview 2023: Our Preferred Future

In 1994, the City's strategic plan (*Longview 2023: Our Preferred Future*) was developed to guide City policy and budgeting in an effort to create a "preferred" future for Longview. During that process the City Council recognized that

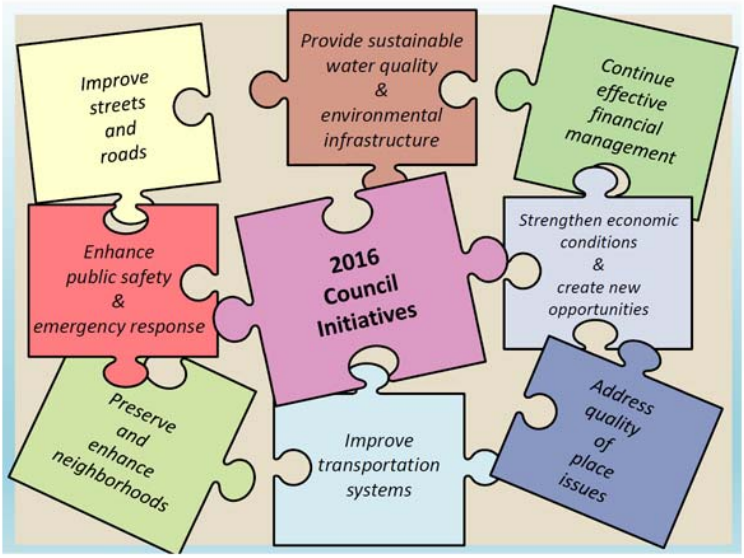
the vision should be flexible and open to change and improvements, and that new possibilities and challenges would emerge over the next 20-plus years.

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

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

Council's Strategic Initiatives

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



For Your Notes...

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 2017-2018 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 <u>except</u> those required by state law to be accounted for in different funds. The 2017-2018 *General Fund* budget totals $74,383,750.

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 2017-2018 biennium.

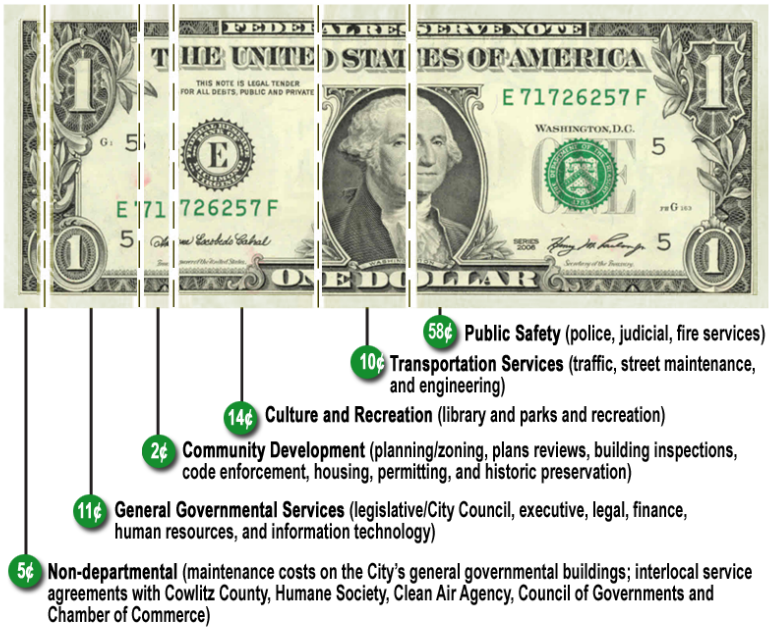
Reviewing Estimates

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.

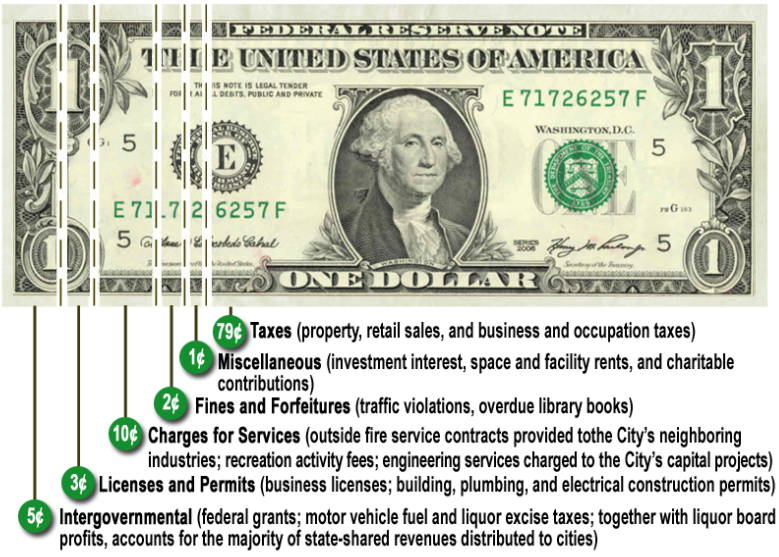
Preparing the Document

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.

General Fund Expenditures - *figure 1*



General Fund Revenues - *figure 2*



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
2017/2018 Budget Calendar

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

June						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
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					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

August						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
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				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

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

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

December						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	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 2017/2018.

May

May 5 - Council Workshop. Review 2015 financial activity, first quarter 2016 budget status report, and projections for 2016. Establish 2017/2018 budget parameters (including utility tax discussion); review programs, initiatives, performance measures, labor contracts/parameters, and revenue enhancements.
May 17 - Budget Kick-off meeting for department heads and staff - budget information distributed. A training session is presented by Finance staff for budget preparers.

June 2 - Distribute outside agency requests for funding packets.
June 9 - Department heads return completed baseline budgets, program budgets, and performance measures to Finance.
June 30 - Outside agency funding requests due.
June 30 - Department heads submit program enhancements and capital improvement projects to Finance Director.

July 7 - Finance completes first run of expenditure and revenue budget.
July 19 - Lodging Tax Advisory Committee meets.

August 11 - Regular Council meeting, 2016 mid-year review and outside agency presentations.
August 11 - Preliminary revenue and expenditure budgets with narrative submitted to City Manager.
August 15-18 - City Manager reviews preliminary budget.
August 22-25 - City Manager meets with department heads to review preliminary baseline budgets, program enhancement requests, and capital improvement projects (CIP).

September 1 - City Manager distributes proposed preliminary budget to City Council. Proposed preliminary budget filed with City Clerk.
September 19-September 29 - Finance Director and City Manager finalize review of revenue and expenditure budgets. City Manager reviews budget requests and capital improvement projects and decides what to incorporate into the 2017/2018 budget and 2017-2021 Capital Improvement Plan.
September 22 - Regular Council meeting to schedule public hearing on 2017 revenue sources.
September 29 - Budget Workshop - 2017/2018 utility rate review and utility capital projects
September 29 - Budget Workshop to review outside agency requests, baseline budgets, programs, program enhancements, and performance measures.

October 3-13 - Finance Director prepares recommended budget with revisions as per council directive.
October 20 - Budget Workshop to review capital projects.
October 31 - City Manager files preliminary budget and budget message with City Council 60 days before the ensuing fiscal year per RCW 35.33.055 and RCW 35A.33.052.

November 25 - ***First*** public hearing notice published on proposed budget and CIP. (1 week)
November 29 - Special Council meeting, Public Hearing on 2017 revenue sources. Council sets public hearing on biennial budget for December 8 and December 15, 2016.
November 29 - Special Council meeting. Council adopts 2017 property tax levy.

December 1 - 2017/2018 preliminary budget document and 2017-2021 CIP distributed to Council, media, and public.
December 2 - ***Second*** public hearing notice published on proposed budget and CIP. (1 week)
December 8 - Regular Council meeting. Conduct 1st of two public hearings on 2017/2018 budget and CIP.
December 15 - Regular Council meeting, second public hearing on 2017/2018 budget and CIP. Adopt 2017/2018 budget ordinance and 2017-2021 CIP resolution.
December 26 - Notify outside agencies of funding approval.

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
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.	*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.*	*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).*	*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).*

"Budget Alert Model" Developed

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

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

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

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

Guiding principles of the budget model

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

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

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

Citizen Summit

Receiving input from residents is very important to the Longview City Council. To facilitate two-way communication with constituents, Council conducts a "Citizens Summit." In years past, the Summits was held in the odd-numbered years regarding 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. In an effort to allocate financial resources in alignment with citizen priorities, the Longview City Council sponsored a Citizens Summit in January, 2016.

For Your Notes...

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 2017 and 2018, 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*
- 2017 and 2018 Revenues
- City Revenue Sources
- 2017 and 2018 Expenditures
- Budget Fund Comparisons
- Five-Year Comparisons by Department
- Debt Limitations and Management

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

Longview's Economic Outlook

Local Economy

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

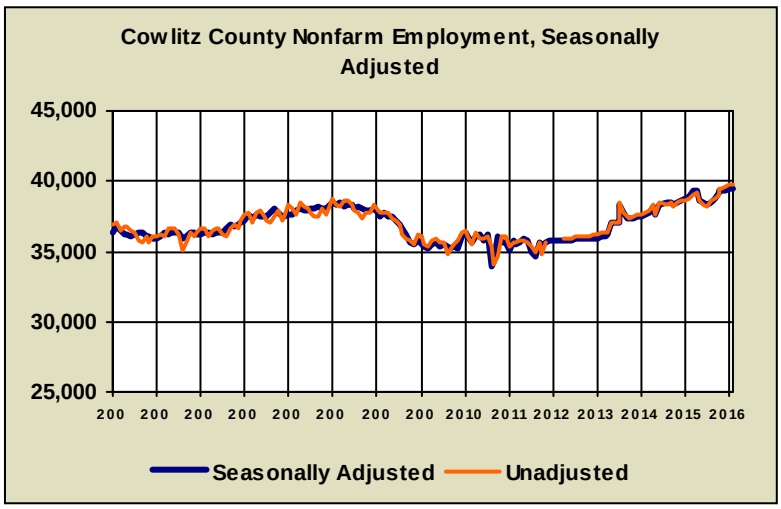
Much has changed in the intervening years. In the late 1970s, there were 6,400 timber jobs in the county, and a third of all jobs were in manufacturing. The county's per capita income was close to the state average and above the national average. Since then, timber and manufacturing employment has declined,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

Employment Trends

Regionally, the employment outlook appears to be on an upswing in Southwest Washington. The local labor market is showing signs of improvement. According to the U.S. Bureau of Labor Statistics estimates, Cowlitz County's non-farm employment rose by 300 jobs in August. Total employment was estimated at 39,000 jobs. Over-the-month, trade, transportation and utilities added 200 jobs, with smaller gains recorded in construction and state government. There was a small decline in manufacturing. Over the past year, nonfarm employment increased by 400 jobs (1.0 percent).

Listed below are the August 2015 - 2016 year-over-year adjustments in employment by occupational sector.

- **Construction** lost 100 jobs from the year-ago level.
- **Manufacturing** decreased by 200
- **Trade, transportation and utilities** expanded by 200 jobs.
- **Health care and social assistance** rose by 500 jobs.
- **State and local government** added 300 jobs throughout the year.
- **Leisure and hospitality** were up 300 jobs from a year-ago.

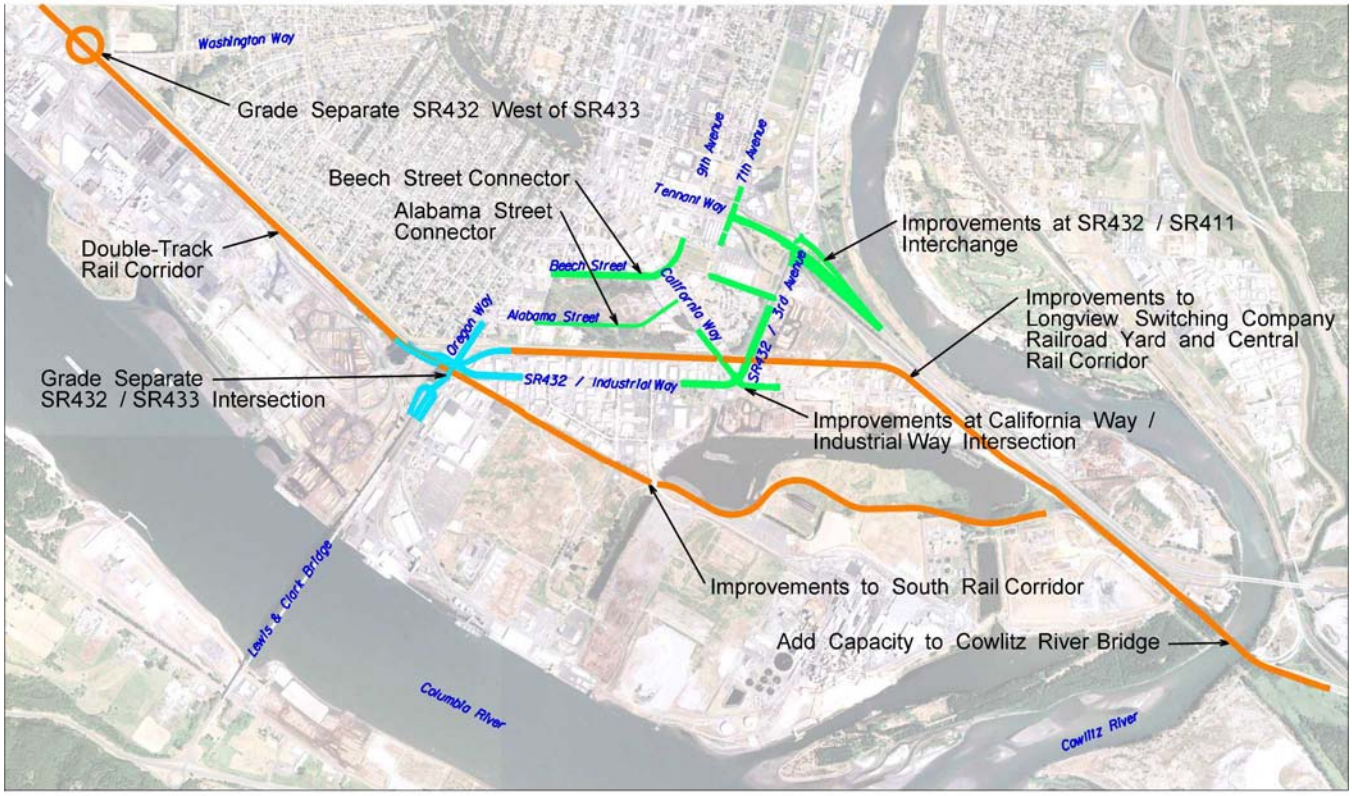


Source: Southwest Washington Labor Area Summary

The City continued its work on a variety of multifaceted projects and programs over the past year that we believe will yield great dividends to the City and surrounding communities as the economy continues to recover. Participation in county and statewide economic development organizations coupled with an ongoing partnership with Weyerhaeuser Real Estate Development Company (WREDCO) at the City's Mint Farm Industrial Park have allowed Longview to position itself as a prime location for manufacturing and warehouse/distribution companies.

Transportation & Trade Opportunities

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



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

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

Financial Summary

Among the benefits that are anticipated to result from this strategic infrastructure investment is a nearly 50 percent increase in employment opportunities by the year 2030. Vacant land along the corridor that could be converted to commercial, industrial, and residential use conservatively totals 1,078 acres. The strategic infrastructure investment envisioned by the SR 432 Project would create the necessary conditions to attract new businesses while helping existing businesses expand. The potential number of new jobs that could be generated by investments to improve the local transportation system and maximize the use of vacant lands is 3,390. Existing jobs in the SR 432 Corridor Study area, estimated at 7,110 in 2010, could grow to 10,500 by 2030 (Cowlitz-Wahkiakum Council of Governments, 2009) if we invest in our transportation infrastructure. Although improving the SR 432 rail and highway corridor alone will not solve all our economic challenges, this strategic investment will build the infrastructure improvements necessary to bring more business, industry, and jobs to our area while improving the SR 432 Corridor for all user modes.

In July 2016, the Washington state legislature approved a $16.1 billion transportation revenue bill that included $85 million for the State Route (SR) 432 and 433, Industrial Way/Oregon Way intersection. In addition to improving safety at this intersection, the Industrial Way/Oregon Way (IWOW) Intersection Project will significantly reduce congestion and enhance the economic potential of the region. Improvements at this intersection will create economic opportunities for new business development at the Mint Farm Industrial Park and aid existing companies in growing their business.

Regional Economic Development

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

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

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

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

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

Mint Farm Industrial Park

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

Marketing efforts for the Mint Farm Industrial Park have been rewarded with the development of several industrial plant locations and site purchases. Toyocom Devices of America completed construction of its first U.S. manufacturing facility in 2001. Based in Japan, Toyocom manufactures synthetic quartz crystals utilized in the communications industry. Toyocom's investment in its 8.5-acre facility and equipment is in excess of $20 million. Toyocom currently operates eight autoclaves for producing crystals at the Mint Farm Industrial Park. 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 85 workers.

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

In October 2013, PNW Metal Recycling LLC purchased an existing facility in the Mint Farm Industrial Park. PNW Metal Recycling, LLC purchases and processes metal recyclables, as well as dismantles automobiles for reuse and resale of auto parts. The company employs ten full-time employees.

Financial Summary

Bell Lumber and Pole announced in July 2015, it will be breaking ground and opening a pole peeling yard in 2016. The Mint Farm location, part of a company expansion, is between existing facilities in Conway, Washington and Lebanon, Oregon. The manufacturer expects to hire between six and fifteen employees consisting of yard and administrative staff.

Other Economic Successes

Downtown and central business core development has shown significant activity since 2014. The City has several infrastructure initiatives underway including Phase 3 of the downtown streetscape project on Commerce Avenue estimated at $1.1 million.

DOWNTOWN CORRIDOR IMPROVEMENTS

Recent investments in pedestrian and bicycle safety and mobility projects have provided improved access along the Washington Way and 15th Avenue corridors that are major transportation corridors into the business district. These improvements provide better connectivity from Lower Columbia Community College and other adjoining commercial/office districts to the Downtown Commerce district.

The arts have also become a major advance in the downtown. The Longview Outdoor Gallery now has a collection of 9 permanent and 6 exhibit sculptures throughout the downtown. This gallery complements a variety of outdoor art that is displayed at City parks and buildings. The downtown also boasts the Columbia Theatre for the Performing Arts and Stageworks Northwest, 2 premier performing arts theatres that bring incredible musicals, drama's, and community theatre. Collectively, the arts are increasingly becoming a significant attraction to bringing visitors to downtown Longview.

Longview also stands to benefit from several commercial construction projects either recently completed or on the horizon for 2016. Commercial projects of note include:

- Canterbury Park Retirement Community's recent completion of a $4.8 million 33-unit complex for senior living.
- The completion of a $6.4 million renovation of the Myklebust Gym at Lower Columbia College.
- Stirling Honda's $2.3 million construction and renovation for a new Honda dealership in 2016.
- Waite Specialty's $1 million construction of a new machine shop.

Community leaders believe Cowlitz County is well positioned for continued economic success. Longview offers new and exciting opportunities with which few others can compare. Proximity to Portland, Oregon, and easy accessibility to a beautiful scenic environment give Longview a unique advantage. The Columbia River, gateway to the Pacific Ocean, abundant natural resources, and a productive labor force all attest to the reason Longview continues to be one of business and industry's top choices for location and expansion.

Lower Columbia College

Lower Columbia College (LCC) is a growing asset to Cowlitz County and the region's economic base. LCC was established in 1934 as Lower Columbia Junior College. In 1961 it was elevated to a community college. In 1967, it joined the state-supported community college system. Total enrollment in 2015/16 exceeded 6,350 students. and the top six areas of study include nursing, business management, welding, medical assisting, early childhood education, and criminal justice.

Meeting Community and Service Needs

During 2015 and 2016, the City of Longview planned and implemented several major Council initiatives designed to meet the need for services and improve the overall quality of life in the city.

Provide sustainable water quality & environmental infrastructure

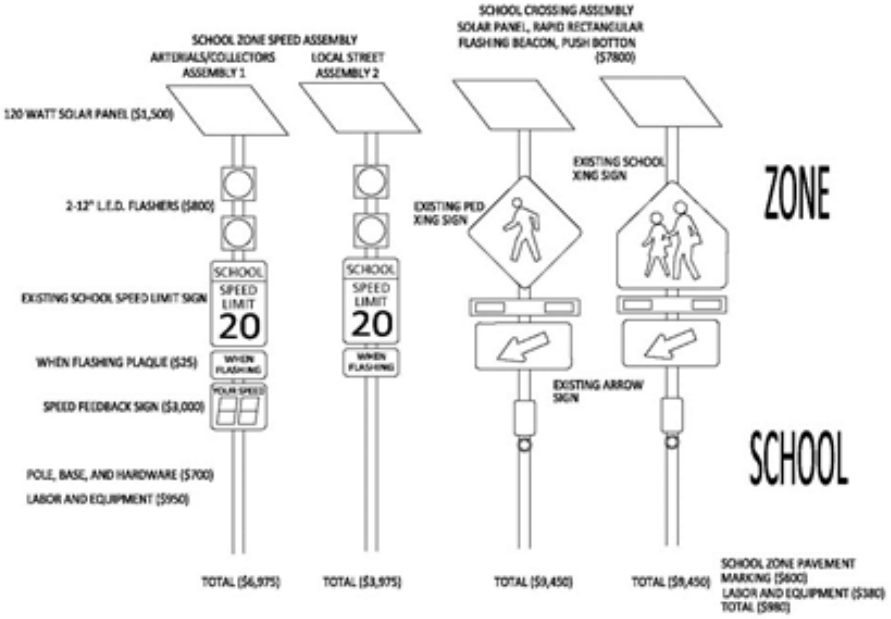
- ***Mint Farm Regional Water Supply*** - Due to the deteriorated condition of the Fishers Lane water treatment plant, fish screening that did not meet environmental regulations, a lack of capacity to meet future demand, and sediment buildup in the Cowlitz River continuing many years after the eruption of Mt. St. Helens, the City Council decided to build a new water treatment plant supplied by groundwater wells tapping into a deep aquifer at the Mint Farm Industrial Park. The new water supply began serving customers on January 31, 2013. After several months of operation, the change in water chemistry from the Cowlitz River to groundwater resulted in a significant increase in water quality complaints. Although the water was safe to drink, the City Council hired a firm to facilitate a Customer Advisory Committee and review options for improving the water supply. Based on the Committee recommendations, the City studied the feasibility of obtaining water from horizontal collector wells near the Cowlitz River in lieu of the Mint Farm groundwater. After drilling four test wells, the study concluded horizontal collector well water quality would not be any better than the Mint Farm groundwater and the City should continue using the Mint Farm water supply. The City will install dissolved oxygen injection, and is studying additional treatment processes to improve the quality of the treated Mint Farm water.
- ***Water Main Replacements*** – Due to water quality concerns generated by the Mint Farm water supply, the City installed 2,600 feet of new water main to improve distribution system flow and circulation, and replaced over 12,300 feet of deteriorated main. Work will continue to replace additional water mains during 2017 and 2018.
- ***Lake Sacajawea Flushing project*** - Since the early 1980s, water quality has been improved in Lake Sacajawea by flushing the lake during the summer with untreated Cowlitz River water from the Fishers Lane water treatment plant intake. The previous flushing method was no longer feasible on a long term basis after the Fishers Lane plant was decommissioned. After evaluating a number of alternatives, the City Council decided to modify the existing surface water intake to continue flushing the lake with Cowlitz River water. After a nearly four-year effort to obtain environmental permits, the City completed modifications to the intake to continue providing flushing water to Lake Sacajawea.

Financial Summary

- ***Sewer Pump Stations Rehabilitation –*** Many of the City's sewer pump stations have reached the end of their useful life and must be replaced or upgraded to maintain reliability and safety. The City Council has authorized a multi-year program to rehabilitate all of the City's sewer pump stations. During 2013 and 2014, the five most deteriorated pump stations were replaced at a project cost of $8.4 million dollars, including a new forcemain to eliminate sewer overflows during heavy rainfall events. Design and construction to replace the next five sewer pump stations will begin in 2015 at an estimated cost of $6.5 million.

Improve transportation systems

- ***Signal and intersection improvements*** – Pedestrian signal and curb bulb-out improvements were completed at various intersections along the 15th Avenue and Washington Way corridors to improve pedestrian safety and visibility along these busy streets.
- ***New School Zone Signage*** - The City began completing a project to upgrade school zone signage in all school zones in the Longview city limits to increase compliance with school zone speed limits and to improve safety at school crossings and within the school zones. Existing signs are replaced with flashing beacon signs, and school zones on major streets are receiving driver speed feedback signs at the start of the school zones. The final three schools will receive their school zone upgrades in early 2017.



- ***RiverCities Transit*** - The City of Longview operates the urban area's public transit system in Longview and Kelso in accordance with a contract with the Cowlitz Transit Authority. Since 2008, when voters approved a sales tax increase for public transit, RiverCities Transit and the Cowlitz Transit Authority developed a Transit Enhancement Plan and began implementing the identified service improvements by hiring additional drivers, purchasing additional buses, and expanding fixed route and paratransit services in the community. Service expansion has included new and revised routes and stop locations, new schedules, and multiple cross city connector routes. Due to the

expanded service, RiverCities Transit has outgrown its facilities at the City Shop and the Downtown Transit Center. In September 2016, the City was awarded a $2,784,000 federal transit grant to expand the Transit Center from 1,250 SF to 4,250SF to provide appropriate facilities for drivers and administrative staff, and to provide improved lobby, restroom, and shelter facilities for the public. A new bus drive aisle will more efficiently handle the larger buses currently operated by RCT and provide a safer vehicle circulation path that eliminates the need for pedestrians to cross a drive isle to catch a bus. The City was also awarded $832,000 in federal funds to purchase two large fixed-route buses to replace two that are nearing the end of their useful life.

- ***Street Maintenance*** – A significant challenge facing the City is providing adequate maintenance of its roadway system. Although the City Council has increased funding for street maintenance materials, and a recent motor vehicle fuel tax increase included a small allocation to cities, at the current level of street maintenance funding, the overall condition of the City's streets continues to drop. The City Council created a subcommittee to explore options for maintaining roadway condition and is considering forming a Transportation Benefit District to provide additional planning and funding resources dedicated to roadway maintenance and improvement.
- ***Washington Way Bridge Replacement*** -The deteriorating wooden Washington Way Bridge built in 1936 was replaced with a new concrete bridge. This project also uncovered and restored historic concrete street panels on the approaches to the bridge.
- ***Columbia Heights Road Slide*** – Columbia Heights Road experienced its second landslide in several years that blocked the roadway. The roadway was cleared, a temporary debris wall was installed, and the road reopened to traffic in several days. The City has received federal funding to construct a permanent retaining wall to prevent future road closures from landslides at this location, and the work will be completed in 2017.

Continue effective financial management

- ***Sound financial management*** – For the year ended December 31, 2014, the Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Longview. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of a state and local government financial report. The City of Longview has been the recipient of this prestigious award for the past twenty-one years.
- ***Grants, contributions and donations*** - Effective and responsible financial management of the City continues to be a top goal for the Longview City Council. Receiving $6.1 million in federal awards and more than $788,000 in state grant assistance helped the City to achieve this goal in 2015. City staff is very diligent in searching out and applying for federal and state funding opportunities wherever and whenever possible.
  - Longview Fire Department received a grant of approximately $20,000 to purchase 10 sets of fire suppression clothing from Firehouse Subs.
  - The Friends of Longview Library and Longview Library Foundation gave approximately $100,000 each year to support the library in purchasing materials and for library programs and events.
  - The Library received a grant of $12,480 from the Washington State Library to purchase equipment, books, and related materials to teach technology classes for the public. The Friends of Longview Library and Longview Library Foundation gave approximately $100,000 each year to support the library in purchasing materials and for library programs and events.

Financial Summary

- The City was awarded a $2,784,000 federal transit grant to expand the Transit Center from 1,250 SF to 4,250SF to provide appropriate facilities for drivers and administrative staff, and to provide improved lobby, restroom, and shelter facilities for the public.
- City was also awarded $832,000 in federal funds to purchase two large fixed-route buses to replace two that are nearing the end of their useful life.
- Parks and Recreation received over $124,000 in contributions and donations so far this biennium. The City Neighborhood Park Grant was used for things such as the Community Gardens irrigation project, dog park improvements and Shay locomotive improvements (Community Gardens Photo)

- Longview Police Department has received over $1,000,000 in grants, contributions, or donations such as the Bullet Proof Vest Grant, Homeland Security Grant, COPs Hiring Grant as well as the following:
  - JAG (SRO) - Justice Assistance Grant. LPD uses the Justice Assistance Grant funds towards a portion of the School Resource Officer program.
  - STOP grant – We aren't managing the STOP grant right now. In the past it was used for law enforcement training for all agencies in our county that focused on domestic violence, sexual assault and stalking.
  - WASPC (RSO) – LPD receives pass through monies from Washington Association of Sheriffs and Police Chiefs to be used for managing the registered sex offender verification program. A portion of a clerical position is funded with these monies as well as overtime funds for officer to go to home the home residence of sex offenders to verify they are living at the address where they have registered.

- ***WellCity Award*** – The City has received this award for the ninth consecutive year from the Association of Washington Cities Trust Benefit, resulting in a 2% reduction in insurance premiums. (WellCity)
- ***Insurance Reductions*** – As a result of an annual liability program audit conducted by the Washington Cities Insurance Authority (WCIA), the City has reduced its liability coverage premium by 7.4% in 2017. The City will be eligible for a similar cost avoidance for 2018.
- ***Successful Bargaining Agreements*** – Negotiations for all six bargaining units are currently underway. On-going labor/management meetings continue in an effort to maintain open lines of communication between union members and management. Compensation parameters have been established and approved for the 2017/18 biennium.

Strengthen economic conditions & create new opportunities

- ***Improving the Vitality of Downtown*** - Re-energizing and revitalizing Downtown Longview has been identified as an important step in helping our community to increase economic development opportunities. A community vision session in 2011 helped determine the best approach to obtaining greater economic vitality in downtown Longview. Improving the vitality of downtown Longview is a work in progress.
  - The City continues to implement the Downtown Action Plan that included many recommendations

to help increase the health and vitality of downtown Longview. Among the actions recommended, the City is currently working on the following:

- The second phase of a three-phase Downtown Streetscape Improvement Project was completed in 2016 with the third and final phase scheduled for construction in 2017.
- Tree lighting has been added to the landscape trees on the Commerce Avenue Corridor to enhance safety and visual appeal in the downtown in the evening hours. Tree lighting will be expanded to the third phase of the Downtown Streetscape Improvement Project once the project is complete.
- The City partnered with the Downtowners organization to install and maintain flower baskets on the new street light poles along Commerce Avenue in 2016. It is anticipated that this partnership will continue with fresh flower baskets placed on the street light poles in late spring 2017.
- The downtown continues to host annual events like the Bow-Tie Bash car show and new events like the Rustic Rubble Market to attract citizens and visitors to our downtown.

- Adoption of parking changes – A new parking scheme ordinance was approved and implemented. In 2011, Longview City Council modified several of the existing on- and off-street parking regulations in downtown Longview. These changes were based upon recommendations included in the City's new downtown action agenda, which was developed with the input of many downtown businesses, employees, customers, residents, and others interested in the revitalization of downtown. The changes took effective January 1, 2012 and have been implemented on a two-year trial basis. Additional changes were made to parking regulations after the trial basis that included adding back permit parking in the three busiest city lots at the request of business owners.
- In 2012, the City completed a public design process for streetscape improvements in the Downtown Commerce District, with the initial phases focused on Commerce Avenue. Subsequently, the City received a number of federal, state, and county grants and has completed four blocks of the Commerce Avenue improvements. The fifth and final planned block of improvements will be constructed in 2017. These improvements provide pedestrian friendly street lighting, expanded sidewalk and gathering spaces, locations for public art, new street trees and landscaping, and pervious concrete crosswalks and biofiltration planters to manage storm water runoff.

- ***Tennant Way Streetscape*** - The City worked with local residents, businesses, and property owners, and the general public, to create a conceptual design of streetscape improvement ideas for the "gateway" into the City. The project was completed in 2015 and included ways to manage storm water runoff with low impact development (LID) techniques while enhancing the appearance of the streetscape. The project converted some curbside parking and median areas into attractive landscaping and biofiltration planters that capture and treat storm water.
- ***Beech Street Drainage Improvement*** – Design began for a project to replace a large aging and rotting wooden culvert beneath the Beech Street median between 21st and 28th Avenues. This project will be constructed in 2017 and 2018.

Enhance public safety and emergency response

Public safety - Public safety continued to be a priority among the Council's strategic initiatives in 2015 and 2016. The Council stays committed to its ultimate goal of reducing crime to or below the crime rates for comparable cities in Washington state.

- ***Drug Take-Back Events*** – The Longview Police Department, along with other local law enforcement agencies, has conducted four different drug "take-back" events since 2011, giving the public another

opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, and unwanted prescription drugs. The service is free and anonymous, no questions asked, and addresses a vital public safety and health issue. Several law enforcement agencies in Cowlitz County now offer permanent pill-disposal bins to keep unwanted prescription drugs out of the hands of drug abusers and the water supply.

- ***Community Outreach and Partnership building*** – Members of the department participate in shop with a cop each year, sit on many local community boards including the Anti-fraud coalition, Anti-Drug Coalition, Community House, Cowlitz Chaplaincy, Head Start, Emergency Support Shelter, United Way, Housing First Coalition, Crime Stoppers and others.
- ***Cop Chats*** – In 2016, Longview Police Department held two cop chat community meetings. Once focused on the topic of police and community relations and the second cop chat focused on gang activity in our community. The police department plans to continue holding community meetings in the future.

- ***Coffee with a Cop -*** Longview Police Department participated in a national program aimed at bringing police officers and community members together for informal conversations about topics of interest by the public. Longview Police Department partnered with 4 local coffee shops to hold their first event in the fall of 2016. Officers were located at all 4 locations for one hour and talked with community members who came to those locations.
- ***Traffic Safety Emphasis*** – Work with Cowlitz County and other law enforcement agencies to increase traffic patrols on selected dates targeting DUI, seat belt violations and texting and driving distractions. School resource officers participate and help coordinate the Every 15 Minutes program at both local high schools.
- ***Photo Traffic Enforcement Pilot Program*** – Because the City of Longview is committed to the safety of the community, it recognized that speeding in a school zone is a clear threat to public safety. The goal of Longview's traffic safety photo enforcement program is to modify dangerous driver behavior and improve safety in school zones for our children. Speed cameras are currently in 6 of the school zones in the city limits of Longview. The council voted to not renew the contract with the city's photo enforcement vendor. The program will end in December 2016.
- ***Online reporting*** -Citizens are encouraged to file online reports for minor incidents that have no suspects. Citizens may file online reports for hit-and-run accidents with no injuries, identity theft, lost property, theft, theft from a vehicle, vandalism, and vandalism of a vehicle. Besides freeing up officers to respond to and follow up on more serious crimes, the online reporting system is convenient for citizens because they can file such reports at any time of the day, and they don't have to wait for an officer to arrive or call. In addition, citizens who use the online reporting system may print out their own reports. The web-based crime reporting service is available 24/7 through the City's web site. In 2016, the police department expanded the use of online reporting to businesses for a merchant shoplifting reporting program. Security staff for several local retail businesses can complete shoplifting reports via this system which are then forwarded to officers for review. This saves time as officers do not have to respond to the store and complete the report.
- ***Citizens Police Academy -*** Longview Police Department partners with Kelso Police Departments and Cowlitz County Sheriff's Office to host an annual Citizens Police Academy. The goal of the Academy is to provide useful information to citizens about law enforcement within our community. Instruction will be provided on Patrol, SWAT, Drugs, Use of Force, Street Crimes, K-9 and much more. The academy will offer tours of the Cowlitz County Jail, 911 dispatch center and students will be allowed to participate in a 3 hour police ride-a-long.

- ***Longview Police engages with the community through social media outreach*** - In 2015, Longview Police Department began using both Facebook and Twitter to communicate with the public. The department uses social media to interact with the community and share valuable information in a timely manner. The information shared has varied from crime prevention tips to photos of suspects where the community's help is needed for identification. The police department has also used social media to help locate the owners of lost property, locate missing children, share street closure information, distribute safety information to the public when suspects are on the loose.
- ***Crime analysis tool available to the public-*** Longview and area residents can find out more about police calls in their neighborhoods thanks to a public crime map developed by BAIR Analytics and offered by RAIDS Online. According to the website, "RAIDS Online connects law enforcement with the community to reduce crime and improve public safety. Crime mapping helps the public get a better idea of the crime activity in their area so they can make more informed decisions about how to stay safe."
- ***Fire suppression highlights - Council adopted fire suppression standard of coverage;*** the adopted response time standard of 6 minutes or less 90% of time to fires is met 62% of the time;
- ***Fire & EMS enhancement highlights*** - Council adopted EMS standard of coverage; response time of 6 minutes or less 90% of time to emergency medical incidents is met 81% of the time, Longview Fire Department now employees nine firefighter/paramedics, and engines staffed with paramedics are making a difference in patient outcome. The most remarkable highlight is recovery from Cardiac Arrest. In the case of Cardiac Arrest patients, when bystander CPR is initiated of a witnessed arrest, LFD/AMR is transporting 87% to the hospital with a return of spontaneous circulation and 57% of those patients are discharged from the hospital with little noticeable neurological deficits.

Address quality of place issues

- ***Community events*** - Longview residents continue to take pride in the community by supporting and participating in annual events such as Squirrel Fest (fourth year), and the Cardboard Boat Regatta (sixth year). Other annual events include Go 4th, the Christmas Parade and tree lighting, Unique Tin Car Cruise, the summer concert series at Lake Sacajawea, Longview Soccer Club's Kickoff Classic, numerous health and fitness walks and runs, and assorted sporting events like this year's Babe Ruth World Series and Cowlitz Black Bears baseball. Longview Parks and Recreation hosted Concerts at the Lake, Movies at the Lake, $5 5k Run Series, Adult Softball Tournaments, Family Outdoor Adventure, Swim Dash Splash Triatholon, Passport to Healthy Families, Handcrafted Holiday Bazaar, Father Daughter Ball, Seahawk Poker Walk, Breakfast with Santa, Extreme Machine, Mud Day, Photo Show, and many other community wide events.
- ***Facilities joint use agreement*** - A renewed facilities joint use agreement and collaboration with the Longview School District continues to be a positive relationship that benefits students and community residents.
- ***Neighborhood Park Grants –*** This long-standing program administered by the Parks and Recreation Department continues to leverage volunteer hours and financial contributions from a variety of organization to upgrade existing facilities and install new ones throughout the City's parks system. An exciting example of that is a new disc golf course at Roy Morse Park.

Financial Summary

- ***Concessions at Lake Sacajawea -*** The city has approved on a trial basis to host a food and beverage concession as well as a non-motorized boat rental concession at Lake Sacajawea. Additionally, the city opened up the summer concert series to allow for an additional vendor during the summer concert series. Vendors have been successful and the program will continue with evaluation.
- ***Middle School Golf Program -*** Individuals from the Pro Shop, Maintenance Staff, and volunteers donated time and effort to provide a free program of instruction on introductory golf to middle school students. Over 100 students participated in the program and look forward to doing it again in years to come.
- ***Golf Course Improvements -*** A new 30 space cart storage facility was constructed and a celebratory grand opening was held. In addition to the cart storage facility, a new roof over the outdoor seating was installed, an HVAC system was put in, and the restrooms in the clubhouse were painted.
- ***Tree City USA designation*** – The National Arbor Day Foundation once again named Longview a Tree City USA. 2016 is Longview's 33rd year as an official Tree City. The designation of Tree City USA gives Longview access to special Federal & State grant opportunities relating to the care, management, and replacement of trees in our beautiful urban forest. This year Parks and Recreation Partnered with local elementary schools to create a contest for Arbor Day. Columbia Valley Gardens was the winning school and a tree was planted in their school garden in honor of Arbor Day
- ***Comprehensive Plan -*** The 2016 -2022 Park and Recreation Comprehensive Plan was approved and adopted. The Comprehensive Plan gives Longview the ability to apply for State and Federal Grants and also lines out the priorities and goals for the department.
- ***AWC Municipal Excellence Award -*** The Parks and Recreation Department received an AWC Municipal Excellence Award for Empowering Citizens for the Neighborhood Park Grant Program and the Cloney Skate Park Revitalization Project. Volunteers from the community, local schools, and the skateboarding community joined together to install a geometric paint project overlaying the Cloney Skate Park. Since the installation, there has been a greater sense of community pride in the park and less vandalism and trash has occurred.
- ***Grant to Support Local Out of School Time Programs -*** Longview Parks and Recreation in partnership with the National Recreation and Park Association (NRPA), has received $25,000 in grants to support its out-of-school time healthy food access and nutritional literacy programs. The gift is part of a $2.3 million grant NRPA received from the Walmart Foundation to support out-of-school time programs in 80 park and recreation agencies. The purpose of the grant is to: increase access to healthy meals, provide nutrition education, and implement physical activity standards.
- ***Community Partnerships -*** Longview Parks and Recreation, Youth and Family Link, and the YMCA worked together on two events, Passports to Healthy Families and Swim Dash Splash Triathlon. Working together allowed for these programs to reach a broader audience, share in the resources, and collaborate moving forward in making our community healthier.
- ***Fire Department Open House -*** Each year the Longview Fire Department invites area pre-school, kindergarteners, and 1st graders, to tour the station during Fire Prevention Week. In 2015 we had over 600 children, teachers and parents visit. A few highlights included Smokey Bear, Sparky the Fire Dog, Life Flight, Cowlitz County Search and Rescue, Cowlitz County Head Start, Longview Police Department, Underwriter Laboratories, Longview Parks and Recreation and St Johns Trauma unit.

- ***Longview Fire Marshal Emphasizes Fire Safety -*** During 2015, with unseasonably warm and dry weather, the City of Longview strongly encouraged its citizens to be extra vigilant with the use of Fire Works. Due to the extra precautions taken by many of the public, the City suffered very few fireworks damages. In addition, Longview Fire assigned personnel to respond to assist in State Mobilization Wildfire events during the summer of 2015.
- ***Community Risk Reduction*** – In partnership with Vision 20/20, LFD personnel installed 366 Smoke Alarms in Highland area homes. During those installations, LFD personnel also worked with the tenants to identify other hazards and helped to make them aware of other risks that are in the areas of their homes. During the most recent biennium Longview Fire personnel participated at least monthly in Safe Kids events. LFD assisted with distribution of bicycle helmets, outfitting Life Jacket Loaner boards and installation of Car Seats.
- ***It is the season for child window falls -*** Longview Fire Department in conjunction with KLTV and other Public Education experts created a video for creating awareness of child fall hazards, especially children from windows in homes. Along with the awareness education, LFD recommends installation of fall prevention devices that are difficult for young children to operate but are easily opened by an older child or adult.
- ***New Library programs*** - The Longview Public Library began computer/technology classes for the community located both in the library and also out in the community at senior living facilities. These ranged from basic computer classes, to using the Internet, selecting the right computer/digital device, and how to use the library's digital services. The classes have been taught by library staff and volunteers from the community. The library also began a weekly tech help time every Thursday afternoon from 1-3 pm to help members of the community better learn how to use their laptops, tablets, e-readers, and smartphones.
- ***Library goes high-tech*** - The Library now offers access to over 56,000 e-Books, e-Audiobooks, digital music and movies through the Washington Anytime Library and Hoopla which was added in 2016 to increase the public's access to digital material. We also have access to the online databases Consumer Reports, the Auto Repair Center, Reference USA, and ProQuest.

- ***Library events*** - Youth Services had a big couple of years with an average of 1,200 Longview children participating in the county-wide Summer Reading program each year. Over 600 children and their families celebrated a successful summer of reading by attending Literacy Night with the Black Bears where every child who reached their reading goal received tickets (and a hot dog and drink) to a Cowlitz Black Bears game. Finally, we had 600 children and their families at our Little Monster Mash in 2016 (there were 400 in 2015) filling up the entire lower floor of the library
- ***Reciprocal borrowing*** - A pilot project with City of Kelso began in April of 2015 offering reciprocal borrowing privileges between the Longview and Kelso Public Libraries. Patrons, in good standing, from either library could go to the other library and get a library card from that library with full borrowing privileges. At the end of the pilot project, both library boards and City Councils agreed to continue the reciprocal borrowing for three more years until June of 2019.
- ***Library cards for business owners*** - The library offered library cards to all Longview business owners and property owners who weren't already a resident of Longview or the Cowlitz County Partial-County Rural Library District in its effort to reach to small business owners with the resources and materials we have to help them succeed.

Financial Summary

- ***Longview Library's 90th Birthday*** - The library celebrated its 90th Birthday with a month of programming and events that culminated in an Open House. As part of its celebration, the library began a pilot project eliminating most overdue fines except on high demand items and equipment.
- ***New library card*** -The Longview Library unveiled its new, and improved, library card featuring the library's new logo that also include a smaller version of the card that goes on your key ring for easy convenience.
- ***Boards & Commissions online*** - The executive department launched its new boards and commissions webpage. The new Boards and Commissions application allows citizens to learn detailed information about each board or commission, view current rosters, see current or upcoming vacancies, and even apply online. The end result was a significant time and cost saving for the City and greater public awareness of the boards and commissions appointment process.
- ***GovQA***- The City launched GovQA, a web-based public records request software solution that allows requesters to find information or submit a public records request over the web. It has helped streamline *the City's* processes and has enhanced collaboration across departments.
- ***Recurring credit card payments*** – City of Longview customers now have the ability to pay their bill automatically each billing period by activating the recurring credit card feature found on the City's online service access page at www.mylongview.com or visiting the Finance department during business hours.
- ***The Historic Shay Locomotive*** – The restored Shay locomotive has been returned to the site next to the Longview Public Library in the Civic Center District. Hundreds of visitors have had the opportunity to see the inside of the Shay locomotive, ring the bell or sound the whistle thanks to volunteers who open the Shay for special events. The donation of custom staircases for use during special occasions has helped train enthusiasts get a closer look at this historical artifact. The City applied for a 2016 State Heritage Capital Grant to help complete the Shay pavilion. The project is ranked 13 out of 30 and stands to receive $60,000 to complete the project, including sidewalks, benches, lighting and interpretive panels. Improvements to the squirrel statue are also planned by community groups.

- ***Project Longview Community Assessment Team*** - Recent accomplishments of the task force include successful advocacy of a façade improvement program for downtown buildings and renovating RA Long Park, and identifying locations and developing designs for large "Welcome to Longview" signs at three different gateways into the City. The first such sign was constructed and installed in 2014 as a result of a generous donation from the JH Kelly Corporation. Project Longview has turned its attention to a creation of a Master Wayfinding System Plan in coordination with the City of Kelso.

Preserve and enhance neighborhoods

- ***Cleaner Neighborhoods*** – Several projects and programs within the City are valuable resources for making our community a better place to live.
  - **City Beautiful** - The sixth annual City Beautiful Month this past September gave residents an opportunity to get rid of items around the house. Additionally, the City also used this as an opportunity to remind residents about keeping their respective alleys clean, if applicable, including such areas as cutting overgrown grass, weeds and other vegetation. In the six years this event has redeemed 6,001 free disposal coupons, while disposing of 1,620 tons of garbage at a cost of $78,585.
  - **Efforts to reduce recycling contamination**– Educational efforts by the Solid Waste and Recycling Division resulted in the recycling contamination rate dropping from 45% in 2006 to 19.1% through August 2016. The recycling website and Facebook page that were developed in July 2011 continue

to be a valuable resource for residents to learn more about the benefits of recycling and ways to reduce contamination.

- ***Highlands Neighborhood Association (HNA)*** **-** With the formation of the HNA back in 2008, a revitalization plan was developed that focuses on crime prevention, housing, economic development, and public facilities and services. This program continues strong with the completion of projects such as the Highlands Neighborhood Trail and the Highlands Community Center/Library.
- ***Zoning Code Update*** **–** Staff continues to update the Longview City Zoning Code to facilitate highest and best use of properties, preserve neighborhoods, encourage economic growth and activity, and provide a quality sense of place.
- ***Critical Areas Code Update*** **–** The city is on schedule to complete update of the Critical Areas Code in June of 2017.
- ***Historic Preservation*** **–** Two houses have been added to the Longview Historic Register since a 4-part public engagement process was completed in spring of 2016 with residents of the Old West Side Neighborhood. The Monticello Hotel is under new ownership and will have a renovation to restore the hotel close to its original design. In return the project may take advantage of a special tax break for historic restoration projects.
- ***RA Long Park Upgrades*** **–** The City completed phase one of a project to improve RA Long Park by relocating the bust of RA Long from the park to the south plaza in front of the Longview Public Library, and demolishing the concrete central plaza. This was the first phase of the RA Long Park Master Plan approved by the Longview Historic Preservation Commission to replace damaged concrete in the plaza, park pathways, and perimeter sidewalks, and install a decorative water fountain in the central plaza. The next phase of the project to construct the fountain and install new concrete will begin in 2018.

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.

Revenue Sources for the City of Longview

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2018 Budget
Taxes	**$25,748,453**	**$26,325,005**	**$26,774,350**	**$27,463,000**	**$28,012,750**

Taxes are assessments levied to support a wide variety of governmental services. Major General Fund tax sources for the City of Longview include property taxes, retail sales and use taxes, business and occupation taxes, and utility taxes. Combined, these resources account for 78% of General Fund revenue. Tax revenue estimates for the upcoming biennium reflect a 2.6% increase in 2017 and a 2% increase in 2018. These estimates provide for modest growth in virtually all segments of tax revenue. Property tax revenue estimates assume a 1% increase in addition to annexation and new construction. Sales and B&O tax estimates provide for moderate increases reflecting ongoing modest improvement in the area economy. Anticipated growth in 2017-18 utility tax revenue estimates are due to anticipated utility rate hikes in both, private and public utilities. Estimates are based upon historical trends and a general awareness of occurrences in the local economy.

Licenses & Permits	**$804,455**	**$777,951**	**$794,850**	**$886,000**	**$908,000**

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. Building permit revenues have begun to show signs of improvement recently and are expected to grow by more than ten percent over the upcoming biennium. 2017-18 business license revenue estimates provide for modest increases.

Intergovernmental	**$1,856,576**	**$1,814,718**	**$1,484,150**	**$1,848,450**	**$1,902,000**

Intergovernmental revenues consist of grants and remittances to the City from other governmental units. Federal grants, state-shared revenues and inter-local distributions are primary sources of intergovernmental revenue. The increase in 2017-18 intergovernmental revenue is largely due to increasing motor vehicle fuel tax distributions due to the Legislature's approval of a transportation package and an increase in the gas tax.

Charges for Services	**$3,288,333**	**$3,632,684**	**$3,900,680**	**$3,656,710**	**$3,755,790**

Charges for Services represent revenues received for various programs/services provided to the community. Examples of fees collected include those for recreational programs, engineering and administrative overhead charges. The City of Longview also receives fees from area industries just outside of city limits for fire protection services. The decrease in 2017-18 charges for services is directly due to a reallocation of administrative overhead charges.

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2018 Budget
Fines & Forfeits	**$618,809**	**$608,408**	**$655,800**	**$595,750**	**$603,250**

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. Based on recent trends, the City of Longview is anticipating a decrease in its fines and forfeiture revenues.

Miscellaneous	**$244,411**	**$312,674**	**$192,340**	**$367,890**	**$376,540**

Miscellaneous revenue is received from sources not provided for elsewhere within the BARS revenue account structure. Interest earned on investments, income from rentals and leases of City-owned property and private contributions are the primary sources of revenue in this category. The 2017-18 miscellaneous revenue estimates anticipate growth from all revenue streams accounted for within the Miscellaneous category. In addition, to increasing inflows of private contributions for a variety of the City's recreational programs combined with increased revenues from space and facility rents, the City expects to receive greater returns on its investments as interest rates begin to rise.

Other Financing Sources	**$576,051**	**$113,692**	**$188,660**	**$135,000**	**$140,000**

Other Financing Sources represent general revenue received from proceeds derived from the sale of fixed assets and inter-fund transfers received from other funds. The Other Financing Sources amounts displayed for 2017-18 reflect transfers from the Public Safety Fund for its respective share of the costs associated with the traffic engineer's position.

TOTAL REVENUES	**$33,137,088**	**$33,585,132**	**$33,990,830**	**$34,952,800**	**$35,698,330**

In total, General Fund revenue estimates reflect increases of 2.8% and 2.1% respectively, in the upcoming 2017-18 biennium. Throughout 2015 and 2016, Longview witnessed growth in its retail trade activity. While a small portion of the increase can be attributed to one-time construction projects, the remainder lends itself to an improving economy. The City's recent investment in infrastructure projects such as the Washington Way bridge, Tennant Way and the Downtown Streetscape projects combined with the private investments taking place in the downtown have created a real optimism for area citizens. This public-private investment bodes well for the City and sets the stage for continued economic growth as we look ahead into the future.

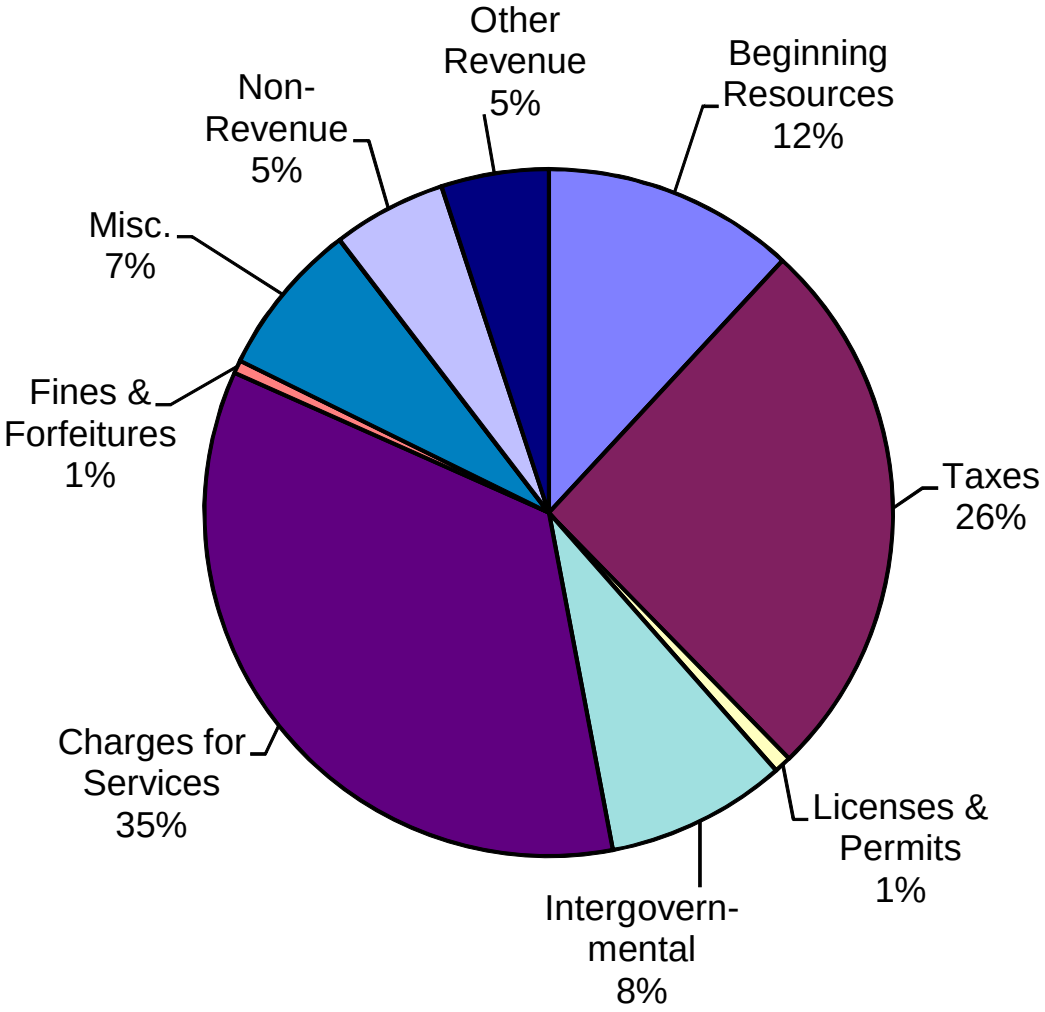
Revenue Summary for 2017

By BARS Revenue Source

B.A.R.S. I.D. Revenue Type	308 Beg. Res.	310 Taxes	320 Lic. & Permits	330 Intergov.	340 Chg. For Ser.	350 Fines & Forf.	360 Misc.	380 Non-Rev.	390 Other Rev.	Total Revenue
GENERAL FUND:										
General Fund	$1,658,860	$27,463,000	$886,000	$1,848,450	$3,656,710	$595,750	$367,890	$0	$135,000	$36,611,660
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$371,570	$0	$0	$1,437,630	$0	$0	$0	$0	$695,000	$2,504,200
Downtown Parking Fund	$28,570	$0	$0	$0	$0	$21,200	$19,550	$0	$0	$69,320
Economic Development Fund	$199,810	$557,500	$0	$0	$2,500	$0	$5,400	$0	$0	$765,210
HOME Fund	$0	$0	$0	$352,500	$24,000	$0	$0	$0	$0	$376,500
CDBG Entitlement Fund	$0	$0	$0	$327,500	$0	$0	$0	$0	$0	$327,500
Criminal Justice Assistance Fund	$569,250	$0	$0	$309,660	$0	$0	$24,300	$0	$0	$903,210
Public Safety Fund	$1,414,380	$0	$0	$135,000	$0	$70,000	$300	$0	$0	$1,619,680
Tourism Special Revenue Fund	$15,840	$40,000	$0	$67,000	$0	$0	$0	$0	$0	$122,840
Parks & Rec. Memorial Trust Fund	$94,500	$0	$0	$0	$0	$0	$1,000	$0	$0	$95,500
Northwest Health Foundation	$0	$0	$0	$0	$0	$0	$18,000	$0	$0	$18,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	$0	$0	$0	$0	$0	$0	$213,800	$175,000	$244,280	$633,080
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$45,000	$0	$0	$45,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$0	$0	$0	$0	$15,000	$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$109,720	$285,000	$0	$4,000	$0	$0	$11,000	$0	$10,000	$419,720
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$0	$0	$3,350,000	$3,350,000
Building Replacement Fund	$263,750	$0	$0	$0	$0	$0	$1,250	$0	$0	$265,000
PERMANAENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$1,000	$0	$0	$1,000
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$0	$0	$0	$5,413,660	$0	$6,250	$0	$0	$5,419,910
Water Construction Fund	$2,442,740	$0	$0	$0	$2,205,200	$0	$1,500	$470,000	$0	$5,119,440
Sewer Operations Fund	$87,140	$0	$0	$0	$11,531,120	$0	$10,200	$90,860	$0	$11,719,320
Sewer Construction Fund	$4,488,000	$0	$0	$0	$0	$0	$5,000	$1,412,000	$0	$5,905,000
Filter Plant Operations Fund	$0	$0	$0	$0	$1,187,300	$0	$0	$0	$0	$1,187,300
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$0	$83,450	$486,550	$570,000
Sanitary/ Recycling Fund	$0	$0	$0	$0	$5,234,300	$0	$6,000	$0	$0	$5,240,300
Storm Water Fund	$635,400	$0	$0	$0	$4,101,640	$0	$10,000	$3,636,820	$48,200	$8,432,060
Transit Operations Fund	$0	$0	$0	$4,800,490	$3,972,310	$0	$25,590	$0	$0	$8,798,390
Mint Valley Golf Fund	$0	$0	$0	$0	$586,950	$0	$55,600	$0	$0	$642,550
Mint Valley Racquet Fund	$0	$0	$0	$0	$0	$0	$0	$0	$12,100	$12,100
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$0	$0	$4,000	$0	$0	$1,514,480	$0	$0	$1,518,480
Office Equipment Reserve Fund	$593,200	$0	$0	$0	$44,500	$0	$873,680	$0	$0	$1,511,380
Equipment Rental Operations Fund	$0	$0	$0	$0	$74,700	$0	$1,834,090	$0	$0	$1,908,790
Equipment Rental Reserve Fund	$0	$0	$0	$0	$0	$0	$1,969,670	$0	$0	$1,969,670
Facility Maintenance Fund	$0	$0	$0	$0	$0	$0	$642,000	$0	$0	$642,000
Unemployment Compensation Fund	$27,000	$0	$0	$0	$0	$0	$500	$0	$0	$27,500
Employee Benefits Reserve Fund	$0	$0	$0	$0	$0	$0	$358,280	$0	$0	$358,280
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$43,200	$0	$0	$50,250	$0	$0	$850	$0	$543,340	$637,640
TOTALS	$13,042,930	$28,345,500	$886,000	$9,336,480	$38,034,890	$686,950	$8,022,180	$5,868,130	$5,539,470	$109,762,530

Revenue Summary for 2017

Pie Chart Breakdown



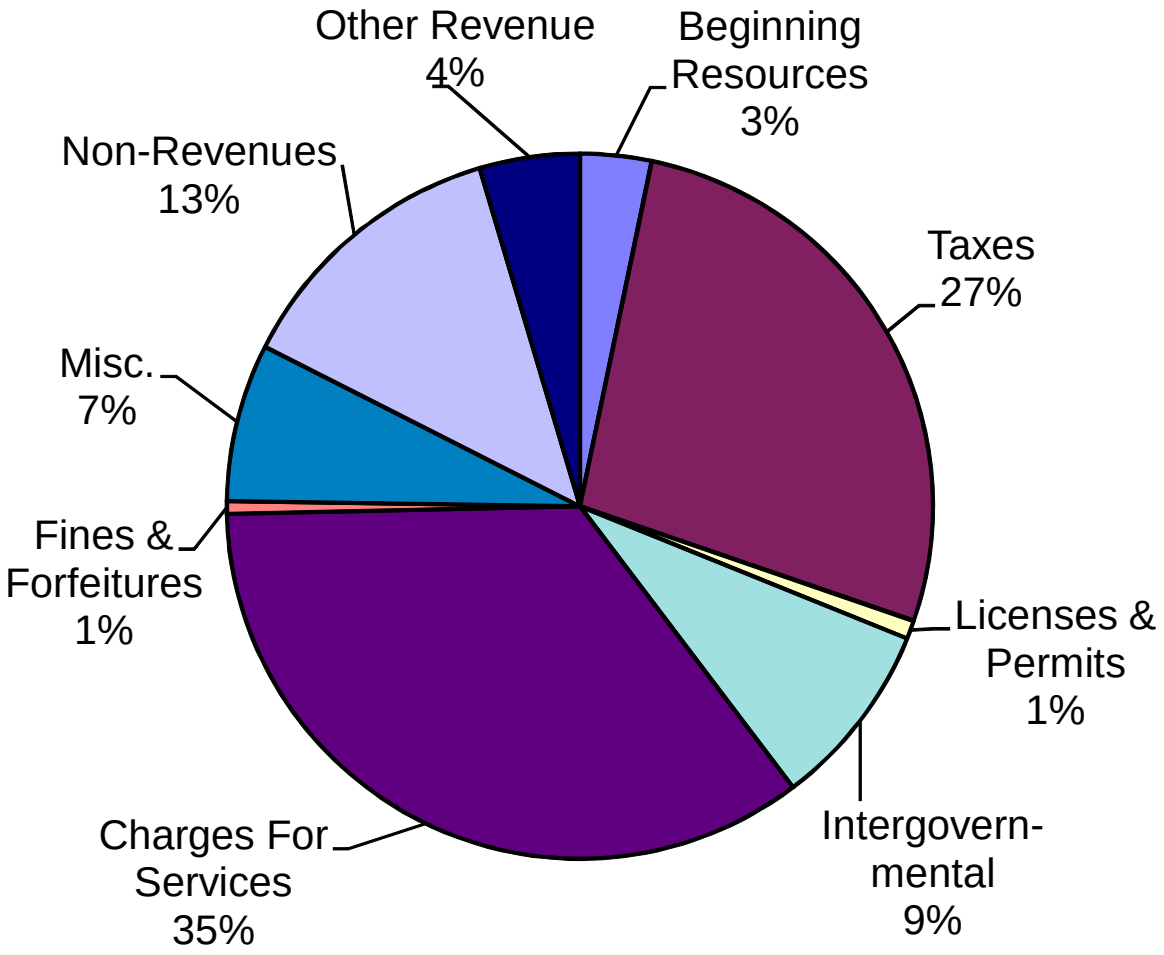
Revenue Summary for 2018

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	$2,073,760	$28,012,750	$908,000	$1,902,000	$3,755,790	$603,250	$376,540	$0	$140,000	$37,772,090
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$0	$0	$0	$2,070,000	$0	$0	$0	$0	$0	$2,070,000
Downtown Parking Fund	$32,040	$0	$0	$0	$0	$21,200	$19,550	$0	$0	$72,790
Economic Development Fund	$92,320	$565,000	$0	$0	$2,750	$0	$5,250	$0	$0	$665,320
HOME Fund	$0	$0	$0	$387,500	$26,000	$0	$0	$0	$0	$413,500
CDBG Entitlement Fund	$0	$0	$0	$340,000	$0	$0	$0	$0	$0	$340,000
Criminal Justice Assistance Fund	$51,480	$0	$0	$313,840	$0	$0	$24,300	$0	$0	$389,620
Public Safety Fund	$140,380	$0	$0	$67,500	$0	$0	$0	$0	$0	$207,880
Tourism Special Revenue Fund	$30,940	$40,000	$0	$0	$0	$0	$0	$0	$0	$70,940
Parks & Rec. Memorial Trust Fund	$85,900	$0	$0	$0	$0	$0	$1,000	$0	$0	$86,900
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	$205,630	$190,000	$53,330	$448,960
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$42,500	$0	$0	$42,500
Special Assessment Guaranty Fund	$0	$0	$0	$0	$0	$0	$0	$0	$15,000	$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$277,770	$309,950	$0	$255,840	$0	$0	$86,000	$0	$10,000	$939,560
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$0	$0	$3,350,000	$3,350,000
Building Replacement Fund	$16,000	$0	$0	$0	$0	$0	$1,500	$0	$0	$17,500
PERMANENT FUNDS:										
Library Trust Fund	$0	$0	$0	$0	$0	$0	$1,000	$0	$0	$1,000
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$0	$0	$0	$5,534,660	$0	$6,250	$0	$0	$5,540,910
Water Construction Fund	$0	$0	$0	$0	$1,682,000	$0	$1,500	$4,877,660	$0	$6,561,160
Sewer Operations Fund	$0	$0	$0	$0	$11,966,740	$0	$10,200	$90,860	$0	$12,067,800
Sewer Construction Fund	$66,200	$0	$0	$0	$0	$0	$5,000	$8,378,800	$0	$8,450,000
Filter Plant Operations Fund	$0	$0	$0	$0	$1,212,590	$0	$0	$0	$0	$1,212,590
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$0	$124,440	$725,560	$850,000
Sanitary/ Recycling Fund	$0	$0	$0	$0	$5,286,400	$0	$6,000	$0	$0	$5,292,400
Storm Water Fund	$359,260	$0	$0	$0	$4,319,860	$0	$10,000	$200,000	$48,200	$4,937,320
Transit Operations Fund	$0	$0	$0	$3,781,500	$2,954,540	$0	$25,590	$0	$0	$6,761,630
Mint Valley Golf Fund	$0	$0	$0	$0	$596,100	$0	$59,350	$0	$0	$655,450
Mint Valley Racquet Fund	$0	$0	$0	$0	$0	$0	$0	$0	$12,450	$12,450
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$0	$0	$4,250	$0	$0	$1,620,570	$0	$13,090	$1,637,910
Office Equipment Reserve Fund	$43,610	$0	$0	$0	$44,500	$0	$873,680	$0	$0	$961,790
Equipment Rental Operations Fund	$0	$0	$0	$0	$76,950	$0	$1,899,920	$0	$0	$1,976,870
Equipment Rental Reserve Fund	$0	$0	$0	$0	$0	$0	$1,447,400	$0	$0	$1,447,400
Facility Mainenance Fund	$0	$0	$0	$0	$0	$0	$663,750	$0	$0	$663,750
Unemployment Compensation Fund	$34,500	$0	$0	$0	$0	$0	$500	$0	$0	$35,000
Employee Benefits Reserve Fund	$128,360	$0	$0	$0	$0	$0	$371,640	$0	$0	$500,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$71,660	$0	$0	$50,250	$0	$0	$850	$0	$542,910	$665,670
TOTALS	$3,504,180	$28,927,700	$908,000	$9,172,680	$37,458,880	$624,450	$7,765,470	$13,861,760	$4,910,540	$107,133,660

Revenue Summary for 2018

Pie Chart Breakdown



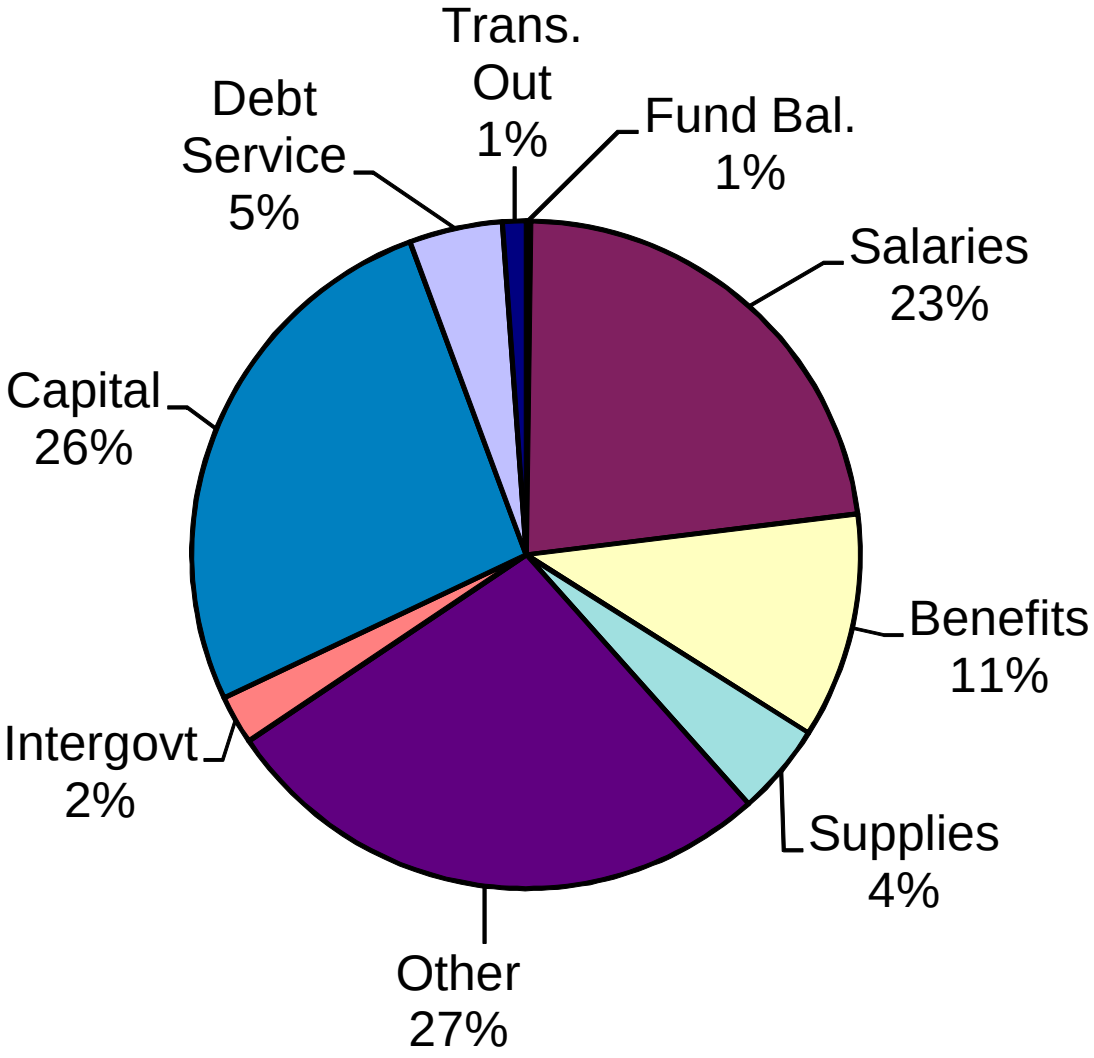
Expenditure Summary for 2017

By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	$0	$17,917,180	$7,288,090	$1,117,600	$6,403,590	$2,607,270	$76,620	$603,180	$598,130	$36,611,660
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$0	$0	$0	$0	$37,000	$0	$2,160,000	$307,200	$0	$2,504,200
Downtown Parking Fund	$0	$37,400	$15,260	$1,050	$15,610	$0	$0	$0	$0	$69,320
Economic Development Fund	$0	$127,250	$41,060	$2,000	$74,980	$0	$0	$519,920	$0	$765,210
HOME Fund	$0	$0	$0	$0	$376,500	$0	$0	$0	$0	$376,500
CDBG Entitlement Fund	$0	$0	$0	$0	$327,500	$0	$0	$0	$0	$327,500
Criminal Justice Assistance Fund	$0	$199,260	$73,970	$25,010	$78,470	$0	$526,500	$0	$0	$903,210
Public Safety Fund	$0	$41,360	$18,430	$0	$60,000	$0	$1,377,000	$0	$122,890	$1,619,680
Tourism Special Revenue Fund	$0	$0	$0	$0	$122,840	$0	$0	$0	$0	$122,840
Parks & Rec. Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$95,500	$0	$0	$95,500
Northwest Health Foundation	$0	$0	$0	$0	$18,000	$0	$0	$0	$0	$18,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	$0	$0	$0	$0	$2,500	$0	$0	$630,580	$0	$633,080
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$0	$35,000	$10,000	$45,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$1,000	$0	$0	$0	$14,000	$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$0	$0	$0	$10,000	$28,750	$0	$332,250	$48,720	$0	$419,720
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$3,350,000	$0	$0	$3,350,000
Building Replacement Fund	$0	$0	$0	$0	$0	$0	$265,000	$0	$0	$265,000
PERMANENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$0	$0	$1,000	$1,000
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$1,261,720	$609,400	$1,390,000	$2,008,790	$0	$150,000	$0	$0	$5,419,910
Water Construction Fund	$0	$0	$0	$0	$0	$0	$3,430,000	$1,689,440	$0	$5,119,440
Sewer Operations Fund	$0	$1,107,900	$491,070	$189,400	$8,578,990	$0	$0	$866,300	$485,660	$11,719,320
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$5,905,000	$0	$0	$5,905,000
Filter Plant Operations Fund	$0	$282,290	$135,120	$177,900	$591,990	$0	$0	$0	$0	$1,187,300
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$570,000	$0	$0	$570,000
Sanitary/ Recycling Fund	$153,260	$263,610	$126,810	$3,200	$4,693,420	$0	$0	$0	$0	$5,240,300
Storm Water Fund	$0	$1,355,120	$682,360	$178,950	$1,529,550	$0	$4,435,890	$250,190	$0	$8,432,060
Transit Operations Fund	$0	$1,459,490	$818,580	$34,600	$2,616,720	$0	$3,869,000	$0	$0	$8,798,390
Mint Valley Golf Fund	$0	$209,660	$93,880	$92,060	$227,150	$0	$0	$19,800	$0	$642,550
Mint Valley Racquet Fund	$0	$0	$0	$0	$12,100	$0	$0	$0	$0	$12,100
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$160,560	$377,990	$6,100	$973,830	$0	$0	$0	$0	$1,518,480
Office Equipment Reserve Fund	$0	$0	$0	$633,450	$337,000	$0	$540,930	$0	$0	$1,511,380
Equipment Rental Operations Fund	$0	$375,860	$212,620	$954,020	$366,290	$0	$0	$0	$0	$1,908,790
Equipment Rental Reserve Fund	$0	$0	$0	$0	$0	$0	$1,969,670	$0	$0	$1,969,670
Facility Maintenance Fund	$0	$243,690	$113,890	$54,160	$230,260	$0	$0	$0	$0	$642,000
Unemployment Compensation Fund	$0	$0	$27,500	$0	$0	$0	$0	$0	$0	$27,500
Employee Benefits Reserve Fund	$0	$0	$300,000	$0	$58,280	$0	$0	$0	$0	$358,280
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$0	$25,100	$552,490	$50	$60,000	$0	$0	$0	$0	$637,640
TOTALS	$153,260	$25,067,450	$11,978,520	$4,869,550	$29,831,110	$2,607,270	$29,053,360	$4,970,330	$1,231,680	$109,762,530

Expenditure Summary for 2017

Pie Chart Breakdown



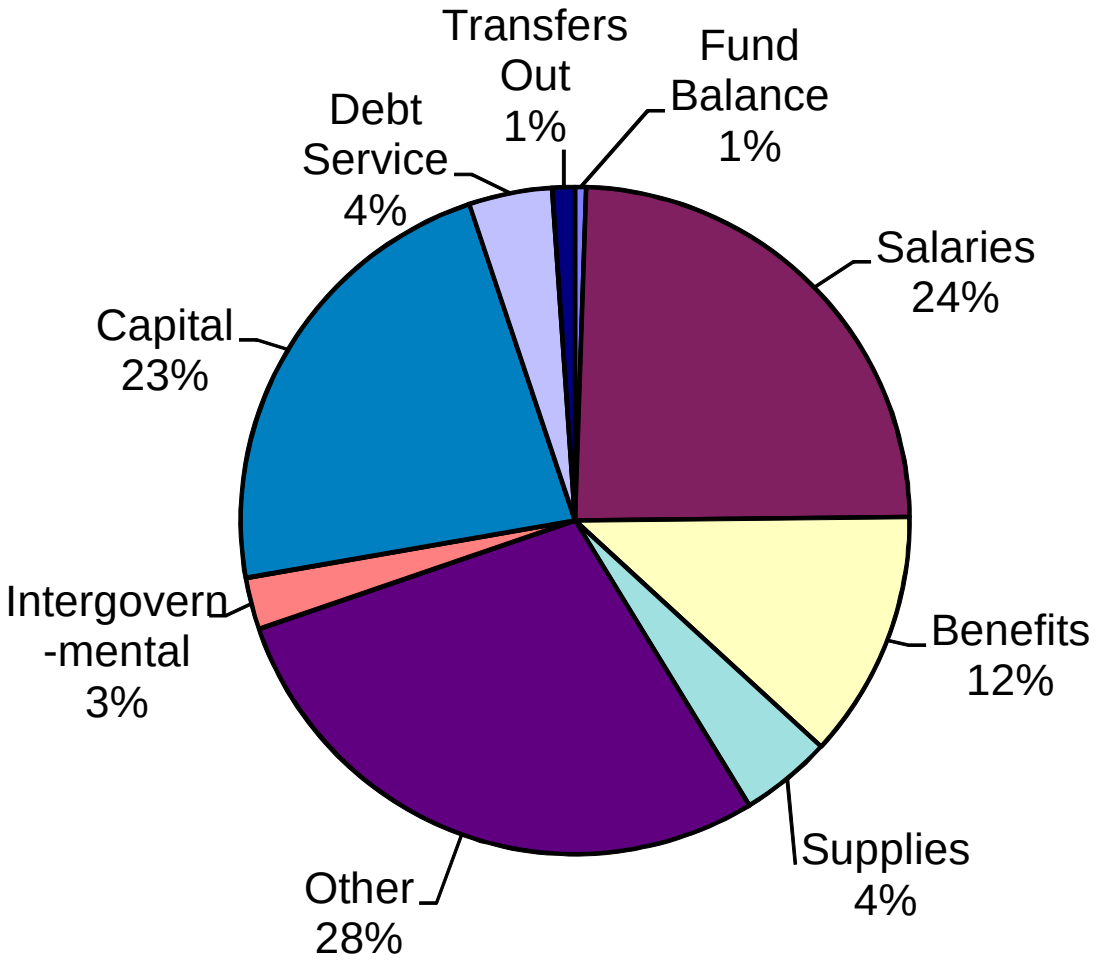
Expenditure Summary for 2018

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	$18,626,710	$7,770,200	$1,121,000	$6,470,580	$2,706,960	$76,620	$454,110	$545,910	$37,772,090
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$85,800	$0	$0	$0	$37,000	$0	$1,840,000	$107,200	$0	$2,070,000
Downtown Parking Fund	$0	$39,560	$16,550	$1,050	$15,630	$0	$0	$0	$0	$72,790
Economic Development Fund	$0	$137,080	$44,420	$2,000	$74,980	$0	$0	$406,840	$0	$665,320
HOME Fund	$0	$0	$0	$0	$413,500	$0	$0	$0	$0	$413,500
CDBG Entitlement Fund	$0	$0	$0	$0	$340,000	$0	$0	$0	$0	$340,000
Criminal Justice Assistance Fund	$0	$204,410	$78,500	$24,810	$81,900	$0	$0	$0	$0	$389,620
Public Safety Fund	$0	$0	$0	$0	$10,000	$0	$75,000	$0	$122,880	$207,880
Tourism Special Revenue Fund	$0	$0	$0	$0	$70,940	$0	$0	$0	$0	$70,940
Parks & Rec. Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$86,900	$0	$0	$86,900
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	$2,750	$0	$0	$446,210	$0	$448,960
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$0	$32,500	$10,000	$42,500
Special Assessment Guaranty Fund	$0	$0	$0	$0	$1,000	$0	$0	$0	$14,000	$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$0	$0	$0	$10,000	$28,750	$0	$853,000	$47,810	$0	$939,560
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$3,350,000	$0	$0	$3,350,000
Building Replacement Fund	$0	$0	$0	$0	$0	$0	$17,500	$0	$0	$17,500
PERMANENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$0	$0	$1,000	$1,000
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$1,317,130	$652,200	$1,390,000	$2,031,580	$0	$150,000	$0	$0	$5,540,910
Water Construction Fund	$0	$0	$0	$0	$0	$0	$4,880,000	$1,681,160	$0	$6,561,160
Sewer Operations Fund	$0	$1,151,590	$522,980	$189,400	$8,852,340	$0	$0	$865,830	$485,660	$12,067,800
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$8,450,000	$0	$0	$8,450,000
Filter Plant Operations Fund	$0	$295,420	$145,250	$177,900	$594,020	$0	$0	$0	$0	$1,212,590
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$850,000	$0	$0	$850,000
Sanitary/ Recycling Fund	$29,950	$271,990	$135,750	$3,200	$4,851,510	$0	$0	$0	$0	$5,292,400
Storm Water Fund	$0	$1,409,900	$734,870	$178,950	$1,566,570	$0	$797,260	$249,770	$0	$4,937,320
Transit Operations Fund	$0	$1,510,530	$867,790	$34,600	$2,688,710	$0	$1,660,000	$0	$0	$6,761,630
Mint Valley Golf Fund	$0	$214,500	$99,800	$92,860	$228,710	$0	$0	$19,580	$0	$655,450
Mint Valley Racquet Fund	$0	$0	$0	$0	$12,450	$0	$0	$0	$0	$12,450
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$166,020	$436,780	$6,250	$1,028,860	$0	$0	$0	$0	$1,637,910
Office Equipment Reserve Fund	$0	$0	$0	$495,480	$301,500	$0	$164,810	$0	$0	$961,790
Equipment Rental Operations Fund	$0	$395,420	$229,000	$977,500	$374,950	$0	$0	$0	$0	$1,976,870
Equipment Rental Reserve Fund	$338,530	$0	$0	$0	$0	$0	$1,108,870	$0	$0	$1,447,400
Facility Maintenance Fund	$0	$255,150	$122,490	$55,180	$230,930	$0	$0	$0	$0	$663,750
Unemployment Compensation Fund	$0	$0	$35,000	$0	$0	$0	$0	$0	$0	$35,000
Employee Benefits Reserve Fund	$0	$0	$400,000	$0	$100,000	$0	$0	$0	$0	$500,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$0	$27,220	$575,880	$70	$62,500	$0	$0	$0	$0	$665,670
TOTALS	$454,280	$26,022,630	$12,867,460	$4,760,250	$30,471,660	$2,706,960	$24,359,960	$4,311,010	$1,179,450	$107,133,660

Expenditure Summary for 2018

Pie Chart Breakdown

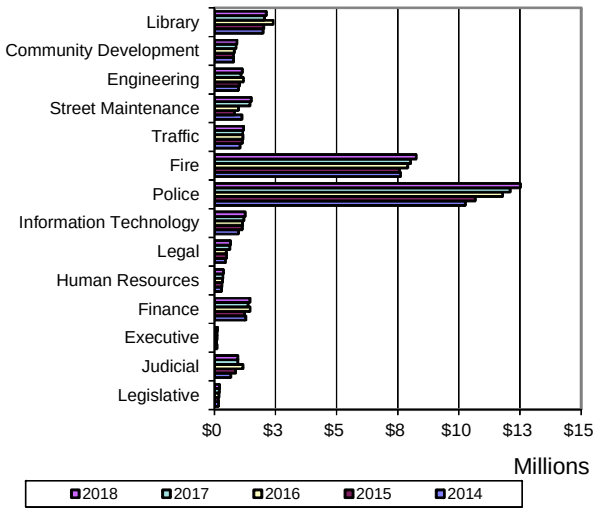


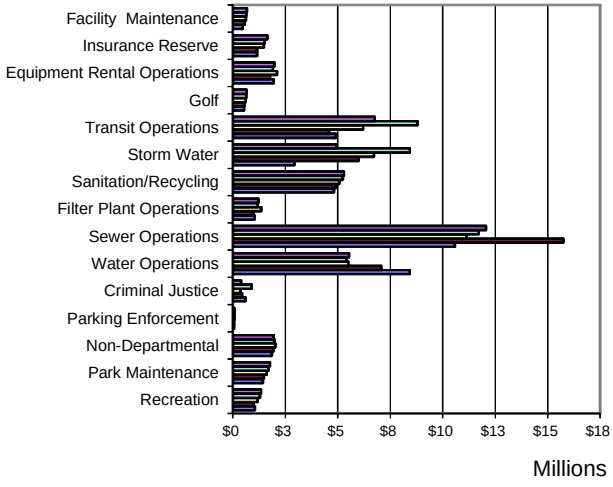
Expenditure Comparisons by Fund

Fund	2015 Actual	2016 Budget	2017 Budget	2018 Budget
GENERAL FUND:				
General Fund	$32,797,566	$35,644,460	$36,611,660	$37,772,090
SPECIAL REVENUE FUNDS:				
Arterial Street Fund	$6,313,376	$1,024,230	$2,504,200	$2,070,000
Downtown Parking Fund	$56,681	$70,160	$69,320	$72,790
Economic Development Fund	$738,432	$772,530	$765,210	$665,320
HOME Fund	$314,761	$568,500	$376,500	$413,500
CDBG Entitlement Fund	$365,430	$397,500	$327,500	$340,000
Criminal Justice Assistance Fund	$437,873	$364,250	$903,210	$389,620
Public Safety Fund	$1,170,625	$846,310	$1,619,680	$207,880
Tourism Special Revenue Fund	$35,750	$117,140	$122,840	$70,940
Parks & Rec. Memorial Trust Fund	$33,328	$80,920	$95,500	$86,900
Northwest Health Foundation	$22,052	$50,000	$18,000	$0
DEBT SERVICE FUNDS:				
2007 L.T.G.O. Bond Fund	$617,700	$624,950	$633,080	$448,960
Spec. Assess. Bond Red. Fund	$4,948	$100,000	$45,000	$42,500
Spec. Assess. Guaranty Fund	$400	$15,000	$15,000	$15,000
CAPITAL PROJECTS FUNDS:				
Capital Projects Fund	$271,139	$449,000	$419,720	$939,560
L.I.D. Construction Fund	$0	$3,350,000	$3,350,000	$3,350,000
Building Replacement Fund	$0	$10,000	$265,000	$17,500
PERMANENT FUNDS:				
Library Trust Fund	$706	$1,300	$1,000	$1,000
ENTERPRISE FUNDS:				
Water Operations Fund	$7,075,920	$5,509,300	$5,419,910	$5,540,910
Water Construction Fund	$4,741,853	$5,183,110	$5,119,440	$6,561,160
Sewer Operations Fund	$15,748,679	$11,127,660	$11,719,320	$12,067,800
Sewer Construction Fund	$1,612,262	$5,351,000	$5,905,000	$8,450,000
Filter Plant Operations Fund	$980,270	$1,356,480	$1,187,300	$1,212,590
Filter Plant Construction Fund	$518,416	$840,000	$570,000	$850,000
Sanitary/Recycling Fund	$4,905,316	$5,073,270	$5,240,300	$5,292,400
Storm Water Fund	$5,991,107	$6,725,180	$8,432,060	$4,937,320
Transit Operations Fund	$4,576,970	$6,210,400	$8,798,390	$6,761,630
Mint Valley Golf Fund	$553,796	$617,500	$642,550	$655,450
Mint Valley Racquet Fund	$1,848	$9,550	$12,100	$12,450
INTERNAL SERVICE FUNDS:				
Insurance Reserve Fund	$1,152,996	$1,472,520	$1,518,480	$1,637,910
Office Equipment Reserve Fund	$892,445	$1,306,080	$1,511,380	$961,790
Equipment Rental Operations Fund	$1,768,486	$2,108,550	$1,908,790	$1,976,870
Equipment Rental Reserve Fund	$1,407,722	$1,542,830	$1,969,670	$1,447,400
Facility Maintenance Fund	$573,687	$622,790	$642,000	$663,750
Unemployment Compensation Fund	$5,072	$42,500	$27,500	$35,000
Employee Benefits Reserve Fund	$35,335	$430,000	$358,280	$500,000
FIDUCIARY FUNDS:				
Firemen's Pension Fund	$538,109	$835,100	$637,640	$665,670
TOTALS	$96,261,056	$100,850,070	$109,762,530	$107,133,660

Expenditure Comparisons by Department

Department	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2018 Budget
Legislative	$168,615	$164,501	$187,040	$202,260	$205,030
Judicial	$672,273	$866,182	$1,172,700	$963,500	$961,250
Executive	$104,461	$97,112	$115,020	$114,420	$120,330
Finance	$1,282,734	$1,240,700	$1,459,510	$1,374,510	$1,451,580
Human Resources	$297,605	$312,462	$333,860	$354,440	$370,240
Legal	$458,315	$500,153	$490,730	$631,430	$659,040
Information Technology	$983,349	$1,141,468	$1,154,720	$1,212,390	$1,266,060
Police	$10,260,487	$10,671,337	$11,793,490	$12,102,430	$12,513,500
Fire	$7,612,505	$7,573,342	$7,912,640	$8,035,210	$8,258,450
Traffic	$1,045,873	$1,143,851	$1,173,650	$1,163,700	$1,200,130
Street Maintenance	$1,132,176	$829,826	$979,490	$1,449,820	$1,507,990
Engineering	$984,197	$1,030,234	$1,186,720	$1,093,930	$1,142,370
Community Development	$789,958	$787,784	$810,550	$886,460	$929,100
Library	$1,993,662	$2,022,220	$2,403,460	$2,042,590	$2,123,780
Recreation	$1,045,308	$998,617	$1,182,970	$1,296,160	$1,345,880
Park Maintenance	$1,427,866	$1,475,402	$1,619,280	$1,706,890	$1,765,770
Non-Departmental	$1,858,799	$1,942,375	$2,028,630	$1,981,520	$1,951,590
Parking Enforcement	$56,546	$56,681	$70,160	$69,320	$72,790
Criminal Justice	$599,428	$437,873	$364,250	$903,210	$389,620
Water Operations	$8,433,023	$7,075,920	$5,509,300	$5,419,910	$5,540,910
Sewer Operations	$10,574,099	$15,748,679	$11,127,660	$11,719,320	$12,067,800
Filter Plant Operations	$1,040,797	$980,270	$1,356,480	$1,187,300	$1,212,590
Sanitation/Recycling	$4,819,311	$4,905,316	$5,073,270	$5,240,300	$5,292,400
Storm Water	$2,940,641	$5,991,107	$6,725,180	$8,432,060	$4,937,320
Transit Operations	$4,907,071	$4,576,970	$6,210,400	$8,798,390	$6,761,630
Golf	$537,360	$553,796	$617,500	$642,550	$655,450
Equipment Rental Operations	$1,954,683	$1,768,486	$2,108,550	$1,908,790	$1,976,870
Insurance Reserve	$1,152,031	$1,152,996	$1,472,520	$1,518,480	$1,637,910
Facility Maintenance	$474,451	$573,687	$622,790	$642,000	$663,750





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 2015 debt limit based on its current Property Valuation (2015 assessment for 2016 collection) is: $2,634,873,739

INDEBTEDNESS FOR GENERAL PURPOSES

NON-VOTED DEBT LIMITS		
Limit without vote (1.5% of assessed value)		$39,523,106
General obligation bonds outstanding		
Total general obligation debt	$15,687,500	
Net outstanding non-voted debt		15,687,500
REMAINING NON-VOTED DEBT CAPACITY		$23,835,606

VOTED DEBT LIMITS

Limit with vote (2.5% of assessed value)		$65,871,843
Less: Net outstanding non-voted debt		15,687,500
Voted general obligation bonds outstanding	$0	
Net outstanding voted debt		0
REMAINING VOTED DEBT CAPACITY		$50,184,343

INDEBTEDNESS FOR UTILITY PURPOSES

Limit with vote (2.5% of assessed value)	$65,871,843
Less: Total net general purpose debt	15,687,500
REMAINING VOTED UTILITY DEBT CAPACITY	$50,184,343

INDEBTEDNESS FOR PARKS AND OPEN SPACES

Limit with vote (2.5% of assessed value)	$65,871,843
Less: Total net general and utility purpose debt	15,687,500
REMAINING VOTED PARKS AND OPEN SPACES DEBT CAPACITY	$50,184,343

Schedule of Long-Term Debt for the period ending December 31, 2015

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	Bonds		Other	
December, 31	Principal	Interest	Principal	Interest
2016	$705,000	$616,919	$166,147	$15,967
2017	$745,000	$591,604	$168,868	$11,103
2018	$570,000	$569,495	$64,601	$6,084
2019	$590,000	$550,895	$50,748	$3,045
2020	$850,000	$529,082	$0	$0
2021-25	$4,705,000	$2,101,014	$0	$0
2026-30	$4,345,000	$1,087,395	$0	$0
2031-35	$2,790,000	$280,096	$0	$0
	$15,300,000	$6,326,500	$450,364	$36,199

General Obligation Bonds & Other General Obligation Debt

On December 31, 2015, the City had $15,300,000 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; capital improvements at the Columbia Theatre and energy conservation improvements in City facilities. General obligation bonds outstanding as of December 31, 2015, are as follows:

$8,095,000 - 2007 Limited Tax General Obligation Bonds
2007 Public Facilities District/Columbia Theatre serial bonds due in installments of $105,000 to $510,000 through June 1, 2032 with interest at 4.00% to 5.00%. $6,115,000

$7,455,000 - 2010 Limited Tax General Obligation Bonds
2010 Mint Farm Industrial Park serial bonds due in installments of $115,000 to $435,000 through December 1, 2035 with interest at 3.10% to 5.30%. $6,060,000

$3,560,000 - 2013 Limited Tax General Obligation Bonds
2013 City Facility Energy Conservation serial bonds due in installments of $215,000 to $280,000 through December 1, 2028 with interest at 0.7% to 4.08%. $3,125,000

Total General Obligation Bonds Outstanding $15,300,000

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, 2015, the amount outstanding on these obligations was $450,364. Outstanding Other General Obligation Debt as of December 31, 2015, was as follows:

$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. $214,285

$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. $186,396

$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. $49,683

Total Other General Obligation Debt Outstanding $450,364

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	Bonds		Other	
December, 31	Principal	Interest	Principal	Interest
2016	$360,000	$371,650	$2,084,639	$5,512
2017	$375,000	$360,850	$2,097,867	$165,379
2018	$385,000	$349,600	$2,111,471	$156,636
2019	$395,000	$338,050	$2,125,461	$146,063
2020	$405,000	$326,200	$2,139,847	$135,490
2021-25	$2,295,000	$1,373,400	$10,929,728	$518,866
2026-30	$2,795,000	$876,400	$9,889,388	$243,103
2031-34	$2,660,000	$271,400	$2,438,114	$33,347
	$9,670,000	$4,267,550	$33,816,515	$1,404,396

Revenue Bonds & Other Enterprise Debt

The City of Longview is authorized under the laws of the State of Washington to issue revenue bonds. Revenue bonds are used for the purpose of financing various enterprise activities and are secured by the revenues collected from ratepayers. As of December 31, 2015 the City of Longview had outstanding Revenue bonds in the amount of $9,670,000. These bonds are payable through 2034.

$10,000,000 - 2014 Revenue Bonds
Revenue bonds are due in annual installments of $315,000 to $730,000 through December 2034 with interest at 3.00% to 5.00%.. ..... $9,670,000

Total Revenue Bonds Outstanding $9,670,000

Other Enterprise Debt

Payment for outstanding other enterprise debt which consists low interest Public Works Trust Fund Loans is provided by the Water/Sewer Fund. As of December 31, 2015 the amount outstanding for other enterprise debt was $33,816,515 as follows:

$750,000 - 2005 Public Works Trust Fund Loan. Proceeds were utilized to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual installments beginning July 1, 2005, through July 1, 2025, interest at ½% per annum. $408,572

$1,000,000 - 2009 Public Works Trust Fund Loan. Proceeds to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual interest payments of ½ % per annum on outstanding principal balance with final payment due July 1, 2028. ..... $693,714

$1,000,000 - 2010 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028. ..... $693,714

$3,052,350 - 2010 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028. ..... $2,403,252

$5,450,000 - 2011 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028. ..... $4,412,930

$11,100,000 - 2011 Department of Ecology Loan to help in the City's sewer diversion Project to the regional sewage treatment plant. Annual interest of 2.8% through 2031. ..... $9,643,278

$12,000,000 - 2012 Public Works Trust Fund Loan for the Mint Farm Regional Water Supply Project. Annual interest of 1% through 2034. ..... $7,140,000

$10,000,000 - 2012 Public Works Trust Fund Loan for the Mint Farm Regional Water Supply Project. Annual interest of 0.5% through 2032. ..... $8,421,055

Total Other Enterprise Debt $33,816,515

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, 2015, totaled $2,000.

$49,300 – 2004 Local Improvement District No. 344 term bonds due September, 2016, interest at 3.75% $2,000

Total Local Improvement District Bonds Outstanding $2,000

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

SPECIAL ASSESSMENT DEBT

Year ending	Bonds	
December, 31	Principal	Interest
2016	$2,000	$75
	$2,000	$75

Financial Summary

Fund Budget Structure

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

Revenues

Total All Funds							
Total Revenues By Source	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 Budget**
Taxes	$27,296,261	$27,466,350	$28,345,500	3.2%	$28,927,700	2.1%	$57,273,200
Licenses & Permits	$777,951	$794,850	$886,000	11.5%	$908,000	2.5%	$1,794,000
Intergovernmental	$9,316,422	$5,903,280	$9,336,480	58.2%	$9,172,680	-1.8%	$18,509,160
Charges for Services	$38,185,541	$36,571,420	$38,034,890	4.0%	$37,458,880	-1.5%	$75,493,770
Fines & Forfeits	$3,024,062	$1,211,520	$686,950	-43.3%	$624,450	-9.1%	$1,311,400
Miscellaneous	$7,038,112	$7,218,910	$8,022,180	11.1%	$7,765,470	-3.2%	$15,787,650
Non-Revenues	$4,389,922	$11,836,150	$5,868,130	-50.4%	$13,861,760	136.2%	$19,729,890
Other Financing Sources	$9,012,592	$5,316,310	$5,539,470	4.2%	$4,910,540	-11.4%	$10,450,010
Beg Resources Req to Balance	$0	$4,497,060	$13,042,930	190.0%	$3,504,180	-73.1%	$16,547,110
TOTAL REVENUES	$99,040,863	$100,815,850	$109,762,530	8.9%	$107,133,660	-2.4%	$216,896,190

Expenditures

Total All Funds							
Total Expenditures By Object	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 Budget**
Cont to End Fund Balance	$0	$577,460	$153,260	-73.5%	$454,280	196.4%	$607,540
Salaries & Wages	$22,415,461	$24,517,420	$25,067,450	2.2%	$26,022,630	3.8%	$51,090,080
Personnel Benefits	$9,596,410	$11,007,280	$11,978,520	8.8%	$12,867,460	7.4%	$24,845,980
Supplies	$4,412,180	$4,954,800	$4,869,550	-1.7%	$4,760,250	-2.2%	$9,629,800
Other Services & Charges	$27,577,764	$30,184,470	$29,831,110	-1.2%	$30,471,660	2.1%	$60,284,770
Intergovernmental	$2,103,382	$2,656,850	$2,607,270	-1.9%	$2,706,960	3.8%	$5,332,230
Capital Outlay	$14,967,321	$20,644,140	$29,053,360	40.7%	$24,359,960	-16.2%	$53,413,320
Debt Service	$4,652,989	$4,564,690	$4,970,330	8.9%	$4,311,010	-13.3%	$9,281,340
Interfund Transfers	$10,535,552	$1,742,960	$1,231,680	-29.3%	$1,179,450	-4.2%	$2,411,130
TOTAL EXPENDITURES	$96,261,058	$100,850,070	$109,762,530	8.8%	$107,133,660	-2.4%	$216,896,190

The General Fund

TOPIC **PAGE**

Fund Summary for General Fund 60

2017/2018 General Fund Summary Revenues & Expenditures 61-62

Legislative 63-64

Judicial 65-66

Executive 67-68

Finance 69-72

Human Resources 73-76

Legal 77-78

Information Technology 79-84

Police 85-94

Fire 95-100

Traffic 101-106

Street Maintenance 107-110

Engineering 111-114

Community Development 115-120

Library 121-126

Recreation 127-134

Parks 135-140

Non-Departmental 141-142

Fund Summary for General Fund

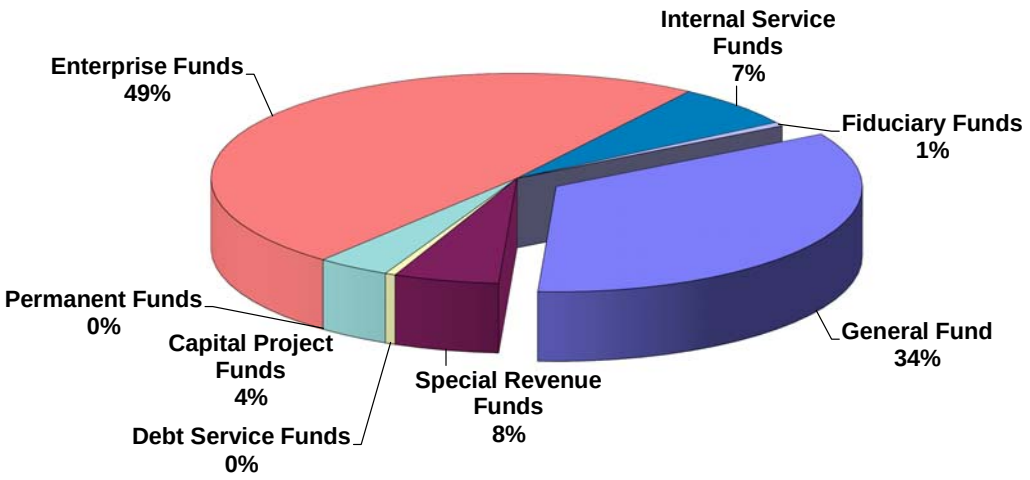
The General Fund accounts for all of the City's financial resources except those required by statute or by generally accepted accounting principles to be accounted for in another fund. Most City services are funded through the General Fund. It is budgeted for a two-year period. The General Fund receives 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	$9,504,000
2017/2018 Estimated Revenue	$70,651,130
Beginning Cash Required for Operations	$3,732,620
Total 2017/2018 Revenue	$74,383,750
2017/2018 Estimated Expenditures	$74,383,750
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$74,383,750
Estimated Ending Fund Balance	$5,771,380

Breakdown of 2017/2018 Budget by Fund



2017/2018 General Fund Summary

Revenue

General Fund							
Total Revenues By Source	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 Budget**
Taxes	$26,325,005	$26,774,350	$27,463,000	2.6%	$28,012,750	2.0%	$55,475,750
Licenses & Permits	$777,951	$794,850	$886,000	11.5%	$908,000	2.5%	$1,794,000
Intergovernmental	$1,814,718	$1,484,150	$1,848,450	24.5%	$1,902,000	2.9%	$3,750,450
Charges for Services	$3,632,684	$3,900,680	$3,656,710	-6.3%	$3,755,790	2.7%	$7,412,500
Fines & Forfeits	$608,408	$655,800	$595,750	-9.2%	$603,250	1.3%	$1,199,000
Miscellaneous	$312,675	$192,340	$367,890	91.3%	$376,540	2.4%	$744,430
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$113,691	$188,660	$135,000	-28.4%	$140,000	3.7%	$275,000
Beg Resources Req to Balance	$0	$1,619,410	$1,658,860	2.4%	$2,073,760	25.0%	$3,732,620
TOTAL REVENUES	$33,585,132	$35,610,240	$36,611,660	2.8%	$37,772,090	3.2%	$74,383,750

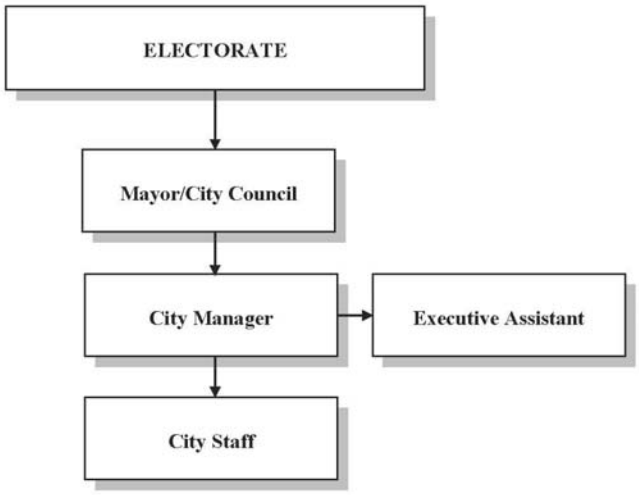
Expenditures

General Fund							
Total Expenditures By Object	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$16,372,431	$17,640,130	$17,917,180	1.6%	$18,626,710	4.0%	$36,543,890
Personnel Benefits	$6,264,105	$6,570,200	$7,288,090	10.9%	$7,770,200	6.6%	$15,058,290
Supplies	$881,309	$961,980	$1,117,600	16.2%	$1,121,000	0.3%	$2,238,600
Other Services & Charges	$5,525,712	$6,342,360	$6,403,590	1.0%	$6,470,580	1.0%	$12,874,170
Intergovernmental	$2,103,382	$2,656,850	$2,607,270	-1.9%	$2,706,960	3.8%	$5,314,230
Capital Outlay	$124,318	$82,120	$76,620	-6.7%	$76,620	0.0%	$153,240
Debt Service	$619,519	$602,300	$603,180	0.1%	$454,110	-24.7%	$1,057,290
Interfund Transfers	$906,791	$788,520	$598,130	-24.1%	$545,910	-8.7%	$1,144,040
TOTAL EXPENDITURES	$32,797,566	$35,644,460	$36,611,660	2.7%	$37,772,090	3.2%	$74,383,750

General Fund

Organization Chart

Legislative



Expenditure Summary

Department Summary: Legislative

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$116,422	$118,580	$130,550	10.1%	$131,970	1.1%	$262,520
Personnel Benefits	$29,198	$28,060	$31,310	11.6%	$32,660	4.3%	$63,970
Supplies	$1,491	$4,680	$4,680	0.0%	$4,680	0.0%	$9,360
Other Services & Charges	$17,390	$35,720	$35,720	0.0%	$35,720	0.0%	$71,440
TOTAL EXPENDITURES	$164,501	$187,040	$202,260	8.1%	$205,030	1.4%	$407,290

Program Descriptions - Initiatives - Performance Measures

City Council $407,290

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.

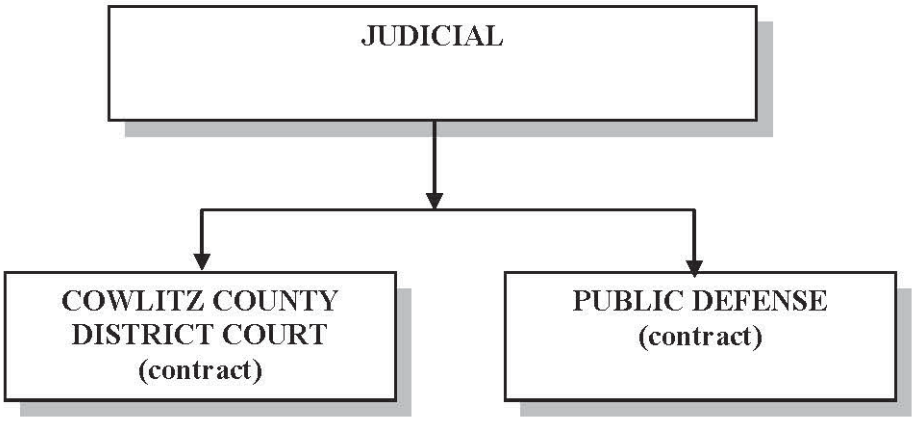
Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
Number of regular Council meetings	22	23	22	22
Number of workshops, retreats, and special meetings	35	18	18	18
Percentage of workplan deliverables achieved	n/a	n/a	90	90

TOTAL FOR ALL PROGRAMS $407,290

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

Organization Chart

Judicial



Expenditure Summary

Department Summary: Judicial

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Supplies	$1,686	$2,500	$2,000	-20.0%	$2,250	12.5%	$4,250
Other Services & Charges	$585,241	$776,000	$626,500	-19.3%	$606,500	-3.2%	$1,233,000
Intergovernmental	$279,255	$394,200	$335,000	-15.0%	$352,500	5.2%	$687,500
TOTAL EXPENDITURES	$866,182	$1,172,700	$963,500	-17.8%	$961,250	-0.2%	$1,924,750

Program Descriptions - Initiatives - Performance Measures

Longview Municipal Court $1,924,750

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)*

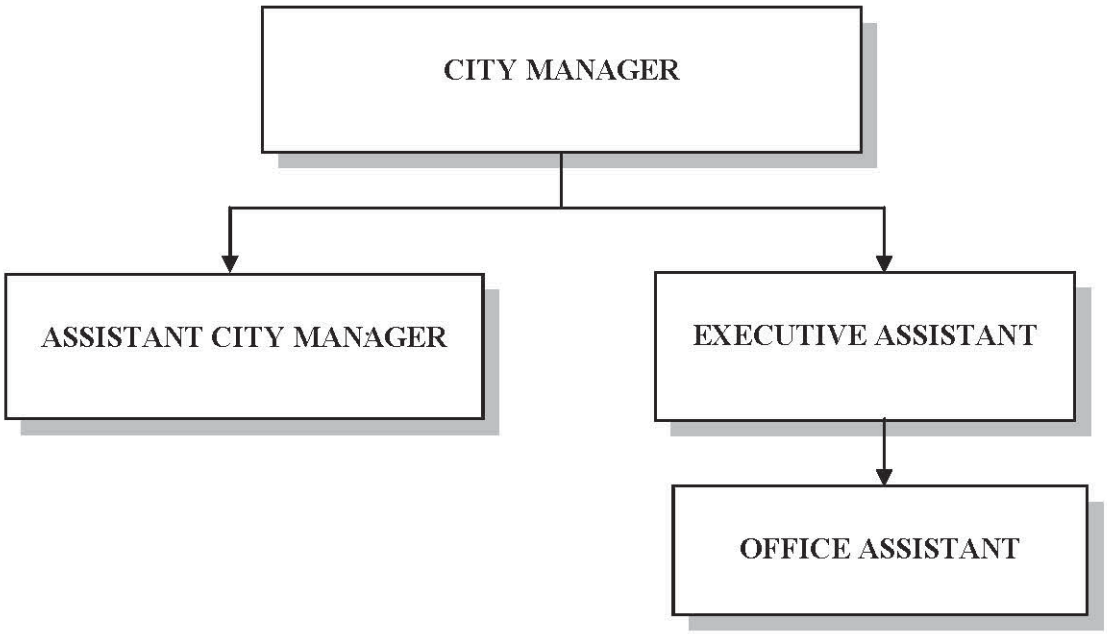
A Municipal Court adjudication

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Criminal filings	2,831	3,350	3,400	3,400
A	Civil infraction filings	5,267	5,900	5,925	5,925

TOTAL FOR ALL PROGRAMS $1,924,750

Organization Chart

Executive



Expenditure Summary

Department Summary: Executive

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$64,893	$76,500	$72,860	-4.8%	$76,260	4.7%	$149,120
Personnel Benefits	$23,715	$26,190	$28,660	9.4%	$30,730	7.2%	$59,390
Supplies	$953	$3,150	$3,150	0.0%	$3,150	0.0%	$6,300
Other Services & Charges	$7,551	$9,180	$9,750	6.2%	$10,190	4.5%	$19,940
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$97,112	$115,020	$114,420	-0.5%	$120,330	5.2%	$234,750

Program Descriptions - Initiatives - Performance Measures

Executive Administration $234,750

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

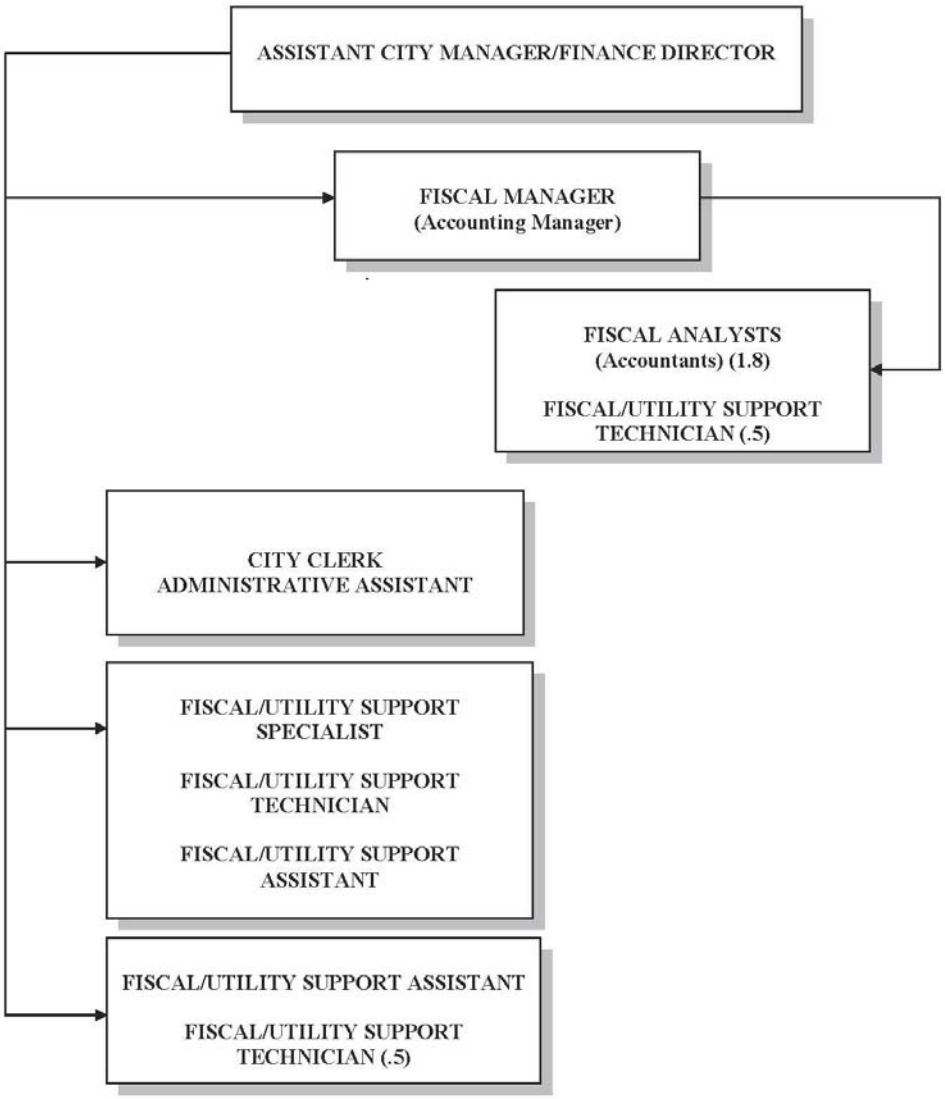
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

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

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Percentage of workplan deliverables achieved	N/A	N/A	90	90
A	Percentage of high priority workplan items achieved	N/A	N/A	100	100
BC	Number of external service requests resolved through AskLongview	1,053	1,000	1,000	1,000
BC	Number of press releases disseminated	133	100	100	100

TOTAL FOR ALL PROGRAMS $234,750

Organization Chart
Finance



Expenditure Summary

Department Summary: Finance

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$641,331	$735,490	$664,660	-9.6%	$686,790	3.3%	$1,351,450
Personnel Benefits	$276,029	$297,900	$297,380	-0.2%	$317,330	6.7%	$614,710
Supplies	$29,421	$47,250	$42,250	-10.6%	$45,250	7.1%	$87,500
Other Services & Charges	$293,920	$378,870	$370,220	-2.3%	$402,210	8.6%	$772,430
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,240,700	$1,459,510	$1,374,510	-5.8%	$1,451,580	5.6%	$2,826,090

Program Descriptions - Initiatives - Performance Measures

Financial Management $1,439,265

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of time Certificate of Achievement for Excellence in Financial Reporting Award received	100%	100%	100%	100%
B	Number of financial reporting audit findings	0	0	0	0
C	Average monthly dollar amount of City funds invested (in millions)	$42.0	$41.8	$40.1	$38.5
D	Number of accounts payable checks issued	8,023	8,100	8,250	8,300
E	Number of active Local Improvement Districts	2	2	1	1

Utilities Customer Service $1,003,216

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Utility service order requests processed	4,393	4,420	4,445	4,470
A	New utility service connections processed	33	32	32	35
B	Number of water utility accounts serviced	14,988	15,020	15,052	15,087
B	Number of sewer utility accounts serviced	14,347	14,379	14,411	14,446
C	Disconnects processed	602	620	635	650
C	Delinquent utility notices processed	3,921	3,960	3,985	4,005

Business Licensing/B&O Tax Administration $248,058

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of business licenses issued	4,324	4,340	4,360	4,375
B	Number of B&O tax mailings and filings processed	13,520	13,575	13,630	13,680

City Clerk's Office $135,551

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)*

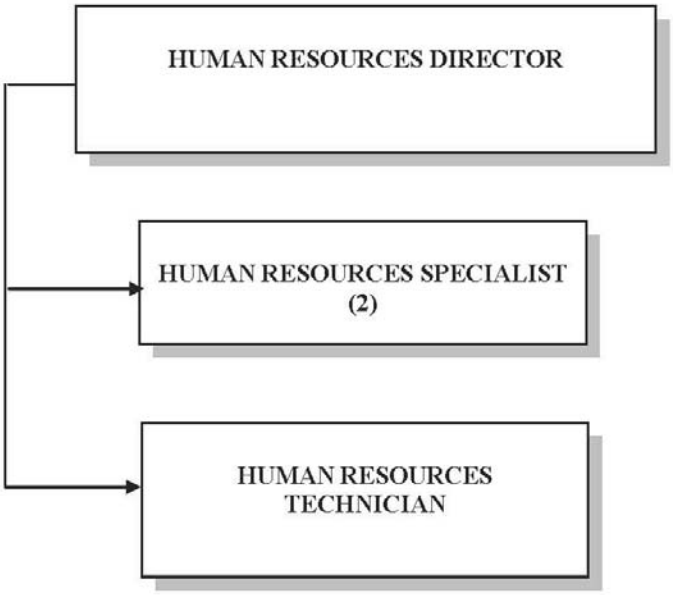
A Provide responsive service to staff and the public
B Record and transcribe council minutes
C Maintain official files of the City
D Publish required notices

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of requests for public disclosure	114	156	170	185
B	Number of Council minutes published; includes workshops and executive sessions	43	54	56	56
C	Number of ordinances processed	26	22	25	25
C	Number of resolution processed	27	28	30	30

TOTAL FOR ALL PROGRAMS $2,826,090

Organization Chart

Human Resources



Expenditure Summary

Department Summary: Human Resources

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$209,812	$220,360	$230,940	4.8%	$240,240	4.0%	$471,180
Personnel Benefits	$84,202	$93,350	$94,070	0.8%	$99,920	6.2%	$193,990
Supplies	$2,415	$2,590	$2,590	0.0%	$2,590	0.0%	$5,180
Other Services & Charges	$16,032	$17,560	$26,840	52.8%	$27,490	2.4%	$54,330
TOTAL EXPENDITURES	$312,461	$333,860	$354,440	6.2%	$370,240	4.5%	$724,680

Program Descriptions - Initiatives - Performance Measures

Human Resources $724,680

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of time eligible lists for non-civil service recruitments issued to department within 90 days of recruitment closing	100%	95%	95%	95%
A	Percent of time certified lists for civil service recruitments issued within 90 days of oral board and/or testing completed	95%	95%	95%	95%
B	Percent employee turnover rate for voluntary separations, not including retirements	4%	1.4%	1.4%	1.4%

continued

Human Resources - continued

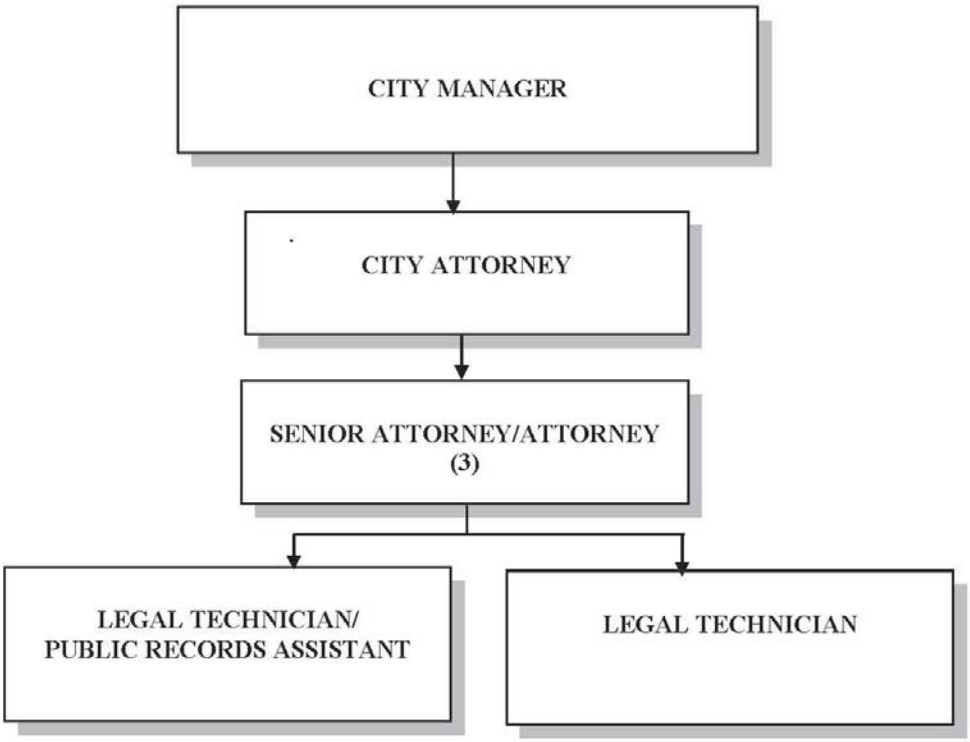
Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
CE	Percent of annual employee performance evaluations completed	58%	80%	80%	80%
D	Percent of time contract issues resolved informally or grievances resolved at mediation or below	100%	90%	90%	90%
FHI	Quarterly management/leadership training opportunities on employment law updates, HR policies best practices conducted	3	4	4	4
G	Number of payroll errors that require second processing or manual check issued	0	0	0	0

TOTAL FOR ALL PROGRAMS $724,680

General Fund

Organization Chart

Legal



Department Summary: Legal

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$322,743	$328,610	$416,380	26.7%	$430,640	3.4%	$847,020
Personnel Benefits	$118,853	$114,880	$165,550	44.1%	$177,030	6.9%	$342,580
Supplies	$11,653	$16,830	$16,830	0.0%	$16,830	0.0%	$33,660
Other Services & Charges	$46,904	$30,410	$32,670	7.4%	$34,540	5.7%	$67,210
TOTAL EXPENDITURES	$500,153	$490,730	$631,430	28.7%	$659,040	4.4%	$1,290,470

Program Descriptions - Initiatives - Performance Measures

Legal Services $1,290,470

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

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

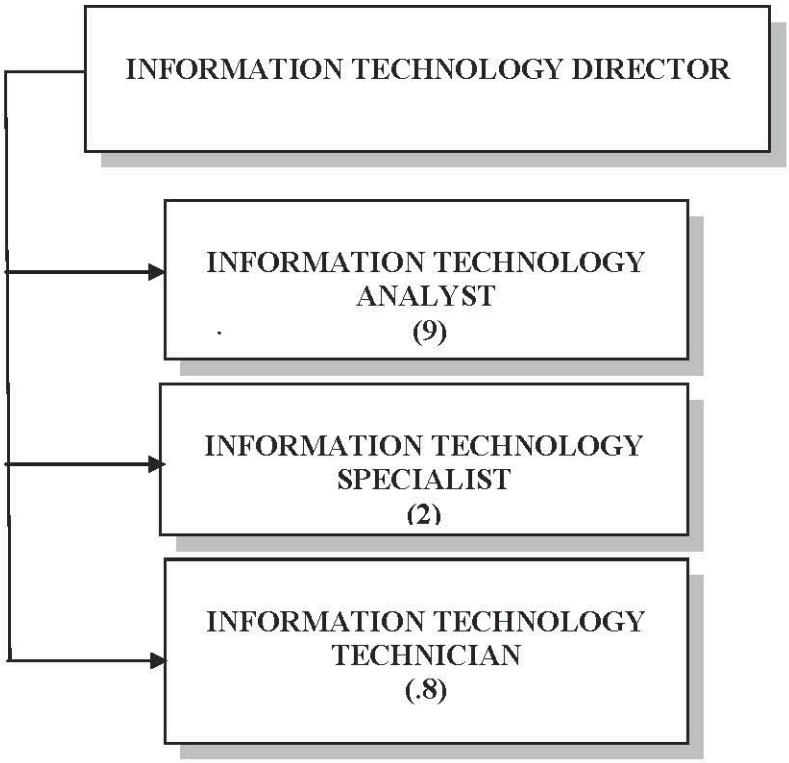
A Provide legal counsel to City of Longview organization
B Provide prosecution of misdemeanor criminal offenses and civil infractions

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Ordinances adopted	26	22	25	25
A	Resolutions adopted	27	28	30	30
A	Contracts reviewed	335	335	335	335
A/B	Code enforcement cases handled through Superior Court	8	8	8	8
B	Classes presented on legal issues	4	4	4	4
B	Traffic and non-traffic infractions (est. .25 of total infractions filed in court)	1,360	1,360	1,360	1,360
B	DUI/Physical Control filings (est. .98 of total charges filed in court)	240	240	240	240
B	Misdemeanor other traffic filings (est. .98 of total charges filed in court)	1,475	1,475	1,475	1,475
B	Misdemeanor non-traffic filings (est. .98 of total charges filed in court)	1,025	1,025	1,025	1,025
B	Parking filings (est. .25 of total violations filed in court)	30	30	30	30

TOTAL FOR ALL PROGRAMS $1,290,470

Organization Chart

Information Technology



Expenditure Summary

Department Summary: Information Technology

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$784,853	$778,060	$787,500	1.2%	$817,490	3.8%	$1,604,990
Personnel Benefits	$302,348	$302,600	$329,610	8.9%	$351,050	6.5%	$680,660
Supplies	$15,234	$21,550	$21,550	0.0%	$21,550	0.0%	$43,100
Other Services & Charges	$39,033	$52,510	$73,730	40.4%	$75,970	3.0%	$149,700
TOTAL EXPENDITURES	$1,141,468	$1,154,720	$1,212,390	5.0%	$1,266,060	4.4%	$2,478,450

Program Descriptions - Initiatives - Performance Measures

Application Support and Development $567,730

This program provides services for departmental software applications and City wide software services. 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 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)*

F Implement new software applications
G Support all City of Longview software applications
H Facilitate web presence
I Provide consistent web uptime
J Keep web information current
K Initiatives researched/implemented to produce efficiencies
M Software applications upgraded annually with new releases

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
F	Number of applications implemented	3	4	6	2
G	Number of applications supported	63	63	67	69
H	Number of web hits	719,319	800,000	800,000	800,000
I	Percent of web uptime	99%	99%	99%	99%
J	Percent of web information current	98%	99%	99%	99%
K	Number of initiatives researched and/or implemented	16	10	8	9
M	Number of applications kept current with upgrades	63	63	67	69

Infrastructure Support $559,034

The Infrastructure Support Group plans, organizes and controls delivery of IT infrastructure services, including Servers, Storage, Data Network Communications, Data Center Management, and Voice over IP Telecommunications. This program provides the core services shared by all departments and agencies connecting to the network and utilizing central services in the following key areas: Security: Firewalls, Detection and Intrusion prevention, Virus/Malware prevention, Monitor and Alert systems, Patch management, Cyber threat and Incident management Intranet/Internet: ISP services, Web filter, Web application firewall, SharePoint, Web Page management Messaging: SPAM filter, Exchange email and calendaring, SMTP services, Archiving, Social Media Microsoft Network Services: Identity management, Domain Name Services, Dynamic Host Configuration Protocol, Distributed File System, Network Time Protocol, File and Print services.

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

A Provide consistent network uptime
C Respond to trouble calls/problems
D Support telephones in City system
E Perform telephone moves, adds, and/or changes
G Reduce server downtime
H Capture and divert spam mail
I Capture and prevent viruses before they're introduced to the City email system

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of time network up	99.5%	100%	100%	100%
C	Number of trouble calls resolved	1,282	1,500	1,400	1,350
D	Number of telephones supported in City system	348	350	350	350
E	Number of telephones moves, adds, and/or changes performed	75	50	40	35
G	Server downtime (# of events) unplanned	28	10	5	4
H	Spam mail diverted (in millions)	.46	.5	.5	.5
I	Virus infection incidents prevented	25,000	26,000	27,000	30,000

Information Technology Service Management..... $414,436

Provides the administration and business relationship management as an internal service provider. Develops relationships with the customer to understand the business needs and the services IT delivers to meet those needs. Oversight of the IT operations and staffing levels to achieve the operational readiness of the department to meet service level requirements. Includes budget management and preparation activities. Provides management of interlocal agreements to external customers and partner agencies serviced by the agreements. Asset and inventory management activities to include tracking of software and hardware replacement or maintenance schedules. Includes tracking of contracts and software subscription agreements.

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

A Administration of the Information Technology Department - Staffing, Retention Management
A Project and Task Management
B Business Relationship Management; Internal and External
C Budget Management; Departmental and the OER Fund
D Procurrement, Vendor Management, Accounts Payable, Accounts Receiveable
E Asset and Inventory Control Mangaement; Capital and Non-Capital Assets, Systems and Software Maintenance

continued

Information Technology Service Management - continued

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Service delivery satisfaction by customers rating 1 - 5	N/A	N/A	4.5	5
B	Percentage of projects delivered on time	N/A	N/A	95%	98%
C	Physical inventory audit accuracy	N/A	N/A	95%	96%

Information Technology Client Services $379,470

This program provides the support to the client using the technology services of the IT department. Support services included management of the client computing devices such as: desktop computers, laptops, tablets, and smartphones. Provide lifecycle management of computer devices through; acquisition, deployment, upgrades, software updates and patches and final disposition at replacement. End user support and troubleshooting of the hardware and software used by the customer is delivered in person or through the Service Desk. The Service Desk is the centralized entry into the IT department for support requests and new projects. Additional services include; printer support, file storage management, and network account management.

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

A Lifecycle management for hardware and software
B Service Desk IT service request management
C Identity management
D Central file and print service management

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percentage of hardware replacement schedule completed within 30 days of due date	N/A	N/A	95%	96%
A	Percentage of security patches and updates in compliance	N/A	N/A	98%	98%
B	Percentage of first call resolution completed	N/A	N/A	65%	70%
C	Percentage of annual user account audit accuracy	N/A	N/A	99%	99%

Public Safety Communication Center Support $232,858

This program provides for the contracted support to the Cowlitz County Law Enforcement Records department. This support includes application support for Spillman Records System; infrastructure support for Records to all jurisdictions using Records in the County and strategic decisions concerning the monitoring, performance, and delivery of public safety information for Cowlitz County.

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

A Respond to service calls
B Maximize application availability
C Backup and restore application and file systems

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Total number of service requests	280	270	80	90
A	Priority 1 response in 4 hours	99%	100%	90%	90%
B	Application availability	5	6	96%	96%
C	Percentage of time restored file system within 8 hours	N/A	N/A	85%	85%

Geographic Information System (GIS) $113,732

This program is understaffed for the service expectation and the increase in the requests for GIS products and enhancements to existing products. The GIS program had a reduction in staffing level in 2012 and has operated at a level of maintenance of only the priority GIS layers in the mapping tools. With over 140 GIS layers to maintain the data sets, the reduced staffing level has had to defer maintenance on approximately 50% of the non-priority layers. With the recent approval by City Council to upgrade and expand the Lucity program for Public Works additional GIS services are being requested to facilitate the data capture in the field by staff to enhance the GIS layers. Data validation and quality control are critical components to maintaining the integrity of the GIS databases. The GIS program would require an additional FTE to perform the duties of a GIS Data Specialist to insure the success of the GIS program going forward.

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

A Data validation and quality control
B Support the GIS Coordinator with GIS layer maintenance
C Service requests for GIS products to the public and internal City staff

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Data quality and completeness	N/A	N/A	99%	99%
B	All GIS layers kept current annually	N/A	N/A	100%	100%
C	Service citizen and internal staff requests for GIS products within 10 days	N/A	N/A	95%	96%

Communication Services $109,376

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 TargetA
A	Number of community locations for informational display	2	2	3	5
B	Number of display literature pieces distributed	4,000	4,500	4,550	4,700
C	Number of television promotions produced	2	10	12	15
D	Number of new publications produced	6	8	8	9
E	Number of City Info Weekly online newsletters posted	52	52	52	52

Public Safety Records Support - continued

Public Safety Records Support $101,814

This program provides for the contracted support to the Cowlitz County Law Enforcement Records department. This support includes application support for Spillman Records System; infrastructure support for Records to all jurisdictions using Records in the County and strategic decisions concerning the monitoring, performance, and delivery of public safety information for Cowlitz County.

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

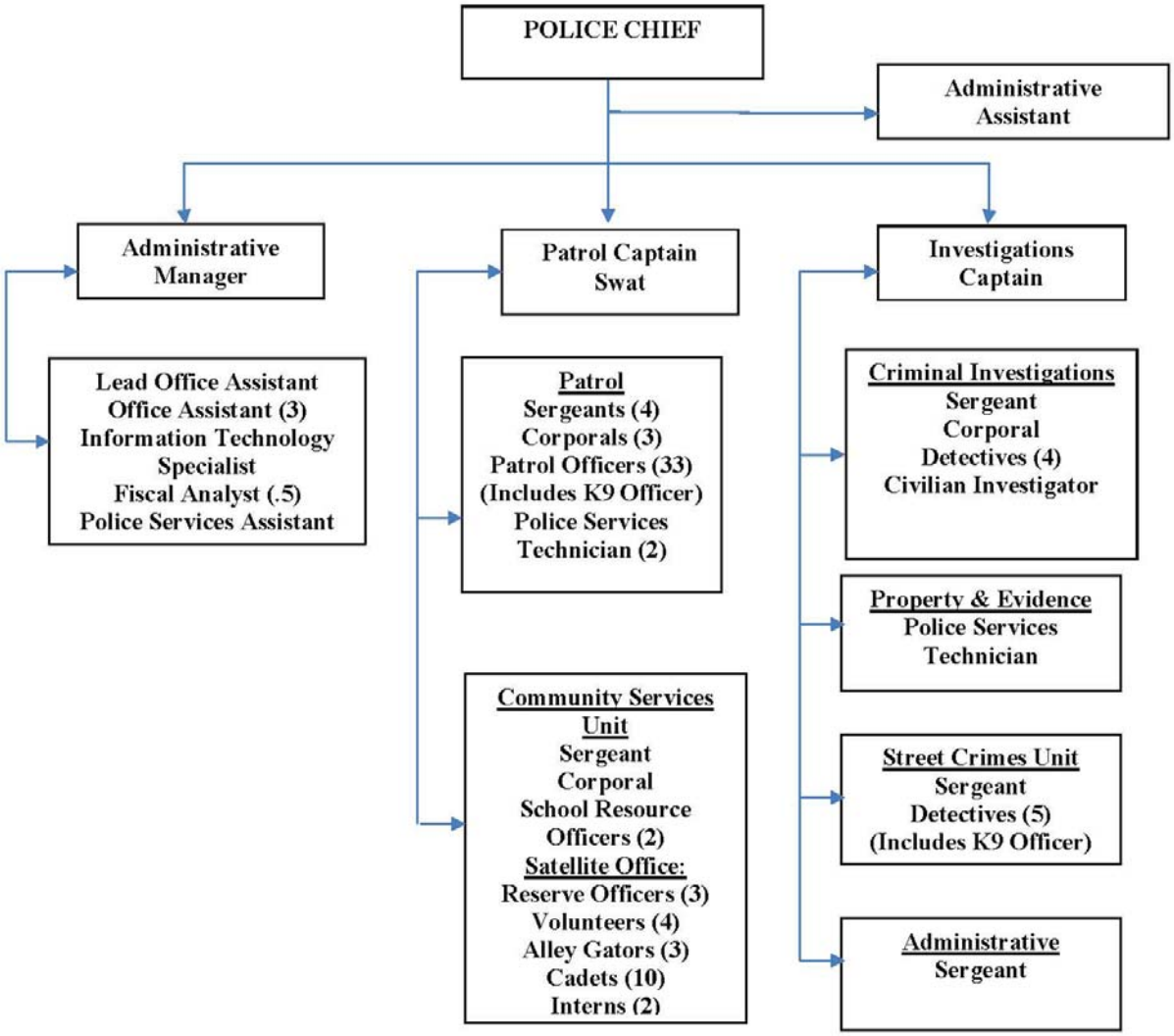
A Respond to service calls
B Maximize application availability
C Backup and restore application and file systems

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 TargetA
A	Total number of service requests	280	270	80	90
A	Percentage of time Priority 1 response in 4 hours	99%	100%	90%	90%
B	Percentage of time applications available	N/A	N/A	96%	96%
C	Percent met of time to restore file system within 8 hours	N/A	N/A	85%	85%

TOTAL FOR ALL PROGRAMS $2,478,450

Organization Chart

Police



Expenditure Summary

Department Summary: Police

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$5,479,032	$5,894,330	$5,978,350	1.4%	$6,250,320	4.5%	$12,228,670
Personnel Benefits	$2,260,508	$2,463,120	$2,598,250	5.5%	$2,773,470	6.7%	$5,371,720
Supplies	$135,433	$142,150	$163,150	14.8%	$163,150	0.0%	$326,300
Other Services & Charges	$882,342	$1,083,780	$1,154,870	6.6%	$1,185,500	2.7%	$2,340,370
Intergovernmental	$1,644,037	$2,071,700	$2,065,090	-0.3%	$2,141,060	3.7%	$4,206,150
Debt Service	$140,448	$138,410	$142,720	3.1%	$0	0.0%	$142,720
Interfund Transfers	$129,537	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$10,671,337	$11,793,490	$12,102,430	2.6%	$12,513,500	3.4%	$24,615,930

Program Descriptions - Initiatives - Performance Measures

Patrol $13,280,104

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 other units within the police department and a wide variety of outside agencies 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) Offices. The Patrol unit also 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.

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

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

continued

Patrol - continued

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

I Crime prevention
J Patrol assigned areas
K Identify, arrest, and book suspects
L Write and execute search warrants
M Effectively communicate with other agencies

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B	Emergency response time	3:48 min	< 7 min.	< 7 min.	< 7 min.
B	Number of police events generated in CAD system	48,113	45,000	45,000	45,000
C	Number of arrests (juvenile and adult)	3,006	4,000	4,000	4,000
C	Number of jail bed days	7,341	11,000	11,000	11,000
E	Number of field contacts	1,271	1,300	1,300	1,300

Administrative Support $3,427,074

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

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

A Provide front counter customer service to public
B Maintain evidence and property custody
C Train all Longview Police Department (LPD) employees, reserves, and volunteers
D Maintain labor relations with Police Guild and Longview Police Support Guild
E Prepare payroll, pay bills, and make daily deposits of revenue collected at the front counter
F Provide planning, budgeting, organizing, scheduling, directing, and research and development functions
G Provide LPD representation at community meetings
H Conduct periodic audits of systems for efficiency and accuracy
I Process public disclosure requests for police documents

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B	Number of items logged into evidence	4,317	5,000	5,000	5,000
B	Number of items disposed of	2,250	2,800	4,500	4,500
C	Number of training hours for the Administrative department	424.75	450	500	500
H	Audits of evidence property, jail bills	13	14	14	14
I	Number of public disclosure requests received	45	60	75	75

Criminal Investigations Unit $2,455,331

The criminal investigations unit (CIU) is comprised of seven full-time employees (FTE's); one Sergeant, one corporal, 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 limitied 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

continued

Criminal Investigations Unit - continued

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. The average reported crime clearance rate for Washington State agencies was 29.28% in 2015. LPD's clearance rate for the same period was 49.6%.

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Clearance rate for all Longview burglaries	15%	25%	25%	25%
A	Clearance rate for all Longview Homicides	100%	100%	100%	100%
A	Clearance rate for all Longview Rapes	26%	50-100%	50-100%	50-100%
A	Clearance rate for all Longview robberies	40%	50-100%	50-100%	50-100%

Street Crimes Unit $1,799,017

The Street Crimes Unit (SCU) is authorized to be staffed with six officers; one Sergeant and five detectives. SCU detectives work primarily in polo's and khakis, but can switch immediately to uniforms and work in this capacity to identify and prosecute any street level crime. SCU targets all drug dealers selling methamphetamine, heroin, cocaine, prescription drugs, and hallucinogens. 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. 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. With the two officers authorized in the 2015-2016 budget enhancements, SCU periodically utilizes strategic hot spot policing emphasis while supporting the initiatives of the Street Crimes Unit.

continued

Street Crimes Unit - continued

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

A Conduct drug investigations of street level drug dealing by using confidential sources or undercover detectives
B Arrest suspected drug dealers and assist in the successful prosecution of the offenders, after concluding an investigation
C Use confidential sources to obtain search warrants
D Seize drug evidence, unlawful firearms, and other assets, including civil abatement and forfeiture of property
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 and conduct public presentations
G Proactive gang enforcement - conduct public presentations
H Assist Patrol and Criminal Investigative Unit with surveillance and call loads

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A/B	Number of felony arrests	148	133	133	133
B	Number of misdemeanor arrests	10	26	26	26
B/C	Number of warrants served	43	38	38	38
D	Amount of drugs seized in grams, including meth, cocaine, and heroin	2276.75	2,000	2,000	2,000
D	Number of firearms seized	16	10	10	10

Risk Management $896,448

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B	Percent of internal investigations completed within 90 days	100%	100%	100%	100%
C	Number of employee backgrounds completed	22	20	20	20
F	Percent turnover rate	8.5%	2%	2%	2%
F	Percent of budgeted positions filled	94%	>90%	>90%	>90%

Public Safety Retirement $852,350

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

Community Services Unit $594,297

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

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

A Provide community outreach for the purpose of reducing crime and increasing quality of life (e.g. Block Watch, CPTED, National Night Out, Cop Chats, Go Fourth Activities, Parades, bike rodeos, Citizen's Police Academy)

B Engage businesses and citizens on a personal level while assisting in problem solving and prevention (Satellite office walk-ins, reponding to complaints about transient camps in problem areas such as downtown Longview, by the Cowlitz River, near West Side Highway and Fisher's Lane, the Civic Center, and near the Community House

C Promote and establish partnerships between individuals, citizen groups, and service/government agencies (e.g. HNA, Lv Economic Development, Lower Columbia Mental Health)

D Partner with businesses to solve problems (CPTED advice to businesses on providing better lighting, installing necessary signs (e.g. no trespassing signs), trimming trees, bushes and overgrown grass to provide a safer, more open property and to discourage transient loiterers/illegal campers)

E Supervise Satellite Office volunteers

F Coordinate Block Watch Program

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A/B Number of crime notification letters sent to landlords	1,266	1,050	1,050	1,050
A/B/F Number of block watch groups	46	50	50	50
A/D Number of businesses implementing CPTED concepts	2	5	3	5
B/D Responses to loitering and transient camp complaints	8	35	40	35

Patrol Support..... $379,141

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

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

continued

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 situtations, help provide traffic control at accident scenes, fire scenes and natural disasters
E Report suspicious and criminal behavior to communications center
F Collect and process evidence at crime scenes for priority 3 and 4 investigations
G Enforce city and state parking codes
H Assist officers in protecting crime scenes and other scenes as needed
I Assist at special events such as fairs and parades

	Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A	Number of priority 4 call responses	17,844	13,500	13,500	13,500
A/B	Number of abandoned vehicle calls received	765	700	700	700
A/B/G	Number of parking tickets issued by CSO's	70	75	75	75
B	Number of abandoned vehicle calls that were moved/legally parked	187	300	300	300
B	Number of abandoned vehicles towed	49	100	100	100

Traffic Enforcement $316,305

The Longview Police Traffic Unit consists of one sergeant 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.

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 public education on traffic safety
E Provide emphasis patrols in high violation/problem areas
F Assist patrol officers as needed

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of school zone citations issued (by traffic unit)	N/A	N/A	200	200
A	Number of criminal traffic arrests (by traffic unit)	N/A	N/A	150	150
A	Number of traffic infractions issued (by traffic unit)	N/A	N/A	1,200	1,200
B	Number of traffic collisions reported (department wide)	607	500	540	540
B	Percent of time able to determine fault in traffic collisions	N/A	N/A	90%	90%
D	Number of citizens addressed at public presentations	N/A	N/A	500	500

K9 ..... $303,872

The Longview Police Department K9 Unit is currently made up of two K9 teams. One team is trained as a "tracking" dog. The other team is trained in narcotics detection. The tracking 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 local outside agencies in Cowlitz and Columbia Counties to chase fleeing suspects during search warrants service and to search buildings, as needed. In many cases, the police dog goes into places that would be unreasonably dangerous for an officer to enter. Using his keen sense of smell, eyesight, and hearing, the dog can be effective in conditions of darkness or reduced light where officers

continued

K9 - continued

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. The narcotics detection dog is used typically in drug investigation

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of suspects captured	20	25	25	25
B	Number of building searches conducted	15	25	25	25
C-E	Number of K9 applications (apprehension and narcotics detection)	45	50	50	50
F	Number of community demonstrations conducted	1	5	5	5

Crime Analysis $224,097

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A/C	Est. number of crime analysis and technology requests from LPD employees	6808	2,000	2,000	2,000

continued

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B/C Estimated number of crime analysis and information requests from citizens	240	300	300	300
C Estimated number of IT requests completed	5,098	1,100	1,100	1,100

Lower Columbia SWAT Team $72,395

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

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A-G Number of SWAT missions	8	10	10	10
A-G Meet mission objectives for each SWAT call out	100%	100%	100%	100%
H Number of training hours for SWAT team and department employees	1,502.5	1,200	1,200	1,200
J Percent of time SWAT team meets proficiency standards for weapons handling and physical fitness	91%	100%	100%	100%

Reserve Unit/Alley Gator Program $15,499

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

continued

Reserve Unit/Alley Gator Program- continued

as seen fit. The Alley Gators currently log and photograph graffiti and forward that information to our Street Crimes Unit (SCU). They have also started to post vehicle prowl report cards when they see vehicles at risk for break ins. The program is intended to reduce crime through deterrence and the fear of crime by providing a "presence" in the community.

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

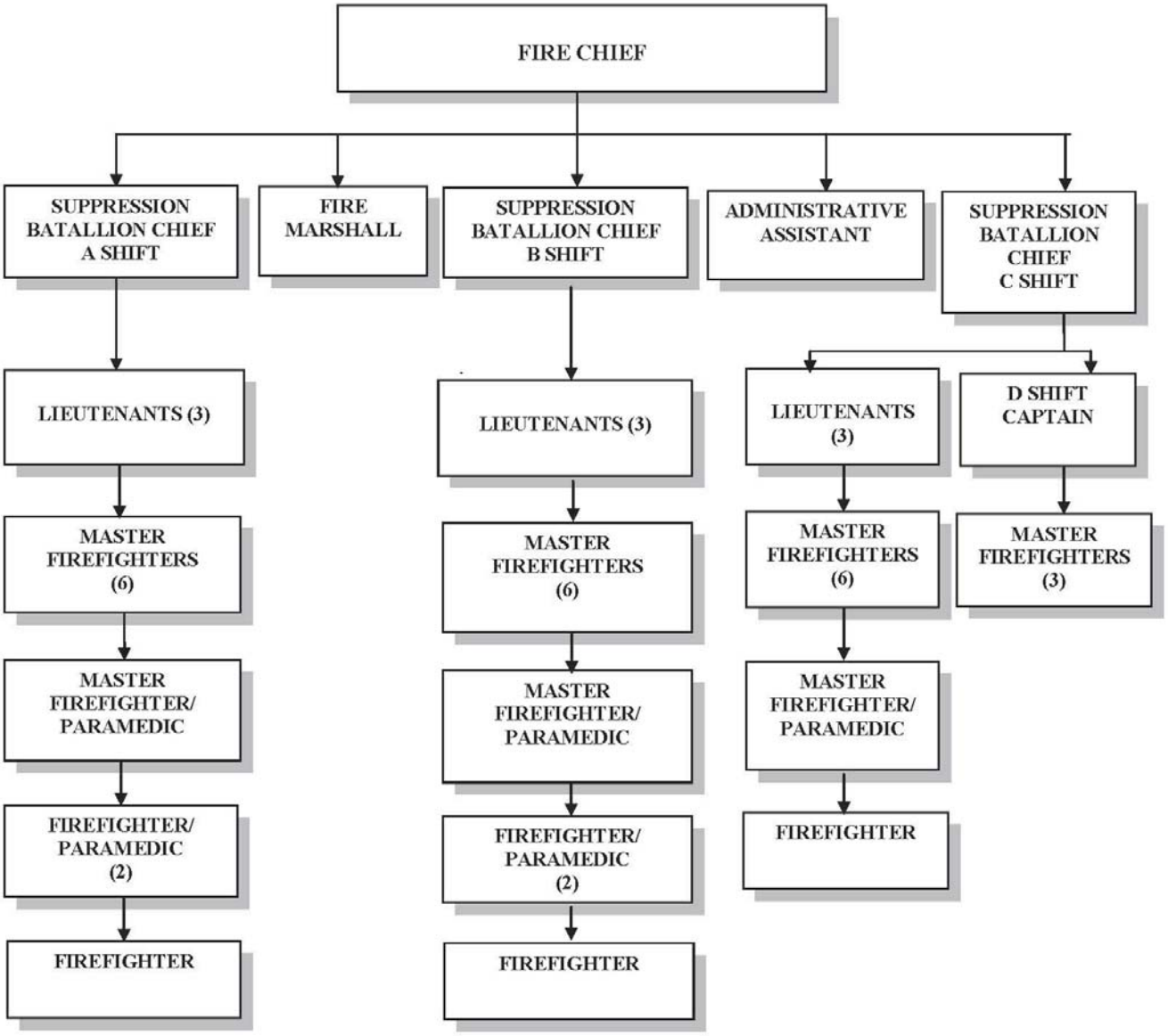
A Assist regular patrol officers with both self-initiated activities (such as traffic stops) and calls for service
B Assist regular officers with lake-bank security during the annual Go-4th celebration
C Assist regular officers with security at other events such as car cruises and parades
D Assist with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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A-E Number of reserve hours donated	818	900	900	900
A-E Number of reserve officers serving	3	4	4	4
F-H Number of Alley Gator hours donated	235	1,250	1,250	1,250
F-H Number of active Alley Gators	2	4	4	4

TOTAL FOR ALL PROGRAMS $24,615,930

Organization Chart

Fire



Expenditure Summary

Department Summary: Fire

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$4,534,509	$4,922,320	$4,858,940	-1.3%	$5,024,580	3.4%	$9,883,520
Personnel Benefits	$1,388,931	$1,387,240	$1,588,360	14.5%	$1,681,960	5.9%	$3,270,320
Supplies	$181,259	$123,700	$137,700	11.3%	$137,700	0.0%	$275,400
Other Services & Charges	$472,241	$454,440	$647,650	42.5%	$657,900	1.6%	$1,305,550
Intergovernmental	$180,090	$190,950	$207,180	8.5%	$213,400	3.0%	$420,580
Debt Service	$51,216	$50,470	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$765,096	$783,520	$595,380	-24.0%	$542,910	-8.8%	$1,138,290
TOTAL EXPENDITURES	$7,573,342	$7,912,640	$8,035,210	1.5%	$8,258,450	2.8%	$16,293,660

Program Descriptions - Initiatives - Performance Measures

Fire Suppression $6,968,571

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of injuries/fatalities as a result of fire	1	0	0	0
A	Number of fire responses	231	215	220	215
A	Percent of strucuture fires confined to room of origin	60%	100%	100%	100%
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	89%	90%	90%	90%
B	Percent of time able to respond to technical/hazmat emergencies in less than 8 minutes	86%	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)	120	200	200	200
D	Number of industry training hours (450 minimum) contracted	720	720	720	720
D	Amount of billing fees collected from contracted services (in thousands)	$622	$615	$613	$640

Emergency Medical Services (EMS) $5,277,301

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of time able to respond to medical emergencies in less than 6 minutes	58%	90%	90%	90%
A	Number of emergency medical responses	3,249	3,592	3,592	3,592
B	Percent of time able to respond to ALS medical emergencies in less than 8 minutes	82%	90%	90%	90%
C	Number of EMS training hours delivered (per firefighter)	23	24	24	24
D	Number of EMS transports performed	52	100	100	100
D	Revenue collected from EMS transports (in thousands)	$17.9	$50	$50	$50

Fire Prevention $2,280,443

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

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

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

continued

Fire Prevention - continued

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of company level inspections completed	1,054	1,200	1,200	1,200
B	Number of high-risk/target hazard inspections completed	16	62	62	62
C	Number of business license reviews completed	106	500	500	500
D	Number of new construction fire/life safety plan reviews completed	66	100	110	120
E	Number of new construction building and fire/life safety inspections completed	193	310	320	330
F	Number of fire prevention education and public relations events conducted outside of Fire Prevention Week	17	20	20	20
G	Number of fire prevention events conducted during Fire Prevention Week, including school visits	311	200	200	200
H	Number of fire investigations conducted	173	100	100	100
I	Number of new construction building permit plan reviews completed	132	160	170	180
J	Number of special event inspections completed	85	100	100	100

Public Safety Retirement $1,086,250

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

Emergency Preparedness $681,095

The Emergency Preparedness Program assures safety of the community in the event of major disasters such as floods, storms, siezmic 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 mergencies
D Participate in LEPC (Local Emergency Planning Committee) activities
E Participate in Region IV Homeland Security Council activities
F Maintain emergency contact lists

continued

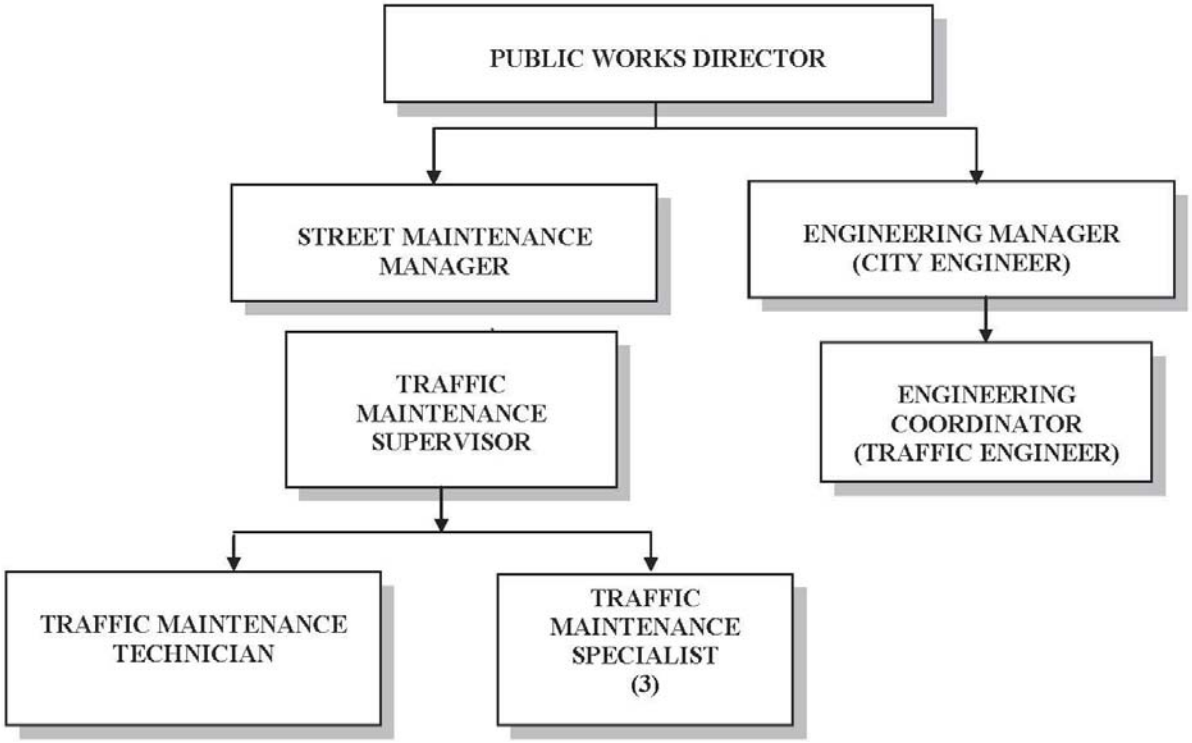
Emergency Preparedness - continued

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of times Readiness and Reponse Plan is reviewed per year	1	1	1	1
B	Number of times exercise and inventory of EMZ is conducted (quarterly, at a minimum)	1	2	4	4
C	Number of times annual tabletop exercise is coordinated	0	1	1	1
C	Number of times annual practical exercise is coordinated	0	1	1	1
D	Number of LEPC activites participated in per year	3	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 $16,293,660

General Fund

Organization Chart
Traffic



Expenditure Summary

Department Summary: Traffic

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$447,175	$452,760	$447,450	-1.2%	$464,770	3.9%	$912,220
Personnel Benefits	$194,971	$198,850	$210,720	6.0%	$226,020	7.3%	$436,740
Supplies	$139,692	$144,430	$144,430	0.0%	$144,430	0.0%	$288,860
Other Services & Charges	$362,013	$377,610	$361,100	-4.4%	$364,910	1.1%	$726,010
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,143,851	$1,173,650	$1,163,700	-0.8%	$1,200,130	3.1%	$2,363,830

Program Descriptions - Initiatives - Performance Measures

Street Light Maintenance $676,865

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

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

A Respond to illumination and flashing light malfunctions
B Respond to emergency calls from vehicle knock downs

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours spent responding to malfunctioning illumination/flashers	1,588	1,900	1,900	1,900
B	Number of street lights replaced	18	18	18	18

Traffic Signal Maintenance $596,998

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

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

A Respond to traffic signal malfunctions
B Perform traffic signal preventive maintenance
C Respond to Emergency calls

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours spent on traffic signal maintenance	2,193	2,000	2,000	2,000
B	Number of traffic signals receiving preventive maintenance	148	148	148	148
C	Number of hours on emergency calls	74	12	12	12

continued

Signs $343,412

This program installs, inspects and maintains traffic signs within the city transportation 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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours spent maintaining signs	1,832	2,200	2,200	2,200
B	Number of night-time hours spent inspecting signs for reflectivity	80	80	80	80

Traffic Delineation $332,917

This program's purpose is to maintain roadway delineation consisting of centerlines, two-way-left turn lanes, lane lines, and painted curb using the striping truck. This program also maintains crosswalk, pavement arrows, railroad crossing symbols, speed hump symbols, parking symbols and parking lines on City public streets and parking lots.

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

A Paint yellow centerlines (double yellow and two-way left turn)
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 arrows and symbols
I Painted yellow curb and medians

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Linear feet of yellow centerlines painted	80,000	80,000	80,000	80,000
D	Number of crosswalks painted	150	150	150	150
F	Linear feet of edge line and bike lanes painted	77,000	77,000	77,000	77,000
G	Linear feet of two-way, left-turn lanes painted	55,000	55,000	55,000	55,000

Interdepartmental Support $159,804

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

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

A Inspection, review and implementation of traffic control plans for capital and development projects
B Provide locate support for traffic signals, street lights, and warning lights

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Hours spent preparing and implementing traffic control plans and providing aid to other City Departments	200	500	500	500

Traffic Engineering $145,125

This program performs and/or manages traffic engineering duties including responding to citizen requests, design support, traffic operations, managing staff, traffic data collection, traffic studies, and presenting information to the City Council and the public. Traffic engineering also develops and implements traffic signal timing plans and manages traffic signal operations. Traffic engineering represents the City and provides technical expertise for regional transportation planning efforts.

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours spent responding to citizen requests	48	200	200	200
D	Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings	24	40	40	40
G	Number of traffic collision entered into data base	553	600	600	600

Civic Functions $83,775

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 support 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 special events permits
B Install Christmas lights downtown
C Install and remove banners on Nichols Boulevard

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours spent on civic functions	369	400	400	400
B	Number of civic functions supported	24	24	24	24

continued

Traffic Data Collection $24,934

This program collects traffic data for the annual traffic count program and collects traffic data for various traffic studies, project designs, and grant applications.

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

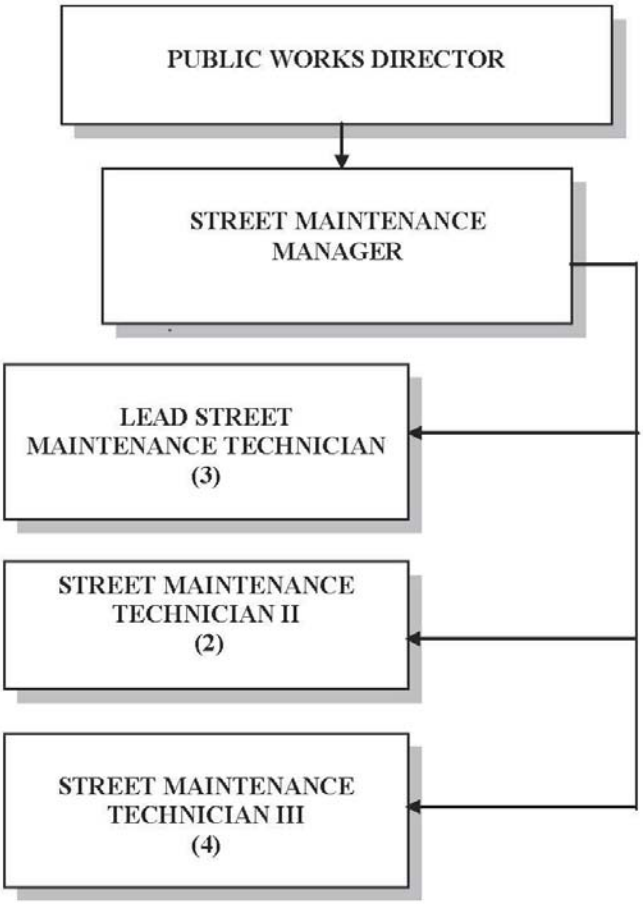
A Collect traffic counts for the annual traffic count program
B Traffic Studies Data Collection

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of hours spent on annual traffic count program	0	0	0	0
B Number of hours spent collecting data	117	100	100	100

TOTAL FOR ALL PROGRAMS $2,363,830

General Fund

Organization Chart
Street Maintenance



Expenditure Summary

Department Summary: Street Maintenance

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$356,667	$382,140	$536,500	40.4%	$569,970	6.2%	$1,106,470
Personnel Benefits	$174,674	$172,360	$292,300	69.6%	$314,040	7.4%	$606,340
Supplies	$145,808	$212,670	$324,310	52.5%	$324,310	0.0%	$648,620
Other Services & Charges	$152,676	$212,320	$245,470	15.6%	$249,490	1.6%	$494,960
Debt Service	$0	$0	$51,240	0.0%	$50,180	-2.1%	$101,420
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$829,826	$979,490	$1,449,820	48.0%	$1,507,990	4.0%	$2,957,810

Program Descriptions - Initiatives - Performance Measures

Street and Alley Maintenance $1,509,060

This program maintains the City's streets and alleys. The current level of program funding is insufficient to prevent deterioration of average pavement condition city-wide, and the number of streets requiring complete replacement is increasing. A pavement management inventory and condition assessment in 2011 determined at that time about $2.8 million dollars was needed annually to maintain the condition of city streets..

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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Cubic yards of concrete placed	279	320	600	600
B	Tons of asphalt placed	100	150	300	300
C	Number of lane miles (12' x 5,280') chip-sealed per year	7.2	9	15	15
D	Pounds of sealant applied	11,376	12,500	25,000	25,000
E	Number of alleys bladed	271	260	460	460

Miscellaneous Maintenance Activities $649,491

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		2015 Actual	2016 Target	2017 Target	2018 Target
A	Hours spent on bridge maintenance	0	48	48	48
B	Tons of asphalt pothole patching	26	20	40	40
C	Gallons of herbicide applied	725	700	700	700
D	Hours of snow and ice control	20	250	250	250

Interdepartmental $562,411

The Interdepartmental Program provides a variety of services to other departments within the City. These services include response during storm events, pavement repair for City water and sewer utility cuts, paving walking paths, participating in the 50/50 sidewalk program, placing traffic calming devices, repairing or 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		2015 Actual	2016 Target	2017 Target	2018 Target
All	Average number of hours of interdepartmental support	2,235	3,000	3,390	3,390

Sidewalk/Curb Cuts $236,848

This program provides for repair and maintenance of public sidewalks not otherwise damaged by the Urban Forest, and for construction of wheelchair accessible sidewalk ramps throughout the City. This program includes assistance to property owners responsible for repairing the sidewalk abutting their property.

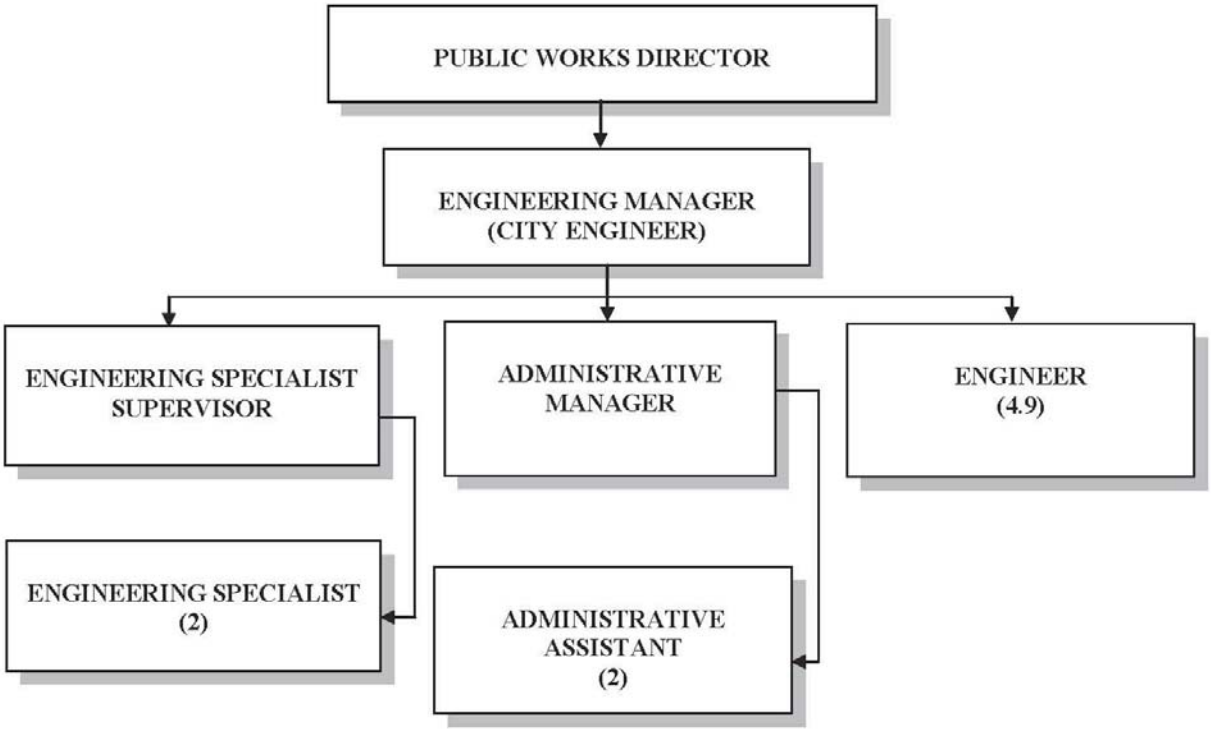
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

A Grind sidewalks
B Rehabilitate or reconstruct sidewalks
C Construct wheelchair accessible sidewalk ramps

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Linear feet of sidewalk grinding	500	50	50	50
B	Square feet of rehabilitated and reconstructed panels	1,000	1,000	1,000	1,000
C	Number of curb cuts (wheelchair accessible ramps) constructed	10	20	20	20

TOTAL FOR ALL PROGRAMS $2,957,810

Organization Chart
Engineering



Expenditure Summary

Department Summary: Engineering

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$691,801	$801,610	$716,010	-10.7%	$742,050	3.6%	$1,458,060
Personnel Benefits	$276,359	$311,210	$302,520	-2.8%	$322,480	6.6%	$625,000
Supplies	$7,311	$7,700	$8,100	5.2%	$8,100	0.0%	$16,200
Other Services & Charges	$54,763	$66,200	$67,300	1.7%	$69,740	3.6%	$137,040
TOTAL EXPENDITURES	$1,030,234	$1,186,720	$1,093,930	-7.8%	$1,142,370	4.4%	$2,236,300

Program Descriptions - Initiatives - Performance Measures

Capital Project Program $1,095,421

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 general capital improvement funds.

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of capital projects completed	13	15	15	15
A	Number of hours spent on capital project administration, design, and inspection	11,913	12,000	12,000	12,000
A-E	Percent of Engineering Budget reimbursed to the General Fund	73.89%	60%	60%	60%
B	Dollar amount of interfund transfers	$795,177	$650,000	$650,000	$650,000
B	Number of grant-funded projects	11	8	8	8
E	Number of project-related Council agenda items	41	50	50	50

Customer Service $792,004

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 Administer federal and state grant applications and six-year Transportation Improvement Plan

D Provide City support services (maps, utility and property line locates, contract administration, surveys, agreements, annexations)

E Prepare Council agendas and presentations, including maps and PowerPoint presentations

F Provide City limits descriptions, prepare general easements, and perform right-of-way vacation and local improvement district (LID) research

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A/D	Number of hours of customer service provided to the public and interdepartmental support	1,702	1,500	1,500	1,500
A-F	Reimbursement to the General Fund for Interdepartment Services	$60,073	$50,000	$50,000	$50,000
A-F	Percent of Engineering Budget Reimbursed to General Fund	5.58%	4.64%	4%	4%
B	Number of special event permits issued	33	35	35	35
C	Number of grant applications submitted	2.	5	5	5
E	Number of general Council agenda items submitted	16	20	20	20
F	Number of right-of-way vacation and LID petitions processed	1	1	1	1

Development Review $348,875

This program provides development review and field inspection for commercial, industrial and residential development affecting existing or building new public infrastructure.

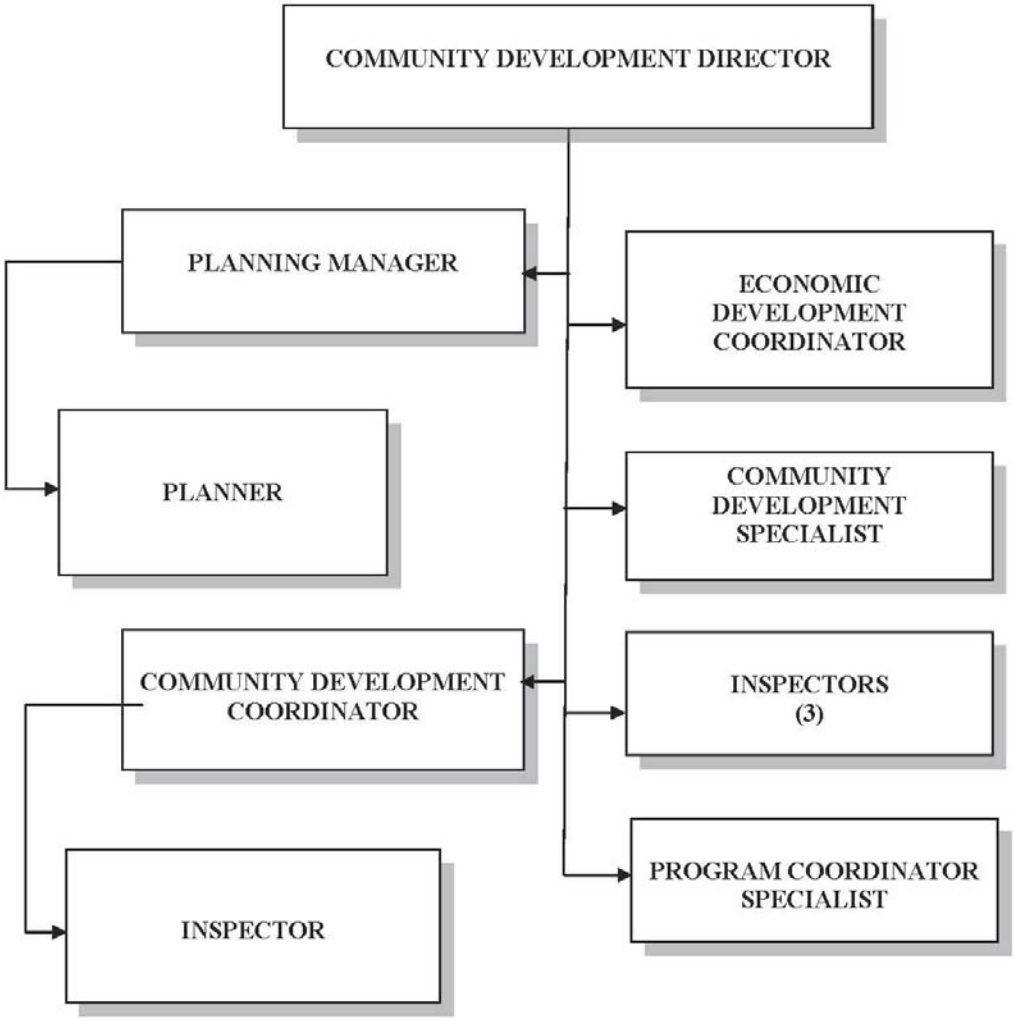
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)* **- continued**

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A.1 Number of right-of-way permits issued	148	150	150	150
A.2 Dollar amount of right-of-way permit fees	$22,806	$20,000	$20,000	$20,000
A.3 Number of Public Improvement Permits	1	2	2	2
A.4 Dollar amount collected for public works public improvement permit fees	$8,310	$5,000	$5,000	$5,000
A-C Percent of Engineering Budget reimbursement to the General Fund	2.11%	1.68%	2%	2%
B Number of hours of development review	358	400	400	400
C Number of hours of field inspection	516	600	600	600

TOTAL FOR ALL PROGRAMS $2,236,300

Organization Chart
Community Development



Expenditure Summary

Department Summary: Community Development

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$518,787	$532,770	$563,420	5.8%	$586,200	4.0%	$1,149,620
Personnel Benefits	$207,728	$206,650	$245,810	18.9%	$263,040	7.0%	$508,850
Supplies	$6,135	$9,270	$7,520	-18.9%	$7,670	2.0%	$15,190
Other Services & Charges	$55,134	$61,860	$69,710	12.7%	$72,190	3.6%	$141,900
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$787,784	$810,550	$886,460	9.4%	$929,100	4.8%	$1,815,560

Program Descriptions - Initiatives - Performance Measures

Planning/Zoning $451,855

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

continued

Planning/Zoning - continued

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of formal subdivision final plats, short plats, and boundary line adjustments processed	12	15	15	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	18	20	20	25
C	Number of Shoreline Permits issued	4	4	4	4
D	Number of Critical Areas Permits issued	5	10	10	10
E	Number of public hearings before the Planning Commission	5	10	12	12
H	Number of zoning amendment requests processed	5	4	4	4
I	Number of annexations initiated/completed	3	2	2	2
J	Number of Appeal Board of Adjustment cases heard	6	8	6	8
K	Number of Facade Improvement applications processed	2	0	0	0
L	Number of TUPs issued	1	4	6	6
M	Number of sidewalk business licenses issued	8	20	20	20

Permit Processing $290,792

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 Meritage permit issuance and tracking system

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percentage of complete plan submittals routed within two working days	100%	100%	100%	100%
C	Number of permits issued	2,016	2,500	2,500	2,500
E	Number of handouts revised for distribution	0	18	18	18

Code Enforcement $245,917

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 citiations, as needed
C Support City Attorney's office and Hearing Examiner regarding nuisance-related legal proceedings

continued

Code Enforcement - continued

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

D Participate in educational outreach to rental associations, blockwatch programs, neighborhood associations, citizens, etc.

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of complaints investigated	725	900	900	900
B	Number of notices issued	632	725	725	725
B	Number of citations issued	45	45	45	45
B	Number of violations cited	923	975	975	975
C	Number of cases referred to City Attorney	2	5	5	5
C	Number of cases appealed to Hearing Examiner	0	1	1	1

Commercial Plan Review/Building Inspection $213,421

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of zoning/building requirement inquiries completed	100%	100%	100%	100%
B	Number of commercial plan reviews completed	132	125	125	125
C	Percent of inspections performed within 24 hours of request	100%	100%	100%	100%
C	Number of commercial project inspections performed	700	750	750	750

Community Development/Housing $208,883

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	HOME Consortium monies allocated	$289,556	$244,413	$255,000	$255,000
B	CDBG monies allocated	$117,123	$284,373	$300,000	$300,000
E	Document Recording Fee monies allocated	$24,447	$28,000	$25,000	$25,000

Electrical Plans Review and Inspections $197,817

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of plan reviews performed	22	50	50	50
B/C	Number of electrical inspections performed	1,964	1,500	1,500	1,500
B/C	Percent of inspections completed within 24 hours of request	98%	100%	100%	100%

Residential Plans Review/Building Inspection $187,623

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of plan reviews processed	105	100	100	100
A	Percent of time plans reviewed within 2 weeks	99%	100%	100%	100%
B	Percent of time Inspections performed within 24 hours of request	100%	100%	100%	100%
B	Number of inpections performed	1,316	1,500	1,500	1,500

Historic Preservation $19,252

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

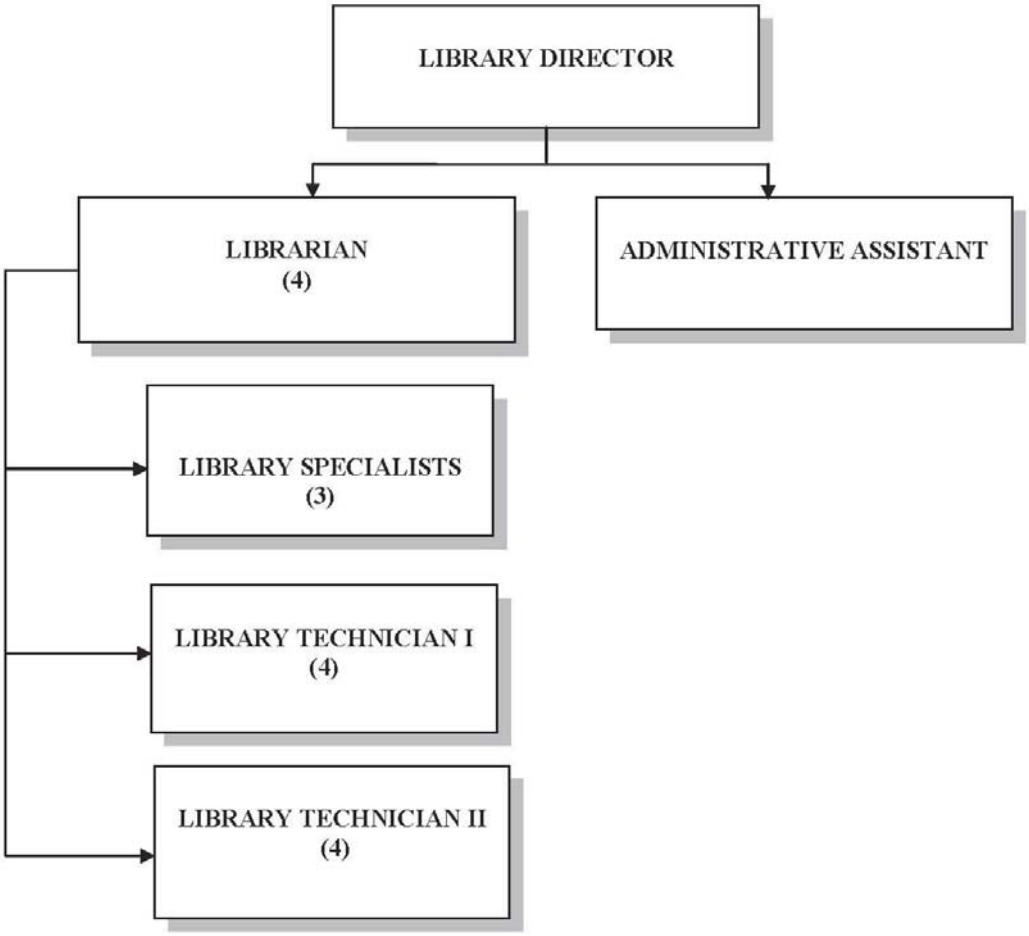
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

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

	Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A	Number of Historic Preservation Committee meetings held	10	12	12	12
C	Number of Certificates of Appropriateness issued	8	10	10	10
D	Number of grants administered	1	1	1	1
E	Number of special valuation tax assessment awards issued	0	5	5	5

TOTAL FOR ALL PROGRAMS $1,815,560

Organization Chart
Library



Expenditure Summary

Department Summary: Library

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$1,018,637	$1,093,790	$1,067,530	-2.4%	$1,105,980	3.6%	$2,173,510
Personnel Benefits	$437,667	$458,920	$474,400	3.4%	$508,540	7.2%	$982,940
Supplies	$39,204	$28,500	$26,500	-7.0%	$26,500	0.0%	$53,000
Other Services & Charges	$346,626	$341,850	$359,120	5.1%	$368,140	2.5%	$727,260
Debt Service	$55,768	$38,280	$38,420	0.4%	$38,000	-1.1%	$76,420
Capital Outlay	$124,318	$82,120	$76,620	-6.7%	$76,620	0.0%	$153,240
TOTAL EXPENDITURES	$2,022,220	$2,043,460	$2,042,590	0.0%	$2,123,780	4.0%	$4,166,370

Program Descriptions - Initiatives - Performance Measures

Public Services $1,646,118

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of hours open to the public	2,652	2,652	2,652	2,652
A	Number of people visiting the library	201,537	200,000	201,000	205,000

continued

Public Services - continued

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
AB	Number of new library cards issued	2,545	2,500	2,500	2,500
AB	Number of regular borrowers	33,198	32,000	31,000	30,000
ABC	Total library materials borrowed (excluding e-materials)	353,288	350,000	351,000	352,000
ABC	Total e-materials borrowed	26,740	30,000	32,000	36,000
E	Number of questions answered	45,715	43,000	42,000	41,000
F	Number of Internet users	22,342	22,000	21,500	21,500
G	Number of database searches	10,942	11,000	11,500	12,000

Technical Services $1,173,497

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

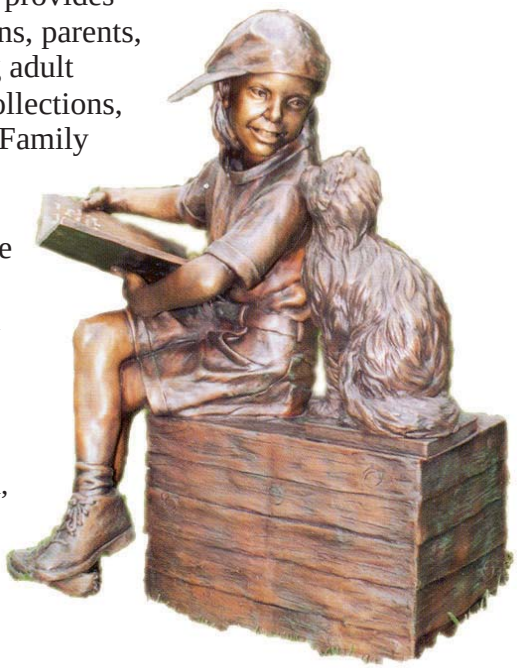
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

A Enter items into the database by downloading from a existing database or by creating an original 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 integrated library system computer files
E Select and order materials using professional reviews, best-seller lists, and customer and librarian input
F Assess existing collection for replacement of outdated, disused, or damaged materials
G Receive, evaluate, and process donated materials fo the library's collection
H Maintain and enhance existing library technologies, including the library website

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
ABCEG	Number of items added to the collection (including donations)	10,734	10,000	10,000	10,000
D	Total number of items in collection	185,665	183,000	181,500	180,000
F	Number of items withdrawn from collection	19,061	20,000	20,000	19,000
H	Number of library website hits	66,821	70,000	72,000	75,000
H	Number of patrons accessing accounts through Internet	79,395	80,000	81,000	82,000

Youth Services, Early Learning, and Family Literacy Services $726,576

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 early learning programming (using proven early literacy training as well as STEM-based programs), special events, and the summer reading program. The focus is to foster the love and value of books and literature in the daily lives of families and young people by providing quality resources and programs.



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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of books and other materials in collection for Youth Services	28,362	28,000	29,000	29,000
B	Number of youth and family programs held	251	300	300	300
B	Number of participants in youth and family programs	6,165	7,000	7,500	7,500
C	Number enrolled in summer reading program	1,200	1,250	1,300	1,300
C	Number of summer program event participants	3,200	3,600	3,800	3,800
C	% of surveyed parents rating summer reading program as effective (3 or higher)	90	90	90	90
C	% of 3rd Grade reading scores that met state requirements	60	61	61	61
F	Youth services volunteer hours	550	700	750	800

Adult Services and Literacy $620,179

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

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

A Provide adult programming such as Northwest Voices, computer classes, job-finding workshops, and other programs

continued

Adult Services and Literacy - continued

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

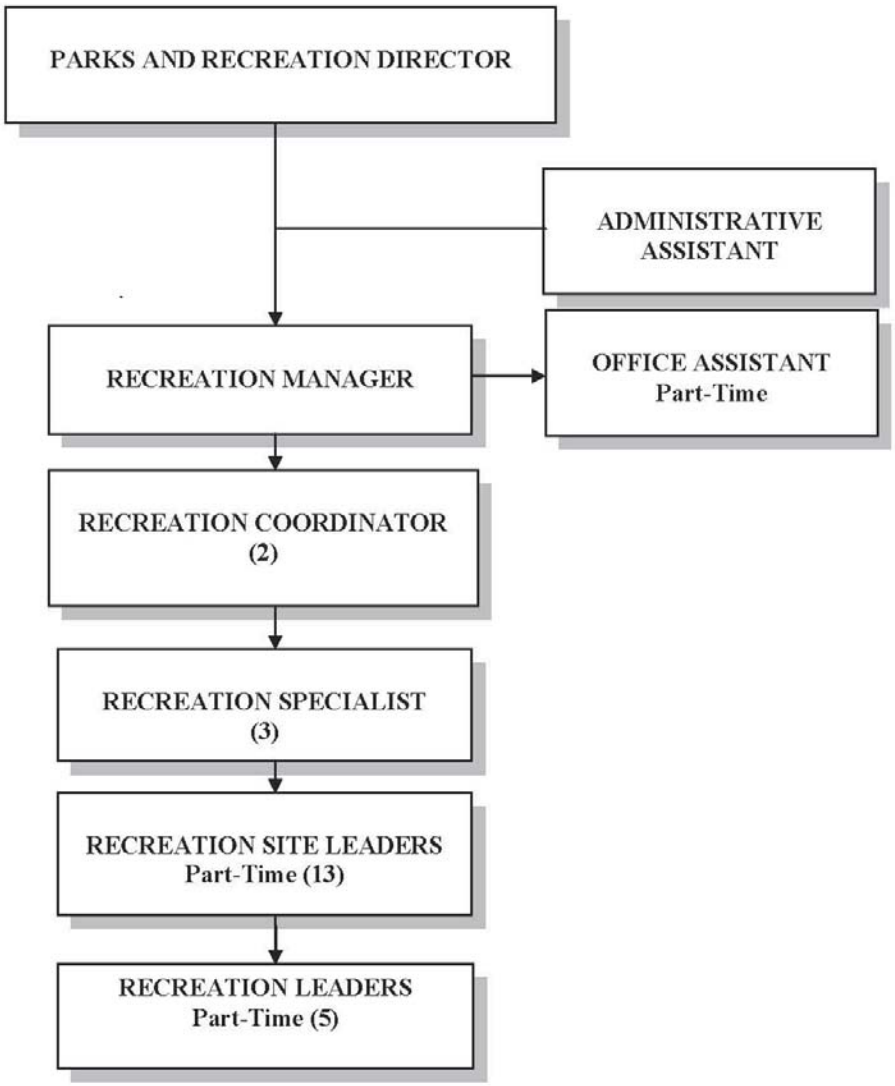
B Provide public information through Public Service Announcements, newspaper articles, signs, newsletters, flyers, posters, social networking sites, and the library's website
C Write grants to solicit additional funds for library programming and services
D Provide adult literacy/citizenship/GED training through the use of volunteers in Project Read
E Provide liaison activities with the Friends of the Longview Library and other community organizations
F Provide outreach services (book delivery to the homebound and facility-bound)

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	% of program attendees who enjoyed program and would recommend to others	95	95	95	95
A	Number of participants in Adult Winter Reading Program	164	175	200	250
A	Number of events/people attending adult programs	46/1102	45/1200	50/1300	50/1400
A	Culture Cards checked out	97	100	100	100
D	Number of studens participating in Project READ	150	150	150	150
D	Number of Project READ volunteer hours	4,000	4,000	4,000	4,000
D	Number of students becoming citizens, passing the GED, getting a driver's license, or improving their job skills	25	25	25	25
F	Number of outreach participants	65	65	65	65

TOTAL FOR ALL PROGRAMS $4,166,370

General Fund

Organization Chart
Recreation



Expenditure Summary

Department Summary: Recreation

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$505,197	$574,080	$640,900	11.6%	$668,180	4.3%	$1,309,080
Personnel Benefits	$166,100	$187,440	$255,180	36.1%	$274,110	7.4%	$529,290
Supplies	$70,167	$70,790	$77,220	9.1%	$77,220	0.0%	$154,440
Other Services & Charges	$257,153	$350,660	$322,860	-7.9%	$326,370	1.1%	$649,230
TOTAL EXPENDITURES	$998,617	$1,182,970	$1,296,160	9.6%	$1,345,880	3.8%	$2,642,040

Program Descriptions - Initiatives - Performance Measures

Facility Use/Operations $680,108

Recreation facilities provide a location where members of our community gather for recreation pursuits, city events, school activities, celebrations, group activities, and public events. Facilities operated by the recreation department include the Elks Memorial Building, Recreation Building, Senior Center, McClelland Arts Center, and Woman's Club Building. It includes the costs to maintain buildings, provide utilities, and replace equipment. 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 runs/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-sponsored programs, classes, and events
B Provide buildings and park facilities for community events and nonprofit organizations
C Provide community garden plots for healthy nutrition and sustainable food
D Charge rental fees to offset operational cost
E Provide quality equipment, customer service, and maintenance for facilities
F Provideclean and quality facilities with the support staff to schedule or monitor facilities

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Recreation programs held at recreation facilities and parks	900	1,500	925	950
AB	Times participants attended programs at recreation facilties and parks	2,110	2,500	2,225	2,300

continued

Facility Use/Operations Program - continued

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B	Times nonprofit organizations use recreation facilities and parks	230	400	235	240
B	Times youth sports use buildings and facilities to provide youth activity	3,615	3,300	3,615	3,615
C	Revenue from fees for operation cost sustainability	$77,065	$79,376	$81,688	$84,138
C	Community garden spaces rented	121	126	126	126
E	Users satisfied with customer service, facility cost, and rental process	97%	97%	97%	97%
F	Users satisfied with building and facility maintenance, cleanliness, and equipment	98%	98%	98%	98%

Out-of-School Youth Programs $548,787

Out-of-school programs provide safe, supervised after-school activities, when youth are most vulnerable and at risk. Programs are held at Kessler, Northlake, CVG, Mint Valley, St Helens, and Robert Gray school. A before-school program is held at Robert Gray Elementary School, and summer programs are held at three elementary schools. These programs engage children in educational learning, physical activity, and recreation which includes crafts, organized games, active sports, homework help, special events, and guest presentations. They also provide healthy snacks and increase nutritional literacy. Out-of-school programs are a partnership with many nonprofit organizations and the Longview School District. Parents rely on out-of-school programs to care for their children between the end of school and when they get off work. Out-of-school programs engage participants in healthy enrichment activities and offer a proactive solution to deterring youth from negative or risky behaviors. Fees charged cover the direct costs to provide the programs and a percentage toward overhead expenses.

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 to extend learning beyond the classroom
C Collaborate and have positive partnership with schools to support learning, serve our community, and provide meals
D Collaborate with businesses and nonprofit organizations
E Provide employment and volunteer opportunities to adult, college, and high school students
F Collect fees, donations, grants, and sponsorships to support programs
G Obtain results showing programs are meeting needs of parents, youth, school, and community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Registered participants	835	850	875	890
AB	Times children attend after school, before school, and summer programs	23,457	24,100	24,857	25,600
B	Staff to child ratio to assure quality program standards	1:12	1:12	1:12	1:12
B	Days out-of-school programs are offered	233	233	233	233
C	School partnerships	7	7	7	7
D	Collaboration and partnerships with local businesses and nonprofit organizations	35	45	37	39
E	Staff training and professional development offered	35 hr	35 hr	35 hr	35hr
F	Revenue collected to sustain programs	$100,373	$100,607	$106,395	$109,586
G	Users satisfied with program service and quality	98%	98%	98%	98%

Family Programs and Special Events $338,203

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 Outdoor Adventure, Father-Daughter Dance, Earth Day Celebration, Kids Fishing Event, Photo Show, Breakfast With Santa, Mud Day, $5 5K running series, Extreme Machine, and Summer Concerts at the Lake. Families that spend time together contribute to positive individual development, a quality workplace and workforce, caring communities, and a healthy nation. Family programs are held at recreation buildings, schools, parks, recreation facilities, and local business locations. Fees charged, or sponsorships obtained, cover the direct costs to provide the programs and a percentage toward overhead expenses.

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

A Provide activites that promote family bonding and strengthen our communities family structure
B Provide programs and locations for families to learn, interact, and spend time together
C Collaborate with local businesses and nonprofit groups
D Provide volunteer opportunities to our community
E Collect fees to cover direct and some indirect costs
F Obtain results showing programs are meeting needs of parents, families, youth, and the community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
AB	Programs and events offered	60	60	63	65
AB	Times families attend programs together	24,249	25,000	25,500	26,000
B	Percent of quality programs conducted successfully	99%	95%	95%	95%
C	Collarboration and partnerships with local businesses and nonprofit organizations	175	175	175	175
C	Community in-kind services from business and nonprofit partners	$9,631	$10,000	$10,200	$10,500
D	Volunteers	440	450	460	470
D	Volunteer hours	3,252	3,300	3,450	3,550
E	Revenue generated from business sponsorships, nonprofit partners, and program fees	$73,849	$76,065	$78,279	$80,627
E	Direct program costs offset by revenue collected	100%	100%	100%	100%
F	Users satisfied with service and program quality	99%	98%	98%	98%

Youth Programs $310,990

Youth programs provide activities, classes, and events for children from pre-school through elementary school age. Enrichment classes are conducted 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 experts in the field of study. Programs are held at recreation buildings, park facilities, schools, and local businesses. These programs teach life skills and give children a sense of accomplishment as they increase self-esteem. Youth programs engage participants in healthy enrichment activities and offer a proactive solution to deterring youth from negative or risky behaviors. Fees charged cover the direct costs to provide

continued

Youth Programs - continued

Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*
the programs and a percentage toward overhead expenses.

A Provide enrichment and learning opportunities for children
B Keep youth engaged in positive activity to deter negative youth behavior
C Provide employment and volunteer opportunities to adult, college, and high school students
D Collaborate with local businesses and nonprofit groups to maximize learning
E Collect fees to pay for direct and some indirect costs
F Obtain results showing programs are meeting needs of adult citizens in our community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Programs offered	223	225	235	240
A	Time programs sucessfully conducted versus cancelled	65%	85%	85%	85%
B	Registered participants	1,116	1,150	1,185	1,220
C	Volunteers	90	90	95	100
C	Volunteer hours	1,249	1,250	1,300	1,350
D	Collaborations and partnerships with local business and nonprofit organizations	69	70	70	70
E	Direct program costs offset by revenue collected	100%	100%	100%	100%
E	Revenue generated to sustain programs	$49,591	$42,134	$43,398	$44,699
F	Users satisfied with program service and quality	87%	95%	95%	95%

Adult Sport Leagues and Programs $284,820

Adult sport leagues provide organized recreational opportunities for people 18 and over. Sports programs include organized leagues in basketball, Frisbee, and softball, as well as drop-in recreational open gym programs. Tournaments are held in softball, Frisbee, etc. Sport programs are held at park facilities and schools. Fees are charged to cover the direct costs and a percentage of the overhead costs to provide adult programs.

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

A Provide fitness and health programs that lower health care costs and improve citizens health
B Provide outlet for adults to exercise and participate in sport programs
C Collect fees to cover direct and some indirect costs
D Obtain results showing programs are meeting needs of adult citizens in our community
E Obtain results showing league facilties are meeting the needs of adult citizens in our community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
AB	Registered participants	3,300	3,450	3,500	3,550
AB	Leagues and programs offered	20	20	20	20
C	Direct program costs offset by revenue collected	100%	100%	100%	100%
C	User fees and charges collected to sustain programs	$76,489	$78,783	$63,573	$65,480
D	Users satisfied with program service and quality	90%	95%	98%	98%
E	Users satisfied with quality of recreation facilities	N/A	N/A	90%	95%

continued

Adult Programs $198,856

Adult programs provide enrichment classes for people 18 and over. A variety of recreation, education, and enrichment classes are offered in art, technology, music, language, dance, cooking, fitness, health, and outdoor activities. Enrichment classes focus on specific topics. These are high-quality classes taught by instructors who are professionals in the field of study. Enrichment classes are held at recreation buildings, park facilities, schools, and local businesses. Fees are charged to cover the direct costs and a percentage of the overhead costs to provide adult programs.

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

A Provide enrichment and learning opportunities and classes for the community
B Provide fitness and health programs that lower health care costs and improve citizen's health
C Provide outlet for adults to exercise and engage in healthy activities that build community
D Collect fees to cover direct and some indirect costs
E Obtain results showing programs are meeting needs of adult citizens in our community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Registered participants	1,039	1,050	1,075	1,100
BC	Programs and classes offered	92	95	100	105
BC	Quality programs conducted successfully	90%	85%	85%	85%
D	Direct program costs offset by revenue collected	100%	100%	100%	100%
D	User fees and charges collected to sustain programs	$108,830	$43,834	$45,197	$46,552
E	Users satisfied with program service and quality	97%	97%	98%	98%

Therapeutic Programs $141,983

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 provide recreation, social interaction, 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 quality programs for developmentally disabled individuals that provides social, enrichment, and activity opportunities which improve participants metnal and physical health and well-being
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	2015 Actual	2016 Target	2017 Target	2018 Target
A	Programs conducted	20	21	22	23
A	Registered participants	275	280	290	300
A	Times participants attended programs	5,086	5,090	5,100	5,110
B	Volunteers	90	95	100	105
B	Volunteer hours	1,537	1,550	1,570	1,580
C	Dollar value of donations and in-kind services from businesses and nonprofit organizations	$2,500	$2,550	$2,650	$2,700
C	Revenue generated from fees to sustain programs	$1,560	$1,580	$1,600	$1,650
D	Collaboration and partnerships with local businesses and nonprofit organizations	20	25	30	35
E	Percent of users satisfied with service and program quality	100%	98%	98%	98%

Teen Programs $138,293

Teen programs include providing ongoing out of school programs activities for teenagers from middle school through high school (11 to 18 years old) at The Boulevard (Elks Building at Lake Sacajawea Park). Programs are free of charge and help to deter crime, violence, substance use, and other negative youth behavior. Teen programs engage participants in healthy enrichment activities and offer a proactive solution to deterring youth from negative or risky behaviors. Donations and sponsorship are sought out to assist in covering a portion of direct program costs.

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

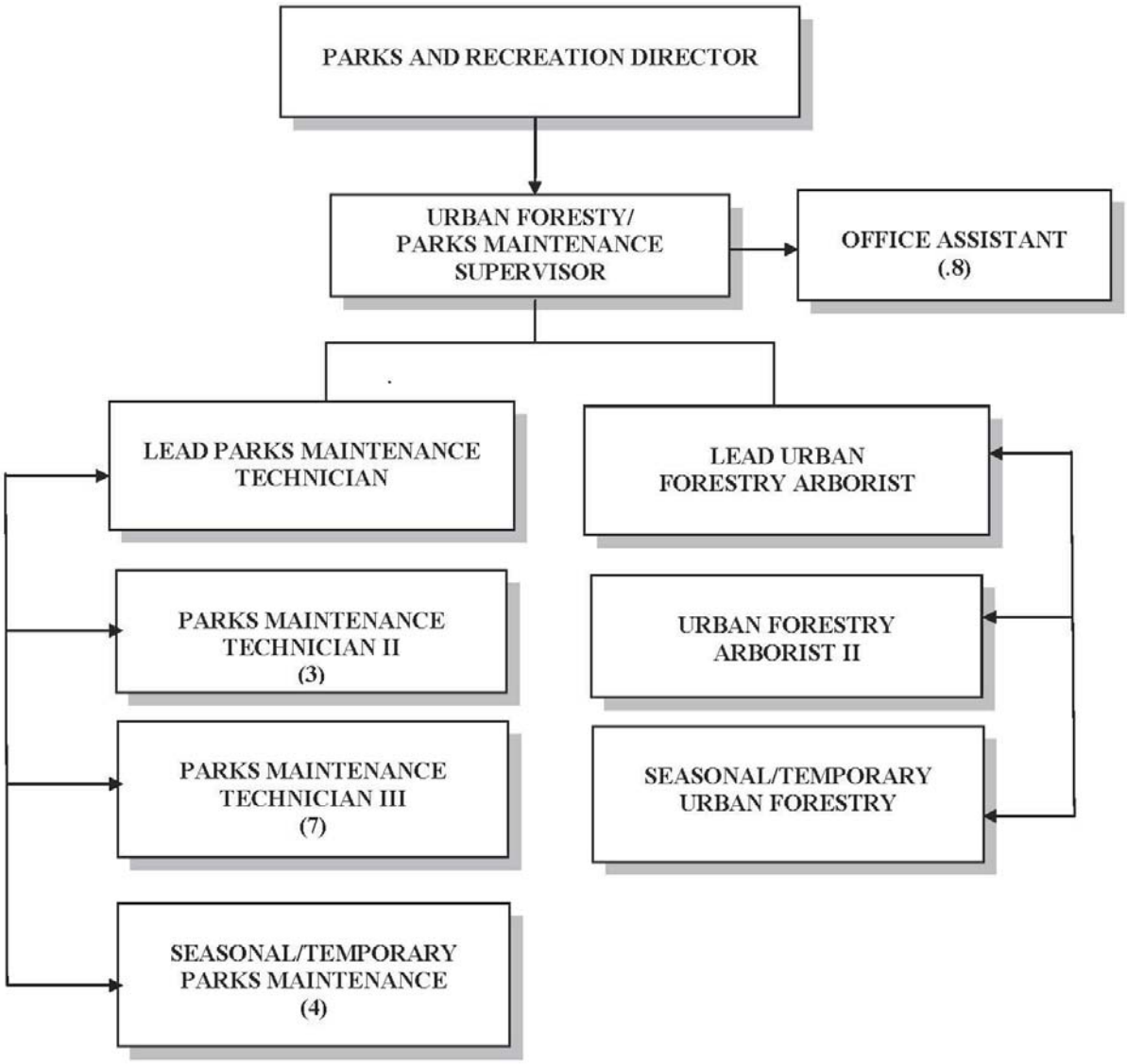
A Offer programs that provide teens positive outlets for activity and education to promote healthy choices
B Provide programs during out-of-school time when teens are at the greatest risk for substance abuse, violence, crime, and pregnancy
C Provide employment and volunteer opportunities to adult, college, and high school students
D Collaborate with local businesses and nonprofit organizations to provide a quality teen program
E Apply for grant funding and seek donations from individuals, local businesses, and foundations to support the teen program
F Obtain results showing programs are meeting needs of adult citizens in our community

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Days program was offered	195	195	195	195
A	Percent of quality programs conducted successfully	100%	100%	100%	100%
B	Times participants attended programs	2,922	2,970	3,000	3,100
B	Registered participants	200	200	210	220
C	Trainings offered to staff with emphasis on education and working with young people	4	4	4	4
DE	Donations and in-kind contributions from local businesses and nonprofit organizations	$1,000	$1,025	$1,050	$1,100
F	Participants satisfied with program quality & service	95%	95%	95%	95%

TOTAL FOR ALL PROGRAMS $2,642,040

General Fund

Organization Chart
Parks



Expenditure Summary

Department Summary: Parks

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Salaries & Wages	$680,269	$722,770	$805,190	11.4%	$831,270	3.2%	$1,636,460
Personnel Benefits	$322,791	$320,810	$373,970	16.6%	$397,820	6.4%	$771,790
Supplies	$93,416	$123,220	$135,370	9.9%	$135,370	0.0%	$270,740
Other Services & Charges	$378,926	$452,480	$392,360	-13.3%	$401,310	2.3%	$793,670
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,475,402	$1,619,280	$1,706,890	5.4%	$1,765,770	3.4%	$3,472,660

Program Descriptions - Initiatives - Performance Measures

General Park Maintenance $1,710,522

This program provides maintenance of shrub beds, color gardens, path maintenance and softball field preparation. It also includes documentation, administration and data entry for all Parks division operations along with citizen input and service requests. Other activities included in this program are site inspections, community event set up and clean up, community garden plot maintenance, assistance to other City departments, vandalism prevention and repair, equipment preventative maintenance, supplies and infrastructure inventory, park rental preparation and housekeeping of the Parks maintenance building.

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

A Complete all pertinent 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		2015 Actual	2016 Target	2017 Target	2018 Target
A	Holiday lighting; preparation, install, maintenance, take down and storage staff hours	637	800	900	900
A	Festivals and event set up and clean up staff hours	702	650	600	600
B	Vandalism repair hours	427	500	500	500
E	Wildlife control staff hours	346	350	350	350
H	Facilities and infrastructure maintenance hours	486	700	750	750
H	Path maintenance hours	357	400	400	400
H	Softball field preparation staff hours	464	500	525	525

Turf Maintenance $890,272

This program includes mowing, weed whipping, edging and aeration of all landscaped areas including Parks, right of ways, medians, other City owned properties and areas assigned as responsibility of the Parks department. All locations are mowed weekly with additional visits during spring growth. Included in this program are weed, insect and disease control in all turf areas. Other tasks performed under this program to maintain healthy turf are de-thatching, over seeding, top dressing, fertilization and pH control measures. Soil testing is done annually to determine the nutrient needs.

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

A Manage 310 acres of turfgrass in park areas
B Manage 115 acres of non park sites
C Weed, insect and disease control of turf and shrubs
D Pick up all litter prior to mowing or concurrently with mowing
E Complete preventative maintenance on all mowers daily including blade sharpening

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Mow, weed whip, edge, aeration hours for parks	4,210	4,400	4,400	4,400
B	Mow, weed whip, edge, aeration hours for non park areas	657	650	550	550
C	Pre and post weed control hours	1,069	1,100	1,100	1,100
C	Fertiliation and pH applications hours	108	200	250	250
C	Certified applicators on staff	2	2	2	2
C	Shrub beds maintained	298	300	310	310

Restroom Maintenance, Sanitation, Litter Control $519,536

This program is responsible for cleaning, operation and repair of rest rooms throughout Park system. This includes unplugging, leak repairs, fixture replacement, painting walls, graffiti removal, and vandalism repair and security services. This program also includes litter control throughout all areas of responsibility. All garbage receptacles, ground garbage and mutt mitt dispensers are serviced under this program.

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

A Clean and sanitize toilets,sinks and floors, replentish all paper products
B Clear all plugged fixtures and fix or repair any vandalism or graffiti
C Monitor locked areas, security lighting and safety doors to ensure they have not been compromised
D Pick up all ground litter and empty all garbage recepticles

continued

Restroom Maintenance, Sanitation, and Litter Control - continued

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A B Number of days for summer restroom cleaning (7 days)	120	120	217	217
A B Number of days for winter restroom cleans (4 days)	245	245	88	88
A B Total restroom cleaning hours	434	500	550	550
C Vandalism hours	573	600	600	600
D Number of trash receptacles and mutt mitt dispensers	85	85	85	85

Water Management and Irrigation Maintenance $179,535

This program is responsible for the install, monitoring, maintenance, adjustment and repair to all irrigation systems both automated and hand that occur in any area of responsibility. The automated systems are activated in spring and winterized prior to fall temperature drops. Water features at Longview sign and Asian island are also maintained under this program. Monitoring of water usage ensures leaks are repaired timely. Controllers, heads and lines are upgraded to ensure water conservation is maximized. Lake Sacajawea water levels and clarity are monitored within this program and inlet and outlet grates are cleaned and maintained are also included. Invasive water plant species are also controlled within this program. Species are sprayed to control the spread of the plant material.

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 tamperedwith, install
C Change irrigation timers as days lengthen and shorten
D Stormwater manangement of Lake inlets, outlets and flushing operations
E Manual watering of turf, trees and shrubs

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Acres under automated irrigation	150	150	150	150
C Sites irrigated by automation	8	8	8	8
D Fish stocking	0	0	6	6
D Lake flushing days	90	90	90	90
D Invasive species control hours	235	200	125	125
E Licensed applicators for aquatics on staff	1	1	1	1
E Sites handwatered	35	35	68	68
E Sites irrigated by water truck	15	15	9	9

Playground Maintenance $172,795

This program inspects and maintains all playgrounds and play spaces throughout the City. This includes all Park playgrounds, BMX track, Skate Park, tennis courts, horseshoe pits, basketball courts, disc golf course, shuffle board court and public trails. Safety inspections are completed on all play equipment with repairs completed immediately or the equipment is taken out of service. All playgrounds are held to the safety standards of Certified Playground inspectors with these reports completed twice per year.

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

A Observe safety condition of all play areas
B Walk through, inspect, and repair damage as needed to all play areas on a daily basis
C Complete additionally assigned play area projects
D Complete monthly close inspections of playground equipment

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Certified Playground Inspectors on staff	3	3	3	3
B	Repair hours for play area equipment	279	400	425	425
B	Replacement hours for play area elements	115	90	90	90
B	Play areas for 2-5 year olds	18	18	18	18
B	Play areas for 5 - 12 year olds	18	18	18	18
C	Newly developed play areas	1	2	2	2
D	Playground inspections completed	18	18	18	18
D	Hours to replace playground parts	89	100	150	150

TOTAL FOR ALL PROGRAMS $3,472,660

General Fund

Non-Departmental Summary

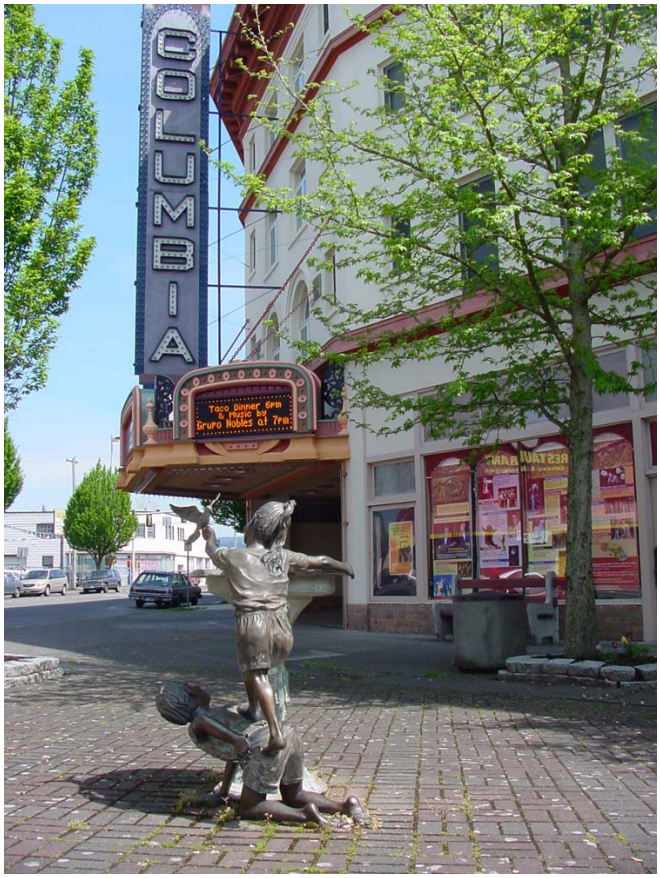
Expenditure Summary

Department Summary: Non-Departmental

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$303	$5,960	$0	-100.0%	$0	0.0%	$0
Personnel Benefits	$31	$620	$0	-100.0%	$0	0.0%	$0
Supplies	$29	$1,000	$250	-75.0%	$250	0.0%	$500
Other Services & Charges	$1,557,767	$1,640,910	$1,607,720	-2.0%	$1,582,410	-1.6%	$3,190,130
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$372,087	$375,140	$370,800	-1.2%	$365,930	-1.3%	$736,730
Interfund Transfers	$12,158	$5,000	$2,750	-45.0%	$3,000	9.1%	$5,750
TOTAL EXPENDITURES	$1,942,375	$2,028,630	$1,981,520	-2.3%	$1,951,590	-1.5%	$3,933,110

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 (energy conservation program improvements), operating transfers (General Fund facility maintenance charges, liability insurance, office equipment reserve, and miscellaneous professional services).



TOTAL FOR ALL PROGRAMS $3,933,110

For Your Notes...

Special Revenue Funds

TOPIC **PAGE**

Special Revenue Funds 144

Arterial Street Fund 145

Downtown Parking Fund 146-147

Economic Development Fund 148-149

HOME Fund 150

Community Development Block Grant Entitlement Fund 151

Criminal Justice Assistance Fund 152-156

Public Safety Fund 157-158

Tourism Fund 159

Parks and Recreation Memorial Trust Fund 160

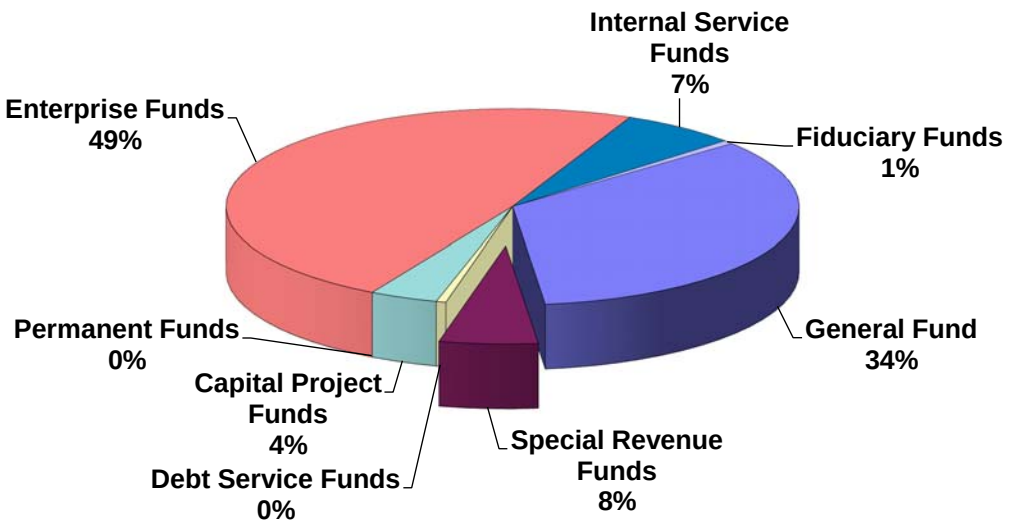
Northwest Health Foundation Fund 161-162

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
- Criminal Justice Assistance Fund
- Public Safety Fund
- Tourism Fund
- Parks & Recreation Memorial Trust Fund
- Northwest Health Foundation Fund

Breakdown of 2017/2018 Budget by Fund



Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Arterial Street	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$400,000
2017/2018 Estimated Revenue	$4,202,630
Beginning Cash Required for Operations	$371,570
Total 2017/2018 Revenue	$4,574,200
2017/2018 Estimated Expenditures	$4,489,000
Contribution to Ending Fund Balance	$85,200
Total 2017/2018 Expenditures	$4,574,200
Estimated Ending Fund Balance	$113,670

Arterial Street Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$5,471,185	$530,530	$1,437,630	171.0%	$2,070,000	44.0%	$3,507,630
Charges for Services	$0	$2,500	$0	-100.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$12,747	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$41,674	$491,200	$695,000	41.5%	$0	-100.0%	$695,000
Beg Resources Req to Balance	$0	$0	$371,570	0.0%	$0	-100.0%	$371,570
TOTAL REVENUES	$5,525,606	$1,024,230	$2,504,200	144.5%	$2,070,000	-17.3%	$4,574,200

Expenditure Summary

Arterial Street Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$373,160	$0	-100.0%	$85,800	0.0%	$85,800
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$35,920	$32,000	$37,000	15.6%	$37,000	0.0%	$74,000
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$6,276,571	$509,070	$2,160,000	324.3%	$1,840,000	-14.8%	$4,000,000
Debt Service	$885	$110,000	$307,200	179.3%	$107,200	-65.1%	$414,400
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$6,313,376	$1,024,230	$2,504,200	144.5%	$2,070,000	-17.3%	$4,574,200

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 $4,574,200

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title: Downtown Parking	Department Head Responsible: Jim Duscha
Beginning Fund Balance	$95,000
2017/2018 Estimated Revenue	$81,500
Beginning Cash Required for Operations	$60,610
Total 2017/2018 Revenue	$142,110
2017/2018 Estimated Expenditures	$142,110
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$142,110
Estimated Ending Fund Balance	$34,390

Downtown Parking Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$31,318	$21,200	$21,200	0.0%	$21,200	0.0%	$42,400
Miscellaneous	$19,298	$19,550	$19,550	0.0%	$19,550	0.0%	$39,100
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	$29,410	$28,570	-2.9%	$32,040	12.1%	$60,610
TOTAL REVENUES	$50,616	$70,160	$69,320	-1.2%	$72,790	5.0%	$142,110

Expenditure Summary

Downtown Parking Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$30,859	$35,540	$37,400	5.2%	$39,560	5.8%	$76,960
Personnel Benefits	$15,474	$16,810	$15,260	-9.2%	$16,550	8.5%	$31,810
Supplies	$69	$1,050	$1,050	0.0%	$1,050	0.0%	$2,100
Other Services & Charges	$10,278	$16,760	$15,610	-6.9%	$15,630	0.1%	$31,240
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	$56,681	$70,160	$69,320	-1.2%	$72,790	5.0%	$142,110

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 $142,110

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of parking citations issued	1,088	1,400	1,400	1,400
C	Number of parking permits issued	64	40	40	40
D	Number of vehicles immobilized	3	5	5	5

TOTAL FOR ALL PROGRAMS $142,110

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Economic Development Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$525,500
2017/2018 Estimated Revenue	$1,138,400
Beginning Cash Required for Operations	$292,130
Total 2017/2018 Revenue	$1,430,530
2017/2018 Estimated Expenditures	$1,430,530
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,430,530
Estimated Ending Fund Balance	$233,370

Economic Development Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$556,806	$477,000	$557,500	16.9%	$565,000	1.3%	$1,122,500
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$1,982	$7,500	$2,500	-66.7%	$2,750	10.0%	$5,250
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$156,358	$2,730	$5,400	97.8%	$5,250	-2.8%	$10,650
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	$285,300	$199,810	0.0%	$92,320	-53.8%	$292,130
TOTAL REVENUES	$715,146	$772,530	$765,210	-0.9%	$665,320	-13.1%	$1,430,530

Expenditure Summary

Economic Development Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$28,795	$139,900	$127,250	-9.0%	$137,080	7.7%	$264,330
Personnel Benefits	$8,428	$39,890	$41,060	2.9%	$44,420	8.2%	$85,480
Supplies	$58	$2,000	$2,000	0.0%	$2,000	0.0%	$4,000
Other Services & Charges	$35,156	$69,980	$74,980	7.1%	$74,980	0.0%	$149,960
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$665,968	$520,760	$519,920	-0.2%	$406,840	-21.7%	$926,760
Interfund Transfers	$26	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$738,432	$772,530	$765,210	-0.9%	$665,320	-13.1%	$1,430,530

Program Descriptions - Initiatives - Performance Measures

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

Economic Recruitment and Development $1,430,530

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

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

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

B Economic development recruitment including downtown and other economic development ventures

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of Mint Farm Industrial Park lots sold per year	N/A	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	N/A	100%	100%	100%
B	Percent increase in annual sales and B&O tax in Downtown Commerce Zone	N/A	1%	1%	1%
B	Increase in number of residential housing units per year	N/A	50	5	50
B	Recruit hotel/motel	0	1	0	1
B	Percent of downtown action plan objectives completed	N/A	100%	90%	100%

TOTAL FOR ALL PROGRAMS $1,430,530

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title HOME Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$790,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$790,000
2017/2018 Estimated Expenditures	$790,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$790,000
Estimated Ending Fund Balance	$0

HOME Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$289,826	$536,000	$352,500	-34.2%	$387,500	9.9%	$740,000
Charges for Services	$24,447	$32,500	$24,000	-26.2%	$26,000	8.3%	$50,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$10,330	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$324,603	$568,500	$376,500	-33.8%	$413,500	9.8%	$790,000

Expenditure Summary

HOME Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$314,761	$568,500	$376,500	-33.8%	$413,500	9.8%	$790,000
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	$314,761	$568,500	$376,500	-33.8%	$413,500	9.8%	$790,000

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 $790,000

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title CDBG Entitlement	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$667,500
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$667,500
2017/2018 Estimated Expenditures	$667,500
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$667,500
Estimated Ending Fund Balance	$0

Community Development Block Grant Entitlement Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$296,843	$397,500	$327,500	-17.6%	$340,000	3.8%	$667,500
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$48,525	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$345,368	$397,500	$327,500	-17.6%	$340,000	3.8%	$667,500

Expenditure Summary

Community Development Block Grant Entitlement Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$166,176	$397,500	$327,500	-17.6%	$340,000	3.8%	$667,500
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$199,254	$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	$365,430	$397,500	$327,500	-17.6%	$340,000	3.8%	$667,500

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $667,500

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Criminal Justice Assistance	Department Head Responsible Jim Duscha
Beginning Fund Balance	$950,000
2017/2018 Estimated Revenue	$672,100
Beginning Cash Required for Operations	$620,730
Total 2017/2018 Revenue	$1,292,830
2017/2018 Estimated Expenditures	$1,292,830
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,292,830
Estimated Ending Fund Balance	$329,270

Criminal Justice Assistance Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$658,805	$302,000	$309,660	2.5%	$313,840	1.3%	$623,500
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$30,136	$24,300	$24,300	0.0%	$24,300	0.0%	$48,600
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	$37,950	$569,250	1400.0%	$51,480	-91.0%	$620,730
TOTAL REVENUES	$688,941	$364,250	$903,210	148.0%	$389,620	-56.9%	$1,292,830

Expenditure Summary

Criminal Justice Assistance Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$213,301	$208,000	$199,260	-4.2%	$204,410	2.6%	$403,670
Personnel Benefits	$65,963	$62,770	$73,970	17.8%	$78,500	6.1%	$152,470
Supplies	$31,011	$27,210	$25,010	-8.1%	$24,810	-0.8%	$49,820
Other Services & Charges	$90,437	$66,270	$78,470	18.4%	$81,900	4.4%	$160,370
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$5,000	$0	$526,500	0.0%	$0	0.0%	$526,500
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$32,161	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$437,873	$364,250	$903,210	148.0%	$389,620	-56.9%	$1,292,830

Program Descriptions - Initiatives - Performance Measures

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

Capital Improvement Program $555,800

This program provides for a capital improvement project to establish a law enforcement firearms range at the Castle Rock location currently operated by the Cowlitz Game and Anglers (CG&A) Club.

School Officer Program $512,774

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

continued

School Officer Program - continued

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A-K Number of students at middle and high schools	3,607	3,600	3,600	3,600
A-K Calls taken by SRO's	169	170	180	180

Registered Sex Offender (RSO) Monitoring Grant $96,476

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of quarterly Level III Sex Offender residency verifications completed	100%	100%	100%	100%
B	Percent of RSO's not in compliance and referred for prosecution	8%	5%	5%	5%
C	Percent of annual Level I Sex Offender residency verifications completed	100%	100%	100%	100%
D	Percent of biannual Level II Sex Offender residency verifications completed	100%	100%	100%	100%

Special Revenue Funds

Investigation Expense $40,000

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Dollar amount of U.S. currency seized	$28,046	$20,000	$20,000	$20,000
A	Number of vehicles seized	8	15	15	15
B	Number of firearms forfeited	16	10	10	10

Community Policing $25,780

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of community presentations given (entire department)	44	100	100	100
A	Number of attendees at presentations	785	1,000	1,000	1,000
B	Number of volunteer hours donated (all volunteers)	2,649	2,000	2,000	2,000

Bullet Proof Vest Grant $24,000

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

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

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

Bullet Proof Vest Grant - continued

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
B	Number of vests purchased	23	11	8	11
C	Dollar amount of grant revenue receipted	$6,885	$5,200	$2,400	$2,400
C	Percent of vest costs covered by grant	39.6%	50%	50%	50%

Emergency Support Shelter $20,000

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

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

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

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of pass-through money paid to ESS	100%	100%	100%	100%

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/lidar devices which are used for regular traffic enforcement patrols. The equipment is also used for 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.

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

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
C	Percent of grant funds used as outlined in grant application	100%	100%	100%	100%
D	Number of hours from special emphasis patrols	70	35	40	40

Special Revenue Funds

Police Property Auctions $8,000

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

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A/C Number of items disposed of through auction	243	200	200	200
A/C Average revenue per item auctioned	$6	$10	$10	$10
B Dollar amount of property bureau revenue collected	$1,471	$2,000	$1,500	$1,500

TOTAL FOR ALL PROGRAMS $1,292,830

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Public Safety Fund	Department Head Responsible Jim Duscha
Beginning Fund Balance	$2,300,000
2017/2018 Estimated Revenue	$272,800
Beginning Cash Required for Operations	$1,554,760
Total 2017/2018 Revenue	$1,827,560
2017/2018 Estimated Expenditures	$1,827,560
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,827,560
Estimated Ending Fund Balance	$745,240

Public Safety Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$135,000	0.0%	$67,500	-50.0%	$202,500
Charges for Services	$7,117	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$2,384,336	$534,520	$70,000	-86.9%	$0	-100.0%	$70,000
Miscellaneous	$2,201	$300	$300	0.0%	$0	0.0%	$300
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	$311,490	$1,414,380	354.1%	$140,380	-90.1%	$1,554,760
TOTAL REVENUES	$2,393,654	$846,310	$1,619,680	267.2%	$207,880	-87.2%	$1,827,560

Expenditure Summary

Public Safety Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$41,165	$76,270	$41,360	-45.8%	$0	-100.0%	$41,360
Personnel Benefits	$21,891	$43,210	$18,430	-57.3%	$0	-100.0%	$18,430
Supplies	$1,387	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$694,297	$603,170	$60,000	-90.1%	$10,000	-83.3%	$70,000
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$296,600	$0	$1,377,000	0.0%	$75,000	-94.6%	$1,452,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$115,286	$123,660	$122,890	-0.6%	$122,880	0.0%	$245,770
TOTAL EXPENDITURES	$1,170,625	$846,310	$1,619,680	91.4%	$207,880	-87.2%	$1,827,560

Program Descriptions - Initiatives - Performance Measures

Capital Improvement Program $1,452,000

This program provides for Phase II of the police station remodel, the 28th Avenue sidewalk project, and various school zone improvements.

School Zone Photo Enforcement $375,560

Longview Police Department contracts with American Traffic Solutions (ATS) to provide photo enforcement technology to be used for school speed zone enforcement in the city of Longview. Speed zone cameras are currently located in the Mint Valley, Cowlitz Valley Gardens, Kessler, Olympic, and St. Helens Elementary school zones, and the Mark Morris High School zone. Longview Police officers review both photo and video coverage of speed violations and decide whether or not to issue a ticket based on the photo/video evidence. Once approved by an officer, ATS mails speed violation tickets to the registered owner of the vehicle. The program will be discontinued December, 2016.

continued

Special Revenue Funds

School Zone Photo Enforcement - continued

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
G	Number of speed violations in St. Helens school zone	5,442	1,200	N/A	N/A
G	Number of speed violations in Mark Morris school zone	20,806	5,500	N/A	N/A
G	Number of speed violations in Mint Valley school zone	1,848	850	N/A	N/A
G	Number of speed violations in CVG school zone	2,418	1,000	N/A	N/A
G	Number of speed violations in Kessler school zone	6,069	900	N/A	N/A
G	Number of speed violations in Olympic school zone	3,068	600	N/A	N/a

TOTAL FOR ALL PROGRAMS $1,827,560

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Tourism Special Revenue	Department Head Responsible Dave Campbell
Beginning Fund Balance	$77,300
2017/2018 Estimated Revenue	$147,000
Beginning Cash Required for Operations	$46,780
Total 2017/2018 Revenue	$193,780
2017/2018 Estimated Expenditures	$193,780
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$193,780
Estimated Ending Fund Balance	$30,520

Tourism Special Revenue Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$42,562	$40,000	$40,000	0.0%	$40,000	0.0%	$80,000
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$67,000	$67,000	0.0%	$0	-100.0%	$67,000
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$143	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$10,140	$15,840	56.2%	$30,940	95.3%	$46,780
TOTAL REVENUES	$42,705	$117,140	$122,840	4.9%	$70,940	-42.3%	$193,780

Expenditure Summary

Tourism Special Revenue Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$35,750	$117,140	$122,840	4.9%	$70,940	-42.3%	$193,780
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$35,750	$117,140	$122,840	4.9%	$70,940	-42.3%	$193,780

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $193,780

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Park and Recreation Memorial Trust	Department Head Responsible Jennifer Wills
Beginning Fund Balance	$300,000
2017/2018 Estimated Revenue	$2,000
Beginning Cash Required for Operations	$180,400
Total 2017/2018 Revenue	$182,400
2017/2018 Estimated Expenditures	$182,400
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$182,400
Estimated Ending Fund Balance	$119,600

Parks and Recreation Memorial Trust Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$540	$1,000	$1,000	0.0%	$1,000	0.0%	$2,000
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	$79,920	$94,500	18.2%	$85,900	-9.1%	$180,400
TOTAL REVENUES	$540	$80,920	$95,500	18.0%	$86,900	-9.0%	$182,400

Expenditure Summary

Parks and Recreation Memorial Trust Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$8,225	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$10,103	$80,920	$95,500	18.0%	$86,900	-9.0%	$182,400
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$15,000	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$33,328	$80,920	$95,500	18.0%	$86,900	-9.0%	$182,400

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 $182,400

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Northwest Health Foundation	Department Head Responsible John Brickey
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$18,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$18,000
2017/2018 Estimated Expenditures	$18,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$18,000
Estimated Ending Fund Balance	$0

Northwest Health Foundation Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$30,000	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$50,000	$18,000	-64.0%	$0	-100.0%	$18,000
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	$30,000	$50,000	$18,000	-64.0%	$0	-100.0%	$18,000

Expenditure Summary

Northwest Health Foundation Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$22,052	$50,000	$18,000	-64.0%	$0	-100.0%	$18,000
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	$22,052	$50,000	$18,000	0.0%	$0	-100.0%	$18,000

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 $18,000

For Your Notes...

Debt Service Funds

TOPIC **PAGE**

Debt Service Funds 164

2007 Limited Tax General Obligation Fund 165

Special Assessment Bond Redemption Fund 166

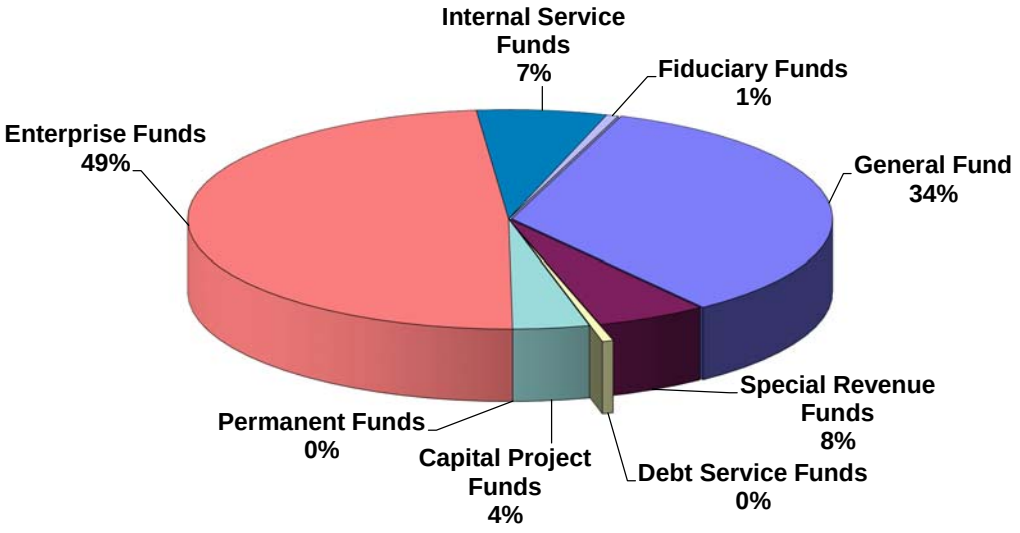
Special Assessment Guaranty Fund 167-168

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

Breakdown of 2017/2018 Budget by Fund



Revenue Summary

FUND SUMMARY	
Debt Service Fund Title 2007 L.T.G.O. Bond Redemption Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$1,082,040
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$1,082,040
2017/2018 Estimated Expenditures	$1,082,040
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,082,040
Estimated Ending Fund Balance	$0

2007 Limited Tax General Obligation Bond Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$228,831	$222,050	$213,800	-3.7%	$205,630	-3.8%	$419,430
Non-Revenues	$145,000	$155,000	$175,000	12.9%	$190,000	8.6%	$365,000
Other Financing Sources	$243,923	$247,900	$244,280	-1.5%	$53,330	-78.2%	$297,610
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$617,754	$624,950	$633,080	1.3%	$448,960	-29.1%	$1,082,040

Expenditure Summary

2007 Limited Tax General Obligation Bond Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$2,350	$500	$2,500	400.0%	$2,750	10.0%	$5,250
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$615,350	$624,450	$630,580	1.0%	$446,210	-29.2%	$1,076,790
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$617,700	$624,950	$633,080	1.3%	$448,960	-29.1%	$1,082,040

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 $1,082,040

Debt Service Funds

Revenue Summary

FUND SUMMARY	
Debt Service Fund Title Special Assessment Bond Redemption	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$87,500
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$87,500
2017/2018 Estimated Expenditures	$87,500
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$87,500
Estimated Ending Fund Balance	$0

Special Assessment Bond Redemption Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,005	$100,000	$45,000	-55.0%	$42,500	-5.6%	$87,500
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$2,700	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$3,705	$100,000	$45,000	-55.0%	$42,500	-5.6%	$87,500

Expenditure Summary

Special Assessment Bond Redemption Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$723	$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	$4,225	$90,000	$35,000	-61.1%	$32,500	-7.1%	$67,500
Interfund Transfers	$0	$10,000	$10,000	0.0%	$10,000	0.0%	$20,000
TOTAL EXPENDITURES	$4,948	$100,000	$45,000	-55.0%	$42,500	-5.6%	$87,500

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 $87,500

Revenue Summary

FUND SUMMARY	
Debt Service Fund Title Special Assessment Guaranty	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$30,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$30,000
2017/2018 Estimated Expenditures	$30,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$30,000
Estimated Ending Fund Balance	$0

Special Assessment Guaranty Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$15,000	$15,000	0.0%	$15,000	0.0%	$30,000
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$1	$15,000	$15,000	0.0%	$15,000	0.0%	$30,000

Expenditure Summary

Special Assessment Guaranty Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$400	$14,000	$14,000	0.0%	$14,000	0.0%	$28,000
TOTAL EXPENDITURES	$400	$15,000	$15,000	0.0%	$15,000	0.0%	$30,000

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 $30,000

For Your Notes...

Capital Project Funds

TOPIC **PAGE**

Capital Project Funds 170

Capital Project Fund 171

L.I.D. Construction Fund 172

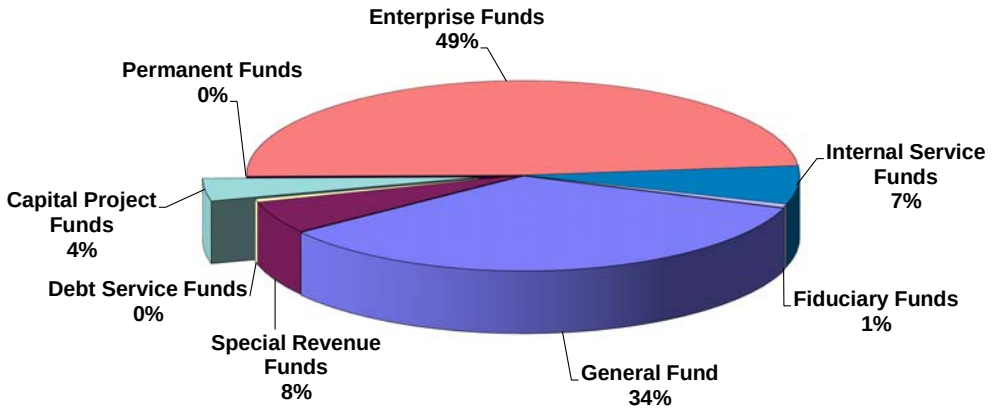
Building Replacement Fund 173-174

Capital Project Funds

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

- Capital Projects Fund
- The Local Improvement District Construction Fund
- Building Replacement Fund

Breakdown of 2017/2018 Budget by Fund



Revenue Summary

FUND SUMMARY	
Capital Projects Fund Title Capital Projects Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$712,500
2017/2018 Estimated Revenue	$971,790
Beginning Cash Required for Operations	$387,490
Total 2017/2018 Revenue	$1,359,280
2017/2018 Estimated Expenditures	$1,359,280
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,359,280
Estimated Ending Fund Balance	$325,010

Capital Project Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$371,888	$175,000	$285,000	62.9%	$309,950	8.8%	$594,950
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$3,903	$3,900	$4,000	2.6%	$255,840	6296.0%	$259,840
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$54,159	$40,100	$11,000	-72.6%	$86,000	681.8%	$97,000
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$230,000	$10,000	-95.7%	$10,000	0.0%	$20,000
Beg Resources Req to Balance	$0	$0	$109,720	0.0%	$277,770	153.2%	$387,490
TOTAL REVENUES	$429,950	$449,000	$419,720	-6.5%	$939,560	123.9%	$1,359,280

Expenditure Summary

Capital Project Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$12,888	$40,000	$10,000	-75.0%	$10,000	0.0%	$20,000
Other Services & Charges	$19,748	$28,750	$28,750	0.0%	$28,750	0.0%	$57,500
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$205,004	$380,250	$332,250	-12.6%	$853,000	156.7%	$1,185,250
Debt Service	$0	$0	$48,720	0.0%	$47,810	0.0%	$96,530
Interfund Transfers	$33,499	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$271,139	$449,000	$419,720	-6.5%	$939,560	123.9%	$1,359,280

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $1,359,280

Capital Project Funds

Revenue Summary

FUND SUMMARY	
Capital Projects Fund Title L.I.D. Construction Fund	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$6,700,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$6,700,000
2017/2018 Estimated Expenditures	$6,700,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$6,700,000
Estimated Ending Fund Balance	$0

L.I.D. Construction Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$3,350,000	$3,350,000	0.0%	$3,350,000	0.0%	$6,700,000
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$0	$3,350,000	$3,350,000	0.0%	$3,350,000	0.0%	$6,700,000

Expenditure Summary

L.I.D. Construction Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$3,350,000	$3,350,000	0.0%	$3,350,000	0.0%	$6,700,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$0	$3,350,000	$3,350,000	0.0%	$3,350,000	0.0%	$6,700,000

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $6,700,000

Revenue Summary

FUND SUMMARY	
Capital Projects Fund Title Building Replacement Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$725,000
2017/2018 Estimated Revenue	$2,750
Beginning Cash Required for Operations	$279,750
Total 2017/2018 Revenue	$282,500
2017/2018 Estimated Expenditures	$282,500
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$282,500
Estimated Ending Fund Balance	$445,250

Building Replacement Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$88,286	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,111	$0	$1,250	0.0%	$1,500	20.0%	$2,750
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	$10,000	$263,750	2537.5%	$16,000	-93.9%	$279,750
TOTAL REVENUES	$89,397	$10,000	$265,000	2550.0%	$17,500	-93.4%	$282,500

Expenditure Summary

Building Replacement Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$10,000	$265,000	2550.0%	$17,500	-93.4%	$282,500
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	$265,000	2550.0%	$17,500	-93.4%	$282,500

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 $282,500

For Your Notes...

Permanent Funds

TOPIC _____ **PAGE**

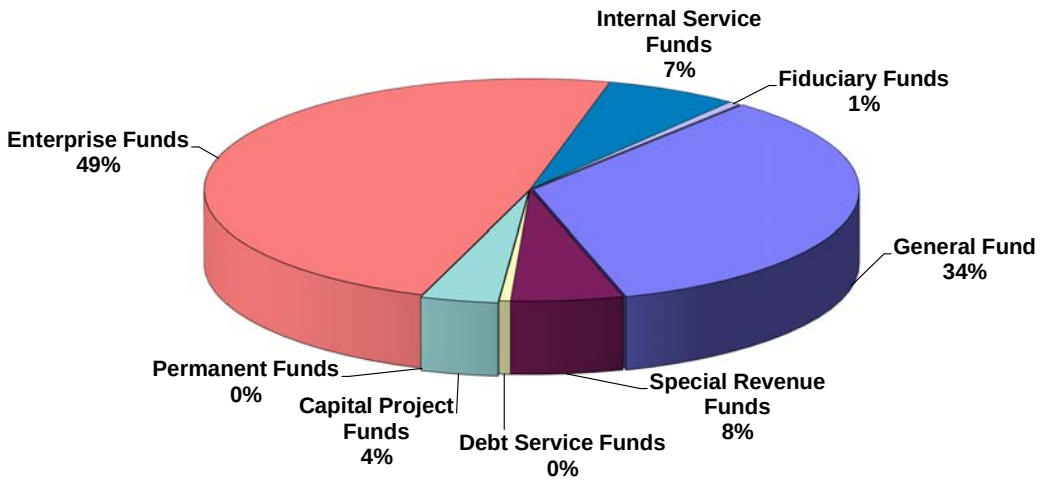
Permanent Funds 176

Library Memorial Trust Fund 177-178

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.

Breakdown of 2017/2018 Budget by Fund



Revenue Summary

FUND SUMMARY	
Permanent Fund Title Library Memorial Trust	Department Head Responsible Chris Skaugset
Beginning Fund Balance	$16,800
2017/2018 Estimated Revenue	$2,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$2,000
2017/2018 Estimated Expenditures	$2,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$2,000
Estimated Ending Fund Balance	$16,800

Library Memorial Trust Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$16	$1,300	$1,000	-23.1%	$1,000	0.0%	$2,000
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	$16	$1,300	$1,000	-23.1%	$1,000	0.0%	$2,000

Expenditure Summary

Library Memorial Trust Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$706	$1,300	$1,000	-23.1%	$1,000	0.0%	$2,000
TOTAL EXPENDITURES	$706	$1,300	$1,000	-23.1%	$1,000	0.0%	$2,000

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 $2,000

For Your Notes...

Enterprise Funds

TOPIC **PAGE**

Enterprise Funds 180

Water 181-186

Water Operations Fund 181-184
Water Construction Fund 185-186

Sewer 187-190

Sewer Operations Fund 187-189
Sewer Construction Fund 190

Filter Plant 191-194

Filter Plant Operations Fund 191-193
Filter Plant Construction Fund 194

Sanitary/Recycling Fund 195-198

Storm Water Fund 199-204

Public Transit Operations Fund 205-208

Mint Valley 209-214

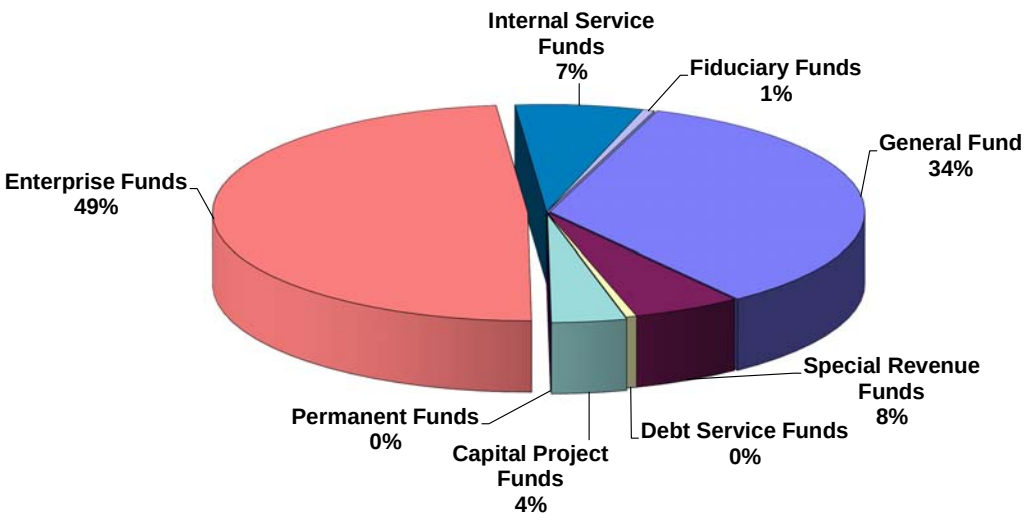
Mint Valley Golf Fund 209-212
Mint Valley Racquet & Fitness Complex Fund 213-214

Enterprise Funds

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

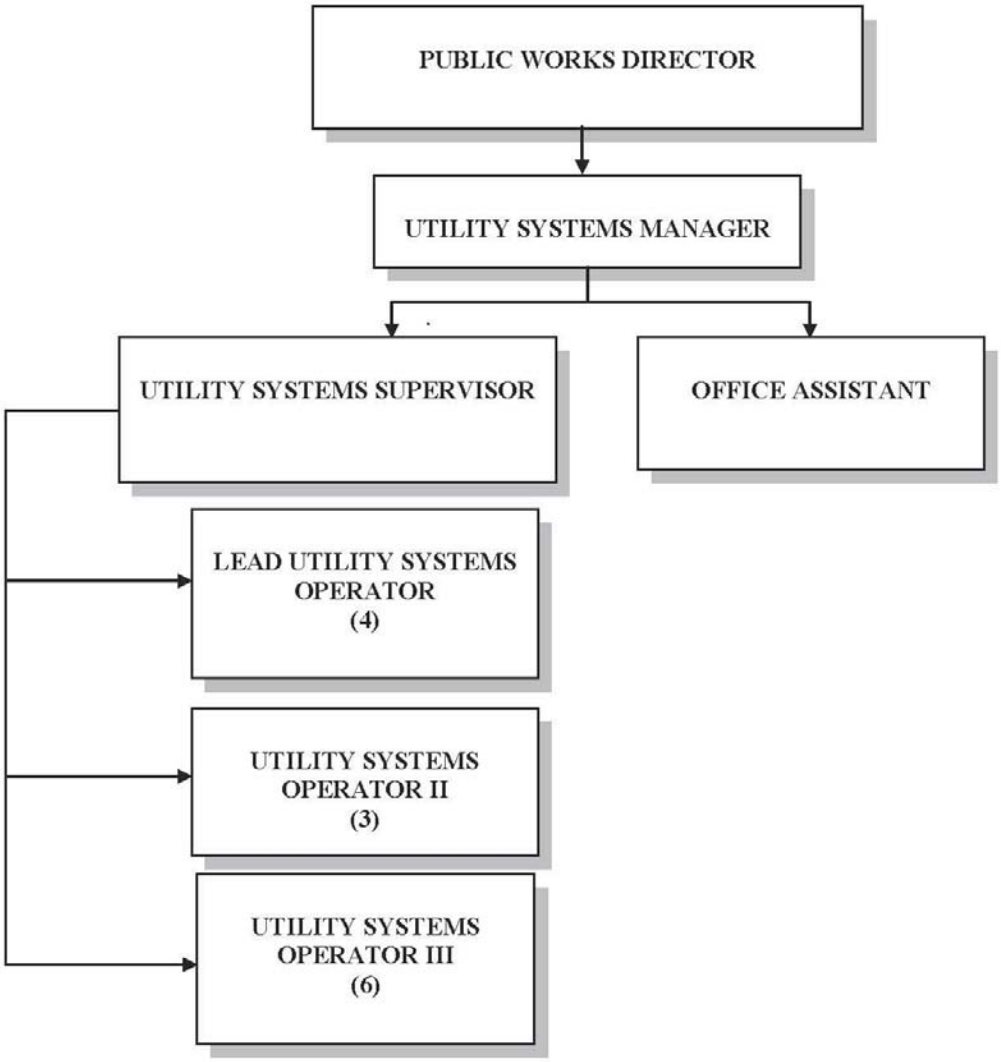
- **Water Operations** - Operates and maintains the City's water distribution system to provide safe and reliable water to residents.
- **Sewer Operations** - Operates and maintains the City's sewer collection system. Sewer treatment is processed at the regional sewer treatment facility operated by the Three Rivers Regional Waste Water Board.
- **Water Filter Plant** - The Mint Farm Water Treatment Plant operates 365 days a year to treat groundwater and supply high-quality drinking water to customers in the Longview and Beacon Hill Water & Sewer District service areas.
- **Storm Water Utility** - Provides monies for storm water management and water quality protection through the City's Storm Water Management program.
- **Sanitary/Recycling** - Manages the solid waste and recycling programs for the City. Each of these programs is contracted to a private firm that provides collection services to both residential and commercial customers.
- **River Cities Transit** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains River Cities Transit, 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.

Breakdown of 2017/2018 Budget by Fund



Organization Chart

Water Operations



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Water Operations	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$677,000
2017/2018 Estimated Revenue	$10,960,820
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$10,960,820
2017/2018 Estimated Expenditures	$10,960,820
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$10,960,820
Estimated Ending Fund Balance	$677,000

Water Operations

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$6,199,188	$5,503,050	$5,413,660	-1.6%	$5,534,660	2.2%	$10,948,320
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$12,777	$6,250	$6,250	0.0%	$6,250	0.0%	$12,500
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$6,211,965	$5,509,300	$5,419,910	-1.6%	$5,540,910	2.2%	$10,960,820

Expenditure Summary

Water Operations

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$1,144,874	$1,265,920	$1,261,720	-0.3%	$1,317,130	4.4%	$2,578,850
Personnel Benefits	$505,440	$553,730	$609,400	10.1%	$652,200	7.0%	$1,261,600
Supplies	$1,665,076	$1,580,280	$1,390,000	-12.0%	$1,390,000	0.0%	$2,780,000
Other Services & Charges	$1,973,141	$1,954,370	$2,008,790	2.8%	$2,031,580	1.1%	$4,040,370
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$18,189	$155,000	$150,000	-3.2%	$150,000	0.0%	$300,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$1,769,200	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$7,075,920	$5,509,300	$5,419,910	-1.6%	$5,540,910	2.2%	$10,960,820

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Maintenance $3,301,751

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

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

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

continued

Water Distribution - Maintenance - continued

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Water main repairs	30	14	15	15
B	Water services repaired or replaced	187	60	60	60
D	Hydrants replaced	9	20	12	12
E	Valves replaced	3	10	6	6

Water Distribution - Metering $2,778,687

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

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

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

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Two inch and smaller meters replaced	692	500	500	500
B	Meter boxes replaced	586	500	500	500
C	Large meters tested	0	50	70	70
D	Large meters repaired/replaced	0	10	10	10

Water Distribution - Operations $2,526,486

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

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

A Purchase water for distribution
B Inspect reservoirs and security fencing
C Maintain reservoirs and security fencing
D Inspect and maintain hydrants
E Inspect and maintain valves
F Flush water mains to maintain water quality
G Inspect new mains; oversee chlorination/de-chlorination
H Inspect & maintain pump stations, pumps, motors and log equipment readings
I Perform fire flow tests
J Locate water mains
K Test and repair as necessary City owned backflow assemblies

continued

Water Distribution - Operations - continued

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
B	Reservoirs inspected	432	800	832	832
D	Hydrants inspected and maintained	1,182	1,200	1,200	1,200
E	Valves inspected and maintained	33	400	750	750
G	New mains inspected; chorination/dechlorination	8	10	10	10
H	Pump station inspections	490	312	312	312
I	Fire flow tests performed	4	8	5	5
J	Underground locate requests completed	1,685	1,600	1,400	1,400
K	City owned backflow assemblies tested and repaired	72	65	75	75

Water Distribution - Water Quality $2,053,896

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

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

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

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Plans reviewed for potential cross connection	569	500	500	500
B	New backflow assemblies inspected	32	50	50	50
C	Hazard assessment surveys conducted	1	20	52	52
D	Bacteriological samples collected	596	580	580	580

Capital Outlay $300,000

In past years we have budgeted $100,000 into replacing and rebuilding large meters (4" and larger and $50,000 for replacing large valves (10" and larger). We are requesting to continue this task to improve our access to these meters and the ability to test the meters on a timely fashion without an impact to the customer and the ability to isolate a smaller section of water main due to repairs.

TOTAL FOR ALL PROGRAMS $10,960,820

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Water Construction	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$2,901,000
2017/2018 Estimated Revenue	$9,237,860
Beginning Cash Required for Operations	$2,442,740
Total 2017/2018 Revenue	$11,680,600
2017/2018 Estimated Expenditures	$11,680,600
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$11,680,600
Estimated Ending Fund Balance	$458,260

Water Construction

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$1,505,580	$1,535,190	$2,205,200	43.6%	$1,682,000	-23.7%	$3,887,200
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$106,557	$1,500	$1,500	0.0%	$1,500	0.0%	$3,000
Non-Revenues	$0	$2,704,150	$470,000	-82.6%	$4,877,660	937.8%	$5,347,660
Other Financing Sources	$1,769,200	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$942,270	$2,442,740	159.2%	$0	-100.0%	$2,442,740
TOTAL REVENUES	$3,381,337	$5,183,110	$5,119,440	-1.2%	$6,561,160	28.2%	$11,680,600

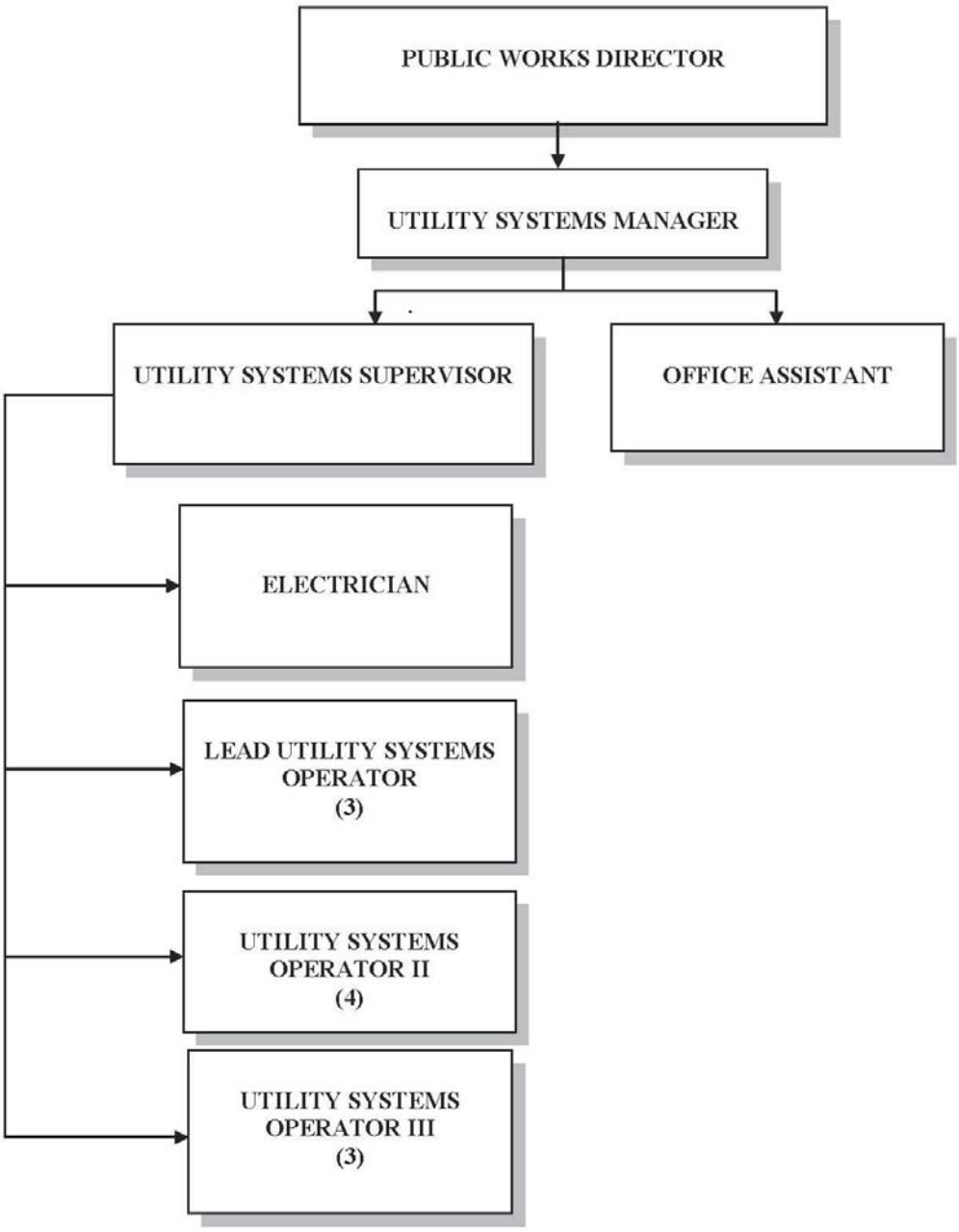
Expenditure Summary

Water Construction

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$71,102	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$1,528,983	$3,317,780	$3,430,000	3.4%	$4,880,000	42.3%	$8,310,000
Debt Service	$1,684,338	$1,865,330	$1,689,440	-9.4%	$1,681,160	-0.5%	$3,370,600
Interfund Transfers	$1,457,429	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$4,741,853	$5,183,110	$5,119,440	-1.2%	$6,561,160	28.2%	$11,680,600

Enterprise Funds

Organization Chart
Sewer Operations



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Sewer Operations	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$1,313,000
2017/2018 Estimated Revenue	$23,699,980
Beginning Cash Required for Operations	$87,140
Total 2017/2018 Revenue	$23,787,120
2017/2018 Estimated Expenditures	$23,787,120
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$23,787,120
Estimated Ending Fund Balance	$1,225,860

Sewer Operations

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$12,508,863	$11,019,660	$11,531,120	4.6%	$11,966,740	3.8%	$23,497,860
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$19,613	$13,000	$10,200	-21.5%	$10,200	0.0%	$20,400
Non-Revenues	$121,921	$95,000	$90,860	-4.4%	$90,860	0.0%	$181,720
Other Financing Sources	$0	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$87,140	0.0%	$0	-100.0%	$87,140
TOTAL REVENUES	$12,650,397	$11,127,660	$11,719,320	5.3%	$12,067,800	3.0%	$23,787,120

Expenditure Summary

Sewer Operations

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$943,049	$1,077,110	$1,107,900	2.9%	$1,151,590	3.9%	$2,259,490
Personnel Benefits	$392,139	$447,630	$491,070	9.7%	$522,980	6.5%	$1,014,050
Supplies	$103,391	$208,430	$189,400	-9.1%	$189,400	0.0%	$378,800
Other Services & Charges	$7,818,947	$8,466,620	$8,578,990	1.3%	$8,852,340	3.2%	$17,431,330
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$834,453	$122,390	$866,300	607.8%	$865,830	-0.1%	$1,732,130
Interfund Transfers	$5,656,700	$805,480	$485,660	-39.7%	$485,660	0.0%	$971,320
TOTAL EXPENDITURES	$15,748,679	$11,127,660	$11,719,320	5.3%	$12,067,800	3.0%	$23,787,120

Program Descriptions - Initiatives - Performance Measures

Wastewater Treatment Costs $12,613,590

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

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

A No violations of State requirements

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of violations of State requirements	0	0	0	0

continued

Wastewater Collection Costs $11,173,530

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Sewer mains and laterals repaired or replaced	78	50	75	75
B	Manhole inspections	12	25	50	50
C	Manholes repaired or replaced	3	8	5	5
D	Sewer mains cleaned (shown in feet of main cleaned)	60,000	100,000	100,000	100,000
E	Underground locates requests completed	1,685	1,500	1,500	1,500
F	Pump station inspections	4,983	4,000	3,500	3,500
G	Pre-treatment systems inspected	64	75	100	100
G	Pre-treatment systems permited	12	20	40	40

TOTAL FOR ALL PROGRAMS $23,787,120

Enterprise Funds

Revenue Summary

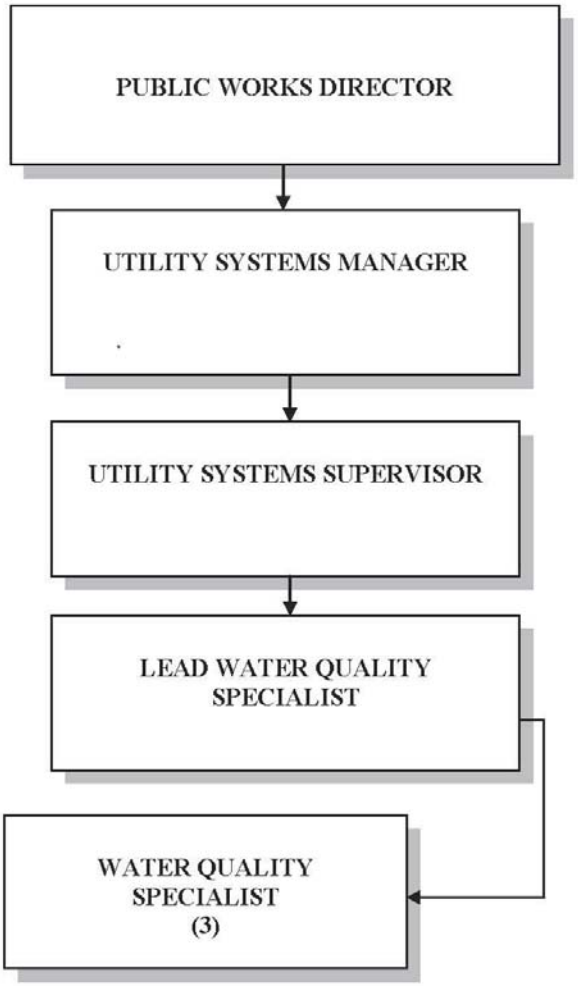
FUND SUMMARY	
Enterprise Fund Title Sewer Construction	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$5,165,200
2017/2018 Estimated Revenue	$9,800,800
Beginning Cash Required for Operations	$4,554,200
Total 2017/2018 Revenue	$14,355,000
2017/2018 Estimated Expenditures	$14,355,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$14,355,000
Estimated Ending Fund Balance	$611,000

Sewer Construction							
Total Revenues By Source	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$6,420	$5,000	$5,000	0.0%	$5,000	0.0%	$10,000
Non-Revenues	$144,162	$5,346,000	$1,412,000	-73.6%	$8,378,800	493.4%	$9,790,800
Other Financing Sources	$5,656,700	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$4,488,000	0.0%	$66,200	-98.5%	$4,554,200
TOTAL REVENUES	$5,807,282	$5,351,000	$5,905,000	10.4%	$8,450,000	43.1%	$14,355,000

Expenditure Summary

Sewer Construction							
Total Expenditures By Object	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 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	$764	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	($203)	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$1,105,023	$5,351,000	$5,905,000	10.4%	$8,450,000	43.1%	$14,355,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$506,679	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,612,262	$5,351,000	$5,905,000	10.4%	$8,450,000	43.1%	$14,355,000

Organization Chart
Water Filter Plant



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Filter Plant Operation	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$340,000
2017/2018 Estimated Revenue	$2,399,890
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$2,399,890
2017/2018 Estimated Expenditures	$2,399,890
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$2,399,890
Estimated Ending Fund Balance	$340,000

Filter Plant Operations

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$958,460	$1,356,480	$1,187,300	-12.5%	$1,212,590	2.1%	$2,399,890
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$6,306	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$964,766	$1,356,480	$1,187,300	-12.5%	$1,212,590	2.1%	$2,399,890

Expenditure Summary

Filter Plant Operations

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$232,072	$304,120	$282,290	-7.2%	$295,420	4.7%	$577,710
Personnel Benefits	$90,100	$121,460	$135,120	11.2%	$145,250	7.5%	$280,370
Supplies	$132,141	$206,130	$177,900	-13.7%	$177,900	0.0%	$355,800
Other Services & Charges	$525,957	$724,770	$591,990	-18.3%	$594,020	0.3%	$1,186,010
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	$980,270	$1,356,480	$1,187,300	-12.5%	$1,212,590	2.1%	$2,399,890

Program Descriptions - Initiatives - Performance Measures

Water Treatment $2,399,890

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B	Number of water quality tests performed	7,721	5,000	5,000	5,000
C	Annual average daily production of potable water (in millions of gallons per day)	5.4	5.5	5.5	5.5

TOTAL FOR ALL PROGRAMS $2,399,890

Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$1,420,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$1,420,000
2017/2018 Estimated Expenditures	$1,420,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,420,000
Estimated Ending Fund Balance	$0

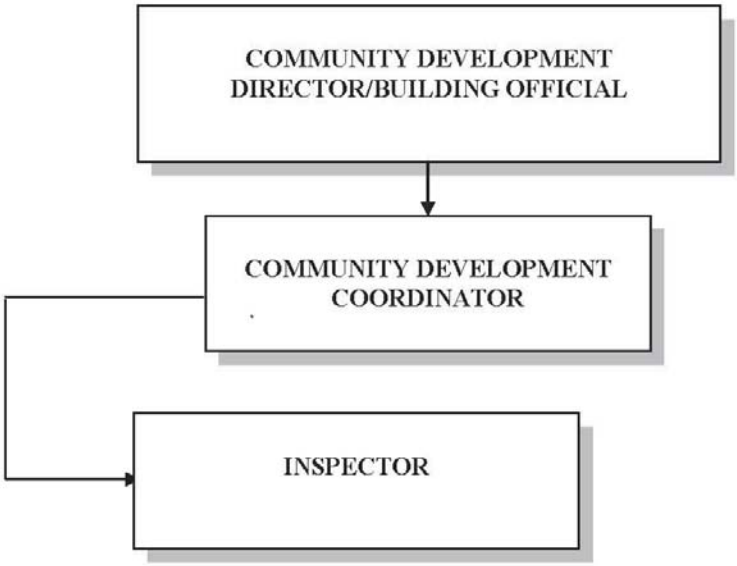
Filter Plant Construction							
Total Revenues	**Actual**	**Budget**	**Budget**	**Percent**	**Budget**	**Percent**	**2017-2018**
By Source	**2015**	**2016**	**2017**	**Variance**	**2018**	**Variance**	**Budget**
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$24,657	$840,000	$83,450	-90.1%	$124,440	49.1%	$207,890
Other Financing Sources	$45,092	$0	$486,550	0.0%	$725,560	49.1%	$1,212,110
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$69,749	$840,000	$570,000	-32.1%	$850,000	49.1%	$1,420,000

Expenditure Summary

Filter Plant Construction							
Total Expenditures	**Actual**	**Budget**	**Budget**	**Percent**	**Budget**	**Percent**	**2017-2018**
By Object	**2015**	**2016**	**2017**	**Variance**	**2018**	**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	$296,872	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$221,543	$840,000	$570,000	-32.1%	$850,000	49.1%	$1,420,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$518,416	$840,000	$570,000	-32.1%	$850,000	49.1%	$1,420,000

Organization Chart

Sanitary/Recycling



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Sanitary/Recycling	Department Head Responsible: John Brickey
Beginning Fund Balance	$1,200,000
2017/2018 Estimated Revenue	$10,532,700
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$10,532,700
2017/2018 Estimated Expenditures	$10,349,490
Contribution to Ending Fund Balance	$183,210
Total 2017/2018 Expenditures	$10,532,700
Estimated Ending Fund Balance	$1,383,210

Sanitary/Recycling

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$31,325	$45,000	$0	-100.0%	$0	0.0%	$0
Charges for Services	$5,174,280	$5,006,400	$5,234,300	4.6%	$5,286,400	1.0%	$10,520,700
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$21,998	$6,000	$6,000	0.0%	$6,000	0.0%	$12,000
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	$15,870	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$5,227,603	$5,073,270	$5,240,300	3.3%	$5,292,400	1.0%	$10,532,700

Expenditure Summary

Sanitary/Recycling

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$153,260	0.0%	$29,950	-80.5%	$183,210
Salaries & Wages	$275,569	$282,830	$263,610	-6.8%	$271,990	3.2%	$535,600
Personnel Benefits	$144,562	$129,710	$126,810	-2.2%	$135,750	7.0%	$262,560
Supplies	$18,811	$3,100	$3,200	3.2%	$3,200	0.0%	$6,400
Other Services & Charges	$4,466,374	$4,657,630	$4,693,420	0.8%	$4,851,510	3.4%	$9,544,930
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	$4,905,316	$5,073,270	$5,240,300	3.3%	$5,292,400	1.0%	$10,532,700

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection $5,906,166

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

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

A Provide daily customer service

B Meet with Waste Control to discuss pending issues

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Percent response to requests received from the general public	100%	100%	100%	100%
B Annual tonnage of solid waste collected and hauled to the County landfill	26,656	27,042	27,582	28,133

Recycling Collection $3,996,891

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent response to requests received from the general public	100%	100%	100%	100%
B	Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C	Number of solid waste and recycling statements reviewed	12	12	12	12

Code Enforcement $324,456

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. It is anticipated that the number of cases referred to both the City Attorney and Building Official will increase with the city's revised Unfit Dwelling/Structure Code.

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 assosciations, citizens, etc.

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of complaints investigated	712	750	750	750
B	Number of notices issued	609	650	650	650
B	Number of notices with monetary penalties	45	40	40	40
B	Number of violations cited	841	850	850	850
C	Number of cases referred to the City Attorney	2	6	6	6
C	Number of cases appealed to the Hearing Examiner	0	0	1	1
D	Number of outreach events attended	3	5	5	5

continued

Recycling Enforcement $212,831

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent response to requests received from the general public	100%	100%	100%	100%
B	Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C	Number of monthly inspection reports reviewed	12	12	12	12
C	Reduce recycling contamination	19.5%	19.0%	18.0%	17.0%

Hearings Examiner $92,356

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

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

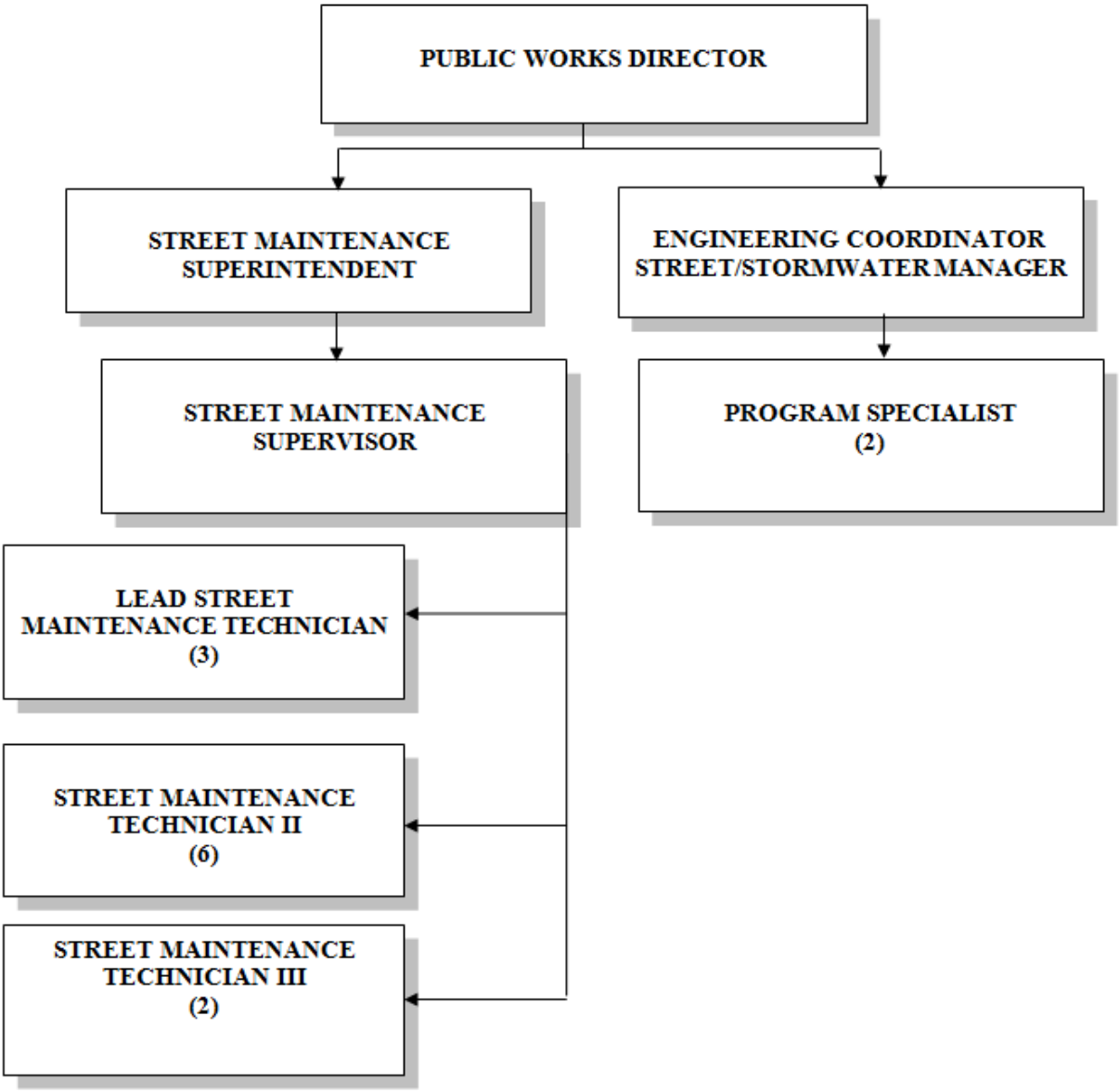
A Provide daily customer service

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent response to requests received from the general public	100%	100%	100%	100%

TOTAL FOR ALL PROGRAMS $10,532,700

Organization Chart

Storm Water



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Storm Water	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$1,664,660
2017/2018 Estimated Revenue	$12,374,720
Beginning Cash Required for Operations	$994,660
Total 2017/2018 Revenue	$13,369,380
2017/2018 Estimated Expenditures	$13,369,380
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$13,369,380
Estimated Ending Fund Balance	$670,000

Storm Water

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$335,319	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$3,389,846	$3,763,280	$4,101,640	9.0%	$4,319,860	5.3%	$8,421,500
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$2,421	$750	$10,000	1233.3%	$10,000	0.0%	$20,000
Non-Revenues	$3,727,624	$2,696,000	$3,636,820	34.9%	$200,000	-94.5%	$3,836,820
Other Financing Sources	$0	$0	$48,200	0.0%	$48,200	0.0%	$96,400
Beg Resources Req to Balance	$0	$265,150	$635,400	139.6%	$359,260	-43.5%	$994,660
TOTAL REVENUES	$7,455,210	$6,725,180	$8,432,060	25.4%	$4,937,320	-41.4%	$13,369,380

Expenditure Summary

Storm Water

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$988,488	$1,084,700	$1,355,120	24.9%	$1,409,900	4.0%	$2,765,020
Personnel Benefits	$444,418	$491,230	$682,360	38.9%	$734,870	7.7%	$1,417,230
Supplies	$92,293	$91,750	$178,950	95.0%	$178,950	0.0%	$357,900
Other Services & Charges	$1,215,819	$1,306,700	$1,529,550	17.1%	$1,566,570	2.4%	$3,096,120
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$2,986,724	$3,125,800	$4,435,890	41.9%	$797,260	-82.0%	$5,233,150
Debt Service	$221,692	$625,000	$250,190	-60.0%	$249,770	-0.2%	$499,960
Interfund Transfers	$41,674	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$5,991,107	$6,725,180	$8,432,060	25.4%	$4,937,320	-41.4%	$13,369,380

Program Descriptions - Initiatives - Performance Measures

Capital Projects $5,733,064

This program provides for Stormwater capital improvement projects and the purchase of assets and equipment to support the operational needs of the Stormwater Utility. Funded projects include: Beech Street culvert replacement, Lake Sacajawea outlet screen replacement, Downtown Phase 3 streetscape stormwater facilities, stormwater pump station upgrades, miscellaneous stormwater infrastructure repairs and improvements and other capital projects.

Stormwater Operations and Maintenance $2,525,551

This program provides for ongoing operations and maintenance (O&M) of the various components of the City's stormwater drainage, conveyance and water quality treatment systems. This program includes periodic and scheduled inspection, cleaning and maintenance of catch basins, manholes, pipes, culverts, roadside ditches and

stormwater management facilities (such as stormwater ponds, bioswales, and bioretention planters). This program also includes necessary system repairs based on inspections, citizen requests, or emergency response. Several of the elements of this program are required by the City's NPDES MS4 permit.

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

A Inspect and maintain stormwater inlets and catch basins
B Inspect and maintain roadside ditches and open conveyances
C Inspect and maintain stormwater pipes and manholes
D Inspect and maintain stormwater management BMPs/facilities
E Inspect and maintain three stormwater pump stations
F Address customer requests

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of inlet grates cleaned during storm events	6,777	6,500	8,000	8,000
A	Number of catch basins inspected and cleaned	1,102	1,200	2,000	2,000
B	Linear feet of roadside ditches inspected	N/A	N/A	25,000	25,000
B	Linear feet of roadside ditches cleaned	290	7,000	16,000	16,000
C	Number of manholes inspected and cleaned	327	316	550	550
C	Linear feet of stormwater pipe cleaned	2,893	2,000	20,000	20,000
D	Number of stormwater management BMPs/facilities maintained	70	95	105	110
E	Number of pump station inspections	33	40	18	18
F	Completed customer requests	438	400	300	300

Urban Forestry (Tree Program) $1,704,632

Trees are an integral part of the City's stormwater management program to protect its urban watershed, as they help to reduce runoff and protect water quality. This program manages and maintains the City's Urban Forest consisting of over 10,000 trees, and includes maintenance and replacement of trees in City's parks and within the public right-of-way.

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

A Apply pesticides
B Prune
C Remove trees
D Replace and plant new trees
E Remove brush and wood
F Care for park nursery
G Remove leaves from landscaped areas
H Computer based inventory maintenance

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of Certified Pesticide Applicators on staff	2	2	2	2
B	Number of trees pruned, elevated, clearance, cleaned	2,306	2,200	2,200	2,200
C	Number of trees removed	374	300	275	275
D	Number of trees planted	186	250	350	400
G	Leaf clean up staff hours	1,203	1,200	950	950
H	Total tree inventory	13,867	14,000	14,000	14,000
H	Total number of vacant tree sites	3,587	3,550	3,500	3,300

Street Sweeping $1,200,821

This program provides for cleaning streets, alleys, and City-owned parking lots to prevent debris and pollution from entering the City's stormwater system. Activities include year-round street sweeping and disposal of the debris, as well as collecting, hauling, and disposing of leaves from City streets during the fall months. The street sweeping program will be optimized in 2017-18 to provide more frequent sweeping of areas with the highest traffic and pollutant loading, and less frequency in areas with lighter traffic and less debris.

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

A Mechanical sweeping of City streets, alleys and parking lots on a scheduled or as-needed basis
B Removal of leaves from City streets, alleys and parking lots

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of lane-miles cleaned	11,977	12,000	9,000	9,000
A	Tons of debris swept (excluding leaves)	670	700	700	700
B	Cubic yards of leaves collected	N/A	N/A	5,000	5,000

NPDES Stormwater Permit Compliance $776,606

The program provides for compliance with the City's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit for operation of its stormwater drainage and conveyance system. The Permit requires the City to implement an ongoing program to reduce non-point source pollution to the MS4. This program covers administration of the Permit as well as implementation of activities for public education, public involvement, illicit discharge detection and elimination (IDDE), and pollution prevention/good housekeeping for municipal facilities and field operations. In addition, this program includes Total Maximum Daily Load (TMDL) planning, sampling, and implementation activities to address impaired waters in the City that may occur within the 2017-18 timeframe. Other NPDES requirements for development review and inspection, and drainage system operations and maintenance activities, are covered under separate programs.

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

A Provide a stormwater education and outreach program for residents and businesses
B Create opportunities for the public to participate in the City's stormwater management program
C Identify, prevent, and eliminate illicit discharges to the City's MS4
D Perform inspections of municipal facilities and train City staff on standard operating procedures for stormwater pollution prevention and good housekeeping practices

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Undertake stormwater education and outreach activities	N/A	N/A	6	6
B	Hold regular meetings of the Longview Stormwater Advisory Committee	N/A	N/A	4	4
C	Number of MS4 outfalls inspected	N/A	N/A	70	40
C	Completed IDDE investigations	N/A	N/A	75	75
D	Number of municipal facilities (properties) inspected	N/A	N/A	5	5
D	Stormwater pollution prevention training sessions conducted for staff	N/A	N/A	6	6

Urban Forestry (Sidewalk Repair) $623,510

This program repairs sidewalks damaged by the City's Urban Forest. The program is important to a livable, walkable City, and to manage liability. Sidewalks are repaired by any or a combination of the following techniques: grinding offset panels; patching; removing intact panels, trimming roots and re-grading, and re-installing panels; and removing damaged and constructing new sidewalk. The City offers a cost-share program with residential property owners to reduce their financial burden when they are responsible to repair damaged sidewalks.

continued

Urban Forestry (Sidewalk Repair) - continued

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

A Grind offset sidewalk panels, as needed
B Rehabilitate sidewalks by repairing base and re-using existing sidewalk panels
C Reconstruct sidewalks

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Linear feet of sidewalk ground	142	600	600	600
BC Square feet of rehabilitated and reconstructed sidewalk panels	8,202	6,000	6,000	6,000

Stormwater Development Review and Inspection $688,883

This program is responsible for reviewing development plans and inspecting construction sites for compliance with the City's stormwater regulations and requirements under the NPDES MS4 permit, including provisions for management of both stormwater runoff quality and quantity, and incorporation of low impact development (LID) practices. This program also includes permit-required ongoing inspections of private stormwater facilities to ensure continued maintenance.

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

A Review development plans for compliance with City stormwater regulations
B Inspect construction sites for compliance with approved plans and stormwater regulations
C Perform ongoing inspections of permitted private stormwater management BMPs/facilities

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of development plans reviewed	325	400	450	500
B Number of construction sites inspected	180	200	250	300
C Number of permitted private stormwater BMPs inspected	N/A	N/A	60	120

Wetlands $116,313

This program manages and maintains the Mint Farm Industrial Park mitigation wetlands 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 Mint Farm Wetlands implementation plan

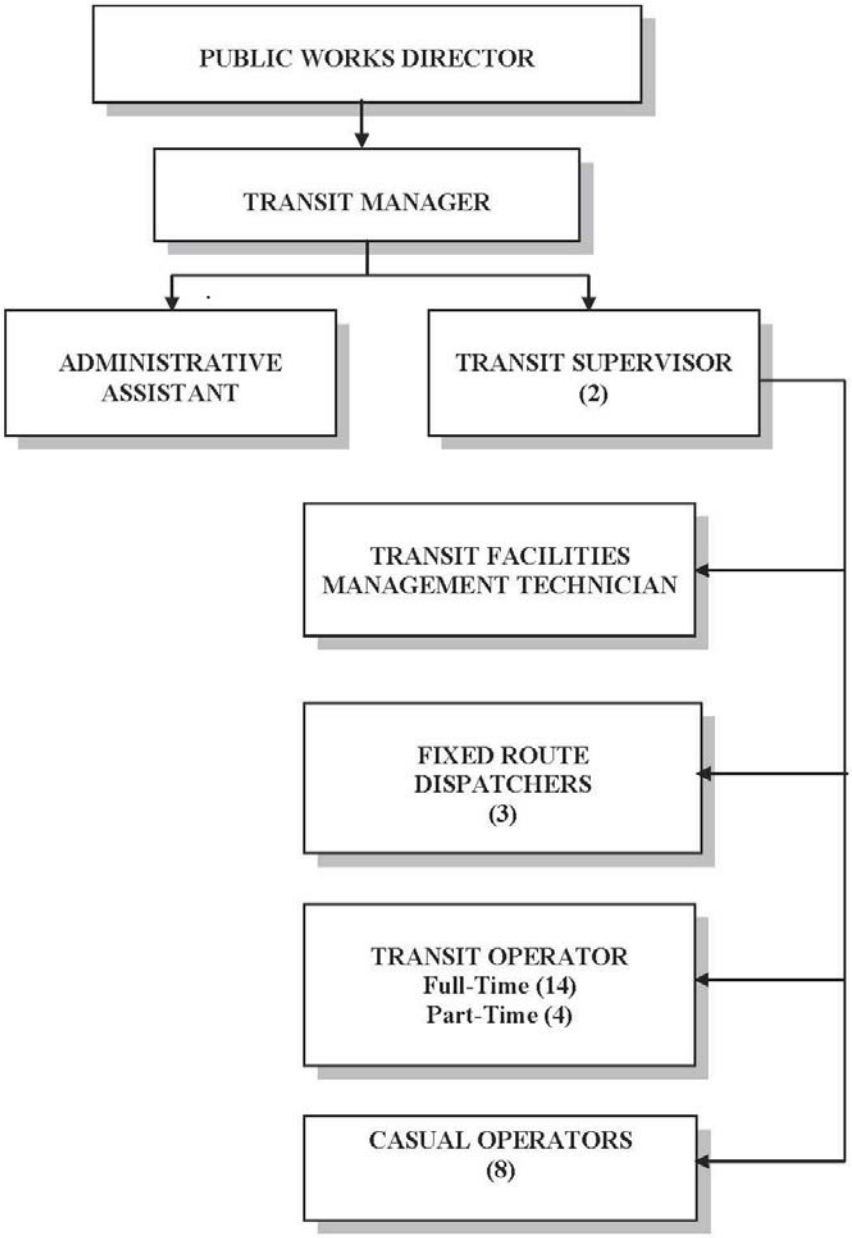
Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of cited violations	0	0	0	0

TOTAL FOR ALL PROGRAMS $13,369,380

Enterprise Funds

Organization Chart

Public Transit Operations



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Public Transit Operations	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$820,000
2017/2018 Estimated Revenue	$15,560,020
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$15,560,020
2017/2018 Estimated Expenditures	$15,560,020
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$15,560,020
Estimated Ending Fund Balance	$820,000

Public Transit Operations

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$243,322	$2,477,950	$4,800,490	93.7%	$3,781,500	-21.2%	$8,581,990
Charges for Services	$4,127,202	$3,693,860	$3,972,310	7.5%	$2,954,540	-25.6%	$6,926,850
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$27,043	$38,590	$25,590	-33.7%	$25,590	0.0%	$51,180
Non-Revenues	$226,558	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$82	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$4,624,207	$6,210,400	$8,798,390	41.7%	$6,761,630	-23.1%	$15,560,020

Expenditure Summary

Public Transit Operations

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$1,254,682	$1,402,540	$1,459,490	4.1%	$1,510,530	3.5%	$2,970,020
Personnel Benefits	$555,345	$678,570	$818,580	20.6%	$867,790	6.0%	$1,686,370
Supplies	$27,580	$33,450	$34,600	3.4%	$34,600	0.0%	$69,200
Other Services & Charges	$2,352,203	$2,639,840	$2,616,720	-0.9%	$2,688,710	2.8%	$5,305,430
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$387,160	$1,456,000	$3,869,000	165.7%	$1,660,000	-57.1%	$5,529,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$4,576,970	$6,210,400	$8,798,390	41.7%	$6,761,630	-23.1%	$15,560,020

Program Descriptions - Initiatives - Performance Measures

Fixed Route Public Transportation $7,108,685

Operating under the name RiverCities Transit, this program provides fixed-route public bus transportation to the citizens of Longview-Kelso, operating Monday through Friday, from 6:30 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM. This program is operated for the Cowlitz Transit Authority, through an interlocal agreement. The Cowlitz Transit Authority determines the bus routes and days and times of service. Local funding is provided by the Cowlitz Transit Authority through sales tax collected within a Public Transportation Benefit Area. Federal funding is provided directly to City of Longview as the Federal Transit Administration designated recipient.

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

A Restore Ridership in 2017 to Pre-Fare Increase Levels and Increase Ridership on Fixed-Route Service in 2018

B Maintain Costs Within CPI and Improve Efficiencies of Vehicle Maintenance

continued

Fixed Route Public Transportation - continued

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
AB Annual Unlinked Passenger Trips	428,238	411,105	428,238	429,000
AB Operating Expense per Vehicle Revenue Hour	$103.41	$104.00	$104.50	$105.00

Capital Outlay $5,529,000

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

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

A Design and construct expansion of transit center to handle larger staff size and improve safety of bus circulation.

B Purchase replacement paratransit, fixed-route and operator relief vehicles to maintain fleet reliability.

C Replace fixed-route engines to extend the useful life of coaches

Paratransit Transportation $2,882,240

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

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Annual Unlinked Passenger Trips	56,756	56,500	56,500	56,500
A Annual Unlinked Passenger Trips per Vehicle Revenue Hour	3.08	3.10	3.10	3.10

Vanpool $40,095

This program manages a vanpool program established by the Cowlitz Transit Authority in 2015. A vanpool is a group of 5 to 12 people who commute together by passenger van. Passenger vans are assigned to interested commuter groups and driven by members of the group. Vanpool riders pay a low monthly fare based on the number of miles traveled and number of riders. Fares paid by passengers cover all program costs including maintenance, insurance, and fuel. RiverCities Transit currently has four 7-passenger vans and one 12-passenger van in the vanpool fleet.

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

A Provide additional transportation choices to citizens who live or work in the RiverCities Transit service area.

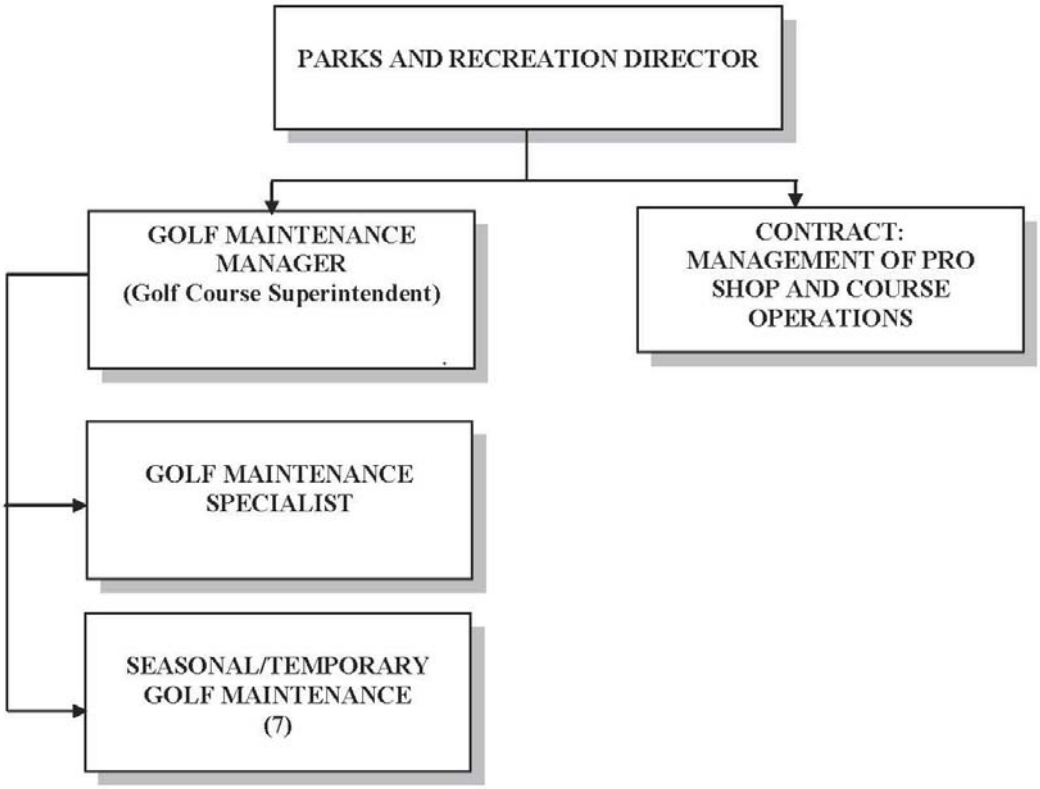
Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Vanpool commuter groups in service	0	1	3	5
B Vanpool groups maintaining at least 5 riders per 7 passenger van	0	1	1	3
C Vanpool groups maintaining at least 7 riders per 12 passenger van	0	1	1	1

TOTAL FOR ALL PROGRAMS $15,560,020

Enterprise Funds

Organization Chart

Mint Valley Golf



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Jennifer Wills
Beginning Fund Balance	$40,000
2017/2018 Estimated Revenue	$1,298,000
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$1,298,000
2017/2018 Estimated Expenditures	$1,298,000
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,298,000
Estimated Ending Fund Balance	$40,000

Mint Valley Golf							
Total Revenues By Source	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$527,408	$564,500	$586,950	4.0%	$596,100	1.6%	$1,183,050
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$54,082	$53,000	$55,600	4.9%	$59,350	6.7%	$114,950
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$961	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$582,451	$617,500	$642,550	4.1%	$655,450	2.0%	$1,298,000

Expenditure Summary

Mint Valley Golf							
Total Expenditures By Object	**Actual 2015**	**Budget 2016**	**Budget 2017**	**Percent Variance**	**Budget 2018**	**Percent Variance**	**2017-2018 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$213,881	$207,580	$209,660	1.0%	$214,500	2.3%	$424,160
Personnel Benefits	$72,238	$76,700	$93,880	22.4%	$99,800	6.3%	$193,680
Supplies	$63,057	$105,890	$92,060	-13.1%	$92,860	0.9%	$184,920
Other Services & Charges	$198,062	$222,870	$227,150	1.9%	$228,710	0.7%	$455,860
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$6,558	$4,460	$19,800	343.9%	$19,580	-1.1%	$39,380
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$553,796	$617,500	$642,550	4.1%	$655,450	2.0%	$1,298,000

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance $1,199,976

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

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

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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of course mowed in a day during peak growth	66	65	66	65
B	Percent of leaves picked up daily in the fall	50	53	57	60
C	Pesticide applications in a year	10	9	10	9
D	Pieces of equipment rebuilt in a year	10	11	13	14
E	Old equipment pieces replaced annually	4	3	3	3
F	Trees trimmed annually	63	64	64	64
G	Rounds played each year	34,000	36,000	37,000	38,000
H	Dollar amount of gross sales each year	$553,435	$600,000	$602,000	$617,500
H	Dollar amount of sales tax earned for the City (in millions)	$7.303	$7.506	$7.625	$7.750

Irrigation System $62,791

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

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

A Keep the system automated
B Stop wet areas from forming from leaky heads, pipes, valves, and tubing
C Replace and rebuild irrigation heads

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Time course is working in automated format	99%	99%	99%	99%
B	Wet areas repaired yearly	4	5	6	7
C	Heads rebuilt or replaced	30	33	34	37

Golf Course Sanding $35,233

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

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

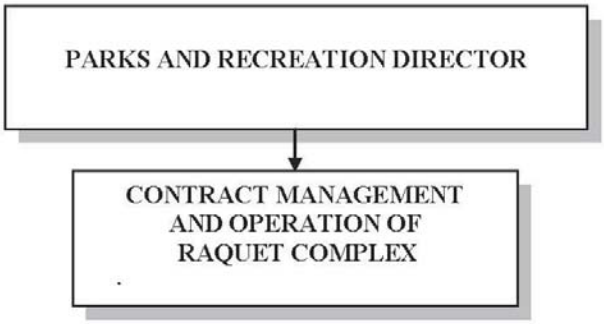
A Make Mint Valley Golf Course fairways playable and maintainable, year round
B Improve surface drainage and increase thatch control
C Improve drainage

Performance Measures		2015 Actual	2016 Target	2017 Target	2018 Target
A	Percent of days annually fairways can be mowed	96%	96%	96%	96%
B	Yards of sand added to course per year	150	200	250	300
D	Linear feet of drain tile installed	100	200	200	200

TOTAL FOR ALL PROGRAMS $1,298,000

Organization Chart

Mint Valley Racquet and Fitness Complex



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Mint Valley Racquet Complex	Department Head Responsible: Jennifer Wills
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$24,550
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$24,550
2017/2018 Estimated Expenditures	$24,550
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$24,550
Estimated Ending Fund Balance	$0

Mint Valley Racquet Complex

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$0	$0	$0	0.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$1,828	$9,550	$12,100	26.7%	$12,450	2.9%	$24,550
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$1,828	$9,550	$12,100	26.7%	$12,450	2.9%	$24,550

Expenditure Summary

Mint Valley Racquet Complex

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$1,848	$9,550	$12,100	26.7%	$12,450	2.9%	$24,550
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,848	$9,550	$12,100	26.7%	$12,450	2.9%	$24,550

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex $24,550

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 $24,550

Internal Service Funds

TOPIC **PAGE**

Internal Service Funds 216

Insurance Reserve Fund 217-220

Office Equipment Reserve Fund 221-222

Equipment Rental Operations Fund 223-226

Equipment Rental Reserve Fund 227-228

Facility Maintenance Fund 229-232

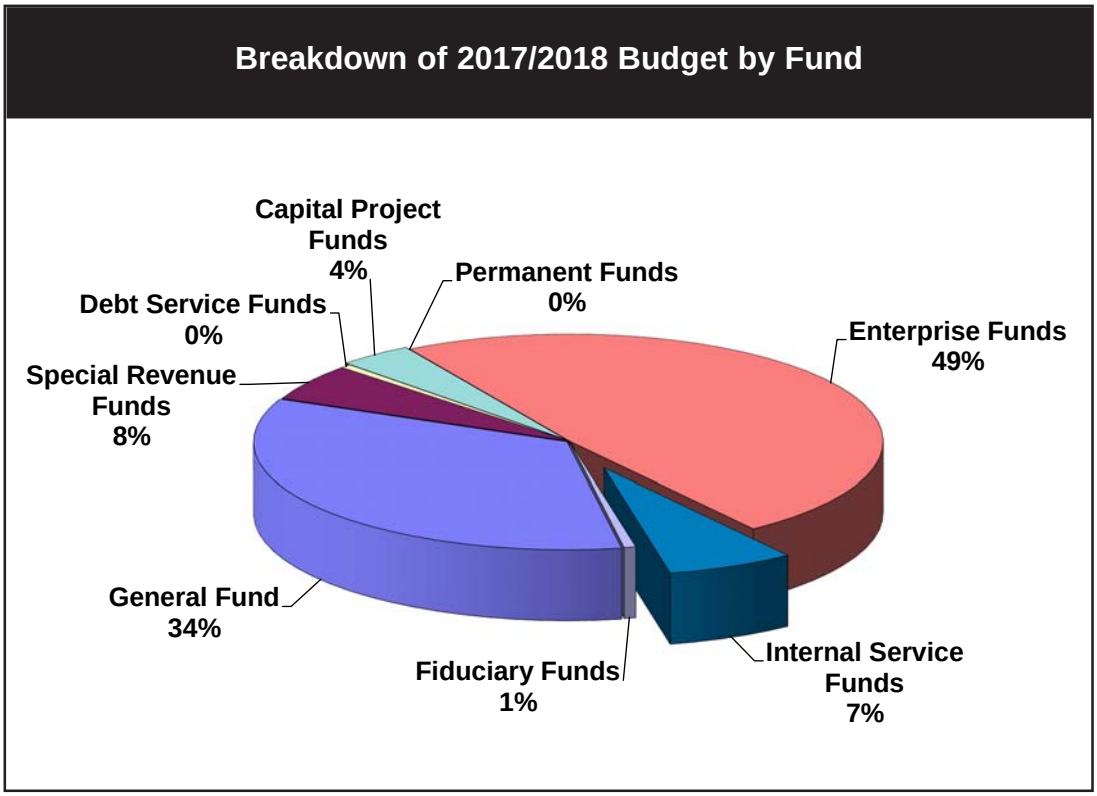
Unemployment Compensation Fund 233-234

Employee Benefits Reserve Fund 235-236

Internal Service Funds

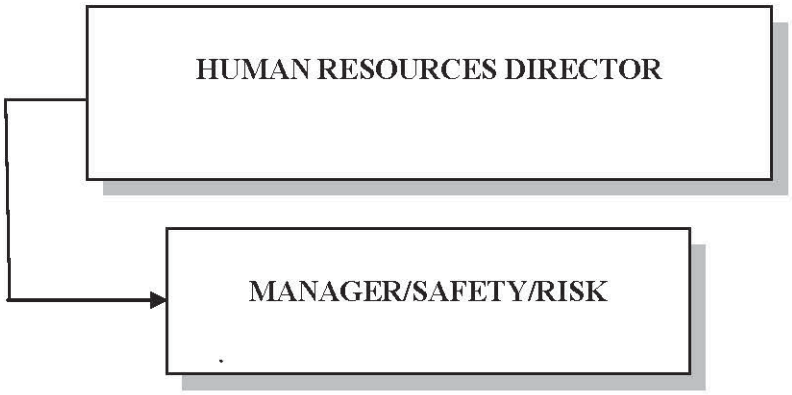
The City of Longview's Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies within the same government, or to other governments on a cost-reimbursement basis. Internal Service Funds include:

- 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	
Internal Service Fund Title Insurance Reserve	Department Head Responsible Chris Smith
Beginning Fund Balance	$1,250,000
2017/2018 Estimated Revenue	$3,156,390
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$3,156,390
2017/2018 Estimated Expenditures	$3,156,390
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$3,156,390
Estimated Ending Fund Balance	$1,250,000

Insurance Reserve Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$4,440	$0	$4,000	0.0%	$4,250	6.3%	$8,250
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,364,639	$1,472,520	$1,514,480	2.8%	$1,620,570	7.0%	$3,135,050
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$4,904	$0	$0	0.0%	$13,090	0.0%	$13,090
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$1,373,983	$1,472,520	$1,518,480	3.1%	$1,637,910	7.9%	$3,156,390

Expenditure Summary

Insurance Reserve Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$54,410	$0	-100.0%	$0	0.0%	$0
Salaries & Wages	$157,122	$151,140	$160,560	6.2%	$166,020	3.4%	$326,580
Personnel Benefits	$250,022	$462,460	$377,990	-18.3%	$436,780	15.6%	$814,770
Supplies	$7,870	$8,080	$6,100	-24.5%	$6,250	2.5%	$12,350
Other Services & Charges	$737,982	$796,430	$973,830	22.3%	$1,028,860	5.7%	$2,002,690
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	$1,152,996	$1,472,520	$1,518,480	3.1%	$1,637,910	7.9%	$3,156,390

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 $2,248,916

The mission of the safety program is to provide 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

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Claim Severity less than the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	65%	<100%	<100%	<100%
B	Claim Frequency isless than the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	56%	<100%	<100%	<100%
B	Percent of department representatives attending Safety Committee meetings	80%	90%	90%	90%
C	Reduce Workers Compensation time loss hours by 5% over previous year	920	874	830	789
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 five days	100%	100%	100%	100%

Worker's Compensation Program $843,268

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

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

A Review worker compensation claims

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Reduction in time loss as a result of initiation of transitional return to work program	912	<912	<900	<890

Wellness Health Promotion Program $64,206

The mission of the Wellness Committee is to promote the improved health and well being of our employees in order to prevent illnesses and injuries, improve morale, reduce absenteeism and enhance productivity and performance. The Wellness Program is established in recognition that: Healthy productive employees are critical to the provision of high quality and efficient local government services, the health and well being of employees has a direct effect on the cost of government services.

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 Achieve Well City Award status each year
C Maintain the City wellness program and related activities
D Ensure the effectiveness and overall satisfaction of the wellness program

continued

Internal Service Funds

Wellness Health Promotion Program - continued

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

E Monitor efforts of program outreach

F Plan, coordinate, and implement a successful employee benefits fair annually

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Overall employee (and family) participation in wellness program activities from previous year	50%	>50%	>50%	>50%
B	Achievement of Well City Award status	1	1	1	1
C	Employee participation in the annual wellness survey from previous year	60%	>60%	>60%	>60%
D	Employee participation in the health screening programs from previous year	50%	>50%	>50%	>50%

TOTAL FOR ALL PROGRAMS $3,156,390

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Office Equipment Reserve	Department Head Responsible Todd Dodgin
Beginning Fund Balance	$1,228,000
2017/2018 Estimated Revenue	$1,836,360
Beginning Cash Required for Operations	$636,810
Total 2017/2018 Revenue	$2,473,170
2017/2018 Estimated Expenditures	$2,473,170
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$2,473,170
Estimated Ending Fund Balance	$591,190

Office Equipment Reserve Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$9,000	$0	-100.0%	$0	0.0%	$0
Charges for Services	$59,247	$71,870	$44,500	-38.1%	$44,500	0.0%	$89,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$991,719	$991,150	$873,680	-11.9%	$873,680	0.0%	$1,747,360
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$33,647	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$234,060	$593,200	153.4%	$43,610	-92.6%	$636,810
TOTAL REVENUES	$1,084,613	$1,306,080	$1,511,380	15.7%	$961,790	-36.4%	$2,473,170

Expenditure Summary

Office Equipment Reserve Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$10,000	$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	$456,970	$496,920	$633,450	27.5%	$495,480	-21.8%	$1,128,930
Other Services & Charges	$236,175	$356,850	$337,000	-5.6%	$301,500	-10.5%	$638,500
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$199,300	$442,310	$540,930	22.3%	$164,810	-69.5%	$705,740
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$892,445	$1,306,080	$1,511,380	15.7%	$961,790	-36.4%	$2,473,170

Program Descriptions - Initiatives - Performance Measures

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

Software Support $709,920

The Software Support Program provides software support (enterprise license fees) for desktops, servers, and the network.

Equipment Replacement $656,910

The Equipment Replacement Program provides for replacement of all desktop hardware/software, laptops, printers, peripherals, telephone hardware/software, servers, and operating systems.

Internal Service Funds

Infrastructure Support $597,870

The Infrastructure Support Program provides infrastructure support (network, internet service provider, fiber, etc.) for the City of Longview.

Projects $402,470

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

Research and Development (R&D) $80,000

The R&D program provides for research and development of new hardware and software.

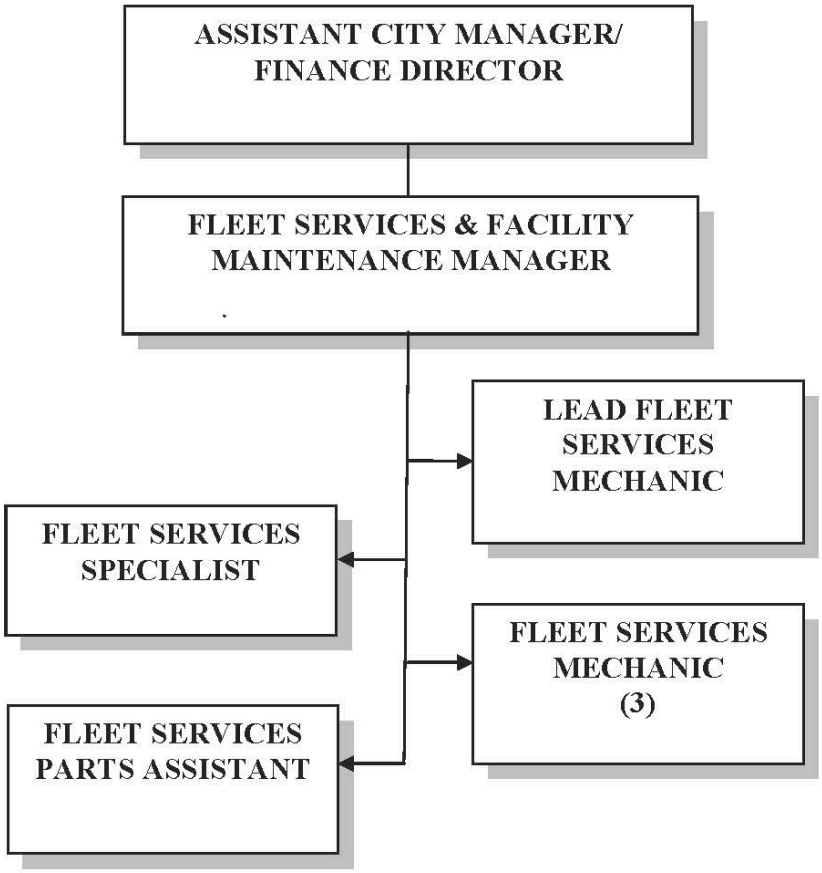
Digital Imaging $26,000

The Digital Imaging Program allows the City to move forward in implementing digital imaging.

TOTAL FOR ALL PROGRAMS $2,473,170

Organizational Chart

Equipment Rental Operations



Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Equipment Rental Operations	Department Head Responsible Kurt Sacha
Beginning Fund Balance	$0
2017/2018 Estimated Revenue	$3,885,660
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$3,885,660
2017/2018 Estimated Expenditures	$3,885,660
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$3,885,660
Estimated Ending Fund Balance	$0

Equipment Rental Operations Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$69,237	$113,950	$74,700	-34.4%	$76,950	3.0%	$151,650
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,682,059	$1,994,600	$1,834,090	-8.0%	$1,899,920	3.6%	$3,734,010
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	$1,751,296	$2,108,550	$1,908,790	-9.5%	$1,976,870	3.6%	$3,885,660

Expenditure Summary

Equipment Rental Operations Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$363,663	$371,250	$375,860	1.2%	$395,420	5.2%	$771,280
Personnel Benefits	$197,652	$193,310	$212,620	10.0%	$229,000	7.7%	$441,620
Supplies	$805,394	$1,138,450	$954,020	-16.2%	$977,500	2.5%	$1,931,520
Other Services & Charges	$401,777	$404,480	$366,290	-9.4%	$374,950	2.4%	$741,240
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$1,060	$0	-100.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,768,486	$2,108,550	$1,908,790	-9.5%	$1,976,870	3.6%	$3,885,660

Program Descriptions - Initiatives - Performance Measures

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

Preventive Maintenance $1,605,469

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.

continued

Preventative Maintenance - continued

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Mechanic labor hours charged to PM work orders	1,160	1,122	1,176	1,199
A PM work order expense as a percentage of total work order expense	13%	15%	16%	17%
A Total charged to PM work orders	$148,440	$151,528	$147,858	$150,815

Vehicle and Equipment Repairs $1,481,878

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

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A-E Mechanic labor hours charged to repair work orders	4,040	3,858	3,993	4,073
A-E Repair work order expense as a percentage of total work order expense	70%	70%	70%	70%
A-E Total charged to repair work orders	$768,278	$779,008	$729,967	$744,566

Vehicle Fuel $473,644

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

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

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

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A-E Purchase costs for unleaded fuel	$374,346	$333,444	$310,900	$316,200
A-E Purchase costs for diesel fuel	$317,174	$259,682	$275,400	$280,910
A-E Purchase costs for propane autogas	N/A	N/A	$33,600	$38,400

New Vehicle Upfitting $324,669

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	2015 Actual	2016 Target	2017 Target	2018 Target
A-E Mechanic labor hours charged to capital work orders	696	595	607	619
A-E Capital work order expense as a percentage of total work order expense	17%	15%	16%	17%
A-E Total charged to capital work orders	$189,580	$155,596	$158,707	$161,882

TOTAL FOR ALL PROGRAMS $3,885,660

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Equipment Rental Reserve	Department Head Responsible Kurt Sacha
Beginning Fund Balance	$2,400,000
2017/2018 Estimated Revenue	$3,417,070
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$3,417,070
2017/2018 Estimated Expenditures	$3,078,540
Contribution to Ending Fund Balance	$338,530
Total 2017/2018 Expenditures	$3,417,070
Estimated Ending Fund Balance	$2,738,530

Equipment Rental Reserve Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,125,423	$1,156,780	$1,969,670	70.3%	$1,447,400	-26.5%	$3,417,070
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$271,746	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$386,050	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$1,397,169	$1,542,830	$1,969,670	27.7%	$1,447,400	-26.5%	$3,417,070

Expenditure Summary

Equipment Rental Reserve Fund

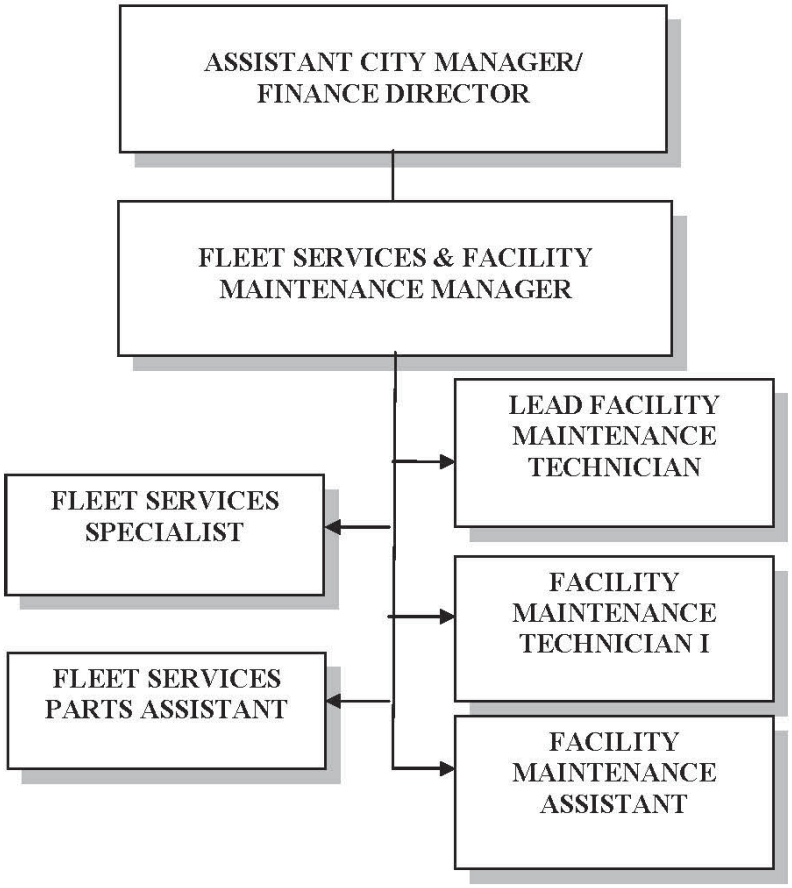
Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$338,530	0.0%	$338,530
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$4,174	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$1,403,549	$1,542,830	$1,969,670	27.7%	$1,108,870	-43.7%	$3,078,540
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,407,722	$1,542,830	$1,969,670	27.7%	$1,447,400	-26.5%	$3,417,070

TOTAL FOR ALL PROGRAMS $3,417,070

Internal Service Funds

Organizational Chart

Facility Maintenance



Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Facility Maintenance	Department Head Responsible Kurt Sacha
Beginning Fund Balance	$170,750
2017/2018 Estimated Revenue	$1,305,750
Beginning Cash Required for Operations	$0
Total 2017/2018 Revenue	$1,305,750
2017/2018 Estimated Expenditures	$1,305,750
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,305,750
Estimated Ending Fund Balance	$170,750

Facility Maintenance Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$580,963	$600,550	$642,000	6.9%	$663,750	3.4%	$1,305,750
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$2,493	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$22,240	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$583,456	$622,790	$642,000	3.1%	$663,750	3.4%	$1,305,750

Expenditure Summary

Facility Maintenance Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$139,805	$240,230	$243,690	1.4%	$255,150	4.7%	$498,840
Personnel Benefits	$58,303	$99,620	$113,890	14.3%	$122,490	7.6%	$236,380
Supplies	$112,111	$50,010	$54,160	8.3%	$55,180	1.9%	$109,340
Other Services & Charges	$263,468	$232,930	$230,260	-1.1%	$230,930	0.3%	$461,190
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	$573,687	$622,790	$642,000	3.1%	$663,750	3.4%	$1,305,750

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 $1,305,750

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 sprinkle testing on building fire systems
K Schedule annual sprinkler testing on building fire systems
L Schedule annual fire extinguisher inspections and servicing for all buildings and vehicles (not including Fire vehicles
M Provide in-house repairs, upon request, via Customer Relationship Management (CRM) system, email, and phone messages

	Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A	Number of quarterly HVAC units (41 units) filters changed per year	N/A	140	140	140
B	Number of quarterly water circulating pumps serviced	N/A	14	14	14
C	Number of lock repairs, prox card entries, key replacements per year	N/A	100	110	110
D	Number of in-house capital repairs completed	N/A	3	3	3
F	Number of times per year pricing is reviewed and orders placed for cleaning and maintenance supplies	N/A	12	10	12
G	Approximate number of openings and closings of City Hall scheduled for				

continued

Facility Maintenance - continued

	Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
	after-hours meetings	N/A	24	24	24
H	Number of buildings monitored 24/7 for security/fire and other emergency building issues	N/A	21	21	21
I	Number of in-house cleaning hours per week	N/A	40	40	40
J	Number of annual cleaning, elevator, HVAC, security/fire protection contracts managed	N/A	8	8	8
K	Number of systems requiring annual sprinkler/smoke detector testing	N/A	8	8	8
L	Average number of extinguishers serviced annually	N/A	250	250	250
M	Number of projects and/or work order requests performed monthly	N/A	70	70	70

TOTAL FOR ALL PROGRAMS $1,305,750

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Unemployment Compensation	Department Head Responsible Chris Smith
Beginning Fund Balance	$210,000
2017/2018 Estimated Revenue	$1,000
Beginning Cash Required for Operations	$61,500
Total 2017/2018 Revenue	$62,500
2017/2018 Estimated Expenditures	$62,500
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$62,500
Estimated Ending Fund Balance	$148,500

Unemployment Compensation Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$314	$200	$500	150.0%	$500	0.0%	$1,000
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$42,300	$27,000	-36.2%	$34,500	27.8%	$61,500
TOTAL REVENUES	$314	$42,500	$27,500	-35.3%	$35,000	27.3%	$62,500

Expenditure Summary

Unemployment Compensation Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$5,072	$42,500	$27,500	-35.3%	$35,000	27.3%	$62,500
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$5,072	$42,500	$27,500	-35.3%	$35,000	27.3%	$62,500

Program Descriptions - Initiatives - Performance Measures

The **Unemployment Compensation Fund** accounts for the expenditure of unemployment benefits for which the City is self-insured.

TOTAL FOR ALL PROGRAMS $62,500

Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Employee Benefits Reserve	Department Head Responsible Chris Smith
Beginning Fund Balance	$850,000
2017/2018 Estimated Revenue	$729,920
Beginning Cash Required for Operations	$128,360
Total 2017/2018 Revenue	$858,280
2017/2018 Estimated Expenditures	$858,280
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$858,280
Estimated Ending Fund Balance	$721,640

Employee Benefits Reserve Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	$0	0.0%	$0	0.0%	$0
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$215,074	$224,500	$358,280	59.6%	$371,640	3.7%	$729,920
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	$205,500	$0	-100.0%	$128,360	0.0%	$128,360
TOTAL REVENUES	$215,074	$430,000	$358,280	-16.7%	$500,000	39.6%	$858,280

Expenditure Summary

Employee Benefits Reserve Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	($6,729)	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$42,064	$375,000	$300,000	-20.0%	$400,000	33.3%	$700,000
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$55,000	$58,280	6.0%	$100,000	71.6%	$158,280
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	$35,335	$430,000	$358,280	-16.7%	$500,000	39.6%	$858,280

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 $858,280

For Your Notes...

Fiduciary Funds

TOPIC _____ **PAGE**

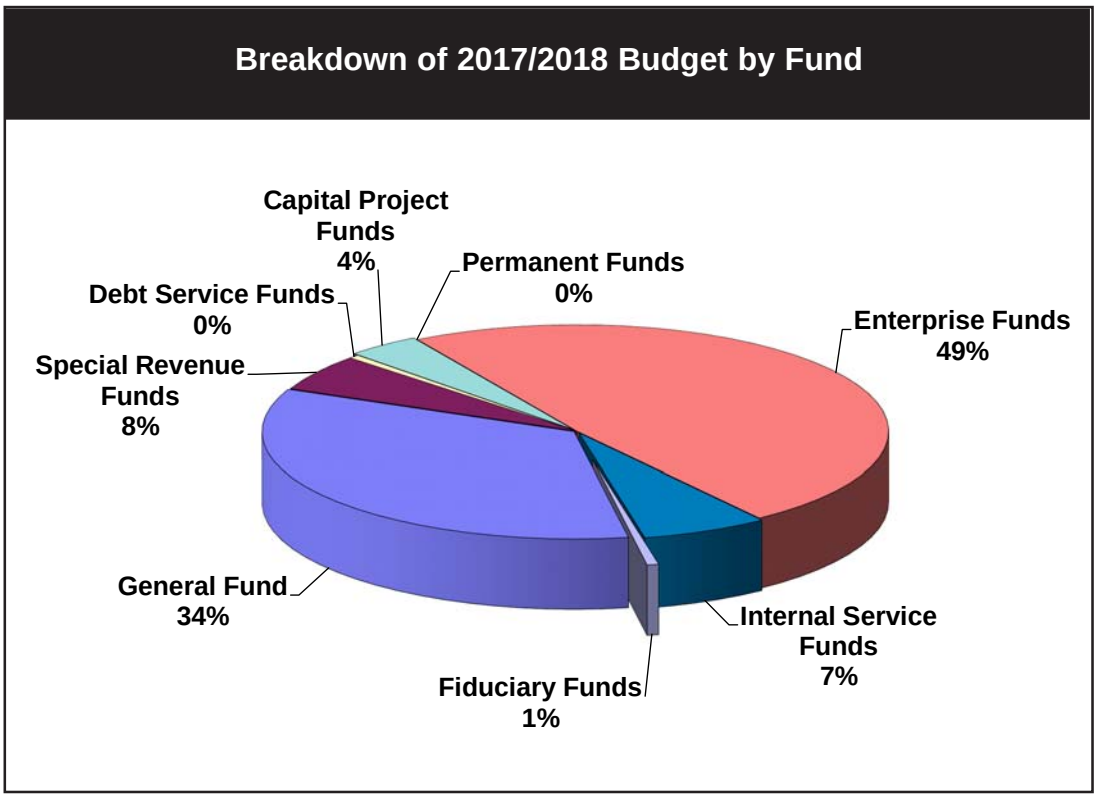
Fiduciary Funds 238

Firemen's Pension Trust Fund 239-240

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	
Fiduciary Fund Title Firemen's Pension Trust	Department Head Responsible City of Longview as Trustee
Beginning Fund Balance	$1,350,000
2017/2018 Estimated Revenue	$1,188,450
Beginning Cash Required for Operations	$114,860
Total 2017/2018 Revenue	$1,303,310
2017/2018 Estimated Expenditures	$1,303,310
Contribution to Ending Fund Balance	$0
Total 2017/2018 Expenditures	$1,303,310
Estimated Ending Fund Balance	$1,235,140

Firemen's Pension Trust Fund

Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$48,450	$50,250	$50,250	0.0%	$50,250	0.0%	$100,500
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,483	$850	$850	0.0%	$850	0.0%	$1,700
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$765,096	$784,000	$543,340	-30.7%	$542,910	-0.1%	$1,086,250
Beg Resources Req to Balance	$0	$0	$43,200	0.0%	$71,660	65.9%	$114,860
TOTAL REVENUES	$815,029	$835,100	$637,640	-23.6%	$665,670	4.4%	$1,303,310

Expenditure Summary

Firemen's Pension Trust Fund

Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Cont to End Fund Balance	$0	$139,890	$0	-100.0%	$0	0.0%	$0
Salaries & Wages	$22,434	$30,160	$25,100	-16.8%	$27,220	8.4%	$52,320
Personnel Benefits	$463,195	$602,480	$552,490	-8.3%	$575,880	4.2%	$1,128,370
Supplies	$0	$70	$50	-28.6%	$70	40.0%	$120
Other Services & Charges	$52,480	$62,500	$60,000	-4.0%	$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	$538,109	$835,100	$637,640	-23.6%	$665,670	4.4%	$1,303,310

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 $1,303,310

For Your Notes...

Capital Improvement Program

TOPIC **PAGE**

Capital Improvement Policy 242-244

Overview 242
Criteria for Evaluating Projects 243
Procedure for Annual Capital Improvement Plan 243-244

All Funds Five-Year Plan 245

2017 - 2021 Project Narratives and Five Year Plans 246-276

Arterial Street Fund 246-248
Public Safety Fund 248-249
Office Equipment Rental Fund 249-252
Capital Projects Fund 253-256
L.I.D. Construction Fund 257
Water Fund 258-261
Sewer Fund 261-264
Water Filter Plant Fund 265-266
Storm Water Utility Fund 266-269
Public Transit Fund 269-271
Mint Valley Golf Fund 271-272
Equipment Rental Reserve Fund 272-274
Park & Recreation Memorial Trust Fund 274-276

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
2016	December 31 Ending Fund Balance		
2017	Arterial Street Fund	$2,160,000	$2,160,000
	Public Safety	$1,377,000	$1,377,000
	Office Equipment Rental Fund	$540,930	$540,930
	Capital Projects Fund	$310,000	$196,500
	L.I.D. Construction Fund	$3,350,000	$3,350,000
	Water Fund	$3,530,000	$3,530,000
	Sewer Fund	$5,905,000	$5,905,000
	Water Filter Plant Fund	$570,000	$570,000
	Storm Water Fund	$4,108,130	$4,108,130
	Public Transit Fund	$3,869,000	$3,869,000
	Mint Valley Golf Fund	$0	$0
	Equipment Rental Reserve Fund	$1,969,670	$1,969,670
	Parks & Recreation Memorial Trust Fund	$95,500	$95,500
	Annual total	$27,785,230	$27,671,730
2018	Arterial Street Fund	$1,840,000	$1,840,000
	Public Safety	$75,000	$75,000
	Office Equipment Rental Fund	$164,810	$164,810
	Capital Projects Fund	$661,790	$888,000
	L.I.D. Construction Fund	$3,350,000	$3,350,000
	Water Fund	$4,980,000	$4,980,000
	Sewer Fund	$8,450,000	$8,450,000
	Water Filter Plant Fund	$850,000	$850,000
	Storm Water Fund	$469,500	$469,500
	Public Transit Fund	$1,660,000	$1,660,000
	Mint Valley Golf Fund	$0	$0
	Equipment Rental Reserve Fund	$1,108,870	$1,108,870
	Parks & Recreation Memorial Trust Fund	$86,900	$86,900
	Annual total	$23,696,870	$23,923,080
2019	Arterial Street Fund	$2,070,000	$1,915,000
	Public Safety	$0	$0
	Office Equipment Rental Fund	$448,770	$448,770
	Capital Projects Fund	$324,600	$2,385,800
	L.I.D. Construction Fund	$350,000	$350,000
	Water Fund	$6,150,000	$6,150,000
	Sewer Fund	$6,050,000	$6,050,000
	Water Filter Plant Fund	$850,000	$850,000
	Storm Water Fund	$290,000	$290,000
	Public Transit Fund	$185,000	$185,000
	Mint Valley Golf Fund	$1,385,500	$1,385,500
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Trust Fund	$0	$40,000
	Annual total	$18,103,870	$20,050,070
2020	Arterial Street Fund	$270,000	$290,000
	Public Safety	$0	$0
	Office Equipment Rental Fund	$649,000	$649,000
	Capital Projects Fund	$339,650	$5,811,050
	L.I.D. Construction Fund	$350,000	$350,000
	Water Fund	$2,430,000	$2,430,000
	Sewer Fund	$2,950,000	$2,950,000
	Water Filter Plant Fund	$50,000	$50,000
	Storm Water Fund	$150,000	$150,000
	Public Transit Fund	$520,000	$520,000
	Mint Valley Golf Fund	$1,386,270	$1,386,270
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Trust Fund	$0	$40,000
	Annual total	$9,094,920	$14,626,320
2021	Arterial Street Fund	$270,000	$40,000
	Public Safety	$0	$0
	Office Equipment Rental Fund	$264,200	$264,200
	Capital Projects Fund	$344,700	$15,453,100
	L.I.D. Construction Fund	$350,000	$350,000
	Water Fund	$2,430,000	$2,430,000
	Sewer Fund	$2,950,000	$2,950,000
	Water Filter Plant Fund	$50,000	$50,000
	Storm Water Fund	$100,000	$100,000
	Public Transit Fund	$25,000	$25,000
	Mint Valley Golf Fund	$277,000	$277,000
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Trust Fund	$0	$40,000
	Annual total	$7,060,900	$21,979,300

Capital Improvement Program

Arterial Street Fund - 2017/2018 Project Narratives

SR 432/411 Intersection Improvements	**2017**	**$600,000**
Add a second left turn land to the Westbound SR432 off-ramp.	**2018**	**$1,800,000**
Improve geometrics of Eastbound SR432 on-ramp.		
Downtown Streetscape Improvements - Phase 3	**2017**	**$1,095,000**
Streetscape, drainage, and pedestrian improvements on Commerce Ave.	**2018**	**$0**
between Hudson St. and Hemlock St.		
Annual Bridge Maintenance and Repairs	**2017**	**$20,000**
Maintenance and repair to bridges.	**2018**	**$20,000**
Annual Street Repairs	**2017**	**$20,000**
Small repair projects on streets throughout the city.	**2018**	**$20,000**
Columbia Heights Rd. Retaining Wall	**2017**	**$425,000**
Repair of slide on uphill side of Columbia Heights Rd. below	**2018**	**$0**
Lower Maplewood Dr.		

Total 2017	**$2,160,000**
Total 2018	**$1,840,000**

Arterial Street Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2016	December 31 Ending Fund Balance		
2017	Beginning Funds Used to Balance Expenses	$27,370	
	1/2 Cent Motor Vehicle Fuel Tax	$270,000	
	Grants	$1,862,630	
	Proceeds-Sale of Fixed Assets	$0	
	Loans	$0	
	Other	$0	
	Annual Street Repairs		$20,000
	Bridge Maintenance and Repairs - Various Bridges		$20,000
	SR 432/411 Roadway Improvements		$600,000
	Downtown Streetscape Improvements - Phase 3		$1,095,000
	Columbia Heights Rd. Retaining Wall		$425,000
	Annual total	$2,160,000	$2,160,000
2018	Beginning Funds Used to Balance Expenses	$20,000	
	1/2 Cent Motor Vehicle Fuel Tax	$270,000	
	Grants	$1,550,000	
	Other	$0	
	Annual Street Repairs		$20,000
	Bridge Maintenance and Repairs - Various Bridges		$20,000
	SR 432/411 Roadway Improvements		$1,800,000
	Annual total	$1,840,000	$1,840,000
2019	1/2 Cent Motor Vehicle Fuel Tax	$270,000	
	Grants	$1,800,000	
	Interest	$0	
	Annual Street Repairs		$20,000
	Bridge Maintenance and Repairs - Various Bridges		$20,000
	SR 432/411 Roadway Improvements		$1,800,000
	7th Avenue/California Way Intersection Improvements		$75,000
	Annual total	$2,070,000	$1,915,000
2020	1/2 Cent Motor Vehicle Fuel Tax	$270,000	
	Misc. Revenue	$0	
	Interest	$0	
	Annual Street Repairs		$20,000
	Bridge Maintenance and Repairs - Various Bridges		$20,000
	7th Avenue/California Way Intersection Improvements		$250,000
	Annual total	$270,000	$290,000

Continued

Arterial Street Fund - Five-Year Plan - continued

2021	1/2 Cent Motor Vehicle Fuel Tax	$270,000	
	Misc. Revenue	$0	
	Interest	$0	
	Annual Street Repairs		$20,000
	Bridge Maintenance and Repairs - Various Bridges		$20,000
	Annual total	$270,000	$40,000

Public Safety Fund - 2017/2018 Project Narratives

Police Station Remodel Phase II — **2017** **$1,142,000**, **2018** **$0**

Complete Phase II of the Police Station Remodel, including new office space, a conference room, and interview rooms on the 2nd floor for Criminal Investigations Unit and Street Crimes Unit use

28th Avenue Sidewalk — **2017** **$50,000**, **2018** **$75,000**

Installation of sidewalks along 28th Avenue from Hemlock Street to Washington Way

School Zone Improvements — **2017** **$185,000**, **2018** **$0**

New signage, flashing beacons, crosswalk striping, etc., in various school zones

Total 2017 **$1,377,000**
Total 2018 **$75,000**

Public Safety Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Beginning Fund Balance	$1,242,000	
	Grants	$135,000	
	Police Station Remodel Phase II		$1,142,000
	28th Avenue Sidewalk Improvements		$50,000
	School Zone Improvements		$185,000
	Annual total	$1,377,000	$1,377,000
2018	Beginning Fund Balance	$7,500	
	Grants	$67,500	
	28th Avenue Sidewalk Improvements		$75,000
	Annual total	$75,000	$75,000

Continued

Public Safety Fund - Five-Year Plan - continued

2019	No projects planned		
	Annual total	$0	$0
2020	No projects planned		
	Annual total	$0	$0
2021	No projects planned		
	Annual total	$0	$0

Office Equipment Reserve Fund - 2017/2018 Project Narratives

Network Replacements	**2017**	**$63,280**
Provides infrastructure support through network equipment.	**2018**	**$11,360**
Information Processing Equipment (Servers, SAN, Copiers, UPSs)	**2017**	**$115,570**
Provide for replacement of servers and other large information processing equipment.	**2018**	**$65,820**
Integrated Library System Software Replacement	**2017**	**$75,000**
Replace the Horizon ILS software system.	**2018**	**$15,000**
Recreation Wireless Access Points	**2017**	**$6,280**
Install wireless access points in rental facilities to meet customer needs & increase rental	**2018**	**$1,430**
City Hall Cabling Rewire	**2017**	**$29,610**
Network cabling in City Hall is a security concern and needs to be retrofitted.	**2018**	**$0**
Computer Lab Personal Computers	**2017**	**$5,600**
Replace outdated computer equipment in the Boulevard computer lab.	**2018**	**$1,120**
Business Licensing & Tax Software Replacement	**2017**	**$11,050**
B&O Tax System Software replacement	**2018**	**$1,200**
Tyler Cashiering Software Replacement	**2017**	**$33,500**
Replacement cashiering system for the City departments.	**2018**	**$3,800**
Digital Media Evidence Server	**2017**	**$30,000**
Implement storage and retrieval of digital media for evidence.	**2018**	**$8,500**
Secure Network Equipment	**2017**	**$28,500**
Network equipment is out in the open and unsecure; move to a locked cabinet.	**2018**	**$0**
Microsoft Network Active Directory Upgrade	**2017**	**$16,000**
Professional Services support to upgrade the Microsoft Network	**2018**	**$0**
Sharepoint Upgrade	**2017**	**$15,000**
Upgrade the SharePoint software to current supported version and move to new hardware.	**2018**	**$0**

Continued

Capital Improvement Program

Office Equipment Reserve Fund - Five-Year Plan - continued

Veem Virtual Server Backup Software	**2017**	**$15,900**
Backup and recovery of failed servers and lost files.	**2018**	**$3,200**
Electronic Forms and Workflow Project	**2017**	**$24,040**
Convert the paper forms and manual signatures to electronic online forms and signatures.	**2018**	**$11,910**
Redundant Internet Services	**2017**	**$41,600**
Secondary Internet service will provide failover and high availability to the internet.	**2018**	**$11,470**
Research and Development	**2017**	**$30,000**
Provides for research and development of new hardware, software, and systems.	**2018**	**$30,000**
	Total 2017	**$540,930**
	Total 2018	**$164,810**

Office Equipment Reserve - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Interdepartmental Charges (for Capital)	$540,930	
	Network Replacements		$63,280
	Information Processing Equipment (Servers, SAN, Copiers, UPSs)		$115,570
	Integrated Library System Replacement		$75,000
	Recreation Wireless Access Points		$6,280
	City Hall Cabling Rewire		$29,610
	Computer Lab Personal Computers		$5,600
	Business Licensing & Tax Software Replacement		$11,050
	Tyler Cashiering Software Replacement		$33,500
	Digital Media Evidence Server		$30,000
	Secure Network Equipment		$28,500
	Microsoft Network Active Directory Upgrade		$16,000
	SharePoint Upgrade		$15,000
	Veem Virtual Server Backup Software		$15,900
	Electronic Forms and Workflow Project		$24,040
	Redundant Internet Service		$41,600
	Research and Development Projects		$30,000
	Annual total	$540,930	$540,930

Continued

Office Equipment Reserve Fund - Five-Year Plan - continued

2018	Interdepartmental Charges (for Capital)	$164,810	
	Network Replacements		$11,360
	Information Processing Equipment (Servers, SAN, Copiers, UPSs)		$65,820
	Integrated Library System Replacement		$15,000
	Recreation Wireless Access Points		$1,430
	Computer Lab Personal Computers		$1,120
	Business Licensing & Tax Software Replacement		$1,200
	Tyler Cashiering Software Replacement		$3,800
	Digital Media Evidence Server		$8,500
	Veem Virtual Server Backup Software		$3,200
	Electronic Forms and Workflow Project		$11,910
	Redundant Internet Service		$11,470
	Research and Development Projects		$30,000
	Annual total	$164,810	$164,810
2019	Interdepartmental Charges (for Capital)	$448,770	
	Network Replacements		$0
	Information Processing Equipment (Servers, SAN, Copiers, UPSs)		$32,500
	Integrated Library System Replacement		$15,000
	Recreation Wireless Access Points		$1,430
	Computer Lab Personal Computers		$1,120
	Business Licensing & Tax Software Replacement		$1,200
	Tyler Cashiering Software Replacement		$3,800
	Digital Media Evidence Server		$8,500
	Veem Virtual Server Backup Software		$3,200
	Redundant Internet Service		$11,470
	Encryption Software for Information Technology		$29,750
	Eden Replacement		$120,000
	NeoGov Performance Appraisal Model (hosted)		$20,800
	City Webside Redesign (ADA complaince, etc)		$90,000
	GovOutreach / CRM Replacement		$10,000
	Email Archive Replacement		$25,000
	City Shop / Fleet Network Cable Rewire		$30,000
	Mobile Device Management		$15,000
	Research and Development Projects		$30,000
	Annual total	$448,770	$448,770

continued

Capital Improvement Program

Office Equipment Reserve Fund - Five-Year Plan - continued

2020	Interdepartmental Charges (for Capital)	$649,000	
	Network Replacements		$95,570
	Information Processing Equipment (Servers, SAN, Copiers, UPSs)		$149,260
	Integrated Library System Replacement		$15,000
	Recreation Wireless Access Points		$1,430
	Computer Lab Personal Computers		$1,120
	Business Licensing & Tax Software Replacement		$1,300
	Tyler Cashiering Software Replacement		$4,000
	Digital Media Evidence Server		$8,500
	Veem Virtual Server Backup Software		$3,200
	Redundant Internet Service		$11,470
	Crossmatch System (LPD fingerprints)		$20,000
	City Hall Surveillance System		$35,000
	Encryption Software for Information Technology		$26,750
	Eden Replacement		$90,000
	NeoGov Performance Appraisal Model (hosted)		$16,400
	Intranet Redesign		$35,000
	Fire Stations Network Cable Rewire		$30,000
	Business Continuity / Disaster Recovery Redesign		$75,000
	Research and Development Projects		$30,000
	Annual total	$649,000	$649,000
2021	Interdepartmental Charges (for Capital)	$264,200	
	Network Replacements		$34,240
	Information Processing Equipment (Servers, SAN, Copiers, UPSs)		$38,940
	Integrated Library System Replacement		$15,000
	Recreation Wireless Access Points		$1,430
	Computer Lab Personal Computers		$1,120
	Business Licensing & Tax Software Replacement		$1,300
	Redundant Internet Service		$11,470
	Tyler Cashiering Software Replacement		$4,000
	Digital Media Evidence Server		$8,500
	Veem Virtual Server Backup Software		$3,200
	GIS Ortho Photography		$20,000
	Server Room HVAC Replacement		$65,000
	Parks & Recreation Network Cable Rewire		$30,000
	Research and Development Projects		$30,000
	Annual total	$264,200	$264,200

Continued

Capital Projects Fund - 2017/2018 Project Narratives

Park Benches	**2017**	**$10,000**
Park benches installed as a result of donations	**2018**	**$10,000**
Neighborhood Park Grants	**2017**	**$25,000**
Grants for neighborhood groups, sports leagues, service clubs, and other community organizations as matching funds to their contributions to develop or improve neighborhood parks	**2018**	**$25,000**
Library Security Camera Replacement	**2017**	**$0**
New digital security system consisting of cameras, a digital recording device, and digital monitors	**2018**	**$45,000**
Park Maintenance Office Security	**2017**	**$16,500**
Upgrade door and locking system and control access into the front area of the office	**2018**	**$0**
Fire Station #81 Apparatus Bay Heating Replacement	**2017**	**$100,000**
Plumb the station for gas, replace apparatus bay heaters, clothes dryers, kitchen ranges, and water heaters with gas appliances	**2018**	**$0**
Americans with Disabilities Act Improvements	**2017**	**$0**
Install new accessible sidewalk ramps, new automatic doors, and other accessible improvements identified in the City's ADA Transition Plan	**2018**	**$100,000**
Playground Equipment Replacement	**2017**	**$45,000**
Replacement funding for City parks playground equipment	**2018**	**$45,000**
R.A. Long Park Plaza Improvements	**2017**	**$0**
Concrete central plaza and steps removed in 2016 due to hazardous condition. Install new water feature fountain along with new concrete plaza and steps replicating the color and scoring patterns of the original plaza	**2018**	**$663,000**
	Total 2017	**$196,500**
	Total 2018	**$888,000**

Continued

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

Capital Projects Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2016	December 31 Ending Fund Balance		
2017	Real Estate Excise Tax	$285,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,000	
	Other Revenue - Interest Earnings	$1,000	
	Loan Repayment: MV Golf	$10,000	
	Donations - Benches	$10,000	
	Neighborhood Park Grants		$25,000
	Park Benches		$10,000
	Park Maintenance Office Security		$16,500
	Fire Station #81 Apparatus Bay Heating Replacement		$100,000
	Playground Equipment Replacement		$45,000
	Annual total	$310,000	$196,500
2018	Real Estate Excise Tax	$309,950	
	Heritage Grant Funds - R.A. Long Park	$251,790	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,050	
	Other Revenue - Interest Earnings	$1,000	
	Contributions	$75,000	
	Loan Repayment: MV Golf	$10,000	
	Donations - Park Benches	$10,000	
	Neighborhood Park Grants		$25,000
	Park Benches		$10,000
	Library Security Camera Replacement		$45,000
	Americans with Disabilities Act Improvements		$100,000
	Playground Equipment Replacement		$45,000
	R.A. Long Plaza Improvements		$663,000
	Annual total	$661,790	$888,000

continued

Capital Projects Fund - Five-Year Plan - continued

2019	Real Estate Excise Tax	$300,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,100	
	Other Revenue - Interest Earnings	$500	
	Loan Repayment: MV Golf	$10,000	
	Donantions - Park Benches	$10,000	
	Neighborhood Park Grants		$25,000
	Park Benches		$10,000
	Playground Equipment Replacement		$45,000
	Building Exterior Brick Sealing and Repair (various buildings)		$93,750
	Fire Station 82 Roof		$50,000
	City Hall Roof		$225,000
	Longview Police Building Garage Door Replacement		$120,000
	McClelland Arts Hardwood Floor Replacement		$62,500
	Parks and Recreation Building Roof and Gutter Replacement		$68,750
	Fire Station 83 Site Plan		$99,000
	Fire Station 82 Generator		$152,450
	Park Restrooms (Nichols/17th & Hemlock/Kessler)		$300,000
	Lake Sacajawea Irrigation Project		$55,000
	Parks Maintenance Parking Lot Overlay		$176,000
	Roy Morse Park Outfield Fencing		$15,000
	Parks Maintenance - Additional Dump Truck		$55,000
	Archie Anderson Park Water Line		$49,500
	Recreational Facilities Technology Improvements		$9,250
	Roy Morse Park Softball Lighting Repairs		$41,000
	Traffic Replace Induction Loop Vehicle Detection Systems		$50,000
	Update Traffic Signal Video Detection Systems		$160,000
	Information Technology Department Office Renovation		$20,600
	Library Carpet Replacement		$49,000
	Library Interior Painting Project		$25,000
	Library Parking Lot Expansion		$384,000
	Library Radio Frequency Identification Tags and Software Project		$45,000
	Annual total	$324,600	$2,385,800

Capital Improvement Program

Capital Projects Fund - Five-Year Plan - continued

2020	Real Estate Excise Tax	$315,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,150	
	Other Revenue - Interest Earnings	$500	
	Loan Repayment: MV Golf	$10,000	
	Donantions - Park Benches	$10,000	
	Neighborhood Park Grants		$25,000
	Park Benches		$10,000
	Playground Equipment Replacement		$45,000
	City Hall Elevator Replacement		$250,000
	HVAC System Replacement (various buildings)		$100,000
	Longview Police Building Carpet Replacement		$87,500
	Parks and Recreation Building Carpet Replacement		$21,250
	Fire Station 81 Remodel		$4,811,500
	Roy Morse Park Restroom		$137,000
	Lake Sacajawea Irrigation Project		$80,000
	Recreation Office Parking Lot Overlay		$47,300
	John Null Park Tennis Court Resurfacing		$108,000
	Library Lower Floor Linoleum Replacement		$70,000
	Library Self Check-out Units (2)		$18,500
	Annual total	$339,650	$5,811,050
2021	Real Estate Excise Tax	$320,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,200	
	Other Revenue - Interest Earnings	$500	
	Loan Repayment: MV Golf	$10,000	
	Donantions - Park Benches	$10,000	
	Neighborhood Park Grants		$25,000
	Park Benches		$10,000
	Playground Equipment Replacement		$45,000
	City Hall Carpet		$162,500
	Keyless Door Entry (various buildings)		$15,000
	Longview Police Building Elevator Replacement		$250,000
	Parks and Recreation Building Siding Replacement		$62,500
	Fire Station 83 Construction		$13,843,100
	Lake Sacajawea Irrigation Project		$80,000
	Roy Morse Park Parking Lot Overlay		$281,000
	Vandercook Park Tennis Court Resurfacing		$54,000
	Roy Morse Park Softball Lighting Project		$500,000
	Library New Public Service Desk Area		$40,000
	Library Shelving Replacement Project		$85,000
	Annual total	$344,700	$15,453,100

L.I.D. Construction Fund - 2017/2018 Project Narratives

Street and Alley Construction	**2017**	**$350,000**
This provides for the construction of street and alley projects	**2018**	**$350,000**
that are requested from citizens through L.I.D. petitions		
Beech Street Improvements	**2017**	**$3,000,000**
Full street improvement from Oregon Way to California Way	**2018**	**$3,000,000**
	Total 2017	**$3,350,000**
	Total 2018	**$3,350,000**

L.I.D. Construction Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Streets & Alley L.I.D. Bonds	$3,350,000	
	Street & Alley Construction		$350,000
	Beech Street Improvements		$3,000,000
	Annual total	$3,350,000	$3,350,000
2018	Streets & Alley L.I.D. Bonds	$3,350,000	
	Street & Alley Construction		$350,000
	Beech Street Improvements		$3,000,000
	Annual total	$3,350,000	$3,350,000
2019	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000
2020	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000
2021	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000

Water Fund - 2017/2018 Project Narratives

Annual LID Projects	**2017**	**$100,000**
Replace deteriorated water mains prior to Local Improvement District paving projects.	**2018**	**$100,000**
Hillcrest Pump Station Replacement	**2017**	**$850,000**
Replace deteriorated pump station and lower pump suction elevation to fully utilize Main Reservoir storage capacity. This is a joint project with Beacon Hill Water and Sewer District.	**2018**	**$550,000**
Main Reservoir Vents/Drain Replacement	**2017**	**$250,000**
Replace deteriorated vent screening and roof drains at Main Reservoir to comply with EPA regulations.	**2018**	**$200,000**
New Utility Operation Center Facility (Water Share)	**2017**	**$0**
Acquire land and construct new Operations Center due to impacts from Industrial Way & Oregon Way intersection improvements.	**2018**	**$1,000,000**
Niemi Booster Station Replacement	**2017**	**$0**
Replace deteriorated pump station.	**2018**	**$500,000**
Reservoir Paving/Security	**2017**	**$50,000**
Continue paving and security upgrades at reservoirs to improve access and security.	**2018**	**$50,000**
SCADA System Upgrades	**2017**	**$100,000**
Install telemetry and computer controls at additional sites to remotely monitor and control potable water facilities.	**2018**	**$100,000**
Water Booster Station Roof Replacements	**2017**	**$100,000**
Replace roofs on Indian Creek and Tanglewood booster pump stations due to age and to improve access to maintain pumps.	**2018**	**$0**
Water Facility Relocation for Road Replacement	**2017**	**$150,000**
Relocate water facilities as required for road construction projects.	**2018**	**$150,000**
Water Main Replacements	**2017**	**$1,500,000**
Replace deteriorated mains to ensure reliability, adequate pressure and volume, and improve water quality.	**2018**	**$2,000,000**
Large Meter Replacements	**2017**	**$100,000**
Replace large meters to improve accuracy of readings and access for testing.	**2018**	**$100,000**

continued

Water Fund - Five-Year Plan - continued

Reservoir Painting and Corrosion Control	**2017**	**$50,000**
Paint reservoirs and exterior metal to prevent corrosion.	**2018**	**$0**
Valve Replacements	**2017**	**$30,000**
Replace aged and broken valves.	**2018**	**$30,000**
Water Master Plan	**2017**	**$250,000**
Washington Dept. of Health requires the Water System Plan to be updated every six years.	**2018**	**$200,000**
	Total 2017	**$3,530,000**
	Total 2018	**$4,980,000**

Water Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Capital Recovery Fee Revenue	$50,000	
	Metered Sales	$693,000	
	State Pool	$4,000	
	Beginning Funds required to Balance	$2,363,000	
	Due From Other Governments	$420,000	
	Annual LID Projects		$100,000
	Hillcrest Pump Station Replacement		$850,000
	Main Reservoir Vents/Drain Replacement		$250,000
	Reservoir Paving & Security		$50,000
	SCADA System Upgrades		$100,000
	Water Booster Station Roof Replacements		$100,000
	Water Facility Relocation for Road Replacements		$150,000
	Water Main Replacements		$1,500,000
	Large Meter Replacements		$100,000
	Reservoir Painting & Corrosion Control		$50,000
	Valve Replacements		$30,000
	Water Master Plan		$250,000
	Annual Total	$3,530,000	$3,530,000

continued

Capital Improvement Program

Water Fund - Five-Year Plan - continued

2018	Capital Recovery Fee Revenue	$50,000	
	Metered Sales	$0	
	State Pool	$4,000	
	Revenue Bonds	$3,776,000	
	Due From Other Governments	$1,150,000	
	Annual LID Projects		$100,000
	Hillcrest Pump Station Replacement		$550,000
	Main Reservoir Vents/Drain Replacement		$200,000
	New Utility Operations Center Facility (Water Share)		$1,000,000
	Niemi Pump Station Rebuild		$500,000
	Reservoir Paving & Security		$50,000
	SCADA System Upgrades		$100,000
	Water Facility Relocation for Road Replacements		$150,000
	Water Main Replacements		$2,000,000
	Large Meter Replacements		$100,000
	Valve Replacements		$30,000
	Water Master Plan		$200,000
	Annual Total	$4,980,000	$4,980,000
2019	Capital Recovery Fee Revenue	$50,000	
	Metered Sales	$0	
	Interest	$4,000	
	Revenue Bonds	$3,461,000	
	Due from Other Governments	$2,635,000	
	Annual LID Projects		$100,000
	Hillcrest Pump Station Replacement		$100,000
	Indian Creek Reservoir Upgrades		$500,000
	Main Reservoir Vents/Drain Replacement		$20,000
	New Utility Operations Center Facility (Water Share)		$3,100,000
	Reservoir Paving & Security		$50,000
	Water Facility Relocation for Road Replacements		$150,000
	Water Main Replacements		$2,000,000
	Large Meter Replacements		$100,000
	Valve Replacements		$30,000
	Annual Total	$6,150,000	$6,150,000

continued

Water Fund - Five-Year Plan - continued

2020	Capital Recovery Fee Revenue	$50,000	
	Metered Sales	$432,000	
	Interest	$4,000	
	Revenue Bonds	$1,944,000	
	Annual LID Projects		$100,000
	Reservoir Paving/Security		$50,000
	Water Facility Relocation for Road Replacement		$150,000
	Water Main Replacements		$2,000,000
	Large Meter Replacements		$100,000
	Valve Replacements		$30,000
	Annual Total	$2,430,000	$2,430,000
2021	Capital Recovery Fee Revenue	$50,000	
	Metered Sales	$1,131,000	
	Interest	$4,000	
	Revenue Bonds	$1,245,000	
	Annual LID Projects		$100,000
	Reservoir Paving/Security		$50,000
	Water Facility Relocation for Road Replacement		$150,000
	Water Main Replacements		$2,000,000
	Large Meter Replacements		$100,000
	Valve Replacements		$30,000
	Annual Total	$2,430,000	$2,430,000

Sewer Fund - 2017/2018 Project Narratives

2106 Pump Station Rehabilitation - Phase 2	**2017**	**$1,050,000**
Replace deteriorated pump stations located on 32nd Ave. and at Roy Morse Park.	**2018**	**$0**
2016 Pump Station Rehabilitation - Phase 3	**2017**	**$2,200,000**
Replace deteriorated stations located at 38th Ave and Oak Street, and at Bailey Park.	**2018**	**$3,200,000**
Annual Sewer Main Liners	**2017**	**$500,000**
Line sewer mains with in-situ plastic liners.	**2018**	**$500,000**
Annual LID Projects	**2017**	**$200,000**
Replace aged sewer mains prior to Local Improvement District construction of alleys and roadways.	**2018**	**$200,000**

continued

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

Annual Pump Station Rehabilitations	**2017**	**$0**
Continuation of program to replace deteriorated sewer pump stations.	**2018**	**$300,000**
Mint Farm Pump Station Odor Control	**2017**	**$55,000**
Install odor and corrosion control system at Mint Farm Pump Station.	**2018**	**$0**
Mint Farm Pump Station VFD Replacement	**2017**	**$55,000**
Replace aged and obsolete variable frequency pump drives.	**2018**	**$0**
New Utility Operation Center Facility (Sewer Share)	**2017**	**$0**
Acquire land and construct new Operations Center due to impacts from Industrial Way & Oregon Way intersection improvements.	**2018**	**$1,000,000**
SCADA System Upgrades	**2017**	**$200,000**
Install telemetry and computer controls at additional sites to remotely monitor and control sewer pump stations.	**2018**	**$200,000**
Sewer Facility Replacement for Road Reconstruction	**2017**	**$200,000**
Relocate sewer facilities as required for road construction projects.	**2018**	**$200,000**
Sewer Main Replacement	**2017**	**$325,000**
Annual replacement to replace deteriorated sewer mains.	**2018**	**$300,000**
West Longview Lagoons Revitalization	**2017**	**$650,000**
Plan, design, and construct improvements to use abandoned sewer treatment plant site for other purposes.	**2018**	**$2,500,000**
Lift Station Emergency Power Upgrades	**2017**	**$50,000**
Install emergency power connections at various pump stations.	**2018**	**$50,000**
Sewer Operations Vacuum Truck	**2017**	**$410,000**
Purchase new vacuum/jetting truck to replace deficient truck.	**2018**	**$0**
Trench Shoring Equipment	**2017**	**$10,000**
Purchase trench shoring equipment for safe working conditions.	**2018**	**$0**

Total 2017	**$5,905,000**
Total 2018	**$8,450,000**

continued

Sewer Fund - Five-Year Plan - continued

Sewer Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2016	December 31 Ending Fund Balance		
2017	Capital Recovery Fee	$75,000	
	Interest	$5,000	
	Revenue Bonds	$1,337,000	
	Beginning Resources	$4,488,000	
	Pump Station Rehabilitation - Phase 2		$1,050,000
	Pump Station Rehabilitation - Phase 3		$2,200,000
	Annual Collector Liners		$300,000
	Annual LID Projects		$200,000
	Mint Farm Pump Station Odor Control		$55,000
	Mint Farm Pump Station VFD Replacement		$55,000
	SCADA System Upgrades		$200,000
	Sewer Facility Replacement for Road Construction		$200,000
	Sewer Main Replacement		$325,000
	West Longview Lagoons Revitalization		$650,000
	Lift Station Emergency Power		$50,000
	Sewer Main Liners		$200,000
	Sewer Operations Vacuum Truck		$410,000
	Trench Shoring Equipment		$10,000
	Annual Total	$5,905,000	$5,905,000
2018	Capital Recovery Fee	$75,000	
	Interest	$5,000	
	Revenue Bonds	$7,774,000	
	Due from other Governments	$530,000	
	Beginning Resources	$66,000	
	Pump Station Rehabilitation Phase 3		$3,200,000
	Annual Collector Liners		$300,000
	Annual LID Projects		$200,000
	Annual Pump Station Rehabilitation		$300,000
	New Utility Operations Facility (Sewer Share)		$1,000,000
	SCADA System Upgrades		$200,000
	Sewer Facility Replacement for Road Construction		$200,000
	Sewer Main Replacement		$300,000
	West Longview Lagoons Revitalization		$2,500,000
	Lift Station Emergency Power		$50,000
	Sewer Main Liners		$200,000
	Annual Total	$8,450,000	$8,450,000

continued

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

2019	Capital Recovery Fee	$75,000	
	Interest	$5,000	
	Revenue Bonds	$3,335,000	
	Due from other Governments	$2,635,000	
	Annual Collector Liners		$300,000
	Annual LID Projects		$200,000
	Annual Pump Station Rehabilitation		$1,500,000
	New Utility Operations Facility (Sewer Share)		$3,100,000
	SCADA System Upgrades		$200,000
	Sewer Facility Replacement for Road Construction		$200,000
	Sewer Main Replacement		$300,000
	Lift Station Emergency Power		$50,000
	Sewer Main Liners		$200,000
	Annual Total	$6,050,000	$6,050,000
2020	Capital Recovery Fee	$75,000	
	Interest	$5,000	
	Revenue Bonds	$2,870,000	
	Annual Collector Liners		$300,000
	Annual LID Projects		$200,000
	Annual Pump Station Rehabilitation		$1,500,000
	SCADA System Upgrades		$200,000
	Sewer Facility Replacement for Road Construction		$200,000
	Sewer Main Replacement		$300,000
	Lift Station Emergency Power		$50,000
	Sewer Main Liners		$200,000
	Annual Total	$2,950,000	$2,950,000
2021	Capital Recovery Fee	$75,000	
	Interest	$5,000	
	Customer Rates	$2,870,000	
	Annual Collector Liners		$300,000
	Annual LID Projects		$200,000
	Annual Pump Station Rehabilitation		$1,500,000
	SCADA System Upgrades		$200,000
	Sewer Facility Replacement for Road Construction		$200,000
	Sewer Main Replacement		$300,000
	Lift Station Emergency Power		$50,000
	Sewer Main Liners		$200,000
	Annual Total	$2,950,000	$2,950,000

Water Filter Plant Fund - 2017/2018 Project Narratives

Dissolved Oxygen Injection	**2017**	**$500,000**
Construct air injection system to improve water quality.	**2018**	**$0**
Decommissioning Fishers Lane Treatment Plant	**2017**	**$0**
Salvage and demolish abandoned Fishers Lane treatment plant and prepare property for future use or sale.	**2018**	**$800,000**
Miscellaneous Capital Repairs	**2017**	**$50,000**
Unscheduled capital repair projects.	**2018**	**$50,000**
Purchase All-terrain Vehicle	**2017**	**$20,000**
Purchase all-terrain vehicle to assist facilitate sentry well testing and increase efficiency of grounds maintenance activities.	**2018**	**$0**
	Total 2017	**$570,000**
	Total 2018	**$850,000**

Water Filter Plant Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Drinking Water State Revolving Fund Loan	$500,000	
	Water Construction Fund	$59,750	
	Beacon Hill Water & Sewer District	$10,250	
	Dissolved Oxygen Injection		$500,000
	Miscellaneous Capital Repairs		$50,000
	Purchase All-Terrain Vehicle		$20,000
	Annual Total	$570,000	$570,000
2018	Water Construction Fund	$725,560	
	Beacon Hill Water & Sewer District	$124,440	
	Decommissioning Fishers Lane Treatment Plant		$800,000
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$850,000	$850,000

continued

Capital Improvement Program

Water Filter Fund - Five-Year Plan - continued

2019	Water Construction Fund	$725,560	
	Beacon Hill Water & Sewer District	$124,440	
	Decommissioning Fishers Lane Treatment Plant		$800,000
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$850,000	$850,000
2020	Water Construction Fund	$42,500	
	Beacon Hill Water & Sewer District	$7,500	
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$50,000	$50,000
2021	Water Construction Fund	$42,500	
	Beacon Hill Water & Sewer District	$7,500	
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$50,000	$50,000

Storm Water Fund - 2017/2018 Project Narratives

Beech Street Storm Main Replacement	**2017**	**$1,700,000**
Replace deteriorated box culvert in street median with new storm drain main between 21st to 28th Avenue.	**2018**	**$200,000**
Downtown Streetscape - Phase 3	**2017**	**$320,000**
Construction of stormwater bioretention facilities and installation of permeable pavers and porous concrete crosswalks.	**2018**	**$0**
Lake Sacajawea Outlet Screen Upgrade	**2017**	**$15,000**
Replacement outlet screen to improve access, safety and efficiency for removing debris.	**2018**	**$0**
Lucity Asset Management Implementation	**2017**	**$40,000**
Implementation of the Lucity computerized asset management system for tracking infrastructure assets and maintenance work performed.	**2018**	**$0**
Miscellaneous Stormwater Capital Projects	**2017**	**$100,000**
Miscellaneous system repairs and improvements to the City's storm drainage system.	**2018**	**$100,000**

continued

Storm Water Fund - Five-Year Plan - continued

Portable Stormwater Pump System	**2017**	**$0**
Portable stormwater dry prime pump system for emergency use in areas where there is a pump station failure or other drainage problem.	**2018**	**$10,000**
Stormwater Pump Station Upgrades	**2017**	**$0**
Update system controls and cabinets at the Mint Place and Pershing Way stormwater pump stations.	**2018**	**$20,000**
SCADA for Stormwater Pump Stations	**2017**	**$0**
Install telemetry and control equipment at stormwater pump stations to remotely monitor and manage these facilities.	**2018**	**$50,000**
Stormwater Improvements Below Main Reservoir	**2017**	**$166,530**
Stormwater infrastructure improvements associated with the main reservoir renovation project including pipe and structure lining.	**2018**	**$0**
Urban Forest Tree Inventory Update	**2017**	**$0**
Inventory of all trees being maintained under the City's Urban Forestry program funded by the Stormwater Utility.	**2018**	**$89,500**
Stormwater Shop HVAC Installation Completion	**2017**	**$20,000**
Complete installation of radiant heat system in the shop equipment building to prevent street sweepers and plow sanders from freezing.	**2018**	**$0**
Vehicles and Equipment for Additional Stormwater Crew	**2017**	**$350,000**
Vehicles and equipment needed to support the work of an additional stormwater maintenance crew.	**2018**	**$0**
Vehicle for Additional Maintenance Supervisor	**2017**	**$38,000**
Vehicle for additional Stormwater maintenance supervisor.	**2018**	**$0**
New Streets/Stormwater Vehicle Storage/Shop Building	**2017**	**$432,000**
Construction of a new Streets/Stormwater vehicle storage and shop to provide for additional Stormwater equipment storage.	**2018**	**$0**
New Streets/Stormwater Crew Building	**2017**	**$786,000**
Construction of a new Streets/Stormwater crew building to provide proper space for the expanded Stormwater maintenance crew.	**2018**	**$0**
Vehicle Replacement Additional Funding	**2017**	**$140,600**
Additional funding needed to replace existing Stormwater maintenance vehicles/equipment.	**2018**	**$0**
	Total 2017	**$4,108,130**
	Total 2018	**$469,500**

continued

Capital Improvement Program

Storm Water Fund - Five-Year Plan - continued

Storm Water Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2016	December 31 Ending Fund Balance		
2017	Storm Water Billings	$461,310	
	State Grants	$202,290	
	Revenue Bond Proceeds	$2,825,530	
	Transfer from Capital Projects Fund	$609,000	
	Interest	$10,000	
	Other	$0	
	Beginning Funds Used to Balance Expenses	$0	
	Beech Street Storm Main Replacement		$1,700,000
	Downtown Streetscape - Phase 3		$320,000
	Lake Sacajawea Outlet Screen Upgrade		$15,000
	Lucity Asset Management Implementation		$40,000
	Miscellaneous Stormwater Capital Projects		$100,000
	Stormwater Improvements Below Main Reservoir		$166,530
	Stormwater Shop HVAC Installation Completion		$20,000
	Vehicles/Equipment for Add'l Stormwater Crew		$350,000
	Vehicle for Additional Maintenance Supervisor		$38,000
	New Vehicle Storage/Shop Building		$432,000
	New Streets/Stormwater Crew Building		$786,000
	Vehicle Replacement Additional Funding		$140,600
	Annual total	$4,108,130	$4,108,130
2018	Storm Water Billings	$259,500	
	Revenue Bond Proceeds	$200,000	
	Interest	$10,000	
	Other	$0	
	Beginning Funds Used to Balance Expenses	$0	
	Beech Street Storm Main Replacement		$200,000
	Miscellaneous Stormwater Capital Projects		$100,000
	Portable Stormwater Pump System		$10,000
	Stormwater Pump Station Upgrades		$20,000
	SCADA for Stormwater Pump Stations		$50,000
	Urban Forest Tree Inventory Update		$89,500
	Annual total	$469,500	$469,500

continued

Storm Water Fund - Five-Year Plan - continued

2019	Storm Water Billings	$290,000	
	Miscellaneous Stormwater Capital Projects		$100,000
	SCADA for Stormwater Pump Stations		$50,000
	Mint Valley Pump Station Open Channel		$140,000
	Annual total	$290,000	$290,000
2020	Storm Water Billings	$150,000	
	Miscellaneous Stormwater Capital Projects		$100,000
	SCADA for Stormwater Pump Stations		$50,000
	Annual total	$150,000	$150,000
2021	Storm Water Billings	$100,000	
	Miscellaneous Stormwater Capital Projects		$100,000
	Annual total	$100,000	$100,000

Public Transit Fund - 2017/2018 Project Narratives

Downtown Transit Center Expansion	**2017**	**$3,620,000**
Expand existing transit center to accommodate increased staff size, improve pedestrian safety, and provide a greater level of customer service with shorter supervisor response times.	**2018**	**$400,000**
Bus Stop Amenities	**2017**	**$23,000**
Purchase and install bus schedule holders, benches, garbage cans, bike racks, and solar lighting for bus stop safety.	**2018**	**$23,000**
Transit Radio System Improvements	**2017**	**$55,000**
Purchase new repeater, license, and radios for transit only system.	**2018**	**$0**
Bus Stop Shelters and Pads	**2017**	**$25,000**
Install ADA-compliant shelters and concrete pads at various bus stops.	**2018**	**$25,000**
Two Engine Replacements	**2017**	**$80,000**
Replace engines on older buses to extend their useful life.	**2018**	**$0**
Two Transit Relief Replacement Vehicles	**2017**	**$66,000**
Replace two driver relief vehicles that are past useful life.	**2018**	**$0**
Security Cameras	**2017**	**$0**
Install security cameras viewing drive aisle between bus barn and mechanic shop.	**2018**	**$12,000**
Replacement Fixed Route Bus	**2017**	**$0**
Purchase two replacement fixed-route (40ft) buses.	**2018**	**$1,040,000**

continued

Capital Improvement Program

Public Transit Fund - Five-Year Plan - continued

Replacement Paratransit Vehicles	**2017**	**$0**
Purchase two 15-passenger cut away replacement vehicles.	**2018**	**$160,000**

Total 2017	**$3,869,000**
Total 2018	**$1,660,000**

Transit - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Cowlitz Transit Authority	$1,238,530	
	Federal Grants	$2,630,470	
	Downtown Transit Center Expansion		$3,620,000
	Bus Stop Amenities		$23,000
	Transit Radio System Improvements		$55,000
	Bus Stop Pads		$25,000
	Two Engine Replacements		$80,000
	Replacement Relief Vehicles (2)		$66,000
	Annual total	$3,869,000	$3,869,000
2018	Cowlitz Transit Authority	$405,600	
	Federal Grants	$1,254,400	
	Downtown Transit Center Expansion		$400,000
	Security Cameras		$12,000
	Replacement Fixed Route Bus (2)		$1,040,000
	Replacement Paratransit Vehicle (2)		$160,000
	Bus Stop Amenities		$23,000
	Bus Stop Pads		$25,000
	Annual total	$1,660,000	$1,660,000
2019	Cowlitz Transit Authority	$37,000	
	Federal Grants	$148,000	
	Paratransit Vehicle Purchases		$160,000
	Bus Stop Amenities and Pads		$25,000
	Annual total	$185,000	$185,000

continued

Public Transit Fund - Five-Year Plan - continued

2020	Cowlitz Transit Authority	$104,000	
	Federal Grants	$416,000	
	Fixed-Route Vehicle Purchase		$520,000
	Annual total	$520,000	$520,000
2021	Cowlitz Transit Authority	$25,000	
	State Grants	$0	
	Bus Stop Shelters and Pads		$25,000
	Annual total	$25,000	$25,000

Mint Valley Golf Fund - 2017/2018 Project Narratives

No projects planned for 2017/2018

	2017	**$0**
	2018	**$0**
Total 2017		**$0**
Total 2018		**$0**

Mint Valley Golf Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	No Projects planned		
	Annual total	$0	$0
2018	No Projects planned		
	Annual total	$0	$0

continued

Capital Improvement Program

Mint Valley Golf Fund - Five-Year Plan - continued

2019	Mint Valley Golf Fund	$1,385,500	
	Resurface Cart Paths		$20,000
	Clubhouse Deck Extension		$80,500
	Fairway Aerator		$27,500
	Above-Ground Fuel Tank Replacement		$45,000
	Mint Valley Pro-Shop Foundation Repair		$112,500
	Irrigation System Replacement		$1,100,000
	Annual total	$1,385,500	$1,385,500
2020	Mint Valley Golf Fund	$1,386,270	
	Resurface Cart Paths		$20,000
	Asphalt Golf Maintenance Parking Lot		$120,270
	Maintenance Equipment Wash Station		$82,000
	Restroom Replacement		$64,000
	Irrigation System Replacement		$1,100,000
	Annual total	$1,386,270	$1,386,270
2021	Mint Valley Golf Fund	$277,000	
	Resurface Cart Paths		$20,000
	Retaining Wall (Hole No. 17)		$257,000
	Annual total	$277,000	$277,000

Equipment Rental Reserve Fund - 2017/2018 Project Narratives

Vehicle and Equipment Purchases and Replacements	**2017**	**$1,883,650**
Purchase new and replacement equipment and vehicles per approval and replacement schedule	**2018**	**$984,890**
Propane Auto Gas Conversion	**2017**	**$86,020**
Conversion of 15 fleet units to Propane Auto Gas. Propane Auto Gas is a green alternative fuel that lowers greenhouse gas emmissions and saves on fuel costs	**2018**	**$86,480**
Vehicle Mobile Column Lifts	**2017**	**$0**
Purchase of four mobile column lifts to more efficiently maintain the City's growing fleet	**2018**	**$37,500**
	Total 2017	**$1,969,670**
	Total 2018	**$1,108,870**

continued

Equipment Rental Reserve Fund - Five-Year Plan - continued

Equipment Rental Reserve Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2016	December 31 Ending Fund Balance		
2017	Beginning Fund Balance	$0	
	Equipment Rental Reserve (for replacements)	$1,969,670	
	Propane Auto Gas Conversions		$86,020
	Downtown Parking Vehicle		$31,850
	Police Vehicles		$81,380
	Fire Vehicles		$134,600
	Traffic Vehicles		$38,550
	Street Maintenance Vehicles		$556,000
	Parks Equipment		$90,380
	Water Vehicles		$38,320
	Filter Plant Vehicles		$22,390
	Storm Water Vehicles		$481,400
	Urban Forest Vehicles		$305,460
	Golf Equipment		$68,320
	Criminal Justice Vehicle		$35,000
	Annual total	$1,969,670	$1,969,670
2018	Beginning Fund Balance	$0	
	Equipment Rental Reserve (for replacements)	$1,108,870	
	Propane Auto Gas Conversions		$86,480
	Vehicle Mobile Column Lifts		$37,500
	Police Vehicles		$230,260
	Fire Vehicles		$152,480
	Traffic Vehicles		$156,670
	Street Maintenance Vehicles		$121,000
	Engineering Vehicles		$18,440
	Parks Equipment		$14,390
	Water Vehicles		$116,390
	Sewer Vehicles		$113,110
	Urban Forest Vehicles		$30,910
	Golf Equipment		$31,240
	Annual total	$1,108,870	$1,108,870

continued

Capital Improvement Program

Equipment Rental Reserve Fund - Five-Year Plan - continued

2019	No Projects Scheduled	$0	$0
	Annual total	$0	$0
2020	No Projects Scheduled	$0	$0
	Annual total	$0	$0
2021	No Projects Scheduled	$0	$0
	Annual total	$0	$0

Park & Recreation Memorial Trust Fund - 2017/2018 Project Narratives

Park plan CIP project(s)	**2017**	**$27,750**
Project(s) to be determined but will be selected from ones listed on park plan CIP	**2018**	**$22,200**
Community sponsored project(s)	**2017**	**$27,750**
Project(s) to be determined but will be selected from ones proposed by community groups	**2018**	**$22,200**
Lions Island maintenance and improvement projects	**2017**	**$40,000**
Projects to be determined	**2018**	**$42,500**
	Total 2017	**$95,500**
	Total 2018	**$86,900**

Parks & Recreation Memorial Trust Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2017	Beginning Fund Balance	$94,500	
	Interest	$1,000	
	Park plan CIP project(s)		$27,750
	Community sponsored project(s)		$27,750
	Lions Island maintenance and improvement projects		$40,000
	Annual total	$95,500	$95,500
2018	Beginning Fund Balance	$85,900	
	Interest	$1,000	
	Park plan CIP project(s)		$22,200
	Community sponsored project(s)		$22,200
	Lions Island maintenance and improvement projects		$42,500
	Annual total	$86,900	$86,900

Parks & Recreation Memorial Trust Fund - Five-Year Plan - continued

2019	Park plan CIP project(s) Community sponsored project(s)		$20,000 $20,000
	Annual total	$0	$40,000
2020	Park plan CIP project(s) Community sponsored project(s)		$20,000 $20,000
	Annual total	$0	$40,000
2021	Park plan CIP project(s) Community sponsored project(s)		$20,000 $20,000
	Annual total	$0	$40,000

For Your Notes...

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 authoratative 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 pubic 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

TOPIC _____ **PAGE**

City of Longview Personnel Information ..... A-2 - A-10

City Personnel A-2
Five-year Regular/Full-Time Employee History A-3
Regular "A" & "B" Positions Budgeted for 2017/2018 ..... A-4 - 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) Five-year history of the total number of full-time employees; and
3) Listing of Regular "A" and "B" budgeted positions for 2017/2018.

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).

Five -year Regular/Full-Time
Employee History

	2014	2015	2016	2017	2018
Legislative	0.75	0.75	0.75	0.75	0.75
Exec/Legal	4.93	4.93	4.93	6.43	6.43
Finance	11.05	11.05	11.05	10.43	10.43
Human Resources	3.30	3.30	3.30	3.30	3.30
Info. Technology	10.05	10.80	10.80	10.80	10.80
Police	67.50	65.20	66.70	68.03	68.85
Fire	49.00	49.00	49.00	49.00	49.00
Traffic	5.00	6.00	6.00	6.00	6.00
Street	5.75	6.50	6.50	9.50	9.50
Engineeirng	9.20	10.20	10.20	9.20	9.20
Comm & Econ. De	6.75	6.75	6.75	7.75	7.75
Library	17.00	17.00	17.00	17.00	17.00
Recreation	5.80	5.90	5.90	7.05	7.05
Parks	11.96	11.30	11.30	11.70	11.70
Water	15.96	17.93	18.43	18.73	18.73
Sewer	15.95	15.08	15.08	15.87	15.87
Filter Plant	2.77	3.57	4.07	3.91	3.91
Sanitary/Recycling	3.83	3.83	3.83	3.48	3.48
Stormwater Utility	15.06	16.08	16.58	21.10	21.10
Transit	15.15	25.18	25.18	25.18	25.18
Golf	3.00	2.00	2.00	2.00	2.00
Equip. Rental	6.00	6.40	6.40	6.40	6.40
Facility Maint.	3.15	3.65	3.65	3.60	3.60
Fire Pension	0.50	0.50	0.50	0.50	0.50
Insurance Res.	2.25	2.45	2.45	2.45	2.45
Econ Dev Fund	0.25	1.25	1.25	1.25	1.25
Downtown Parking	-	0.65	0.65	0.65	0.65
Criminal Justice	-	4.00	2.50	2.50	2.50
Public Safety	1.00	0.65	0.65	0.83	0.00
Totals	292.90	311.88	313.38	325.38	325.38

Prior Years Employee History (Full-Time Positions Only)				
1968-219	1975-277	1982-310	1989-277	1996-269
1969-232	1976-289	1983-297	1990-279	1997-270
1970-245	1977-312	1984-299	1991-257	1998-281
1971-258	1978-305	1985-303	1992-258	1999-304
1972-274	1979-312	1986-299	1993-255	2000-294
1973-269	1980-333	1987-289	1994-258	2001-295
1974-267	1981-308	1988-277	1995-263	2002-291
2003-290	2004-288	2005-286	2006-288	2007-300
2008-300	2009-302	2010-300	2011-286	2012-285
2013-293	2014-293	2015-312	2016-313	2017-325
2018-325				

Appendix

Regular "A" & "B" Positions

Budgeted for 2017/2018

Position Title		2017	2018	Classification
Legislative				
	Executive Assistant	0.50	0.50	12
	Office Assistant	0.25	0.25	33
	Total Legislative	**0.75**	**0.75**	
Executive				
	City Manager	0.18	0.18	91
	Executive Assistant	0.50	0.50	12
	Office Assistant	0.25	0.25	33
	Total Executive/Legal	**0.93**	**0.93**	
Finance				
	Asst. City Manager/Finance Director	0.38	0.38	1
	Fiscal Manager	1.00	1.00	8
	Fiscal Analyst	1.80	1.80	12
	City Clerk	0.25	0.25	14
	Fiscal/Utility Support Assistant	2.00	2.00	44
	Fiscal/Utility Support Technician	2.00	2.00	44
	Fiscal/Utility Support Specialist	1.00	1.00	42
	Administrative Assistant	1.00	1.00	44
	Lead Utility Systems Operator	1.00	1.00	52
	Total Finance	**10.43**	**10.43**	
Human Resources				
	Human Resources Director	0.80	0.80	3
	Human Resoruces Specialist	1.50	1.50	12
	Human Resources Technician	1.00	1.00	33
	Total Human Resources	**3.30**	**3.30**	
Legal				
	City Attorney	1.00	1.00	2
	Attorney	2.00	2.00	10
	Senior Attorney	1.00	1.00	8
	Legal Technician	0.50	0.50	33
	Legal Technician	1.00	1.00	34
	Total Legal	**5.50**	**5.50**	
Information Technology				
	IT Director	1.00	1.00	3
	IT Analyst	7.50	7.50	10
	IT Specialist	1.00	1.00	50
	IT Specialist	0.50	0.50	50
	IT Technician	0.80	0.80	53
	Total Information Technology	**10.80**	**10.80**	

Position Title		2017	2018	Classification
Police				
	Chief	1.00	1.00	2
	Captain	2.00	2.00	4
	Sergeant	8.00	8.00	81
	Police Officer	41.00	41.00	85
	Corporal	5.00	5.00	87
	Administrative Manager	0.78	0.85	8
	Fiscal Specialist	0.50	0.50	a11
	Administrative Assistant	1.00	1.00	a33
	Office Assistant	3.25	4.00	a34
	Civilian Investigator	1.00	1.00	a11
	Information Technology Specialist	1.00	1.00	a11
	Police Services Technician	1.00	1.00	a54
	Police Services Technician	2.00	2.00	a33
	Legal Technician	0.50	0.50	33
	Total Police	**68.03**	**68.85**	
Fire				
	Chief	1.00	1.00	2
	Fire Marshal	1.00	1.00	21
	Battalion Chief	3.00	3.00	22
	Fire Captain	1.00	1.00	75
	Fire Lieutenant	9.00	9.00	73
	Firefighter	24.00	24.00	71
	Paramedic Firefighter	9.00	9.00	71
	Administrative Assistant	1.00	1.00	33
	Total Fire	**49.00**	**49.00**	
Traffic				
	Traffic Engineer	1.00	1.00	6
	Traffic Maintenance Supervisor	1.00	1.00	8
	Traffic Maintenance Specialist	2.00	2.00	51
	Traffic Maintenance Specialist	1.00	1.00	53
	Traffic Maintenance Technician	1.00	1.00	55
	Total Traffic	**6.00**	**6.00**	
Street Maintenance				
	Street Maintenance Superintendent	0.50	0.50	8
	Lead Street Maintenance Technician	3.00	3.00	53
	Street Maintenance Technician II	2.00	2.00	55
	Street Maintenance Technician III	4.00	4.00	57
	Total Street Maintenance	**9.50**	**9.50**	

Appendix

Position Title		2017	2018	Classification
Engineering				
	Public Works Director	0.15	0.15	2
	Engineering Manager	1.00	1.00	4
	Engineer	1.00	1.00	8
	Administrative Manager	1.00	1.00	10
	Engineering Specialist Supervisor	1.00	1.00	11
	Engineer	1.90	1.90	7
	Engineering Specialist	2.00	2.00	52
	Administrative Assistant	1.15	1.15	43
	Total Engineering	**9.20**	**9.20**	
Community & Economic Development				
	Community & Economic Development Director	0.75	0.75	3
	Planning Manager	1.00	1.00	7
	Inspector	2.00	2.00	10
	Inspector	1.00	1.00	11
	Program Coordination Specialist	1.00	1.00	11
	Community Development Specialist	1.00	1.00	13
	Planner	1.00	1.00	12
	Total Community & Economic Development	**7.75**	**7.75**	
Library				
	Library Director	1.00	1.00	5
	Librarian	4.00	4.00	10
	Library Specialist	1.00	1.00	52
	Library Specialist	2.00	2.00	13
	Administrative Assistant	1.00	1.00	43
	Library Technician I	4.00	4.00	43
	Library Technician II	4.00	4.00	44
	Total Library	**17.00**	**17.00**	
Recreation				
	Parks and Recreation Director	0.40	0.40	4
	Recreation Manager	1.00	1.00	8
	Recreation Coordinator	2.00	2.00	12
	Recreation Specialist	1.00	1.00	57
	Recreation Specialist	2.00	2.00	43
	Administrative Assistant	0.65	0.65	43
	Total Recreation	**7.05**	**7.05**	

Position Title		2017	2018	Classification
Parks Maintenance				
	Parks and Recreation Director	0.40	0.40	4
	Parks Maintenance Manager	0.70	0.70	8
	Lead Parks Maintenance Technician	0.20	0.20	53
	Parks Maintenance Technician II	2.50	2.50	55
	Parks Maintenance Technician III	7.00	7.00	57
	Administrative Assistant	0.35	0.35	43
	Office Assistant	0.55	0.55	44
	Total Parks Maintenance	**11.70**	**11.70**	
Water				
	City Manager	0.25	0.25	91
	Assistant City Manager/Finance Director	0.16	0.16	1
	Public Works Director	0.20	0.20	2
	Utility Systems Manager	0.34	0.34	7
	Utility Systems Supervisor	1.50	1.50	11
	Lead Utility Systems Operator	3.00	3.00	52
	Utility Systems Operator II	3.33	3.33	54
	Utility Systems Operator III	6.00	6.00	56
	Water Quality Specialist	1.02	1.02	51
	Administrative Assistant	0.15	0.15	43
	Office Assistant	1.00	1.00	44
	IT Specialist	0.17	0.17	50
	Inspector	0.50	0.50	12
	IT Analyst	0.45	0.45	10
	Engineer	0.67	0.67	7
	Total Water	**18.73**	**18.73**	
Sewer				
	City Manager	0.25	0.25	91
	Assistant City Manager/Finance Director	0.16	0.16	1
	Public Works Director	0.20	0.20	2
	Utility Systems Manager	0.33	0.33	7
	Utility Systems Supervisor	1.17	1.17	11
	Electrician	1.00	1.00	50
	Lead Utility Systems Operator	3.00	3.00	52
	Utility Systems Operator II	3.33	3.33	54
	Utility Systems Operator III	3.00	3.00	56
	Administrative Assistant	0.15	0.15	43
	Office Assistant	1.00	1.00	44
	IT Specialist	0.17	0.17	50
	Inspector	0.50	0.50	12
	Engineer	1.17	1.17	7
	IT Analyst	0.45	0.45	10
	Total Sewer	**15.87**	**15.87**	

Appendix

Position Title		2017	2018	Classification
Filter Plant				
	Public Works Director	0.10	0.10	2
	Engineer	0.17	0.17	7
	Utility Systems Manager	0.33	0.33	7
	Utility Systems Supervisor	0.33	0.33	11
	Water Quality Specialist	2.98	2.98	51
	Total Filter Plant	**3.91**	**3.91**	
Sanitary/Recycling				
	City Manager	0.08	0.08	91
	Assistant City Manager/Finance Director	0.16	0.16	1
	Community Development Director	0.25	0.25	3
	Community Development Coordinator	1.00	1.00	8
	Inspector	1.00	1.00	12
	Fiscal/Utility Support Assistant	1.00	1.00	44
	Total Sanitary/Recycling	**3.48**	**3.48**	
Storm Water Utility				
	Assistant City Manager/Finance Director	0.16	0.16	1
	Public Works Director	0.20	0.20	2
	Parks and Recreation Director	0.20	0.20	4
	Engineering Coordinator	1.00	1.00	7
	Street Maintenance Superintendent	0.50	0.50	8
	Inspector	2.00	2.00	11
	Street Maintenance Supervisor	1.00	1.00	11
	Lead Street Maintenance Technician	3.00	3.00	53
	Street Maintenance Technician II	6.00	6.00	55
	Street Maintenance Technician III	2.00	2.00	57
	Utility Systems Operator II	0.33	0.33	54
	Parks Maintenance Manager	0.30	0.30	8
	Lead Parks Maintenance Technician	1.80	1.80	53
	Parks Office Assistant	0.30	0.30	44
	Parks Maintenance Tech II	0.50	0.50	55
	Parks Maintenance Tech III	1.00	1.00	57
	Administrative Assistant	0.55	0.55	43
	IT Analyst	0.10	0.10	10
	IT Specialist	0.17	0.17	50
	Total Stormwater Utility	**21.10**	**21.10**	

Position Title		2017	2018	Classification
Public Transit				
	Public Works Director	0.15	0.15	2
	Transit Manager	1.00	1.00	8
	Transit Supervisor	2.00	2.00	11
	Transit Operator	16.63	16.63	60
	Facilities Maintenance Tech	1.00	1.00	57
	Administrative Assistant	1.00	1.00	43
	Transit Dispatcher	2.40	2.40	32
	Office Assistant	1.00	1.00	45
	Total Transit	**25.18**	**25.18**	
Mint Valley Golf Course				
	Golf Maintenance Manager	1.00	1.00	8
	Golf Maintenance Specialist	1.00	1.00	52
	Total Mint Valley Golf Course	**2.00**	**2.00**	
Equipment Rental				
	Fleet/Facility Maintenance Manager	0.50	0.50	7
	Lead Fleet Maintenacne Mechanic	1.00	1.00	50
	Fleet Maintenance Mechanic	3.00	3.00	52
	Fleet Maintenance Parts Specialist	1.00	1.00	56
	Fleet Maintenance Specialist	0.90	0.90	32
	Total Equipment Rental	**6.40**	**6.40**	
Facility Maintenance				
	Fleet/Facility Maintenance Manager	0.50	0.50	7
	Lead Facility Management Technician	1.00	1.00	51
	Facility Management Technician I	1.00	1.00	52
	Facility Management Assistant	1.00	1.00	58
	Fleet Maintenance Specialist	0.10	0.10	32
	Total Facility Maintenance	**3.60**	**3.60**	
Fire Pension				
	City Clerk	0.50	0.50	14
	Total Fire Pension	**0.50**	**0.50**	
Insurance Reserve				
	Human Resources Director	0.20	0.20	3
	Safety/Risk Manager	1.00	1.00	10
	Human Resources Specialist	0.50	0.50	12
	City Clerk	0.25	0.25	14
	Administrative Assistant	0.50	0.50	33
	Total Insurance Reserve	**2.45**	**2.45**	

Appendix

Position Title		2017	2018	Classification
Economic Development Fund				
	City Manager	0.25	0.25	91
	Economic Development Coordinator	1.00	1.00	5
	Total HUD	**1.25**	**1.25**	
Downtown Parking Fund				
	Administrative Manager	0.15	0.15	8
	Police Services Assistant	0.50	0.50	a34
	Total Downtown Parking	**0.65**	**0.65**	
Criminal Justice Assistance Fund				
	Police Officer	2.00	2.00	85
	Office Assistant	0.50	0.50	a34
	Total Criminal Justice Assistance	**2.50**	**2.50**	
Public Safety Fund				
	Administrative Manager	0.08	0.00	8
	Police Services Assistant	0.25	0.00	a34
	Office Assistant	0.50	0.00	a34
	Total Public Safety	**0.83**	**0.00**	

GRAND TOTAL ALL DEPARTMENTS	**325.38**	**325.38**	

Longview at a Glance

Ideally situated between Seattle and Portland, Oregon, Longview offers residents a comfortable, rural lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of urban amenities. Longview is 45 minutes north of Portland and two hours south of the Seattle metropolitan area.

Longview, Washington is ideally located for industry and recreation. Situated on the mighty Columbia River, Longview has excellent port facilities which allow for trade in lumber and other goods. Only one hour separates Longview from the Pacific coast beaches, from Mt. St. Helens and other scenic areas. Visit the city's website at http://www.mylongview.com to learn more about Longview.

Economy

Major Longview Employers **(in City Limits)**
St. John Medical Center/PeaceHealth
JH Kelly
Longview School District
Lower Columbia College
Safeway
City of Longview
Community Home Health & Hospice
Wal-Mart
Kaiser Permanente
PNE Corporation
Fred Meyer

Other Major Employers
Cowlitz County
Foster Farms
Longview Fibre Company
NORPAC
Weyerhaeuser
RSG Forest Products

Government

Incorporated	1924
Form of Government	Council-Manager
Legal Status	Non-charter Code City
Congressional District	Washington's 3rd
State Legislative Districts	19th
Voter Precincts	20
Number of Registered Voters	20,888

Longview's Demographics

Land Area/Ranking

Land Area: ..... 15.76 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)

2015 AV $2,634,873,739

Property Tax Per $1,000 of AV

City of Longview $3.40
Cowlitz County $1.97
Port Longview $0.42
Longview School District $4.29
State School Levy $2.08

Climate

Average Annual Precipitation: ..... 48 inches
30 Year Mean Annual Temperature ..... 51.9° F

Population

1960 23,349
1970 28,373
1980 31,052
1990 31,499
2000 (Census) 34,660
2002 35,310
2004 35,340
2006 35,570
2008 35,880
2010 (Census) 36,648
2011 36,730
2012 36,910
2013 36,940
2014 37,040
2015 37,130
2016 37,230

Age Distribution (Census 2010)

Under 5 ..... 7.0%
5-9 ..... 6.4%
10-19 ..... 12.4%
20-34 ..... 19.1%
35-44 ..... 11.2%
45-54 ..... 13.4%
55-64 ..... 12.9%
65-84 ..... 14.0%
85+ 3.6%

Racial Composition (Census 2010)

One race 95.8%
Two or more races 4.2%
White 86.0%
Black or African American 0.9%
American Indian and Alaska Native 1.7%
Asian 2.2%
Native Hawaiian &Other
- Pacific Islander 0.3%
- Some other race 4.7%

City of Longview Service Statistics

Police

Sworn Officers Authorized 58
Calls for Service 48,113
One Station plus Highlands Satellite Office
Two K-9 Units

Fire

Uniformed Personnel Authorized 48
Fire Calls for Service 1,329
Medical Calls for Service (unit responses) 3,249
Two Stations

Human & Neighborhood Resources

Acres of Parks 631
Columbia Theatre for the Performing Arts
Elks Building (Lake Sacajawea)
Highlands Trail
Longview Public Library
McClelland Center (Victoria Freeman Park)
Mint Valley Golf Course
Mint Valley Racquet & Fitness Complex
Senior Citizens Center
Woman's Club Building

Utilities

Water:

Comparable household rate per month $27.09
Regional Water Treatment Plant Capacity:
Weber Avenue Plant ..... 17.0 mgd**
Reservoir Capacities ..... 19.35 mgd**
Water Services (meters) for Residential, Commercial & Industrial 13,310
2016 Average Daily Consumption ..... 5.26 mgd**
2016 Longview Consumption ..... 4.51 mgd**
2016 Beacon Hill Consumption ..... 0.75 mgd**
2016 Water Mains ..... 214 miles

Sewer:

Comparable household rate per month $64.21
Regional Sewer Treatment Plant:
Plant Capacity ..... 26.0 mgd**
2016 Annual Flow ..... 9.16 mgd**
2016 Sanitary Sewer Mains ..... 152 miles

Storm Water:

Average household rate per month $10.09

Solid Waste/Recycling:

Average household rate per month $18.41

***mgd = million gallons a day*

Services Provided by Other Governmental Units

Education:

Longview School District #122

Elementary Schools 8
Middle Schools 3
High Schools 2

Post Secondary Education:

Lower Columbia College, including in-demand degree programs from:
City University of Seattle
Concordia University
Eastern Washington University
Warner Pacific College
Washington State University

Public Transit:

RiverCities Transit

Public Health:

Cowlitz County Health Department

Flood Protection:

Consolidated Diking District #1

Public Housing:

Longview Housing Authority

Emergency Dispatch/Jail:

Cowlitz County

Medical Facilities:

Peace Health/St. John Medical Center
Kaiser Permanente'

Private Vocational-Technical Schools:

Stylemasters College

Animal Control:

Humane Society of Cowlitz County

Municipal Court:

Cowlitz County District Court