The City of Longview, Washington

2013/2014 Budget

January 1, 2013 through December 31, 2014

The City of Longview Washington

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2013/2014 Budget

for the fiscal biennium January 1, 2013 through December 31, 2014

CITY COUNCIL

Dennis Weber, Mayor

Ken Botero

Tom Hutchinson

Don Jensen

Chet Makinster

Mary Jane Melink, Mayor Pro Tem

Mike Wallin

CITY MANAGER

Bob Gregory

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PO Box 128
Longview, WA 98632
www.mylongview.com

November 20, 2012

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

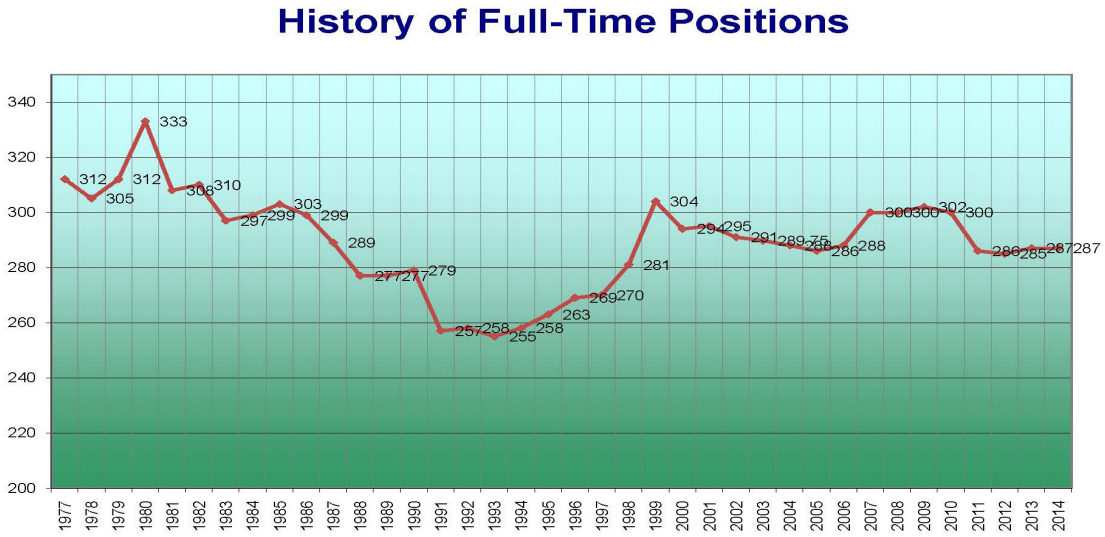
Budgets tell stories. Whether they are associated with public, private, or non-profit organizations, they provide a historical perspective over time. While we tend to focus on the financial situation at hand – one or two years at a time because of the intense work that's often required to develop a budget – the fact is that the "budgetary DNA" for almost any entity reveals itself more fully over longer periods. Decisions made one or two years ago are certainly magnified in the progression from one budget to the next one, nevertheless decisions made several years ago also continue to influence the current spending plan. That bears remembering: as the City of Longview transitions from the 2011-2012 budget to 2013-2014, we will also be setting much of the stage for 2015-2016 and beyond.

The City's budget, reflecting the local economy, crashed during 2009-2010, a situation that led to multiple mid-course adjustments during that biennium, then major revisions in 2011-2012. Some of those revisions came in the form of staffing cuts (more than 15 full-time equivalent positions), but some came in the form of financial policy changes that tended to soften the impact of the Great Recession on services to the community. Now, as we continue to experience a weak economic recovery in Southwest Washington – which to many is no recovery at all yet – there are few options for softening the impact this time around. The choices seem harder, and the consequences more stark, even though there are fewer positions at stake.

Overview

The 2013-2014 biennial budget presented herewith is balanced in all funds and totals $210,573,120. The $33,131,360 decrease represents a 13.6% reduction from the $243,704,480 adopted 2011-2012 biennial budget.

Operational spending and services continue to show a downward trend as can be seen from the graph below showing the history of full-time positions.



The completion of two "mega" capital projects (developing a new water sources of supply and constructing a new water treatment plant; and closing the West Longview sewer lagoons and diverting the associated wastewater flow to the regional wastewater treatment plant) has been replaced by several smaller but still significant ones, such as replacement of the Washington Way bridge over Lake Sacajawea, an energy savings performance contract project involving several City buildings and systems, installation of automated water meter reading infrastructure, replacement of several sewer pump stations, and removal of the biosolids left behind at the West Longview lagoons.

Council's strategic initiatives – the principal policy for establishing spending priorities – and the guidance laid out in the four stages of budget prioritization continue to provide direction for how staff prepares a balanced recommended budget.

FOUR STAGES OF BUDGET PRIORITIZATION

Stage 1
Revenues are greater than expenditures, and ending fund balance is projected to be greater than 12%.
(In this scenario, surplus revenues are distributed to appropriate reserve funds and new programs may be considered that are in line with the Council's strategic initiatives).

Stage 2
Expenditures exceed revenues and ending fund balance is projected to be greater than 12%.
(This scenario is a basic status quo budget where all core services and non-mandated programs are maintained through existing revenues and the use of reserves).

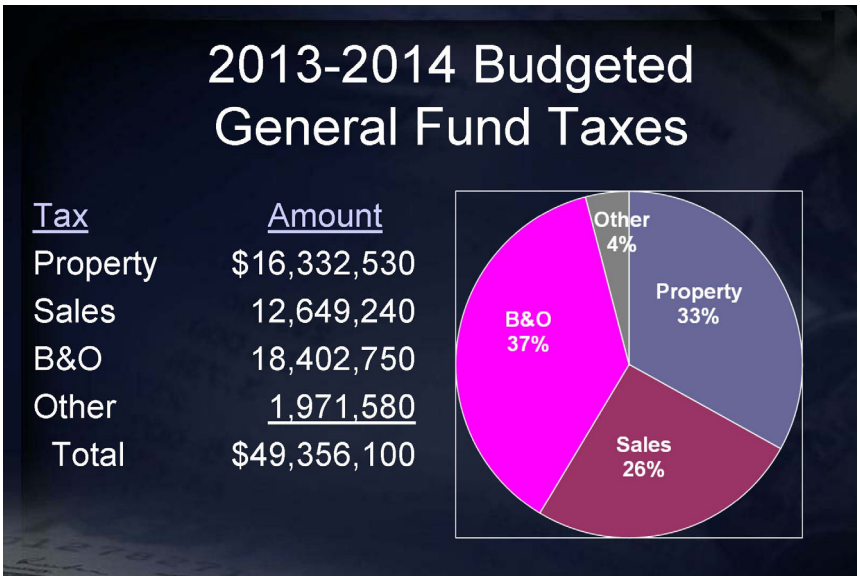
Stage 3
Expenditures exceed revenues and projected ending fund balance is greater than 8% but less than 12%.
(The adopted budget provides for all core services with reductions in non-mandated programs as approved by Council. At this stage Council considers revenue enhancement proposals such as bond levies, tax increases and new revenues).

Stage 4
Expenditures exceed revenues and projected ending fund balance is less than 8%.
(Further reductions in non-mandated programs are necessary. Possible core service reductions may be called for. Council will consider revenue enhancement proposals such as bond levies, tax increases and new revenues).

Through it all, we have continued to try to ensure that the most important operating services and capital needs are provided so that we are well positioned for economic recovery and to take advantage of growth opportunities. We want the City to be doing everything it can to contribute to Longview's quality of place – to support and attract investment that creates job opportunities and greater household income in our community.

General Fund

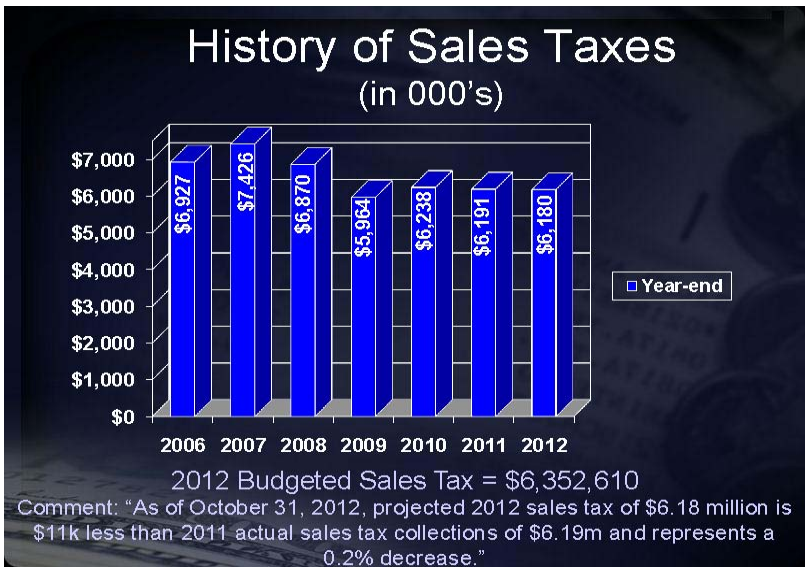
The recommended budget of $63,968,030 for 2013-2014 is up by $1,192,440 or 1.9% compared to the originally adopted 2011-2012 budget. The neatly balanced "three-legged stool" of general fund revenues a few years ago was undermined beginning in 2009 when the local economy sank into a deep recession, and it has become progressively more off-kilter since then. The recovery, if we can call it that in Cowlitz County, has been so weak and slow in coming that it has had little impact on restoring the balance.



For one, property tax revenue growth has been slow, conforming to the 1% annual growth limits embedded in Referendum 47 passed by the state's voters several years ago, and also reflective of a continuing decline in new, eventually-taxable construction. What is now a four-year decline in assessed values in Longview will cause the tax rate to go up again, from $3.11 per $1,000 AV in 2012 to a projected $3.41 in 2013. The $3.60 limit is staring us in the face unless the decline stops next year.

City of Longview Assessed Value/Property Tax Comparison				
Year	Assessed Value	% Chg	Levy Rate	Property Tax
2004	$1,963,167,938		$3.60	$7,067,405
2005	$1,884,708,639	(4.0%)	$3.60	$6,784,951
2006	$1,919,495,278	1.8%	$3.60	$6,910,183
2007	$2,296,278,710	19.6%	$3.15	$7,227,142
2008	$2,596,241,283	13.1%	$2.88	$7,472,452
2009	$2,897,346,852	11.6%	$2.72	$7,906,395
2010	$2,809,338,951	(3.0%)	$2.90	$8,134,755
2011	$2,736,916,514	(2.6%)	$3.03	$8,284,506
2012	$2,703,686,847	(1.2%)	$3.11	$8,419,453
2013	$2,503,094,425	(7.4%)	$3.41	$8,533,940

Sales tax receipts are also projected to increase by negligible amounts during the upcoming biennium and will remain well below the years of 2006-2008 (the peak being in 2007).



In the short run, the City has more control over business and occupation tax revenue, particularly as it's applied to City-owned utilities since the tax rate on them is not limited by state law. The economic downturn has required the City to balance the service level needs of the citizens versus the financial impact of the utility tax rate on the local economy. As prepared at this point, the budget assumes the current 9.5% utility B&O tax rate will continue in place for 2013-2014.

Gambling tax revenue has fallen significantly during 2012 to much less than half of what it was in 2010, in large part due to the decline in that form of social activity in Longview. In response to documented business losses at the only casino in Longview, losses that have accompanied the overall economic decline in our area, the council also instituted reduced gambling tax rates this year in a good faith effort to help maintain the jobs at that casino.

The expenditure cuts included in the budget that directly affect public services and programs include the following:

- Elimination of one police officer position, currently vacant but otherwise which will reduce our response time and shift some backgrounding responsibilities to patrol
- Elimination of one library tech position, also currently vacant and which will reduce circulation because of less time to deal with overdue, damaged, and on-hold items
- Elimination of one full-time recreation specialist position, currently filled on a temporary basis, and several filled part-time positions, all of which will be taken away from our teen and youth programming

The impacts of other cuts will be felt either internally or less immediately by the public:

- Elimination of one human resources staff position, which will extend employee recruitment times and reduce support for risk management responsibilities and processing employee payroll
- Shifting half of a building plans examiner's time to utilities engineering support, which has actually been done for the past several months already following a staff retirement and which can continue to be absorbed for the time being because of reduced building activity in Longview
- Elimination of vehicle replacement reserve (depreciation) contributions for large fire department rolling stock and our medical aid vehicle, which may require their service lives to be extended, more down-time and repair costs. It should be emphasized that eliminating the replacement reserves for this equipment is contrary to the City's longstanding policy to fund replacement of the fleet and the City will need to find

means of funding to replace them when that time comes. We suspended reserve contributions for all vehicles whose operations come out of the general fund in the 2009-2010 budget, but restored that in 2011-2012.

The fact that we are recommending as few staffing and service cuts as we are is due in no small part to major changes and savings anticipated in medical insurance benefits available to City employees. Human Resources Department staff and the City's labor groups are to be thanked and congratulated on their willingness to put new terms in place revolving around high-deductible insurance plans. The City will be breaking new ground within the Association of Washington Cities' insurance program in this regard, not without some risk but also not without the potential for great reward with respect to potential savings compared to prior insurance benefits provisions.

The council has indicated its support for shifting the costs of our urban forestry program to the stormwater utility, which will reduce general fund expenditures by almost $400,000 per year. The roles that City street and park trees play in filtering and reducing stormwater runoff make this shift justifiable (other communities have already done so), and it obviously relieves a large amount of budgetary pressure on the general fund, but it will require a rate increase of about $0.39 per month in the typical residential property's monthly utility bill.

Another significant budget-balancing opportunity this year is the use of the vacation cash-out liability reserve that we have accrued in the general fund. It was a very good financial practice, but State Auditor's Office staff concurred that, in combination with our employee benefits reserve fund, we were actually setting aside more money than we needed to cover this liability. Of the $1.4 million reserve in the general fund, $800,000 will remain there to help balance that fund, and $600,000 will be transferred to the economic development fund and used to help pay debt service while we continue to market City-owned property at the Mint Farm Industrial Park, the sales of which would normally be counted on to cover those bond obligations.

General Fund Salaries

Year	Salaries	% Inc/ (Dec)	Salaries less SAFER	% Inc/ (Dec)
2010	$14,769		$14,769	
2011	$14,856	0.6%	$14,856	0.6%
2012	$15,724	5.8%	$15,459	4.1%
2013	$16,099	2.4%	$15,804	2.2%
2014	$16,594	3.1%	$16,277	3.0%

2010-14 Salaries average annual increase = 3.0%; average annual increase less SAFER = 2.5%. Salaries account for 48% of General fund expenditures.

There are modest cost-of-living salary increases provided for the City's non-represented employees and those employees represented by collective bargaining contracts – in most cases less than the change in the CPI in our area – but a more significant driver in labor costs will be pension or retirement plan benefits. The pension rate for the employer (City) share for most of our employees has been recommended by the state actuary to increase dramatically again in mid-2013, and that is playing a larger and larger part in the expenditure side of the budget.

History of General Fund Medical Insurance Premiums

General Fund:	2010	2011	2012	2013	2014
Medical Ins Premiums	$2,881,369	$3,086,330	$3,219,437	$3,155,080	$3,156,260
$ Increase		*$204,961*	*$133,107*	*($64,357)*	*$1,180*
% Increase		*7.1%*	*4.3%*	*(2.0%)*	*0.03%*

History of General Fund Pension Costs

General Fund:	2010	2011	2012	2013	2014
Employer Paid Pension	$766,903	$831,978	$948,852	$1,042,750	$1,136,790
$ Increase		*$65,075*	*$116,874*	*$93,898*	*$94,040*
% Increase		*8.5%*	*14.0%*	*9.9%*	*9.0%*

Enterprise Operations

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

As noted above, a couple of major water and sewer capital projects that spanned several years have or will have been completed by the end of this year. A large portion of the costs of those projects will be paid by low-interest loans, and that has required significant user fee rate increases over the past several years, too, in order to begin paying off those loans. It has to be good news to our utility customers that those types of increases will not be necessary for the foreseeable future.

The new water treatment plant will be in service in 2013, representing a major change in those operations, and decisions will be made about what to do with the old treatment plant site. Testing of the biosolids that have accumulated at the West Longview sewer lagoons will be completed soon, and decisions will also be made in 2013 about their removal.

While it seems like it was just yesterday that the City began implementing Phase II requirements for our stormwater NPDES permit, the State Department of Ecology has recently issued a new draft general permit for that utility intended to take effect next year. Jurisdictions across the state, including Longview, are challenging some of the terms of that permit.

With public information, inspection and enforcement, the solid waste/recycling utility has continued to find lower contamination rates in household recyclable materials. The 2013-2014 budget provides for an enhanced level of education and enforcement by use of a building inspector on a half-time basis, another step that reduces costs in the general fund. The results of this pilot program will be evaluated and reported to the city council as the biennium unfolds.

Our public transit service, popularly known as CUBS, rebranded itself as RiverCities Transit this year and will be implementing system improvements made possible with voter approval of an increase in the local sales tax rate four years ago. Those improvements have been slower than hoped in coming because retail sales plummeted shortly after that voter approval, and as a result it has taken more time to see an actual increase in revenue in the system.

Maintenance work at Mint Valley Golf Course continued to adjust to staffing reductions necessitated by fewer passes and rounds of play being sold since 2008-2009. That decline seemed to level out this year, at least compared to last year, which may have been partly attributable to the great extended summer weather we saw. The head professional who has managed the course since its opening plans to retire at the end of 2013, and planning is underway to determine the best model for taking on those responsibilities after that. While the golf course and racquet/fitness complex stand on their own operationally, neither generates nearly enough revenue to pay for desirable capital repairs and improvements.

Capital Spending

A few of the larger capital projects planned for 2013-2014 are mentioned above in the overview to the budget message, and all of them are listed in the Capital Improvement Program section of the budget document.

Next Steps

Public hearings on the budget are scheduled to be held on December 13 and 20, with final action on the budget and five-year capital improvement plan also scheduled for December 20.

Closing

Budget preparation is never easy. The details are always time-consuming, and the decisions are often frustrating at the very least – often painful in this case. So we greatly appreciate the commitment of everyone involved who is dedicated to providing accurate, thorough, and timely information, the ultimate result of which enables us to provide the very best of city services to the residents and business community of Longview within the resources that are entrusted to us.

Budgets tell stories, budgets have genes, and ultimately a budget is a plan, the direction and authority to use financial resources. Inevitably there will be some revisions necessary during that time frame, 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 upon this plan during the next two years.

Respectfully submitted,

Bob Gregory City Manager	Dave Campbell Assistant City Manager/ Parks & Recreation Director	Kurt Sacha Finance Director

Longview City Council's 2007-2012 Strategic Initiatives

2012 Work Plan

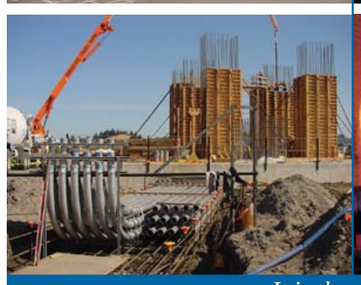
Continue effective financial management

Our budget will support our initiatives

Use performance measure-ment for decision-making

Personnel compensation practices will support sound financial management and ensure the City is a competitive employer with a highly competent work force

Provide responsive Employee Wellness Program



Enhance public safety and emergency response

Police:

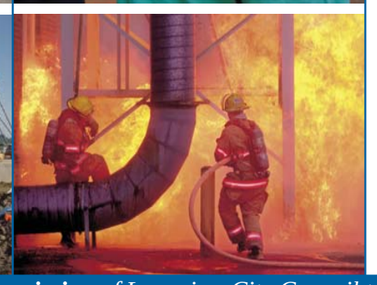
Lower Longview's crime rate to less than or equal to the comparable cities listed in the 2008 PERF report

Develop, validate, and nurture a community feeling of safety

Fire:

Develop deployment strategies that meet National Fire Protection Agency 1710 and provide the best affordable Fire and EMS services to our community

Bolster prevention programs to reduce risk to life and property



Strengthen economic conditions & create new opportunities

Actively partner and collaborate with Weyerhaeuser Real Estate Development Co., Cowlitz Economic Development Council, Washington State Department of Commerce, and industrial real estate brokers for marketing of Mint Farm Industrial Park (MFIP)

Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at Mint Farm Industrial Park

Complete infrastructure development of Mint Farm Industrial Park

Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/industrial development and retention opportunities

Evaluate and consider alternative economic development marketing of City of Longview assets

Make downtown active, attractive, economically strong, and safe

Preserve and enhance neighborhoods

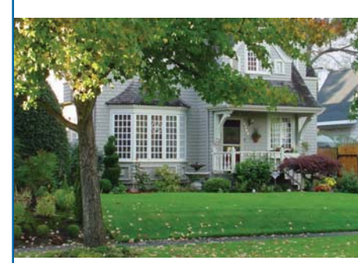
Improve the appearance and quality of life in the Highlands area

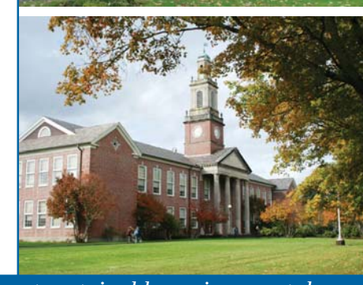
Expand city limits and adjust planning area and utility service area boundaries in a logical manner

Mitigate the impacts of growth on the City's infrastructure

Continue active federal and state legislative advocacy

Enhance City housing goals for Community Development Block Grant/HOME program

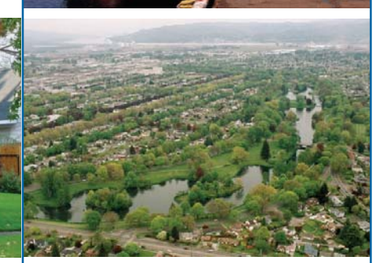


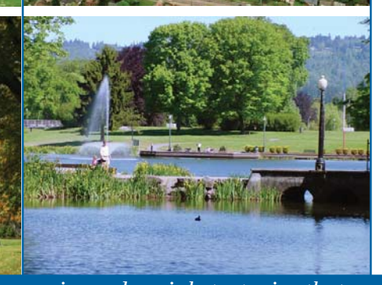


Improve transportation systems

Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility

Continue participation in SW Washington Regional Airport





Address quality of place issues

Continue support to Community Assessment Action Team for implemen-tation of Community Assessment Task Force Report

Enhance parks and green space

Create access to recreation facilities that are currently not available or are insufficient in the community

Develop long-term strategy for City's Japanese sister city relationship

Expand opportunities for early learning and pre-k literacy

Expand opportunities for continuing education beyond K-12

Expand opportunities for life-long learning and adult literacy (Project Read)

Evaluate coordinated and enhanced regional library services

Increase our multi-lingual and multi-cultural communication skills

Actively participate in Pathways 2020 initiatives

Provide sustainable water quality & environmental infrastructure

Improve the water supply system

Improve the wastewater collection and treatment system

Develop a stormwater management system

Provide, maintain, and upgrade City buildings to support services into the future

Implement environmentally friendly and sustainable infrastructure construction and maintenance practices

Improve community solid waste reduction and recycling programs

Evaluate energy conservation policies

The City of Longview Washington

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

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 2013/2014, information about long-term debt, five-year comparisons by department, and comparisons by funds portray a clear financial picture of the City.
- **Fund Summary** includes details of the projected revenues and approved expenditures for the two-year budget cycle. This section is arranged by the various funds the City manages (green tabs). The General Fund section includes information about the various City departments (yellow tabs), including organizational charts, descriptions of programs and services, performance measures, and expenditures and/or revenues.
- **Capital Improvement Program** looks at the City's five-year Capital Improvement Program and identifies anticipated capital projects.
- **Glossary of Budgeting Terms** explains key terms with which the reader may not be familiar.
- **Appendix** contains information about Longview's workforce as well as demographic information about our community. It also contains supplementary information relative to the budget and to Longview.

The ***Reader's Guide to the Budget*** also includes the following information on pages 2-12:

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

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 2016
Tom Hutchinson	January 2016
Don Jensen	January 2016
Chet Makinster	January 2014
Mary Jane Melink - Mayor Pro Tem	January 2014
Mike Wallin	January 2016
Dennis Weber-Mayor	January 2014

District Court Judges

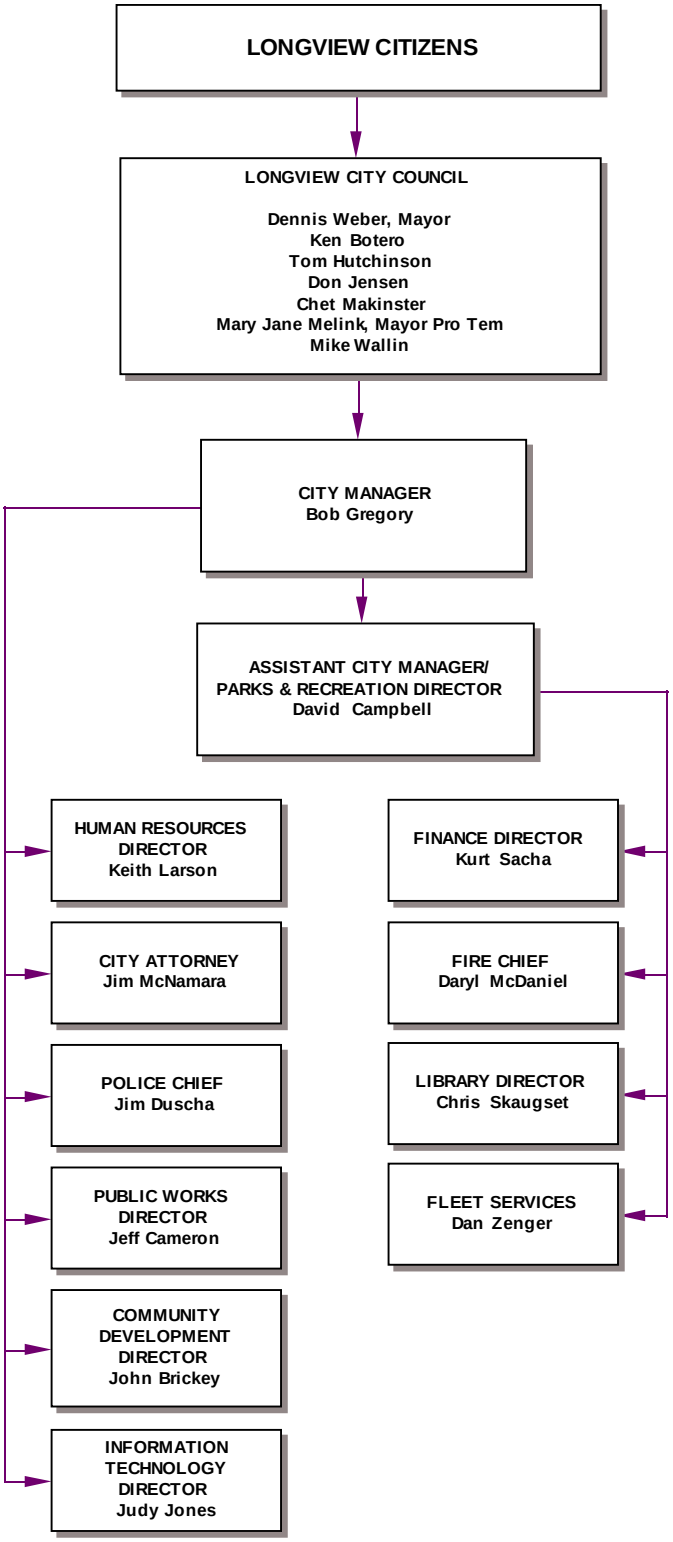
David Koss, Position 1	January 2015
Edward Putka, Position 2	January 2015
Ronald Marshall, Position 3	January 2015

Appointed Officials

City Manager	Bob Gregory, P.E.
Assistant City Manager and Parks and Recreation Director	David Campbell
City Attorney	James McNamara
Community Development Director	John Brickey
Finance Director	Kurt Sacha
Fire Chief	Daryl McDaniel
Human Resources Director	Keith Larson
Information Technology Director	Judy Jones
Library Director	Chris Skaugset
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 new 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's (TRRWA). The TRRWA was created by interlocal agreement between the cities of Longview and Kelso, the Beacon Hill Water and Sewer District, and Cowlitz County, and is governed by a board consisting of representatives from each of those entities.

Regional Services

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

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

History of Longview

Longview's Beginnings

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

Monticello Settled

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

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

A Planned City is Built

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

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

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

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

75 Years Strong and Growing

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

Longview Today

The city 's population is 36,730, 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: No less than once per year, usually in the fall.
DUTIES: Study the relationship of salaries to the duties of members of the City Council and Mayor, and fix the salaries for each respective position.

Civil Service Commission

APPOINTED BY: Mayor. || **LENGTH OF TERM:** Six years.
MEETINGS: First Tuesday of each month at 5 p.m. in the Small Conference Room at City Hall.
DUTIES: Authorizes and approves recruitments and competitive testing to determine the relative qualifications of persons who seek employment in the Police and Fire Departments, and establishes eligibility and re-employment lists for various classes of positions. May hear appeals of examinations, disciplinary actions, or other matters that may be referred to the Commission. Administers Civil Service rules and regulations according to Title 41-RCW Washington State Law. Approves lists of the most qualified applicants for entrance and promotional exams.

Consolidated Diking Improvement District #1 Advisory Committee

APPOINTED BY: Three members appointed by City Manager, three appointed by the County Commissioners, and three appointed by the CDID #1 Board of Supervisors. || **LENGTH OF TERM:** One-year; no limit on the number of consecutive terms.
MEETINGS: Every third Thursday of the month at 6:45 a.m.
DUTIES: Learn about Diking District facilities and advise the District's elected supervisors on all aspects of District operations and improvements.

Disability Board

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

LEOFF I members as well as applications for disability retirement together with documentation of disability. Confirms disability with Board physician, places members on disability leave, grants disability retirement, and so advises the State Retirement System and the City's appropriate departments.

Downtown Advisory Committee

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years with no limitation on re-appointments.
MEETINGS: Monthly meetings beginning at 8 a.m. at Longview City Hall on the 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 concerns of long-range planning, improvement, and operation of the Mint Valley Golf Course. (Per Resolution No. 1336) As liaison between the golfing public and the department, including the golf maintenance staff, provides feedback regarding department needs and operations.

Historic Preservation Committee

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Appointments are for a three-year period, with staggered terms.
MEETINGS: Fourth Thursday of each month at 6 p.m. in the Small Conference Room at Longview City Hall.
DUTIES: Identifies and actively encourages the conservation of the city's historic resources by initiating and maintaining a register of historic places and reviewing proposed changes to register properties. Raises community awareness of the city's history and historic resources, and serve as the city's primary resource in matters of history, historic planning, and preservation. Conducts and maintains a comprehensive inventory of historic resources within the boundaries of the city known as the Longview historic inventory.

Library Board of Trustees

APPOINTED BY: 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 at 4 p.m. at the Library's Board Room.
DUTIES: Represents the Library both to the people of Longview and to the governing officials. Ensures that adequate funds are obtained for good library service, promotes the best possible use of all library resources in the area, improves the existing library, and extends library service to those not previously served.

Lodging Tax Advisory Committee

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

Longview Housing Authority

APPOINTED BY: Mayor. || **LENGTH OF TERMS:** Five years.
MEETINGS: Fourth Monday of the month at 4 p.m. at 1207 Commerce Avenue, unless advertised differently.
DUTIES: Enacts policies and procedures to be administered by the Executive Director and staff. Reviews and approves financial auditing reports of program activities, offers oversight and direction for the planning of future

activities, and provides these services to most of a three-county area — Cowlitz, Pacific and Wahkiakum — excluding the cities of Kelso and Kalama. The mission is to "provide opportunities to people who experience barriers to housing because of income, disability, or special need, in an environment that preserves personal dignity and in a manner that maintains the public trust." This results in administration of HUD Section 8 rental assistance to low-income residents of the service area, provision of special housing for chronic mentally ill, and other special housing as the need may arise.

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 7 p.m. at the Recreation Building (2920 Douglas Street).
DUTIES: Performs studies and makes recommendations regarding Longview's parks and recreation facilities to best meet public needs. Acts as a liaison between the public and the Parks and Recreation Department to provide feedback in regards to department needs and policies. (Resolution 1887)

Planning Commission

APPOINTED BY: City Council || **LENGTH OF TERM:** Five years.
MEETINGS: First Wednesday of each month at 7 p.m. in the Council Chambers.
DUTIES: Serves in an advisory capacity to the City Manager and City Council with respect to the best methods of ensuring the growth, development, and expansion of the municipality. May conduct studies, analyses, research, and reports concerning municipal development, expansion, and general welfare made through the office of the Community & Economic Development Director. Holds the required public hearings for amending Title 19 of the Longview Municipal Code. Performs such administrative functions as holding hearings on preliminary plats of proposed subdivisions, and makes recommendations to City Council regarding changes to the Longview Municipal Code, Title 19. The Planning Commission has all the powers and duties as specified in RCW 35A.63.030.

Sister City Commission

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.
MEETINGS: As needed to carry out mission.
DUTIES: The commission serves as the primary group to process and make recommendations for cultural exchanges with sister cities of the City of Longview, and 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 quarterly meetings, exact date/time /location to be determined by Arts Commission members and by-laws.
RESPONSIBILITIES: All members of the commission have a demonstrated knowledge, interest or expertise in the area of visual arts including artists, sculptors, photographers, collectors, dealers, or teachers of art. Each member of the commission is a resident of the city, or the owner or manager of a licensed business within the city, or possesses a demonstrated interest and/or expertise in the field of visual arts. The commission advises the City Council in connection with the visual artistic development of the Longview area. (Ordinance 2808, LMC 2.28)

Longview's Mission Statement

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

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

Longview 2023: Our Preferred Future

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

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

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

Council's Strategic Initiatives

Each year during the Council's planning retreat, *Longview 2023* is reviewed, and goals and objectives are set based on this vision. Council has identified seven initiatives to achieve over the next three to five years. Council's 2007-2012 goals are aligned with the key elements of *Longview 2023: Our Preferred Future* on the next page.

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 2013-2014 biennium. In Washington State, the fiscal biennium for cities must begin in the odd-numbered year. The City of Longview operates on a two-year budget cycle.

Estimating Expenditures

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

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

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

The budget is divided into various funds through which money can be spent for services and programs. The *General Fund* is the largest of the City's operating funds and includes funding for a wide variety of services offered to Longview residents. This fund accounts for all of the City's financial resources except those required by state law to be accounted for in different funds. The 2013/2014 *General Fund* budget totals $63,968,030.

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 2013-2014 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*

- 56¢ **Public Safety** (police and fire services)
- 9¢ **Transportation Services** (traffic, street maintenance, and engineering)
- 15¢ **Culture and Recreation** (library and parks and recreation)
- 2¢ **Community Development** (planning/zoning, plans reviews, building inspections, code enforcement, housing, permitting, and historic preservation)
- 13¢ **General Governmental Services** (legislative/City Council, executive, legal, judicial, finance, human resources, and information technology)
- 5¢ **Non-departmental** (maintenance costs on the City's general governmental buildings; interlocal service agreements with Cowlitz County, Humane Society, Clean Air Agency, Council of Governments and Chamber of Commerce)

General Fund Revenues - *figure 2*

- 78¢ **Taxes** (property, retail sales, and business and occupation taxes)
- 1¢ **Miscellaneous** (investment interest, space and facility rents, and charitable contributions)
- 2¢ **Fines and Forfeitures** (traffic violations, overdue library books)
- 11¢ **Charges for Services** (outside fire service contracts provided tothe City's neighboring industries; recreation activity fees; engineering services charged to the City's capital projects)
- 3¢ **Licenses and Permits** (business licenses; building, plumbing, and electrical construction permits)
- 5¢ **Intergovernmental** (federal grants; motor vehicle fuel and liquor excise taxes; together with liquor board profits, accounts for the majority of state-shared revenues distributed to cities)

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
2013/2014 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

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

July

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				

August

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	

September

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	25	26	27	28	29

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	24	25	26	27
28	29	30	31			

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
23/30	24/31	25	26	27	28	29

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 2013/2014.

May/June

May 5 - Council Workshop. Review of 2011 financial activity and projections for 2012. Establish 2013/2014 budget parameters; review programs, initiatives, and performance measures. Discuss labor contracts/negotiations and review revenue enhancement/levy election date alternatives.

May 15- Department Head Meeting - Budget information distributed. A training session is presented by Finance staff for budget preparers after department head meeting.

June 7 - Distribute outside agency requests for funding packets.

June 7 - Council Workship regarding Capital Improvement Projects (CIP).
June 18 - Department heads return completed baseline budgets, program budgets, and performance measures to Finance.

July 5 - Outside agency funding requests due.
July 12 - Finance completes first run of expenditure and revenue budget.
July 12 - Department heads submit program enhancements and capital improvement projects to Finance Director.
July 17 - Lodging Tax Advisory Committee meets.

August 9 - Regular Council meeting, 2012 mid-year review and outside agency presentations.
August 9 - Preliminary revenue and expenditure budgets with narrative submitted to City Manager.
August 13-16 - City Manager reviews preliminary budget.
August 20-23 - City Manager meets with department heads to review preliminary baseline budgets, program enhancement requests, and capital improvement projects (CIP).

September 6 - City Manager distributes proposed preliminary budget to City Council. Proposed preliminary budget filed with City Clerk
September 27 -Regular Council meeting to schedule public hearing on 2013 revenue sources.
September 29 - Budget Workshop to review outside agency requests, baseline budgets, programs, program enhancements, performance measures and capital improvement projects (CIP).

October 1-11 - Finance Director and City Manager finalize review of revenue and expenditure budgets. City Manager reviews supplemental budget requests and capital improvement projects and decides what to incorporate into the baseline budget and Capital Improvement Plan.
October 15-25 - Finance Director prepares recommended budget with revisions as per council directive.
October 18 - Budget Workshop - 2013 utility rate review
October 25 - Regular Council meeting, Public Hearing on 2013 revenue sources. Council sets public hearing on biennial budget for December 13 and December 20, 2012.

November 1 - Budget Workshop, if necessary. City Manager files preliminary budget and budget message with City Council.
November 1 - ***First*** public hearing notice published on proposed budget and CIP. (1 week)
November 8 - Regular Council meeting. Council adopts 2013 property tax levy.
November 8 - ***Second*** public hearing notice published on proposed budget and CIP. (1 week)
November 15 - Regular Council meeting on 2013 utility rate resolution and utility tax ordinance presented for adoption.

December 6 - Budget Workshop, if necessary.
December 6 - 2013/2014 preliminary budget and CIP distributed to Council, media and public.
December 13 - Regular Council meeting. Conduct 1st of two public hearings on 2013/2014 budget and CIP.
December 20 - Special Council meeting, second public hearing on 2013/2014 budget and CIP. Adopt 2013/2014 budget ordinance and 2013-2017 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 January of odd-numbered years on several issues, including budget. At the Summit, the City seeks to gauge the opinions of Longview citizens on a comprehensive list of programs and services offered. Citizens unable to attend the Summit are given the opportunity to fill out an on-line or hard-copy version of the questions being discussed. Results are shared with the Longview City Council for their consideration as they set goals for the next several years, and also posted on the City's web site at www.mylongview.com. The next Citizens Summit is to be scheduled in January, 2013.

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 2013 and 2014, 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*
- 2013 and 2014 Revenues
- City Revenue Sources
- 2013 and 2014 Expenditures
- Budget Fund Comparisons
- Five-Year Comparisons by Department
- Debt Limitations and Management

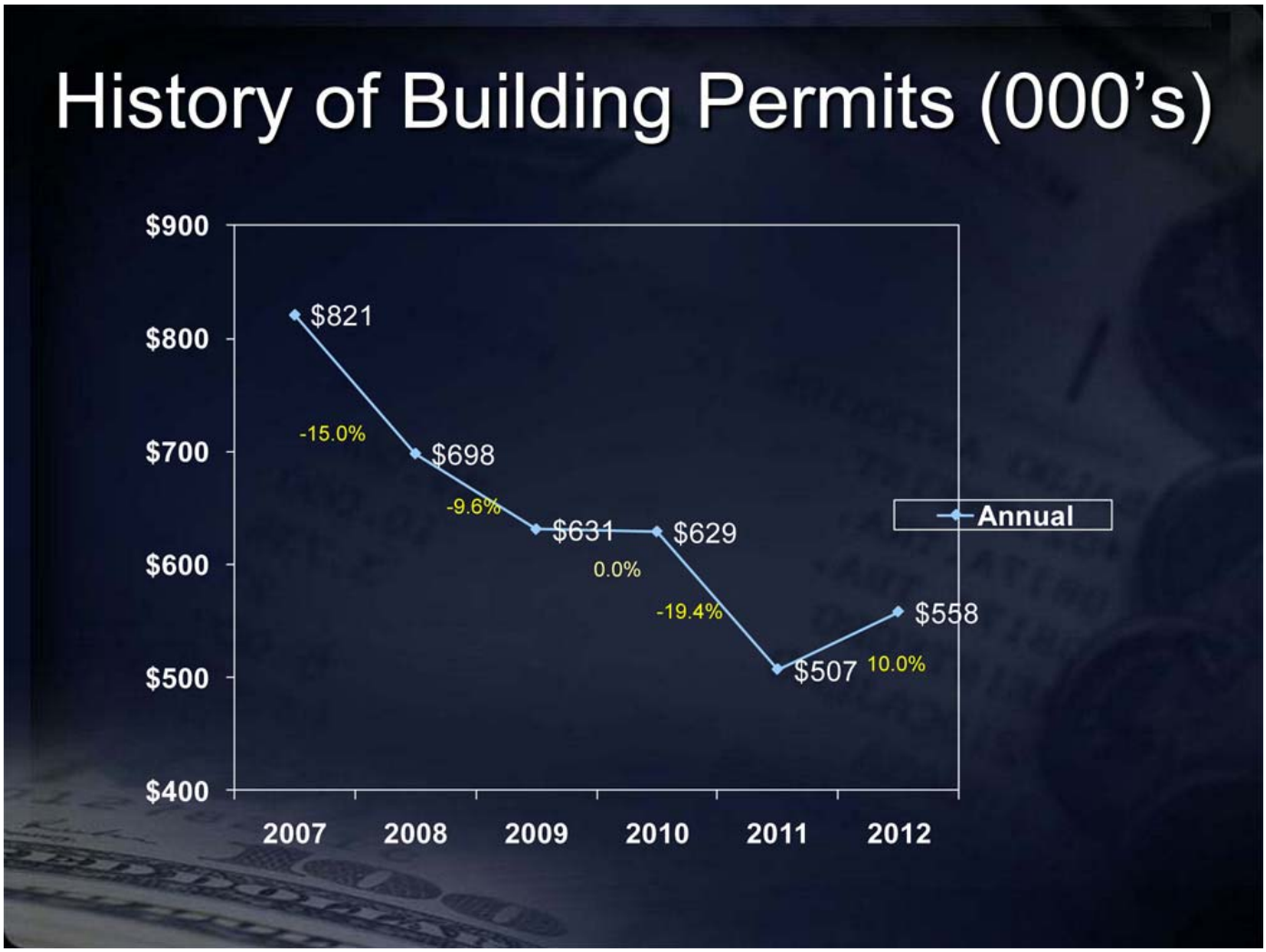
Detailed information about revenues and expenditures for each of the City's individual funds is captured in the Fund Summary on page 59, followed by the various accounting funds and the Capital Improvement Program.

Longview's Economic Outlook

Local Economy

The "Great Recession" continues to impact the Southwest Washington region and our recovery continues to be slow; however, the recovery has shown recent signs of beginning to make strides in Cowlitz County and Longview. The City along with its economic development partners continue to work closely to attract new business and assist our existing businesses to be successful and persevere through this recovery period.

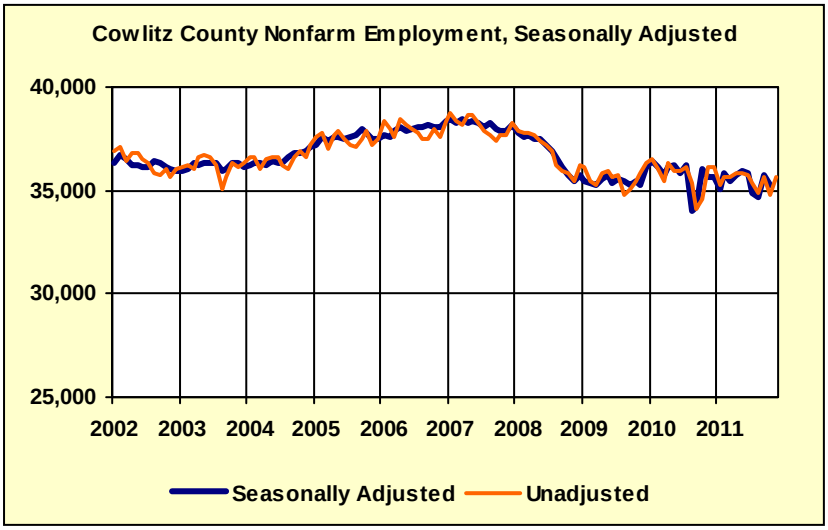
Key elements in Cowlitz County's economic profile reflect sales at retail stores, including auto-related outlets. These retailers show little change over the past three years. An increase in sales at general merchandise stores, likely related to the new WalMarts, was offset by lower sales in other retail categories. A significant factor that continues to demonstrate the slow economic recovery in SW Washington, and the city of Longview in particular, is the value of construction permits. From a high in 2007 of $821,000 to projected permit revenue in 2012 of approximately $558,000, permits have fallen by 32%.



Employment Trends

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

- **Construction and mining** lost 100 jobs over the month. The April total of 3,000 jobs was 200 above the year-ago level.
- **Manufacturing** employed 5,900 in April, up 100 from the previous year.
- **Trade, transportation and utilities** came in at 7,300 jobs, 100 less than last April. Retail trade remained at 4,500; no change from April 2011.
- **Education and health services** increased 200 jobs for the month to 5,500; also 200 ahead of the year-ago mark.
- **Leisure and hospitality** totaled 3,100 jobs, down 100 from a year ago.
- **Government** employment at 5,800 was the same as last month, and equal to a year-ago levels.



Source: Cowlitz County Labor Market Summary

Infrastructure Investments

Participation in county and statewide economic development organizations, coupled with an ongoing partnership with Weyerhaeuser Real Estate Development Company at the City's Mint Farm Industrial Park, has resulted in Longview's continued position as a prime location for industrial/ manufacturing, transportation/trade, and warehouse/distribution companies.

Over the past decade, Longview has made significant infrastructure investments in an effort to prepare for the future. 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.

Financial Summary

- The City of Longview, in partnership with Weyerhaeuser Real Estate Development Company, offers Mint Farm Industrial Park sites with approximately 178 net usable acres.
- The Port of Longview developed its West and East Park industrial sites consisting of nearly 300 acres of rail served property. Recently, the Port of Longview purchased an additional 306 acres west of the Chinook Ventures (formerly Longview Aluminum) site for industrial development.
- The Port of Kalama's Kalama River Industrial Park is comprised of 75 fully serviced industrial acres in addition to its already developed 148 acres.
- A partnership with the federal government, the states of Oregon and Washington, and the ports along the Columbia River resulted in completion of a river channel deepening project that has expanded the capacity of shipping to accommodate large panamex ships that have made the region a significant competitor in Pacific Rim trade, for both the import and export markets.
- The Port of Woodland Industrial Park and surrounding sites offer nearly 180 acres of industrial land in close proximity to the Portland/Vancouver metro area. A federal Economic Development Administration award of $2.4 million will enhance transportation infrastructure in the Woodland area at Guild Road for future development. All of these sites have attracted attention in recent years, as is demonstrated by ongoing economic development recruitment efforts and the location of business and industry.

Transportation & Trade Opportunities

The economy of most cities is reflective of the region in which 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. Knowing that Longview is at the center of a comprehensive network of import/export shipping, warehouse/distribution facilities, and overland connections, efforts to support and improve these assets will pave the way to a brighter future.

To date, Longview and the surrounding area have made excellent progress towards strengthening transportation infrastructure. As mentioned previously, the recent completion of the work to deepen the Columbia River shipping channel from 40 feet to 43 feet, allowing vessels both inbound and outbound to load at ship capacity. The completion of the Columbia River channel deepening has heightened interest and development along the river, with increased international demand for export bulk commodities. Weyerhaeuser, Pacific Fiber, and other timber companies are experiencing an export log market in the Pacific Northwest that has fundamentally changed due to the substantial increase of exports to China. Several factors have come together to increase China's demand for imported logs. China is rapidly urbanizing their population. This urbanization is bringing on more demand for logs, power and other ancillary needs to satisfy this shift in the day-to-day lives for the massive Chinese population. Other examples of demand include development of the EGT grain terminal at the Port of Longview and expansion of the United Harvest and Kalama Export terminals at the Port of Kalama. Both are direct results of the deepening project and resulting increased demand which continue to draw interest from U.S. and international companies exploring import and export opportunities, with our region being the hub for world trade.

The other notable current transportation project includes commencement of the design and environmental work for rail and highway improvements along the SR 432 corridor. Thanks to the hard work and commitment of our state legislators, the Cowlitz-Wahkiakum Council of Governments received $2 million in state dollars which will provide for local government's share of the environmental documentation for the SR 432 Corridor Rail and Highway Modernization projects. The National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) are federal and state requirements that major transportation projects must complete before construction can begin. The NEPA/SEPA documentation is slated to take up to 24 months to complete at a cost of $4 million.

The purpose of the project is to improve rail and highway safety mobility and capacity and to provide congestion relief. The industrial waterfront along the SR432 corridor needs to be upgraded from the manufacturing era of the 1940s to a modern 21st century bulk commodity trading center. These improvements have been necessary for decades due to the increased world-wide reach of our export markets and improved channel capacity in the Columbia River system. The new EGT terminal, the proposed Millennium bulk facility at the former Reynolds aluminum plant, and purchase of the Barlow Point property by the Port of Longview indicate that unit train activity will increase west of the Lewis and Clark Bridge. The existing rail network can accommodate the growth, but three at-grade crossings will result in traffic congestion, and the delays and impacts to industries and businesses will cause a hardship for the region. The 2008 SR 432 Realignment Feasibility Study determined that the projected growth in highway and rail traffic can be accommodated by extending the Port of Longview's rail line west through a grade-separated intersection at Industrial and Oregon Ways (State Routes 432 and 433). In addition, a second rail bridge over the Cowlitz River is needed for increased rail traffic, especially unit trains transporting bulk commodities. The planning cost estimates for highway and rail improvements are in the $175 - $200 million range. The impacts and costs of these improvements are substantial, and the project will require significant time and attention of the leaders of our public and private sector communities if we are to remain competitive in the global trade market, we need to make these improvements.

By virtue of its location and the City's investment in infrastructure, Longview is well positioned for continued economic success as a strategic Pacific Rim transportation hub with proximity to Portland, and available prime industrial property in the City's Mint Farm Industrial Park. Longview's strengths will undoubtedly facilitate our community's recovery from the recession sooner than many others. This area with its deep-water ports, rail infrastructure, and proximity to I-5 is an attractive location for industries and businesses.

Mint Farm Industrial Park

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

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

The City is also nearing completion of development of a new ground water supply in the Mint Farm Industrial Park. This water supply will not only serve the Mint Farm, but the entire city of Longview service area, and provide a long-term, reliable supply of water to meet future residential, commercial, and industrial growth in Longview.

As is typical with industrial development and industrial parks throughout the West, the Mint Farm Industrial Park has experienced the challenges of a cyclical economy. Unfortunately, the City did not attract new industrial development to the Mint Farm in 2011/12. However, as the recession appears to be recovering, there is current interest expressed by several prospective industries. In addition, the City continues to partner with WREDCo in jointly marketing the industrial park through these difficult times.

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

Flexible Foam Products, Inc., a subsidiary of Ohio Decorative Products, manufactures a broad range of polyurethane foam products for the flooring, bedding, furniture, automotive, and packaging industries, and has been in operation since 2004. The existing 168,000 square-foot facility for their polyurethane foam manufacturing and distribution operations currently employs 50 workers.

Mint Farm Energy Center, LLC, completed construction and began operation of a $200 million, 286-megawatt power plant in January 2008. The plant produces electrical power from a combined gas-fired steam turbine and has a maximum output of 320,000 kilowatts per hour, enough energy to supply electricity to approximately 400,000 homes. The plant employs a workforce of 16. In December of 2008, the plant was sold to Puget Sound Energy to meet the long-term energy demands of its customer base. The City is also encouraged about potential future development at the Mint Farm with the pending acquisition of Weyerhaeuser rail short lines by Patriot Rail Corporation of Boca Raton, Florida.

Patriot Rail Corporation's acquisition of Weyerhaeuser's Columbia & Cowlitz Railroad was completed in 2011. Patriot Rail is a railroad holding company that acquires and operates short line and regional freight railroads and serves a high quality customer base with a diverse commodity mix across 13 railroads, with approximately 500 total rail miles traversing 13 U.S. states. In 2012, SteelRiver Infrastructure Partners, an independent investment management firm focused on investment and asset management services within the infrastructure asset class in North America, and Patriot Rail announced that SteelRiver agreed to acquire 100% of the capital stock of Patriot Rail through its dedicated infrastructure investment vehicle SteelRiver Infrastructure Fund North America LP. The acquisition allows SteelRiver to capitalize on additional consolidation opportunities in the short line rail industry in North America. The company's mission to grow shareholder value by selectively investing, along with its private equity partners in freight railroad properties throughout North America, is expected to create additional development opportunities at the Mint Farm with its proximity to the railroad facilities.

Other Economic Successes

While the Mint Farm Industrial Park is a cornerstone in our economic development initiatives, the City also 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. The Cowlitz Economic Development Council, comprised of public agencies and private sector business, continues to move forward with a strategic plan to attract and retain business throughout Cowlitz County. The plan calls for a more diverse approach to economic development. Changes include promoting smaller and light manufacturing firms; enhancing downtown Longview; creating an international recruitment effort; engaging the education system, professional services and tourism; and enhancing our quality of place (putting emphasis on infrastructure over "quality of life").

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

Financial Summary

Noteworthy Industrial Projects

It should be noted that while the City has seen a downturn in economic development projects in Longview, there have been significant investments and economic activity in Cowlitz County. These projects benefit the entire county, supplying economic benefits to support the industries in the maintenance and service sectors, and providing momentum for other economic initiatives. The following is a summary of several successful recruited and retained companies:

- Completion and start-up of the $200 million EGT grain terminal at the Port of Longview
- Completion and start-up of the $10 million Skyline Steel at the Port of Longview, creating a projected 70 new family wage jobs
- Continued progress on site clean-up at Millennium Bulk Logistics for a coal export facility requiring upgrades of over $100 million
- Kalama Export and Harvest States are in the process of upgrading their grain elevators with over $45 million in capital investment
- In September, 2012, Bennu Glass re-opened and started up the wine bottle manufacturing facility at the Port of Kalama, bringing back 100 family-wage jobs

As an example of the synergies that are created by attracting new industries to the region, All American Containers LLC, one of the nation's largest suppliers of glass, plastic and metal containers, has chosen the Port of Kalama to expand distribution of full service packaging and bottles for the wine industry. AAC Pacific Coast, a division of All American Containers, moved into the 33,000 square foot Kalama facility this month and plans to be operational by October 1, 2012. The company will provide another distribution channel for Bennu's annual production of over 100 million bottles. All American will also expand its food packaging and container operations from the Port of Kalama location. Congratulations to Bennu Glass, Port of Kalama, Cowlitz PUD, Lower Columbia College, Southwest Washington Workforce Development Council and the many, many others who helped to get this amazing Cowlitz County operation back up and running!

In the City of Longview, renewed indicators for economic development for the following projects are:

- Groundbreaking and construction of the $24.58 million Health and Science Center at Lower Columbia College
- Design completion of the downtown streetscape design on Commerce Ave. Construction of the first phase of improvements, from Washington Way to Maple St., will begin in January 2013
- Creation of the Longview Outdoor Gallery and the installation of 11 art pieces throughout a four-block area on Commerce Ave in downtown Longview
- Expansion of Waste Control facility building
- Construction of new Napa Auto Parts store and retail pad on Tennant Way
- Completion and conversion of the 38th/OBH Wal-Mart to Super Wal-Mart for $10,419,354

Meeting Community and Service Needs

During 2011 and 2012, the City of Longview planned and implemented several major Council initiatives designed to meet the need for services and improve the overall quality of life in the city.

Provide sustainable water quality & environmental infrastructure

- ***Utility issues*** - The most significant infrastructure challenges the City has faced recently are utility issues. The City is nearing completion of two of the most noteworthy infrastructure concerns in the City's history — development of a new water supply and closure of the City's West Longview Lagoons Wastewater Treatment Plant.
  - **New Water Treatment Plant** - In early 2010, due to Longview's aging water treatment plant and sediment buildup in the Cowlitz River due to the continuing effects of the eruption of Mt. St. Helens, the City Council decided to build a new water treatment plant supplied by groundwater wells tapping into a deep aquifer at the Mint Farm Industrial Park. After nearly four years of study and water quality testing, the new groundwater supply was determined to provide the highest level of reliability and the lowest long-term cost for providing safe, abundant drinking water to our community. The new water supply will be online by the end of 2012. The final project cost is projected to come in under budget at $33.2 million (estimated cost was $38.7 million). Demolishing the old water treatment plant is estimated to cost $1.5 million.

  - **West Longview Sewer Diversion** - The City began evaluating options to upgrade sewage treatment for west Longview when the operating permit for the West Longview Lagoons Wastewater Treatment Plant could not be renewed due to higher state water quality standards. The most cost effective method to meet water quality standards was determined to be treating all west Longview sewage at the Three Rivers Regional Wastewater Treatment Plant. Sewage treatment at the Lagoons was discontinued and all sewage diverted to the Three Rivers Regional Wastewater Treatment Plant as of March 2012. This project is projected to come in under budget at $21.9 million, including an estimated $4.5 million for biosolids removal. Biosolids will be removed from the lagoons during 2013 and 2014, after which the City Council will determine a new beneficial use for the property.
- ***Lake Sacajawea Flushing project*** – Since the early 1980s, water quality has been improved in Lake Sacajawea by flushing the lake with untreated Cowlitz River water from the Fishers Lane water treatment. This flushing source will no longer be available when the water treatment plant is demolished after the switch to the new groundwater supply. After evaluating a number of alternatives, the City Council decided to modify the existing intake structure on the Cowlitz River to continue flushing the lake with river water. Design and permitting for this project are in progress, and flushing will continue during 2013 using the existing unmodified intake. The modified intake and new pump station is projected to be complete in 2014, at an estimated cost of $1.5 million.

Improve transportation systems

- ***Signal and intersection improvements*** - Hudson Street & 15th Avenue signal upgrade completed, Tennant Way/15th intersection improvements added a left turn lane, and new signal at Tennant Way and 14th.
- ***SW Washington Regional Airport*** - In 2012, the Cities of Kelso and Longview, the Port of Longview, and Cowlitz County entered in to an interlocal agreement for operating and improving the SW Washington Regional Airport. The agreement provides for joint governance and increased financial support for the airport. The airport is deemed an integral element of the region's transportation system and essential for the long-term economic feasibility of Cowlitz County.

Financial Summary

- ***RiverCities Transit*** - A re-branding effort by the Cowlitz Transit Authority is part of the implementation of a ten-year Transit Enhancement Plan adopted last year. Giving CUBS a new name and identity was suggested by the public, stakeholders, and focus groups during the planning process. Re-branding the system is being done in anticipation of future improvements, including new bus stop signs along revised routes, new schedules, and the addition of new vehicles to the fleet. Other improvements CUBS has recently implemented include adding its first hybrid bus to the fleet, hiring a full-time transit manager, adding new service on Saturdays, and other safety improvements.
- ***Civic Circle project*** – The Civic Circle project was completed and reopened to traffic on September 19, 2011. Improvements included raised crosswalks with flashing lights and revised traffic flow entering and exiting the circle.
- ***Synchronization plan completed*** - Traffic signal progression timing has been completed on the 15th Avenue and Tennant Way corridors. These new traffic signal timing plans were implemented as part of an energy-saving project funded by the American Recover and Reinvestment Act (ARRA). The new timing plans include increased pedestrian Walk and Flash Don't Walk times to comply with new national guidelines. The timing plans also include increased all-red light time to reduce the potential for red-light running crashes. Several intersections received new signal faces to allow left-turning vehicles to go when there are safe gaps in traffic. This reduces the need to provide a left-turn green arrow and allows longer green light times for through traffic.
- ***Street Maintenance advisory vote*** – The City put forth an advisory vote this past November for car tab fee increases to improve street and road infrastructure. Proposition No. 2 asked Longview residents whether or not the City should create a transportation benefit district (TBD) and assess an annual $20-per-vehicle fee to pay for maintenance and improvement of city streets. At the current level of street maintenance funding, the overall condition of the City's streets is projected to drop to "fair" within four years according to a report prepared by Infrastructure Management Services in January 2012. The City currently spends about $560,000 per year (about $15 per capita) for street maintenance, the same amount as a decade ago. During that time, material costs have doubled and street maintenance staffing has been cut by 17%. The City's general fund (the source of most street maintenance dollars) has lost more than $450,000 per year since 2000 due to the recession, voter initiatives, and state legislative actions; however, the cost for street maintenance and essential public services such as police and fire protection continue to increase. In addition, property taxes, sales taxes, business and occupation taxes, and gas taxes are the main sources of general fund revenue used to pay for street maintenance. Revenue from these sources has not kept up with inflation and the increasing costs to maintain streets and provide police and fire protection and other services. At current funding levels, City streets will continue to deteriorate and the overall condition rating will drop from "good" to "fair." The advisory vote was rejected by voters, and the City will be challenged to address the future integrity of street maintenance.

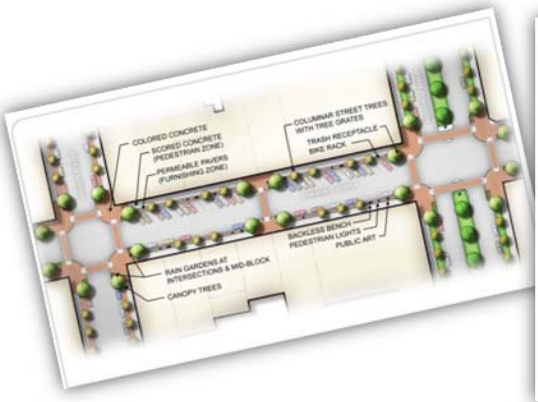
Continue effective financial management

- Sound financial management – The City has received a clean financial statement audit by accounting for things appropriately and accurately, resulting in a financial report of "no findings" for more than 15 years.
- WellCity Award – The City has received this award for a fifth consecutive year from the Association of Washington Cities Trust Benefit, resulting in a 2% reduction in insurance premiums.
- Insurance reductions – In 2012, the City realized an 8% reduction in accidents/incidents since 2011, reducing its liability and auto insurance premiums.
- Successful bargaining agreements – The City settled collective bargaining agreements with five bargaining units, resulting in containment of health care costs for 0% increase in 2013.
- Stimulus funding - Effective and responsible financial management of the City continues to be a top goal of the Longview City Council. Receiving over $4.5 million in federal economic stimulus funding has helped the City to achieve that goal. City staff has been very diligent in searching out and applying for funding wherever and whenever possible.

- Grants, contributions and donations - The City has received over $10 million in grants, contributions, or donations in 2011/2012, with over $5.7 million garnered in public works projects alone.

Strengthen economic conditions & create new opportunities

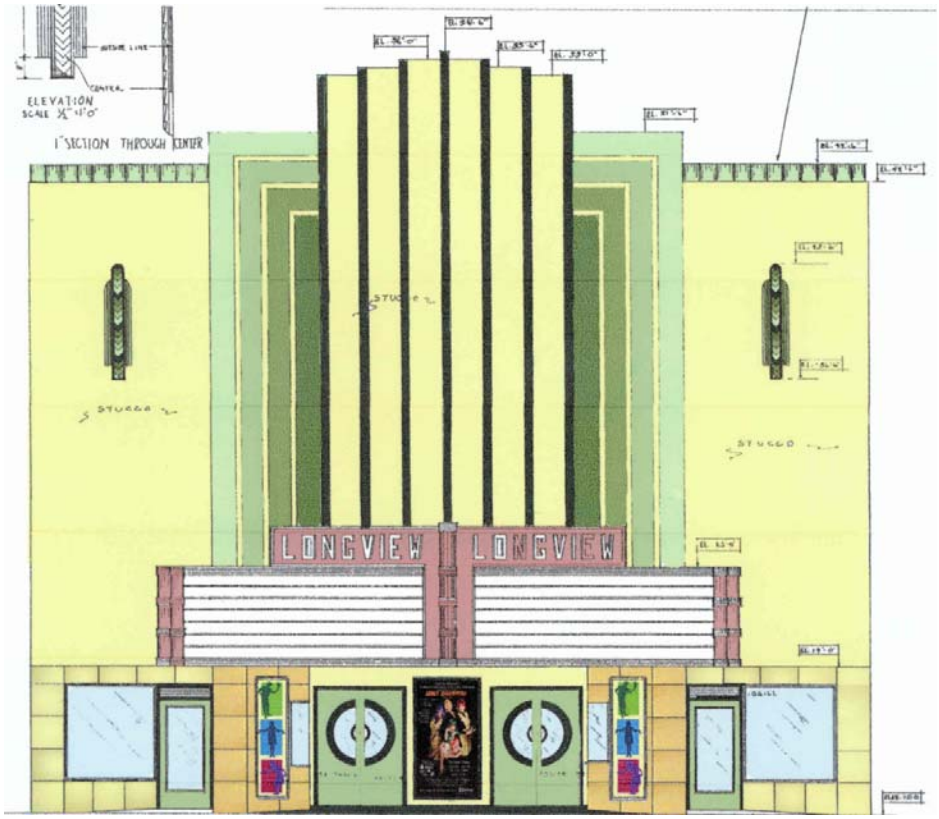
- ***Improving the Vitality of Downtown*** - Re-energizing and revitalizing Downtown Longview has been identified as an important step in helping our community to increase economic development opportunities. A community vision session in 2011 helped determine the best approach to obtaining greater economic vitality in downtown Longview. Improving the vitality of downtown Longview continues to progress.
  - Great strides were made in 2011 and 2012, including the Longview Downtowners Association "Friday Night Live" event that included promotions and entertainment encouraging residents to visit the downtown and explore the variety of retail and restaurant establishments that exist. These events were successful through the generous support of many community volunteers and sponsors. In June 2011, the City of Longview adopted a Downtown Action Plan that included many recommendations to help increase the health and vitality of downtown Longview. Among the actions recommended, the City is working on the following:
    - 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.
    - Creation of a new downtown partnership providing oversight and policy recommendations for the implementation of the action plan and other downtown related issues
    - Increased police presence by foot, bike, and patrol cars
    - Community design workshop for streetscape improvements - Both residents and business owners made it clear that they wanted downtown to be a better place to visit, live, shop, and run a business. The action plan identified a safe and attractive Commerce Avenue area as a downtown destination point that can strengthen the downtown economy. A streetscape design workshop was held and the input received helped define possible ways to improve the appearance, safety, and accessibility of our downtown.
    - The City of Longview received $500,000 grant from the State Legislature in the capital budget for the downtown streetscape project. Urban designers are working with the City to help craft a plan that reflects the community's best ideas for streetscape improvements such as street lighting, expanded sidewalk space, public art, gathering places for public events, and planters or rain gardens that could manage stormwater runoff from the street. The first phase of the construction work is expected to be completed in 2013



Simulation 2– Commerce Avenue and Broadway Intersection

Financial Summary

- ***Streetscape workshop for Tennant Way entryway*** - The City of Longview held a public design workshop to develop streetscape improvement ideas for the "gateway" to Longview that stretches along Tennant Way from 7th Avenue to its intersection with 15th near Lake Sacajawea. Initial design work for this project started in February 2012 and included a meeting with the Project Longview Committee to discuss coordination of the streetscape design with work underway to build a Longview gateway sign near the interchange with SR 411, just east of 7th Ave. Over the next six months, City staff and streetscape design contractors worked with local residents, businesses, and property owners to create a conceptual design. Final design, engineering, and construction will come later as the City acquires funds to make the improvements. The conceptual design of the gateway vision includes ways to manage stormwater runoff with low impact development (LID) techniques while enhancing the appearance of the streetscape. This plan includes using some curbside parking and median areas for attractive landscaping that can capture and treat stormwater. In addition, the design offers ideas for improved street lighting and enhanced pedestrian crossings. The City has received a $225,000 grant from the Washington State Department of Ecology and will begin the first phase of construction of the LID improvements in 2013/14.
- ***Beech Street Streetscape Improvement Project*** - Work to improve stormwater drainage beneath the Beech Street median between 21st and 28th Avenues will replace an aging culvert, improve the management of stormwater runoff in the area, and improve public use of the 60-foot-wide median. The project also includes the development of conceptual streetscape designs for Beech Street and 30th Avenue between Oregon Way and Washington Way. The Highlands Neighborhood Revitalization Plan was the origin of many of the design elements that are being considered. Design and construction of the recommended improvements will begin in 2013/14.
- ***Façade improvement grants*** - The City of Longview has awarded two façade improvement grants totaling $13,440 to two different applicants for exterior building improvements in the downtown area. The Downtown Façade Improvement Program Design Review Committee selected Longview Stageworks to receive a matching grant of $10,000 for a project to paint, renovate and improve the front façade of the former movie theater at 1433 Commerce Ave. Mark Purcell, owner of a commercial building at 1118 14th Avenue has also been selected to receive up to $3,440 in matching funds for a project to paint, repair and refurbish the exterior of the building. The façade improvement program provides grants for making visible changes to commercial building facades and to restore buildings as close to their original exterior appearances as is reasonably possible. The primary focus area is along Commerce Avenue.



Enhance public safety and emergency response

- ***Public safety*** - Public safety continued to be a priority among the Council's strategic initiatives in 2011 and 2012. The Council stays committed to its ultimate goal of reducing crime to or below the crime rates for comparable cities in Washington state.
- ***Code Enforcement*** - In conjunction with traditional crime reduction efforts, the City continues its nuisance code enforcement to improve the safety and quality of life in our neighborhoods. Due to budget cuts, the division was reduced by one full-time staff person in 2012. As part of its strategic plan, Code Compliance has prioritized the Highlands area and is working with owners and residents to bring their properties into compliance.

- ***Downtown presence*** - Based on recommendations from the HyattPalma Downtown Action Plan, Longview Police Department has increased its presence in downtown Longview by beefing up police foot patrols and bike patrols. According to the action plan, a greater police presence downtown can help to deter crime and create a greater sense of safety.
- ***PERF recommendations*** – A crime-reduction report commissioned from the Police Executive Research Forum (PERF) in 2008 made many recommendations to help police combat crime. Police resources are being used to continue to tackle drugs, alcohol-related crimes, thefts and domestic violence. According to PERF's experts, if the rates of those four crimes drop, crime in other areas falls, too. Another recommendation by PERF resulted in LPD changing the color of patrol cars to black and white in 2011.
- ***Drug Take-Back Events*** – The Longview Police Department, along with other local law enforcement agencies, has conducted four different drug "take-back" events since 2011, giving the public another opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, and unwanted prescription drugs. The service is free and anonymous, no questions asked, and addresses a vital public safety and health issue. Several law enforcement agencies in Cowlitz County now offer permanent pill-disposal bins to keep unwanted prescription drugs out of the hands of drug abusers and the water supply.
- ***Neighborhood Night: Cop Chats*** – The Longview Police Department conducted four Neighborhood Community Forums in 2012. Cop Chat is a forum for discussing crime trends in various neighborhoods and crime-related concerns. Crime statistics are presented at the forum, and there is an opportunity for one-on-one questions and answers with Longview police officers.
- ***Highlands Crime Reduction Successes*** – Extra efforts have been made to help reduce crime in the City's Highlands neighborhoods. Significant reductions in crime have been observed as a result of these additional efforts and police presence.

Call Type	2009	2010	2011	% change 2009-2011
Burglary	97	94	74	-24%
Vehicle Prowl	84	84	65	-23%
Stolen Vehicle	92	31	33	-64%
Abandoned Vehicle	312	206	139	-55%
Music	81	97	63	-22%
Party	40	41	20	-50%
Domestic Violence	255	201	169	-34%
Domestic Dispute	154	133	122	-21%

Financial Summary

- ***Bike Rodeos*** - The Longview Police Department held bicycle rodeo and safety celebrations in 2011 and 2012 for elementary and middle school age children. The event teaches children bicycle safety and provides an opportunity for them to join a digital identification program. The bike rodeo and safety celebration allows children to register their bicycles, get bike safety checks and helmet fittings, and learn some fun bicycle skills.
- ***Photo Traffic Enforcement Pilot Program*** – Because the City of Longview is committed to the safety of the community, it recognized that running a red light and speeding in a school zone are clear threats to public safety. The City Council approved a pilot program for red light and school zone enforcement to run from January 2011 through May 2012. The goal of Longview's traffic safety photo enforcement pilot program was to modify dangerous driver behavior, reduce preventable collisions at signalized intersections, and improve safety in school zones for our children. Red light cameras were installed at three locations and began issuing citations for violations in February 2011. Two speed zone cameras were installed in two school zones and began operation in March 2011. The Council ended the red light traffic camera pilot program early, at the end of 2011. The Council also submitted an advisory vote before the public this past November that confirmed that residents wanted the speed zone cameras to remain in effect in two school zones.
- ***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. Since the Longview Police Department announced an online reporting system to free up officers to handle more high priority calls and traffic stops, almost 400 reports have been filed since October 2010. The web-based crime reporting service is available 24/7 through the City's web site, or in person at the police station lobby during regular police department hours.
- ***Data-Driven Approaches to Crime and Traffic Safety (DDACTS)*** - Longview Police are using a new approach to combating crime. The method takes a focused approach to crime "hot spots" in the city limits by using computer data that identifies those high crime and traffic collision areas. On June 1, 2012, the Longview Police Department joined law enforcement agencies from across the country in using this new policing method to reduce crime and traffic crashes. DDACTS is a proactive strategy that maps information to develop areas where crime and crashes overlap. The goal of DDACTS is to use the data to increase patrols in the identified areas and times as a visual deterrent to such crimes and violations as well as reducing the number of vehicle crashes. The Longview Police expect a 10% reduction in traffic crashes and specific crimes in the target area.

- ***Fire suppression highlights - Council adopted fire suppression standard of coverage;*** response time is 6 minutes or less 90% of time to structure fires; the department received a new fire pumper in 2012, replacing its 1985 pumper; and, SAFER grant-funded positions have increased independent response capability for west Longview station 80% of time.
- ***$800,000 computer aided dispatch system (CAD) grant*** - The Longview Fire Department and Cowlitz County 9-1-1 Center received a grant award in the amount of $800,000 from the Federal Emergency Management Agency (FEMA) which significantly reduces the local funding required to support the 9-1-1 Center's CAD upgrade. The new system embraces the latest in communications technology and will enhance interoperability throughout Washington State's Homeland Security Region IV which encompasses Cowlitz, Clark, Skamania, and Wahkiakum counties. The CAD project involves the purchase of an Intergraph CAD system and software that enables users to access and visualize complex data, provide real-time interaction, and create intelligent maps. The CAD project is scheduled to be completed and operational in early 2013.
- ***Fire & EMS enhancement highlights*** - Council adopted EMS standard of coverage; response time is 6 minutes or less 90% of time to provide basic emergency medical care; Longview Fire Department's addition of six firefighter/paramedics, and engines staffed with paramedics are making a difference in patient outcome; transport ability to be launched in the near future to provide backup when private provider is not available; and, average 19 "level zero" occurrences per month, cumulative of 10 hours per month.

Address quality of place issues

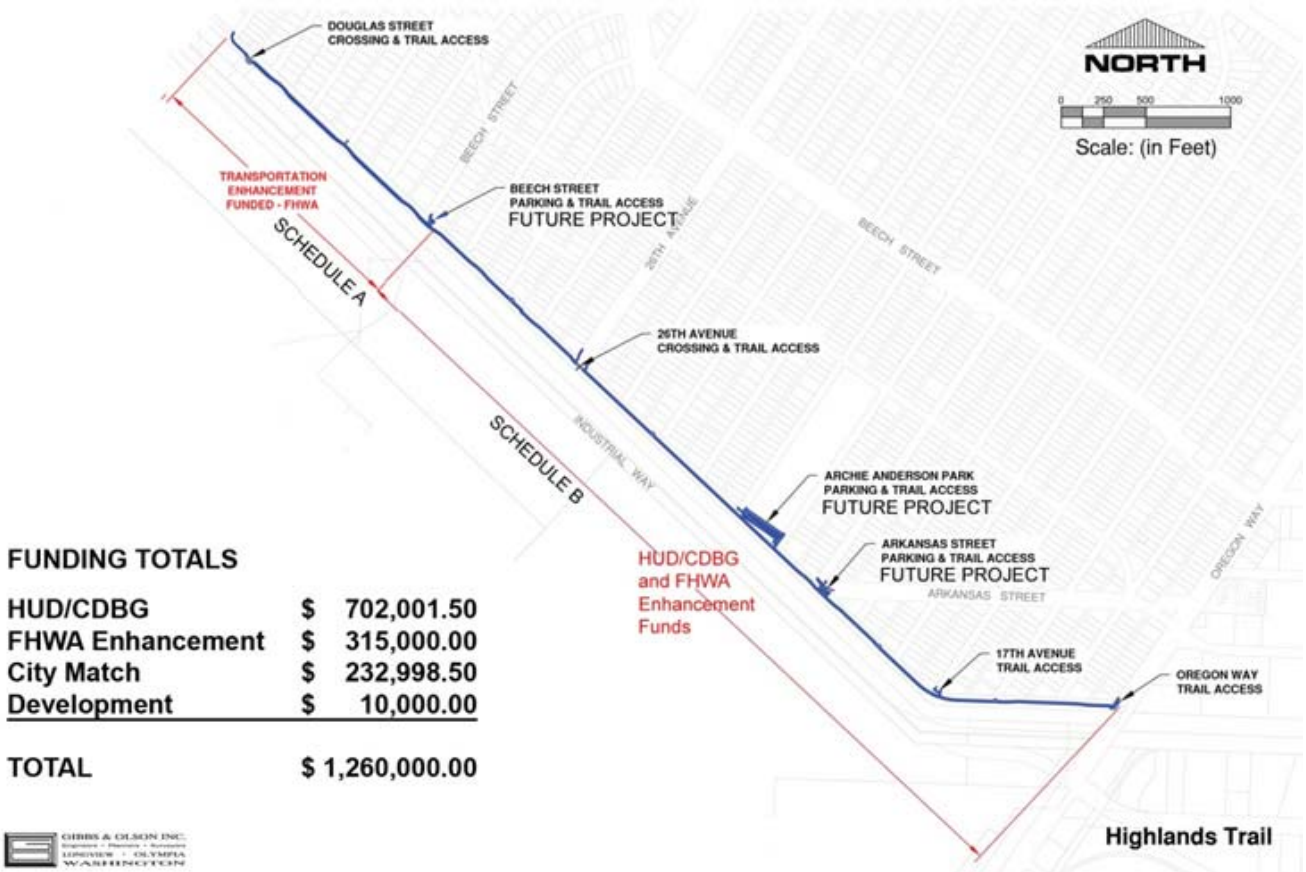
- ***Community events*** – Longview residents continue to take pride in the community by supporting and participating in annual events such as The Bike Criterium (third year), Squirrel Fest (second year), and the Longview Daily News Cardboard Boat Regatta (fourth year). Other annual events include the Christmas Parade and tree lighting, Unique Tin Car Cruise, Zombie Apocalypse, health and fitness walks and runs, and assorted sporting events like Babe Ruth World Series and Cowlitz Black Bears baseball.
- ***Solar lighting*** - Two solar lights were installed on the trail at Altrusa Park near the basketball court and playground to provide safety and security for the park. The cost for the project was approximately $15,000 with the Altrusa Club donating $10,000 and the Kuntz Memorial Fund contributing $5,000.
- ***Playful City USA designation*** - Non-profit organization KaBOOM! named Longview a Playful City USA community for the sixth year in a row. KaBOOM! also selected Longview for its outstanding dedication to play. Longview engages non-profit organizations and schools to improve community recreation facilities by awarding matching park grants for projects. A joint use agreement and collaboration with Longview School District continues to be a positive relationship that benefits students and community residents.

Financial Summary

- ***Longview Outdoor Gallery*** – Downtown Longview embarked on a mission to provide a rotating exhibit of outdoor sculptures and acquire new pieces for the City's permanent art collection. Many projects and events are scheduled to take place downtown to bring families, students, artists and visitors into the downtown area. The first sculptures were installed on September 10, 2011. In 2012, residents and visitors voted for their favorite sculpture, and a drive is underway to gather funding to keep the winning piece titled "See Horse." It is the vision of this program to increase community involvement through volunteer programs, student education, tours, festivals, and other activities while enhancing the beauty of our community and attracting more visitors and citizens to the downtown area.
- ***Project Longview Community Assessment Team*** - The City created a community assessment team to develop a city-wide action plan to promote economic growth and tourism in Longview. Recent accomplishments of the task force include the creation of a façade improvement program for downtown buildings and identifying locations and developing designs for entryway signs at three different entryways into the City.
- ***Internet and City Services*** - The City of Longview continues to implement online applications in an effort to meet the growing demands of our citizens for information and web services. Citizens are currently able to pay utility bills, view and apply for various permits and print plans, reserve parks buildings and register for recreation classes, apply for jobs, review the City budget, check on boards and commissions (including minutes and agendas), and access the Council agenda and minutes at www.mylongview.com.
  - The City has implemented NEOGOV, an online application that streamlines the job advertisement and application process.
  - The Longview Public Library's wireless access has been enhanced, including improved free Internet access for residents. The City continues to heavily use social media as a method of interaction with the citizens of Longview. Currently, the City has a Facebook for main government, the Fire Department, Longview Public Library, and Recycling. The City also uses YouTube, Flickr, and Twitter.
  - The City's website is undergoing a make-over to take advantage of more innovative technology and meet federal 508 Compliance.
  - Residents can process utility payments via the telephone through an Interactive Voice Response (IVR) system and use credit cards to pay for utility bills.
  - The City is now utilizing Builder's Exchange of Washington www.bxwa.com as our electronic plan center. Our projects can be viewed online and printed directly from their site – free of charge.
- ***Makeover at "The Blvd" teen center*** - The City of Longview and Fibre Federal Credit Union recently unveiled the Boulevard Teen Center makeover that included painting, supplies, and new equipment provided as community service by Fibre Federal Credit Union. Fibre Federal provided the resources to upgrade and improve the Elks Memorial Building at Lake Sacajawea Park as part of their 75th anniversary celebration.

Preserve and enhance neighborhoods

- ***Highlands Neighborhood Association (HNA)*** - With the formation of the HNA back in 2008, a revitalization plan was developed that focuses on crime prevention, housing, economic development, and public facilities and services. This program continues strong with the completion of projects such as the Highlands Neighborhood Trail and the Highlands Community Library.
  - **Highlands Trail dedication** – The Highlands Neighborhood Trail was completed in October 2012. A family fun walk event and ribbon-cutting were held to celebrate its completion. The $1.26 million trail is funded with grants and City capital funds, including a Housing and Urban Development/ Community Development Block (HUD/CDBG) grant of $702,000, a Federal Highway Administration (FHWA) Enhancement grant of $315,000, and City capital funds of $243,000. The 2008 Highlands Revitalization Plan lists the trail as key to improving the health and wellness of the Highlands neighborhood. Trail supporters hope it will give all residents a place to exercise, release stress and tension, make social connections, and feel connected to other parts of the community.



FUNDING TOTALS

HUD/CDBG	$	702,001.50
FHWA Enhancement	$	315,000.00
City Match	$	232,998.50
Development	$	10,000.00
TOTAL	$	1,260,000.00

- **Highlands Community Center Library** - The grand opening of the Highlands Community Center Library took place on April 20 at the Highlands Neighborhood Community Center. This new library was established through a partnership between the Highlands Neighborhood Association, the Longview Public Library, the Friends of the Longview Library, and Altrusa of Kelso-Longview.
- **Tubs-to-carts program** - Improving neighborhoods, especially in the Highlands area, is another of the Council's goals. A key element to improving the quality of life in the Highlands area was to remove the large 300-gallon garbage and recycling tubs that were located in the alleys and to provide tenants and owners with individual 90-gallon carts. This "tubs-to-carts" program helps reduce illegal dumping, allows better accountability and control for residents, and provides the City with the ability to identify the source of (recycling) contamination.

- ***Cleaner Neighborhoods*** – Several projects and programs within the City are valuable resources for making our community a better place to live.
  - **City Beautiful** - The second annual City Beautiful Month this past September gave residents an opportunity to get rid of items around the house, and the City also viewed this as an opportunity to remind those residents with alley access to keep these areas clean, including such items as cutting overgrown grass, weeds and other vegetation. In two years this event has redeemed 1,916 free disposal coupons, while disposing of over 560 tons of garbage at a cost of $21,000.
  - **Code Compliance brochure** - A new brochure has been produced to help residents understand code compliance issues. It includes the top ten most common code violations and how to avoid them.
  - **Efforts to reduce recycling contamination**– Educational efforts by the Solid Waste and Recycling Division resulted in the recycling contamination rate dropping from 45% in 2006 to 24% in 2012. The City is now starting to receive revenues on recyclable materials, and the reduced sorting charges translate to 0% increase in recycling rates in 2012. In addition, a new recycling website and Facebook page were developed to help educate residents about the advantages of recycling.

- ***ASK Longview mobile apps*** – The City has created a new mobile app for its ASK Longview program that helps improve problem resolution on issues such as potholes, junk vehicles, etc. See problems? It's now a "click-fix" with the City's new mobile phone applications for iPhone and Android devices. Potholes that need filling, barking dogs that need quieting, and graffiti that needs removing can now be reported using your iPhone or Android device. iPhone or Android users simply open the application, select an issue, take a picture, and submit. The application picks up the exact location and sends the issue directly to the Longview staff member who can fix it. The GPS and camera features built into devices make it simple to alert City of Longview officials about a variety of issues instantly. Residents will know their issue went to the right person without ever going to an office or sitting down at a computer, and they can also receive status updates on those issues. This improvement in customer service allows previous time-consuming visits or phone calls to be handled on the go (mobile) or via the web.

- ***Day of Caring*** - The City of Longview is grateful for all of the special projects that were accomplished this September during the United Way of Cowlitz and Wahkiakum Counties Annual Day of Caring. Record numbers of projects and volunteers for this year's event made possible pressure washing and prepping buildings for painting, cleaning of several downtown parking lots, weeding and adding beauty bark around street trees in front of the police building on Hudson/14th/Broadway, cleaning up trash and debris on 38th Avenue from Wal-Mart to Prudential Boulevard, painting of the Elks Memorial Building at Lake Sacajawea and painting of the Longview Police Satellite Office.
- ***10 Prettiest Towns designation*** – In March 2012, Longview was named one of the top ten prettiest towns in America by Forbes.

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.

Financial Summary

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

	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Budget
Taxes	**$23,738,830**	**$23,412,370**	**$24,567,750**	**$24,437,330**	**$24,918,770**

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. Overall tax revenue estimates for the upcoming biennium reflect a decrease of 0.5% in 2013 and a 2% increase in 2014. These estimates provide for a modest increase in property tax revenue and a decrease in retail sales and business and occupation tax revenue forecast from 2012 levels. The utility tax revenue estimates for 2013-14 provide for slight increases resulting from projected utility rate hikes. Estimates are based upon historical trends, statistical analysis, and a general awareness of trends in the local economy.

Licenses & Permits	**$861,590**	**$761,180**	**$929,020**	**$779,260**	**$837,280**

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. Although business license revenue is projected to remain constant over the 2013-14 biennium, building permit revenue estimates continue to fall due to a significant slowdown in construction activity.

Intergovernmental	**$1,590,560**	**$1,679,150**	**$1,974,450**	**$1,607,240**	**$1,504,680**

Intergovernmental revenues consist of grants and other payments to the City from other governmental units. Federal grants and state-shared revenues are primary sources of intergovernmental revenue. For the 2013-14 biennium, projections in intergovernmental revenue are down considerably. These decreases reflect the expiration of the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant and the loss of liquor excise taxes due to the passage of Initiative 1183 allowing for the privatization of liquor sales.

Charges for Services	**$2,958,980**	**$3,116,600**	**$3,071,930**	**$3,448,210**	**$3,484,500**

Charges for Services represent revenues received by the City for various programs/ services provided to the community. Examples are recreational programs, engineering fees and library user fees. In addition, the City of Longview fire department provides industries just outside Longview with fire protection services. The increase in 2013-14 charges for services are from new revenues anticipated as a result of the City entering into the ambulance transport business for those emergencies where no other ambulance service is available. A new methodology based on assessed value applied in calculating fees for outside fire service contracts and an increased emphasis on recovering engineering fees on capital projects also contribute to a growing revenue stream.

Financial Summary

	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Budget
Fines & Forfeits	**$651,860**	**$579,300**	**$679,690**	**$618,500**	**$624,700**

Fines and Forfeits are terms used to describe a source of general revenue that is perhaps more properly described as penalties. Primary sources of revenue received from penalties include municipal court fines and library fines. The City's 2013 estimate for Fines and Forfeits provides for a 9% decrease. This projected decrease more closely aligns the 2013 estimate for this revenue source with the anticipated revenue for 2012. Fines and forfeit revenue for 2014 are projected to increase 1%.

Miscellaneous	**$148,690**	**$161,140**	**$133,710**	**$134,850**	**$140,610**

Miscellaneous revenue is received from sources not provided for elsewhere within the BARS revenue account structure. Interest earned on investments and income from rentals and leases of City-owned property are the primary sources of revenue in this category. The 2013-14 miscellaneous revenue estimate accounts for a slight increase in rental revenue received from City-owned facilities. Historic lows in interest rates have deemed investment interest income to be negligible.

Other Financing Sources	**$363,920**	**$6,920**	**$0**	**$0**	**$0**

Other Financing Sources represent general revenue received from proceeds derived from the sale of fixed assets and inter-fund transfers received from other funds. This revenue is non-recurring and usually not predictable.

TOTAL REVENUES	**$30,314,430**	**$29,716,660**	**$31,356,550**	**$31,025,390**	**$31,510,540**

Overall General Fund revenue estimates provide for a 1.1% reduction in 2013 and a modest 1.6% uptick in 2014. Longview's economy echoes that of several communities throughout the region. The drawn-out recession that has resonated among cities all across America continues to have an impact on our economy. Although challenged, we are confident that the City has established sound financial principles that will guide it through this time of economic uncertainty. Council's strategic initiatives in conjunction with the City's budget model aid in establishing spending priorities and allow us to leverage our fundamental economic strengths and keep us positioned for recovery and growth opportunities.

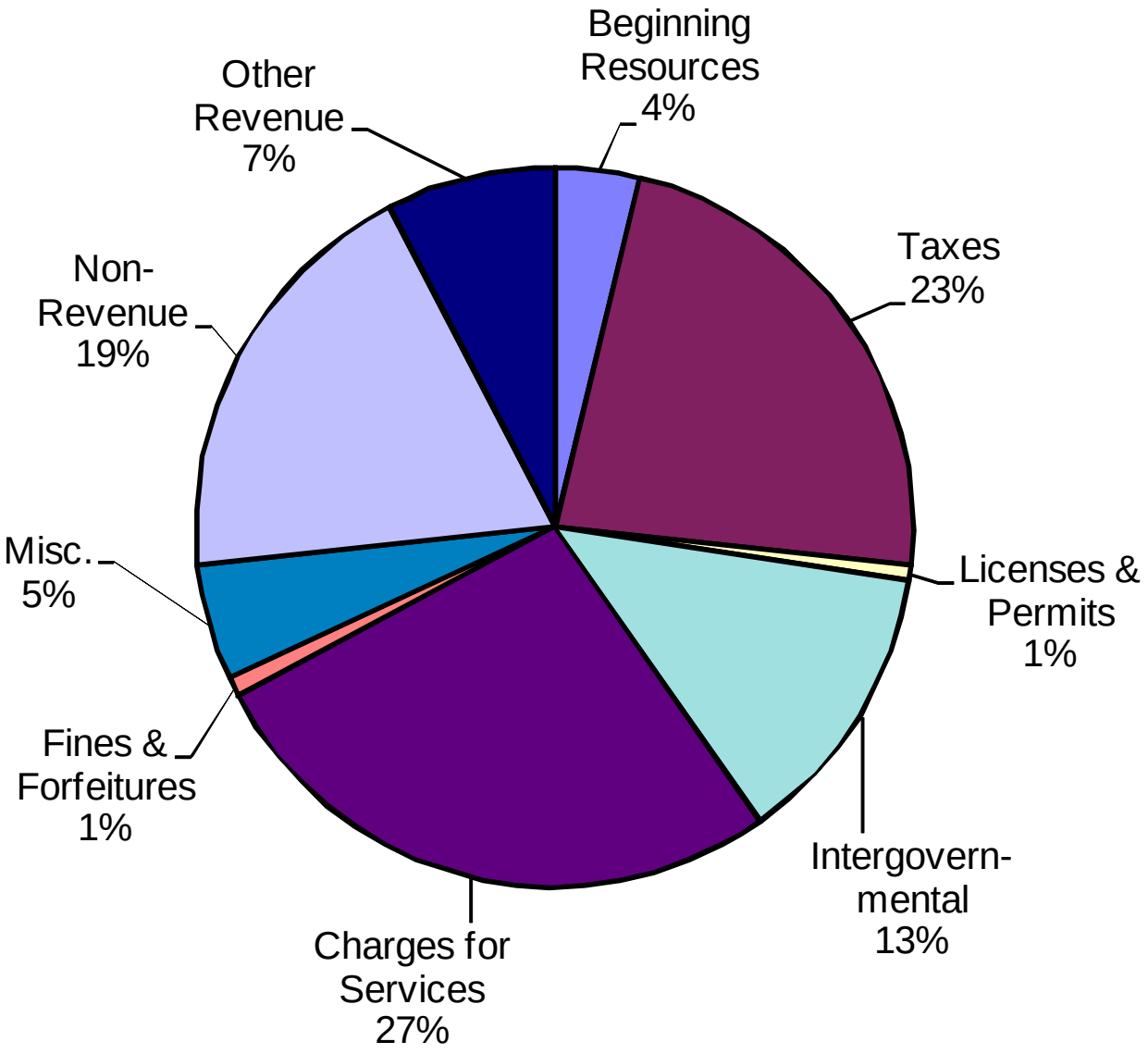
Revenue Summary for 2013

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	$551,990	$24,437,330	$779,260	$1,607,240	$3,448,210	$618,500	$134,850	$0	$0	$31,577,380
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$0	$0	$0	$1,620,330	$2,500	$0	$0	$0	$258,000	$1,880,830
Downtown Parking Fund	$63,350	$0	$0	$0	$0	$49,200	$3,080	$0	$0	$115,630
Economic Development Fund	$0	$456,750	$0	$0	$7,500	$0	$2,950	$0	$413,380	$880,580
HOME Fund	$0	$0	$0	$509,400	$30,000	$0	$100	$0	$0	$539,500
CDBG Entitlement Fund	$0	$0	$0	$357,500	$0	$0	$0	$0	$0	$357,500
Library Grant Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Criminal Justice Assistance Fund	$9,190	$0	$0	$606,090	$0	$0	$26,000	$0	$0	$641,280
Public Safety Fund	$0	$0	$0	$0	$0	$229,020	$0	$0	$0	$229,020
Tourism Special Revenue Fund	$7,150	$36,000	$0	$0	$0	$0	$100	$0	$0	$43,250
Parks & Rec. Memorial Trust Fund	$235,000	$0	$0	$0	$0	$0	$1,000	$0	$0	$236,000
Northwest Health Foundation	$0	$0	$0	$0	$0	$0	$75,000	$0	$0	$75,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	$0	$0	$0	$0	$0	$0	$239,330	$120,000	$226,830	$586,160
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$210,000	$0	$0	$210,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$0	$0	$50	$0	$24,950	$25,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$262,850	$150,000	$0	$3,600	$0	$0	$40,750	$0	$0	$457,200
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$0	$0	$350,000	$350,000
Building Replacement Fund	$209,000	$0	$0	$500,000	$0	$0	$0	$0	$3,490,130	$4,199,130
PERMANAENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$1,300	$0	$0	$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	$427,740	$0	$0	$0	$6,383,490	$0	$6,250	$0	$0	$6,817,480
Water Construction Fund	$1,500,000	$0	$0	$0	$231,500	$0	$1,500	$5,326,000	$2,028,030	$9,087,030
Water Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sewer Operations Fund	$0	$0	$0	$0	$10,477,070	$0	$13,000	$95,000	$0	$10,585,070
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$5,000	$13,201,200	$0	$13,206,200
Sewer Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Filter Plant Operations Fund	$0	$0	$0	$0	$992,900	$0	$0	$0	$0	$992,900
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$0	$1,450,000	$0	$1,450,000
Sanitary/ Recycling Fund	$119,370	$0	$0	$52,500	$4,478,000	$0	$10,000	$0	$0	$4,659,870
Storm Water Fund	$351,850	$0	$0	$348,000	$2,433,400	$0	$750	$847,170	$0	$3,981,170
Transit Operations Fund	$0	$0	$0	$8,514,920	$200,000	$0	$28,290	$0	$0	$8,743,210
Mint Valley Golf Fund	$0	$0	$0	$0	$671,100	$0	$38,900	$0	$0	$710,000
Mint Valley Racquet Fund	$0	$0	$0	$0	$0	$0	$0	$0	$14,180	$14,180
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$0	$0	$0	$0	$0	$1,353,350	$0	$0	$1,353,350
Office Equipment Reserve Fund	$0	$0	$0	$9,000	$58,850	$0	$700	$0	$763,050	$831,600
Equipment Rental Operations Fund	$0	$0	$0	$0	$129,920	$0	$1,832,270	$0	$0	$1,962,190
Equipment Rental Reserve Fund	$0	$0	$0	$0	$0	$0	$988,410	$0	$0	$988,410
Facility Maintenance Fund	$0	$0	$0	$0	$0	$0	$570,420	$0	$0	$570,420
Unemployment Compensation Fund	$72,000	$0	$0	$0	$0	$0	$500	$0	$0	$72,500
Employee Benefits Reserve Fund	$193,600	$0	$0	$0	$0	$0	$108,900	$0	$0	$302,500
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$172,780	$0	$0	$38,500	$0	$0	$1,100	$0	$713,620	$926,000
TOTALS	$4,175,870	$25,080,080	$779,260	$14,167,080	$29,544,440	$896,720	$5,693,850	$21,039,370	$8,282,170	$109,658,840

Revenue Summary for 2013

Pie Chart Breakdown



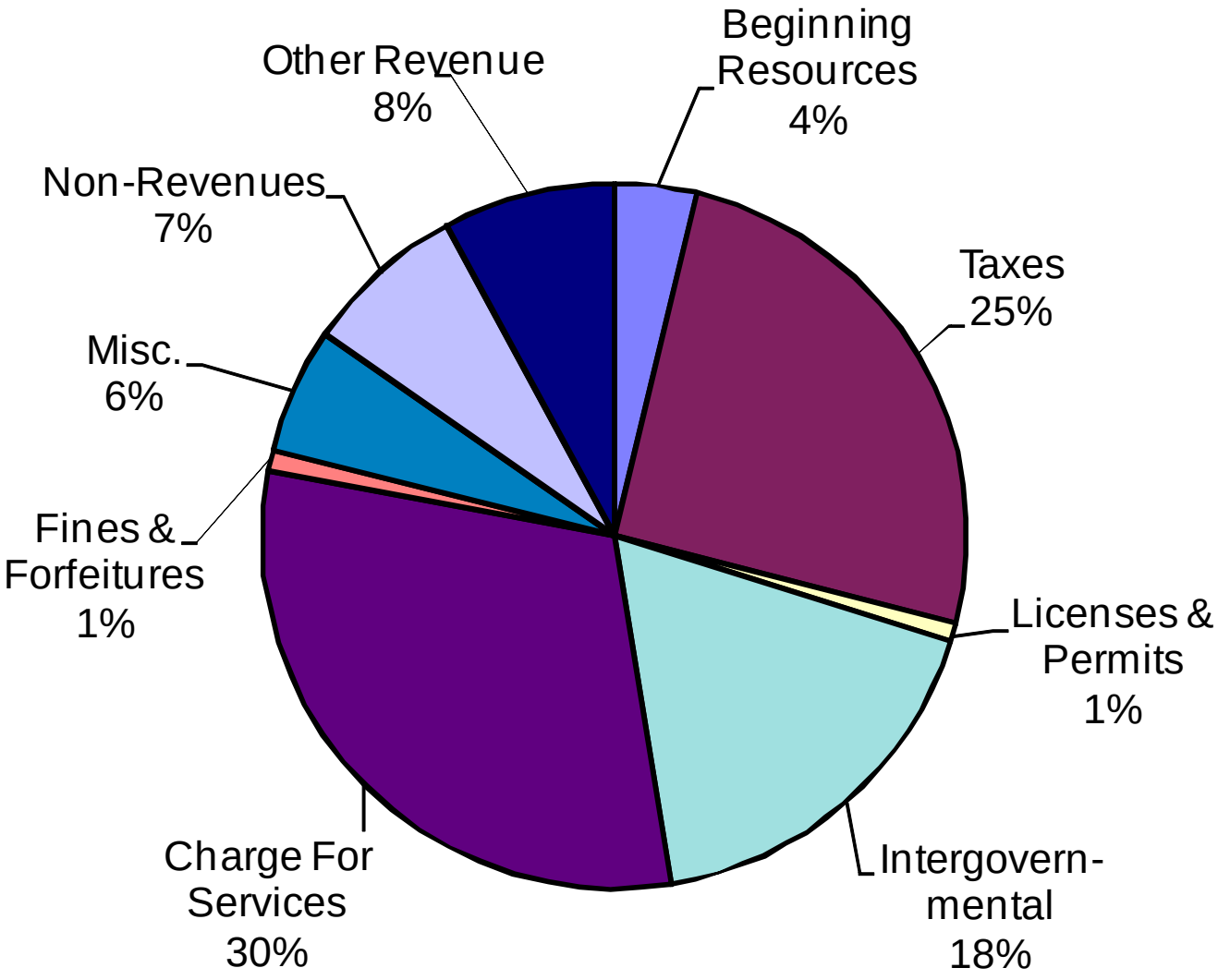
Revenue Summary for 2014

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	$880,110	$24,918,770	$837,280	$1,504,680	$3,484,500	$624,700	$140,610	$0	$0	$32,390,650
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$250,000	$0	$0	$6,897,830	$2,500	$0	$0	$0	$120,000	$7,270,330
Downtown Parking Fund	$69,680	$0	$0	$0	$0	$45,200	$3,080	$0	$0	$117,960
Economic Development Fund	$0	$462,000	$0	$0	$7,500	$0	$2,730	$0	$361,560	$833,790
HOME Fund	$0	$0	$0	$550,650	$32,500	$0	$100	$0	$0	$583,250
CDBG Entitlement Fund	$0	$0	$0	$385,000	$0	$0	$0	$0	$0	$385,000
Library Grant Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Criminal Justice Assistance Fund	$17,270	$0	$0	$614,360	$0	$0	$26,000	$0	$0	$657,630
Public Safety Fund	$0	$0	$0	$0	$0	$234,220	$0	$0	$0	$234,220
Tourism Special Revenue Fund	$8,100	$36,000	$0	$0	$0	$0	$100	$0	$0	$44,200
Parks & Rec. Memorial Trust Fund	$107,800	$0	$0	$0	$0	$0	$1,000	$0	$0	$108,800
Northwest Health Foundation	$0	$0	$0	$0	$0	$0	$65,000	$0	$0	$65,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	$0	$0	$0	$0	$0	$0	$234,330	$130,000	$234,730	$599,060
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$210,000	$0	$0	$210,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$0	$0	$50	$0	$24,950	$25,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$9,200	$150,000	$0	$3,700	$0	$0	$40,500	$0	$0	$203,400
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$0	$0	$3,350,000	$3,350,000
Building Replacement Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PERMANENT FUNDS:										
Library Trust Fund	$0	$0	$0	$0	$0	$0	$1,300	$0	$0	$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	$775,770	$0	$0	$0	$6,571,890	$0	$6,250	$0	$0	$7,353,910
Water Construction Fund	$1,000,000	$0	$0	$0	$486,300	$0	$1,500	$2,251,000	$2,202,560	$5,941,360
Water Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sewer Operations Fund	$0	$0	$0	$0	$10,770,440	$0	$13,000	$95,000	$0	$10,878,440
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$5,000	$3,463,230	$0	$3,468,230
Sewer Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Filter Plant Operations Fund	$0	$0	$0	$0	$1,006,560	$0	$0	$0	$0	$1,006,560
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$0	$750,000	$0	$750,000
Sanitary/ Recycling Fund	$142,060	$0	$0	$52,500	$4,615,000	$0	$10,000	$0	$0	$4,819,560
Storm Water Fund	$0	$0	$0	$248,000	$2,733,340	$0	$750	$847,170	$150,000	$3,979,260
Transit Operations Fund	$0	$0	$0	$7,431,850	$225,000	$0	$33,290	$0	$0	$7,690,140
Mint Valley Golf Fund	$10,570	$0	$0	$0	$678,830	$0	$38,900	$0	$0	$728,300
Mint Valley Racquet Fund	$0	$0	$0	$0	$0	$0	$0	$0	$14,380	$14,380
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$0	$0	$0	$0	$0	$0	$1,402,840	$0	$0	$1,402,840
Office Equipment Reserve Fund	$0	$0	$0	$9,000	$58,850	$0	$700	$0	$763,050	$831,600
Equipment Rental Operations Fund	$0	$0	$0	$0	$133,760	$0	$1,885,680	$0	$0	$2,019,440
Equipment Rental Reserve Fund	$0	$0	$0	$0	$0	$0	$1,009,510	$0	$0	$1,009,510
Facility Mainenance Fund	$0	$0	$0	$0	$0	$0	$584,780	$0	$0	$584,780
Unemployment Compensation Fund	$74,480	$0	$0	$0	$0	$0	$520	$0	$0	$75,000
Employee Benefits Reserve Fund	$212,750	$0	$0	$0	$0	$0	$112,250	$0	$0	$325,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$191,100	$0	$0	$40,000	$0	$0	$1,200	$0	$724,080	$956,380
TOTALS	$3,748,890	$25,566,770	$837,280	$17,737,570	$30,806,970	$904,120	$5,830,970	$7,536,400	$7,945,310	$100,914,280

Revenue Summary for 2014

Pie Chart Breakdown



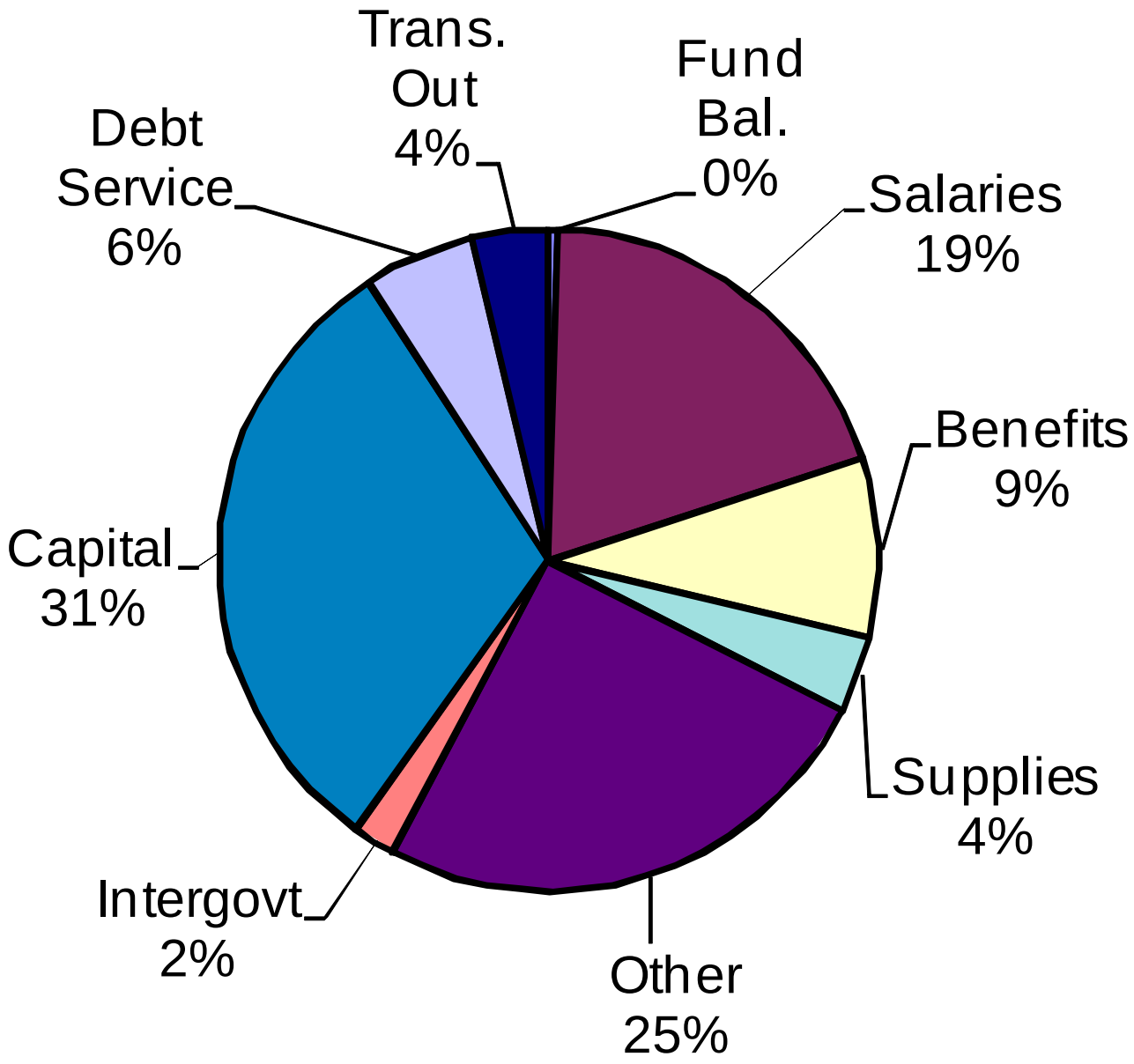
Expenditure Summary for 2013

By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	$0	$15,599,490	$5,815,890	$839,430	$5,482,850	$2,334,030	$84,520	$59,830	$1,361,340	$31,577,380
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$0	$0	$0	$0	$55,000	$0	$1,790,500	$35,330	$0	$1,880,830
Downtown Parking Fund	$0	$64,580	$32,880	$1,050	$16,820	$0	$300	$0	$0	$115,630
Economic Development Fund	$0	$38,820	$8,050	$850	$138,950	$0	$0	$693,910	$0	$880,580
HOME Fund	$0	$0	$0	$0	$539,500	$0	$0	$0	$0	$539,500
CDBG Entitlement Fund	$0	$0	$0	$0	$357,500	$0	$0	$0	$0	$357,500
Library Grant Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Criminal Justice Assistance Fund	$0	$386,420	$157,510	$28,350	$69,000	$0	$0	$0	$0	$641,280
Public Safety Fund	$0	$80,040	$36,280	$0	$112,700	$0	$0	$0	$0	$229,020
Tourism Special Revenue Fund	$0	$0	$0	$0	$43,250	$0	$0	$0	$0	$43,250
Parks & Rec. Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$236,000	$0	$0	$236,000
Northwest Health Foundation	$0	$0	$0	$0	$75,000	$0	$0	$0	$0	$75,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	$0	$0	$0	$0	$0	$0	$0	$586,160	$0	$586,160
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$0	$200,000	$10,000	$210,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$1,000	$0	$0	$0	$24,000	$25,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$0	$0	$0	$0	$0	$0	$457,200	$0	$0	$457,200
L.I.D. Construction Fund	$0	$0	$0	$0	$0	$0	$350,000	$0	$0	$350,000
Building Replacement Fund	$0	$0	$0	$0	$0	$0	$4,199,130	$0	$0	$4,199,130
PERMANENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$0	$0	$1,300	$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$1,059,640	$392,610	$1,204,810	$1,546,350	$0	$0	$295,350	$2,318,720	$6,817,480
Water Construction Fund	$0	$0	$0	$0	$0	$0	$5,894,100	$3,192,930	$0	$9,087,030
Water Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sewer Operations Fund	$0	$1,006,610	$400,640	$159,430	$7,922,130	$0	$0	$977,870	$118,390	$10,585,070
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$13,206,200	$0	$0	$13,206,200
Sewer Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Filter Plant Operations Fund	$0	$200,190	$71,030	$118,430	$589,180	$0	$0	$0	$14,070	$992,900
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$1,450,000	$0	$0	$1,450,000
Sanitary/ Recycling Fund	$0	$256,570	$118,800	$3,900	$4,227,110	$0	$0	$0	$53,490	$4,659,870
Storm Water Fund	$0	$885,270	$368,170	$49,510	$1,215,270	$0	$1,440,700	$0	$22,250	$3,981,170
Transit Operations Fund	$0	$854,990	$346,200	$77,290	$3,241,160	$0	$4,183,330	$0	$40,240	$8,743,210
Mint Valley Golf Fund	$0	$240,940	$85,140	$95,070	$260,870	$0	$0	$19,890	$8,090	$710,000
Mint Valley Racquet Fund	$0	$0	$0	$0	$14,180	$0	$0	$0	$0	$14,180
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$80,410	$143,530	$424,120	$8,080	$697,210	$0	$0	$0	$0	$1,353,350
Office Equipment Reserve Fund	$0	$0	$0	$444,500	$250,600	$0	$136,500	$0	$0	$831,600
Equipment Rental Operations Fund	$0	$368,960	$157,990	$1,059,570	$352,920	$0	$1,000	$0	$21,750	$1,962,190
Equipment Rental Reserve Fund	$459,860	$0	$0	$0	$4,500	$0	$524,050	$0	$0	$988,410
Facility Maintenance Fund	$0	$187,670	$72,450	$44,790	$257,720	$0	$0	$0	$7,790	$570,420
Unemployment Compensation Fund	$0	$0	$72,500	$0	$0	$0	$0	$0	$0	$72,500
Employee Benefits Reserve Fund	$0	$0	$250,000	$0	$52,500	$0	$0	$0	$0	$302,500
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$0	$28,060	$838,340	$100	$59,500	$0	$0	$0	$0	$926,000
TOTALS	$540,270	$21,401,780	$9,648,600	$4,135,160	$27,582,770	$2,334,030	$33,953,530	$6,061,270	$4,001,430	$109,658,840

Expenditure Summary for 2013

Pie Chart Breakdown



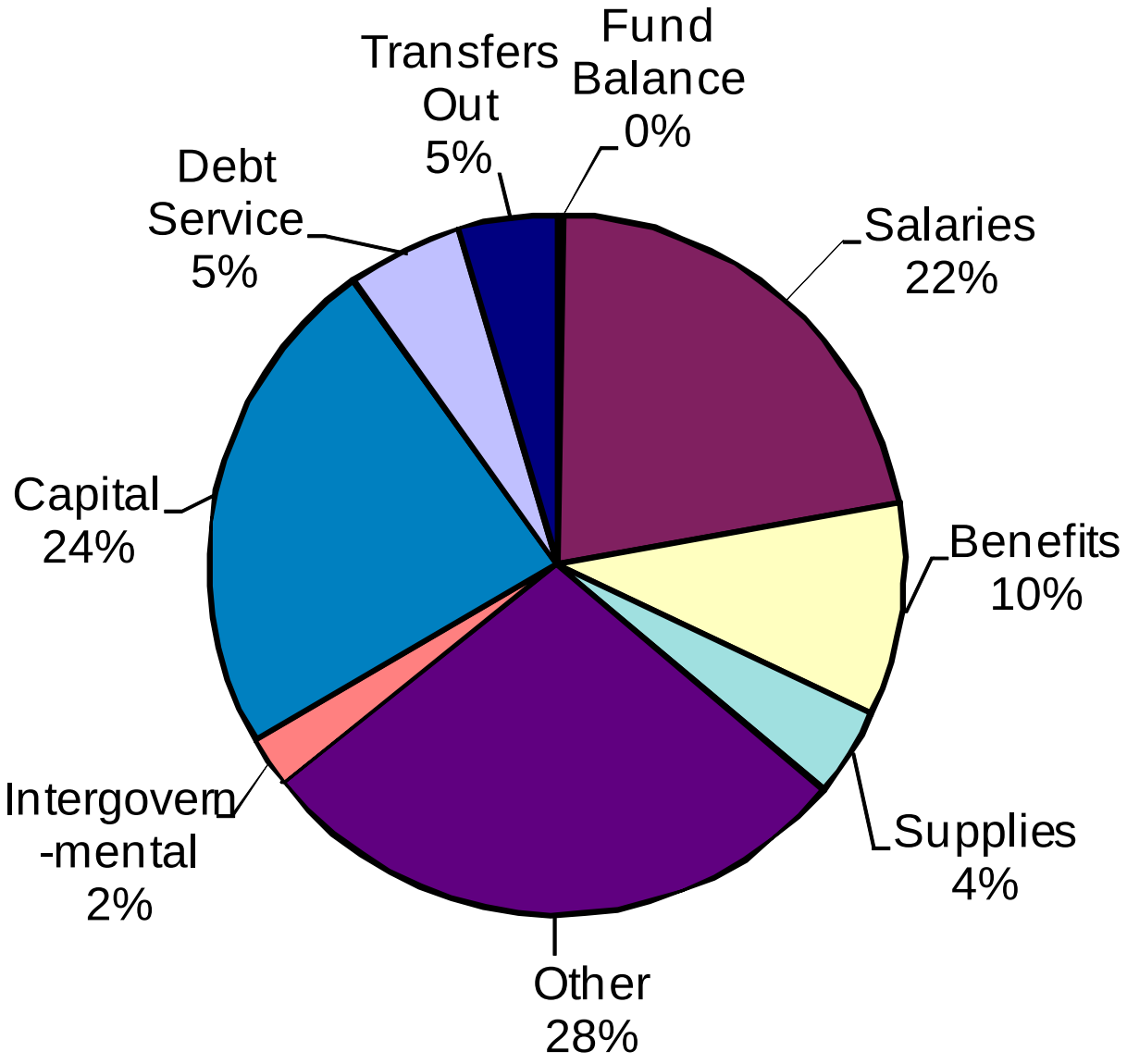
Expenditure Summary for 2014

By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	$0	$16,076,260	$5,915,120	$845,700	$5,642,730	$2,386,780	$84,520	$59,840	$1,379,700	$32,390,650
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	$0	$0	$0	$0	$55,000	$0	$7,030,000	$35,330	$150,000	$7,270,330
Downtown Parking Fund	$0	$65,880	$33,400	$1,050	$17,330	$0	$300	$0	$0	$117,960
Economic Development Fund	$0	$39,560	$8,600	$1,000	$92,750	$0	$0	$691,880	$0	$833,790
HOME Fund	$0	$0	$0	$0	$583,250	$0	$0	$0	$0	$583,250
CDBG Entitlement Fund	$0	$0	$0	$0	$385,000	$0	$0	$0	$0	$385,000
Library Grant Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Criminal Justice Assistance Fund	$0	$403,250	$158,390	$28,350	$67,640	$0	$0	$0	$0	$657,630
Public Safety Fund	$0	$84,080	$37,440	$0	$112,700	$0	$0	$0	$0	$234,220
Tourism Special Revenue Fund	$0	$0	$0	$0	$44,200	$0	$0	$0	$0	$44,200
Parks & Rec. Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$108,800	$0	$0	$108,800
Northwest Health Foundation	$0	$0	$0	$0	$65,000	$0	$0	$0	$0	$65,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	$0	$0	$0	$0	$0	$0	$0	$599,060	$0	$599,060
Special Assessment Bond Red. Fund	$0	$0	$0	$0	$0	$0	$0	$200,000	$10,000	$210,000
Special Assessment Guaranty Fund	$0	$0	$0	$0	$1,000	$0	$0	$0	$24,000	$25,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	$0	$0	$0	$0	$0	$0	$203,400	$0	$0	$203,400
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	$0	$0	$0	$0
PERMANENT FUNDS:										
Library Memorial Trust Fund	$0	$0	$0	$0	$0	$0	$0	$0	$1,300	$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	$0	$1,086,440	$405,870	$1,216,280	$1,601,920	$0	$0	$295,350	$2,748,050	$7,353,910
Water Construction Fund	$0	$0	$0	$0	$0	$0	$3,434,830	$2,506,530	$0	$5,941,360
Water Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sewer Operations Fund	$0	$1,039,300	$413,730	$156,430	$8,172,720	$0	$0	$977,870	$118,390	$10,878,440
Sewer Construction Fund	$0	$0	$0	$0	$0	$0	$3,468,230	$0	$0	$3,468,230
Sewer Depreciation Reserve Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Filter Plant Operations Fund	$0	$206,270	$73,740	$118,430	$594,050	$0	$0	$0	$14,070	$1,006,560
Filter Plant Construction Fund	$0	$0	$0	$0	$0	$0	$750,000	$0	$0	$750,000
Sanitary/ Recycling Fund	$0	$261,660	$120,880	$4,400	$4,379,130	$0	$0	$0	$53,490	$4,819,560
Storm Water Fund	$0	$906,600	$377,900	$49,620	$1,054,260	$0	$1,568,630	$0	$22,250	$3,979,260
Transit Operations Fund	$0	$889,810	$358,740	$34,390	$3,482,130	$0	$2,884,830	$0	$40,240	$7,690,140
Mint Valley Golf Fund	$0	$247,880	$88,580	$95,070	$268,690	$0	$0	$19,990	$8,090	$728,300
Mint Valley Racquet Fund	$0	$0	$0	$0	$14,380	$0	$0	$0	$0	$14,380
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	$68,410	$147,240	$451,000	$8,080	$728,110	$0	$0	$0	$0	$1,402,840
Office Equipment Reserve Fund	$10,000	$0	$0	$499,500	$256,900	$0	$65,200	$0	$0	$831,600
Equipment Rental Operations Fund	$0	$378,880	$162,110	$1,086,560	$369,140	$0	$1,000	$0	$21,750	$2,019,440
Equipment Rental Reserve Fund	$268,620	$0	$0	$0	$4,500	$0	$736,390	$0	$0	$1,009,510
Facility Maintenance Fund	$0	$191,420	$74,720	$44,790	$266,060	$0	$0	$0	$7,790	$584,780
Unemployment Compensation Fund	$0	$0	$75,000	$0	$0	$0	$0	$0	$0	$75,000
Employee Benefits Reserve Fund	$0	$0	$270,000	$0	$55,000	$0	$0	$0	$0	$325,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	$0	$28,620	$868,160	$100	$59,500	$0	$0	$0	$0	$956,380
TOTALS	$347,030	$22,053,150	$9,893,380	$4,189,750	$28,373,090	$2,386,780	$23,686,130	$5,385,850	$4,599,120	$100,914,280

Expenditure Summary for 2014

Pie Chart Breakdown

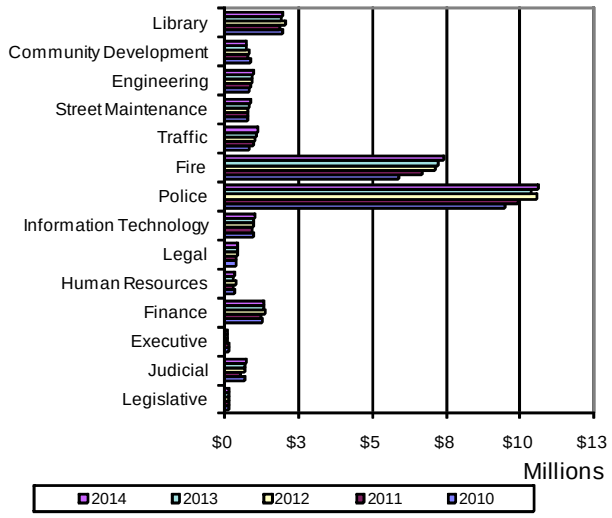


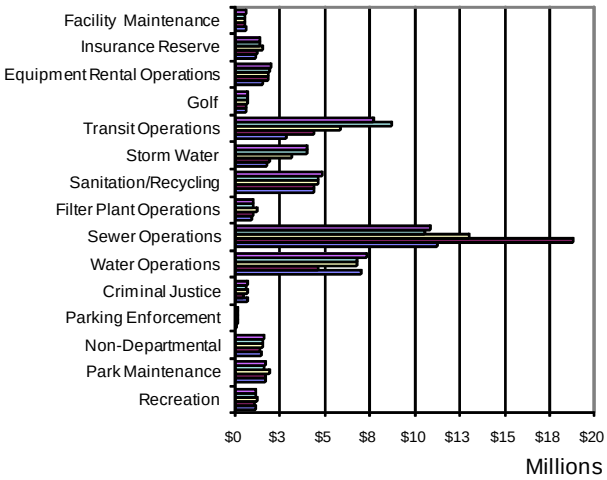
Expenditure Comparisons by Fund

Fund	2011 Actual	2012 Budget	2013 Budget	2014 Budget
GENERAL FUND:				
General Fund	$29,919,540	$32,239,360	$31,577,380	$32,390,650
SPECIAL REVENUE FUNDS:				
Arterial Street Fund	$1,817,070	$250,000	$1,880,830	$7,270,330
Downtown Parking Fund	$119,780	$145,770	$115,630	$117,960
Economic Development Fund	$1,228,150	$1,076,730	$880,580	$833,790
HOME Fund	$557,380	$590,040	$539,500	$583,250
CDBG Entitlement Fund	$258,390	$181,860	$357,500	$385,000
Library Grant Fund	$0	$14,000	$0	$0
Criminal Justice Assistance Fund	$427,260	$652,120	$641,280	$657,630
Public Safety Fund	$505,020	$372,500	$229,020	$234,220
Tourism Special Revenue Fund	$40,880	$30,000	$43,250	$44,200
Parks & Rec. Memorial Trust Fund	$10,000	$10,000	$236,000	$108,800
Northwest Health Foundation	$75,250	$0	$75,000	$65,000
DEBT SERVICE FUNDS:				
2007 L.T.G.O. Bond Fund	$562,060	$566,660	$586,160	$599,060
Spec. Assess. Bond Red. Fund	$62,870	$260,000	$210,000	$210,000
Spec. Assess. Guaranty Fund	$5,810	$38,000	$25,000	$25,000
CAPITAL PROJECTS FUNDS:				
Capital Projects Fund	$483,470	$209,000	$457,200	$203,400
L.I.D. Construction Fund	$0	$350,000	$350,000	$3,350,000
Building Replacement Fund	$0	$2,500	$4,199,130	$0
PERMANENT FUNDS:				
Library Trust Fund	$1,110	$1,300	$1,300	$1,300
ENTERPRISE FUNDS:				
Water Operations Fund	$4,617,830	$6,753,470	$6,817,480	$7,353,910
Water Construction Fund	$10,750,750	$12,625,590	$9,087,030	$5,941,360
Water Depreciation Reserve Fund	$310,750	$0	$0	$0
Sewer Operations Fund	$18,842,080	$13,006,550	$10,585,070	$10,878,440
Sewer Construction Fund	$14,549,090	$12,770,000	$13,206,200	$3,468,230
Sewer Depreciation Reserve Fund	$9,834,010	$0	$0	$0
Filter Plant Operations Fund	$974,190	$1,209,940	$992,900	$1,006,560
Filter Plant Construction Fund	$11,621,700	$13,260,000	$1,450,000	$750,000
Sanitary/Recycling Fund	$4,387,750	$4,621,050	$4,659,870	$4,819,560
Storm Water Fund	$1,889,410	$3,133,230	$3,981,170	$3,979,260
Transit Operations Fund	$4,399,200	$5,855,710	$8,743,210	$7,690,140
Mint Valley Golf Fund	$612,880	$692,010	$710,000	$728,300
Mint Valley Racquet Fund	$23,390	$10,140	$14,180	$14,380
INTERNAL SERVICE FUNDS:				
Insurance Reserve Fund	$1,240,950	$1,556,310	$1,353,350	$1,402,840
Office Equipment Reserve Fund	$522,160	$904,000	$831,600	$831,600
Equipment Rental Operations Fund	$1,814,770	$1,860,390	$1,962,190	$2,019,440
Equipment Rental Reserve Fund	$1,600,530	$1,320,200	$988,410	$1,009,510
Facility Maintenance Fund	$506,550	$570,340	$570,420	$584,780
Unemployment Compensation Fund	$68,690	$62,500	$72,500	$75,000
Employee Benefits Reserve Fund	$178,140	$517,000	$302,500	$325,000
FIDUCIARY FUNDS:				
Firemen's Pension Fund	$756,650	$974,070	$926,000	$956,380
TOTALS	$125,575,510	$118,692,340	$109,658,840	$100,914,280

Expenditure Comparisons by Department

Department	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Budget
Legislative	$158,460	$157,010	$168,650	$175,960	$177,650
Judicial	$698,090	$560,100	$700,210	$720,160	$770,260
Executive	$150,620	$148,070	$103,040	$103,070	$105,390
Finance	$1,277,160	$1,244,490	$1,386,680	$1,324,990	$1,352,750
Human Resources	$337,840	$325,580	$383,500	$326,330	$334,570
Legal	$381,960	$398,810	$439,900	$443,610	$459,940
Information Technology	$998,850	$966,890	$1,017,240	$1,008,010	$1,030,010
Police	$9,473,310	$9,911,110	$10,562,970	$10,392,220	$10,605,890
Fire	$5,896,090	$6,697,890	$7,132,040	$7,205,840	$7,415,380
Traffic	$865,980	$972,230	$1,038,540	$1,080,460	$1,130,370
Street Maintenance	$802,080	$812,790	$815,210	$855,430	$893,410
Engineering	$825,670	$901,900	$933,670	$969,150	$991,300
Community Development	$898,770	$802,450	$840,460	$752,520	$767,590
Library	$1,951,830	$1,861,120	$2,059,360	$1,908,540	$1,957,450
Recreation	$1,130,920	$1,066,300	$1,207,520	$1,132,700	$1,161,230
Park Maintenance	$1,701,250	$1,692,440	$1,890,740	$1,626,250	$1,655,570
Non-Departmental	$1,473,660	$1,400,360	$1,559,630	$1,552,140	$1,581,890
Parking Enforcement	$101,950	$119,780	$145,770	$115,630	$117,960
Criminal Justice	$656,770	$427,260	$652,120	$641,280	$657,630
Water Operations	$6,979,580	$4,617,830	$6,753,470	$6,817,480	$7,353,910
Sew er Operations	$11,241,570	$18,842,080	$13,006,550	$10,585,070	$10,878,440
Filter Plant Operations	$951,000	$974,190	$1,209,940	$992,900	$1,006,560
Sanitation/Recycling	$4,374,090	$4,387,750	$4,621,050	$4,659,870	$4,819,560
Storm Water	$1,738,020	$1,889,410	$3,133,230	$3,981,170	$3,979,260
Transit Operations	$2,846,580	$4,399,200	$5,855,710	$8,743,210	$7,690,140
Golf	$588,680	$612,880	$692,010	$710,000	$728,300
Equipment Rental Operations	$1,534,460	$1,814,770	$1,860,390	$1,962,190	$2,019,440
Insurance Reserve	$1,154,400	$1,240,950	$1,556,310	$1,353,350	$1,402,840
Facility Maintenance	$590,360	$506,550	$570,340	$570,420	$584,780





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 2011 debt limit based on its current Property Valuation (2011 assessment for 2012 collection) is: $2,703,686,847

INDEBTEDNESS FOR GENERAL PURPOSES

NON-VOTED DEBT LIMITS			
Limit without vote (1.5% of assessed value)			40,555,303
General obligation bonds outstanding	$14,515,000		
Other general obligation debt	1,190,534		
Total general obligation debt		$15,705,534	
Total GO debt reduced by:			
Applicable governmental fund assets available		(13,070,664)	
Applicable proprietary fund assets available		(111,265)	
Net outstanding non-voted debt			2,523,605
REMAINING NON-VOTED DEBT CAPACITY			$38,031,698

Financial Summary

VOTED DEBT LIMITS		
Limit with vote (2.5% of assessed value)		$67,592,171
Less: Net outstanding non-voted debt		2,523,605
Voted general obligation bonds outstanding	$0	
Reduced by applicable funds available	0	
Net outstanding voted debt		0
REMAINING VOTED DEBT CAPACITY		$65,068,566

INDEBTEDNESS FOR UTILITY PURPOSES	
Limit with vote (2.5% of assessed value)	$67,592,171
Less: Total net general purpose debt	2,523,605
REMAINING VOTED UTILITY DEBT CAPACITY	$65,068,566

INDEBTEDNESS FOR PARKS AND OPEN SPACES	
Limit with vote (2.5% of assessed value)	$67,592,171
Less: Total net general and utility purpose debt	2,523,605
REMAINING VOTED PARKS AND OPEN SPACES DEBT CAPACITY	$65,068,566

Schedule of Long-Term Debt for the period ending December 31, 2011

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
2012	$535,000	$596,264	$189,976	$36,035
2013	$570,000	$580,762	$192,158	$31,044
2014	$600,000	$563,777	$194,463	$25,929
2015	$635,000	$545,097	$163,574	$20,683
2016	$475,000	$522,572	$166,147	$15,967
2017-21	$2,455,000	$2,323,469	$284,217	$20,232
2022-26	$3,580,000	$1,653,084	$0	$0
2027-31	$3,685,000	$867,725	$0	$0
2032-35	$1,980,000	$170,590	$0	$0
	$14,515,000	$7,823,340	$1,190,535	$149,890

General Obligation Bonds & Other General Obligation Debt

On December 31, 2011, the City had $14,515,000 in non-voted LTGO bond liabilities for bonds issued for funding the acquisition and renovation of the Police Department; a 100 foot aerial ladder truck for the Fire Department; development of the Mint Farm Industrial Park; Library renovation; Golf Course cart paths and capital improvements at the Columbia Theatre. General obligation bonds outstanding as of December 31, 2011, are as follows:

$8,095,000 - 2007 Limited Tax General Obligation
2007 Public Facilities District/Columbia Theatre serial bonds due in installments of $105,000 to $510,000 through June 1, 2032 with interest at 4.00% to 5.00%. $7,325,000

$7,455,000 - 2010 Limited Tax General Obligation
2004 Mint Farm Industrial Park serial bonds due in installments of $115,000 to $435,000 through December 1, 2035 with interest at 3.10% to 5.30%. $7,190,000

Total General Obligation Bonds Outstanding ***$14,515,000***

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, 2011, the amount outstanding on these obligations was $1,190,535. Outstanding Other General Obligation Debt as of December 31, 2011, was as follows:

$626,398 - Public Works Trust Fund Loan
Proceeds were utilized to fund traffic signal upgrades at numerous intersections throughout Longview. Annual interest payments of 2% per annum on outstanding principal balance with final payment due July 1, 2014. Payment for this Public Works Trust Fund Loan is provided by the Arterial Street Fund. $99,978

$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. $642,857

$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. $334,040

$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. $113,660

Total Other General Obligation Debt Outstanding ***$1,190,535***

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
2012	$1,000,000	$55,000	$1,014,763	$282,321
2013	$0	$0	$982,505	$267,775
2014	$0	$0	$982,505	$253,205
2015	$0	$0	$982,505	$238,635
2016	$0	$0	$982,505	$224,068
2017-21	$0	$0	$4,912,524	$901,781
2022-26	$0	$0	$4,871,667	$537,535
2027-31	$0	$0	$3,142,950	$184,178
	$1,000,000	$55,000	$17,871,924	$2,889,498

Revenue Bonds & Other Enterprise Debt

Revenue Bonds: The City of Longview is authorized under the laws of the State of Washington to issue revenue bonds. Revenue bonds are used for the purpose of financing various enterprise activities and are secured by the revenues collected from ratepayers. Total outstanding Revenue bonds as of December 31, 2011, amounted to $1,000,000. These bonds are payable through 2012. Payment for outstanding revenue bond debt is provided by the Water/Sewer Fund.

$3,910,000 – 2005 Water-Sewer Revenue Refunding Bonds due in annual installments beginning December 1, 2009 of $910,000 to $1,000,000 through December 1, 2012 with interest rates from 4.00% to 5.50% $1,000,000

Total Revenue Bonds Outstanding ***$1,000,000***

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, 2011 the amount outstanding for other enterprise debt was $17,871,924 as follows:

$661,500 - Timber Public Works Trust Fund Loan. Proceeds were utilized to fund the construction of the Tennant Way Sewer main. Annual interest payments of 2% per annum on outstanding principal balance with final payment due July 1, 2012. ..... $32,260

$750,000 - 2005 Public Works Trust Fund Loan. Proceeds were utilized to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual installments beginning July 1, 2005, through July 1, 2010, interest at ½% per annum. $572,001

$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. ..... $907,163

$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. ..... $907,163

$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. ..... $2,972,025

$4,193,183 - 2011 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028. ..... $4,083,616

$8,397,696 - 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. ..... $8,397,696

Total Other Enterprise Debt $17,871,924

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, 2011, totaled $39,000.

$850,441 – 2002 Local Improvement District No. 343 term bonds due September, 2014, interest at 2% - 4.625% $10,000

$49,300 – 2004 Local Improvement District No. 344 term bonds due September, 2016, interest at 3.75% $9,000

Financial Summary

$61,710 – 2004 Local Improvement District No. 345 term bonds due September, 2016, interest at 3.75% $13,000

$30,361 – 2004 Local Improvement District No. 346 term bonds due September, 2016, interest at 3.75% $7,000

Total Local Improvement District Bonds Outstanding $39,000

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

SPECIAL ASSESSMENT DEBT

Year ending	Bonds	
December, 31	Principal	Interest
2012	$17,000	$1,550
2013	$7,000	$825
2014	$6,000	$563
2015	$5,000	$337
2016	$4,000	$150
	$39,000	$3,425

Fund Budget Structure

Details of the fund structures for the budget start on page 41. In the sections that follow the financial summary, individual funds are accounted for beginning with the General Fund. All fund sections are indicated by dark orange tabs, and each City department is represented by a light orange tab.

Revenues

Total All Funds							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Taxes	$24,057,440	$25,175,090	$25,080,080	-0.4%	$25,566,770	1.9%	$50,646,850
Licenses & Permits	$761,180	$929,020	$779,260	-16.1%	$837,280	7.4%	$1,616,540
Intergovernmental	$10,345,920	$9,335,460	$14,167,080	51.8%	$17,737,570	25.2%	$31,904,650
Charges for Services	$28,500,650	$31,510,820	$29,544,440	-6.2%	$30,806,970	4.3%	$60,351,410
Fines & Forfeits	$1,143,680	$1,118,190	$896,720	-19.8%	$904,120	0.8%	$1,800,840
Miscellaneous	$5,576,850	$5,992,300	$5,693,850	-5.0%	$5,830,970	2.4%	$11,524,820
Non-Revenues	$16,664,700	$22,666,890	$21,039,370	-7.2%	$7,536,400	-64.2%	$28,575,770
Other Financing Sources	$30,156,698	$19,598,490	$8,282,170	-57.7%	$7,945,310	-4.1%	$16,227,480
Beg Resources Req to Balance	$0	$2,366,080	$4,175,870	76.5%	$3,748,890	-10.2%	$7,924,760
TOTAL REVENUES	$117,207,118	$118,692,340	$109,658,840	-7.6%	$100,914,280	-8.0%	$210,573,120

Expenditures

Total All Funds							
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Cont to End Fund Balance	$0	$220,890	$540,270	144.6%	$347,030	-35.8%	$887,300
Salaries & Wages	$19,511,560	$20,837,450	$21,401,780	2.7%	$22,053,150	3.0%	$43,454,930
Personnel Benefits	$8,959,200	$10,617,300	$9,648,600	-9.1%	$9,893,380	2.5%	$19,541,980
Supplies	$3,339,210	$3,756,400	$4,135,160	10.1%	$4,189,750	1.3%	$8,324,910
Other Services & Charges	$26,379,880	$25,601,150	$27,582,770	7.7%	$28,373,090	2.9%	$55,815,860
Intergovernmental	$2,376,820	$2,494,680	$2,334,030	-6.4%	$2,386,780	2.3%	$4,860,810
Capital Outlay	$31,039,410	$33,202,480	$33,953,530	2.3%	$23,686,130	-30.2%	$57,639,660
Debt Service	$3,977,610	$3,132,440	$6,061,270	93.5%	$5,385,850	-11.1%	$11,447,120
Interfund Transfers	$29,991,820	$18,829,550	$4,001,430	-78.7%	$4,599,120	14.9%	$8,600,550
TOTAL EXPENDITURES	$125,575,510	$118,692,340	$109,658,840	-7.6%	$100,914,280	-8.0%	$210,573,120

For Your Notes...

The General Fund

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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.

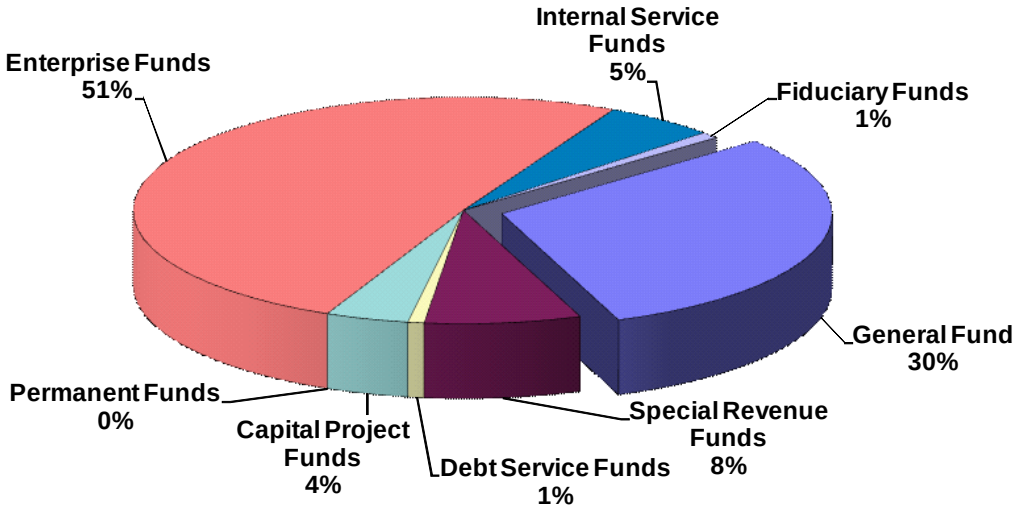
The following City services are accounted for under the General Fund and are described in detail on the following pages :

- 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	$5,100,000
2013/2014 Estimated Revenue	$62,535,930
Beginning Cash Required for Operations	$1,432,100
Total 2013/2014 Revenue	$63,968,030
2013/2014 Estimated Expenditures	$63,968,030
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$63,968,030
Estimated Ending Fund Balance	$3,667,900

Breakdown of 2013/2014 Budget by Fund



2013/2014 General Fund Summary

Revenue

General Fund							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Taxes	$23,412,370	$24,567,750	$24,437,330	-0.5%	$24,918,770	2.0%	$49,356,100
Licenses & Permits	$761,180	$929,020	$779,260	-16.1%	$837,280	7.4%	$1,616,540
Intergovernmental	$1,679,150	$1,974,450	$1,607,240	-18.6%	$1,504,680	-6.4%	$3,111,920
Charges for Services	$3,116,600	$3,071,930	$3,448,210	12.2%	$3,484,500	1.1%	$6,932,710
Fines & Forfeits	$579,300	$679,690	$618,500	-9.0%	$624,700	1.0%	$1,243,200
Miscellaneous	$161,140	$133,710	$134,850	0.9%	$140,610	4.3%	$275,460
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$6,920	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$882,810	$551,990	0.0%	$880,110	59.4%	$1,432,100
TOTAL REVENUES	$29,716,660	$32,239,360	$31,577,380	-2.1%	$32,390,650	2.6%	$63,968,030

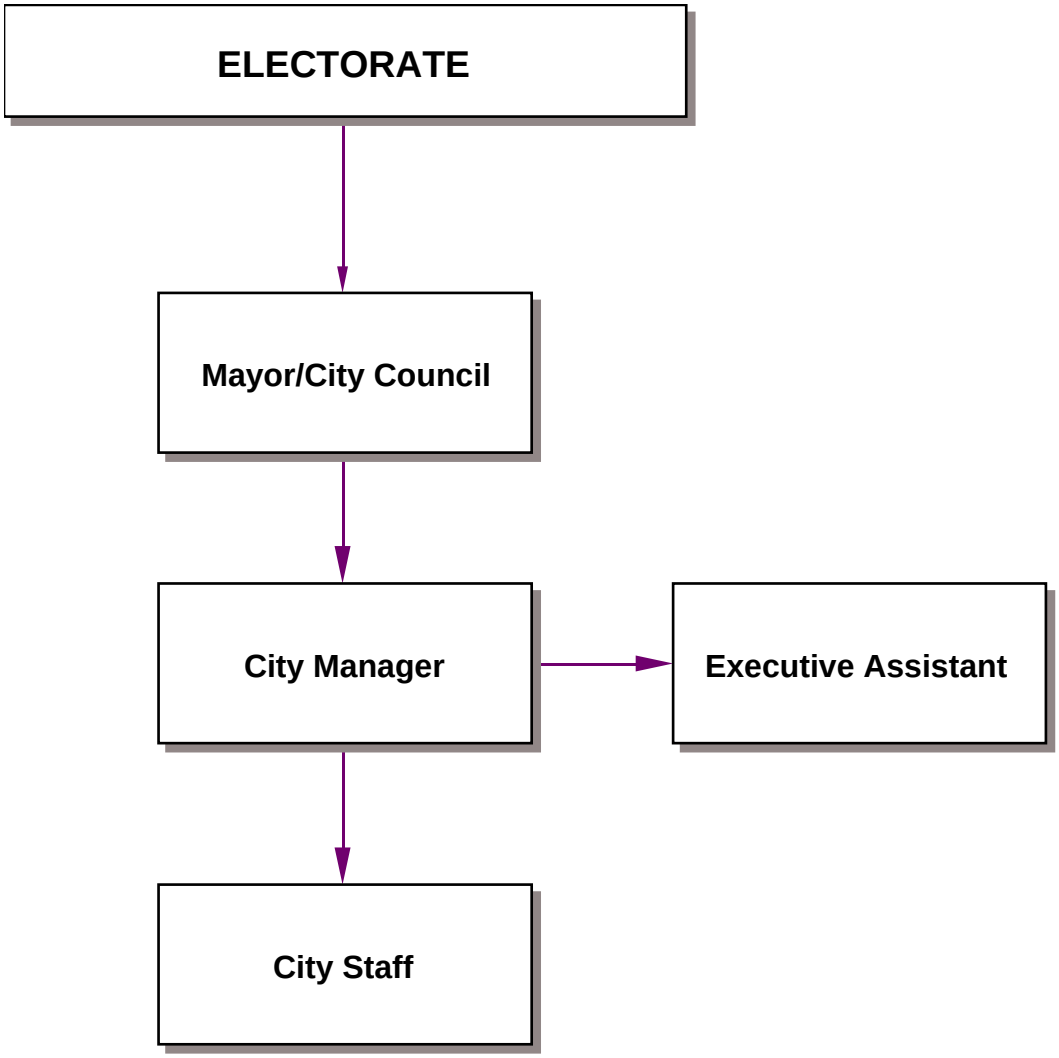
Expenditures

General Fund							
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$14,856,210	$15,439,550	$15,599,490	1.0%	$16,076,260	3.1%	$31,675,750
Personnel Benefits	$5,854,790	$6,463,460	$5,815,890	-10.0%	$5,915,120	1.7%	$11,731,010
Supplies	$727,200	$789,050	$839,430	6.4%	$845,700	0.7%	$1,685,130
Other Services & Charges	$4,843,100	$5,420,110	$5,482,850	1.2%	$5,642,730	2.9%	$11,125,580
Intergovernmental	$2,099,160	$2,494,680	$2,334,030	-6.4%	$2,386,780	2.3%	$4,720,810
Capital Outlay	$154,610	$84,920	$84,520	-0.5%	$84,520	0.0%	$169,040
Debt Service	$59,530	$182,160	$59,830	-67.2%	$59,840	0.0%	$119,670
Interfund Transfers	$1,324,940	$1,365,430	$1,361,340	-0.3%	$1,379,700	1.3%	$2,741,040
TOTAL EXPENDITURES	$29,919,540	$32,239,360	$31,577,380	-2.1%	$32,390,650	2.6%	$63,968,030

General Fund

Organization Chart

Legislative



Expenditure Summary

Department Summary: Legislative

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$112,640	$113,300	$114,360	0.9%	$115,190	0.7%	$229,550
Personnel Benefits	$26,390	$23,690	$24,810	4.7%	$25,420	2.5%	$50,230
Supplies	$4,140	$3,900	$4,880	25.1%	$4,880	0.0%	$9,760
Other Services & Charges	$13,840	$27,760	$31,910	14.9%	$32,160	0.8%	$64,070
TOTAL EXPENDITURES	$157,010	$168,650	$175,960	4.3%	$177,650	1.0%	$353,610

Program Descriptions - Initiatives - Performance Measures

City Council $353,610

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.

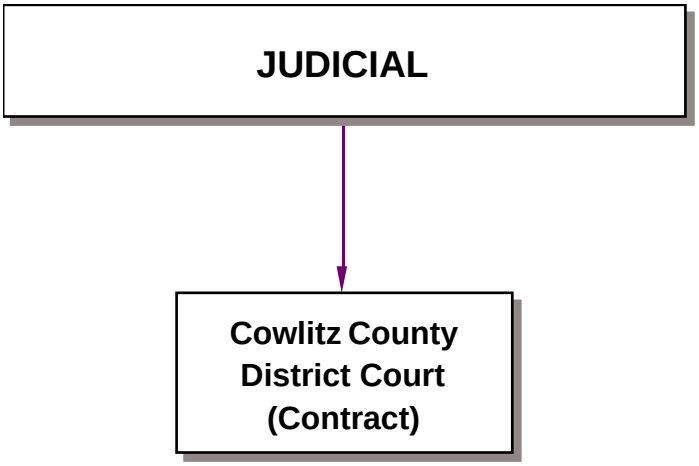
Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
Number of regular Council meetings	23	23	23	23
Number of special Council meetings	0	0	0	0
Number of workshops, retreats and joint special meetings	18	18	18	18

TOTAL FOR ALL PROGRAMS $353,610

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

Organization Chart

Judicial



Expenditure Summary

Department Summary: Judicial

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Supplies	$3,290	$720	$720	0.0%	$720	0.0%	$1,440
Other Services & Charges	$280,370	$302,640	$349,440	15.5%	$369,840	5.8%	$719,280
Intergovernmental	$276,440	$396,850	$370,000	-6.8%	$399,700	8.0%	$769,700
TOTAL EXPENDITURES	$560,100	$700,210	$720,160	2.8%	$770,260	7.0%	$1,490,420

Program Descriptions - Initiatives - Performance Measures

Longview Municipal Court $1,490,420

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)*

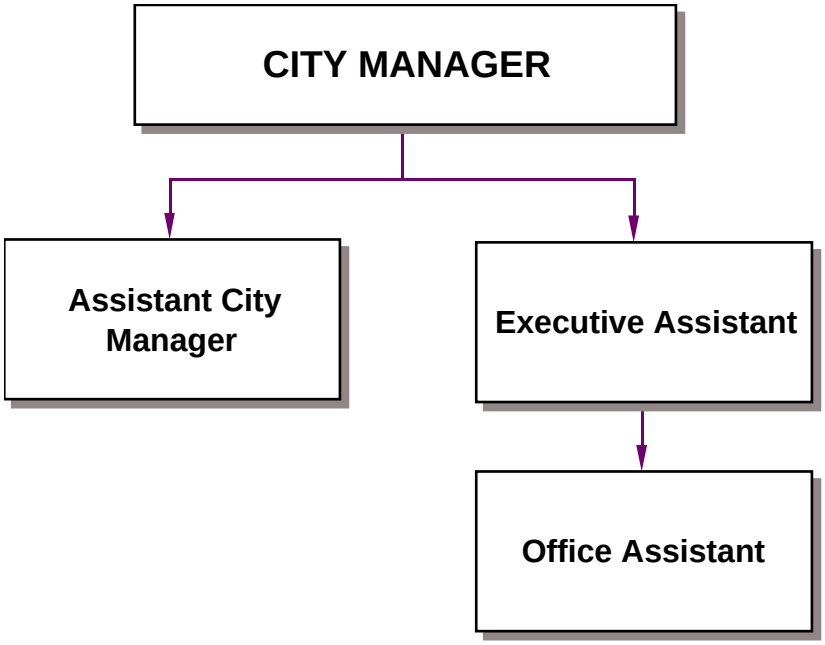
A Municipal Court adjudication

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Criminal filings	2,221	3,453	2,831	3,288
A	Civil infraction filings	2,807	6,196	5,267	5,900

TOTAL FOR ALL PROGRAMS $1,490,420

Organization Chart

Executive



Expenditure Summary

Department Summary: Executive

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$106,310	$67,230	$68,930	2.5%	$70,290	2.0%	$139,220
Personnel Benefits	$31,510	$23,280	$21,820	-6.3%	$22,630	3.7%	$44,450
Supplies	$1,810	$3,570	$3,600	0.8%	$3,600	0.0%	$7,200
Other Services & Charges	$8,440	$8,960	$8,720	-2.7%	$8,870	1.7%	$17,590
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$148,070	$103,040	$103,070	0.0%	$105,390	2.3%	$208,460

Program Descriptions - Initiatives - Performance Measures

Executive Administration $208,460

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)*

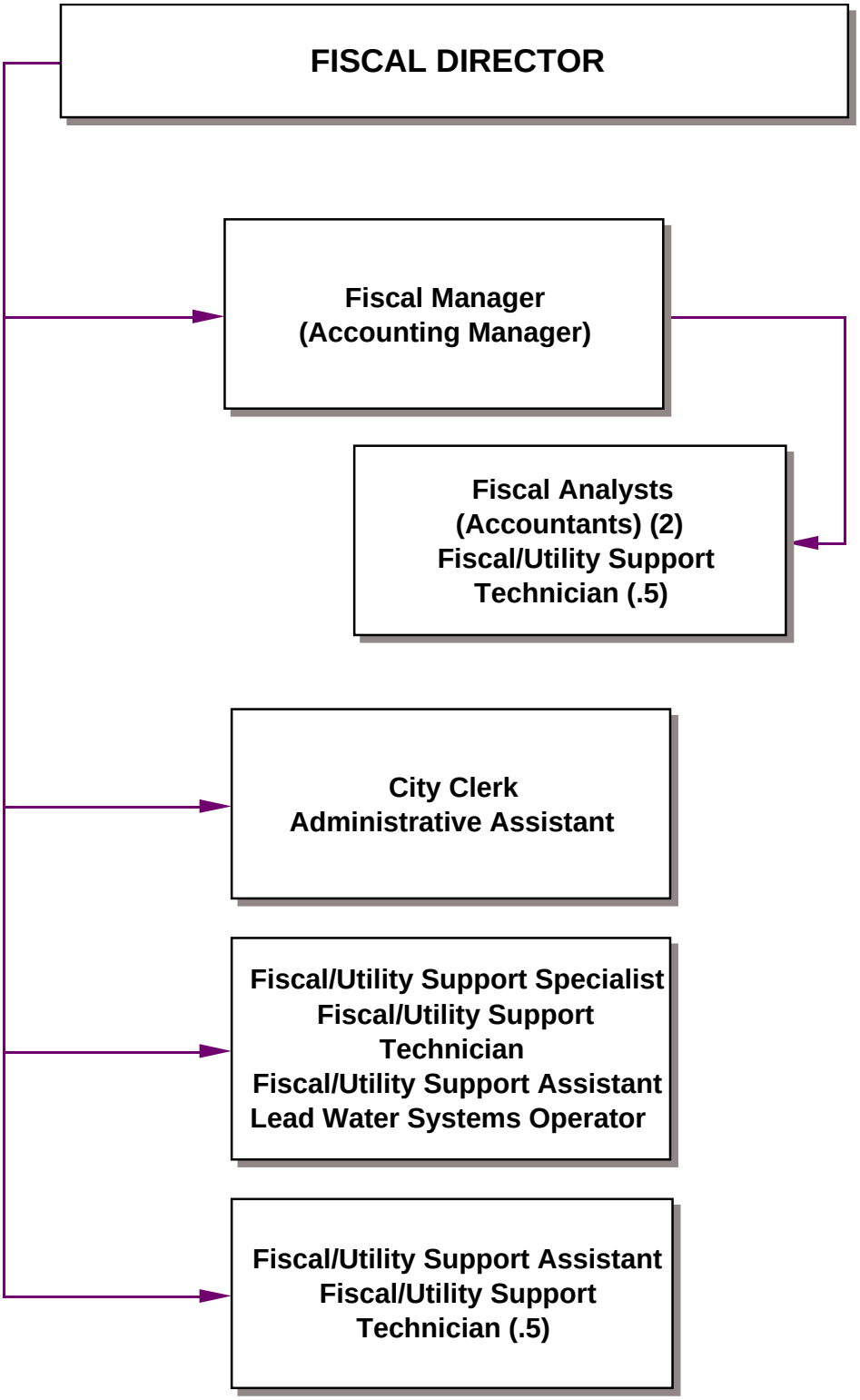
A Carry out Council goals
B Deliver City services per available City resources
C Coordinate and promote internal and external communications for the City

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of Council goals achieved	90%	90%	90%	90%
B	Percent of services provided operated within budgeted resources	100%	100%	100%	100%
C	Number of press releases disseminated	115	115	100	100
C	Number of service requests resolved through AskLongview	948	1,025	1,000	1,000
C	Number of online surveys conducted and analyzed	6	4	5	5

TOTAL FOR ALL PROGRAMS $208,460

Organization Chart

Finance



Expenditure Summary

Department Summary: Finance

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$639,960	$664,200	$671,160	1.0%	$686,340	2.3%	$1,357,500
Personnel Benefits	$257,060	$303,580	$257,910	-15.0%	$264,990	2.7%	$522,900
Supplies	$38,630	$44,600	$43,300	-2.9%	$44,350	2.4%	$87,650
Other Services & Charges	$298,050	$374,300	$352,620	-5.8%	$357,070	1.3%	$709,690
Capital Outlay	$10,790	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,244,490	$1,386,680	$1,324,990	-4.4%	$1,352,750	2.1%	$2,677,740

Program Descriptions - Initiatives - Performance Measures

Financial Management $1,412,185

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	2011 Actual	2012 Target	2013 Target	2014 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)	$27.9	$30.9	$29.5	$30.2
D Number of accounts payable checks issued	7,562	7,625	7,550	7,450
E Number of active Local Improvement Districts	4	5	5	5

Utilities Customer Service $910,880

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Utility service order requests processed	3,846	4,000	4,120	4,200
A	New utility service connections processed	23	20	25	30
B	Number of water utility accounts serviced	12,856	12,875	12,900	12,930
B	Number of sewer utility accounts serviced	13,377	13,400	13,420	13,450
C	Delinquent utility notices processed	4,638	4,625	4,600	4,550
C	Disconnects processed	663	680	665	670

Business Licensing/B&O Tax Administration $227,812

The Business Licensing/Business & Occupation (B&O) Tax program of the Finance Department is responsible for the issuance of business licenses and the administration of business and occupation tax regulations. Basic responsibilities include mailing quarterly billings, receipting B&O taxes, and maintaining the B&O tax and license files for approximately 3,000 licensed businesses registered with the City of Longview.

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of business licenses issued	3,900	3,920	3,950	3,975
B	Number of B&O tax mailings and filings processed	11,364	11,450	11,475	11,500

City Clerk's Office $126,863

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)*

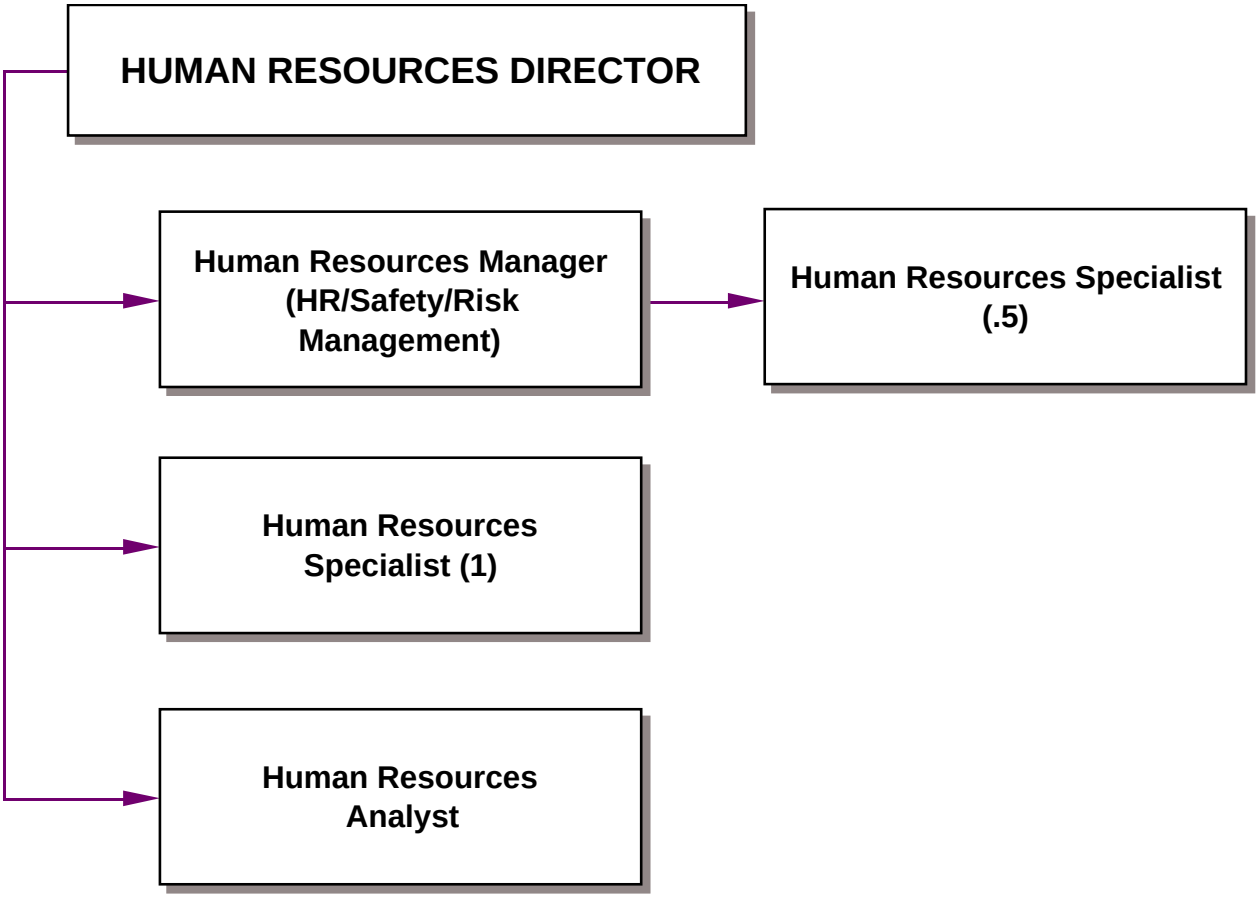
A Provide responsive service to staff and the public
B Record and transcribe council minutes
C Maintain official files of the City
D Publish required notices

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of requests for public disclosure	106	115	120	125
B	Number of Council minutes published; includes workshops & exec sessions	53	60	60	60
C	Number of ordinances processed	33	35	38	38
C	Number of resolution processed	33	40	38	38

TOTAL FOR ALL PROGRAMS $2,677,740

Organization Chart

Human Resources



Expenditure Summary

Department Summary: Human Resources

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$225,770	$256,150	$228,900	-10.6%	$234,260	2.3%	$463,160
Personnel Benefits	$80,820	$94,840	$78,180	-17.6%	$80,870	3.4%	$159,050
Supplies	$2,220	$4,500	$2,590	-42.4%	$2,590	0.0%	$5,180
Other Services & Charges	$16,770	$28,010	$16,660	-40.5%	$16,850	1.1%	$33,510
TOTAL EXPENDITURES	$325,580	$383,500	$326,330	-14.9%	$334,570	2.5%	$660,900

Program Descriptions - Initiatives - Performance Measures

Human Resources $660,900

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of time eligible lists for non-civil service recruitments issued to department within 90 days of recruitment closing	100%	95%	95%	95%
A	Percent of time certified lists for civil service recruitments issued within 90 days of oral board and/or testing completed	100%	95%	95%	95%
B	Percent employee turnover rate for voluntary separations, not including retirements	1.4%	1.4%	1.4%	1.4%
CE	Percent of annual employee performance evaluations completed	46%	80%	80%	80%

continued

Human Resources - continued

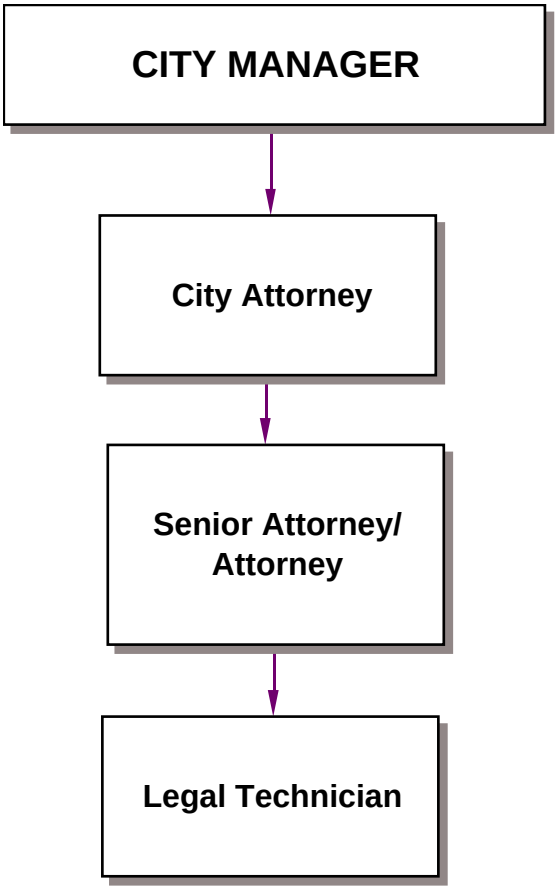
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
D	Percent of time contract issues resolved informally or grievances resolved at mediation or below	100%	90%	90%	90%
FHI	Quarterly management/leadership training opportunities on employment law updates, HR policies best practices conducted	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 $660,900

General Fund

Organization Chart

Legal



Department Summary: Legal

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$279,570	$293,230	$301,950	3.0%	$313,510	3.8%	$615,460
Personnel Benefits	$78,190	$98,980	$92,500	-6.5%	$96,690	4.5%	$189,190
Supplies	$18,280	$17,790	$19,630	10.3%	$19,630	0.0%	$39,260
Other Services & Charges	$22,770	$29,900	$29,530	-1.2%	$30,110	2.0%	$59,640
TOTAL EXPENDITURES	$398,810	$439,900	$443,610	0.8%	$459,940	3.7%	$903,550

Program Descriptions - Initiatives - Performance Measures

Legal Services $903,550

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)*

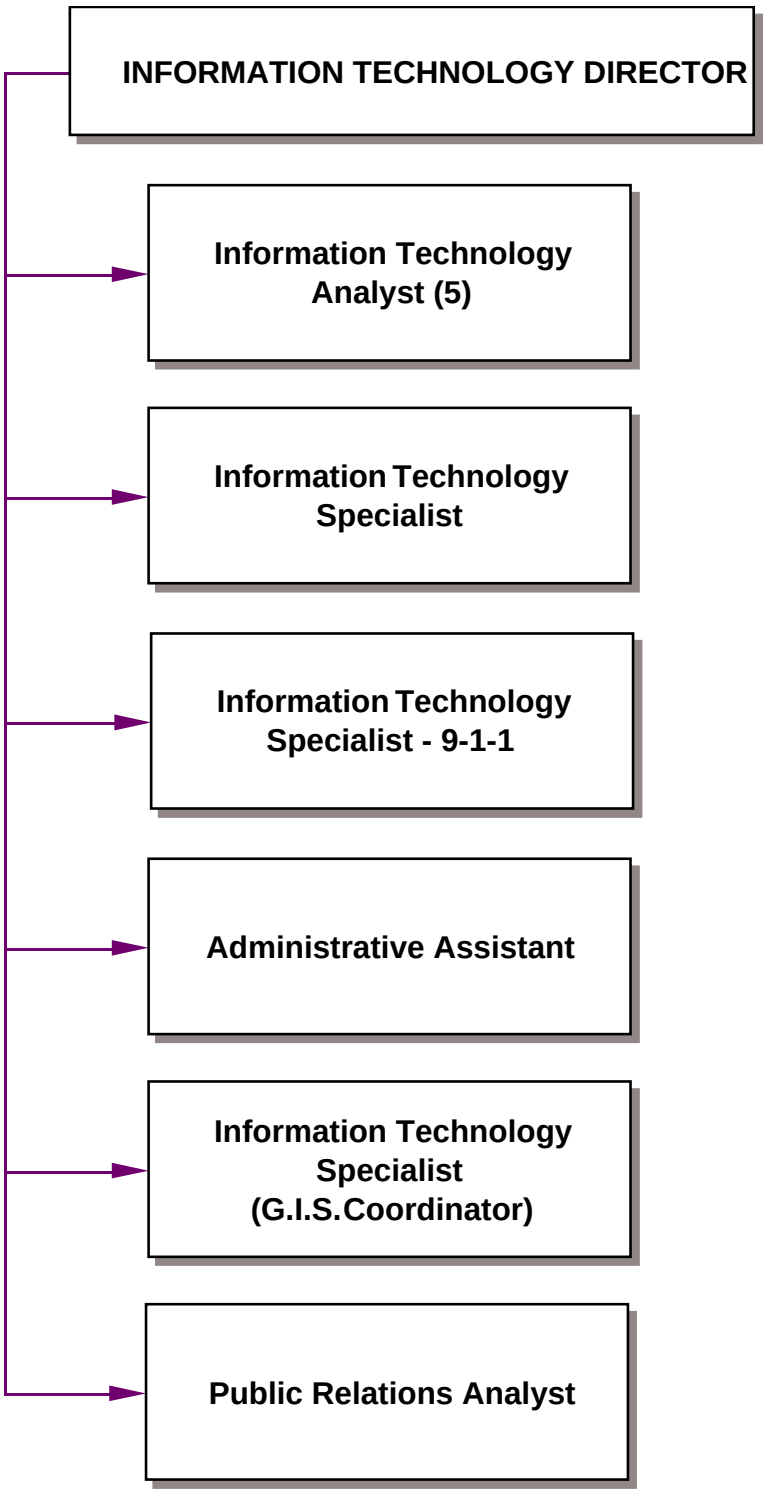
A Provide legal counsel to City of Longview organization
B Provide prosecution of misdemeanor criminal offenses and civil infractions

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Ordinances adopted	52	56	55	55
A	Resolutions adopted	40	44	44	44
A	Contracts reviewed	335	345	335	335
B	Classes presented on legal issues	3	4	4	4
B	Traffic and non-traffic infractions	1,351	1,391	1,360	1,360
B	DUI/Physical Control filings	238	245	240	240
B	Misdemeanor other traffic filings	1,474	1,518	1,475	1,475
B	Misdemeanor non-traffic filings	999	1,028	1,025	1,025
B	Parking filings	25	30	30	30
A/B	Code enforcement cases handled through Superior Court	7	8	8	8

TOTAL FOR ALL PROGRAMS $903,550

Organization Chart

Information Technology



Expenditure Summary

Department Summary: Information Technology

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$678,690	$655,180	$697,530	6.5%	$711,290	2.0%	$1,408,820
Personnel Benefits	$227,860	$251,030	$239,860	-4.4%	$247,730	3.3%	$487,590
Supplies	$10,630	$30,650	$21,100	-31.2%	$21,100	0.0%	$42,200
Other Services & Charges	$49,710	$80,380	$49,520	-38.4%	$49,890	0.7%	$99,410
TOTAL EXPENDITURES	$966,890	$1,017,240	$1,008,010	-0.9%	$1,030,010	2.2%	$2,038,020

Program Descriptions - Initiatives - Performance Measures

Applications Development $960,043

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

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

C Develop of GIS layers (reduced due to staff cuts 2011)
D Support GIS layers (reduced due to staff cuts 2011)
E Meet GIS requests for data (reduced because people are getting information from (CityGIS)
F Implement new software applications (reduced due to staff cuts)
G Support all City of Longview software applications
H Facilitate web presence
I Provide consistent web uptime
J Keep web information current
K Initiatives researched/implemented to produce efficiencies (reduced for 2013/14 due to staff cuts)
L Online registrations and payments
M Software applications upgraded annually with new releases (reduced for 2013/14 due to staff cuts)

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
C Number of GIS layers developed	6	6	6	6

Applications Development Program - continued

	Performance Measures - continued	2011 Actual	2012 Target	2013 Target	2014 Target
D	Number of GIS layers supported	127	133	139	145
E	Number of GIS requests for data	93	70	40	20
F	Number of applications implemented	1	1	0	0
G	Number of applications supported	62	65	69	69
H	Number of web hits	603,273	700,000	800,000	900,000
I	Percent of web uptime	100%	100%	100%	100%
J	Percent of web information current	90%	100%	100%	100%
K	Number of initiatives researched and/or implemented (Mesh network 2013)	1	5	1	0
L	Number of Eden registered users for online payments	1,441	1,500	1500	1,500
L	Number of Eden online permits issued	639	400	400	400
L	Number of UB online transactions processed	14,568	21,000	25,000	30,000
L	Number of IVR transactions	1,121	4,600	5,000	5,500
M	Number of applications kept current with upgrades	62	65	30	30

Infrastructure Support $721,966

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

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

A Provide consistent network uptime
B Support desktop devices
C Respond to trouble calls/problems
D Support telephones in City system
E Perform telephone moves, adds, and/or changes
G Reduce server downtime

continued

Infrastructure Support Program - continued

H Capture and divert spam mail
I Capture and prevent viruses before they're introduced to the City email system
J Number of public disclosure requests

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of time network up	99.99%	100%	100%	100%
B	Number of devices supported (network/servers/desktops/laptops/ printers/other)	986	990	1,000	1,010
C	Number of trouble calls resolved	1,368	1,200	1,100	1,000
D	Number of telephones supported in City system	354	360	360	360
E	Number of telephones moves, adds, and/or changes performed	238	200	200	200
G	Server downtime (# of events) unplanned	69	20	0	0
H	Spam mail diverted (in millions)	.14	.60	1.02	1.0
I	Virus prevented (in millions)	.01	.02	.52	.33
J	Disclosure requests researched	4	17	20	25

Communications Services $236,087

The Communications Services Program coordinates and promotes both internal and external communication efforts for the City and. 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. All categories are reduced due to non-replacement of Public Information Officer position in the 2013/2014 budget.

Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*
A Community display information in City Hall
B Distribute literature through community display (decreased maintenance for literature display)
C Produce video public service announcements (moved to Executive)
D Publish City information in Daily News
E Produce new informational publications
F Digital news releases (reduced due to new Web format)

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of community locations for informational display (revolving)	1	1	1	1
B	Number of display literature pieces distributed	1,800	1,200	750	750
C	Number of television promotions produced	11	12	4	4
D	Number of City Info newsletters produced (8 page inserts)	2	4	4	4
E	Number of new publications produced	11	10	5	5
F	Number of City Info Weekly online newsletters posted	54	52	N/A	N/A

Public Safety Support 911 Center $119,924

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

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

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

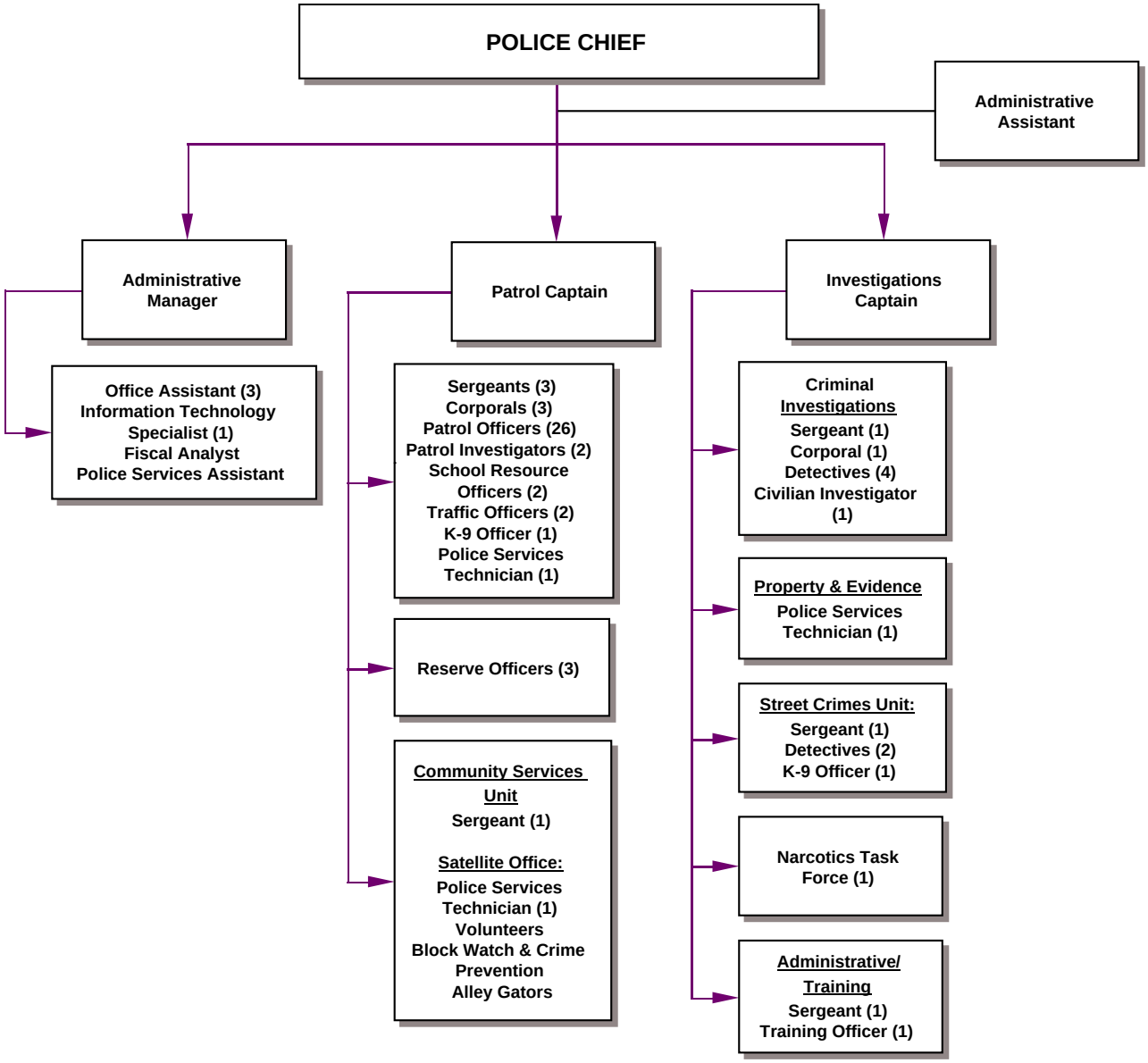
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of trouble calls/problems reported	400	400	400	400
B	Maximize application availabiity	100%	100&	100%	100&
C	Number of upgrades	6	6	12	12
D	Number of reports requested/produced	400	400	400	100
E	Number of events	0	0	0	0
F	Percent of network uptime	100%	100%	100%	100%
G	Number of requests for public information	50	50	50	50

TOTAL FOR ALL PROGRAMS $2,038,020

General Fund

Organization Chart

Police



Expenditure Summary

Department Summary: Police

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$4,809,800	$4,998,530	$5,072,670	1.5%	$5,224,290	3.0%	$10,296,960
Personnel Benefits	$2,202,920	$2,363,180	$2,252,530	-4.7%	$2,272,250	0.9%	$4,524,780
Supplies	$107,240	$107,790	$133,940	24.3%	$133,940	0.0%	$267,880
Other Services & Charges	$996,700	$1,039,670	$1,011,430	-2.7%	$1,032,990	2.1%	$2,044,420
Intergovernmental	$1,670,050	$1,929,480	$1,790,360	-7.2%	$1,808,200	1.0%	$3,598,560
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$124,400	$124,320	$131,290	5.6%	$134,220	2.2%	$265,510
TOTAL EXPENDITURES	$9,911,110	$10,562,970	$10,392,220	-1.6%	$10,605,890	2.1%	$20,998,110

Program Descriptions - Initiatives - Performance Measures

Patrol $11,203,056

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

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

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

continued

Patrol - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Emergency response time	6:45	< 7 min.	< 7 min.	< 7 min.
A	Number of calls for service	33,616	32,000	32,000	32,000
C	Number of traffic infractions and citations	4,189	6,500	6,500	6,500
D	Number of field contacts, suspicious subjects identified	421	1,000	1,000	1,000
J	Number of arrests (juvenile and adult)	5,353	5,500	5,500	5,500
J	Number of jail bed days	9,391	11,000	11,000	11,000

Administrative Support $3,106,388

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Number of items logged into evidence	4,600	5,000	4,500	5,000
H	Audits of evidence property, jail charges	12	13	13	13

Criminal Investigations Unit $2,045,341

The criminal investigations unit (CIU) is comprised of seven full-time employees (FTE's); one Sergeant, five detectives, and one civilian investigator. The unit is assigned to investigate major crimes against persons and major felony property crimes. The major crimes against persons include, but are not 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 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-employement background investigations.

continued

Criminal Investigations Unit - continued

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Clearance rate for burglaries	16%	25%	25%	25%
A	Clearance rate for homicides	50%	100%	100%	100%
A	Clearance rate for rapes	29%	50-100%	50-100%	50-100%
A	Clearance rate for robberies	45%	50-100%	50-100%	50-100%
A	Clearance rate for aggravated assaults	50%	50-100%	50-100%	50-100%
A	Number of cases assigned	578	450	450	450
A	Clearance rate for financial crimes	37%	20%	20%	20%
C	Percent of addresses of all level III sex offenders verified, as required by law	100%	100%	100%	100%

Street Crimes Unit $1,138,142

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

continued

Street Crimes Unit - continued

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

A Conduct drug investigations of street level drug dealing by using confidential information sources or undercover detectives
B Arrest suspected drug dealers and assist in the sucessful prosecution of the offenders, after concluding an investigation
C Use confidential sources to obtain search warrants
D Seize drug evidence and assets
E Assist outside agencies with their investigations including Alcohol, Tobacco and Firearms (ATF), Drug Enforcement Agency (DEA), Federal Bureau of Investigations (FBI), and any other local or state agency requesting assistance
F Conduct other felony investigations as they are identified or assigned

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A/B	Number of felony drug investigations leading to arrests	96	125	125	125
C	Amount of drugs seized in grams, including marijuana, meth, cocaine, and heroin	2,253 g	500 g	500 g	500 g
D	Number of other felony non-drug arrests	10	25	25	25
E	Number of firearms seized	18	5	5	5

Public Safety Retirement $1,122,580

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

Risk Management $574,913

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	2011 Actual	2012 Target	2013 Target	2014 Target
B	Percent of internal investigations completed within 90 days	N/A	100%	100%	100%
C	Number of employee backgrounds completed	16	20	20	20
F	Percent turnover rate	4%	4%	4%	4%
F	Percent of budgeted positions filled	94%	>90%	>90%	>90%

Traffic Enforcement $314,635

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of school zone citations issued (traffic unit)	76	200	200	200
A	Number of criminal traffic arrests (by traffic unit)	7	150	150	150
A	Number of traffic infractions issued (by traffic unit)	833	1,200	1,200	1,200
B	Number of traffic collisions reported (department wide)	765	540	540	540
B	Percent of time able to determine fault in traffic collisions	N/A	90%	90%	90%
E	Number of citizens addressed at public presentations	0	500	500	500

Narcotics Task Force $392,051

This is a multi-agency drug task force that focuses investigations on mid- and upper-level drug manufacturers and distributors. The mission of the task force is to dismantle and/or disrupt drug trafficking organizations (DTOs) that are operating within Cowlitz and Wahkiakum counties. The task force is comprised of members from the Longview Police Department, Kelso Police Department, Cowlitz County Sheriff's Office, and the Cowlitz County Prosecutor's Office. Task force officers are also responsible for the investigation and dismantling of clandestine methamphetamine laboratory and dump sites. The majority of the Task Force operating expenses are funded by federal grants and supplemented by participating agencies including the Longview Police Department.

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

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

Narcotics Task Force - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of DTOs investigated	8	4	4	4
A	Number of DTOs dismantled	14	4	4	4
B	Number of criminal investigations initiated	55	40	40	40
C	Number of felony drug arrests made	136	70	70	70
C	Percent of prosecutions where defendant is found guilty	96%	100%	100%	100%
D	Amount of drugs seized (in grams)	14,243 g	7,500 g	7,500 g	7,500 g

Community Services Unit $327,671

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

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

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

	Performance Measures	2009 Actual	2010 Target	2011 Target	2012 Target
A/B	Number of Crime Free Rental Housing units	N/A	260	376	426
A/B	Reduce crime in participating rental housing units	246	-5%	-5%	-5%
C	Number of community outreach activities/meetings	N/A	50	50	50
A/B	Number of block watch groups	41	41	43	45
A	Responses to loitering & transient camp complaints	N/A	47	-5%	-5%
D	Number of business implementing CPTED concepts	N/A	1	3	5

K9 ..... $309,990

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

continued

K9 - continued

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of suspects captured	14	5	5	5
B	Number of building searches conducted	15	10	10	10
F	Number of community demonstrations conducted	1	5	6	6
C-E	Number of K9 applications	41	50	50	50

Crime Analysis $194,014

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of crime analysis and technology requests from LPD employees	1,976	1,500	1,500	1,500
B	Number of crime analysis and information requests from citizens	310	300	300	300

Community Policing $190,523

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

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

A Respond, investigate, and report priority 3 and 4 property crime calls with no initial suspects
B Respond to and remove abandoned vehicles from the public right of way and issue hulk permits
C Provide crime prevention information, conduct public presentations, and represent LPD at community events

continued

Community Policing - continued

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Priority 4 call responses	11,546	14,500	14,500	14,500
A	Number of abandoned vehicle calls received	1,676	1,340	1,340	1,340
B	Number of abandoned vehicles that are towed	48	190	190	190
B	Number of abandoned vehicles that are moved/illegally parked	395	595	595	595

Lower Columbia SWAT Team $60,279

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A-H	Number of SWAT missions	7	10	15	15
A-H	Meet mission objectives for each SWAT call out	100%	100%	100%	100%
I	Number of training hours for SWAT team and department employees	909	1,500	1,500	1,500
K	Percent of time SWAT team meets proficiency standards for weapons handling and physcial fitness	100%	100%	100%	100%

Reserve Unit/Alley Gator Program $18,527

Reserves are non-paid citizen volunteers who receive extensive training to support regular police officers. There are three levels of reserve officers: I, II, and III, with III being the most highly trained. In addition to working with regular officers on patrol, reserves play a key role in police support at all major events in Longview including the parades and 4th of July lake-bank activities. Reserves are also called upon to assist when unexpected events occur such as major crime scenes, floods, high winds, and other disasters (both natural and man-made). The "Alley Gator" program is a partnership between the Longview Police Department and volunteers acting as the "eyes and ears" of law enforcement. The Alley Gators patrol the streets and alleys of the city of Longview reporting suspicious or criminal activity to the 911 Center. They perform such duties as extra patrol for areas experiencing vandalism, graffiti, loitering, stolen vehicle locates, assisting in searches for missing children and Alzheimer's patients, extra patrols when citizens are on vacation, helping patrol the lake by vehicle and foot during the 4th of July celebration, and other duties as seen fit. The Alley Gators currently log and photograph graffiti and forward that information to our Street Crimes Unit (SCU). They have also started to post vehicle prowl report cards when they see vehicles at risk for break ins. The program is intended to reduce crime through deterrence and the fear of crime by providing a "presence" in the community.

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

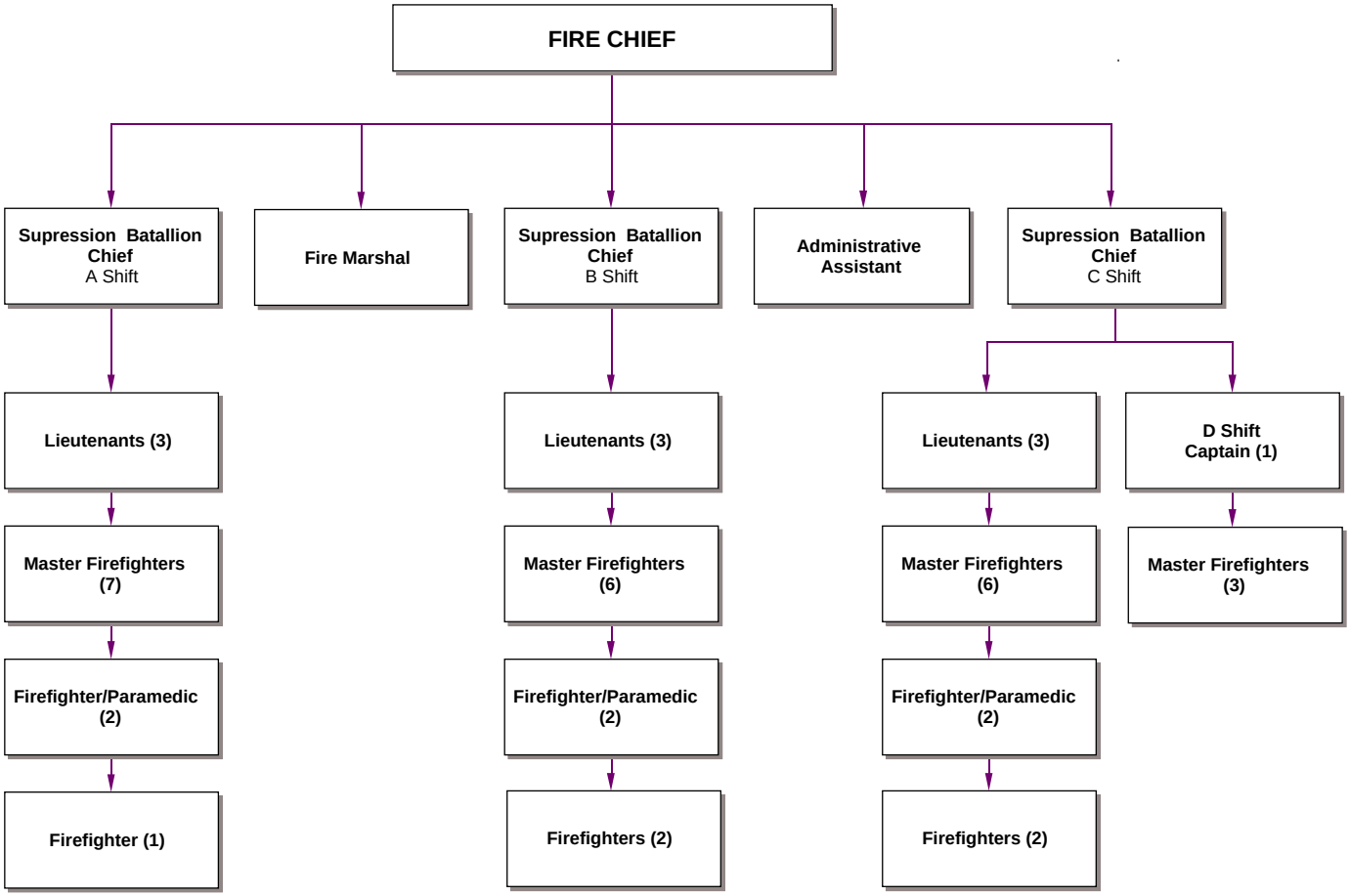
A Assist regular patrol officers with both self-initiated activities (such as traffic stops) and calls for service
B Assist regular officers with lake-bank security during the annual Go-4th celebration
C Assist regular officers with security at other events such as car cruises and parades
D Assist with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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A-E	Number of reserve hours donated	1,219	900	900	900
A-E	Number of reserve officers serving	3	4	4	4
F-H	Number of Alley Gator hours donated	1,059	1,250	1,250	1,250
F-H	Number of active Alley Gators	7	2	2	2
H	Number of locates and reports of stolen vehicles by Alley Gators	1	2	2	2

TOTAL FOR ALL PROGRAMS $20,998,110

Organization Chart

Fire



Expenditure Summary

Department Summary: Fire

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$3,860,230	$4,178,160	$4,411,620	5.6%	$4,587,910	4.0%	$8,999,530
Personnel Benefits	$1,226,600	$1,399,630	$1,336,620	-4.5%	$1,348,270	0.9%	$2,684,890
Supplies	$146,980	$94,650	$114,300	20.8%	$113,300	-0.9%	$227,600
Other Services & Charges	$576,590	$571,270	$408,140	-28.6%	$414,000	1.4%	$822,140
Intergovernmental	$152,670	$168,350	$173,670	3.2%	$178,880	3.0%	$352,550
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$44,560	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$690,260	$719,980	$761,490	5.8%	$773,020	1.5%	$1,534,510
TOTAL EXPENDITURES	$6,697,890	$7,132,040	$7,205,840	1.0%	$7,415,380	2.9%	$14,621,220

Program Descriptions - Initiatives - Performance Measures

Fire Suppression $6,141,556

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of injuries/fatalities as a result of fire	0	0	0	0
A	Number of fire responses	287	228	220	215
A	Percent of strucuture fires confined to room of origin	90%	90%	90%	90%
B	Percent of time able to respond to fire emergencies in less than 6 minutes	57.14%	90%	90%	90%
B	Percent of time able to arrive at "Full Alarm" fire emergencies in less than 9 minutes	83.62%	90%	90%	90%
B	Percent of time able to respond to technical/hazmat emergencies in less than 8 minutes	82%	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)	125	200	200	200
D	Number of industry training hours (450 minimum) contracted	595	800	800	800
D	Amount of billing fees collected from contracted services (in thousands)	$465	$477	$491	$506

Emergency Medical Services (EMS) $4,404,984

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of time able to respond to medical emergencies in less than 6 minutes	65.7%	69%	90%	90%
A	Number of emergency medical responses	3,344	3,900	4,000	4,000
B	Percent of time able to respond to ALS medical emergencies in less than 8 minutes	88%	88%	90%	90%
C	Number of EMS training hours delivered (per firefighter)	24	24	24	24
D	Number of EMS transports performed	N/A	35	120	120
D	Revenue collected from EMS transports (in thousands)	N/A	$15	$52	$52

Fire Prevention $2,031,160

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

continued

Fire Prevention - continued

F Deliver school programs/station tours/public education and public relations events
G Conduct Fire Prevention Week/Open House activities throughout the month of October
H Perform fire investigations for the purpose of determining origin and cause
I Consult with and evaluate juvenile fire setters
J Provide certification maintenance training and professional development for Fire Marshal and Fire Inspector

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of company level inspections completed	1,102	1,265	1,265	1,265
B	Number of high-risk/target hazard inspections completed	27	62	62	62
C	Number of business license reviews completed	495	400	400	400
D	Number of new construction fire/life safety plan reviews completed	80	80	90	100
E	Number of new construction building and fire/life safety inspections completed	291	280	290	300
F	Number of fire prevention education and public relations events conducted outside of Fire Prevention Week	22	20	20	20
G	Number of fire prevention events conducted during Fire Prevention Week, including school visits	162	200	200	200
H	Number of fire investigations conducted	132	100%	100%	100%
I	Number of new construction building permit plan reviews completed	149	130	140	150
J	Number of special event inspections completed	99	100	100	100

Public Safety Retirement $1,437,700

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

Emergency Preparedness $605,820

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

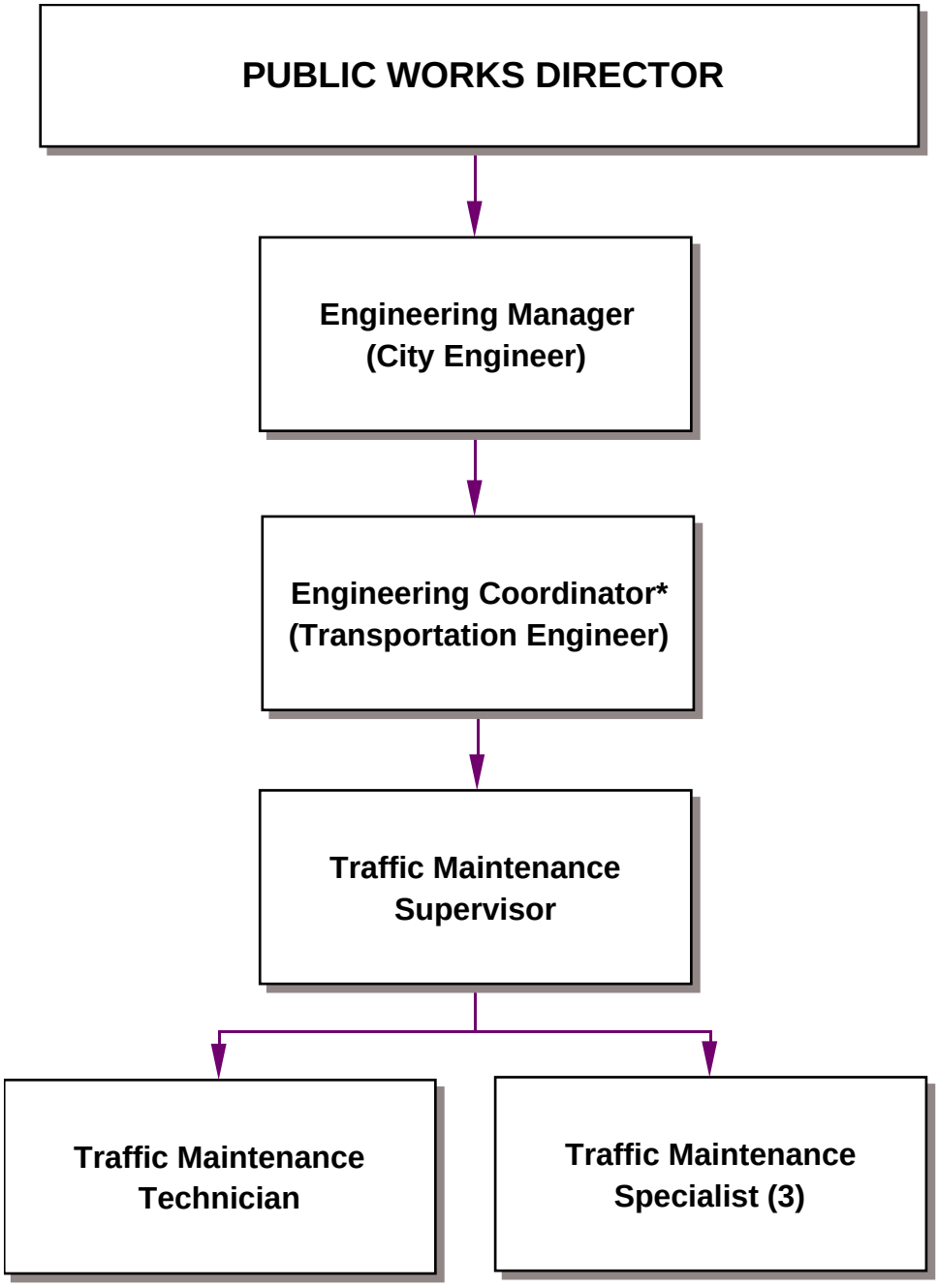
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Targe
A	Number of times Readiness and Reponse Plan is reviewed per year	0	1	1	1
B	Number of times exercise and inventory of EMZ is conducted (quarterly, at a minimum)	0	0	4	4
C	Number of times annual tabletop exercise is coordinated	0	0	1	1
C	Number of times annual practical exercise is coordinated	0	1	1	1
D	Number of LEPC activites participated in per year	4	4	4	4
E	Number of times participated in regional DHS training/exercises per year	0	0	1	1
F	Number of times emergency contact list is updated (semi-annually, at a minimum)	2	2	2	2

TOTAL FOR ALL PROGRAMS $14,621,220

General Fund

Organization Chart

Traffic



*Funding Source: Public Safety Fund

Expenditure Summary

Department Summary: Traffic

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$304,000	$318,030	$334,920	5.3%	$342,950	2.4%	$677,870
Personnel Benefits	$141,650	$160,640	$135,420	-15.7%	$139,220	2.8%	$274,640
Supplies	$114,790	$140,710	$140,410	-0.2%	$140,410	0.0%	$280,820
Other Services & Charges	$402,690	$419,160	$469,710	12.1%	$507,790	8.1%	$977,500
Capital Outlay	$9,100	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$972,230	$1,038,540	$1,080,460	4.0%	$1,130,370	4.6%	$2,210,830

Program Descriptions - Initiatives - Performance Measures

Street Light Maintenance $809,098

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours spent responding to malfunctioning illumination/flashers	2,101	1,920	1,900	1,900
A	Number of street lights maintained	2,528	2,528	2,550	2,550
C	School flashers maintained and energized/de-energized	7	7	7	7
D	Number of hours spent locating illumination/flashers underground system	340	256	300	300

Traffic Signal Maintenance $596,659

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours spent on traffic signal maintenance	1,863	2,196	2,000	2,000
B	Number of traffic signals receiving preventative maintenance	74	148	148	148
D	Number of hours spent locating underground traffic signal system	171	164	175	175

Signs $290,506

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours spent maintaining signs	2,210	2,022	2,200	2,200
B	Number of night-time hours spent inspecting signs for reflectivity	80	80	80	80

Traffic Striping $194,942

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of feet of double yellow lines painted	60,000	80,000	80,000	80,000
D	Number of crosswalks painted	90	150	150	150
F	Number of feet of edge line and bike lanes painted	20,000	77,000	77,000	77,000
G	Number of feet of two-way, left-turn lanes painted	55,000	55,000	55,000	55,000

Interdepartmental Support $117,301

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Hours spent preparing and implementing traffic control plans and providing aid to other City Departments	700	700	700	700

Pavement Markings $91,214

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of raised relective markers installed/maintained	0	200	200	200
A	Number of raised pavement markers installed/maintained	0	1,200	1,200	1,200
C	Number of hours spent placing thermoplastic at crosswalks	80	130	130	130

Civic Functions $64,619

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours spent on civic functions	397	400	400	400

Traffic Engineering $36,583

This program provides Traffic Division labor, equipment and supplies to support the Engineering Division's Traffic Engineering Program.

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

Refer to Engineering Division Program

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
	Refer to Engineering Division Program	N/A	N/A	N/A	N/A
B	Number of civic functions supported	24	24	24	24

Traffic Data Collection $9,908

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

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

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

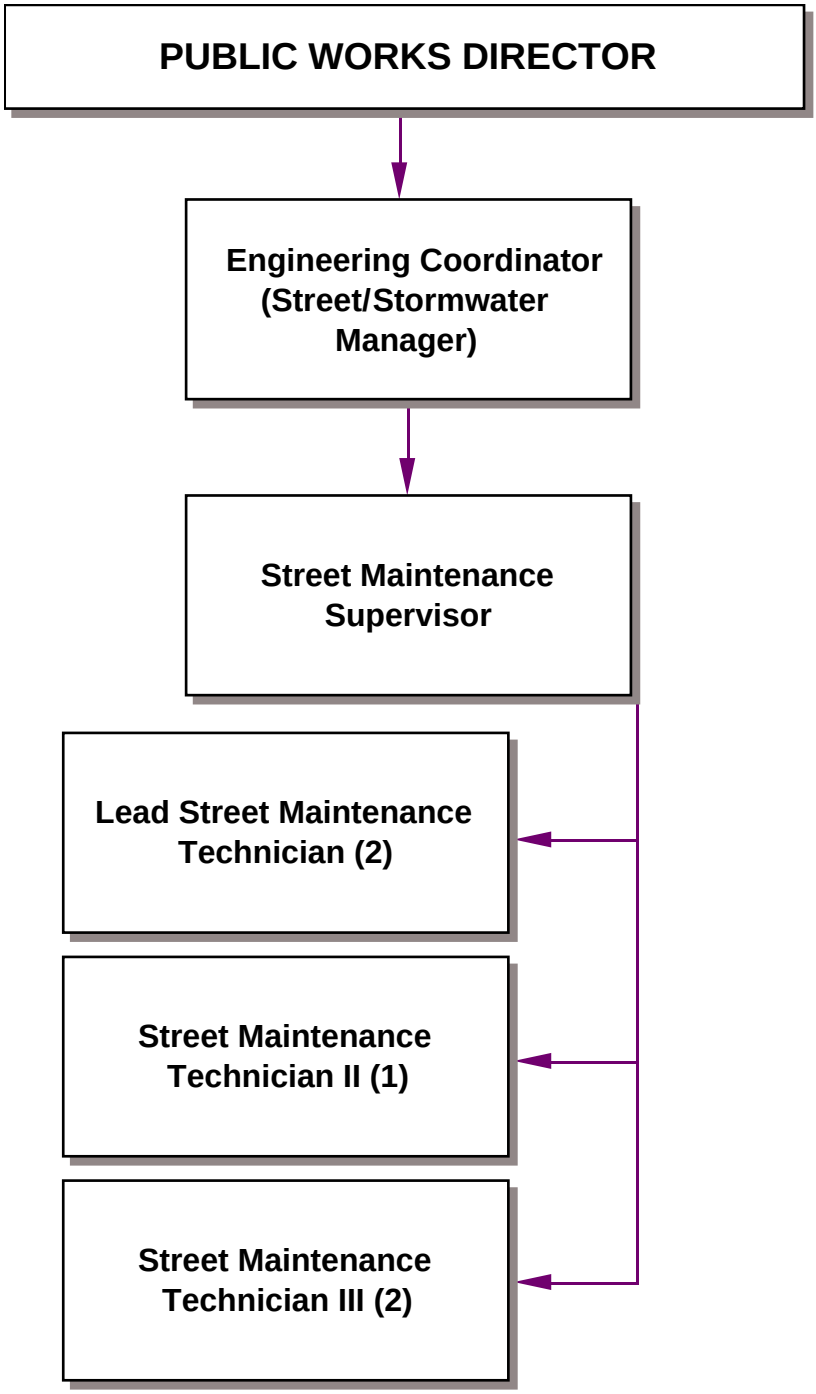
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of locations counted per year (annual count program)	0	0	0	0
B	Number of hours spent gathering data for traffic studies	155	196	150	150

TOTAL FOR ALL PROGRAMS $2,210,830

General Fund

Organization Chart

Street Maintenance



Expenditure Summary

Department Summary: Street Maintenance

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$352,380	$318,210	$324,280	1.9%	$338,530	4.4%	$662,810
Personnel Benefits	$183,100	$173,190	$124,460	-28.1%	$129,440	4.0%	$253,900
Supplies	$86,970	$111,720	$130,230	16.6%	$136,200	4.6%	$266,430
Other Services & Charges	$190,340	$212,090	$276,460	30.4%	$289,240	4.6%	$565,700
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$812,790	$815,210	$855,430	4.9%	$893,410	4.4%	$1,748,840

Program Descriptions - Initiatives - Performance Measures

Street and Alley Maintenance $966,304

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Cubic yards of concrete placed	316	320	320	320
B	Tons of asphalt placed	99	150	150	150
C	Number of lane miles (10' x 5,280') chip-sealed per year	3.2	3.7	3.7	3.7
D	Pounds of sealant applied	0	12,500	12,500	12,500
E	Number of alleys bladed	317	384	384	384

Interdepartmental $275,197

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
All	Average number of hours of interdepartmental support	3,219	3,000	3,000	3,000

Miscellaneous Maintenance Activities $274,967

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Hours spent on bridge maintenance	24	48	48	48
B	Tons of cold mix pothole patching	15	5	5	5
B	Tons of asphalt pothole patching	N/A	10	15	15
D	Gallons of herbicide applied	110	700	700	700
F	Hours of snow and ice control	311	250	250	250

Sidewalk/Curb Cuts $232,372

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

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

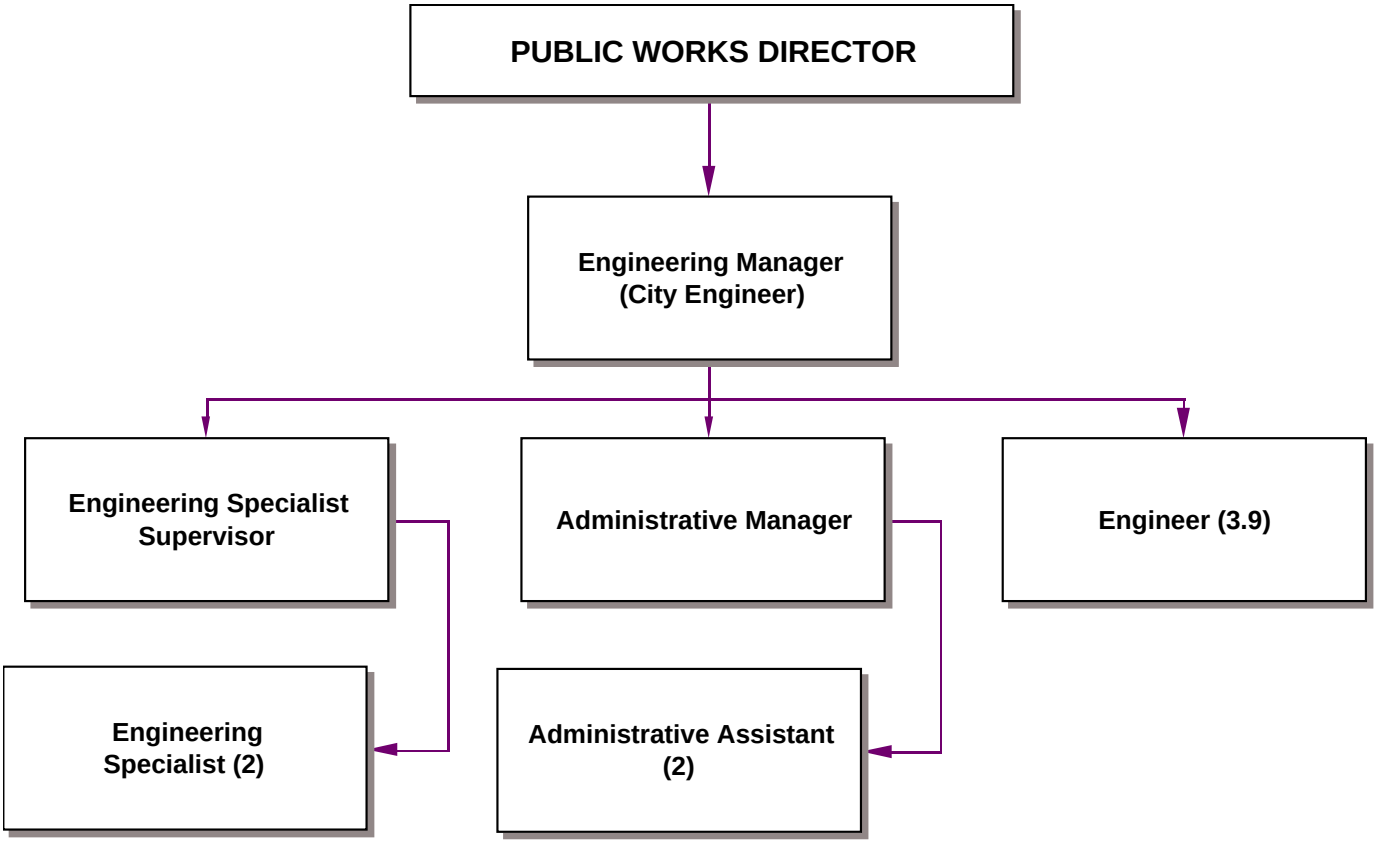
A Repair sidewalks
B Construct curb cuts (wheelchair accessible ramps)

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Square feet of sidewalks repaired/maintained	5,085	4,000	4,000	4,000
B	Number of curb cuts (wheelchair accessible ramps) constructed	4	20	20	20

TOTAL FOR ALL PROGRAMS $1,748,840

Organization Chart

Engineering



Expenditure Summary

Department Summary: Engineering

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$607,800	$611,010	$657,860	7.7%	$671,000	2.0%	$1,328,860
Personnel Benefits	$231,530	$256,040	$245,750	-4.0%	$253,110	3.0%	$498,860
Supplies	$6,540	$5,500	$5,700	3.6%	$5,700	0.0%	$11,400
Other Services & Charges	$56,030	$61,120	$59,840	-2.1%	$61,490	2.8%	$121,330
TOTAL EXPENDITURES	$901,900	$933,670	$969,150	3.8%	$991,300	2.3%	$1,960,450

Program Descriptions - Initiatives - Performance Measures

Customer Service $717,594

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

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

A Provide public information (phone, counter, and field customer service, including right-of-way violations and research)

B Issue street use/special events, banner, and motor vehicle applications and permits, and ensure compliance

C Process accounts receivable and payable (invoices, vouchers, and account numbers)

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

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

F Administer personnel policies and monitor personnel issues, benefits, and leave time

G Monitor and ensure accountability reporting of time sheets, work orders, cost accounting, budget preparation and monitoring, and reimbursements

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

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

continued

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A/E	Number of hours of customer service provided to the public and interdepartmental support	1,674	1,491	1,500	1,500
B	Number of street use/special event permits issued	35	35	35	35
D	Number of grant applications submitted	6	6	6	6
H	Number of general Council agenda items submitted	22	20	20	20
I	Number of right-of-way vacation and LID petitions processed	1	2	1	1
I	Number of hours preparing and processing petitions	11	20	10	10
A-I	Percent of Engineering Budget Reimbursed to General Fund	0%	0%	0%	0%

Capital Project Program $766,147

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of capital projects completed	13	10	10	10
A	Number of hours spent on capital project administration, design, and inspection	9,945	10,305	9,000	9,000
B	Number of grant-funded projects	14	8	8	8
C	Dollar amount of interfund transfers	$602,000	$650,000	$600,000	$600,000
G	Number of hours spent on sidewalk administration	556	488	500	500
E	Number of project-related Council agenda items	52	50	50	50
G	Number of sidewalk letters sent	89	99	75	75
A-G	Percent of Engineering Budget reimbursed to the General Fund	67%	70%	60%	58%

Development Review $382,923

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

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

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

continued

Development Review - continued

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours of development review	765	400	400	400
B	Number of hours of field inspection	829	700	700	700
D	Number of right-of-way permits issued	182	161	160	160
D	Dollar amount of right-of-way permit fees	$24,056	$17,000	$20,000	$20,000
D	Number of public improvement permits issued	1	1	1	1
D	Dollar amount collected for public works improvement permit fees	$870	$1,000	$1,000	$1,000
A-D	Percent of Engineering Budget reimbursement to the General Fund	3%	2%	2%	2%

Traffic Engineering $93,786

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

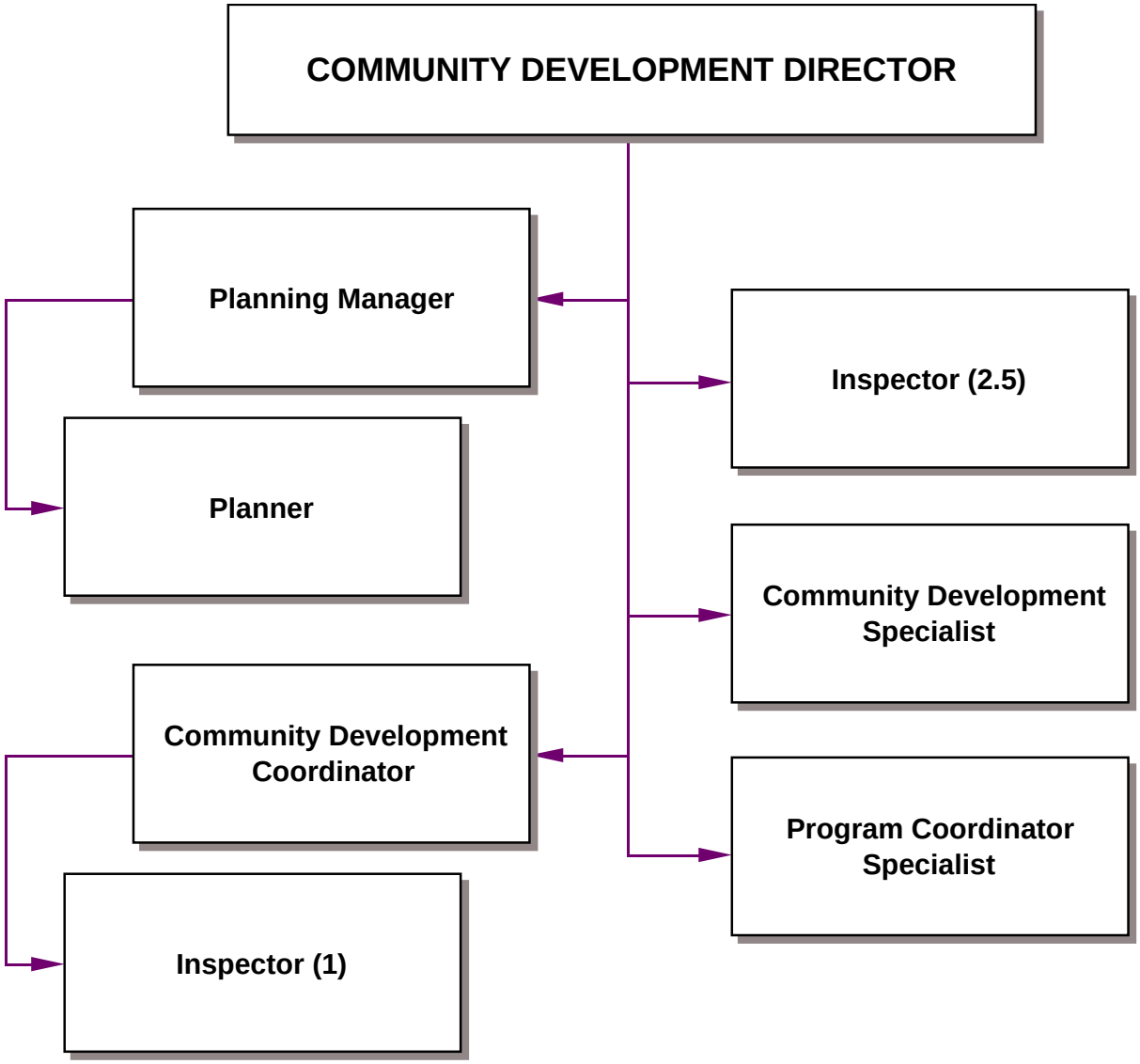
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours spent responding to citizen requests	150	150	150	150
A-G	Percent of Engineering Budget Reimbursed to General Fund	0%	0%	0%	0%
D	Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings	40	40	40	40
G	Number of traffic collisions entered into database	555	558	600	600

TOTAL FOR ALL PROGRAMS $1,960,450

Organization Chart
Community Development



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

Expenditure Summary

Department Summary: Community Development

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$514,780	$508,650	$482,760	-5.1%	$492,240	2.0%	$975,000
Personnel Benefits	$218,640	$235,040	$178,940	-23.9%	$183,820	2.7%	$362,760
Supplies	$4,970	$9,060	$9,270	2.3%	$9,270	0.0%	$18,540
Other Services & Charges	$64,060	$87,710	$81,550	-7.0%	$82,260	0.9%	$163,810
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$802,450	$840,460	$752,520	-10.5%	$767,590	2.0%	$1,520,110

Program Descriptions - Initiatives - Performance Measures

Planning/Zoning $468,996

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

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

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

Planning/Zoning - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of formal subdivision final plats, short plats, and boundary line adjustments processed	9	9	12	20
B	Percent of time SEPA review and circulation is done within Longview Municipal Code (LMC) time limits	100%	100%	100%	100%
B	Number of SEPAs processed	11	14	18	25
C	Number of Shoreline Permits issued	1	3	3	4
D	Number of Critical Areas Permits issued	1	4	4	10
E	Percent of zoning code updates completed	85%	95%	100%	100%
H	Number of zoning amendment requests processed	2	4	4	4
I	Number of annexations initiated/completed	2	2	2	2
J	Number of Appeal Board of Adjustment cases heard	1	4	6	8
K	Number of Facade Improvement applications processed	0	3	4	6
L	Number of TUPs issued	2	4	6	6
M	Number of sidewalk business licenses issued	5	16	20	20

Community Development/Housing $206,904

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	HOME Consortium monies allocated	$335,223	$261,410	$255,000	$255,000
B	CDBG monies allocated	$329,452	$306,454	$300,000	$300,000
E	Document Recording Fee monies allocated	$30,536	$25,304	$25,000	$25,000

Permit Processing $205,386

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

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

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

continued

Permit Processing - continued

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Percentage of complete plan submittals routed within two working days	100%	100%	100%	100%
C	Number of permits issued	2,319	2,500	2,500	2,500
E	Number of handouts revised for distribution	15	18	18	18

Electrical Plans Review and Inspections $176,092

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		2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of plan reviews performed	23	50	50	50
B/C	Number of electrical inspections performed	1,328	1,500	1,500	1,500
B/C	Number of final electrical inspections performed	593	600	600	600
B/C	Percent of inspections completed within 24 hours of request	100%	100%	100%	100%

Commercial Plan Review/Building Inspection $174,672

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		2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of zoning/building requirement inquiries completed	100%	100%	100%	100%
B	Number of commercial plan reviews completed	165	170	125	125
C	Percent of inspections performed within 24 hours of request	100%	100%	75%	75%
C	Number of commercial project inspections performed	661	670	750	750

Residential Plans Review/Building Inspection $153,579

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of plan reviews processed	120	130	100	100
A	Percent of time plans reviewed within 2 weeks	100%	100%	100%	100%
B	Percent of time Inspections performed within 24 hours of request	100%	100%	100%	100%

Code Enforcement $115,068

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of complaints investigated	873	900	1,000	1,000
B	Number of notices issued	1,274	1,300	1,000	1,000
B	Number of citations issued	41	30	10	10
B	Number of violations cited	1,173	1,200	1,000	1,000
C	Number of cases referred to City Attorney	3	5	4	4
C	Number of cases appealed to Hearing Examiner	0	2	2	2
D	Number of outreach events attended	5	10	15	15

Historic Preservation $19,413

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)*

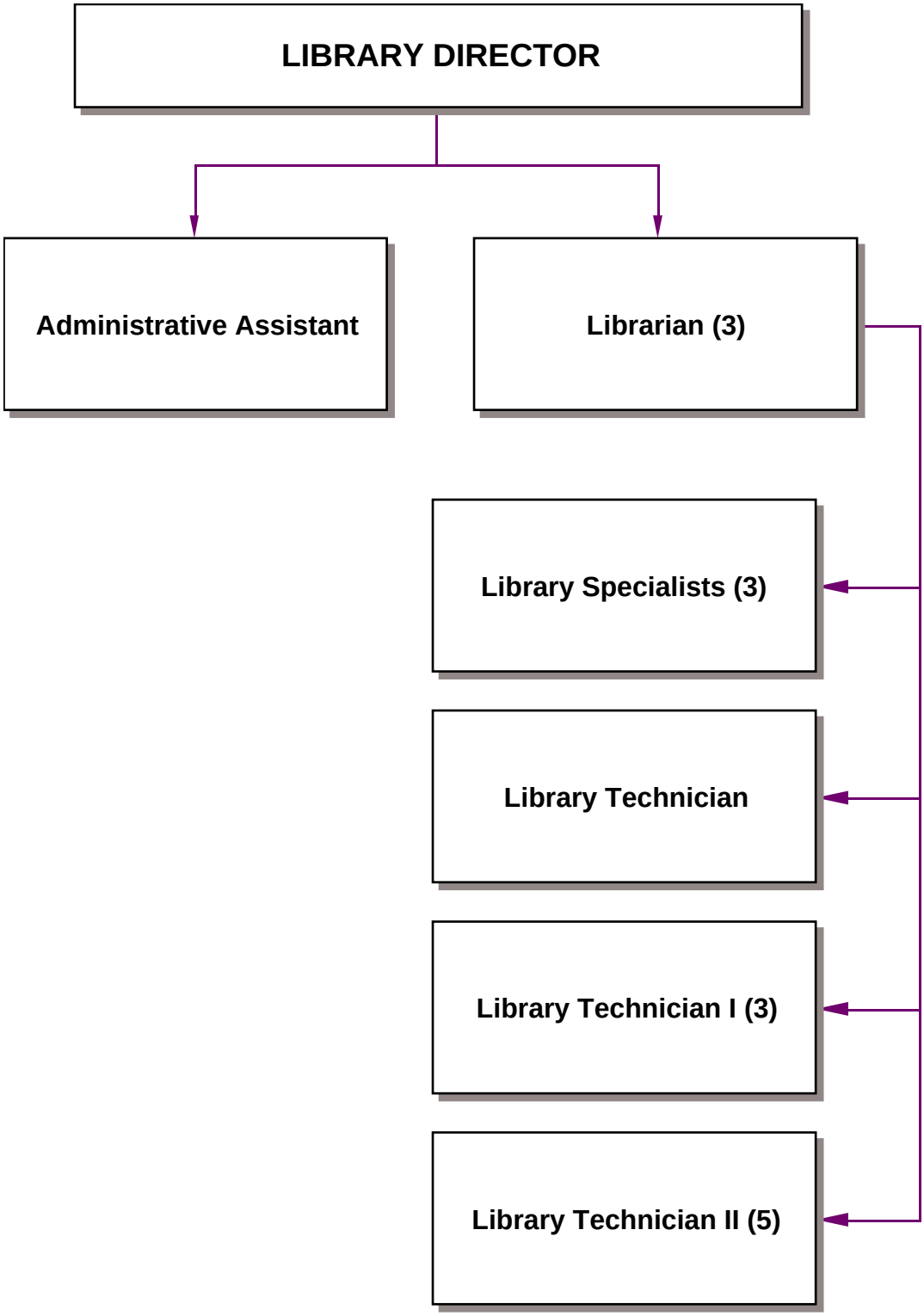
A Encourage preservation of historic buildings, sites, and features through community education/outreach
B Maintain register of local structures/sites of historic significance
C Review proposed alteration, modification, and rehabilitation of historic buildings/sites for appropriateness
D Apply for and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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of Historic Preservation Committee meetings held	10	14	14	14
C	Number of Certificates of Appropriateness issued	5	7	10	18
D	Number of grants administered	1	0	1	1
E	Number of special valuation tax assessment awards issued	0	4	5	10

TOTAL FOR ALL PROGRAMS $1,520,110

Organization Chart

Library



Expenditure Summary

Department Summary: Library

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$981,180	$994,700	$1,021,280	2.7%	$1,045,940	2.4%	$2,067,220
Personnel Benefits	$395,120	$463,610	$380,690	-17.9%	$390,990	2.7%	$771,680
Supplies	$29,260	$23,000	$26,700	16.1%	$26,700	0.0%	$53,400
Other Services & Charges	$310,290	$321,090	$338,880	5.5%	$352,820	4.1%	$691,700
Debt Service	$56,220	$172,040	$56,470	-67.2%	$56,480	0.0%	$112,950
Capital Outlay	$89,050	$84,920	$84,520	-0.5%	$84,520	0.0%	$169,040
TOTAL EXPENDITURES	$1,861,120	$2,059,360	$1,908,540	-7.3%	$1,957,450	2.6%	$3,865,990

Program Descriptions - Initiatives - Performance Measures

Public Services $1,512,087

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours open to the public	2,600	2,600	2,600	2,600
A	Number of people visiting the library	184,310	190,000	192,000	195,000

Public Services - continued

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
AB Number of new library cards issued	2,624	2,625	2,630	2,650
AB Number of regular borrowers	30,564	31,000	31,100	31,200
A-D Total library materials borrowed	465,900	430,000	435,000	440,000
E Number of questions answered	46,573	46,700	46,750	46,800
F Number of Internet users	20,088	21,500	21,550	21,600

Technical Services $1,365,444

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

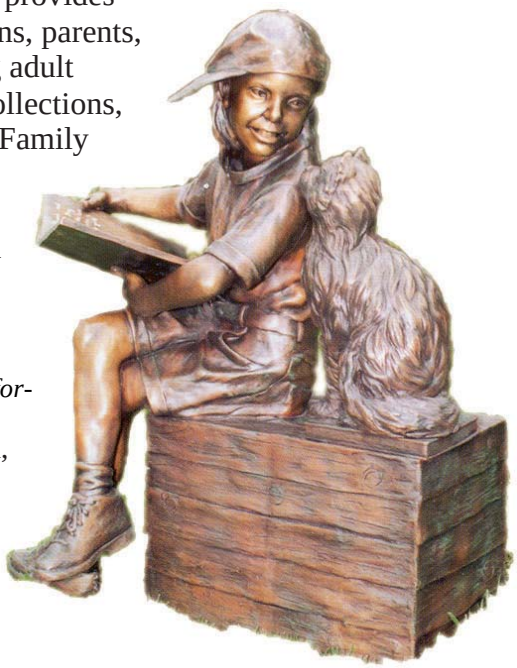
Initiatives/Activities *(The letter in the first column refers to its related performance measure below)*

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

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
ABCEG Number of items added to the collection (including donations)	7,262	7,000	7,200	7,400
D Number of bibliographic records in database	147,013	147,050	147,100	147,150
D Total number of items in collection	180,640	178,000	178,500	179,000
F Number of items withdrawn from collection	14,511	15,000	12,000	12,000
H Number of library website hits	70,000	72,000	75,000	80,000

Youth Services & Family Literacy $524,788

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



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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of books and other materials in collection for Youth Services	33,433	33,400	33,425	33,450
B	Number of youth and family programs held	331	335	335	335
B	Number of participants in youth and family programs	7,010	7,000	7,100	7,250
C	Number enrolled in summer reading program	1,050	1,050	1,100	1,150
C	Number of summer program event participants	3,201	3,200	3,250	3,300
F	Youth services volunteer hours	1,376	1,400	1,400	1,400
C	Percent of surveyed parents rating summer reading program as effective (3 or higher)	N/A	50	60	75
C	Percent of 3rd Grade reading scores that met state requirements	N/A	N/A	70	71

Adult Services and Literacy $463,671

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

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

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

continued

Adult Services and Literacy - continued

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

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

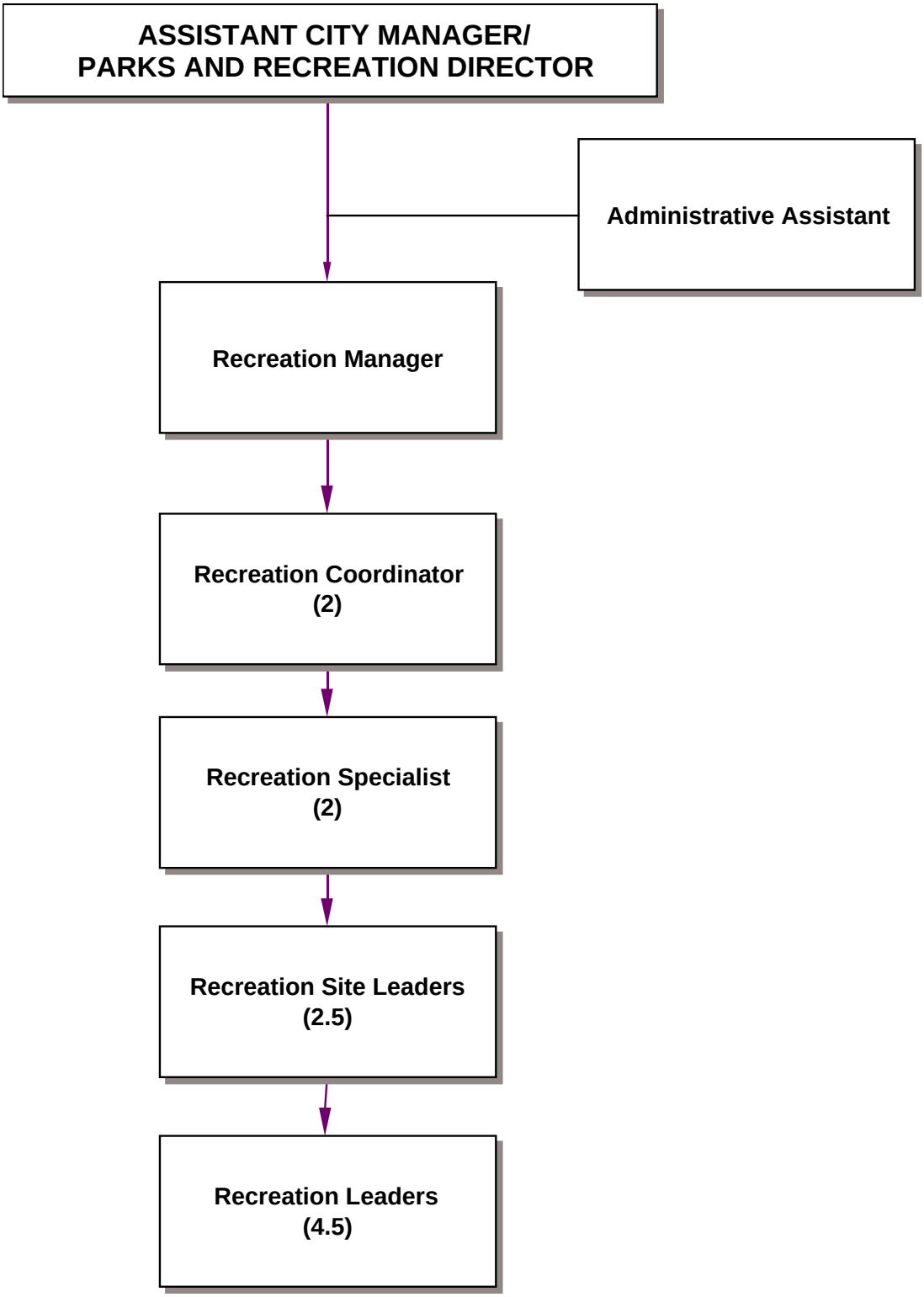
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of participants in Adult Winter Reading Program	N/A	N/A	50	10
A	Number of events/people attending adult programs	14/475	14/475	15/500	15/525
E	Number of studens participating in Project READ	125	130	130	135
E	Number of Project READ volunteer hours	3,553	3,600	3,600	3,600
E	Number of students becoming citizens, passing the GED, getting a driver's license, or improving their job skills	26	25	25	25
G	Number of outreach participants	63	65	65	65
G	Number of outreach materials delivered	8,156	8,200	8,150	8,100

TOTAL FOR ALL PROGRAMS $3,865,990

General Fund

Organization Chart

Recreation



Expenditure Summary

Department Summary: Recreation

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$544,320	$597,610	$533,070	-10.8%	$548,470	2.9%	$1,081,540
Personnel Benefits	$190,840	$224,140	$168,410	-24.9%	$174,050	3.3%	$342,460
Supplies	$61,110	$67,930	$66,730	-1.8%	$66,730	0.0%	$133,460
Other Services & Charges	$270,030	$317,840	$364,490	14.7%	$371,980	2.1%	$736,470
TOTAL EXPENDITURES	$1,066,300	$1,207,520	$1,132,700	-6.2%	$1,161,230	2.5%	$2,293,930

Program Descriptions - Initiatives - Performance Measures

Facility Use/Operations $623,483

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

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

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

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Number of recreation programs at recreation buildings and facilities	2,564	2,582	2,600	2,600
A Number of times citizens participated in recreation activity and enrichment programs at buildings and facilities	2,850	2,900	2,900	2,900

Facility Use/Operations Program - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Number of times schools use recreation building and facilities for educational purposes	1,000	1,000	1,000	1,000
C	Number of times nonprofit organizations use recreation buildings	470	490	490	500
C	Number of times youth sports use buildings and facilities to provide youth activity	3,580	3,580	3,580	3,580
D	Revenue from fees for operation cost sustainability	$64,954	$66,253	$67,578	$68,930
E	Percent of users satisfied with building and facility maintenance, cleanliness, and equipment	98%	98%	98%	98%
F	Percent of users satisfied with customer service, facility cost, and rental process	97%	97%	97%	97%
G	Number of community garden spaces used to support healthy nutrition and sustainable food sources	126	126	126	126

Adult Programs $437,602

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of registered citizens learning skills and enhancing education in enrichment classes	2,793	2,800	2,800	2,800
A	Number of enrichment classes conducted to increase knowledge and learn skills	268	280	280	280
B	Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B	User fees and charges collected to sustain programs	$146,568	$149,499	$152,489	$155,539
D	Number of physical activity and sports programs improving health and well being	30	30	30	30
D	Number of enrolled citizens improving health through physical activity and sports programs	3,850	3,850	3,875	3,875
E	Number of diverse program areas offered to meet residents needs and interest	9	10	10	10
E	Percent of quality programs conducted succesfully	87%	87%	87%	87%
F	Percent of users satisfied with program service and quality	98%	98%	98%	98%

General Fund

Out-of-School Youth Programs $394,697

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of registered children in a safe, supervised program	836	850	900	900
A	Staff to student ratio to assure quality program standards	1:11	1:12	1:12	1:12
B	Number of days children are cared for in a safe, supervised program	220	245	245	245
A/B	Number of times children attend after school, before school, and summer programs	22,000	23,000	23,500	23,500
C	Number of school partnerships maintained to increase learning and homework help	5	5	5	5
D	Number of community support and partnership commitments received from local businesses and nonprofit organizations	41	40	42	42
E	Number of hours invested in staff training and professional development	35 hr	35 hr	35 hr	35 hr
F	Percent of users satisfied with program supervision, safety, learning, and care of children	98%	98%	98%	98%
G	Revenue collected to sustain programs	$95,646	$97,559	$99,510	$101,500

Youth Programs $254,770

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of enrichment classes and physical acitivity programs offered	208	212	217	221
A	Number of children registered in programs, learning new skills, and improving health	1,725	1,750	1,785	1,821
B	Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B	Amount of revenue generated to sustain programs	$49,640	$50,633	$51,646	$52,678
C	Percent of time programs sucessfully conducted versus cancelled	85%	88%	90%	92%
E	Number of volunteers involved in community service at youth programs	49	45	47	49
E	Number of hours donated by volunteers in youth programs	580	600	620	630
F	Number of collaboration and partnerships with local business and nonprofit organizations	57	55	62	65
GH	Percent of participants satisfied with customer service and program quality	98%	98%	98%	98%

Family Programs $237,253

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Targe
AB	Number of programs offered that build family unity and stengthen families	159	165	165	165
AB	Number of times families attend programs together	29,875	31,180	32,600	32,600
CD	Dollar amount of community in-kind services from business and nonprofit partners	$32,200	$32,400	$34,200	$34,200
C	Revenue generated from business collaberation, nonprofit partners, and program fees	$74,245	$75,730	$77,245	$78,789
C	Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
D	Number of community-supported partnerships with businesses and nonprofit organizations	105	105	105	105
E	Number of volunteers sharing skills and providing community service	289	295	315	315
E	Number of volunteer hours donated through community service	1,794	1,800	1,800	1,800
F	Percent of quality programs successfully conducted versus canceled	97%	97%	97%	97%
F	Percent of users satisfied with service and program quality	99%	99%	99%	99%

Therapeutic Programs $152,280

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Targe
A	Number of programs conducted for social, enrichment, and activity opportunities	25	25	25	25
A	Number of registered participants improving mental and physical health and well-being	332	345	360	372
A	Number of times citizens are learning new skills and socializing at programs	5,400	5,550	5,675	5,700
B	Number of volunteers sharing skills and providing community service	145	149	151	153
B	Number of volunteer hours donated through community service	3,725	3,830	3,875	3,930
C	Dollar value of donations and in-kind services from businesses and nonprofit organizations	$8,115	$8,500	$8,800	$9,100

Therapeutic Programs - continued

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
C	Revenue generated from fees to sustain programs	$2,667	$2,730	$2,775	$2,830
D	Number of partnerships with businesses and nonprofit organizations	34	38	43	45

Teen Programs $143,845

The purpose and goals of teen programs include providing ongoing activities, enrichment classes, trips, education, leadership opportunities, and events for teenagers from middle school through high school (11 to 18 years old). Ongoing recreation programs includes Late Night at Youth & Family Link, Boulevard out-of-school program at the Elks Building, computer technology room at the Elks Building, Junior Leadership Development program and Longview Teen Council (TLC). Enrichment classes are offered in dance, music, drama, sports, technology, boating, outdoor adventure, leadership, babysitting, safety, and many other topics. Special events include contests, tournaments, dances, trips, and excursions. Ongoing programs are free of charge and enrichment classes are fee-based with scholarships available for Longview residents. Teen programs are held at the Elks Building, schools, businesses, and recreation buildings and facilities. Teen prevention programs provide a deterrent to crime, voilence, substance use, and other negative youth behavior.

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Targe
A	Number of safe and supervised programs conducted	375	375	180	180
A	Percent of quality programs conducted versus those cancelled	88%	88%	100%	100%
B	Number of times teenagers attend programs that provide activity and enrichment	8,000	8,000	3,500	3,500
B	Number of teenagers registered in programs that deter negative behavior	2,570	2,700	800	800
C	Value of donations and in-kind contributions from businesses and nonprofit organizations	$2,570	$4,000	$500	$500
D	Revenue collected from fees to support teen programs	$4,903	$5,001	$0	$0
E	Number of trainings offered to staff with emphasis on education and working with young people	12	14	4	4
F	Number of junior leaders committed to learning leadership and gaining work experience in community service	27	25	0	0

Teen Programs - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
F	Number of community service hours from volunteer junior leaders	2,053	2,300	0	0
G	Number of partnerships with business and nonprofit organizations to enhance programs	70	75	15	15

Senior Programs $44,820

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

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

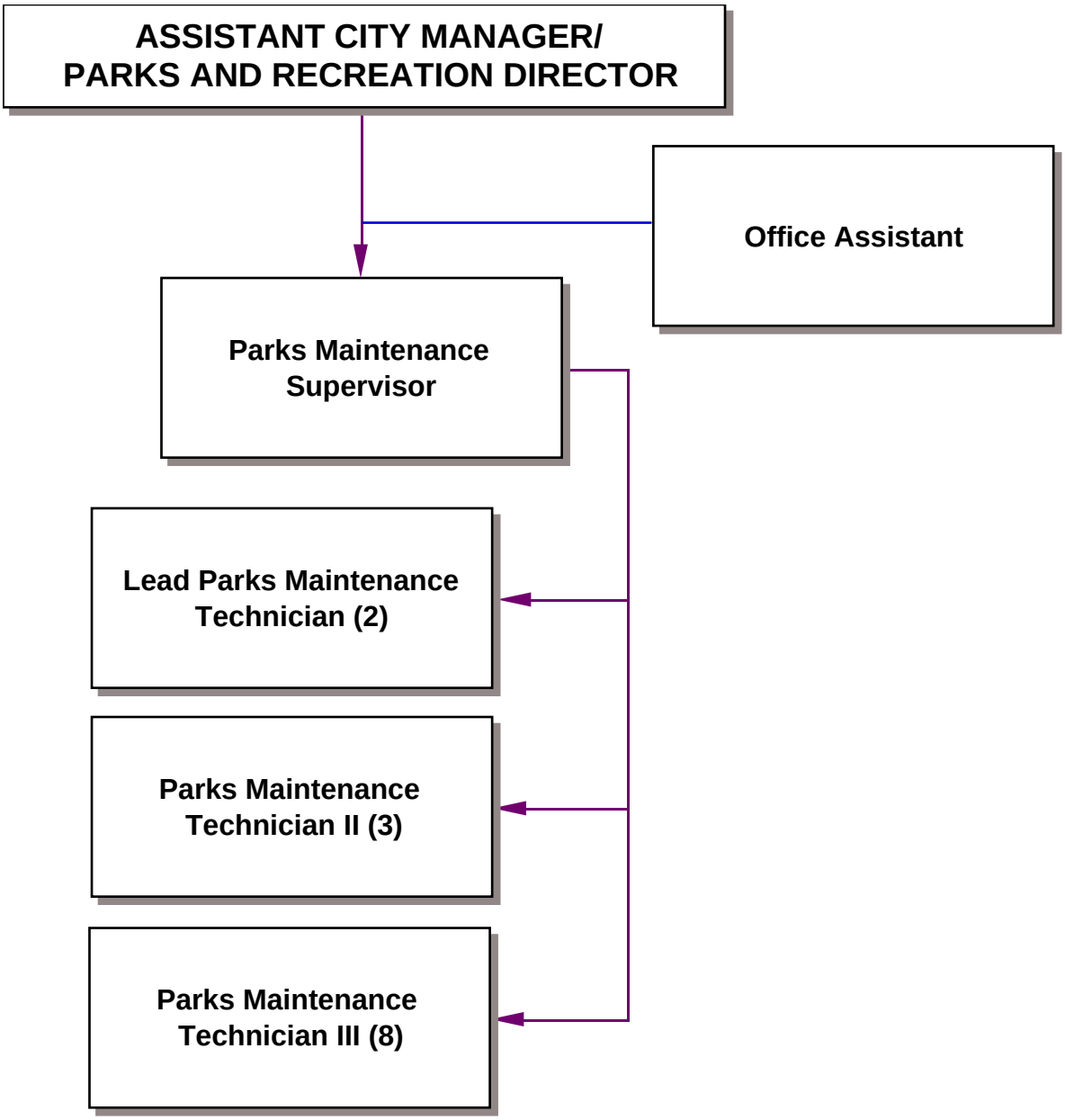
A Provide programs and facilities for recreation, activity, social interaction, and learning enrichment
B Provide deterrent to feelings of isolation and loneliness
C Provide programs and facilties for health, safety, and physical fitness
D Maintain partnerships and collaborate with nonprofit organizations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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
AB	Number of recreation programs offered to deter isolation, decrease loneliness, and promote interaction	0	0	0	0
AB	Number of seniors registered in enrichment programs to increase social interaction and learn skills	0	0	0	0
C	Number of programs offered to provide health and physical activity to improve safety and well-being	0	0	0	0
C	Number of seniors enrolled in health and physical activity programs	0	0	0	0
D	Number of business collaborations and nonprofit partnerships to provide quality programs	0	0	0	0
F	Number of volunteers who provide community service and share resources or skills	0	0	0	0
F	Number of hours that volunteers share skills and knowledge	0	0	0	0

TOTAL FOR ALL PROGRAMS $2,293,930

Organization Chart

Parks



Expenditure Summary

Department Summary: Parks

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Salaries & Wages	$838,780	$865,360	$678,200	-21.6%	$694,050	2.3%	$1,372,250
Personnel Benefits	$362,560	$392,590	$277,990	-29.2%	$285,640	2.8%	$563,630
Supplies	$89,730	$119,840	$114,080	-4.8%	$114,080	0.0%	$228,160
Other Services & Charges	$401,370	$512,950	$555,980	8.4%	$561,800	1.0%	$1,117,780
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,692,440	$1,890,740	$1,626,250	-14.0%	$1,655,570	1.8%	$3,281,820

Program Descriptions - Initiatives - Performance Measures

General Park Maintenance $1,620,410

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
E	Number of hours required to administer IPM practices to lawns and shrub beds	858	500	500	500
E	Number of times baiting stations are stocked with rodenticide for rats	2	2	4	4
F	Number of shrub beds maintained	307	200	200	200
G	Number of times annual inventory is performed to track supplies used	2	2	2	2
H	Number of times lake paths are repaired with new gravel each year	2	3	4	4
H	Number of hours needed to prepare softball infields during season	465	500	525	525

Turf Maintenance $808,205

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of hours required for mowing parks and right-of-ways	2,578	2,500	2,600	2,600
A	Number of hours required for IPM practices to reduce weed removal and the necessity of edging along sidewalks, curbs, and around posts	1,590	2,226	2,300	2,300
C	Percent reduction in fuel consumption by reducing mowing sites and planning routes more efficiently	5%	3%	2%	2%

Restroom Maintenance, Sanitation, Litter Control $422,299

This program cleans, repairs, unplugs, and replaces fixtures, repairs leaks, and paints or removes grafitti in all open public restrooms on a daily basis (sometimes twice a day), 365 days a year. Tasks include the maintenance of all public restrooms in all park areas and includes repair of vandalism, trash collection, and litter control. Recent additions to the division's responsibilities are the trails along the Dike, emptying trash cans and re-stocking mutt mitt dispensers. When the route is completed, it is begun again for those areas of heaviest use. Employees are also trained to observe any problems unrelated to their tasks within each park and to alert the supervisor.

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

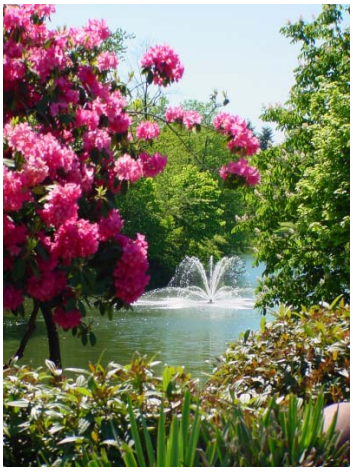
A Clean and sanitize toilets and sinks with a bleach solution
B Re-stock paper products

Restroom Maintenance, Sanitation, and Litter Control - continued

C Hose or mop floors
D Clear all plugged fixtures
E Paint over, or remove, all painted graffiti
F Monitor locked areas to ensure they have not been compromised
G Pick up all litter
H Empty all trash cans in each park and replace the plastic liner (58 trash cans)

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of citizen complaints per year	10	8	5	5
A	Number of restrooms maintained daily (7 days per week, April-October)	38	38	38	38
A	Number of restrooms maintained three times per week (November-March)	11	11	11	11
E	Number of hours needed to repair vandalism	870	750	750	750
H	Number of trash cans checked and emptied daily, as needed (April-October)	70	72	85	85

Water Management and Irrigation Maintenance $234,895



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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of times irrigation systems are activated and deactivated per year	2	2	2	2
A	Number of sites with irrigation systems	16	16	16	16
B	Number of heads repaired or replaced per year	30	30	30	30
D	Number of acres of automated irrigation	53	53	53	53
D	Number of acres manually irrigated, as staffing allows	82	82	82	82

continued

Playground Maintenance $196,011

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Number of formal playground inspections/yr (2 formal - remainder, as needed)	2	2	2	2
B	Number of equipment repair hours	166	150	150	150
D	Number of newly-developed playgrounds	0	0	0	0
E	Number of preventive maintenance visits to sites each year	70	70	70	70
E	Number of play structures maintained	31	31	31	31

TOTAL FOR ALL PROGRAMS $3,281,820

General Fund

Non-Departmental Summary

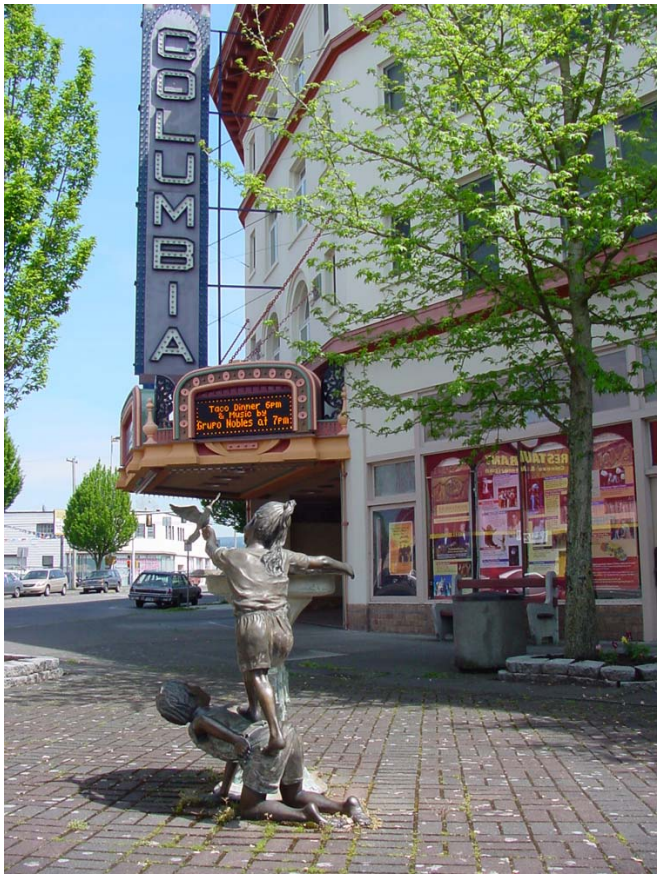
Expenditure Summary

Department Summary: Non-Departmental

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$610	$3,120	$2,250	-27.9%	$2,500	11.1%	$4,750
Other Services & Charges	$885,050	$1,025,260	$1,077,970	5.1%	$1,103,570	2.4%	$2,181,540
Capital Outlay	$1,110	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$3,310	$10,120	$3,360	-66.8%	$3,360	0.0%	$6,720
Interfund Transfers	$510,280	$521,130	$468,560	-10.1%	$472,460	0.8%	$941,020
TOTAL EXPENDITURES	$1,400,360	$1,559,630	$1,552,140	-0.5%	$1,581,890	1.9%	$3,134,030

Program Descriptions - Initiatives - Performance Measures

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



TOTAL FOR ALL PROGRAMS $3,134,030

For Your Notes...

Special Revenue Funds

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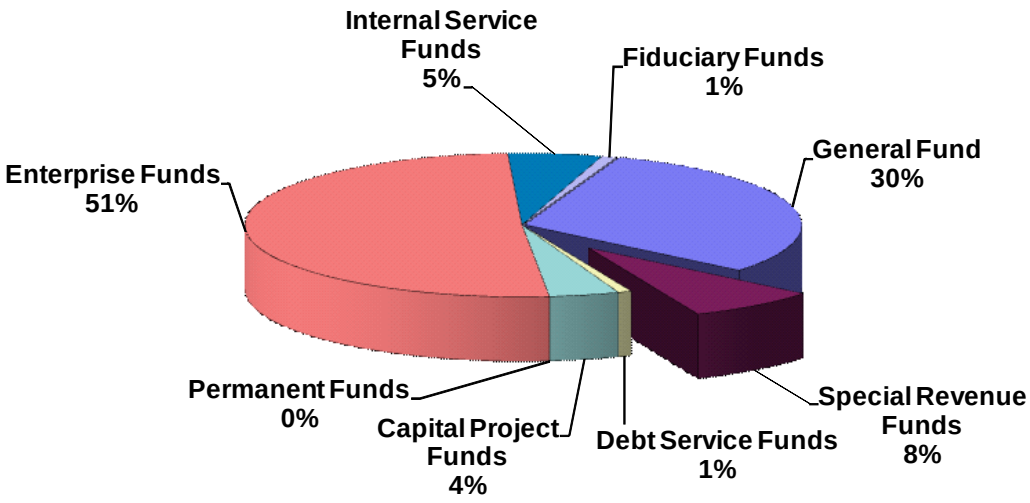
Special Revenue Funds

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

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

Breakdown of 2013/2014 Budget by Fund



Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Arterial Street	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$285,000
2013/2014 Estimated Revenue	$8,901,160
Beginning Cash Required for Operations	$250,000
Total 2013/2014 Revenue	$9,151,160
2013/2014 Estimated Expenditures	$9,151,160
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$9,151,160
Estimated Ending Fund Balance	$35,000

Arterial Street Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$911,610	$240,000	$1,620,330	575.1%	$6,897,830	325.7%	$8,518,160
Charges for Services	$0	$2,500	$2,500	0.0%	$2,500	0.0%	$5,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,590	$7,500	$0	-100.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$237,000	$0	$258,000	0.0%	$120,000	-53.5%	$378,000
Beg Resources Req to Balance	$0	$0	$0	0.0%	$250,000	0.0%	$250,000
TOTAL REVENUES	$1,150,200	$250,000	$1,880,830	652.3%	$7,270,330	286.5%	$9,151,160

Expenditure Summary

Arterial Street Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$139,670	$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	$680	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$88,540	$50,000	$55,000	10.0%	$55,000	0.0%	$110,000
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$1,691,850	$25,000	$1,790,500	7062.0%	$7,030,000	292.6%	$8,820,500
Debt Service	$36,000	$35,330	$35,330	0.0%	$35,330	0.0%	$70,660
Interfund Transfers	$0	$0	$0	0.0%	$150,000	0.0%	$150,000
TOTAL EXPENDITURES	$1,817,070	$250,000	$1,880,830	652.3%	$7,270,330	286.5%	$9,151,160

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 $9,151,160

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Downtown Parking	Department Head Responsible Jim Duscha
Beginning Fund Balance	$151,000
2013/2014 Estimated Revenue	$100,560
Beginning Cash Required for Operations	$133,030
Total 2013/2014 Revenue	$233,590
2013/2014 Estimated Expenditures	$233,590
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$233,590
Estimated Ending Fund Balance	$17,970

Downtown Parking Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$49,040	$66,000	$49,200	-25.5%	$45,200	-8.1%	$94,400
Miscellaneous	$41,430	$60,450	$3,080	-94.9%	$3,080	0.0%	$6,160
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	$19,320	$63,350	227.9%	$69,680	10.0%	$133,030
TOTAL REVENUES	$90,470	$145,770	$115,630	-20.7%	$117,960	2.0%	$233,590

Expenditure Summary

Downtown Parking Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$67,040	$71,260	$64,580	-9.4%	$65,880	2.0%	$130,460
Personnel Benefits	$35,230	$41,770	$32,880	-21.3%	$33,400	1.6%	$66,280
Supplies	$730	$1,200	$1,050	-12.5%	$1,050	0.0%	$2,100
Other Services & Charges	$16,780	$15,440	$16,820	8.9%	$17,330	3.0%	$34,150
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$16,100	$300	-98.1%	$300	0.0%	$600
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$119,780	$145,770	$115,630	-20.7%	$117,960	2.0%	$233,590

Program Descriptions - Initiatives - Performance Measures

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

Parking Enforcement (Parking) $233,590

The Parking Enforcement unit is responsible for enforcing parking laws primarily in the downtown area of Longview. They also respond to parking complaints on a wider city basis and do some special event parking enforcement. Our Parking Enforcement Officer (PEO)has the 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, and collecting outstanding parking fines.

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of parking citations issued	1,928	1,400	1,400	1,400
B	Amount of fines outstanding for 5 years or more	$29,949	$29,905	$29,000	$29,000
C	Number of parking permits issued	257	162	162	162
D	Number of vehicles immobilized	6	9	9	9

TOTAL FOR ALL PROGRAMS $233,590

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Economic Development Fund	Department Head Responsible Bob Gregory
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$1,714,370
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,714,370
2013/2014 Estimated Expenditures	$1,714,370
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,714,370
Estimated Ending Fund Balance	$0

Economic Development Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$476,140	$407,440	$456,750	12.1%	$462,000	1.1%	$918,750
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$39,140	$7,500	$7,500	0.0%	$7,500	0.0%	$15,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$33,370	$6,550	$2,950	-55.0%	$2,730	-7.5%	$5,680
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$500,000	$413,380	-17.3%	$361,560	-12.5%	$774,940
Beg Resources Req to Balance	$0	$155,240	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$548,650	$1,076,730	$880,580	-18.2%	$833,790	-5.3%	$1,714,370

Expenditure Summary

Economic Development Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$49,230	$37,900	$38,820	2.4%	$39,560	1.9%	$78,380
Personnel Benefits	$10,260	$8,370	$8,050	-3.8%	$8,600	6.8%	$16,650
Supplies	$40	$8,610	$850	-90.1%	$1,000	17.6%	$1,850
Other Services & Charges	$133,030	$253,680	$138,950	-45.2%	$92,750	-33.2%	$231,700
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$19,620	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$966,310	$768,170	$693,910	-9.7%	$691,880	-0.3%	$1,385,790
Interfund Transfers	$49,660	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,228,150	$1,076,730	$880,580	-18.2%	$833,790	-5.3%	$1,714,370

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 $1,714,370

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of Mint Farm Industrial Park lots sold per year	0	0	1	1
A	Number of jobs per acre	N/A	N/A	10	10
A	Dollars invested per acre (in millions)	N/A	N/A	$1.0	$1.0
A	Percentage of development conforming to City Industrial Performance Standards	100%	100%	100%	100%
B	Percent increase in annual sales and B&O tax in Downtown Commerce Zone	N/A	-8%	1%	1%
B	Increase in number of residential housing units per year	5	5	5	50
B	Recruit hotel/motel	0	0	0	1
B	Percent of downtown action plan objectives completed	90%	90%	90%	100%

TOTAL FOR ALL PROGRAMS $1,714,370

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title HOME Fund	Department Head Responsible Bob Gregory
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$1,122,750
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,122,750
2013/2014 Estimated Expenditures	$1,122,750
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,122,750
Estimated Ending Fund Balance	$0

HOME Fund							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$481,660	$547,070	$509,400	-6.9%	$550,650	8.1%	$1,060,050
Charges for Services	$36,560	$42,500	$30,000	-29.4%	$32,500	8.3%	$62,500
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$20	$470	$100	-78.7%	$100	0.0%	$200
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	$518,240	$590,040	$539,500	-8.6%	$583,250	8.1%	$1,122,750

Expenditure Summary

HOME Fund							
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 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	$557,380	$590,040	$539,500	-8.6%	$583,250	8.1%	$1,122,750
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	$557,380	$590,040	$539,500	-8.6%	$583,250	8.1%	$1,122,750

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $1,122,750

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title CDBG Entitlement	Department Head Responsible Bob Gregory
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$742,500
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$742,500
2013/2014 Estimated Expenditures	$742,500
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$742,500
Estimated Ending Fund Balance	$0

Community Development Block Grant Entitlement Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$208,420	$181,860	$357,500	96.6%	$385,000	7.7%	$742,500
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	$49,660	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$258,080	$181,860	$357,500	96.6%	$385,000	7.7%	$742,500

Expenditure Summary

Community Development Block Grant Entitlement Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$149,990	$181,860	$357,500	96.6%	$385,000	7.7%	$742,500
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$290	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$108,110	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$258,390	$181,860	$357,500	96.6%	$385,000	7.7%	$742,500

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 $742,500

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Criminal Justice Assistance	Department Head Responsible Jim Duscha
Beginning Fund Balance	$269,000
2013/2014 Estimated Revenue	$1,272,450
Beginning Cash Required for Operations	$26,460
Total 2013/2014 Revenue	$1,298,910
2013/2014 Estimated Expenditures	$1,298,910
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,298,910
Estimated Ending Fund Balance	$242,540

Criminal Justice Assistance Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$462,340	$525,390	$606,090	15.4%	$614,360	1.4%	$1,220,450
Charges for Services	$230	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$19,690	$26,000	$26,000	0.0%	$26,000	0.0%	$52,000
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	$100,730	$9,190	-90.9%	$17,270	87.9%	$26,460
TOTAL REVENUES	$482,260	$652,120	$641,280	-1.7%	$657,630	2.5%	$1,298,910

Expenditure Summary

Criminal Justice Assistance Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$175,170	$415,620	$386,420	-7.0%	$403,250	4.4%	$789,670
Personnel Benefits	$66,400	$153,690	$157,510	2.5%	$158,390	0.6%	$315,900
Supplies	$50,450	$18,500	$28,350	53.2%	$28,350	0.0%	$56,700
Other Services & Charges	$135,240	$64,310	$69,000	7.3%	$67,640	-2.0%	$136,640
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	$427,260	$652,120	$641,280	-1.7%	$657,630	2.5%	$1,298,910

Program Descriptions - Initiatives - Performance Measures

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

COPS Hiring Grant $573,983

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

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

A Hire Police Officers to bring staffing level to 56 officers

B Complete grant reporting requirements

continued

COPS Hiring Grant - continued

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Percent of grant funds spent per year	0%	33%	33%	33%

School Officer Program $482,876

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

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A-L Number of school calls	796	550	600	600
A-L Calls taken by SRO's	402	350	600	600

Registered Sex Offender (RSO) Monitoring Grant $112,771

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

continued

Registered Sex Offender (RSO) Monitoring Grant - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of annual Level I Sex Offender residency verifications completed	100%	100%	100%	100%
B	Percent of biannual Level II Sex Offender residency verifications completed	100%	100%	100%	100%
C	Percent of quarterly Level III Sex Offender residency verifications completed	100%	100%	100%	100%
D	Percent of RSO's not in compliance and referred for prosecution	100%	100%	100%	100%

Investigation Expense $40,000

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Dollar amount of U.S. currency seized	$6,810.92	$12,000	$12,000	$12,000
A	Number of firearms forfeited	18	10	10	10
A	Number of vehicles seized	4	5	5	5

Community Policing $27,280

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of active Block Watch groups	42	45	45	45
B	Number of community presentations given	11	30	30	30
B	Number of attendees at presentations	200	2,200	2,200	2,200
C	Number of volunteer hours donated	1,655	3,000	3,000	3,000
C	Number of volunteer hours donated	2,424	4,000	3,000	3,000

Bullet Proof Vest Grant $24,000

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Number of vests purchased	10	18	16	18
C	Dollar amount of grant revenue receipted	$3,674	$5,000	$5,000	$5,000
C	Percent of vest costs covered by grant	50%	50%	50%	50%

Emergency Support Shelter $20,000

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 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 devices for traffic law enforcement.

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
C	Percent of grant funds used as outlined in grant application	100%	100%	100%	100%

Police Property Auctions $8,000

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

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

A Process unclaimed property and other evidence for auction after diligent efforts have been made to locate an owner

continued

Special Revenue Funds

Police Property Auctions - continued

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

B Deposit property bureau revenue
C Record and reconcile sale information into evidence database

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A/C	Number of items disposed of through auction	9	200	200	200
A/C	Average revenue per item auctioned	$51	$10	$10	$10
B	Dollar amount of property bureau revenue collected	$462	$2,000	$2,000	$2,000

TOTAL FOR ALL PROGRAMS $1,298,910

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Public Safety Fund	Department Head Responsible Jim Duscha
Beginning Fund Balance	$42,000
2013/2014 Estimated Revenue	$463,240
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$463,240
2013/2014 Estimated Expenditures	$463,240
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$463,240
Estimated Ending Fund Balance	$42,000

Public Safety Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$515,340	$372,500	$229,020	-38.5%	$234,220	2.3%	$463,240
Miscellaneous	$80	$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	$515,420	$372,500	$229,020	-38.5%	$234,220	2.3%	$463,240

Expenditure Summary

Public Safety Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$80,040	0.0%	$84,080	5.0%	$164,120
Personnel Benefits	$0	$0	$36,280	0.0%	$37,440	3.2%	$73,720
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$505,020	$372,500	$112,700	-69.7%	$112,700	0.0%	$225,400
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	$505,020	$372,500	$229,020	-38.5%	$234,220	2.3%	$463,240

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $463,240

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Library Grant Fund	Department Head Responsible Chris Skaugset
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$0
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$0
2013/2014 Estimated Expenditures	$0
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$0
Estimated Ending Fund Balance	$0

Library Grant Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$14,000	$0	-100.0%	$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	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$0	$14,000	$0	-100.0%	$0	0.0%	$0

Expenditure Summary

Library Grant Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$5,000	$0	-100.0%	$0	0.0%	$0
Other Services & Charges	$0	$9,000	$0	-100.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$0	$14,000	$0	-100.0%	$0	0.0%	$0

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $0

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Tourism Special Revenue	Department Head Responsible Bob Gregory
Beginning Fund Balance	$90,000
2013/2014 Estimated Revenue	$72,200
Beginning Cash Required for Operations	$15,250
Total 2013/2014 Revenue	$87,450
2013/2014 Estimated Expenditures	$87,450
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$87,450
Estimated Ending Fund Balance	$74,750

Tourism Special Revenue Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$33,400	$29,900	$36,000	20.4%	$36,000	0.0%	$72,000
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	$130	$100	$100	0.0%	$100	0.0%	$200
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	$7,150	0.0%	$8,100	13.3%	$15,250
TOTAL REVENUES	$33,530	$30,000	$43,250	44.2%	$44,200	2.2%	$87,450

Expenditure Summary

Tourism Special Revenue Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$40,880	$30,000	$43,250	44.2%	$44,200	2.2%	$87,450
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	$40,880	$30,000	$43,250	44.2%	$44,200	2.2%	$87,450

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.....$87,450

Special Revenue Funds

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Park and Recreation Memorial Trust	Department Head Responsible Dave Campbell
Beginning Fund Balance	$785,000
2013/2014 Estimated Revenue	$2,000
Beginning Cash Required for Operations	$342,800
Total 2013/2014 Revenue	$344,800
2013/2014 Estimated Expenditures	$344,800
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$344,800
Estimated Ending Fund Balance	$442,200

Parks and Recreation Memorial Trust Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$1,350	$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	$9,000	$235,000	2511.1%	$107,800	-54.1%	$342,800
TOTAL REVENUES	$1,350	$10,000	$236,000	2260.0%	$108,800	-53.9%	$344,800

Expenditure Summary

Parks and Recreation Memorial Trust Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$10,000	$10,000	$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	$236,000	0.0%	$108,800	-53.9%	$344,800
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$10,000	$10,000	$236,000	2260.0%	$108,800	-53.9%	$344,800

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 $344,800

Revenue Summary

FUND SUMMARY	
Special Revenue Fund Title Northwest Health Foundation	Department Head Responsible John Brickey
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$140,000
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$140,000
2013/2014 Estimated Expenditures	$140,000
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$140,000
Estimated Ending Fund Balance	$0

Northwest Health Foundation Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$93,260	$0	$75,000	0.0%	$65,000	-13.3%	$140,000
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	$93,260	$0	$75,000	0.0%	$65,000	-13.3%	$140,000

Expenditure Summary

Northwest Health Foundation Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$75,250	$0	$75,000	0.0%	$65,000	-13.3%	$140,000
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	$75,250	$0	$75,000	0.0%	$65,000	-13.3%	$140,000

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.....$140,000

For Your Notes...

Debt Service Funds

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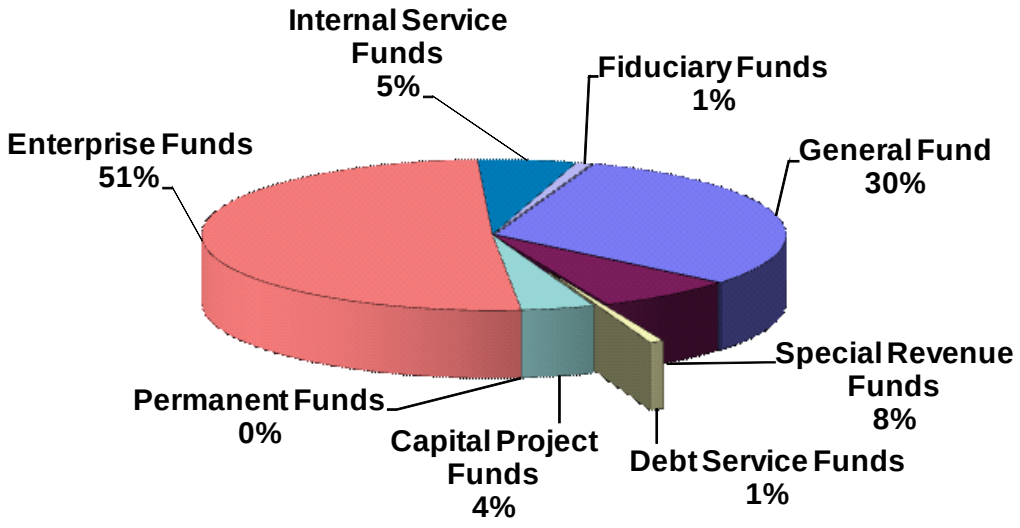
Debt Service Funds

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 2013/2014 Budget by Fund



Revenue Summary

FUND SUMMARY	
Debt Service Fund Title 2007 L.T.G.O. Bond Redemption Fund	Department Head Responsible Bob Gregory
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$1,185,220
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,185,220
2013/2014 Estimated Expenditures	$1,185,220
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,185,220
Estimated Ending Fund Balance	$0

2007 Limited Tax General Obligation Bond Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$247,870	$243,830	$239,330	-1.8%	$234,330	-2.1%	$473,660
Non-Revenues	$95,000	$105,000	$120,000	14.3%	$130,000	8.3%	$250,000
Other Financing Sources	$219,090	$217,830	$226,830	4.1%	$234,730	3.5%	$461,560
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$561,960	$566,660	$586,160	3.4%	$599,060	2.2%	$1,185,220

Expenditure Summary

2007 Limited Tax General Obligation Bond Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$300	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$561,760	$566,660	$586,160	3.4%	$599,060	2.2%	$1,185,220
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$562,060	$566,660	$586,160	3.4%	$599,060	2.2%	$1,185,220

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 $1,185,220

Debt Service Funds

Revenue Summary

FUND SUMMARY	
Debt Service Fund Title Special Assessment Bond Redemption	Department Head Responsible Bob Gregory
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$420,000
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$420,000
2013/2014 Estimated Expenditures	$420,000
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$420,000
Estimated Ending Fund Balance	$0

Special Assessment Bond Redemption Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$125,630	$260,000	$210,000	-19.2%	$210,000	0.0%	$420,000
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	$125,630	$260,000	$210,000	-19.2%	$210,000	0.0%	$420,000

Expenditure Summary

Special Assessment Bond Redemption Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$700	$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	$62,170	$250,000	$200,000	-20.0%	$200,000	0.0%	$400,000
Interfund Transfers	$0	$10,000	$10,000	0.0%	$10,000	0.0%	$20,000
TOTAL EXPENDITURES	$62,870	$260,000	$210,000	-19.2%	$210,000	0.0%	$420,000

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $420,000

Revenue Summary

FUND SUMMARY	
Debt Service Fund Title Special Assessment Guaranty	Department Head Responsible Bob Gregory
Beginning Fund Balance	$3,500
2013/2014 Estimated Revenue	$50,000
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$50,000
2013/2014 Estimated Expenditures	$50,000
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$50,000
Estimated Ending Fund Balance	$3,500

Special Assessment Guaranty Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$10	$150	$50	-66.7%	$50	0.0%	$100
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$37,850	$24,950	-34.1%	$24,950	0.0%	$49,900
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$10	$38,000	$25,000	-34.2%	$25,000	0.0%	$50,000

Expenditure Summary

Special Assessment Guaranty Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$5,810	$37,000	$24,000	-35.1%	$24,000	0.0%	$48,000
TOTAL EXPENDITURES	$5,810	$38,000	$25,000	-34.2%	$25,000	0.0%	$50,000

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 $50,000

For Your Notes...

Capital Project Funds

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L.I.D. Construction Fund 174

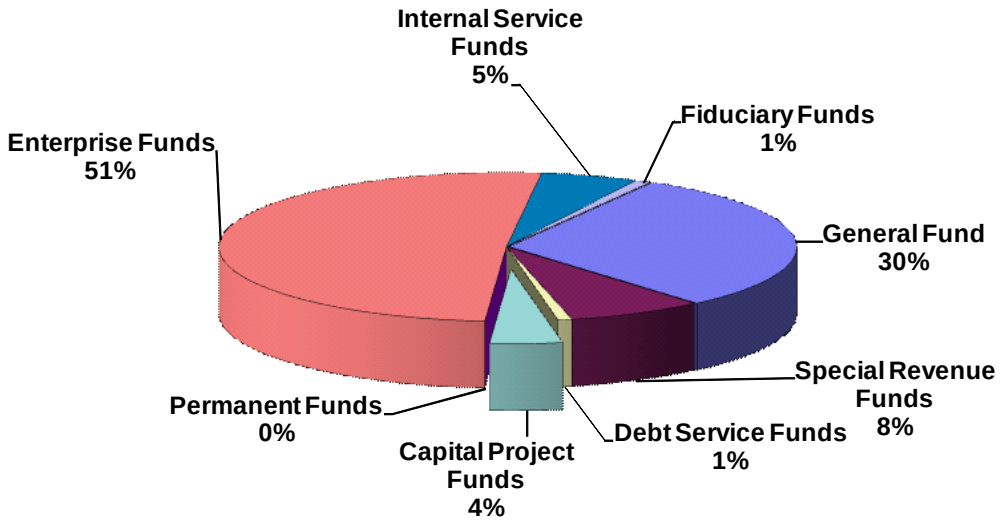
Building Replacement Fund 175

Capital Project Funds

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

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

Breakdown of 2013/2014 Budget by Fund



Revenue Summary

FUND SUMMARY	
Capital Projects Fund Title Capital Projects Fund	Department Head Responsible Dave Campbell
Beginning Fund Balance	$272,050
2013/2014 Estimated Revenue	$388,550
Beginning Cash Required for Operations	$272,050
Total 2013/2014 Revenue	$660,600
2013/2014 Estimated Expenditures	$660,600
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$660,600
Estimated Ending Fund Balance	$0

Capital Project Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$135,530	$170,000	$150,000	-11.8%	$150,000	0.0%	$300,000
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$153,850	$3,000	$3,600	20.0%	$3,700	2.8%	$7,300
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$24,540	$36,000	$40,750	13.2%	$40,500	-0.6%	$81,250
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$302,860	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$262,850	0.0%	$9,200	-96.5%	$272,050
TOTAL REVENUES	$616,780	$209,000	$457,200	118.8%	$203,400	-55.5%	$660,600

Expenditure Summary

Capital Project Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$30,910	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$133,810	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$318,750	$209,000	$457,200	118.8%	$203,400	-55.5%	$660,600
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$483,470	$209,000	$457,200	118.8%	$203,400	-55.5%	$660,600

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 $660,600

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
2013/2014 Estimated Revenue	$3,700,000
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$3,700,000
2013/2014 Estimated Expenditures	$3,700,000
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$3,700,000
Estimated Ending Fund Balance	$0

L.I.D. Construction Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$350,000	$350,000	0.0%	$3,350,000	857.1%	$3,700,000
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$0	$350,000	$350,000	0.0%	$3,350,000	857.1%	$3,700,000

Expenditure Summary

L.I.D. Construction Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$350,000	$350,000	0.0%	$3,350,000	857.1%	$3,700,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$0	$350,000	$350,000	0.0%	$3,350,000	857.1%	$3,700,000

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 $3,700,000

Revenue Summary

FUND SUMMARY	
Capital Projects Fund Title Building Replacement Fund	Department Head Responsible Bob Gregory
Beginning Fund Balance	$459,000
2013/2014 Estimated Revenue	$3,990,130
Beginning Cash Required for Operations	$209,000
Total 2013/2014 Revenue	$4,199,130
2013/2014 Estimated Expenditures	$4,199,130
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$4,199,130
Estimated Ending Fund Balance	$250,000

Building Replacement Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$500,000	0.0%	$0	-100.0%	$500,000
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$780	$2,500	$0	-100.0%	$0	0.0%	$0
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$0	$0	$3,490,130	0.0%	$0	-100.0%	$3,490,130
Beg Resources Req to Balance	$0	$0	$209,000	0.0%	$0	-100.0%	$209,000
TOTAL REVENUES	$780	$2,500	$4,199,130	167865.2%	$0	-100.0%	$4,199,130

Expenditure Summary

Building Replacement Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$2,500	$0	-100.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$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	$4,199,130	0.0%	$0	0.0%	$4,199,130
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	$2,500	$4,199,130	167865.2%	$0	0.0%	$4,199,130

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 $4,199,130

For Your Notes...

Permanent Funds

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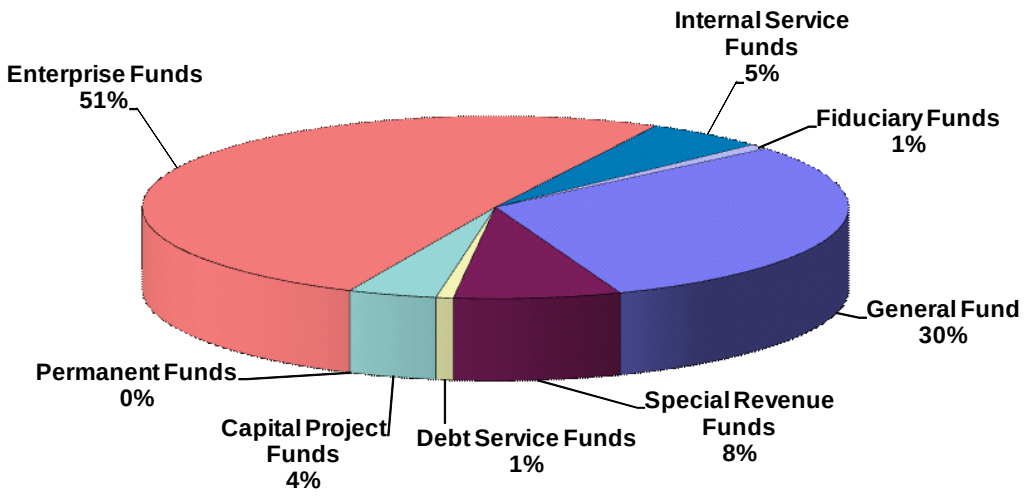
Library Memorial Trust Fund 179

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 2013/2014 Budget by Fund



Revenue Summary

FUND SUMMARY	
Permanent Fund Title Library Memorial Trust	Department Head Responsible Chris Skaugset
Beginning Fund Balance	$20,350
2013/2014 Estimated Revenue	$2,600
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$2,600
2013/2014 Estimated Expenditures	$2,600
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$2,600
Estimated Ending Fund Balance	$20,350

Library Memorial Trust Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$40	$1,300	$1,300	0.0%	$1,300	0.0%	$2,600
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	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$40	$1,300	$1,300	0.0%	$1,300	0.0%	$2,600

Expenditure Summary

Library Memorial Trust Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$1,110	$1,300	$1,300	0.0%	$1,300	0.0%	$2,600
TOTAL EXPENDITURES	$1,110	$1,300	$1,300	0.0%	$1,300	0.0%	$2,600

Program Descriptions - Initiatives - Performance Measures

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

TOTAL FOR ALL PROGRAMS $2,600

For Your Notes...

Enterprise Funds

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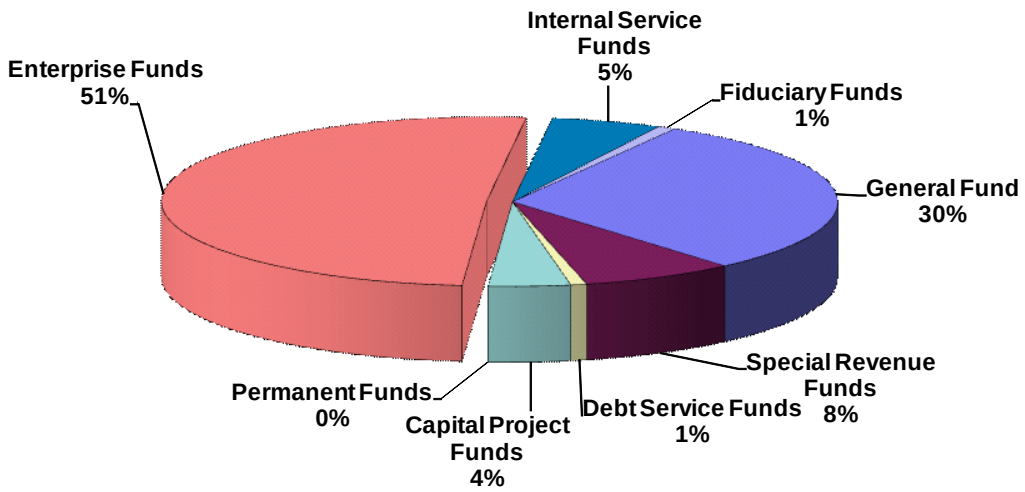
Enterprise Funds

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

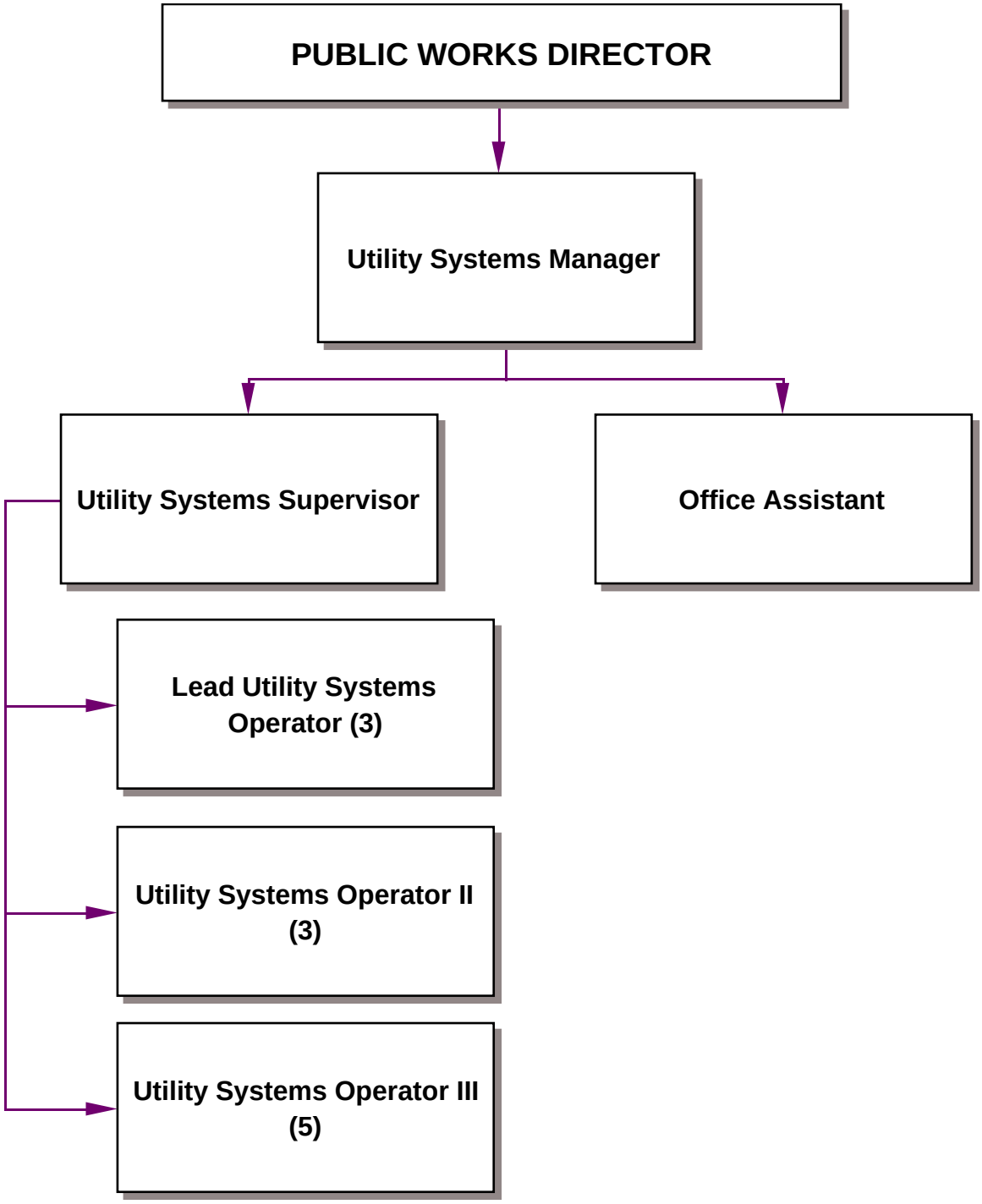
- **Water Operations** - Operates and maintains the City's water distribution system to provide safe and reliable water to residents.
- **Sewer Operations** - Operates and maintains the City's sewer collection system, and a treatment plant for a small portion of the wastewater that is not treated at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

Breakdown of 2013/2014 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	$1,743,510
2013/2014 Estimated Revenue	$12,967,880
Beginning Cash Required for Operations	$1,203,510
Total 2013/2014 Revenue	$14,171,390
2013/2014 Estimated Expenditures	$14,171,390
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$14,171,390
Estimated Ending Fund Balance	$540,000

Water Operations

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$6,378,630	$6,710,220	$6,383,490	-4.9%	$6,571,890	3.0%	$12,955,380
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$28,130	$43,250	$6,250	-85.5%	$6,250	0.0%	$12,500
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$15,148	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$427,740	0.0%	$775,770	81.4%	$1,203,510
TOTAL REVENUES	$6,421,908	$6,753,470	$6,817,480	0.9%	$7,353,910	7.9%	$14,171,390

Expenditure Summary

Water Operations

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$852,170	$809,080	$1,059,640	31.0%	$1,086,440	2.5%	$2,146,080
Personnel Benefits	$352,690	$343,540	$392,610	14.3%	$405,870	3.4%	$798,480
Supplies	$979,000	$1,126,810	$1,204,810	6.9%	$1,216,280	1.0%	$2,421,090
Other Services & Charges	$2,055,860	$1,283,880	$1,546,350	20.4%	$1,601,920	3.6%	$3,148,270
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$295,360	$295,350	$295,350	0.0%	$295,350	0.0%	$590,700
Interfund Transfers	$82,750	$2,894,810	$2,318,720	-19.9%	$2,748,050	18.5%	$5,066,770
TOTAL EXPENDITURES	$4,617,830	$6,753,470	$6,817,480	0.9%	$7,353,910	7.9%	$14,171,390

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Operations $4,744,913

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

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

A 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

continued

Water Distribution - Operations - continued

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Reservoirs inspected	272	288	288	288
C	Work orders for maintenance of reservoirs and security fencing	56	52	52	52
D	Hydrants inspected and maintained	885	1,142	1,142	1,142
E	Valves inspected and maintained	293	750	750	750
G	New mains inspected; chorination/dechlorination	1	0	6	6
H	Pump station inspections	431	624	312	312
I	Fire flow tests performed	14	12	12	12
J	Water mains located	995	1,000	1,000	1,000
K	City owned backflow assemblies tested and repaired	49	67	67	67

Water Distribution - Metering $3,507,193

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Two inch and smaller meters replaced	557	600	600	600
B	Meter boxes replaced	69	24	24	24
C	Large meters tested	23	60	60	60
D	Large meters repaired/replaced	5	6	6	6

Water Distribution - Maintenance $3,363,995

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Water main repairs	28	24	24	24
B	Water service repairs/replacements	96	104	104	104
D	Hydrants replaced	10	12	12	12
E	Valves replaced	7	6	6	6

Water Distribution - Water Quality $2,555,289

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Plans reviewed for potential cross connection	N/A	N/A	100	100
B	New backflow assemblies inspected	N/A	N/A	100	100
C	Hazard assessment surveys conducted	N/A	N/A	100	100
D	Bacteriological samples collected	N/A	N/A	580	580
E	Cross connection control assemblies tracked	N/A	N/A	1,200	1,500

TOTAL FOR ALL PROGRAMS $14,171,390

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Water Construction	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$3,522,000
2013/2014 Estimated Revenue	$12,528,390
Beginning Cash Required for Operations	$2,500,000
Total 2013/2014 Revenue	$15,028,390
2013/2014 Estimated Expenditures	$15,028,390
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$15,028,390
Estimated Ending Fund Balance	$1,022,000

Water Construction

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$231,500	0.0%	$486,300	110.1%	$717,800
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$3,340	$0	$1,500	0.0%	$1,500	0.0%	$3,000
Non-Revenues	$6,555,620	$9,826,130	$5,326,000	-45.8%	$2,251,000	-57.7%	$7,577,000
Other Financing Sources	$310,750	$2,799,460	$2,028,030	-27.6%	$2,202,560	8.6%	$4,230,590
Beg Resources Req to Balance	$0	$0	$1,500,000	0.0%	$1,000,000	-33.3%	$2,500,000
TOTAL REVENUES	$6,869,710	$12,625,590	$9,087,030	-28.0%	$5,941,360	-34.6%	$15,028,390

Expenditure Summary

Water Construction

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$68,430	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$277,660	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$609,330	$1,245,000	$5,894,100	373.4%	$3,434,830	-41.7%	$9,328,930
Debt Service	$237,910	$36,660	$3,192,930	0.0%	$2,506,530	-21.5%	$5,699,460
Interfund Transfers	$9,557,420	$11,343,930	$0	-100.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$10,750,750	$12,625,590	$9,087,030	-28.0%	$5,941,360	-34.6%	$15,028,390

Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$0
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$0
2013/2014 Estimated Expenditures	$0
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$0
Estimated Ending Fund Balance	$0

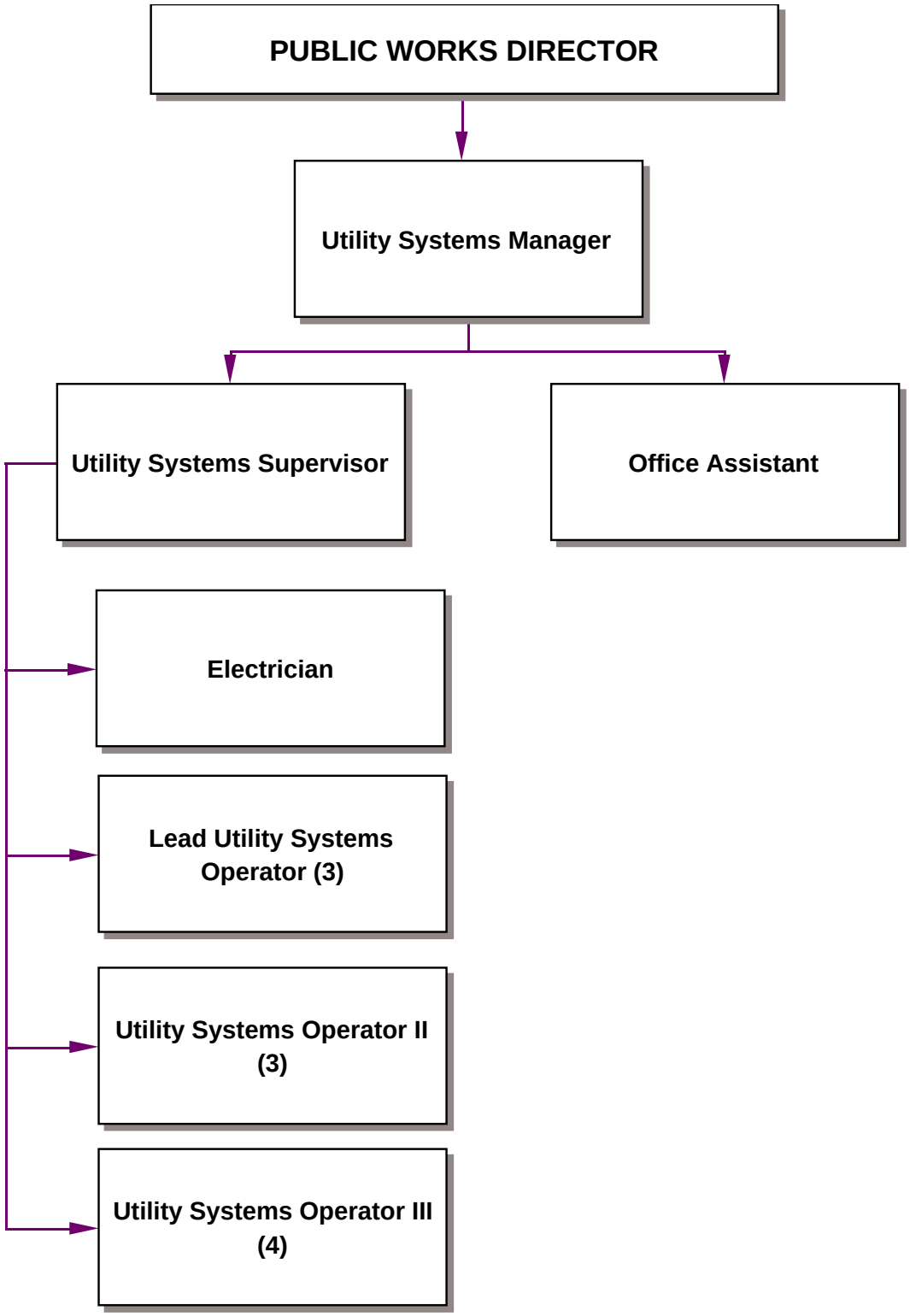
Water Depreciation Reserve							
Total Revenues	**Actual**	**Budget**	**Budget**	**Percent**	**Budget**	**Percent**	**2013-2014**
By Source	**2011**	**2012**	**2013**	**Variance**	**2014**	**Variance**	**Budget**
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$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	$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	$0	$0	$0	0.0%	$0	0.0%	$0

Expenditure Summary

Water Depreciation Reserve							
Total Expenditures	**Actual**	**Budget**	**Budget**	**Percent**	**Budget**	**Percent**	**2013-2014**
By Object	**2011**	**2012**	**2013**	**Variance**	**2014**	**Variance**	**Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$310,750	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$310,750	$0	$0	0.0%	$0	0.0%	$0

Organization Chart

Sewer Operations



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Sewer Operations	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$2,277,600
2013/2014 Estimated Revenue	$21,463,510
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$21,463,510
2013/2014 Estimated Expenditures	$21,463,510
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$21,563,410
Estimated Ending Fund Balance	$2,277,600

Sewer Operations

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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
Charges for Services	$11,209,360	$12,901,300	$10,477,070	-18.8%	$10,770,440	2.8%	$21,247,510
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$16,970	$55,250	$13,000	-76.5%	$13,000	0.0%	$26,000
Non-Revenues	$8,397,700	$50,000	$95,000	90.0%	$95,000	0.0%	$190,000
Other Financing Sources	$9,640	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$19,633,670	$13,006,550	$10,585,070	-18.6%	$10,878,440	2.8%	$21,463,510

Expenditure Summary

Sewer Operations

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	$0
Salaries & Wages	$895,430	$1,009,570	$1,006,610	-0.3%	$1,039,300	$2,045,910
Personnel Benefits	$386,670	$461,070	$400,640	-13.1%	$413,730	$814,370
Supplies	$106,900	$119,410	$159,430	33.5%	$156,430	$315,860
Other Services & Charges	$7,956,880	$7,450,100	$7,922,130	6.3%	$8,172,720	$16,094,850
Intergovernmental	$0	$0	$0	0.0%	$0	$0
Capital Outlay	$0	$0	$0	0.0%	$0	$0
Debt Service	$976,200	$977,870	$977,870	0.0%	$977,870	$1,955,740
Interfund Transfers	$8,520,000	$2,988,530	$118,390	-96.0%	$118,390	$236,780
TOTAL EXPENDITURES	$18,842,080	$13,006,550	$10,585,070	-18.6%	$10,878,440	$21,463,510

Program Descriptions - Initiatives - Performance Measures

Wastewater Treatment Costs $11,356,800

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	2011 Actual	2012 Target	2013 Target	2014 Target
A Number of violations of State requirements	0	0	0	0

continued

Wastewater Collection Costs $10,106,710

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Sewer mains repaired	12	12	12	12
B	Manhole inspections	180	360	180	360
C	Manholes repaired/replaced	3	3	3	3
D	Sewer mains cleaned (shown in feet of main cleaned for 2010, 2011, 2012)	100,000	100,000	100,000	100,000
E	Sewer main locates performed	1,020	1,000	1,000	1,000
F	Lift station inspections	3,338	4,472	4,472	4,472
G	Pre-treatment systems and grease abatement systems monitored	0	0	50	100

TOTAL FOR ALL PROGRAMS $21,463,510

Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Sewer Construction	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$4,814,300
2013/2014 Estimated Revenue	$16,674,430
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$16,674,430
2013/2014 Estimated Expenditures	$16,674,430
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$16,674,430
Estimated Ending Fund Balance	$4,814,300

Sewer Construction							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$1,850,000	$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	$7,000	$5,000	$5,000	0.0%	$5,000	0.0%	$10,000
Non-Revenues	$49,030	$9,922,520	$13,201,200	33.0%	$3,463,230	-73.8%	$16,664,430
Other Financing Sources	$18,231,710	$2,842,480	$0	-100.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$20,137,740	$12,770,000	$13,206,200	3.4%	$3,468,230	-73.7%	$16,674,430

Expenditure Summary

Sewer Construction						
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**2013-2014 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	$0
Supplies	$0	$0	$0	0.0%	$0	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	$0
Intergovernmental	$0	$0	$0	0.0%	$0	$0
Capital Outlay	$14,549,090	$12,770,000	$13,206,200	3.4%	$3,468,230	$16,674,430
Debt Service	$0	$0	$0	0.0%	$0	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	$0
TOTAL EXPENDITURES	$14,549,090	$12,770,000	$13,206,200	3.4%	$3,468,230	$16,674,430

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Sewer Depreciation Reserve	Department Head Responsible Jeff Cameron
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$0
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$0
2013/2014 Estimated Expenditures	$0
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$0
Estimated Ending Fund Balance	$0

Sewer Depreciation Reserve

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$0	$0	$0	0.0%	$0	0.0%	$0

Expenditure Summary

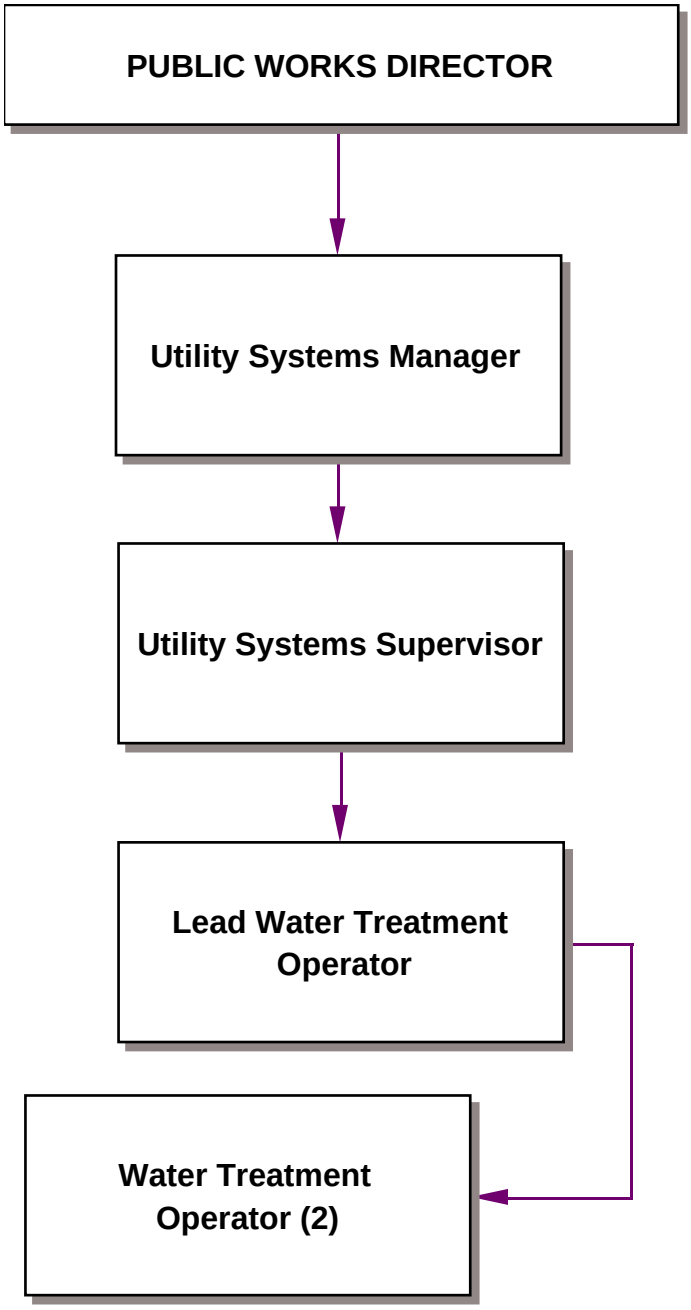
Sewer Depreciation Reserve

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$9,834,010	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$9,834,010	$0	$0	0.0%	$0	0.0%	$0

Enterprise Funds

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	$370,000
2013/2014 Estimated Revenue	$1,999,460
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,999,460
2013/2014 Estimated Expenditures	$1,999,460
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,999,460
Estimated Ending Fund Balance	$370,000

Filter Plant Operations

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$13,310	$0	$0	0.0%	$0	0.0%	$0
Charges for Services	$581,840	$1,094,380	$992,900	-9.3%	$1,006,560	1.4%	$1,999,460
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,530	$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	$115,560	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$596,680	$1,209,940	$992,900	-17.9%	$1,006,560	1.4%	$1,999,460

Expenditure Summary

Filter Plant Operations

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	$0
Salaries & Wages	$302,190	$384,950	$200,190	-48.0%	$206,270	$406,460
Personnel Benefits	$106,510	$141,230	$71,030	-49.7%	$73,740	$144,770
Supplies	$101,320	$111,530	$118,430	6.2%	$118,430	$236,860
Other Services & Charges	$449,420	$554,930	$589,180	6.2%	$594,050	$1,183,230
Intergovernmental	$0	$0	$0	0.0%	$0	$0
Capital Outlay	$0	$0	$0	0.0%	$0	$0
Debt Service	$0	$0	$0	0.0%	$0	$0
Interfund Transfers	$14,750	$17,300	$14,070	-18.7%	$14,070	$28,140
TOTAL EXPENDITURES	$974,190	$1,209,940	$992,900	-17.9%	$1,006,560	$1,999,460

Program Descriptions - Initiatives - Performance Measures

Water Treatment $1,999,460

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of days finished water meets or exceeds water quality standards	365	365	365	365
B	Number of water quality tests performed	631	590	591	620
C	Average daily production of potable water (in millions of gallons per day)	4.8	4.8	4.8	4.9

TOTAL FOR ALL PROGRAMS $1,999,460

Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Filter Plant Construction	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$240,000
2013/2014 Estimated Revenue	$2,200,000
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$2,200,000
2013/2014 Estimated Expenditures	$2,200,000
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$2,200,000
Estimated Ending Fund Balance	$240,000

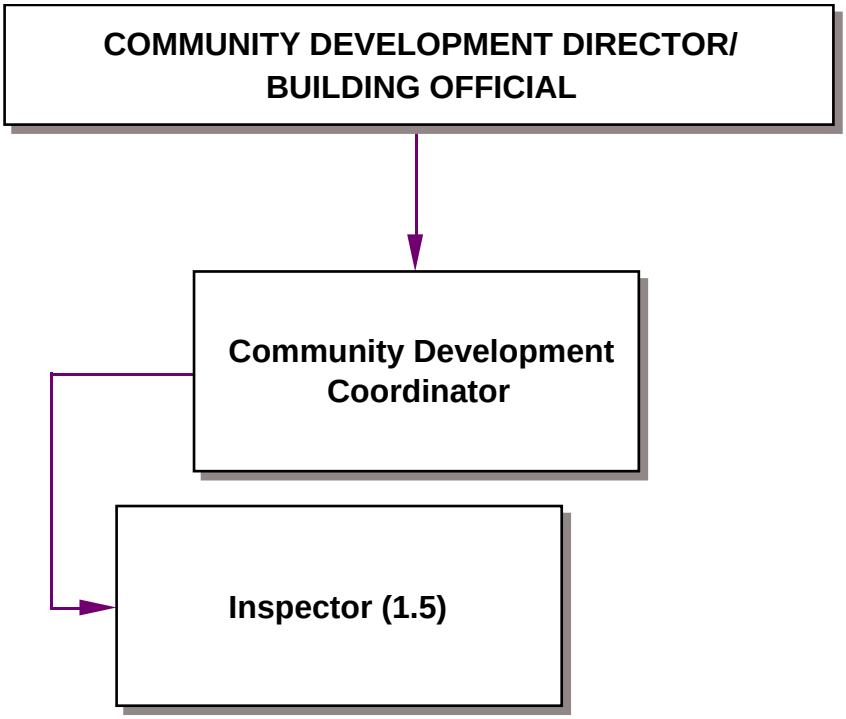
Filter Plant Construction							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$870,670	$0	$0	0.0%	$0	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	$1,567,350	$1,916,070	$1,450,000	-24.3%	$750,000	-48.3%	$2,200,000
Other Financing Sources	$9,188,500	$11,343,930	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$11,626,520	$13,260,000	$1,450,000	-89.1%	$750,000	-48.3%	$2,200,000

Expenditure Summary

Filter Plant Construction						
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**2013-2014 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	$0
Salaries & Wages	$0	$0	$0	0.0%	$0	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	$0
Supplies	$0	$0	$0	0.0%	$0	$0
Other Services & Charges	$0	$0	$0	0.0%	$0	$0
Intergovernmental	$0	$0	$0	0.0%	$0	$0
Capital Outlay	$11,621,700	$13,260,000	$1,450,000	-89.1%	$750,000	$2,200,000
Debt Service	$0	$0	$0	0.0%	$0	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	$0
TOTAL EXPENDITURES	$11,621,700	$13,260,000	$1,450,000	-89.1%	$750,000	$2,200,000

Organization Chart

Sanitary/Recycling



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Sanitary/Recycling	Department Head Responsible: John Brickey
Beginning Fund Balance	$850,000
2013/2014 Estimated Revenue	$9,218,000
Beginning Cash Required for Operations	$261,430
Total 2013/2014 Revenue	$9, 479,430
2013/2014 Estimated Expenditures	$9,479,430
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$9,479,430
Estimated Ending Fund Balance	$588,570

Sanitary/Recycling

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$45,070	$30,660	$52,500	71.2%	$52,500	0.0%	$105,000
Charges for Services	$4,373,530	$4,501,920	$4,478,000	-0.5%	$4,615,000	3.1%	$9,093,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$20,550	$14,000	$10,000	-28.6%	$10,000	0.0%	$20,000
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	$74,470	$119,370	60.3%	$142,060	19.0%	$261,430
TOTAL REVENUES	$4,439,150	$4,621,050	$4,659,870	0.8%	$4,819,560	3.4%	$9,479,430

Expenditure Summary

Sanitary/Recycling

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$212,330	$221,040	$256,570	16.1%	$261,660	2.0%	$518,230
Personnel Benefits	$102,450	$115,950	$118,800	2.5%	$120,880	1.8%	$239,680
Supplies	$1,960	$5,900	$3,900	-33.9%	$4,400	12.8%	$8,300
Other Services & Charges	$4,020,910	$4,218,010	$4,227,110	0.2%	$4,379,130	3.6%	$8,606,240
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	$50,100	$60,150	$53,490	-11.1%	$53,490	0.0%	$106,980
TOTAL EXPENDITURES	$4,387,750	$4,621,050	$4,659,870	0.8%	$4,819,560	3.4%	$9,479,430

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection $5,241,516

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

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

A Provide daily customer service

B Meet with Waste Control to discuss pending issues

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12

Recycling Collection $3,543,865

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	2011 Actual	2012 Target	2013 Target	2014 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
D	Annual tonnage of residential recycables collected and processed	2,193	2,200	2,300	2,400

Recycling Enforcement $335,752

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	2011 Actual	2012 Target	2013 Target	2014 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	6	6	12	12
C	Number of monthly inspection reports reviewed	12	12	12	12
C	Reduce recycling contamination	27.1%	24.0%	21.0%	18.0%

Code Enforcement $274,033

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

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

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

continued

Code Enforcement - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of complaints investigated	873	900	950	950
B	Number of notices issued	1,274	1,300	1,300	1,300
B	Number of citations issued	41	30	30	30
B	Number of violations cited	1,173	1,200	1,200	1,200
C	Number of cases referred to the City Attorney	3	5	5	5
C	Number of cases appealed to the Hearing Examiner	0	2	2	2
D	Number of outreach events attended	5	10	10	10

Hearings Examiner $84,264

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)*

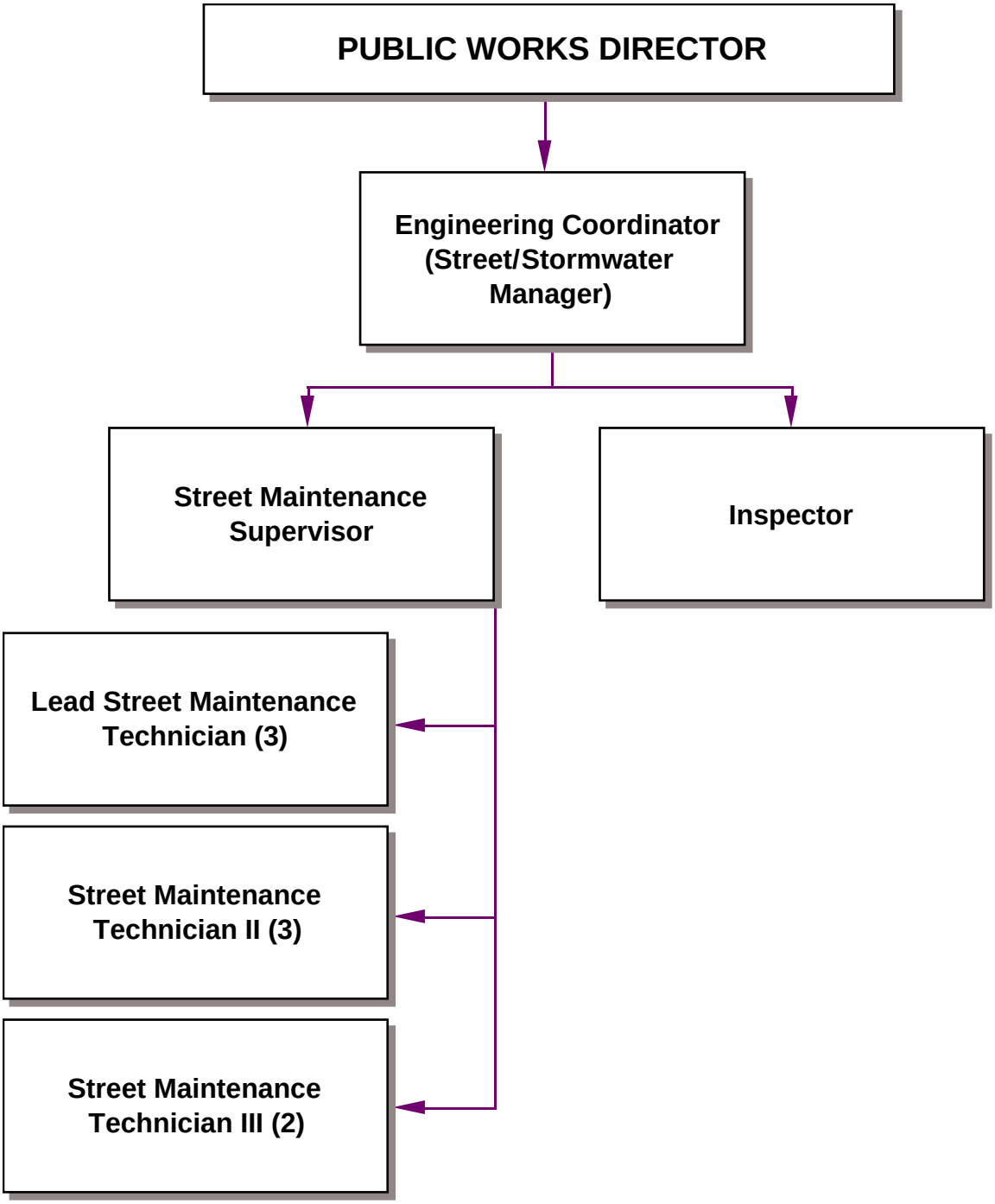
A Provide daily customer service

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent response to requests received from the general public	100%	100%	100%	100%

TOTAL FOR ALL PROGRAMS $9,479,430

Organization Chart

Storm Water



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title: Storm Water	Department Head Responsible: Jeff Cameron
Beginning Fund Balance	$1,181,000
2013/2014 Estimated Revenue	$7,608,580
Beginning Cash Required for Operations	$351,850
Total 2013/2014 Revenue	$7,960,430
2013/2014 Estimated Expenditures	$7,960,430
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$7,960,430
Estimated Ending Fund Balance	$829,150

Storm Water

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$161,510	$65,000	$348,000	435.4%	$248,000	-28.7%	$596,000
Charges for Services	$1,889,110	$2,220,310	$2,433,400	9.6%	$2,733,340	12.3%	$5,166,740
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$2,140	$750	$750	0.0%	$750	0.0%	$1,500
Non-Revenues	$0	$847,170	$847,170	0.0%	$847,170	0.0%	$1,694,340
Other Financing Sources	$0	$0	$0	0.0%	$150,000	0.0%	$150,000
Beg Resources Req to Balance	$0	$0	$351,850	0.0%	$0	-100.0%	$351,850
TOTAL REVENUES	$2,052,760	$3,133,230	$3,981,170	27.1%	$3,979,260	0.0%	$7,960,430

Expenditure Summary

Storm Water

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$586,830	$655,960	$885,270	35.0%	$906,600	2.4%	$1,791,870
Personnel Benefits	$273,460	$344,280	$368,170	6.9%	$377,900	2.6%	$746,070
Supplies	$19,500	$33,030	$49,510	49.9%	$49,620	0.2%	$99,130
Other Services & Charges	$626,540	$843,160	$1,215,270	44.1%	$1,054,260	-13.2%	$2,269,530
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$360,480	$1,230,000	$1,440,700	17.1%	$1,568,630	8.9%	$3,009,330
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$22,600	$26,800	$22,250	-17.0%	$22,250	0.0%	$44,500
TOTAL EXPENDITURES	$1,889,410	$3,133,230	$3,981,170	27.1%	$3,979,260	0.0%	$7,960,430

Program Descriptions - Initiatives - Performance Measures

Capital Projects $3,009,330

This program provides for Stormwater Capital Projects. Funded projects include miscellaneous infrastructure repairs, two Low Impact Development streetscape projects, replacement of the Lake Sacajawea flushing system, emergency generators, and design of the Beech Street culvert replacement.

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

A Miscellaneous Storm Water capital projects
B Construct downtown regional stormwater facilities
D Replace Beech Street storm sewer
E Lake Sacajawea flushing
F 15th Avenue storm sewer repair
G Tennant Way gateway storm water retrofit (green streetscape)

continued

Capital Projects - continued

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Initiate planning and design for identified Stormwater capital projects	2	1	2	1
B	Construct identified Stormwater capital projects	0	0	2	2
C	Construct Miscellaneous Stormwater capital projects	5	3	0	3

Street Sweeping $1,219,826

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
All	Number of lane-miles cleaned per year	15,157	11,000	11,000	11,000
All	Tons of debris swept per year	669	1,000	1,000	1,000

Miscellaneous $997,881

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of catch basins repaired	0	10	10	10
B	Number of catch basins replaced	3	5	5	5
C	Number of pump stations inspections	16	18	18	18
D	Linear feet of pipe replaced	86	500	500	500
F	Number of detention basins inspected and/or cleaned	23	30	30	30
G	Number of accurate locates provided	1,309	1,300	1,300	1,300
H	Percent of requests for locates completed within 48-hours	100%	100%	100%	100%
I	Number of catch basin grates cleaned during storm events	7,531	8,000	8,000	8,000

System Cleaning $778,481

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of manholes cleaned	350	350	350	350
B	Linear feet of storm sewer pipes cleaned	5,449	20,000	20,000	20,000
C	Number of catch basins cleaned	943	1,100	1,100	1,100
D	Linear feet of ditches cleaned and/or inspected	5,895	20,000	20,000	20,000

Urban Forestry (Tree Program) $767,192

This program manages and maintains the City's Urban Forest. With over 10,000 trees, the forest can be a dynamic asset where the number of trees and vacancies change daily. A current work history is maintained for each tree (this

continued

Urban Forestry (Tree Program) - continued

is often requested by insurance adjusters during claim settlement). Inventory upgrades are done as time allows. Hazard evaluations are completed on those trees that visually trigger concerns. Chemical treatments are applied in targeted areas of the forest (usually for insect and fruit control). Community events requiring the use of the tree equipment or crew (i.e. holiday lights, banners, etc.) are supported.

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

A Apply pesticides
B Prune
C Remove trees
D Grind stumps
E Replace and plant new trees
F Remove brush and wood
G Care for park nursery
I Prune and remove clippings from right-of-way
H Remove leaves from landscaped areas

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of trees receiving broadcast pesticide and fruit control applications	1,178	0	1,200	1,200
B	Number of root prunings performed for sidewalk replacement	30	40	45	50
BI	Number of prunings performed	2,015	12,000	2,500	12,000
C	Average number of tree removals, including stumps	195	200	300	300
C,E	Total number of trees	12,300	12,400	12,300	12,400
C,E	Total number of vacant sites	4,064	3,964	3,900	4,000
E	Average number of annual tree plantings	273	325	325	325
H	Number of manhours expended for leaf removal	1,488	1,400	1,400	1,400

NPDES Permit $750,290

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
B	Number of violations of any Construction NPDES Permit conditions	0	0	0	0
C	Percent compliance with Phase II permit requirements and deadlines	100%	100%	100%	100%

Development Review $182,313

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of development reviews (Sites >=5,000 sqft new/replaced impervious)	24	30	30	30
B	Number of site inspections (Sites >= 5,000 sqft land disturbance)	65	60	60	60

Longview Ditches 303(d) Listing $133,335

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

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

A Prepare for or prevent a TMDL Study

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Not applicable; the goal/outcome is not readily quantifiable at this time	N/A	N/A	N/A	N/A

Wetlands $121,782

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

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

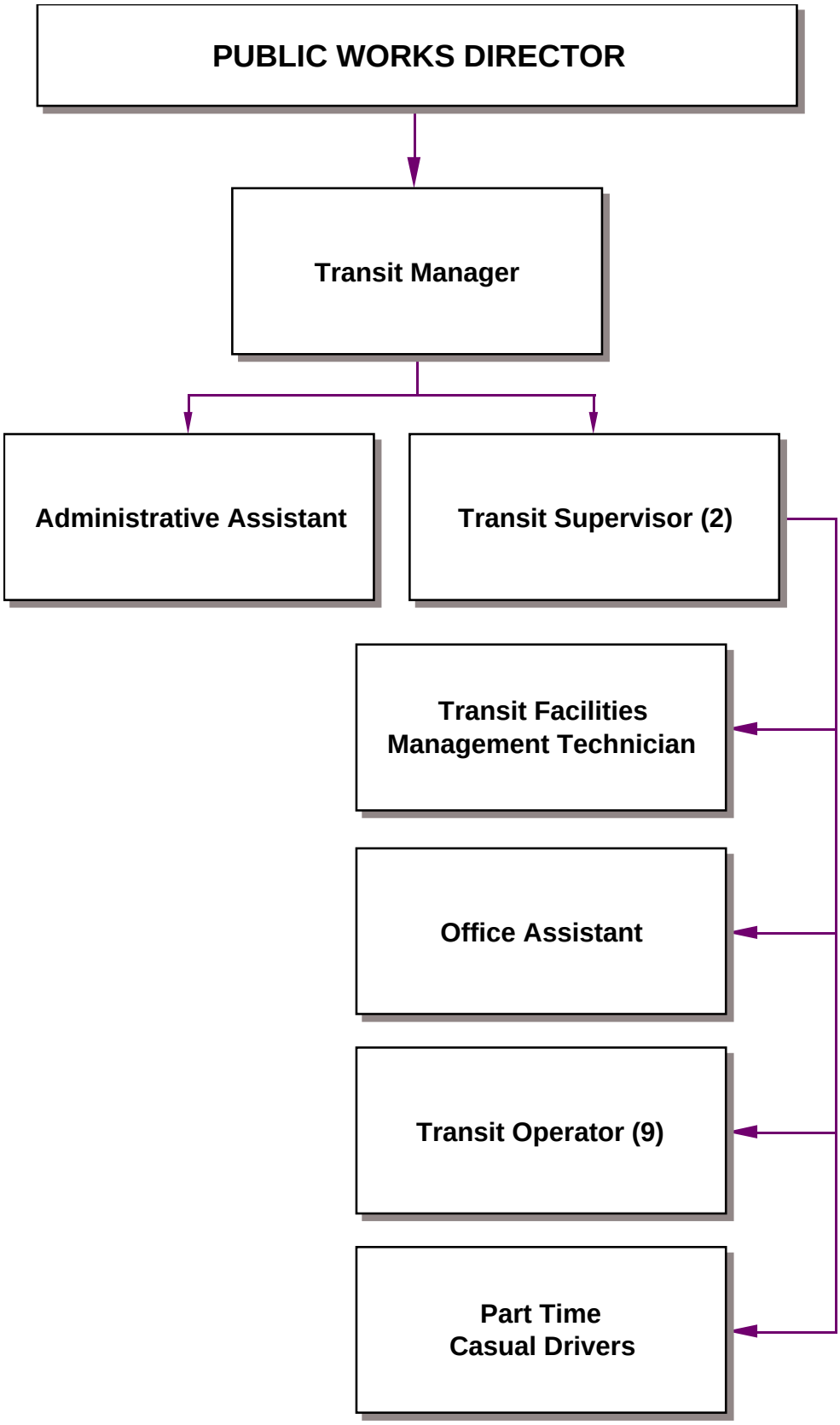
A Comply with the Wetlands' Implementation Plan

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of cited violations	0	0	0	0

TOTAL FOR ALL PROGRAMS $7,960,430

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	$0
2013/2014 Estimated Revenue	$16,433,350
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$16,433,350
2013/2014 Estimated Expenditures	$16,433,350
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$16,433,350
Estimated Ending Fund Balance	$0

Public Transit Operations

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$3,437,100	$5,707,030	$8,514,920	49.2%	$7,431,850	-12.7%	$15,946,770
Charges for Services	$149,430	$118,680	$200,000	68.5%	$225,000	12.5%	$425,000
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$23,180	$30,000	$28,290	-5.7%	$33,290	17.7%	$61,580
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$4,100	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$3,613,810	$5,855,710	$8,743,210	49.3%	$7,690,140	-12.0%	$16,433,350

Expenditure Summary

Public Transit Operations

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$650,620	$867,410	$854,990	-1.4%	$889,810	4.1%	$1,744,800
Personnel Benefits	$266,500	$374,890	$346,200	-7.7%	$358,740	3.6%	$704,940
Supplies	$4,340	$12,040	$77,290	541.9%	$34,390	-55.5%	$111,680
Other Services & Charges	$1,969,280	$2,113,950	$3,241,160	53.3%	$3,482,130	7.4%	$6,723,290
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$701,760	$2,450,320	$4,183,330	70.7%	$2,884,830	-31.0%	$7,068,160
Debt Service	$775,750	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$30,950	$37,100	$40,240	8.5%	$40,240	0.0%	$80,480
TOTAL EXPENDITURES	$4,399,200	$5,855,710	$8,743,210	49.3%	$7,690,140	-12.0%	$16,433,350

Program Descriptions - Initiatives - Performance Measures

Capital Outlay for Fixed-Route Transportation $7,227,160

This program provides capital funds to purchase six (6) buses needed for fixed-route service expansion; a Transit administration building and bus parking to accommodate additional staff and vehicles necessary for fixed-route service expansion.

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

A Increased Ridership on Fixed-Route Bus Service.

B Increase Fixed-Route Bus Service Frequency and Add New Routes.

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
AB Number of Annual Unlinked Trips	388,070	400,000	405,000	410,000
AB Operating Expense per Vehicle Revenue Hour	99	102	105	108

Fixed Route Public Transportation $6,992,890

This program provides fixed-route public bus service to the citizens of Longview/Kelso. Fixed-route bus service operates Monday through Friday, from 7:00 AM to 7:00 PM, and on Saturday from 8:00 AM to 6:00 PM. The fixed route bus service operates as RiverCities Transit. Service enhancements during 2013 and 2014 will inlcude a new express route, reducing headway to 30-minutes on some routes, new bus stop signs and shelters, and improving on-time performance.

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
AB	Number of Annual Unlinked Trips	388,070	400,000	405,000	410,000
AB	Operating Expense per Vehicle Revenue Hour	$99	$102	$105	$108

Disabled Transportation $1,873,300

This program provides FTA required complementary paratransit transportation to qualified disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday from 7:00 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM. The paratransit program operates as RiverCities LIFT.

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

A Provide Complementary Paratransit Bus Service for Disabled Clients within 3/4 of a Mile of Fixed-Routes.

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of Annual Unlinked Complementary Paratransit Trips	63,562	63,562	60,000	57,000
A	Number of Annual Unlinked Passenger Trips per Vehicle Revenue Hour	2.77	3.00	3.00	3.00

Capital Outlay for Disabled Transportation $340,000

This program provides FTA required complementary paratransit transportation to qualified disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday from 7:00 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM. The paratransit program operates as RiverCities LIFT.

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

A Provide Complementary Paratransit Bus Service for Disabled Clients within 3/4 of a Mile of Fixed-Routes.

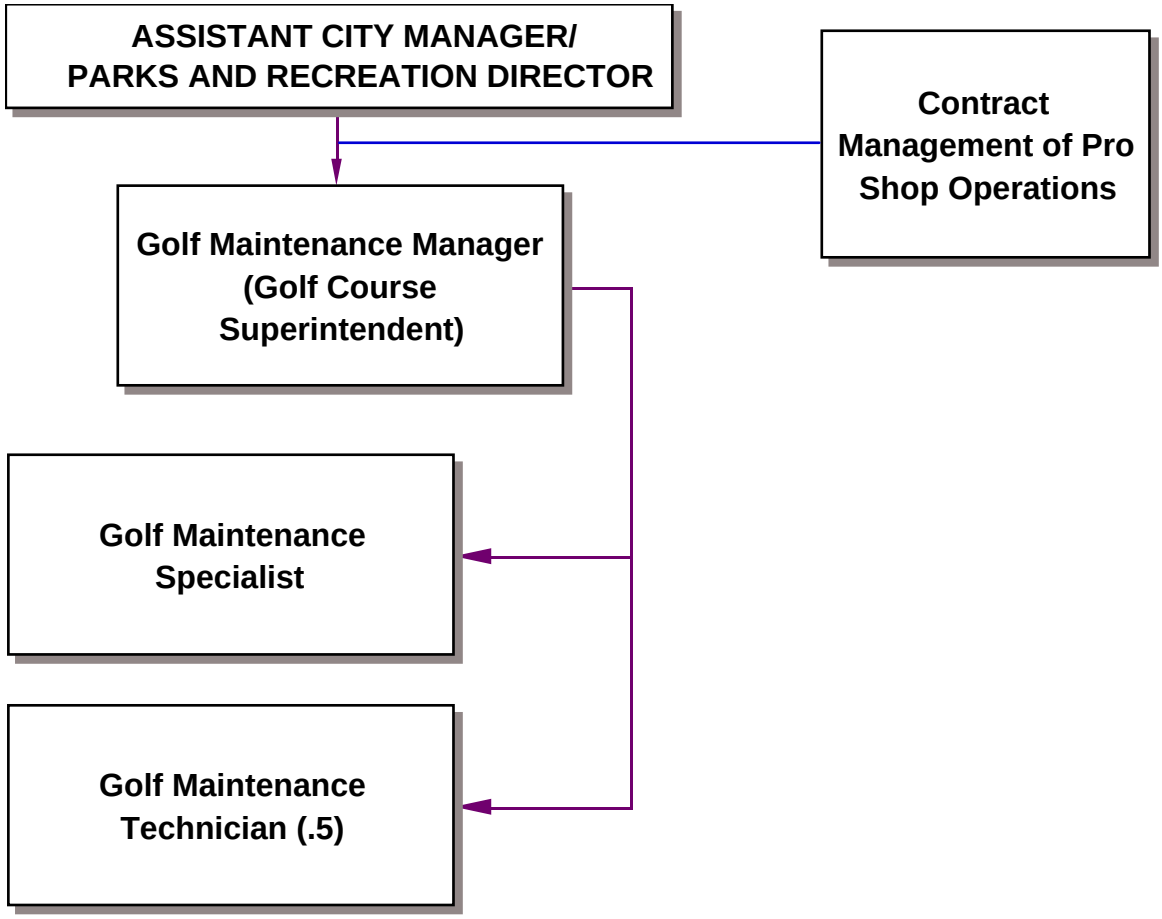
	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of Annual Unlinked Complementary Paratransit Trips	63,562	63,562	60,000	57,000
A	Number of Annual Unlinked Passenger Trips per Vehicle Revenue Hour	2.77	3.00	3.00	3.00

TOTAL FOR ALL PROGRAMS $16,433,350

Enterprise Funds

Organization Chart

Mint Valley Golf



Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Dave Campbell
Beginning Fund Balance	$100,000
2013/2014 Estimated Revenue	$1,427,730
Beginning Cash Required for Operations	$10,570
Total 2013/2014 Revenue	$1,438,300
2013/2014 Estimated Expenditures	$1,438,300
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,438,300
Estimated Ending Fund Balance	$89,430

Mint Valley Golf							
Total Revenues By Source	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 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	$522,480	$653,110	$671,100	2.8%	$678,830	1.2%	$1,349,930
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$32,780	$38,900	$38,900	0.0%	$38,900	0.0%	$77,800
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%	$10,570	0.0%	$10,570
TOTAL REVENUES	$555,260	$692,010	$710,000	2.6%	$728,300	2.6%	$1,438,300

Expenditure Summary

Mint Valley Golf							
Total Expenditures By Object	**Actual 2011**	**Budget 2012**	**Budget 2013**	**Percent Variance**	**Budget 2014**	**Percent Variance**	**2013-2014 Budget**
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$192,080	$217,570	$240,940	10.7%	$247,880	2.9%	$488,820
Personnel Benefits	$79,340	$91,620	$85,140	-7.1%	$88,580	4.0%	$173,720
Supplies	$62,970	$95,070	$95,070	0.0%	$95,070	0.0%	$190,140
Other Services & Charges	$261,870	$256,160	$260,870	1.8%	$268,690	3.0%	$529,560
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$6,620	$20,240	$19,890	-1.7%	$19,990	0.5%	$39,880
Interfund Transfers	$10,000	$11,350	$8,090	-28.7%	$8,090	0.0%	$16,180
TOTAL EXPENDITURES	$612,880	$692,010	$710,000	2.6%	$728,300	2.6%	$1,438,300

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance $1,322,036

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
H Provide a quality facility that produces increased City tax revenue
G Provide a quality facility that attracts increased play each year

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of course mowed in a day	66%	68%	66%	68%
B	Percent of leaves picked up daily in the fall	50%	52%	50%	52%
C	Number of pesticide applications in a year	10	9	10	9
D	Number of pieces of equipment rebuilt in a year	10	10	10	10
E	Number of old equipment pieces replaced annually	4	3	4	3
F	Number of trees trimmed annually	63	60	63	64
G	Number of rounds played each year	43,000	44,500	43,000	44,500
H	Dollar amount of gross sales each year	$709,330	$729,040	$709,330	$729,040
H	Dollar amount of sales tax earned for the City	$6,500	$6,691	$6,500	$6,691

Irrigation System $72,857

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

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

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

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Water cost reductions realized	$4,750	$4,800	$4,750	$4,800
B	Percent of time course is automated	99%	99%	99%	99%
C	Number of wet areas fixed yearly	4	4	4	4
D	Number of heads rebuilt or replaced	37	39	37	39

Golf Course Sanding $43,407

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

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

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

Performance Measures		2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent of days fairways can be mowed	90%	96%	96%	96%
B	Yards of sand added to course per year	400	450	600	800
D	Increase in linear feet of drain tile	400	400	500	600

TOTAL FOR ALL PROGRAMS $1,438,300

Organization Chart

Mint Valley Racquet and Fitness Complex

Enterprise Funds

Revenue Summary

FUND SUMMARY	
Enterprise Fund Title Mint Valley Racquet Complex	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$28,560
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$28,560
2013/2014 Estimated Expenditures	$28,560
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$28,560
Estimated Ending Fund Balance	$0

Mint Valley Racquet Complex

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$2,600	$10,140	$14,180	39.8%	$14,380	1.4%	$28,560
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$2,600	$10,140	$14,180	39.8%	$14,380	1.4%	$28,560

Expenditure Summary

Mint Valley Racquet Complex

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$23,390	$10,140	$14,180	39.8%	$14,380	1.4%	$28,560
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	$23,390	$10,140	$14,180	39.8%	$14,380	1.4%	$28,560

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex $28,560

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 $28,560

Internal Service Funds

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Office Equipment Reserve Fund 225-226

Equipment Rental Operations Fund 227-230

Equipment Rental Reserve Fund 231-232

Facility Maintenance Fund 233-236

Unemployment Compensation Fund 237-238

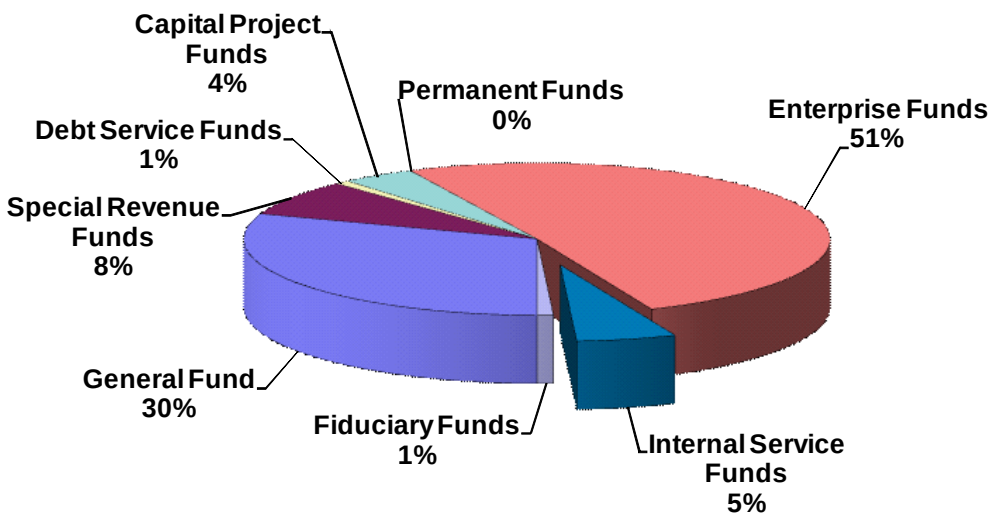
Employee Benefits Reserve Fund 239-240

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:

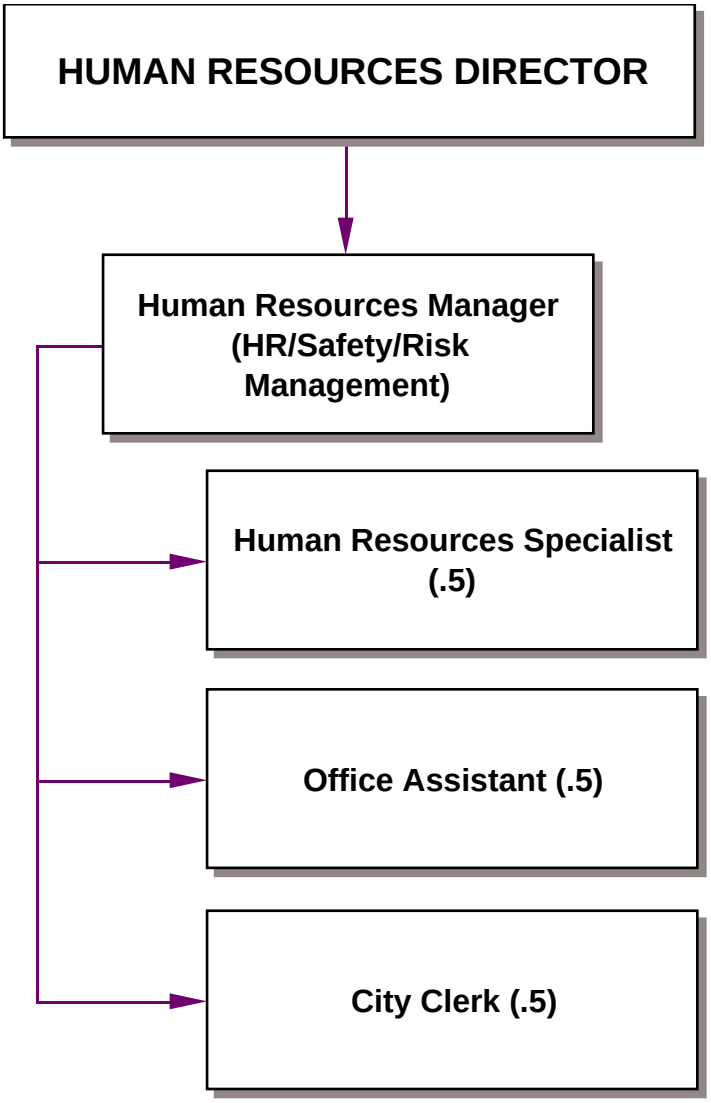
- Insurance Reserve Fund
- Office Equipment Reserve Fund
- Equipment Rental Fund
- Facility Maintenance Fund
- Unemployment Compensation Fund
- Employee Benefits Reserve Fund

Breakdown of 2013/2014 Budget by Fund



Organizational Chart

Insurance Reserve Fund



Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title: Insurance Reserve	Department Head Responsible: Keith Larson
Beginning Fund Balance	$500,000
2013/2014 Estimated Revenue	$2,756,190
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$2,756,190
2013/2014 Estimated Expenditures	$2,607,370
Contribution to Ending Fund Balance	$148,820
Total 2013/2014 Expenditures	$2,756,190
Estimated Ending Fund Balance	$648,820

Insurance Reserve Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$1,140	$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	$1,413,620	$1,556,310	$1,353,350	-13.0%	$1,402,840	3.7%	$2,756,190
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$14,510	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL REVENUES	$1,429,270	$1,556,310	$1,353,350	-13.0%	$1,402,840	3.7%	$2,756,190

Expenditure Summary

Insurance Reserve Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$68,720	$80,410	0.0%	$68,410	-14.9%	$148,820
Salaries & Wages	$122,340	$140,480	$143,530	2.2%	$147,240	2.6%	$290,770
Personnel Benefits	$368,880	$468,650	$424,120	-9.5%	$451,000	6.3%	$875,120
Supplies	$4,130	$8,160	$8,080	-1.0%	$8,080	0.0%	$16,160
Other Services & Charges	$707,090	$870,300	$697,210	-19.9%	$728,110	4.4%	$1,425,320
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	$38,510	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,240,950	$1,556,310	$1,353,350	-13.0%	$1,402,840	3.7%	$2,756,190

Program Descriptions - Initiatives - Performance Measures

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

Safety and Risk Management $1,872,233

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

continued

Safety and Risk Management - continued

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

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

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Claim Severity is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	10%	5%	5%	5%
B Claim Frequency is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	100%	90%	90%	90%
B Percent of department representatives attending Safety Committee meetings	60%	80%	80%	80%
C Reduce Workers Compensation time loss hours by 5% over previous year	1,606	1,576	1,497	1,422
D Percent compliance with WCIA annual review and audit	100%	100%	100%	100%
E Number of loss claims identified/remediated	2	2	2	2
F Percent City insured for property and liability risk	100%	100%	100%	100%
G Percent claims processed within two days	97%	100%	100%	100%
H Percent employees satisfied with safety training/consultations	95%	95%	95%	95%

Worker's Compensation Program $836,550

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

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

A Review worker compensation claims

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Percent reduction in time loss as a result of initiation of transitional return to work program	4.6%	5%	5%	5%

Wellness Health Promotion Program $47,407

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

continued

Internal Service Funds

Wellness Health Promotion Program - continued

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

A Develop, implement, and monitor wellness health promotion over previous year
B Ensure effectiveness of Wellness Health Promotion Program
C Maintain the City wellness program and related activities
D Ensure the effectiveness and overall satisfaction of the wellness program
E Monitor efforts of program outreach
F Plan, coordinate, and implement a successful employee benefits fair annually

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A	Percent increase of overall employee (and family) participation in wellness program activities from previous year	9%	10%	10%	10%
B	Percent of employees satisfied overall with the wellness program each year	90%	96%	96%	96%
C	Percent increase of employee participation in the annual wellness survey from previous year	22%	10%	10%	10%
D	Percent increase of employee participation in the health screening programs from previous year	19%	20%	20%	20%

TOTAL FOR ALL PROGRAMS $2,756,190

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Office Equipment Reserve	Department Head Responsible Judy Jones
Beginning Fund Balance	$400,000
2013/2014 Estimated Revenue	$1,663,200
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,663,200
2013/2014 Estimated Expenditures	$1,653,200
Contribution to Ending Fund Balance	$10,000
Total 2013/2014 Expenditures	$1,663,200
Estimated Ending Fund Balance	$410,000

Office Equipment Reserve Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$9,840	$9,000	$9,000	0.0%	$9,000	0.0%	$18,000
Charges for Services	$63,750	$51,250	$58,850	14.8%	$58,850	0.0%	$117,700
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$550	$15,000	$700	-95.3%	$700	0.0%	$1,400
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$822,150	$822,150	$763,050	-7.2%	$763,050	0.0%	$1,526,100
Beg Resources Req to Balance	$0	$6,600	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$896,290	$904,000	$831,600	-8.0%	$831,600	0.0%	$1,663,200

Expenditure Summary

Office Equipment Reserve Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	2013-2014 Budget
Cont to End Fund Balance	$0	$10,000	$0	0.0%	$10,000	$10,000
Salaries & Wages	$0	$0	$0	0.0%	$0	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	$0
Supplies	$302,200	$395,500	$444,500	12.4%	$499,500	$944,000
Other Services & Charges	$185,880	$251,900	$250,600	-0.5%	$256,900	$507,500
Intergovernmental	$0	$0	$0	0.0%	$0	$0
Capital Outlay	$34,080	$246,600	$136,500	-44.6%	$65,200	$201,700
Debt Service	$0	$0	$0	0.0%	$0	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	$0
TOTAL EXPENDITURES	$522,160	$904,000	$831,600	-8.0%	$831,600	$1,663,200

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 $606,360

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

Infrastructure Support $520,150

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

Internal Service Funds

Equipment Replacement $406,990

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

R&D $76,000

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

Digital Imaging $34,000

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

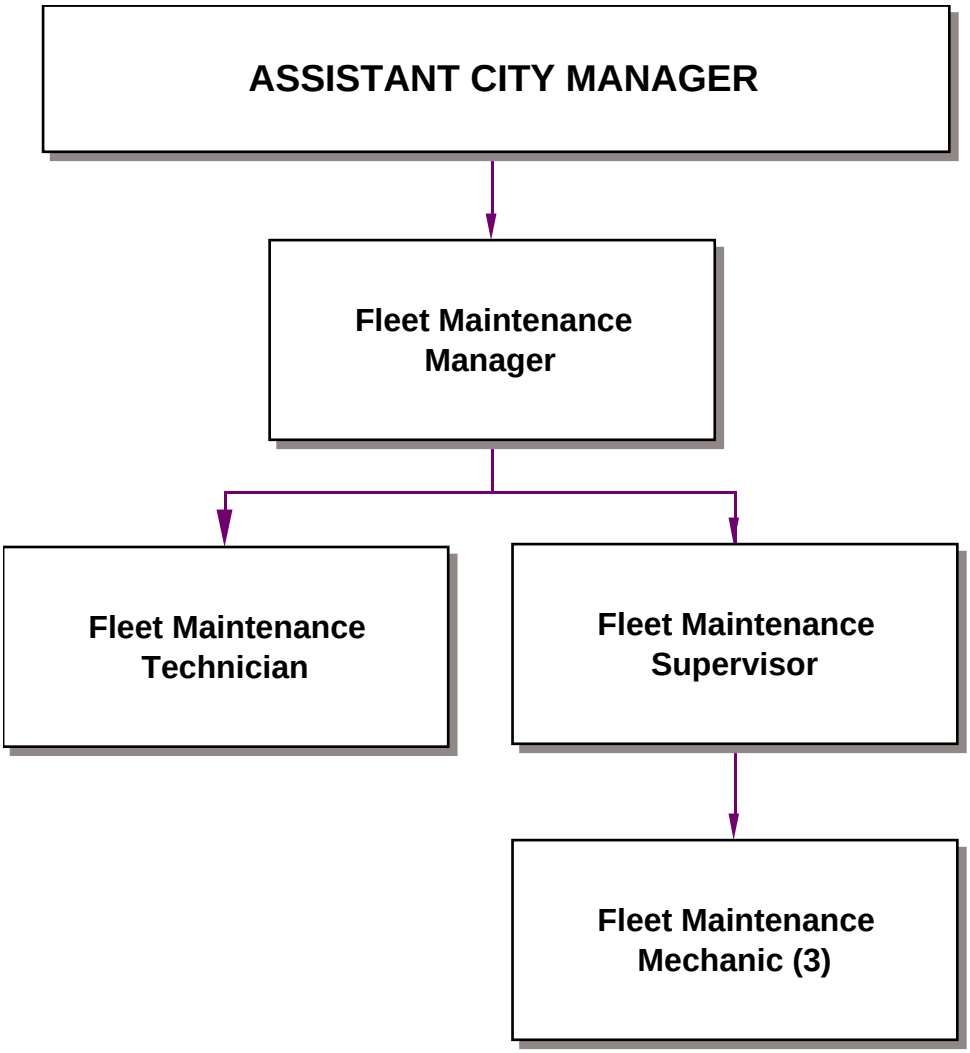
Projects $19,700

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

TOTAL FOR ALL PROGRAMS $1,663,200

Organizational Chart

Equipment Rental Operation



Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Equipment Rental Operations	Department Head Responsible Dave Campbell
Beginning Fund Balance	$0
2013/2014 Estimated Revenue	$3,981,630
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$3,981,630
2013/2014 Estimated Expenditures	$3,981,630
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$3,981,630
Estimated Ending Fund Balance	$0

Equipment Rental Operations Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$139,990	$135,220	$129,920	-3.9%	$133,760	3.0%	$263,680
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,581,770	$1,706,340	$1,832,270	7.4%	$1,885,680	2.9%	$3,717,950
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$21,250	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$18,830	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$1,743,010	$1,860,390	$1,962,190	5.5%	$2,019,440	2.9%	$3,981,630

Expenditure Summary

Equipment Rental Operations Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$340,630	$353,980	$368,960	4.2%	$378,880	2.7%	$747,840
Personnel Benefits	$148,010	$169,740	$157,990	-6.9%	$162,110	2.6%	$320,100
Supplies	$903,820	$973,270	$1,059,570	8.9%	$1,086,560	2.5%	$2,146,130
Other Services & Charges	$399,110	$335,900	$352,920	5.1%	$369,140	4.6%	$722,060
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$1,000	0.0%	$1,000	0.0%	$2,000
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$23,200	$27,500	$21,750	-20.9%	$21,750	0.0%	$43,500
TOTAL EXPENDITURES	$1,814,770	$1,860,390	$1,962,190	5.5%	$2,019,440	2.9%	$3,981,630

Program Descriptions - Initiatives - Performance Measures

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

Preventive Maintenance $1,588,047

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

Preventative Maintenance - continued

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

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

Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
A Number of mechanic labor hours charged to PM work orders	1,346	1,386	1,460	1,460
A PM work order expense as a percentage of total work order expense	21%	21%	22%	22%
A Total cost charged to PM work orders	$149,826	$154,321	$209,327	$209,327

Vehicle and Equipment Repairs $1,562,537

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	2011 Actual	2012 Target	2013 Target	2014 Target
A-E Number of mechanic labor hours charged to repair work orders	3,208	3,305	3,538	3,538
A-E Repair work order expense as a percentage of total work order expense	79%	79%	71%	71%
A-E Total dollar amount charged to repair work orders	$555,648	$572,317	$727,966	$727,966

Vehicle Fuel $435,023

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	2011 Actual	2012 Target	2013 Target	2014 Target
A-E Fuel purchase costs for unleaded fuel	$269,910	$386,600	$448,456	$459,667
A-E Fuel purchase costs for diesel fuel	$311,760	$344,170	$361,379	$370,413

New Vehicle Upfitting $396,023

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	2011 Actual	2012 Target	2013 Target	2014 Target
A-E Number of mechanic labor hours charged to capital work orders	150	155	218	218
A-E Capital work order expense as a percentage of total work order expense	4%	4%	5%	5%
A-E Total expenses charged to capital work orders	$29,809	$30,703	$53,247	$53,247

TOTAL FOR ALL PROGRAMS $3,981,630

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Equipment Rental Reserve	Department Head Responsible Dave Campbell
Beginning Fund Balance	$2,095,000
2013/2014 Estimated Revenue	$1,997,920
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,997,920
2013/2014 Estimated Expenditures	$1,269,440
Contribution to Ending Fund Balance	$728,480
Total 2013/2014 Expenditures	$1,997,920
Estimated Ending Fund Balance	$2,823,480

Equipment Rental Reserve Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$21,310	$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	$973,760	$998,940	$988,410	-1.1%	$1,009,510	2.1%	$1,997,920
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$75,910	$0	$0	0.0%	$0	0.0%	$0
Beg Resources Req to Balance	$0	$321,260	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$1,070,980	$1,320,200	$988,410	-25.1%	$1,009,510	2.1%	$1,997,920

Expenditure Summary

Equipment Rental Reserve Fund

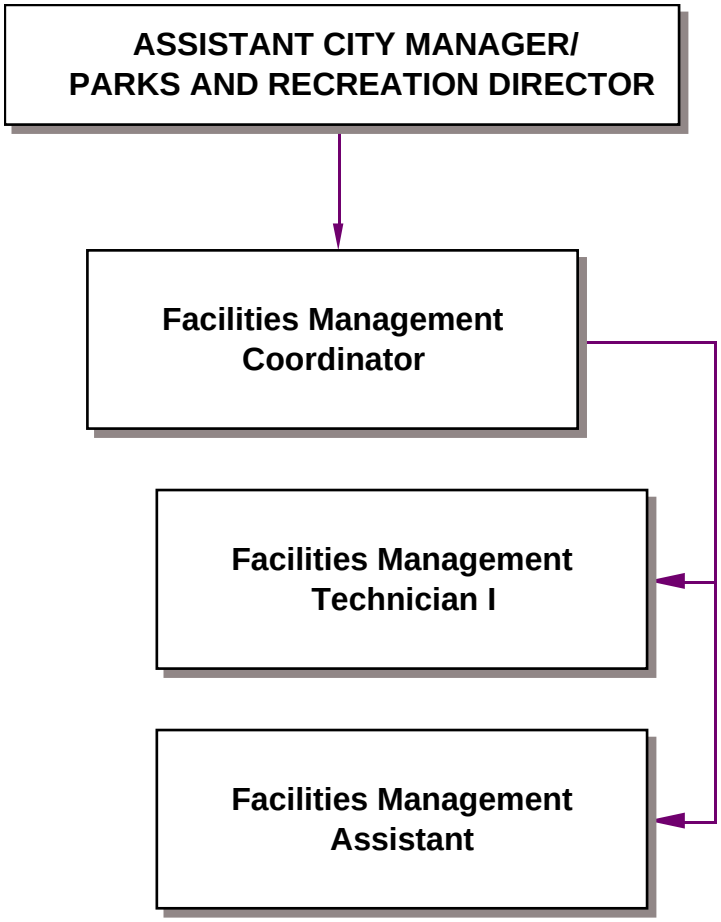
Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$459,860	0.0%	$268,620	0.0%	$728,480
Salaries & Wages	$0	$0	$0	0.0%	$0	0.0%	$0
Personnel Benefits	$0	$0	$0	0.0%	$0	0.0%	$0
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$622,680	$4,660	$4,500	-3.4%	$4,500	0.0%	$9,000
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$977,850	$1,315,540	$524,050	-60.2%	$736,390	40.5%	$1,260,440
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$1,600,530	$1,320,200	$988,410	-25.1%	$1,009,510	2.1%	$1,997,920

TOTAL FOR ALL PROGRAMS $1,997,920

Internal Service Funds

Organizational Chart

Facility Maintenance



Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Facility Maintenance	Department Head Responsible Dave Campbell
Beginning Fund Balance	$65,000
2013/2014 Estimated Revenue	$1,155,200
Beginning Cash Required for Operations	$0
Total 2013/2014 Revenue	$1,155,200
2013/2014 Estimated Expenditures	$1,155,200
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,155,200
Estimated Ending Fund Balance	$65,000

Facility Maintenance Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$502,230	$499,880	$570,420	14.1%	$584,780	2.5%	$1,155,200
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	$70,460	$0	-100.0%	$0	0.0%	$0
TOTAL REVENUES	$502,230	$570,340	$570,420	0.0%	$584,780	2.5%	$1,155,200

Expenditure Summary

Facility Maintenance Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$182,790	$185,720	$187,670	1.0%	$191,420	2.0%	$379,090
Personnel Benefits	$71,340	$77,430	$72,450	-6.4%	$74,720	3.1%	$147,170
Supplies	$33,060	$43,220	$44,790	3.6%	$44,790	0.0%	$89,580
Other Services & Charges	$212,210	$255,620	$257,720	0.8%	$266,060	3.2%	$523,780
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	$7,150	$8,350	$7,790	-6.7%	$7,790	0.0%	$15,580
TOTAL EXPENDITURES	$506,550	$570,340	$570,420	0.0%	$584,780	2.5%	$1,155,200

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 $1,155,200

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	2011 Actual	2012 Target	2013 Target	2014 Target
A	Number of quarterly HVAC units (41 units) filters changed per year	140	140	140	140
B	Number of quarterly water circulating pumps serviced	14	14	14	14
C	Number of lock repairs, prox card entries, key replacements per year	100	100	110	110
D	Number of in-house capital repairs completed	3	3	3	3
F	Number of times per year pricing is reviewed and orders placed for cleaning and maintenance supplies	9	10	10	12

continued

Internal Service Funds

Facility Maintenance - continued

	Performance Measures	2011 Actual	2012 Target	2013 Target	2014 Target
G	Approximate number of openings and closings of City Hall scheduled for after-hours meetings	30	24	24	24
H	Number of buildings monitored 24/7 for security/fire and other emergency building issues	21	21	21	21
I	Number of in-house cleaning hours per week	48	48	40	40
J	Number of annual cleaning, elevator, HVAC, security/fire protection contracts managed	10	8	8	8
K	Number of systems requiring annual sprinkler/smoke detector testing	8	8	8	8
L	Average number of extinguishers serviced annually	250	250	250	250
M	Number of projects and/or work order requests performed monthly	70	70	70	70

TOTAL FOR ALL PROGRAMS $1,155,200

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Unemployment Compensation	Department Head Responsible Keith Larson
Beginning Fund Balance	$250,000
2013/2014 Estimated Revenue	$1,020
Beginning Cash Required for Operations	$146,480
Total 2013/2014 Revenue	$147,500
2013/2014 Estimated Expenditures	$147,500
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$147,500
Estimated Ending Fund Balance	$103,520

Unemployment Compensation Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$19,950	$23,510	$500	-97.9%	$520	4.0%	$1,020
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	$38,990	$72,000	84.7%	$74,480	3.4%	$146,480
TOTAL REVENUES	$19,950	$62,500	$72,500	16.0%	$75,000	3.4%	$147,500

Expenditure Summary

Unemployment Compensation Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$68,690	$62,500	$72,500	16.0%	$75,000	3.4%	$147,500
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	$68,690	$62,500	$72,500	16.0%	$75,000	3.4%	$147,500

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 $147,500

Internal Service Funds

Revenue Summary

FUND SUMMARY	
Internal Service Fund Title Employee Benefits Reserve	Department Head Responsible Keith Larson
Beginning Fund Balance	$950,000
2013/2014 Estimated Revenue	$221,150
Beginning Cash Required for Operations	$406,350
Total 2013/2014 Revenue	$627,500
2013/2014 Estimated Expenditures	$627,500
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$627,500
Estimated Ending Fund Balance	$543,650

Employee Benefits Reserve Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$197,210	$220,510	$108,900	-50.6%	$112,250	3.1%	$221,150
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	$296,490	$193,600	-34.7%	$212,750	9.9%	$406,350
TOTAL REVENUES	$197,210	$517,000	$302,500	-41.5%	$325,000	7.4%	$627,500

Expenditure Summary

Employee Benefits Reserve Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 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	$82,390	$412,000	$250,000	-39.3%	$270,000	8.0%	$520,000
Supplies	$0	$0	$0	0.0%	$0	0.0%	$0
Other Services & Charges	$95,750	$105,000	$52,500	-50.0%	$55,000	4.8%	$107,500
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	$178,140	$517,000	$302,500	-41.5%	$325,000	7.4%	$627,500

Program Descriptions - Initiatives - Performance Measures

The **Employee Benefits Reserve Fund** provides for the expenditure of accrued benefits for vested City employees.

TOTAL FOR ALL PROGRAMS $627,500

For Your Notes...

Fiduciary Funds

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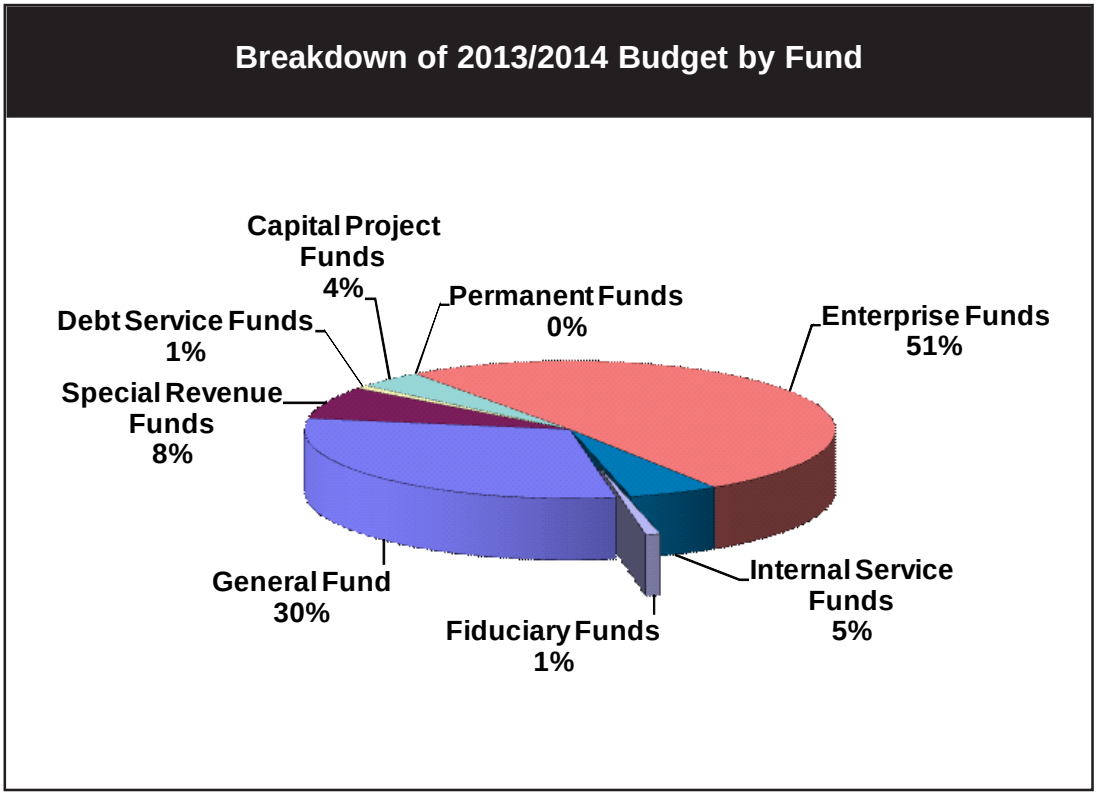
Fiduciary Funds

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	$600,000
2013/2014 Estimated Revenue	$1,518,500
Beginning Cash Required for Operations	$363,880
Total 2013/2014 Revenue	$1,882,380
2013/2014 Estimated Expenditures	$1,882,380
Contribution to Ending Fund Balance	$0
Total 2013/2014 Expenditures	$1,882,380
Estimated Ending Fund Balance	$236,120

Firemen's Pension Trust Fund

Total Revenues By Source	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Taxes	$0	$0	$0	0.0%	$0	0.0%	$0
Licenses & Permits	$0	$0	$0	0.0%	$0	0.0%	$0
Intergovernmental	$38,940	$38,000	$38,500	1.3%	$40,000	3.9%	$78,500
Charges for Services	$0	$0	$0	0.0%	$0	0.0%	$0
Fines & Forfeits	$0	$0	$0	0.0%	$0	0.0%	$0
Miscellaneous	$1,210	$5,100	$1,100	-78.4%	$1,200	9.1%	$2,300
Non-Revenues	$0	$0	$0	0.0%	$0	0.0%	$0
Other Financing Sources	$644,900	$674,650	$713,620	5.8%	$724,080	1.5%	$1,437,700
Beg Resources Req to Balance	$0	$256,320	$172,780	-32.6%	$191,100	10.6%	$363,880
TOTAL REVENUES	$685,050	$974,070	$926,000	-4.9%	$956,380	3.3%	$1,882,380

Expenditure Summary

Firemen's Pension Trust Fund

Total Expenditures By Object	Actual 2011	Budget 2012	Budget 2013	Percent Variance	Budget 2014	Percent Variance	2013-2014 Budget
Cont to End Fund Balance	$0	$0	$0	0.0%	$0	0.0%	$0
Salaries & Wages	$26,500	$27,360	$28,060	2.6%	$28,620	2.0%	$56,680
Personnel Benefits	$685,590	$887,110	$838,340	-5.5%	$868,160	3.6%	$1,706,500
Supplies	$0	$100	$100	0.0%	$100	0.0%	$200
Other Services & Charges	$44,560	$59,500	$59,500	0.0%	$59,500	0.0%	$119,000
Intergovernmental	$0	$0	$0	0.0%	$0	0.0%	$0
Capital Outlay	$0	$0	$0	0.0%	$0	0.0%	$0
Debt Service	$0	$0	$0	0.0%	$0	0.0%	$0
Interfund Transfers	$0	$0	$0	0.0%	$0	0.0%	$0
TOTAL EXPENDITURES	$756,650	$974,070	$926,000	-4.9%	$956,380	3.3%	$1,882,380

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 $1,882,380

For Your Notes...

Capital Improvement Program

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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
2012	December 31 Ending Fund Balance		
2013	Arterial Street Fund	$1,878,330	$1,785,500
	Office Equipment Rental Fund	$160,530	$4,500
	Capital Projects Fund	$194,350	$457,200
	L.I.D. Construction Fund	$350,000	$350,000
	Building Replacement Fund	$3,990,130	$4,199,130
	Water Fund	$4,266,500	$5,894,100
	Sewer Fund	$13,207,000	$13,206,200
	Water Filter Plant Fund	$1,450,000	$1,450,000
	Storm Water Fund	$1,440,700	$1,440,700
	Public Transit Fund	$4,183,330	$4,183,330
	Mint Valley Golf Fund	$0	$0
	Equipment Rental Reserve Fund	$0	$19,800
	Parks & Recreation Memorial Fund	$0	$236,000
	Annual total	$31,120,870	$33,226,460
2014	Arterial Street Fund	$7,017,830	$7,175,000
	Office Equipment Rental Fund	$160,530	$5,200
	Capital Projects Fund	$194,200	$203,400
	L.I.D. Construction Fund	$3,350,000	$3,350,000
	Building Replacement Fund	$0	$0
	Water Fund	$2,521,300	$3,434,830
	Sewer Fund	$3,468,000	$3,468,230
	Water Filter Plant Fund	$750,000	$750,000
	Storm Water Fund	$1,568,630	$1,568,630
	Public Transit Fund	$2,884,830	$2,884,830
	Mint Valley Golf Fund	$0	$0
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Fund	$0	$108,800
	Annual total	$21,915,320	$22,948,920
2015	Arterial Street Fund	$215,000	$100,000
	Office Equipment Rental Fund	$160,530	$401,550
	Capital Projects Fund	$204,400	$17,763,148
	L.I.D. Construction Fund	$350,000	$350,000
	Building Replacement Fund	$0	$0
	Water Fund	$1,240,200	$1,305,000
	Sewer Fund	$5,280,000	$5,280,000
	Water Filter Plant Fund	$50,000	$50,000
	Storm Water Fund	$837,200	$837,200
	Public Transit Fund	$1,650,000	$1,650,000
	Mint Valley Golf Fund	$0	$1,815,270
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Fund	$0	$87,000
	Annual total	$9,987,330	$29,639,168
2016	Arterial Street Fund	$215,000	$100,000
	Office Equipment Rental Fund	$160,530	$79,765
	Capital Projects Fund	$214,600	$375,646
	L.I.D. Construction Fund	$350,000	$350,000
	Building Replacement Fund	$0	$0
	Water Fund	$1,450,000	$1,450,000
	Sewer Fund	$2,950,000	$2,950,000
	Water Filter Plant Fund	$50,000	$50,000
	Storm Water Fund	$746,900	$746,900
	Public Transit Fund	$650,000	$650,000
	Mint Valley Golf Fund	$0	$1,271,000
	Equipment Rental Reserve Fund	$0	$0
	Parks & Recreation Memorial Fund	$0	$69,600
	Annual total	$6,787,030	$8,092,911

Arterial Street Fund - 2013/2014 Project Narratives

14th Avenue and Broadway Intersection Improvements	**2013**	**$160,000**
Construct pedestrian bulb-outs and countdown pedestrian signals.	**2014**	**$0**
15th Avenue Curb Bulb Outs and Pedestrian Improvements	**2013**	**$180,000**
Construct pedestrian bulb-outs and countdown pedestrian signals on 15th Ave at Douglas St. and at Hemlock St.	**2014**	**$0**
15th Avenue Corridor Safety Project	**2013**	**$150,000**
Construct pedestrian bulb-outs and countdown pedestrian signals at multiple intersections on 15th Ave. from Delaware to Maple Street.	**2014**	**$800,000**
7th Avenue and California Traffic Signal	**2013**	**$0**
Construct traffic signal or roundabout at the intersection of 7th Avenue and California Way.	**2014**	**$250,000**
Annual Street Repairs	**2013**	**$50,000**
Repair/improve streets at various locations.	**2014**	**$50,000**
Bridge Maintenance and Repairs	**2013**	**$50,000**
Inspect bridges and repair deficiencies identified during inspections.	**2014**	**$50,000**
Citywide Safety Improvements	**2013**	**$75,000**
Install pedestrian signals and improve crosswalk markings at various intersections along Washington Way, from Commerce Avenue to 8th Avenue, and construct curb bulb-outs at the Washington Way and Commerce Avenue intersection.	**2014**	**$225,000**
Civic Center Circle	**2013**	**$30,000**
Make modifications to the Civic Center traffic circle.	**2014**	**$0**
SR 432 and 3rd Avenue Intersection	**2013**	**$0**
Design improvements for the SR 432 and 3rd Avenue Intersection.	**2014**	**$550,000**
Washington Way and 28th Avenue Crosswalk	**2013**	**$140,000**
Improve the crosswalk at Washington Way and 28th Avenue with curb bulb-outs, improved illumination, and improved warning lights.	**2014**	**$0**
Washington Way Bridge Replacement	**2013**	**$200,000**
Replace the Washington Way bridge crossing Lake Sacajawea.	**2014**	**$5,100,000**
Downtown Streetscape	**2013**	**$750,500**
Streetscape improvements between Washington Way and Maple Street.	**2014**	**$0**

Arterial Street Fund - continued

Tennant Way LID Streetscape	**2013**	**$0**
Streetscape improvements between 7th Avenue and 9th Avenue.	**2014**	**$150,000**
	Total 2013	**$1,785,500**
	Total 2014	**$7,175,000**

Arterial Street Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	1/2 Cent Motor Vehicle Fuel Tax	$222,830	
	Grants	$905,000	
	Interest	$0	
	Downtown Streetscape Funding Sources	$750,500	
	Annual Street Repairs		$50,000
	Bridge Maintenance and Repairs - Various Bridges		$50,000
	14th Avenue and Broadway Intersection Improvements		$160,000
	15th Avenue Curb Bulb-Outs/Pedestrian Improvements		$180,000
	Civic Center Circle		$30,000
	Washington Way and 28th Avenue Crosswalk		$140,000
	Washington Way Bridge Replacement		$200,000
	15th Ave. Corridor Safety Project		$150,000
	Citywide Safety Improvement Project		$75,000
	Downtown Streetscape		$750,500
	Annual total	$1,878,330	$1,785,500
2014	1/2 Cent Motor Vehicle Fuel Tax	$222,830	
	Grants	$6,675,000	
	Interest	$0	
	Sale of Fixed Assets	$120,000	
	Annual Street Repairs		$50,000
	Bridge Maintenance and Repairs - Various Bridges		$50,000
	15th Avenue Corridor Safety Project		$800,000
	7th Avenue/California Traffic Signal		$250,000
	Citywide Safety Improvements		$225,000
	SR 432/3rd Avenue Intersection		$550,000
	Washington Way Bridge Replacement		$5,100,000
	Tennant Way LID Streetscape		$150,000
	Annual total	$7,017,830	$7,175,000

continued

Capital Improvement Program

Arterial Street Fund - Five-Year Plan - continued

2015	1/2 Cent Motor Vehicle Fuel Tax	$215,000	
	Misc. Revenue	$0	
	Interest	$0	
	Annual Street Repairs		$50,000
	Bridge Maintenance and Repairs - Various Bridges		$50,000
	Annual total	$215,000	$100,000
2016	1/2 Cent Motor Vehicle Fuel Tax	$215,000	
	Misc. Revenue	$0	
	Interest	$0	
	Annual Street Repairs		$50,000
	Bridge Maintenance and Repairs - Various Bridges		$50,000
	Annual total	$215,000	$100,000
2017	1/2 Cent Motor Vehicle Fuel Tax	$215,000	
	Misc. Revenue	$0	
	Interest	$0	
	Annual Street Repairs		$50,000
	Bridge Maintenance and Repairs - Various Bridges		$50,000
	Annual total	$215,000	$100,000

Office Equipment Reserve Fund - 2013/2014 Project Narratives

LEADS Online Software

Hosted investigation system to track stolen property and metal theft from pawnshops, gold buyers, and scrape metal dealers.

2013	**$4,500**
2014	**$5,200**

Total 2013	**$4,500**
Total 2014	**$5,200**

Office Equipment Reserve - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	Interdepartmental Charges (for Capital)	$160,530	
	LEADS Online Software		$4,500
	Annual total	$160,530	$4,500
2014	Interdepartmental Charges (for Capital)	$160,530	
	LEADS Online Software		$5,200
	Annual total	$160,530	$5,200
2015	Interdepartmental Charges (for Capital)	$160,530	
	Asset Tracking Software for Buildings		$13,800
	Video Setup in Council Chambers		$34,500
	Video Setup in City Hall Lobby		$13,800
	Wireless Setup with Executive Checkout Laptop in Conference Rooms		$4,800
	Advanced Budgeting Module (Eden)		$30,000
	Fixed Asset Module (Eden)		$10,000
	Online Payment Software		$20,000
	Performance Management Software		$31,250
	Eden Benefit Enrollment and Web Extensions		$20,900
	Performance Evaluation Software		$17,000
	Records Management Public Portal		$32,000
	Eden Dashboard Development		$10,100
	Wireless Access Points Expansion		$20,000
	Network Access for Mobile Units		$15,000
	Software to Manage Internet Access		$11,500
	Asset Tracking Software for Parks		$13,800
	In-Car Video System		$80,000
	LEADS Online Software		$6,000
	Wireless Access Points for Recreation		$5,100
	GBA Eden Interface (Sewer)		$6,000
	GBA Eden Interface (Water)		$6,000
	Annual total	$160,530	$401,550

Continued

Capital Improvement Program

Office Equipment Reserve Fund - Five-Year Plan - continued

2016	Interdepartmental Charges (for Capital)	$160,530	
	Asset Tracking Software for Buildings		$600
	Video Setup in Council Chambers		$6,000
	Video Setup in City Hall Lobby		$3,000
	Wireless Setup with Executive Checkout Laptop in Conference Rooms		$1,405
	Advanced Budgeting Module (Eden)		$3,000
	Fixed Asset Module (Eden)		$1,500
	Online Payment Software		$7,500
	Performance Management Software		$3,000
	Eden Benefit Enrollment and Web Extensions		$2,900
	Performance Evaluation Software		$1,200
	Wireless Access Points Expansion		$3,000
	Eden Dashboard Development		$1,000
	Records Management Public Portal		$2,500
	Network Access for Mobile Units		$2,000
	Software to Manage Internet Access		$1,900
	Asset Tracking Software for Parks		$600
	In-Car Video System		$22,000
	LEADS Online Software		$6,800
	Wireless Access Points for Recreation		$4,260
	GBA Eden Interface (Sewer)		$2,800
	GBA Eden Interface (Water)		$2,800
	Annual total	$160,530	$79,765
2017	Interdepartmental Charges (for Capital)	$160,530	
	Asset Tracking Software for Buildings		$600
	Video Setup in Council Chambers		$6,000
	Video Setup in City Hall Lobby		$3,000
	Wireless Setup with Executive Checkout Laptop in Conference Rooms		$1,405
	Advanced Budgeting Module (Eden)		$3,600
	Fixed Asset Module (Eden)		$1,600
	Online Payment Software		$8,175
	Performance Management Software		$3,000
	Eden Benefit Enrollment and Web Extensions		$3,400
	Performance Evaluation Software		$1,300
	Wireless Access Points Expansion		$3,450
	Eden Dashboard Development		$1,100
	Records Management Public Portal		$2,600
	Network Access for Mobile Units		$2,100
	Software to Manage Internet Access		$2,200
	Asset Tracking Software for Parks		$600
	In-Car Video System		$22,000
	LEADS Online Software		$7,800
	Wireless Access Points for Recreation		$1,760
	GBA Eden Interface (Sewer)		$2,800
	GBA Eden Interface (Water)		$2,800
	Annual total	$160,530	$81,290

Capital Projects Fund - 2013/2014 Project Narratives

Sidewalk Repair Program - City Responsibility		
Repair of broken curbs and sidewalks adjacent to City trees and property to reduce the City's tort liability and for the general improvement of the City's infrastructure	**2013**	**$47,000**
	2014	**$75,000**
Sidewalk Repair Program - Property Owner Responsibility	**2013**	**$10,000**
Financial assistance (up to 50% of the cost of repair) to residential property owners to repair sidewalks identified as being hazards to the public	**2014**	**$10,000**
Neighborhood Park Grants	**2013**	**$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	**2014**	**$25,000**
City Trees	**2013**	**$30,000**
Replacement of hazardous and fallen trees and planting of new trees in vacant spots throughout the city	**2014**	**$30,000**
Park Benches	**2013**	**$10,000**
Park benches installed as a result of donations	**2014**	**$10,000**
Lake Sacajawea Trail Maintenance	**2013**	**$3,200**
Maintain paths around lake	**2014**	**$3,400**
SignMasters Rented Building Roof	**2013**	**$60,000**
Replacement of worn out structure	**2014**	**$0**
McClelland Arts Center Roof	**2013**	**$30,000**
Replacement of worn out structure	**2014**	**$0**
Fire Station 82 Siding	**2013**	**$20,000**
Replacement of worn out material	**2014**	**$0**
Facilities Maintenance Shop Roof	**2013**	**$20,000**
Replacement of worn out structure	**2014**	**$0**
City Hall Generator (portion)	**2013**	**$10,000**
Installation of 150 KW generator and fuel tank to provide emergency power for data center and other selected spaces	**2014**	**$40,000**
Shay Locomotive Covered Pavilion (design only)	**2013**	**$14,000**
Design for a structure on the library grounds with the goal of then kicking off a public outreach campaign to generate contributions for its construction	**2014**	**$0**

Continued

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

Downtown Streetscape Project	**2013**	**$78,000**
Transfer to Arterial Street Fund to help pay for sidewalk costs ($28,000) and engineering costs ($50,000) associated with the project	**2014**	**$0**
R.A. Long Park Improvements	**2013**	**$100,000**
Design and construction of selected park renovation plan improvements	**2014**	**$0**
Lake Sacajawea Grass-Eating Carp Re-Stocking	**2013**	**$0**
Life expectancy for most recent stock has been reached and must be replaced to prevent acquatic weed growth	**2014**	**$10,000**
	Total 2013	**$457,200**
	Total 2014	**$203,400**

Capital Projects Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	Real Estate Excise Tax	$150,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$3,600	
	Urban Forest Sales (Tree Replacement)	$5,000	
	Other Revenue - Interest Earnings	$750	
	CTPA Project Loan Repayment	$25,000	
	Donations - Benches	$10,000	
	Annual Sidewalk Program - City Responsibility		$47,000
	Annual Sidewalk Program - Property Owner Responsibility		$10,000
	Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		$3,200
	Street Tree Planting and Replacement		$30,000
	Park Benches		$10,000
	Neighborhood Park Grants		$25,000
	SignMasters Rented Building Roof		$60,000
	McClelland Arts Center Roof		$30,000
	Fire Station 82 Siding		$20,000
	Facilities Maintenance Shop Roof		$20,000
	City Hall Generator (portion)		$10,000
	Downtown Streetscape Project		$78,000
	Shay Locomotive Covered Pavilion (design only)		$14,000
	R.A. Long Park Improvements		$100,000
	Annual total	$194,350	$457,200

continued

Capital Projects Fund - Five-Year Plan - continued

2014	Real Estate Excise Tax	$150,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$3,700	
	Urban Forest Sales (Tree Replacement)	$5,000	
	Other Revenue - Interest Earnings	$500	
	CTPA Project Loan Repayment	$25,000	
	Donations - Park Benches	$10,000	
	Annual Sidewalk Program - City Responsibility		$75,000
	Annual Sidewalk Program - Property Owner Responsibility		$10,000
	Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		$3,400
	Street Tree Planting and Replacement		$30,000
	Park Benches		$10,000
	Neighborhood Park Grants		$25,000
	City Hall Generator (portion)		$40,000
	Lake Sacajawea Grass-eating Carp Re-stocking		$10,000
	Annual total	$194,200	$203,400
2015	Real Estate Excise Tax	$160,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$3,900	
	Urban Forest Sales (Tree Replacement)	$5,000	
	Other Revenue - Interest Earnings	$500	
	CTPA Project Loan Repayment	$25,000	
	Donations - Park Benches	$10,000	
	Annual Sidewalk Program - City Responsibility		$75,000
	Annual Sidewalk Program - Property Owner Responsibility		$10,000
	Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		$3,600
	Street Tree Planting and Replacement		$30,000
	Park Benches		$10,000
	Neighborhood Park Grants		$25,000
	Downtown Streetscape Improvements		$1,450,000
	15th Avenue Overlay, Maple Street to Olympia Way		$302,500
	City Shop Off-site Parking		$133,333
	Fire Station 81 Fire Sprinkler System		$95,000
	Fire Station 83		$13,943,055
	Police Briefing Room Workstations (two)		$5,000
	Police Detective Area Cooling		$11,500
	Police Training Room Furniture		$20,000
	Relocation of Finance Mailroom		$10,000
	Library Patron Parking Lot Expansion		$266,600
	Library Lower Floor Linoleum Replacement		$46,760
	Library Security System Replacement		$12,500

continued

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

2015	Parks Bleacher Replacement (five)		$25,000
(cont.)	Roy Morse Park Field 3 Sun Shade Screen		$32,900
	Roy Morse Park Other Field Improvement (and Restroom/Parking Lot)		$150,000
	Lake Sacajawea Park Irrigation System		$55,000
	Hoehne Park Skate Park		$140,000
	Kellogg Park Playground Replacement		$65,000
	Lake Sacajawea Park Path Lighting Replacement		$20,000
	City Shops Exterior Painting		$26,000
	Library Lower Floor Door Drainage		$8,000
	City Hall Flashing Replacement		$48,700
	Senior Center Skylight Replacement (six)		$6,000
	City Shop Overhead Door Replacement		$55,700
	Hoehne Park New Basketball Court Installation		$40,000
	Bailey Park Basketball Court Resurfacing		$14,000
	Cloney Park Restroom		$46,000
	Victoria Freeman Park Portable Toilet Surround Structure		$7,000
	Vandercook Park Tennis Court Renovation		$22,000
	John Null Park Tennis Court Renovation		$30,000
	Woman's Club Heat Pump		$10,000
	Downtown On-street Handicap Parking Stall Upgrade		$8,000
	Highlands Neighborhood Street Lighting		$504,000
	Cowlitz River Trail Property Acquisition and Easements		
	Annual total	$204,400	$19,433,918
2016	Real Estate Excise Tax	$170,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,100	
	Urban Forest Sales (Tree Replacement)	$5,000	
	Other Revenue - Interest Earnings	$500	
	CTPA Project Loan Repayment	$25,000	
	Donations - Park Benches	$10,000	
	Annual Sidewalk Program - City Responsibility		$75,000
	Annual Sidewalk Program - Property Owner Responsibility		$10,000
	Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		$3,800
	Street Tree Planting and Replacement		$30,000
	Park Benches		$10,000
	Neighborhood Park Grants		$25,000
	Library Carpet Replacement		$35,000
	Library Self-checkout Units (two)		$53,846
	Parks Bleacher Replacement (five)		$25,000

Continued

Capital Projects - Five-Year Plan - continued

2016	Lake Sacajawea Park Irrigaiton System		$80,000
(cont.)	Lake Sacajawea Park Path Lighting Replacement		$20,000
	Downtown On-street Handicap Parking Stall Upgrade		$8,000
	Annual total	$214,600	$400,646
2017	Real Estate Excise Tax	$180,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	$4,300	
	Urban Forest Sales (Tree Replacement)	$5,000	
	Other Revenue - Interest Earnings	$500	
	CTPA Project Loan Repayment	$25,000	
	Donations - Park Benches	$10,000	
	Annual Sidewalk Program - City Responsibility		$75,000
	Annual Sidewalk Program - Property Owner Responsibility		$10,000
	Bicycle Lanes/Paths/Trails - Lake Sacajawea Trail Maintenance		$4,000
	Street Tree Planting and Replacement		$30,000
	Park Benches		$10,000
	Neighborhood Park Grants		$25,000
	Fire Station 81 (Renovation) and 82 (Relocation)		$33,383,857
	Library Interior Painting		$25,000
	Library New Circulation/Information Desk		$30,000
	Library Shelving Replacement		$70,000
	Lake Sacajawea Park Irrigation System		$80,000
	Altrusa Park Water		$15,000
	Hoehne Park Water		$15,000
	Lake Sacajawea Park Path Lighting Replacement		$20,000
	Downtown On-street Handicap Parking Stall Upgrade		$8,000
	Highlands Neighborhood Street Lighting		$1,008,000
	Annual total	$224,800	$36,336,857

Capital Improvement Program

L.I.D. Construction Fund - 2013/2014 Project Narratives

Street and Alley Construction	**2013**	**$350,000**
This provides for the construction of street and alley projects that are requested from citizens through L.I.D. petitions	**2014**	**$350,000**
Beech Street Improvements	**2013**	**$0**
Full street improvement from Oregon Way to California Way	**2014**	**$3,000,000**
	Total 2013	**$350,000**
	Total 2014	**$3,350,000**

L.I.D. Construction Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000
2014	Streets & Alley L.I.D. Bonds	$3,350,000	
	Street & Alley Construction		$350,000
	Beech Street Improvements		$3,000,000
	Annual total	$3,350,000	$3,350,000
2015	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000
2016	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000
2017	Streets & Alley L.I.D. Bonds	$350,000	
	Street & Alley Construction		$350,000
	Annual total	$350,000	$350,000

Building Replacement Fund - 2013/2014 Project Narratives

Mint Valley Racquet Complex Siding Replacement	**2013**	**$84,000**
Wrap outside walls with Tyvek (or equivalent) and install new siding over existing wood sheeting in order to prevent water water damage	**2014**	**$0**
Mint Valley Racquet Complex Metal Roof Replacement	**2013**	**$125,000**
Replace existing leaking system with new metal roof in order to prevent further water damage	**2014**	**$0**
Energy Savings Performance Contract Project	**2013**	**$3,990,130**
Replace and upgrade heating and cooling controls and other equipment at selected City facilities, replace City street lighting, and other energy savings improvements	**2014**	**$0**
	Total 2013	**$4,199,130**
	Total 2014	**$0**

Building Replacement Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	State Grant	$500,000	
	Other ESPC Project Financing	$3,490,130	
	*Mint Valley Racquet Complex Siding		$84,000
	*Mint Valley Racquet Complex Metal Roof Replacement		$125,000
	*Energy Savings Performance Contract Project		$3,990,130
	Annual total	$3,990,130	$4,199,130
2014	No projects planned		
	Annual total	$0	$0
2015	No projects planned		
	Annual total	$0	$0
2016	No projects planned		
	Annual total	$0	$0
2017	No projects planned		
	Annual total	$0	$0

Water Fund - 2013/2014 Project Narratives

A/C Main Replacement	**2013**	**$500,000**
Replace deteriorated and unsafe mains to ensure reliability and adequate pressure/volume.	**2014**	**$400,000**
Additional Dump Truck (50%)	**2013**	**$80,000**
Additional dump truck to increase the efficiency of underground water and sewer repairs.	**2014**	**$0**
Advanced Metering Infrastructure (AMI)	**2013**	**$4,000,000**
Replace aged and under-registering meters with an automated meter reading infrastructure.	**2014**	**$2,000,000**
Annual LID Projects	**2013**	**$100,000**
Replace deteriorated water mains prior to LID paving projects.	**2014**	**$100,000**
Annual Water Main Replacements	**2013**	**$0**
Replace deteriorated and undersized mains to ensure reliability and adequate pressure/volume.	**2014**	**$350,000**
City Hall Generator (20%)	**2013**	**$50,000**
Provide emergency power to the Data Center and critical areas of City Hall.	**2014**	**$0**
Excavator and Trailer (50%)	**2013**	**$50,000**
Additional equipment for water and sewer main repairs.	**2014**	**$0**
Hillcrest Pump Station Replacement	**2013**	**$300,000**
Replace deteriorating pump station as joint project with Beacon Hill Water & Sewer District.	**2014**	**$0**
Replace 4-Inch Water Main on Ocean Beach Highway	**2013**	**$100,000**
Replace undersized and deteriorated main on Ocean Beach.	**2014**	**$0**
Cathodic Protection of Water Facilities	**2013**	**$25,000**
Continue cathodic protection project at reservoirs to prevent deterioration of metal walls and appurtenances.	**2014**	**$25,000**
Reservoir Paving/Security	**2013**	**$100,000**
Continue paving and security upgrades at reservoirs to improve access and security.	**2014**	**$0**
Safety Equipment	**2013**	**$9,500**
Provide shoring and lighting for underground repairs.	**2014**	**$0**

continued

Water Fund - Five-Year Plan - continued

Computerized Maint. Mgmt System Upgrade (50%)	**2013**	**$6,000**
Upgrade Lucity and Eden systems to integrate automated meter reading and utility billing	**2014**	**$5,000**
SCADA System (Water Portion)	**2013**	**$273,600**
Continuation of telemetry and computer control project for monitoring and control of potable water facilities.	**2014**	**$182,400**
Valve Replacement	**2013**	**$50,000**
Replace deteriorated valves that no longer function or seal.	**2014**	**$50,000**
Water Facility Relocation for Road Replacement	**2013**	**$100,000**
Relocate water facilities as required for road construction projects.	**2014**	**$100,000**
Operations Center Upgrades	**2013**	**$150,000**
Pave bulk storage area; construct materials/equipment storage shed; remodel 1440 Industrial Way to house meter shop and and water quality crew.	**2014**	**$75,000**
Water Truck Fill Stations	**2013**	**$0**
Provide designated locations to safely fill water trucks.	**2014**	**$100,000**
City Shop Generator (20%)	**2013**	**$0**
Provide emergency power to Fleet Services.	**2014**	**$14,830**
Operations Center Emergency Power (50%)	**2013**	**$0**
Provide emergency power for Operations Center.	**2014**	**$32,600**
	Total 2013	**$5,894,100**
	Total 2014	**$3,434,830**

continued

Capital Improvement Program

Water Fund - Five-Year Plan - continued

Water Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Capital Recovery Fee Revenue	$35,000	
	System Development Charge/Developer Participation/PUD	$0	
	Water Fund	$0	
	Grants	$0	
	Revenue Bonds	$4,000,000	
	Depreciation Revenue	$231,500	
	A/C Main Replacement		$500,000
	Additional Dump Truck (50%)		$80,000
	Advanced Metering Infrastructure (AMI)		$4,000,000
	Annual LID Projects		$100,000
	City Hall Generator (20%)		$50,000
	Excavator and Trailer (50%)		$50,000
	Hillcrest Pump Station Replacement		$300,000
	Replace 4-Inch Water Main on Ocean Beach Highway		$100,000
	Cathodic Protection of Water Facilities		$25,000
	Reservoir Paving/Security		$100,000
	Safety Equipment (50%)		$9,500
	Computerized Maint. Mgmt System Upgrade (50%)		$6,000
	SCADA System (Water Portion)		$273,600
	Valve Replacement		$50,000
	Water Facility Relocation for Road Replacement		$100,000
	Operations Center Upgrades (50%)		$150,000
	Annual Total	$4,266,500	$5,894,100

Continued

Water Fund - Five-Year Plan - continued

2014	Capital Recovery Fee Revenue	$35,000	
	System Development Charge/Developer Participation/PUD	$0	
	Water Fund	$0	
	Grants	$0	
	Revenue Bonds	$2,000,000	
	Depreciation Revenue	$486,300	
	A/C Main Replacement		$400,000
	Annual LID Projects		$100,000
	Annual Water Main Replacements		$350,000
	Advanced Metering Infrastructure (AMI)		$2,000,000
	City Shop Generator (20%)		$14,830
	Operations Center Emergency Power (50%)		$32,600
	Cathodic Protection of Water Facilities		$25,000
	SCADA System (Water Portion)		$182,400
	Valve Replacement		$50,000
	Computerized Maint. Mgmt System Upgrade (50%)		$5,000
	Water Facility Relocation for Road Replacement		$100,000
	Water Truck Fill Stations		$100,000
	Operations Center Upgrades (50%)		$75,000
	Annual Total	$2,521,300	$3,434,830
2015	Capital Recovery Fee Revenue	$35,000	
	System Development Charge/Developer Participation/PUD	$0	
	Water Fund	$459,000	
	Grants	$0	
	Depreciation Revenue	$746,200	
	Annual LID Projects		$100,000
	Annual Water Main Replacements		$600,000
	Ditch 6 at 32nd Main Relocation		$30,000
	Emergency Power Upgrades		$200,000
	Cathodic Protection of Water Facilities		$25,000
	Valve Replacement		$50,000
	Water Facility Relocation for Road Replacement		$100,000
	SCADA System (Water Portion)		$200,000
	Annual Total	$1,240,200	$1,305,000

Continued

Capital Improvement Program

Water Fund - Five-Year Plan - continued

2016	Capital Recovery Fee Revenue	$35,000	
	System Development Charge/Developer Participation/PUD	$0	
	Water Fund	$406,000	
	Grants	$0	
	Depreciation Revenue	$1,009,000	
	Annual LID Projects		$100,000
	Annual Water Main Replacements		$1,000,000
	Emergency Power Upgrades		$200,000
	Valve Replacement		$50,000
	Water Facility Relocations for Road Replacement		$100,000
	Annual Total	$1,450,000	$1,450,000
2017	Capital Recovery Fee Revenue	$35,000	
	System Development Charge/Developer Participation/PUD	$0	
	Water Fund	$527,000	
	Grants	$0	
	Depreciation Revenue	$1,038,200	
	Annual LID Projects		$100,000
	Annual Water Main Replacements		$1,000,000
	Emergency Power Upgrades		$200,000
	Valve Replacement		$50,000
	Water Facility Relocations for Road Replacement		$100,000
	Water Master Plan		$150,000
	Annual Total	$1,600,200	$1,600,000

Sewer Fund - 2013/2014 Project Narratives

33rd Avenue Pump Station Replacements	**2013**	**$1,200,000**
Rehabilitate aged and deteriorated pump stations.	**2014**	**$0**
Dump Truck (50%)	**2013**	**$80,000**
Additional dump truck to increase efficiency of water and sewer underground repairs.	**2014**	**$0**
Annual Collector Mains In-Situ Liners	**2013**	**$200,000**
Rehabilitate the structural integrity and prevent groundwater infiltration in sewer mains.	**2014**	**$200,000**
Annual Interceptor Mains In-Situ Liners	**2013**	**$300,000**
Rehabilitate the structural integrity and prevent groundwater infiltration in sewer mains.	**2014**	**$300,000**
Annual LID Projects	**2013**	**$100,000**
Replace deteriorated sewer mains prior to LID paving projects.	**2014**	**$100,000**
Annual Main Replacement	**2013**	**$150,000**
Rehabilitate existing mains to reduce plugging, failures, and emergency repairs.	**2014**	**$150,000**
City Hall Generator (20%)	**2013**	**$50,000**
Provide emergency power for Data Center and critical areas of City Hall.	**2014**	**$0**
City Shop Generator (20%)	**2013**	**$0**
Provide emergency power to Fleet Services.	**2014**	**$14,830**
Demolish Oregon Way Pump Station	**2013**	**$0**
Required for installation of emergency power to Fleet Services.	**2014**	**$117,000**
Douglas Street Pump Station Replacement	**2013**	**$2,400,000**
Replace deteriorated Douglas Street Pump Station.	**2014**	**$0**
Excavator and Trailer (50%)	**2013**	**$50,000**
Additional equipment for water and sewer main repairs.	**2014**	**$0**
Hudson Force Main Phase II	**2013**	**$1,600,000**
Continuation of project to serve the new Hudson PS.	**2014**	**$0**

Continued

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

Hudson Pump Station Replacement	**2013**	**$2,400,000**
Replace deteriorated Hudson Pump Station.	**2014**	**$0**
Ocean Beach Highway Main Rehabilitation	**2013**	**$250,000**
Rehabilitate defective sewer main.	**2014**	**$0**
Operations Center Emergency Power (50%)	**2013**	**$0**
Provide emergency power for Operations Center.	**2014**	**$32,600**
Pump Station Rehabilitation	**2013**	**$600,000**
Rehabilitate several deteriorated sewer pump stations.	**2014**	**$600,000**
Safety Equipment (50%)	**2013**	**$9,500**
Provide shoring and lighting for underground repairs.	**2014**	**$0**
Computerized Maint. Mgmt System Upgrade (50%)	**2013**	**$6,000**
Upgrade Lucity and Eden systems to integrate automated meter reading and utility billing.	**2014**	**$5,000**
SCADA System (portion)	**2013**	**$560,700**
Continuation of telemetry and computer control project for monitoring and control of sewer collection facilities.	**2014**	**$373,800**
Sewer Facility Replacement for Road Construction	**2013**	**$100,000**
Relocate sewer mains and manholes as required due to road construction projects.	**2014**	**$100,000**
West Longview Lagoons Biosolids Removal	**2013**	**$3,000,000**
Treat and dispose of accumulated biosolids at the West Longview Lagoons Treatment Plant.	**2014**	**$1,400,000**
Operations Center Upgrades (50%)	**2013**	**$150,000**
Paving and stores/equipment storage at Operations Center; remodel 1440 Industrial Way.	**2014**	**$75,000**
	Total 2013	**$13,206,200**
	Total 2014	**$3,468,230**

Sewer Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Capital Recovery Fee	$33,000	
	Depreciation Reserve	$0	
	Sewer Fund	$0	
	Revenue Bonds	$3,174,000	
	State Loans	$10,000,000	
	33rd Avenue Pump Station Replacements		$1,200,000
	Additional Dump Truck (50%)		$80,000
	Annual Collector Mains In-Situ Liners		$200,000
	Annual Interceptor Mains In-Situ Liners		$300,000
	Annual LID Projects		$100,000
	Annual Main Replacement		$150,000
	City Hall Generator (20%)		$50,000
	Douglas Street Pump Station Replacement		$2,400,000
	Excavator and Trailer (50%)		$50,000
	Hudson Force Main Phase II		$1,600,000
	Hudson Pump Station Replacement		$2,400,000
	Ocean Beach Highway Main Rehabilitation		$250,000
	Pump Station Rehabilitation		$600,000
	Safety Equipment (50%)		$9,500
	Computerized Maint. Mgmt System Upgrade (50%)		$6,000
	SCADA System (Sewer Portion)		$560,700
	Sewer Facility Replacement for Road Construction		$100,000
	West Longview Lagoons Biosolids Removal		$3,000,000
	Operations Center Upgrades (50%)		$150,000
	Annual Total	$13,207,000	$13,206,200
2014	Capital Recovery Fee	$33,000	
	Depreciation Reserve	$0	
	Sewer Fund	$0	
	Revenue Bonds	$2,035,000	
	State Loans	$1,400,000	
	Annual Collector Mains In-Situ Liners		$200,000
	Annual Interceptor Mains In-Situ Liners		$300,000
	Annual LID Projects		$100,000
	Annual Main Replacement		$150,000

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

	City Shop Generator (20%)		$14,830
	Demolish Oregon Way Pump Station		$117,000
	Operations Center Emergency Power (50%)		$32,600
	Pump Station Rehabilitation		$600,000
	Computerized Maint. Mgmt System Upgrade (50%)		$5,000
	SCADA System (Sewer Portion)		$373,800
	Sewer Facility Replacement for Road Construction		$100,000
	West Longview Lagoons Biosolids Removal		$1,400,000
	Operations Center Upgrades		$75,000
	Annual Total	$3,468,000	$3,468,230
2015	Capital Recovery Fee	$33,000	
	Depreciation Reserve	$0	
	Sewer Fund	$690,000	
	Revenue Bonds	$4,557,000	
	Annual Collector Mains In-Situ Liners		$200,000
	Annual Interceptor Mains In-Situ Liners		$300,000
	Annual LID Projects		$100,000
	Annual Main Replacement		$150,000
	Emergency Power Upgrades		$100,000
	Ditch 6 at 32nd Main Relocation		$30,000
	Pump Station Rehabilitation		$4,300,000
	Sewer Facility Replacement for Road Construction		$100,000
	Annual Total	$5,280,000	$5,280,000
2016	Capital Recovery Fee	$33,000	
	Depreciation Reserve	$0	
	Sewer Fund	$406,000	
	Revenue Bonds	$2,511,000	
	Annual Collector Mains In-Situ Liners		$200,000
	Annual Interceptor Mains In-Situ Liners		$300,000
	Emergency Power Upgrades		$100,000
	Annual LID Projects		$100,000
	Annual Main Replacement		$150,000
	Pump Station Rehabilitation		$2,000,000
	Sewer Facility Replacement for Road Construction		$100,000
	Annual Total	$2,950,000	$2,950,000

Continued

Sewer Fund - Five-Year Plan - continued

2017	Capital Recovery Fee	$33,000	
	Depreciation Reserve	$0	
	Sewer Fund	$875,000	
	Revenue Bonds	$6,442,000	
	3rd Avenue Interceptor		$4,000,000
	Annual Collector Mains In-Situ Liners		$200,000
	Annual Interceptor Mains In-Situ Liners		$300,000
	Emergency Power Upgrades		$100,000
	Annual LID Projects		$100,000
	Annual Main Replacement		$150,000
	Pump Station Rehabilitation		$2,400,000
	Sewer Facility Replacement for Road Construction		$100,000
	Annual Total	$7,350,000	$7,350,000

Water Filter Plant Fund - 2013/2014 Project Narratives

Decommissioning Regional Water Treatment Plant	**2013**	**$800,000**
Salvage and demolish abandoned Fishers Lane treatment plant and prepare property for future use or sale.	**2014**	**$700,000**
Mint Farm Regional Water Treatment Plant Construction	**2013**	**$600,000**
Final stages of construction of new water treatment plant to replace the Fishers Lane treatment plant.	**2014**	**$0**
Miscellaneous Capital Repairs	**2013**	**$50,000**
Unscheduled capital repair projects.	**2014**	**$50,000**
	Total 2013	**$1,450,000**
	Total 2014	**$750,000**

Continued

Capital Improvement Program

Water Filter Plant Fund - Five-Year Plan -

Water Filter Plant Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Water Construction Fund	$1,326,600	
	Beacon Hill Water & Sewer District	$123,400	
	Decommissioning Regional Water Treatment Plant		$800,000
	Mint Farm Regional Water Treatment Plant Construction		$600,000
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$1,450,000	$1,450,000
2014	Water Construction Fund	$641,200	
	Beacon Hill Water & Sewer District	$108,800	
	Decommissioning Regional Water Treatment Plant		$700,000
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$750,000	$750,000
2015	Water Construction Fund	$42,750	
	Beacon Hill Water & Sewer District	$7,250	
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$50,000	$50,000
2016	Water Construction Fund	$42,750	
	Beacon Hill Water & Sewer District	$7,250	
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$50,000	$50,000
2017	Water Construction Fund	$42,750	
	Beacon Hill Water & Sewer District	$7,250	
	Miscellaneous Capital Repairs		$50,000
	Annual Total	$50,000	$50,000

Storm Water Fund - 2013/2014 Project Narratives

15th Avenue Storm Drain Repair	**2013**	**$50,000**
Replace broken storm drain line at intersection with Delaware Street.	**2014**	**$0**
Beech Street Culvert Replacement	**2013**	**$125,000**
Continue planning and design to replace the Beech St. storm drain from 21st Ave. to 28th Ave. and incorporate elements of the Highlands Neighborhood Revitalization Plan.	**2014**	**$175,000**
City Hall Generator (20%)	**2013**	**$50,000**
Provide emergency power for Data Center and critical areas of City Hall.	**2014**	**$0**
Commerce Ave. LID Streetscape	**2013**	**$185,000**
Construct Low Impact Development stormwater improvements as part of Commerce Ave. streetscape project.	**2014**	**$0**
Lake Sacajawea Flushing	**2013**	**$750,000**
Replace lake flushing system lost with decomissioning of Fishers Lane water treatment plant.	**2014**	**$750,000**
Pervious Concrete	**2013**	**$65,000**
Train city staff and install pervious concrete at various locations throughout the city.	**2014**	**$140,000**
SCADA System	**2013**	**$65,700**
Stormwater share of telemetry and computer control project for monitoring and control of city utility facilities.	**2014**	**$43,800**
Tennant Way LID Streetscape	**2013**	**$150,000**
Install Low Impact Development stormwater improvements from 7th Ave. to 9th Ave.	**2014**	**$370,000**
Miscellaneous Capital	**2013**	**$0**
Program to correct unidentified deficiencies throughout the City's storm drainage system.	**2014**	**$75,000**
City Shop Generator (20%)	**2013**	**$0**
Provide emergency power to Fleet Services.	**2014**	**$14,830**
	Total 2013	**$1,440,700**
	Total 2014	**$1,568,630**

Capital Improvement Program

Stormwater Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Storm Water Fund	$1,267,700	
	State Grants	$173,000	
	15th Avenue Storm Drain Repair		$50,000
	Beech Street Culvert Replacement		$125,000
	City Hall Generator (20%)		$50,000
	Commerce Ave. LID Streetscape		$185,000
	Lake Sacajawea Flushing		$750,000
	Pervious Concrete		$65,000
	SCADA System (portion)		$65,700
	Tennant Way LID Streetscape		$150,000
	Annual total	$1,440,700	$1,440,700
2014	Storm Water Fund	$1,170,630	
	State Grants	$248,000	
	ASF	$150,000	
	Beech Street Culvert Replacement		$175,000
	City Shop Generator (20%)		$14,830
	Lake Sacajawea Flushing		$750,000
	Pervious Concrete		$140,000
	SCADA System (portion)		$43,800
	Tennant Way LID Streetscape		$370,000
	Miscellaneous Capital		$75,000
	Annual total	$1,568,630	$1,568,630
2015	Storm Water Fund	$837,200	
	Beech Street Culvert Replacement		$550,000
	Downtown Regional Stormwater Facilities		$40,000
	Miscellaneous Capital		$167,200
	Pump Station Upgrades		$80,000
	Annual total	$837,200	$837,200
2016	Storm Water Fund	$746,900	
	Beech Street (21st to 28th)		$550,000
	Miscellaneous Capital		$116,900
	Pump Station upgrades		$80,000
	Annual total	$746,900	$746,900

Continued

Stormwater Fund - Five-Year Plan - continued

2017	Storm Water Fund	$829,500	
	Beech Street (21st to 28th)		$200,000
	Downtown Regional Stormwater Facilities		$45,000
	Miscellaneous Capital		$84,500
	Stormwater Master Plan		$500,000
	Annual total	$829,500	$829,500

Public Transit Fund - 2013/2014 Project Narratives

City Hall Generator (20%) — **2013 $50,000**, **2014 $0**

Provide emergency power to the Data Center and critical areas of City Hall.

City Shop Generator (20%) — **2013 $0**, **2014 $14,830**

Provide emergency power to Fleet Services.

Additional Fleet and Employee Parking — **2013 $933,330**, **2014 $100,000**

Provide additional parking for expanded fleet and staffing.

Install Bus Stop Shelters — **2013 $150,000**, **2014 $150,000**

Replace old shelter and increase number of shelters along new bus routes.

New Transit Coaches — **2013 $2,250,000**, **2014 $450,000**

New Transit coaches to expand the fleet.

Purchase Two Operator Relief Vehicles — **2013 $50,000**, **2014 $0**

Vehicles to accomplish operator changes at Transit Center or at route locations.

Replace Two Paratransit Cutaway Buses — **2013 $170,000**, **2014 $170,000**

Replace old Paratransit cutaway buses.

Security Cameras and Automated Gates — **2013 $130,000**, **2014 $0**

Security camera system and automated gates to improve security at City Shop, fuel island, and employee parking.

Intelligent Transportation System — **2013 $450,000**, **2014 $0**

ITS to improve vehicle tracking, provide rider access to on-time status, and automated data collection for FTA reporting.

Continued

Capital Improvement Program

Public Transit Fund - Five-Year Plan - continued

Transit Administration Building	**2013**	**$0**
New Transit Administration Building for expanded staffing.	**2014**	**$2,000,000**
	Total 2013	**$4,183,330**
	Total 2014	**$2,884,830**

Transit - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Cowlitz Transit Authority	$2,231,330	
	Federal Grants	$1,952,000	
	City Hall Generator (20%)		$50,000
	Additional Fleet and Employee Parking		$933,330
	Install Bus Stop Shelters		$150,000
	Purchase Two Operator Relief Vehicles		$50,000
	Five New Transit Coaches		$2,250,000
	Replace Two Paratransit Cutaway Buses		$170,000
	Security Cameras and Automated Gates		$130,000
	Intelligent Transportation System		$450,000
	Annual total	$4,183,330	$4,183,330
2014	Cowlitz Transit Authority	$1,231,000	
	Federal Grants	$1,653,830	
	City Shop Generator (20%)		$14,830
	Additional Fleet and Employee Parking		$100,000
	Install Transit Shelters		$150,000
	One New Transit Coach		$450,000
	Replace Two Paratransit Cutaway Buses		$170,000
	New Transit Administration Building		$2,000,000
	Annual total	$2,884,830	$2,884,830
2015	Cowlitz Transit Authority	$280,500	
	Federal Grants	$1,369,500	
	New Transit Administration Building		$1,000,000
	One New Transit Coach		$470,000
	Replace Two Paratransit Cutaway Buses		$180,000
	Annual total	$1,650,000	$1,650,000

Continued

Public Transit Fund - Five-Year Plan - continued

2016	Cowlitz Transit Authority	$110,500	
	Federal Grants	$539,500	
	One New Transit Coach		$470,000
	Replace Two Paratransit Cutaway Buses		$180,000
	Annual total	$650,000	$650,000
2017	Cowlitz Transit Authority	$119,000	
	Federal Grants	$581,000	
	One New Transit Coach		$500,000
	Replace Two Paratransit Cutaway Buses		$200,000
	Annual total	$700,000	$700,000

Mint Valley Golf Fund - 2013/2014 Project Narratives

No projects scheduled

2013	**$0**
2014	**$0**
Total 2013	**$0**
Total 2014	**$0**

Mint Valley Golf - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	No projects planned		
	Annual total	$0	$0
2014	No projects planned		
	Annual total	$0	$0

Continued

Capital Improvement Program

Mint Valley Golf Fund - Five-Year Plan - continued

2015	Fairway Aerator		$27,500
	Retaining Wall for Green #17		$257,000
	Tree Replacement		$5,000
	Resurfacing of Asphalt Cart Paths		$20,000
	Driving Range Netting Replacement		$135,000
	Maintenance Security Gate		$25,000
	Golf Course Irrigation System Replacement		$1,100,000
	Golf Course Fuel Tank Replacement		$45,000
	Asphalt for Golf Maintenance Parking Lot		$120,270
	Clubhouse Deck Extension		$80,500
	Annual total	$0	$1,815,270
2016	Equipment Wash Station		$82,000
	Golf Course Irrigation System Replacement		$1,100,000
	Restrooms Replacement (two)		$64,000
	Tree Replacement		$5,000
	Resurfacing of Asphalt Cart Paths		$20,000
	Annual total	$0	$1,271,000
2017	Tree Replacement		$5,000
	Resurfacing of Asphalt Cart Paths		$20,000
	Annual total	$0	$25,000

Equipment Rental Reserve Fund - 2013/2014 Project Narratives

Install Energy-Efficient Shop Ceiling Fans	**2013**	**$19,800**
Install fans (9) in order to create a more comfortable working environment and more energy-efficient facility	**2014**	**$0**
	Total 2013	**$19,800**
	Total 2014	**$0**

Equipment Rental Reserve Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2013	Install Energy-Efficient Shop Ceiling Fans		$19,800
	Annual total	$0	$19,800
2014	No Projects Scheduled		$0
	Annual total	$0	$0
2015	No Projects Scheduled	$0	$0
	Annual total	$0	$0
2016	No Projects Scheduled	$0	$0
	Annual total	$0	$0
2017	No Projects Scheduled	$0	$0
	Annual total	$0	$0

Park & Recreation Memorial Trust Fund - 2013/2014 Project Narratives

Park plan CIP project(s)	**2013**	**$68,000**
Project(s) to be determined but will be selected from ones listed on park plan CIP	**2014**	**$54,400**
Community sponsored project(s)	**2013**	**$68,000**
Project(s) to be determined but will be selected from ones proposed by community groups	**2014**	**$54,400**
Lions Island maintenance and improvement projects	**2013**	**$100,000**
Projects to be determined	**2014**	**$0**
	Total 2013	**$236,000**
	Total 2014	**$108,800**

Parks & Recreation Memorial Trust Fund - Five-Year Plan			
Year	**Project**	**Revenue**	**Expenditure**
2012	December 31 Ending Fund Balance		
2013	Park plan CIP project(s)		$68,000
	Community sponsored project(s)		$68,000
	Lions Island maintenance and improvement projects		$100,000
	Annual total	$0	$236,000
2014	Park plan CIP project(s)		$54,400
	Community sponsored project(s)		$54,400
	Annual total	$0	$108,800
2015	Park plan CIP project(s)		$43,500
	Community sponsored project(s)		$43,500
	Annual total	$0	$87,000
2016	Park plan CIP project(s)		$34,800
	Community sponsored project(s)		$34,800
	Annual total	$0	$69,600
2017	Park plan CIP project(s)		$27,900
	Community sponsored project(s)		$27,900
	Annual total	$0	$55,800

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.

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Appendix

City Personnel

The following pages provide tables of information regarding City of Longview employees including:

1) Description of the five types of City employees;
2) Comparison of total employees for 2012 versus 2013/2014;
3) Five-year history of the total number of full-time employees; and
4) Listing of Regular "A" and "B" budgeted positions for 2013/2014.

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).

2012 vs. 2013/2014

Employee Count

Department	2012 FTE's A	2012 FTE's B	2012 FTE's P.T.	2012 FTE's Total	2013 FTE's A	2013 FTE's B	2013 FTE's P.T.	2013 FTE's Total			2014 FTE's A	2014 FTE's B	2014 FTE's P.T.	2014 FTE's Total	2011/12 Seas./Temp $$	2013/2014 Seas./Temp $$	Variance
Legislative	0.75		0.7	1.45	0.75		0.7	1.45	-		0.75		0.7	1.45			-
Exec/Legal	4.93			4.93	4.93			4.93	-		4.93			4.93			-
Finance	11.25			11.25	10.25	0.8		11.05	(0.20)	1	10.25	0.8		11.05	5,500	5,640	140
Human Resources	3.75			3.75	2.50	0.8		3.30	(0.45)	2	2.50	0.8		3.30			-
Info. Technology	8.50	1.30		9.80	8.50	1.55		10.05	0.25	3	8.50	1.55		10.05			-
Police	68.00	1.13		69.13	67.00	0.50		67.50	(1.63)	4	67.00	0.50		67.50			-
Fire	45.00			45.00	49.00			49.00	4.00	5	49.00			49.00	8,060	10,290	2,230
Traffic	5.00			5.00	5.00			5.00	-		5.00			5.00	5,540	12,020	6,480
Street	5.75			5.75	5.75			5.75	-		5.75			5.75		10,820	10,820
Engineeirng	8.30	0.6		8.90	8.30	0.9		9.20	0.30	6	8.30	0.9		9.20			-
Comm & Econ. Dev.	7.75		0.1	7.85	6.75		0.1	6.85	(1.00)	7	6.75		0.1	6.85			-
Library	18.00		2.85	20.85	17.00		2.85	19.85	(1.00)	8	17.00		2.85	19.85			-
Recreation	6.800	0.075	8.80	15.68	5.800		7.35	13.15	(2.53)	9	5.800		7.35	13.15			-
Parks	14.625	1.00		15.625	11.280	0.68		11.96	(3.67)	10	11.280	0.68		11.96	14,300	29,470	15,170
Water	12.622			12.62	15.796	0.166		15.96	3.34	11	15.796	0.166		15.96	22,200	27,630	5,430
Sewer	16.622			16.62	15.785	0.167		15.95	(0.67)	12	15.785	0.167		15.95	30,430	30,070	(360)
Filter Plant	5.766			5.77	2.599	0.166		2.77	(3.00)	13	2.599	0.166		2.77	5,180	5,010	(170)
Sanitary/Recycling	3.325			3.33	3.825			3.83	0.50	14	3.825			3.83			-
Stormwater Utility	11.216			11.22	14.891	0.17		15.06	3.85	15	14.891	0.17		15.06	5,590	5,410	(180)
Transit	13.15			13.15	15.15			15.15	2.00	16	15.15			15.15	87,000	74,630	(12,370)
Golf	2.00	0.5		2.50	3.00			3.00	0.50	17	3.00			3.00	55,970	59,470	3,500
Equip. Rental	6.00			6.00	6.00			6.00	-		6.00			6.00			-
Facility Maint.	3.150	0.025		3.18	3.15			3.15	(0.02)	18	3.15			3.15			-
Fire Pension	0.50			0.50	0.50			0.50	-		0.50			0.50			-
Insurance Res.	2.00	0.5		2.50	2.25			2.25	(0.25)	19	2.25			2.25			-
HUD Fund	0.25			0.25	0.25			0.25	-		0.25			0.25			-
Traffic Safety Fund	0.00			0.00	1.00			1.00	1.00	20	1.00			1.00			
Totals	285.00	5.13	12.45	302.58	287.00	5.90	11.00	303.90	1.32		287.00	5.90	11.00	303.90	239,770	270,460	30,690

A = Regular Full-Time (Type "A") budgeted positions
B = Regular Full-Time/Part-Time (Type "B") budgeted positions
P.T. - Part-Time Hourly (Type "P") converted to full-time equivalent (FTE's) based on 2080 annual hours

1 Fiscal Analyst changed from full time to 80% part time
2 Eliminated 0.7 HR Specialist (45% charged to 001.15)
3 Part time IT Specialist increased from 0.5 to 0.75
4 Eliminated 1 Police Officer, Eliminated 1 Office Assistant, Admin Manager increased from 0.625 to 1
5 Added 4 new Paramedic Firefighter positions
6 Par time Engineer increased from 0.6 to 0.9
7 Cost reallocation of two Inspectors: 50% of one Inspector moved to Sanitation and 50% of another Inspector moved to Enterprise which fills 50% of vacant Engineer
8 Eliminated Library Tech vacated by retirement
9 Eliminated 1 Vacant Recreation Specialist; reduced PT Hourly FTE by 1.45; eliminated pro-rated Parks & Rec. Director 0.075 FTE in 2012
10 Cost reallocation to Stormwater
11 Cost reallocation between Water and Filter due to new water treatment plant
12 Cost reallocation of Utility Systems Operator
13 Cost reallocation between Water and Filter due to new water treatment plant
14 Cost reallocation of one Inspector
15 Cost reallocation from Parks
16 Added 1 Transit Supervisor and 1 Facilities Management Tech
17 Golf Maint. Tech was changed from 1 to 0.5 in 2012 but kept at full time in reality
18 Pro-rated Parks& Rec. Director 0.02 was budgeted in 2012 but not for 2013
19 Eliminated 0.7 HR Specialist (25% charged to 140.00)
20 Added new Traffic Safety Fund with 1 Traffic Engineer

Appendix

Five -year Regular/Full-Time

Employee History

	2009	2010	2011	2012	2013	2014
Legislative	0.75	0.75	0.75	0.75	0.75	0.75
Exec/Legal	5.25	5.25	5.25	4.93	4.93	4.93
Finance	12.25	12.25	11.25	11.25	10.25	10.25
Human Resources	3.75	3.75	3.75	3.75	2.50	2.50
Info. Technology	10.3	10.3	8.50	8.50	8.50	8.50
Police	70.0	68.0	68.00	68.00	67.00	67.00
Fire	46.0	46.0	45.00	45.00	49.00	49.00
Traffic	6.0	6.0	5.00	5.00	5.00	5.00
Street	8.5	8.5	5.75	5.75	5.75	5.75
Engineeirng	8.3	8.3	8.30	8.30	8.30	8.30
Comm & Econ. Dev.	9.75	9.75	7.75	7.75	6.75	6.75
Library	20.0	20.0	18.00	18.00	17.00	17.00
Recreation	7.825	7.825	6.850	6.800	5.800	5.800
Parks	17.85	17.85	14.950	14.625	11.280	11.280
Water	12.917	12.917	12.684	12.622	15.796	15.796
Sewer	14.918	14.918	16.684	16.622	15.785	15.785
Filter Plant	5.433	5.433	5.766	5.766	2.599	2.599
Sanitary/Recycling	3.25	3.25	3.325	3.325	3.825	3.825
Stormwater Utility	9.532	9.532	11.241	11.216	14.891	14.891
Transit	13.1	13.1	13.15	13.15	15.15	15.15
Golf	3.0	3.0	2.00	2.00	3.00	3.00
Equip. Rental	6.0	6.0	6.00	6.00	6.00	6.00
Facility Maint.	4.33	4.33	3.20	3.150	3.15	3.15
Fire Pension	0.5	0.5	0.50	0.50	0.50	0.50
Insurance Res.	2.0	2.0	2.00	2.00	2.25	2.25
Econ Dev Fund	0.5	0.5	0.35	0.25	0.25	0.25
Traffic Safety	0	0	0.00	0.00	1.00	1.00
Totals	302.00	300.00	286.00	285.00	287.00	287.00

Prior Years Employee History (Full-Time Positions Only)				
1968-219	1975-277	1982-310	1989-277	1996-269
1969-232	1976-289	1983-297	1990-279	1997-270
1970-245	1977-312	1984-299	1991-257	1998-281
1971-258	1978-305	1985-303	1992-258	1999-304
1972-274	1979-312	1986-299	1993-255	2000-294
1973-269	1980-333	1987-289	1994-258	2001-295
1974-267	1981-308	1988-277	1995-263	2002-291
2003-290	2004-288	2005-286	2006-288	2007-300
2008-300	2009-302	2010-300	2011-286	2012-285
2013-287	2014-287			

Regular "A" & "B" Positions

Budgeted for 2013/2014

Position Title		2013	2014	Classification
Legislative				
	Executive Assistant	0.50	0.50	13
	Office Assistant	0.25	0.25	34
	Total Legislative	**0.75**	**0.75**	
Executive				
	City Manager	0.175	0.175	91
	Executive Assistant	0.50	0.50	13
	Office Assistant	0.25	0.25	34
	Total Executive/Legal	**0.925**	**0.925**	
Finance				
	Finance Director	1	1	3
	Fiscal Manager	1	1	8
	Fiscal Analyst	1.8	1.8	12
	City Clerk	0.25	0.25	14
	Fiscal/Utility Support Assistant	2	2	44
	Fiscal/Utility Support Technician	2	2	44
	Fiscal/Utility Support Specialist	1	1	42
	Administrative Assistant	1	1	44
	Lead Utility Systems Operator	1	1	52
	Total Finance	**11.05**	**11.05**	
Human Resources				
	Human Resources Director	0.8	0.8	3
	Human Resources Analyst	0.8	0.8	10
	Human Resoruces Specialist	1.5	1.5	32
	Human Resources Manager	0.2	0.2	8
	Total Human Resources	**3.3**	**3.3**	
Legal				
	City Attorney	1	1	2
	Attorney	1	1	10
	Senior Attorney	1	1	8
	Legal Technician	1	1	34
	Total Legal	**4**	**4**	
Information Technology				
	IT Director	1	1	3
	IT Analyst	5	5	10
	Public Info Specialist	1	1	11
	IT Specialist	1	1	50
	IT Specialist	0.5	0.5	50
	IT Specialist	0.75	0.75	13
	Administrative Assistant	0.8	0.8	44
	Total Information Technology	**10.05**	**10.05**	

Appendix

Position Title		2013	2014	Classification
Police				
	Chief	1	1	2
	Captain	2	2	4
	Sergeant	7	7	81
	Police Officer	42	42	85
	Corporal	4	4	87
	Administrative Manager	1	1	10
	Fiscal Analyst	0.5	0.5	12
	Administrative Assistant	1	1	a33
	Office Assistant	3	3	a34
	Civilian Investigator	1	1	a11
	Police Services Technician	1	1	a54
	Police Services Technician	2	2	a33
	Police Services Assistant	1	1	a36
	IT Specialist	1	1	a11
	Total Police	**67.5**	**67.5**	
Fire				
	Chief	1	1	2
	Battalion Chief	3	3	22
	Fire Marshal	1	1	21
	Fire Captain	1	1	75
	Fire Lieutenant	9	9	73
	Firefighter	27	27	71
	Paramedic Firefighter	6	6	71
	Administrative Secretary	1	1	33
	Total Fire	**49**	**49**	
Traffic				
	Traffic Maintenance Supervisor	1	1	8
	Traffic Maintenance Specialist	2	2	51
	Traffic Maintenance Specialist	1	1	53
	Traffic Maintenance Technician	1	1	55
	Total Traffic	**5**	**5**	
Street Maintenance				
	Engineering Coordinator	0.25	0.25	7
	Street Maintenance Supervisor	0.5	0.5	11
	Lead Street Maintenance Technician	2	2	53
	Street Maintenance Technician II	1	1	55
	Street Maintenance Technician III	2	2	57
	Total Street Maintenance	**5.75**	**5.75**	

Position Title		2013	2014	Classification
Engineering				
	Public Works Director	0.15	0.15	2
	Engineering Manager	1	1	5
	Engineer	1	1	8
	Administrative Manager	1	1	10
	Engineering Specialist Supervisor	1	1	11
	Engineer	1.9	1.9	7
	Engineering Specialist	2	2	52
	Administrative Assistant	1.15	1.15	43
	Total Engineering	**9.2**	**9.2**	
Community & Economic Development				
	Community & Economic Development Director	0.75	0.75	3
	Planning Manager	1	1	7
	Inspector	1.5	1.5	10
	Inspector	0.5	0.5	11
	Program Coordination Specialist	1	1	11
	Community Development Specialist	1	1	13
	Planner	1	1	12
	Total Community & Economic Development	**6.75**	**6.75**	
Library				
	Library Director	1	1	5
	Librarian	3	3	10
	Library Specialist	2	2	13
	Library Technician	1	1	13
	Administrative Assistant	1	1	43
	Library Specialist	1	1	52
	Library Technician	2	2	43
	Library Technician I	1	1	43
	Library Technician II	5	5	44
	Total Library	**17**	**17**	
Recreation				
	Administrative Assistant	0.55	0.55	43
	Recreation Manager	1	1	8
	Recreation Coordinator	2	2	12
	Recreation Specialist	1	1	57
	Recreation Specialist	1	1	43
	Assistant City Manager	0.25	0.25	1
	Total Recreation	**5.8**	**5.8**	

Appendix

Position Title		2013	2014	Classification
Parks Maintenance				
	Parks Maintenance Supervisor	0.8	0.8	11
	Lead Parks Maintenance Technician	0.4	0.4	53
	Parks Maintenance Technician II	2.7	2.7	55
	Parks Maintenance Technician III	6.9	6.9	57
	Administrative Assistant	0.28	0.28	43
	Office Assistant	0.68	0.68	45
	Assistant City Manager	0.20	0.20	1
	Total Parks Maintenance	**11.96**	**11.96**	
Water				
	City Manager	0.25	0.25	91
	Assistant City Manager	0.188	0.188	1
	Public Works Director	0.2	0.2	2
	Utility Systems Manager	0.334	0.334	7
	Utility Systems Supervisor	1.25	1.25	11
	Lead Utility Systems Operator	3	3	52
	Utility Systems Operator II	3	3	54
	Utility Systems Operator III	5	5	56
	Utility Systems Operator	0.34	0.34	56
	Water Quality Specialist	0.75	0.75	51
	Administrative Assistant	0.15	0.15	43
	Office Assistant	1	1	44
	IT Specialist	0.167	0.167	50
	Inspector	0.167	0.167	10
	Engineer	0.166	0.166	8
	Total Water	**15.962**	**15.962**	
Sewer				
	City Manager	0.25	0.25	91
	Assistant City Manager	0.188	0.188	1
	Public Works Director	0.2	0.2	2
	Utility Systems Manager	0.333	0.333	7
	Utility Systems Supervisor	1.25	1.25	11
	Electrician	1	1	50
	Lead Utility Systems Operator	3	3	52
	Utility Systems Operator II	3	3	54
	Utility Systems Operator III	4.33	4.33	56
	Water Quality Specialist	0.75	0.75	51
	Administrative Assistant	0.15	0.15	43
	Office Assistant	1	1	44
	IT Specialist	0.167	0.167	50
	Inspector	0.167	0.167	10
	Engineer	0.167	0.167	8
	Total Sewer	**15.952**	**15.952**	

Position Title		2013	2014	Classification
Filter Plant				
	Public Works Director	0.1	0.1	2
	Engineer	0.166	0.166	8
	Inspector	0.166	0.166	10
	Utility Systems Manager	0.333	0.333	7
	Utility Systems Supervisor	0.5	0.5	11
	Water Quality Specialist	1.5	1.5	51
	Total Filter Plant	**2.765**	**2.765**	
Sanitary/Recycling				
	City Manager	0.075	0.075	91
	Community Development Director	0.25	0.25	3
	Community Development Coordinator	1	1	8
	Inspector	0.5	0.5	11
	Inspector	1	1	12
	Fiscal/Utility Support Assistant	1	1	44
	Total Sanitary/Recycling	**3.825**	**3.825**	
Storm Water Utility				
	Public Works Director	0.2	0.2	2
	Engineering Coordinator	0.75	0.75	7
	Inspector	1	1	11
	Street Maintenance Supervisor	0.5	0.5	11
	Lead Street Maintenance Technician	3	3	53
	Street Maintenance Technician II	3	3	55
	Street Maintenance Technician III	2	2	57
	Utility Systems Operator	0.33	0.33	56
	Parks Maintenance Supervisor	0.2	0.2	11
	Lead Parks Maintenance Technician	1.6	1.6	53
	Parks Office Assistant	0.17	0.17	45
	Parks & Rec. Admin. Assistant	0.07	0.07	43
	Parks Maintenance Tech II	0.3	0.3	55
	Parks Maintenance Tech III	1.1	1.1	57
	Administrative Assistant	0.55	0.55	43
	IT Specialist	0.166	0.166	50
	Assistant City Manager	0.125	0.125	1
	Total Stormwater Utility	**15.061**	**15.061**	
Public Transit				
	Public Works Director	0.15	0.15	2
	Transit Manager	1	1	8
	Transit Supervisor	2	2	11
	Transit Operator	9	9	60
	Facilities Maintenance Tech	1	1	57
	Administrative Assistant	1	1	43
	Office Assistant	1	1	45
	Total Transit	**15.15**	**15.15**	

Appendix

Position Title		2013	2014	Classification
Mint Valley Golf Course				
	Golf Maintenance Manager	1	1	8
	Golf Maintenance Specialist	1	1	55
	Golf Maintenance Technician	1	1	57
	Total Mint Valley Golf Course	**3**	**3**	
Equipment Rental				
	Fleet Maintenance Manager	1	1	8
	Fleet Maintenance Supervisor	1	1	11
	Fleet Maitenance Mechanic	3	3	52
	Fleet Maitenance Specialist	1	1	32
	Total Equipment Rental	**6**	**6**	
Facility Maintenance				
	Facility Management Coordinator	1	1	10
	Administrative Assistant	0.1	0.1	43
	Assistant City Manager	0.05	0.05	1
	Facility Management Technician I	1	1	52
	Facility Management Assistant	1	1	58
	Total Facility Maintenance	**3.15**	**3.15**	
Fire Pension				
	City Clerk	0.5	0.5	14
	Total Fire Pension	**0.50**	**0.50**	
Insurance Reserve				
	HR Manager	0.8	0.8	8
	City Clerk	0.25	0.25	14
	HR Specialist	0.5	0.5	32
	Office Assistant	0.50	0.50	34
	HR Director	0.20	0.20	3
	Total Insurance Reserve	**2.25**	**2.25**	
Economic Development Fund				
	City Manager	0.25	0.25	91
	Total HUD	**0.25**	**0.25**	
Traffic Safety Fund				
	Traffic Engineer	1	1	6
	Total HUD	**1.00**	**1.00**	
GRAND TOTAL ALL DEPARTMENTS		**292.90**	**292.90**	

Longview at a Glance

Ideally situated between Seattle and Portland, Oregon, Longview offers residents a comfortable, rural lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of urban amenities. Longview is 45 minutes north of Portland and two hours south of the Seattle metropolitan area.

Longview, Washington is ideally located for industry and recreation. Situated on the mighty Columbia River, Longview has excellent port facilities which allow for trade in lumber and other goods. Only one hour separates Longview from the Pacific coast beaches, from Mt. St. Helens and other scenic areas. Visit the city's website at http://www.mylongview.com to learn more about Longview.

Economy

Major Longview Employers **(in City Limits)**
St. John Medical Center/PeaceHealth
JH Kelly
Longview School District
Lower Columbia College
Safeway
City of Longview
Community Home Health & Hospice
Wal-Mart
Kaiser Permanente
PNE Corporation
Fred Meyer

Other Major Employers
Cowlitz County
Foster Farms
Longview Fibre Company
NORPAC
Weyerhaeuser
RSG Forest Products

Government

Incorporated	1924
Form of Government	Council-Manager
Legal Status	Non-charter Code City
Congressional District	Washington's 3rd
State Legislative Districts	18th &19th
Voter Precincts	35
Number of Registered Voters	20,641

Longview's Demographics

Land Area/Ranking

Land Area: ..... 15.23 Square Miles
Rank in Size / State of Washington 29/281

Land Use (by area, per 2006 Comprehensive Plan)

Residential
- Single Family 35%
- Multifamily 4%

Manufacturing/Industrial 5%
Commercial 9%
Public and quasi-public 10%
Transportation/communication/utilities 7%
Undeveloped/vacant land 30%

Assessed Valuation (AV)

2011 AV $2,703,686,847

Property Tax Per $1,000 of AV

City of Longview $3.04
Cowlitz County $1.73
Port Longview $0.39
Longview School District $4.34
State School Levy $2.30

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

Age Distribution (Census 2000)

Under 5 ..... 7.0%
5-9 ..... 6.5%
10-19 ..... 12.4%
20-34 ..... 19.0%
35-44 ..... 11.2%
45-54 ..... 13.4%
55-64 ..... 12.9%
65-84 ..... 14.0%
85+ 3.6%

Racial Composition (Census 2010)

One race 95.8%
Two or more races 4.2%
White 86.0%
Black or African American 0.9%
American Indian and Alaska Native 1.7%
Asian 2.2%
Native Hawaiian &Other
- Pacific Islander 0.3%
- Some other race 4.7%

City of Longview Service Statistics

Police

Sworn Officers Authorized 57
Calls for Service 33,616
One Station plus Highlands Satellite Office
Two K-9 Units

Fire

Uniformed Personnel Authorized 48
Fire Calls for Service 1,113
Medical Calls for Service (unit responses) 4,659
Two Stations

Human & Neighborhood Resources

Acres of Parks 451
Columbia Theatre for the Performing Arts
Elks Building
Highlands Trail
Longview Public Library
McClelland Center
Mint Valley Golf Course
Mint Valley Racquet & Fitness Complex
Senior Citizens Center
Woman's Club Building

Utilities

Water:

Comparable household rate per month $23.14
Regional Water Treatment Plant Capacity:
Fishers Lane Plant (shutdown 12/2012) .... 14.0 mgd**
Weber Avenue Plant (startup 12/2012) ..... 17.0 mgd**
Reservoir Capacities ..... 19.35 mgd**
Water Services (meters) for Residential, Commercial & Industrial 13,253
2011 Average Daily Consumption ..... 4.75 mgd**
2011 Longview Consumption ..... 4.01 mgd**
2011 Beacon Hill Consumption ..... 0.74 mgd**
2011 Water Mains ..... 213 miles

Sewer:

Comparable household rate per month $57.61*
Regional Sewer Treatment Plant:
Plant Capacity ..... 26.0 mgd**
2011 Annual Flow ..... 5.21 mgd**
2011 Sanitary Sewer Mains ..... 152 miles

Storm Water:

Average household rate per month $5.63

Solid Waste/Recycling:

Average household rate per month $15.84

Services Provided by Other Governmental Units

Education:

Longview School District #122

Elementary Schools 8
Middle Schools 3
High Schools 2

Post Secondary Education:

Lower Columbia College
Linfield College Satellite Campus
Washington State University Branch Campus

Public Transit:

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

***mgd = million gallons a day*