



2016 Work Plan Accomplishments

Longview City Council's
Strategic Initiatives

Our Mission

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

Our Vision

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

Improve
streets
and
roads

Provide sustainable
water quality
&
environmental
infrastructure

Continue
effective
financial
management

Enhance
public safety
&
emergency response

**2016
Council
Initiatives**

Strengthen economic
conditions
&
create new
opportunities

Preserve
and
enhance
neighborhoods

Improve
transportation
systems

Address
quality
of
place
issues

Improve streets and roads

Champion: Public Works Director Jeff Cameron

Strategy A: Identify and evaluate new and additional revenues to improve streets and roads infrastructure.

Time Frame: 2016

DELIVERABLE #1: City Council committee to make recommendations to the full council:

- Prepare summary of pavement maintenance history and conditions in Longview.
- Identify potential funding sources authorized by state law.
- Propose plan for allocating new and additional revenues to streets maintenance, repairs and improvements.

STATUS:

- ***Council held a public hearing on August 25, 2016 to consider forming a transportation benefit district and reviewed a draft formation ordinance.***
- ***Streets and Roads Initiative Committee met on November 21, 2016 to review the draft TBD Improvements Plan.***
- ***Additional funding proposed in 2017-18 budget from existing resources.***
- ***Council adopted the ordinance and improvements plan on December 15, 2016 to form the Longview Transportation Benefit District.***
- ***After the ordinance becomes effective on January 19, 2017, the TBD board will meet to consider adopting a \$20 vehicle license fee to fund the TBD.***

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system

Time Frame: 2016

DELIVERABLE #1: Complete horizontal collector feasibility study and obtain City Council and BHWSD decision regarding a new water source.

- Begin consultant selection to design new water supply or additional treatment at MFRWTP, depending on council and BHWSD decision.

STATUS: On July 28, council and BHWSD decided to:

- ***Discontinue horizontal collector feasibility study after Phase 1 testing;***
- ***Implement dissolved oxygen injection process at MFRWTP;***
- ***Reconsider and pursue other treatment processes at the MFRWTP.***

On November 3, 2016, council and BHWSD approved contract with CH2M to design oxygen injection system and to continue evaluating potential treatment processes to remove silica.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

Time Frame: 2016

DELIVERABLE #2: Continue implementation of Mint Farm Regional Water Supply Project.

- Complete installation of finished water post-chlorination system.

STATUS: Completed.

- Complete dissolved oxygen injection trial

STATUS: Dissolved oxygen home injection trial discontinued due to poor results.

- Complete organic nitrogen removal trials

STATUS: Organic nitrogen removal trial inconclusive; raw water testing ongoing to increase knowledge of organic nitrogen characteristics in raw water.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

Time Frame: 2016

DELIVERABLE #2: Continue implementation of Mint Farm Regional Water Supply Project. (continued)

- Obtain council & BHWSD decision regarding installation of dissolved oxygen injection and organic nitrogen removal processes.

STATUS: On July 28, 2016, council and BHWSD decided to implement dissolved oxygen process at MFRWTP after discontinuing collector well study. On November 3, 2016, approved a contract with CH2M for design and construction support services for an oxygen injection system.

- Monitor MFRWTP operations under the existing participants' agreement and water wheeling agreement.

STATUS: Water Operating Board met on July 6, 2016 with newly appointed Board members to review Filter Plant operations, budget status, and water supply options.

Water Operating Board met on October 10, 2016 to recommend oxygen injection, continued evaluation of silica removal treatment options, approved proposed 2017-18 budget, increased Filter operating reserve balance target, and reduced wholesale water rate to \$0.39 per CCF.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #3: Obtain City Council and BHWSD decision on re-use of Fishers Lane Water Treatment Plant and begin salvaging, demolition, and/or re-purposing of facility.

- On hold until decision on potential new water supply.
- If Fishers Lane plant will not be re-used, salvage/auction equipment.
- Market property for sale as-is when no longer needed for Lake Sacajawea flushing and salvage/auction completed; purchaser to demolish plant by a specified date.

STATUS: No action taken during horizontal collector feasibility study. With decision made to remain at MFRWTP, action will resume on this deliverable in 2017.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2016 water system capital projects.

- Complete design of Hillcrest Reservoir PS replacement; joint project with BHWSD.

STATUS: Design in progress.

- Complete design of security and paving improvements at Main Reservoir; include in Hillcrest Reservoir PS replacement project.

STATUS: Design in progress.

- Obtain City Council approval of interlocal agreement with BHWSD for Hillcrest Reservoir PS joint project.

STATUS: Completed

- Complete design to replace vent screening and roof drains at Main Reservoir; include in Hillcrest Reservoir PS project.

STATUS: Design in progress.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2016 water system capital projects.

- Demolish structure at 1440 Industrial Way to incorporate site into the Utility Operations Center. {50% Water} On hold pending further design of IW/OW intersection project.

STATUS: On hold pending determination of IW/OW intersection project impacts

- Construct equipment storage building, bulk material storage area, and remodel reception area at Utility Operations Center. {50% Water} All on hold, except remodel of reception area, pending further design of IW/OW intersection project.

STATUS: Reception area/additional supervisor office remodel completed.

Equipment building and storage area remain on hold pending determination of IW/OW intersection project impacts.

- Paint Neimi and Indian Creek reservoirs.

STATUS: Completed.

- Replace five large valves.

STATUS: Completed.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2016 water system capital projects. *(continued)*

- Replace 5,600 LF of deteriorated or undersized water mains.

STATUS: Contract awarded June 9; construction in progress.

- Replace five large meters.

STATUS: Completed

- Install emergency generator connection terminals at two pump stations.

STATUS: Completed

DELIVERABLE #5: Update utility rates and fees.

- Obtain City Council approval for revised industrial customer rates and fees.

STATUS: On November 17, 2016, council approved contract with FCS Group to complete cost of service analysis, update rate model, and update wheeling charges. Industrial rate analysis completed; to be presented to council in early 2017 and incorporated into new water rate model.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system

Time Frame: 2016

DELIVERABLE #1: West Longview Lagoons redevelopment.

- Prepare mixed use development concepts including various combinations of residential, commercial, park lands, stormwater treatment, and/or wetlands.
- Obtain City Council decision for re-use of Lagoons property.

STATUS: Development consultant retained; evaluation in progress. Comprehensive plan update public meeting held November 29, 2016 to obtain input on Lagoons re-use. Target council workshop in 1st or 2nd quarter 2017.

DELIVERABLE #2: Update utility rates and fees.

- Retain consultant and complete the following:
 - Update utility rate model to incorporate abandoned Lagoons treatment plant.
 - Update cost of service analysis.
 - Update industrial customer rates and fees.

STATUS: On November 17, 2016, council approved contract with FCS Group to complete cost of service analysis and update rate model. Industrial rates are not applicable to sewer service.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system (continued)

DELIVERABLE #3: 2016 sewer capital projects.

- Complete rehabilitation construction of 5343 Oriole Way (S22) and 2566 Corman Road (S36) pump stations.

STATUS: Completed

- Complete design and begin rehabilitation construction of 373 Roy Morse Way (S19) and 2725 32nd Ave (S7) pump stations.

STATUS: Design nearly complete; council workshop needed in early 2017 to review pump station controls structure design.

- Begin design to rehabilitate 2402 38th Ave (S4) and 3356 Olympia Way (S1) pump stations.

STATUS: Design in progress.

- Construct sewer main replacement.

STATUS: Construction in progress in alley between 8th Ave and 9th Ave.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system (continued)

DELIVERABLE #3: 2016 sewer capital projects. *(continued)*

- Demolish structure at 1440 Industrial Way to incorporate site into the Utility Operations Center. {50% Sewer} On hold pending further design of IW/OW intersection project.

STATUS: On hold pending determination of IW/OW intersection project impacts.

- Construct equipment storage building, bulk material storage area, and remodel reception area at Utility Operations Center. {50% Sewer}

STATUS: Reception area/additional supervisor office remodel completed.

Equipment building and storage area remain on hold pending determination of IW/OW intersection project.

- Install emergency generator connection terminals at 2 pump stations.

STATUS: Completed

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system

Time Frame: 2016

DELIVERABLE #1: Continue implementation of Phase II NPDES permit.

- Update city development codes by end of 2016 to incorporate permit requirements.
- Update permits and Longview Stormwater Manual as needed to comply with permit.

STATUS: Municipal code, local permits, and Longview stormwater manual updates in progress. Public outreach to begin early 2017. NPDES permit deadline is June 30, 2017.

DELIVERABLE #2: Construct Lake Sacajawea flushing facilities.

- Obtain environmental and regulatory permits, complete design, and construct Cowlitz River intake modifications.

STATUS: Construction completed. First year eulachon monitoring completed May 15 through July 15, 2016 with no fish, no larvae, and one egg identified.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system (continued)

Time Frame: 2016

DELIVERABLE #3: Complete FEMA flood map revision for Mint Farm Industrial Park.

STATUS: Revision in progress; responding to FEMA requests for additional information.

DELIVERABLE #4: 2016 stormwater capital projects.

- Design Beech Street drainage box culvert replacement.

STATUS: Design in progress.

Provide sustainable water quality & environmental infrastructure

Champion: Fleet / Facilities Manager, Dan Zenger

Strategy D: Provide, maintain, and upgrade city buildings to support services into the future

Time Frame: 2016

DELIVERABLE #1: Complete 2016 repair and improvement projects:

- Replace parks maintenance boiler

STATUS: This project is being moved into the 2017/2018 budget.

Continue effective financial management

Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives

Time Frame: 2016

DELIVERABLE #1: Keep council abreast of General Fund (and other funds as appropriate) financial condition on a quarterly basis.

STATUS: General Fund updates were provided and presented to council as follows-

- Q4 2015 – May 2016
- Q1 2016 – May 2016
- Q2 2016 – August 2016
- Q3 2016 – November 2016

In addition, a financial update for the Capital Projects Fund and Mint Valley Golf Fund were presented to council in March 2016. In May 2016 council received an update on the Economic Development Fund. A Tourism Fund financial review was presented in August and November. Another Capital Projects Fund update was shared with council at a workshop in October.

Continue effective financial management

Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives (continued)

Time Frame: 2016

DELIVERABLE #2: Manage 2017-2018 biennial budget preparation ensuring revenue estimates and expenditure appropriations are in accordance with council's initiatives.

STATUS:

- *On May 5, 2016 a council budget workshop was held whereby council established the budget parameters for the 2017-2018 biennial budget.*
- *On August 3, 2016 the first round of Tourism Fund Outside Agency requests were presented to council.*
- *At the September 29, 2016 council workshop staff presented a preliminary 2017-2018 budget based on council's parameters that recommended the following-*
 - *sustaining existing service levels*
 - *an additional street crew together with their equipment within the existing revenue structure*
 - *incorporating labor contract parameters and providing for modest inflationary increases*
 - *restoring reserve contributions*
 - *maintaining Stage 2 of the budget model with 15% ending fund balance*

Continue effective financial management



Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives (continued)

DELIVERABLE #2: Manage 2017-2018 biennial budget preparation ensuring revenue estimates and expenditure appropriations are in accordance with council's initiatives. (continued)

STATUS:

- *At the October 20, 2016 budget workshop staff presented a list of capital projects for council consideration to be included in the 2017-18 biennial budget.*
- *On November 29, 2016 a public hearing was held on the 2017 General Fund revenue sources and ad valorem tax levy.*
- *November 29, 2016 - council adopted the Ordinance approving the 2017 property tax levy rate of \$3.35 /\$1,000 of assessed value, \$0.04 less than the 2016 property tax levy rate of \$3.39/\$1,000 of assessed value.*
- *December 8, 2016 - council held the first of two public hearings on the 2017-18 Biennial Budget and 2017-21 Capital Improvement Plan.*
- *December 15, 2016 - council held the second public hearing on the 2017-18 Biennial Budget and 2017-21 Capital Improvement Plan.*
- *December 15, 2016 council approved Ordinance No. 3336 adopting the 2017-18 Biennial Budget and Resolution No. 2021 adopting the 2017-21 Capital Improvement Plan.*

Continue effective financial management



Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives (continued)

DELIVERABLE #3: Formally adopt financial policies for the City of Longview. (Examples include fund balance policy, debt policy, investment policy, etc.)

STATUS: *In Fall 2015, a list of recommended financial policies was presented to council at a council workshop. At the workshop, there was consensus among the council to present formal financial policies to council for adoption.*

On December 8, 2016 council approved Resolution No. 2198 formally adopting financial management policies for the City of Longview.

DELIVERABLE #4: Issue request for proposals and secure contract for banking services.

STATUS: *As of December 2016, the transition to a new banking services provider is underway. Daily deposits have been transitioned and are currently being deposited to the City's new financial institution. Disbursement transactions are scheduled to be transitioned in early 2017 with a full banking services conversion to be complete Q1 2017.*

Continue effective financial management

Champion: Finance Director Kurt Sacha

Strategy B: Use performance measurement for decision-making

Time Frame: 2016

DELIVERABLE #1: Link service and program performance measures to strategic planning, decision-making, and program outcomes.

- Develop a proposal for a citizen survey to determine service level satisfaction and priorities

STATUS: *A budget enhancement proposal for a citizen survey focused on a broad range of community issues such as ICMA's National Citizen Survey has been prepared and submitted in conjunction with the 2017-2018 biennial budget.*

Although an enhancement request was prepared in conjunction with the 2017-2018 biennial budget process, funding for this project was not considered a priority, therefore, the project remains unfunded.

Continue effective financial management

Champion: Finance Director Kurt Sacha

Strategy B: Use performance measurement for decision-making

DELIVERABLE #2: Establish framework to engage citizens as dynamic partners in the performance management process

- Develop a proposal for a community indicator system for performance measures
- Research/evaluate performance measure reporting through the use of dashboards

STATUS: Staff continues to research alternative solutions for performance measurement software that will provide citizens with meaningful data associated with council's priorities and strategic initiatives. A recommendation and proposal to fund a community dashboard project will continue to be a focus in the upcoming biennium.

Continue effective financial management



Champion: Finance Director Kurt Sacha

Strategy C: Implement/utilize technology to create efficiencies

Time Frame: 2016

DELIVERABLE #1: Pending legislative action to the contrary, partner with Puget Sound cities in the Multi-City Business License and Tax Portal. Portal provides an online account for businesses to obtain business licenses and pay local business and occupation taxes in one convenient place. Software calculates tax due for each city and provides a means for businesses to pay online.

STATUS: *This project is currently on hold and awaiting the outcome of the results of a legislative committee assigned to review the possibility of city B&O tax collections being turned over to the Department of Revenue. The work of the committee is ongoing.*

Continue effective financial management



Champion: Finance Director Kurt Sacha

Strategy C: Implement/utilize technology to create efficiencies (continued)

Time Frame: 2016

DELIVERABLE #2: Implement GovQA, a comprehensive public records management system that serves all departments in the organization to maintain open record compliance, save resources, collect fees, offer citizens 24/7 access and status updates.

STATUS: Since implementation in April of 2016, 111 public disclosure requests have been processed using the GovQA software. GovQA has been tremendously successful in improving the City's process for responding to public disclosure requests. GovQA actively reduces the potential for public records act violations by improving communication between records requesters, departments and staff. Additionally, GovQA enables the city to provide records to citizens through a convenient electronic portal, which has reduced staff time required to provide records and costs associated with copying.

Continue effective financial management

Champion: HR Director Chris Smith

Strategy D: Employee total compensation, employment and safety practices will support effective financial management and ensure that the city is a competitive employer with a highly competent work force.

Time Frame: 2016

DELIVERABLE #1: HR staff will monitor and evaluate the cost and effectiveness of the HDHP/HRA and develop on-going strategies for continued improvements to our health care insurance plans consistent with ACA requirements.

STATUS: Trend for 2016 continues looking positive. Final city cost will be available in April 2017.

DELIVERABLE #2: HR staff will propose 2017-2018 contract negotiations parameters utilizing budgetary constraints, base salary and total compensation cost comparisons, and best practices comparisons with similar bargaining units in like cities and within our recruiting area.

STATUS: Parameters for all bargaining units have been established and council approved.

Continue effective financial management

Champion: HR Director Chris Smith

Strategy D: Employee total compensation, employment and safety practices will support effective financial management and ensure that the city is a competitive employer with a highly competent work force (continued)

DELIVERABLE #3: HR staff will lead negotiations efforts with five bargaining units to achieve cost effective and operational efficient agreements.

STATUS: Currently in active negotiations with four bargaining groups and awaiting ratification of the fifth in mid-December.

DELIVERABLE #4: To promote healthy habits and achieve the lowest possible health care premium rates for the city and our employees, HR will:

- Continue our efforts to promote wellness strategies so as to maintain the AWC/Regence Well-City status resulting in reduced AWC insurance rates.
- Continue to participate in the CWCOC Medical Rate Stabilization Risk Pool to take full advantage of Kaiser matching health grants and limit insurance rate increases.

STATUS: 2017 Well-City status has been achieved with 2018 Wellness initiatives identified. The city continues active participation in the CWCOC Rate Stabilization Risk Pool. The HR Director will be the Pool chair for 2017.

Continue effective financial management

Champion: HR Director Chris Smith

Strategy D: Employee total compensation, employment and safety practices will support effective financial management and ensure that the city is a competitive employer with a highly competent work force (continued)

DELIVERABLE #5: Complete salary survey for non-represented employees.

***STATUS:** First draft of the non-represented salary survey presented to council in October. Additional data being collected. A council sub-committee has been identified to assist in the development of possible implementation strategies.*

Continue effective financial management

Champion: HR Director Chris Smith

Strategy D: Employee total compensation, employment and safety practices will support effective financial management and ensure that the city is a competitive employer with a highly competent work force (continued)

DELIVERABLE #6: To protect our employees and to preclude and/or minimize workers compensation claims costs, HR will lead efforts to:

- Reduce work-related injuries and illnesses by:
 - Educating all city employees on the requirements contained in the city safety manual
 - Developing the Accident Prevention Committee into a more visible component of the safety process through development and communication of a Safety Committee Charter
 - Providing training on topics required by L&I Division of Occupational Safety and Health
 - Initiating a Job Safety Analysis process for all field operations

STATUS: Risk/Safety Manager actively attends department safety meetings and provides Safety Manual review. Accident Prevention Committee's average monthly attendance is 82.4%. Risk/Safety Manager is developing automated training/tracking for L&I DOSH related training. JSA's are being developed at the department based tracking for hazardous work activities.

Continue effective financial management

Champion: HR Director Chris Smith

Strategy D: Employee total compensation, employment and safety practices will support effective financial management and ensure that the city is a competitive employer with a highly competent work force (continued)

DELIVERABLE #7: Develop and implement organizational professional development training program/succession plan.

- Continue supervisor professional development training series on relevant topics
- Assist and support employee professional development through the established Professional Development Training Plan
- Develop and initiate succession planning for key organizational positions to retain program continuity and institutional knowledge

STATUS: Numerous professional development training programs have been attended in 2016 including:

- ***Demonstrating Leadership Using Strategic Decision-making***
- ***Can we talk about a problem***
- ***Strategies for Managing Intergenerational Workgroups***
- ***Coaching for Improved Employee Performance***
- ***Employment Law for Supervisors***
- ***The Next Government Workforce***
- ***Building Supervisory Skills 101,102 & 103 (series)***
- ***Succession Planning for the New Government Workforce***

Continue effective financial management



Champion: City Attorney Jim McNamara

Strategy E: Comply with indigent defense caseload limits as established by Washington State Supreme Court
Time Frame: 2016

DELIVERABLE #1: Monitor performance of five contracted public defenders to ensure compliance with caseload limits, and make adjustments, as necessary.

STATUS: Monitoring is ongoing and city is in compliance with all applicable caseload limits

DELIVERABLE #2: Monitor performance of Pre-Filing Diversion Coordinator to decrease prosecution and public defender caseload, and make adjustments, as necessary.

STATUS: Monitoring is ongoing and the program continues to be successful.

Continue effective financial management



Champion: City Attorney Jim McNamara

Strategy F: Monitor City's response to public records requests and develop strategies to manage large or complex requests.

Time Frame: 2016

DELIVERABLE #1: Review and update internal Public Records Act rules.

***STATUS:** Monitoring is ongoing and the City Attorney's Office continues to provide staff support for public record requests.*

Continue effective financial management

Champion: Public Works Director Jeff Cameron

Strategy G: Update public works contracting requirements

Time Frame: 2016

DELIVERABLE #1: Evaluate and recommend revisions to apprenticeship requirements.

STATUS: Gathering data; recommendations to be presented to trades unions and council in 2017.

Continue effective financial management

Champion: Public Works Director Jeff Cameron

Strategy H: Review/establish appropriate staff and equipment billing rates for project reimbursements.

Time Frame: 2016

DELIVERABLE #1: Retain consultant to determine appropriate reimbursement billing rates for staff and equipment. Consultant to provide financial model for staff to update billing rates annually.

STATUS: On November 17, 2016, council approved contract with FCS Group to determine labor and equipment billing rates and develop model for staff use. Public Works and Fleet will be focus of the contract work. FCS Group work to be completed in early 2017.

Continue effective financial management



Champion: IT Director Todd Dodgin

Strategy I: Complete the franchise renewal agreement with Comcast to provide the best value for the citizens and City of Longview.

Time Frame: 2016

DELIVERABLE #1: Finalize new franchise agreement pursuing council priorities for new and retained provisions.

STATUS: Edits to the agreement have been provided to Comcast for their review and for Comcast to make edits. Current draft provided to Comcast in October.

DELIVERABLE #2: Negotiate/renegotiate data communications agreement for the delivery of dark fiber and/or managed services

STATUS: This agreement will be negotiated after the franchise agreement.

Continue effective financial management



Champion: IT Director Todd Dodgin

Strategy J: Redesign the email retention and archive systems and processes to provide a means to be compliant with local records retention rules and an effective method to provide for public records requests.

Time Frame: 2016

DELIVERABLE #1: Establish defined email records retention policies and training.

STATUS: Draft project plan developed. Policy committee to be formed.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

Strategy A: Develop, validate, and nurture a community feeling of safety

Time Frame: 2016

DELIVERABLE #1: Continue to conduct out-reach to neighborhoods & businesses.

- Coordinate and integrate on-duty patrol staff into Community Services Unit (CSU) (Highlands) programs and events. CSU will lead community outreach and work to proactively address problems and work to resolve issues with community partners.

STATUS: We have assigned a corporal for each patrol area and an officer from each shift to work in a designated area conducting community policing. We have re-established contact with the block watch groups throughout the city. Held two cop chat community forums and held our first Coffee with a Cop.

DELIVERABLE #2: Provide report to council about truck route ordinance and enforcement capability.

STATUS: Will be completed by the end of December 2016 for council.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

Strategy B: Improve our working environment

Time Frame: 2016

DELIVERABLE #1: Develop funding strategy and begin Phase 2 remodel of police station.

STATUS: A budget enhancement request was submitted as part of the 2017-2018 budget. The building remodel design was completed by an architect. City of Longview engineering has been involved in the planning. Council is currently reviewing funding options and has recommended using traffic safety funds for this project.

DELIVERABLE #2: Study and recommend a training facility with shooting range, including evaluation of a location and design.

STATUS: The police department has been in contact with Cowlitz Game & Anglers to discuss costs for leasing part of the Cowlitz Public Shooting Range. Potential funding sources include a bond to be paid off through the use of the capitol improvement fund or the Criminal Justice Assistance fund.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

Strategy C: Evaluate Staffing

Time Frame: 2016

DELIVERABLE #1: Ensure patrol is adequately staffed for increasing volume of high priority emergency calls. Re-evaluate the type of calls that officers will respond to.

STATUS: Evaluated an alternative patrol schedule. A report on reduced response to calls for service will be provided to council.

Enhance public safety & emergency response

Champion: Fire Chief Phil Jurmu

Strategy D: Enhance Prevention and Preparedness Capabilities

Time Frame: 2016

DELIVERABLE #1: Improve inter-departmental disaster response capability

- Coordinate a disaster response tabletop exercise to department heads.

STATUS: We have a Emergency Readiness Committee scheduled for December 6, 2016. The purpose of the meeting is to identify our strengths and weaknesses as we head into the winter season and the possibility of winter storms and flooding. Late in 2015, almost all departments within the city were impacted by a winter wind storm. This impact allowed a significant amount of interdepartmental collaboration and cooperation; a real test of our capabilities.

Enhance public safety & emergency response

Champion: Fire Chief Phil Jurmu

Strategy D: Enhance Prevention and Preparedness Capabilities (continued)

DELIVERABLE #1: Improve inter-departmental disaster response capability (continued)

- Participate in the Cascadia Rising Earthquake Exercise in June

STATUS: Participated in the Cascadia Rising Earthquake Exercise in June.

Through that drill we identified areas that we are short in our local capabilities, with no realistic solutions to the complexities of an event of this magnitude. From an emergency preparedness perspective, I recommend that the city invest in seismically engineered infrastructure that will withstand a 9.0 magnitude earthquake. A city-owned facility would serve as a point-of –distribution for emergency supplies and services necessary to support immediate needs.

Enhance public safety & emergency response

Champion: Fire Chief Phil Jurmu

Strategy E: Reduce gap in EMS services

Time Frame: 2016

DELIVERABLE #1: Explore Alternative Pre-hospital Care Options

- Attend monthly Critical Care Patient Meetings.
- Coordinate communication between social service and medical care agencies to ensure existing services are utilized effectively.
- Continue developing social service agency relationships to identify current gaps and evaluate possible solutions.

STATUS: LFD is instrumental in the development of a coalition of social service agencies to focus on those EMS incidents that are not emergent but still require assistance greater than the resources available to the patient. DSHS representative Kelli Sweet, in partnership with Longview Fire Department, has established a select group of social service agencies to coordinate care for individuals who either are frequent users of pre-hospital EMS services or are likely to become so. This group (CODES-Collaborating On Delivering Effective Service) meets once a month, reviews previous case studies and identifies a contemporary need, and together coordinate an individualized Care Plan.

Enhance public safety & emergency response

Champion: Fire Chief Phil Jurmu

Strategy F: Provide level of service to council adopted Standard of Cover

DELIVERABLE #1: Implement near-term improvements identified in 2011 capital facilities plan

- Update site plan for purchased property at 2782 and 2790 Ocean Beach Hwy
- Update proposed Station 83 floor plan to configure to above property
- Develop funding strategy for station construction

STATUS: Suspended until 2019-2020 due to council's focus on streets.

DELIVERABLE #2: Review/refine apparatus replacement schedule

- Identify gaps and overlaps of fire and EMS apparatus
- Develop funding strategy for apparatus replacement
- Seek federal grant funding

STATUS: A draft apparatus replacement schedule has been developed. The schedule requires significant additional amounts of revenue over the next three years, at which time the fund will stabilize with annual contributions. On Friday, August 12, 2016 we received notice that the FEMA grant requested for replacement of the Ladder Truck was denied. On November 19th, we submitted a grant request to FEMA's Assistance to Firefighter Grant to replace the Ladder Truck.

Enhance public safety & emergency response

Champion: Public Works Director Jeff Cameron

Strategy G: Enhance ability for critical city functions to operate during power outages

Time Frame: 2016

DELIVERABLE #1: Install relocated emergency generator from City Hall at City Shop to provide minimal emergency power. Abandoned Oregon Way sewer pump station must be demolished to accommodate generator and fuel supply.

STATUS: Completed.

DELIVERABLE #2: Install emergency generator connection terminals at two water and two sewer pump stations.

STATUS: Completed.

Enhance public safety & emergency response

Champion: Parks & Recreation Director Jennifer Wills

Strategy H: Provide for safety at parks and recreation facilities

Time Frame: 2016

DELIVERABLE #1: Create an inventory and replacement schedule for playground equipment.

STATUS: Complete. An inventory and replacement schedule has been adopted into the Parks and Recreation Comprehensive Plan.

DELIVERABLE #2: Create a restroom inventory and replacement schedule and explore strategies to retrofit or replace restrooms throughout the park system.

STATUS: Complete. A restroom inventory and replacement schedule has been adopted into the Parks and Recreation Comprehensive Plan. A plan was presented to council to apply for Washington State Recreation Conservation Grant to match City/Kuntz Family Trust funds to replace the structures in May.

Enhance public safety & emergency response

Champion: Parks & Recreation Director Jennifer Wills

Strategy H: Provide for safety at parks and recreation facilities (continued)

Time Frame: 2016

DELIVERABLE #3: Work with public safety departments to create a plan to reduce the amount of drug paraphernalia and number of overnight patrons found within the park system.

STATUS: On-going. Executive, public safety, and parks and recreation management have meet and begun discussing solutions as to how to mitigate for park use abuse.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy A: Marketing

Time Frame: 2016

DELIVERABLE #1: Develop template for city marketing and response to business inquiries.

STATUS: *In process.*

DELIVERABLE #2: Market Mint Farm Properties

- Review/update marketing materials

STATUS: *Work in progress.*

- Promote sites for development, both city owned sites and WREDCO sites

STATUS: *On-going. Actively working with potential industrial development that would utilize the majority of the remaining Phase 1 Mint Farm properties and some of Phase 2 property. Worked with property owner to bring a previously unlisted parcel to market.*

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy A: Marketing (continued)

Time Frame: 2016

DELIVERABLE #3: Engage regional commercial real estate markets

- Promote Longview industrial/commercial opportunities to include brokers tours

STATUS: Brokers have been engaged individually, but no tours have been scheduled to date. Tour(s) may be accomplished in conjunction with CEDC.

- Actively recruit preferred industries (job rich)

STATUS: On-going.

- Build industry contacts

STATUS: On-going. Have attended numerous commercial real estate/development community events in both the Seattle and Portland markets.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy A: Marketing (continued)

DELIVERABLE #4: Market Downtown

- Promote targeted residential tax abatement incentives for development (LMC 16.60).

STATUS: Information about the targeted residential tax abatement program has been provided to potential developers and the new owners of the Monticello.

- Identify redevelopment opportunities.

STATUS: On-going

- Create business assistance program to encourage increase in businesses downtown.

STATUS: Continuing to communicate with the Small Business Development Center, Longview Center for Business Growth, SCORE, and other business assistance programs to provide informational assistance to businesses.

- Present downtown street tree lighting proposal for council consideration.

STATUS: Completed and well accepted.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy B: Economic Condition Assessment

Time Frame: 2016

DELIVERABLE #1: Identify and meet with at least 25 “bellwether” firms in city for Business Retention and Expansion (BRE) program.

- Perform business climate assessment.

STATUS: In process.

- Gauge company health/opportunities for assistance.

STATUS: Assessment on a case-by-case basis.

- Engage in business recruitment.

STATUS: On-going. Have met with numerous companies in the community and efforts are on-going.

DELIVERABLE #2: Participate in update of Comprehensive Plan economic development element relative to emphasis areas of Regional Commercial and industrial Port of Longview properties.

STATUS: Provided testimony to the Planning Commission. Attended Comprehensive Plan Update Open House for Barlow Point and West Longview Lagoons.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy B: Economic Condition Assessment (continued)

Time Frame: 2016

DELIVERABLE #3: Inventory lands/buildings available for development and/or redevelopment.

STATUS: On-going developing familiarity with buildings and properties around the community ready for development.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy C: Collaborate with economic development partners

Time Frame: 2016

DELIVERABLE #1: Support CEDC recruitment and promotional efforts.

STATUS: Have worked with CEDC on several projects.

DELIVERABLE #2: Promote development at Port of Longview.

- Properties adjacent to berths 1-7.

STATUS: Communicating with Port staff and Commission members about development at the Port facilities. Staff is encouraging the Port to take a broader look at development opportunities throughout the community.

- Encourage and facilitate annexation of Port properties east of Oregon Way and south of Columbia Blvd.

STATUS: On-going.

- Support development efforts for the Port's Barlow Point properties.

STATUS: Have attended Port Commission planning and business meetings and have met with Port staff related to long-range Port plans and potential clients. Staff continues to promote Barlow Point, including all Port properties for industrial development.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy C: Collaborate with economic development partners (continued)

Time Frame: 2016

DELIVERABLE #3: Participate with Southwest Washington Economic Development District, Longview Downtown Partnership, Kelso-Longview Chamber, Public Development Authority and other allied economic development groups

STATUS: Economic Development Coordinator attends and participates in the SWEDD and Downtown Partnership meetings and has been named Executive Director of the Public Development Authority.

DELIVERABLE #4: Work with partners such as LCC, SBDC, SCORE and SW WA Workforce Development Council to deliver services to city businesses.

STATUS: Have met with staff members of these organizations as well as the state Department of Commerce related to business assistance programs. Respond to referrals and direct businesses to organizations and agencies that can provide assistance as appropriate.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy C: Collaborate with economic development partners (continued)

Time Frame: 2016

DELIVERABLE #5: Maximize private property development potential for industrial and regional commercial opportunities.

STATUS: Made planning commission aware of the value and necessity of preserving industrial and commercial properties to the community's long-term financial health. Continuing to promote industrial zoned properties to be reserved for industrial land uses. Staff consults with private property owners to facilitate best utilization of developable sites.

DELIVERABLE #6: Support SR432 corridor improvement planning.

STATUS: Contributed to the Economic Development section of the successful FMSIB grant for the corridor as well as working with staff related to options for the Beech Street extension mentioned in corridor plans. City Public Works, Planning, and Economic Development staff attend and participate in planning sessions. Economic Development Coordinator has completed the economic development questions for multiple grant applications.

Strengthen economic conditions & create new opportunities

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Organize and partner to provide special events that not only serve Longview residents but the wider community to promote tourism.

Time Frame: 2016

DELIVERABLE #1: Partner with Southwest Washington YMCA to host a summer time triathlon called Swim, Dash, and Splash. (Swim, Run, Kayak).

STATUS: Complete. The successful Swim, Dash, Splash triathlon was held on July 24 in partnership with the YMCA and Youth and Family Link. We look forward to an even bigger event next year.

DELIVERABLE #2: Distribute the 2016 Run/Walk Event Schedule to promote the parks and trails throughout Longview.

STATUS: Complete. A full event schedule for Runs and Walks has been distributed. Runs have been planned at a variety of parks to introduce participants to the entire park/trail system.

Strengthen economic conditions & create new opportunities

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Organize and partner to provide special events that not only serve Longview residents but the wider community to promote tourism. (continued)
Time Frame: 2016

DELIVERABLE #3: Explore opportunities to rent Roy Morse softball fields and disc golf course to allow for outside organizations to bring in events.

STATUS: Complete. A sports venue rental application has been created. One group held a benefit softball tournament in July and an individual hosted two disc golf tournaments this fall.

DELIVERABLE #4: Host a 21 and over music event at Mint Valley Golf Course.

STATUS: Complete. On July 29, Mint Valley hosted a Ladies Night Out on the Range Event. This event included music, appetizers, wine tasting, and golf instruction. This event was very successful and we look to host another in the spring.

DELIVERABLE #5: Create and implement a special event sponsorship program.

STATUS: Complete. Parks and Recreation implemented a special event sponsorship program to market sponsorship opportunities to new businesses and organizations.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area
Time Frame: 2016

DELIVERABLE #1: Continue to assist Highlands Neighborhood Association with Highlands Revitalization Plan implementation.

- Support efforts to continue funding and constructing improvements to infrastructure and facilities in the Highlands.
 - Support HNA interim (5-10 yrs) Highlands Community Center remodel and activities (corner of 21st and Alabama across from Archie Anderson Park).
STATUS: CDBG funded improvements for Highlands Community Center are complete. Improvements to the detached accessory structure are planned and anticipated to be funded through a Weyerhaeuser grant and volunteer efforts.
- Continue to seek funding opportunities for future permanent Highlands Community Center in or adjacent to Archie Anderson Park.

STATUS: On-going.

- Promote improvements to Archie Anderson Park per park master plan.

STATUS: HNA is committed to participating in the update of the Archie Anderson Park Plan.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area (continued)

DELIVERABLE #1: Continue to assist Highlands Neighborhood Association with Highlands Revitalization Plan implementation. (continued)

- Continue sidewalk, curb ramp, improved street lighting, alley improvement, and alley lighting improvements as funding opportunities become available.

STATUS: Continuing to seek funding opportunities.

- Assist in seeking additional grant funding to facilitate HNA/community/city implementation of the Highlands Revitalization Plan.

STATUS: Staff continues to participate in grant writing efforts for private and CDBG funds. HNA will be requesting CDBG Planning funding to update the 2008 Highlands Revitalization Plan.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area (continued)

DELIVERABLE #1: Continue to assist Highlands Neighborhood Association with Highlands Revitalization Plan implementation. (continued)

- Assist HNA in creation of a Highlands Coordinating Council, or similar oversight board, to identify and facilitate partnerships with agencies, organizations and businesses that provide service to Highlands residents as well as give guidance and oversight for neighborhood assets, such as the community gardens and Community Center property.

STATUS: The Neighborhood Resource Coordination Council has been created and the HNA is a participant.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area (continued)

DELIVERABLE #2: Develop and implement housing and infrastructure improvements.

- Promote use of townhouse and attached housing options allowed by the residential zoning code to property owners, agencies, organizations and developers.

STATUS: Staff continues to promote the benefits of townhouse and attached housing to private developers seeking to develop market rate housing and also to agencies involved in low-moderate income housing development.

DELIVERABLE #3: Partner with “40 for 2020” committee for dealing with housing strategies for economic development.

STATUS: The committee is working on compiling an inventory of large residential multi-unit development sites in the County to include Longview and Kelso. They have engaged Housing Opportunities and Lower Columbia CAP, and are in the process of identifying other private local developers, to participate in identifying opportunities to create mixed-income and market rate projects to meet forecasted housing needs in the region.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy B: Expand city limits and adjust planning area and utility service area boundaries in a logical manner.

Time Frame: 2016

DELIVERABLE #1: Promote and facilitate annexations that support the Comprehensive Plan vision for our community.

- Review cost/benefit for West Longview annexation(s)

STATUS: In process.

- Facilitate service area annexation agreement with Cowlitz 2 Fire & Rescue

STATUS: Complete.

- Process annexation by petition requests as received

STATUS: Staff helped facilitate two proposed 2016 annexations that did not accomplish the 60% petition threshold necessary to proceed.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure

Time Frame: 2016

DELIVERABLE #1: Continue to update zoning and infrastructure regulations and infrastructure standards that include promoting low-impact development.

- Monitor I-502 legislative impacts and provide recommendations for local regulations

STATUS: On-going. Repealed medical cannabis collective garden regulations to comply with state regulations and prohibited cooperative cannabis grow operations early in 2016.

- Update zoning code regarding emergency shelter location and operations to mitigate potential negative impacts

STATUS: A draft code amendment was prepared and presented to the council. Per council direction, the council appointed committee is revisiting the draft legislation and taking public input for further recommended changes.

- Adopt updated misc. districts zoning codes and land use regulations
 - Propose specific sign regulations to be included in the Civic Center District.

STATUS: Draft language has been prepared. No further progress.

- Amend Boundary Line Adjustment chapter for consistency with state regulations.

STATUS: Not yet initiated.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure (continued)

DELIVERABLE #1: Continue to update zoning and infrastructure regulations and infrastructure standards that include promoting low-impact development. *(continued)*

- Continue mandated update of Critical Areas Ordinance.

STATUS: In process. Scheduled to be complete in summer of 2017.

- Continue update of Comprehensive Plan.

STATUS: In process. Scheduled to be complete in 2017.

- Update Off-street Parking and Loading chapter.
 - Evaluate parking needs for campuses (LCC, St. John Medical Center, etc.).

STATUS: No progress.

- Evaluate incorporation of parking lot design regulations such as drive width, bicycle parking, electric car charging and methods for dealing with parking needs related to change of occupancy for existing structures.

STATUS: No progress.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure (continued)

DELIVERABLE #1: Continue to update zoning and infrastructure regulations and infrastructure standards that include promoting low-impact development. *(continued)*

- Update zoning code administrative provisions.
 - Review General Provisions chapter and incorporate appropriate General Use Regulations chapter items.

STATUS: Complete.

- Evaluate Definitions chapter to ensure clarity and eliminate conflicting definitions at conclusion of zoning code update.

STATUS: Complete.

- Update Appeal Board of Adjustment section of zoning code.

STATUS: Complete.

- Overhaul Violations Section.

STATUS: Complete.

- Coordinate creation of additional LID (Low Impact Development) development options with engineering and stormwater staff.

STATUS: On-going. Stormwater staff will take the lead on creation of LID options for development.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure (continued)

DELIVERABLE #1: Continue to update zoning and infrastructure regulations and infrastructure standards that include promoting low-impact development. *(continued)*
(continued)

- Prepare legislation relative to emergency shelters for council review and action as outlined in the moratorium established in fall 2015.

STATUS: Continued effort by direction of the council.

- Review evolving constitutional concerns regarding signs and propose amending local legislation as needed.

STATUS: On-going. The City Attorney is investigating model sign legislation that can be utilized to bring us into conformance with recent court decisions related to signage. A council workshop on the subject is anticipated.

DELIVERABLE #2: Hold a workshop about Complete Streets.

STATUS: Not scheduled for 2016. Staff continues to monitor and participate in the regional effort to educate and identify benefits of a Complete Streets policy.

Preserve and enhance neighborhoods

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Enrich neighborhoods through park and recreation services.

Time Frame: 2016

DELIVERABLE #1: Partner with the Highlands Neighborhood Association to provide free after school programs for Kindergarten through 12th Grade.

STATUS: Complete. The city partnered with the Highlands Neighborhood Association to provide an after school program at the Highlands Community Center for the 2015-2016 school year. The city will be partnering with Youth and Family Link and YMCA to host an afterschool program at St. Helens Elementary to help meet the needs of the families with elementary aged children for the 2016-2017 school year.

Improve transportation systems

Champion: Public Works Director Jeff Cameron

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility.

Time Frame: 2016

DELIVERABLE #1: 2016 transportation capital improvements.

- Complete 15th Ave pedestrian improvements at various intersections; includes eliminating several blocks of the third northbound lane {Safety Grant}

STATUS: Completed

- Complete Washington Way pedestrian improvements at Commerce Avenue {Safety Grant}

STATUS: Completed

- Complete installation of school zone upgrades. {Safe Routes to School Grant; Public Safety Fund}

STATUS: Public Safety Fund projects completed. Grant funded construction project awarded November 17, 2016 with completion by 2nd quarter 2017.

Improve transportation systems

Champion: Public Works Director Jeff Cameron

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility (continued)

DELIVERABLE #1: 2016 transportation capital improvements. *(continued)*

- Install new traffic signal at intersection of 15th Ave and Mark Morris Court {Pedestrian Safety Grant}

STATUS: Completed

- Design traffic signal controller and interconnect upgrades on Ocean Beach Hwy to coordinate with traffic signals in Kelso. {STP Grant}

STATUS: Project postponed until June 2018 due to regional STBG funding re-allocation to SR 432 / SR 433 intersection project.

Improve transportation systems

Champion: Public Works Director Jeff Cameron

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility (continued)

DELIVERABLE #2: Continue planning and implementation of public transit service enhancements approved by the Cowlitz Transit Authority. Complete re-evaluation, conceptual design, and NEPA environmental review for new and/or modified transit facilities.

STATUS: Re-evaluation and conceptual design complete; NEPA review delayed until grant funding secured.

- Pursue grant funding to construct new and/or modified transit facilities.

STATUS: Federal construction grant awarded; state grant application submitted to fund design plus local match for construction.

- Acquire property for new transit facilities if required and funding available.

STATUS: No property acquisition needed for expanded facilities; temporary re-location site needed during construction to be obtained after grant funding secured.

Improve transportation systems

Champion: Public Works Director Jeff Cameron

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility (continued)

DELIVERABLE #2: Continue planning and implementation of public transit service enhancements approved by the Cowlitz Transit Authority. *(continued)*

- Develop “safe rides home” policy / service.

STATUS: Not financially feasible due to route and paratransit service expansion required during periods of “safe rides home” service.

- ***Would compete with local taxi businesses.***

Improve transportation systems

Champion: Public Works Director Jeff Cameron

Strategy B: Enhance city facilities for use by citizens and staff.

Time Frame: 2016

DELIVERABLE #1: 2016 capital improvements to citizen and staff facilities.

- Propose R.A. Long Park plaza and sidewalks project designed to eliminate safety hazards.

STATUS: RA Long Park Phase 1 reconstruction project bids rejected due to high bids and lack of additional funding. Plaza removed by city staff and temporarily replaced by lawn.

- Initiate process to design new R.A. Long Park improvements project.

STATUS: Updated park design concepts and cost estimates being developed; target to remove temporary lawn and construct new plaza within two years; additional funding sources to be pursued in 2017.

Address quality of place issues

Champions: City Manager Dave Campbell and Community Development Director John Brickey

***Strategy A: Continue support to Project Longview for implementation of Community Assessment Task Force Report
Time Frame: 2016***

DELIVERABLE #1: Promote construction of gateway sign on Ocean Beach Hwy.
STATUS: No activity.

DELIVERABLE #2: Monitor “Fire & Ice Scenic Loop Corridor” wayfinding sign planning for potential application to tourism fund spending.
STATUS: Proposed application methodology, but applications for tourism funding this year didn’t directly lend themselves to it (i.e., none requested funding to print brochures). Staff continues to monitor implementation of the Fire & Ice Scenic Loop Corridor Management Plan for opportunities to participate and encourage increased tourism in the area that will benefit our community.

Address quality of place issues

Champions: City Manager Dave Campbell and Community Development Director John Brickey

Strategy A: Continue support of Project Longview for implementation of Community Assessment Task Force Report (continued)

DELIVERABLE #3: Begin planning for city wayfinding sign system, including coordination with City of Kelso.

STATUS: Underway. Have engaged a consultant and contract for design services in place. Project Longview has been meeting with consultant and including Kelso representatives with a goal of completion of the Master Wayfinding System Plan by end of the 1st quarter of 2017.

DELIVERABLE #4: Support remaining site improvements for Shay locomotive on library grounds.

STATUS: City staff participated in the preparation of the Heritage Capital Projects Fund Grant for further improvements to the Shay Pavilion. The application for the grant in state capital budget evaluated highly. Funding (\$60,000) to be considered by Legislature in 2017. Would pay for plaza and sidewalks concrete work. Neighborhood park grant project for lighting approved by council December 2016.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy B: Enhance parks and green spaces

Time Frame: 2016

DELIVERABLE #1: Evaluate aphid complaint results upon completion of two years of birch removal / replacement plan.

STATUS: Complete. Aphids were not treated this year after an evaluation of 2015 by staff and Park and Recreation Advisory Board. Staff will be suggesting we revisit a mitigation process in 2017 due to the increased volume of calls received in 2016.

DELIVERABLE #2: Maintain Tree City USA accreditation.

STATUS: Complete. Accredited as a Tree City USA for the 33rd consecutive year. This year Parks and Recreation partnered with the school district to do an Arbor Day Celebration.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy B: Enhance parks and green spaces

Time Frame: 2016

DELIVERABLE #3: Explore strategies for making capital repairs and improvements at Mint Valley Golf Course.

- Complete new golf cart storage facility and market space.
- Review options for improving/expanding clubhouse deck.

STATUS: Complete. The new cart storage facility was available for leases on March 23rd with a grand opening celebration event held. The city has installed a new roof over the outdoor eating area, HVAC system in the kitchen, and painted the restrooms. Additional improvement opportunities will continue to be researched.

DELIVERABLE #4: Evaluate marketing plan for Mint Valley Golf Course and explore new marketing strategies.

STATUS: Complete. The Parks and Recreation Department has taken over marketing for Mint Valley. Additional social media, email newsletters, and other media outlets have been utilized along with implementing the “Big Night Out Scramble” and “Ladies Night Out on the Range”.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy C: Construct recreation facilities that are currently not available or are in need of improvement.

Time Frame: 2016

DELIVERABLE #1: Submit proposed projects for neighborhood park grant program and Kuntz Family Trust funding, and complete approved projects.

STATUS: Complete. Projects for neighborhood park grants have been submitted, awarded, and started for the 2016 grant cycle. We did not solicit for applications for the Kuntz Family Trust Grant this year.

DELIVERABLE #2: Solicit proposals for food and beverage concessions and non-motorized boat concessions at Lake Sacajawea Park.

STATUS: Complete. The city awarded agreements for a food and beverage vendor as well as non-motorized boating vendor. Additionally, the city awarded a permit for a non-profit food vendor to operate during the summer concert series.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy C: Construct recreation facilities that are currently not available or are in need of improvement. (continued)

DELIVERABLE #3: Initiate process for updating Archie Anderson Park Master Plan.

STATUS: Rolled over, to be begin in 2017.

DELIVERABLE #4: Submit proposed update of Parks & Recreation Comprehensive Plan to council which identifies park space and recreation facility needs.

STATUS: Complete. The 2016-2022 Park & Recreation Comprehensive plan was approved and adopted in May.

DELIVERABLE #5: Review and update commemorative donation program policies.

STATUS: Complete. The Park and Recreation Donation/Gift/Memorial Policy was approved by council resolution.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Provide healthy activities for community to engage in recreation and park programs.

Time Frame: 2016

DELIVERABLE #1: Partner with the school district to create a physical education program to promote golf.

STATUS: Complete. Mint Valley staff and volunteers hosted two middle school physical education programs at Monticello and Mt. Solo middle schools. Over 100 kids were introduced to the sport of golf. The participants were given a free round of golf on the par 3 course and many of the students came to the golf course to use their coupon to play after the program concluded.

DELIVERABLE #2: Staff from Recreation and Library will meet and explore ways for departments to work together in providing programming.

STATUS: Complete. Staff from both departments have been meeting regularly to review upcoming program offerings and to identify ways to collaborate in marketing efforts including promotional materials and mailings to new community members.

Address quality of place issues

Champion: City Council

Strategy E: Develop long-term strategy for City's sister city relationships.

Time Frame: 2016

DELIVERABLE #1: Support Sister City Commission in organizing and carrying out an exchange trip by Longview's Japanese sister city (Wako) citizens. Explore re-establishing visits by Wako school children to Longview.

STATUS: Sister City Commission and Longview School District representatives discussed desirability of school children being involved in future exchanges when Wako delegation visited Longview October 2016.

DELIVERABLE #2: Continue exploration of sister city relationships with Changzhou, China, and others.

STATUS: No activity.

Address quality of place issues

Champion: City Manager Dave Campbell

Strategy F: Expand opportunities for continuing education beyond K-12.

Time Frame: 2016

DELIVERABLE #1: Continue support and collaborate with LCC for four-year degree programs, development of student housing, business industry training, new vocational/technical training facilities, and University Center initiatives.

STATUS: Ongoing, with most city support provided to exploring potential student housing development opportunities.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy G: Expand opportunities for life-long learning and adult literacy (Project Read).

Time Frame: 2016

DELIVERABLE #1: Work with Cowlitz Literacy Coalition to re-establish synergy and grow membership and to create awareness in the community on the importance of literacy through a public event.

STATUS: Group never was able to meet and re-establish synergy and should be considered defunct.

DELIVERABLE #2: Through staff and volunteer trainers, create monthly technology classes as part of technology strategic plan. Continue weekly one-on-one tech-help sessions.

STATUS: Library offers regular monthly classes on computer basics, medium-level classes, and introduction to device workshops. The weekly one-on-one tech-help sessions continue with an average of 3-4 visitors per week.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy H: Expand opportunities for early learning and pre-k literacy.

Time Frame: 2016

DELIVERABLE #1: Continue early learning program reaching out to day-care centers to help them provide books and programming for the children through the use of volunteers.

STATUS: Program continues with regular visits utilizing volunteers.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy I: Enhance library services.

Time Frame: 2016

DELIVERABLE #1: Continue marketing/library card campaign to increase library awareness and the number of cardholders using new logo and work with Cowlitz County Partial-County Rural Library District with marketing directly to their constituents.

STATUS: Library began test marketing/visit program in fall 2016 in the Highlands and will begin program in 2017 with the District.

DELIVERABLE #2: Complete reciprocal borrowing pilot project with Kelso by getting City Council, evaluate, and come back to both City Councils with a recommendation on continuing or ending the program.

STATUS: Reciprocal borrowing agreement will continue through June 30, 2019.

DELIVERABLE #3: Celebrate the Library's 90th Anniversary with a month-long celebration.

STATUS: Month long celebration was successful culminating with 240 visitors to the library open house.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy I: Enhance library services. (continued)

DELIVERABLE #4: Create and perform a survey on library services, hours, and priorities.

STATUS: Delayed to 2017 to coincide with Library remodel/modernization design study.

DELIVERABLE #5: Library remodel/modernization design completed.

STATUS: RFP went out November 29, 2016. Study should begin in 2017.

DELIVERABLE #6: Staff from Recreation and Library will explore ways for departments to work together in providing programming.

STATUS: Continue to meet quarterly, sharing information and looking at ways to improve service to community.

Address quality of place issues

Champion: City Manager Dave Campbell

*Strategy J: Actively participate in Pathways 2020 initiatives.
Time Frame: 2016*

DELIVERABLE #1: Continue support and participation on Pathways 2020 board and advocacy for Pathways initiatives.

STATUS: Ongoing, through city manager.

DELIVERABLE #2: Assign staff to attend Pathways 2020 meetings and evaluate and report value of participation.

STATUS: See above. Conclusion is Pathways initiatives provide value to community, but not a core city service program.

Address quality of place issues

Champion: City Council / City Manager Dave Campbell

Strategy K: Continue active federal and state legislative advocacy.

Time Frame: 2016

DELIVERABLE #1: Pursue federal funding assistance for SR432, fire personal protective equipment, fire truck replacement, transit facility construction, and federal policy agenda support with federal governmental affairs firm.

STATUS: Annual federal advocacy trip in June. Grant funding received for downtown transit facility (\$2.8 million) and replacement of two transit buses (\$800,000). Others unsuccessful in 2016 but will remain on agenda for 2017.

DELIVERABLE #2: Advocate 2016 Longview state policy agenda in collaboration with state governmental affairs firm.

STATUS: Ongoing. Since 2016 session has included meetings with 19th district delegation (and others), individually and in small groups.

DELIVERABLE #3: Evaluate effectiveness of federal and state lobbying efforts.

STATUS: Completed for state efforts. Conclusion is that it has provided good value and ROI over the years, and current lobbying team is effective, respected by area legislators.

Address quality of place issues

Champion: Human Resources Director Chris Smith

Strategy L: Complete an ADA self-assessment and transition plan that addresses access to services, activities, buildings, and rights-of-way.

Time Frame: 2016

DELIVERABLE #1: Complete an ADA self-assessment and transition plan that addresses access to services, activities, buildings, and rights-of-way.

***STATUS:* Rights-of-Way assessment and inventory is complete. Next steps are to evaluate building and program access and initiate public outreach. A transition plan has been drafted as has a charter for an accessibility advisory committee.**