

2017 Work Plan

DRAFT

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

**2017
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: 2017

DELIVERABLE #1: City Council members serving as Longview Transportation Benefit District board members meet and take action to:

- Approve an interlocal agreement with state Department of Licensing to collect the license fee.
- Absorb the TBD into the city to improve efficiency and coordination.

Improve streets and roads

Champion: Public Works Director Jeff Cameron

Strategy B: Initiate improvements plan projects

Time Frame: 2017

DELIVERABLE #1: Design and construct 15th Avenue overlay

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system

Time Frame: 2017

DELIVERABLE #1: Complete installation of dissolved oxygen injection system at MFRWTP.

DELIVERABLE #2: Complete evaluation of potential silica removal treatment options and obtain City Council & BHWSD decision regarding whether or not to proceed with silica removal treatment.

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 or sale of Fishers Lane Water Treatment Plant and begin salvaging, demolition, and/or re-purposing of facility.

- If Fishers Lane plant will not be re-used, salvage/auction equipment.
- Market property for sale as-is after salvage/auction completed with purchaser to demolish or re-purpose plant by a specified date; or determine other marketing strategies.

DELIVERABLE #4: 2017 water system capital projects.

- Begin construction of Hillcrest Reservoir PS replacement; joint project with BHWSD.
- Begin construction of security and paving improvements at Main Reservoir; include in Hillcrest Reservoir PS replacement project.
- Begin construction to replace vent screening and roof drains at Main Reservoir; include in Hillcrest Reservoir PS project.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2017 water system capital projects (continued)

- Replace five large valves.
- Replace approximately 5,000 LF of deteriorated or undersized water mains.
- Rebuild roofs at Tanglewood and Indian Creek booster pump stations.
- Install SCADA upgrades at various water facilities.
- Paint reservoirs and replace corroded metal at additional water reservoirs.
- Hire consultant and begin update of Water System Plan.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #5: Update utility rates and fees.

- Obtain City Council approval for revised industrial customer rates and fees.
- Complete cost of service and rate model update.
- Complete wheeling charges update.
- Complete labor and equipment billing rates analysis.

DELIVERABLE #6: Implement cross connection control program.

- Hire additional lead operator and increase cross connection control surveys, customer outreach, and compliance with EPA, Dept. of Health, and LMC backflow protection requirements.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system

Time Frame: 2017

DELIVERABLE #1: West Longview Lagoons redevelopment.

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

DELIVERABLE #2: Update utility rates and fees.

- Update utility rate model to incorporate abandoned Lagoons treatment plant.
- Update cost of service analysis.
- Complete labor and equipment billing rates analysis.

DELIVERABLE #3: Implement pretreatment program.

- Hire additional lead operator and increase pretreatment surveys, customer outreach, and compliance with EPA, Department of Ecology, and LMC pretreatment requirements.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #4: 2017 sewer capital projects.

- Complete design and begin construction to replace 373 Roy Morse Way (S19) and 2725 32nd Ave (S7) pump stations.
- Complete design and begin construction to replace 2402 38th Ave (S4) and 3356 Olympia Way (S1) pump stations.
- Construct sewer main replacement.
- Install emergency generator connection terminals at two pump stations.
- Construct sewer main liner.
- Install SCADA upgrades at various sewer pump stations.
- Install odor and corrosion control system at Mint Farm pump station.
- Replace variable frequency drives at Mint Farm pump station.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Improve stormwater management system

Time Frame: 2017

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

- Update city development codes by June 30, 2017 to incorporate permit requirements.
- Update City of Longview permits and Stormwater Manual as needed to comply with permit and new LMC code provisions.

DELIVERABLE #2: Increase stormwater facilities maintenance for Phase II Permit compliance.

- Hire additional stormwater crew of three staff, and hire a stormwater supervisor.
- Purchase additional equipment for use by new stormwater crew.

DELIVERABLE #3: Provide facilities for additional stormwater/street staff and equipment.

- Design, bid, and start construction of Public Works Maintenance office/equipment building.

Provide sustainable water quality & environmental infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Improve stormwater management system (continued)

DELIVERABLE #4: Complete FEMA flood map revision for Mint Farm Industrial Park.

DELIVERABLE #5: 2017 stormwater capital improvements

- Beech Street
- Downtown streetscape
- Lake Sacajawea outlet screen
- Below main water reservoir

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: 2017

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

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

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: 2017

DELIVERABLE #1: Review and update internal Public Records Act rules and implementation of public records software.

Continue effective financial management

Champion: City Attorney Jim McNamara

Strategy G: Provide effective legal representation in the prosecution of criminal misdemeanors in municipal court.

Time Frame: 2017

DELIVERABLE #1: Investigate provision of victims services, including potential funding.

Continue effective financial management

Champion: Public Works Director Jeff Cameron

Strategy H: Update public works contracting requirements

Time Frame: 2017

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

Continue effective financial management

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2017

DELIVERABLE #1: Complete analysis and determine appropriate reimbursement billing rates for staff and equipment.

- Consultant to provide financial model for staff to update billing rates annually.
- Consultant will focus on Public Works and Fleet Services to develop model; other departments will be able to use the model to determine their billing rates.

Continue effective financial management

Champion: Parks & Recreation Director Jennifer Wills

Strategy N: Increase cost recovery of the Parks and Recreation Department
Time Frame: 2017

DELIVERABLE #1: Enhance concession and merchandise offerings at events and programs.

DELIVERABLE #2: Secure additional external funding through sponsorships, contributions, partnerships, and grants for parks, programs, events, and facilities.

DELIVERABLE #3: Utilize facilities owned by the City, or partners, for recreational programs.

DELIVERABLE #4: Explore the development of a Foundation or Friends of Longview Parks & Recreation non-profit group.

DELIVERABLE #5: Create and implement a financial policy for Mint Valley Golf Course.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

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

Time Frame: 2017

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.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

Strategy B: Improve our working environment

Time Frame: 2017

DELIVERABLE #1: Study and recommend a training facility with shooting range, including evaluation of a location and design.

Enhance public safety & emergency response

Champion: Public Works Director Jeff Cameron

Strategy C: Improve public safety working environment

Time Frame: 2017

DELIVERABLE #1: Design and begin construction of Police Station Remodel Phase 2.

DELIVERABLE #2: Design and construct Fire Station 81 apparatus bay heaters.

Enhance public safety & emergency response

Champion: Police Chief Jim Duscha

Strategy D: Evaluate Staffing

Time Frame: 2017

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. Promote and evaluate public use of online reporting system for low priority calls.

Enhance public safety & emergency response

Champion: Public Works Director Jeff Cameron

Strategy I: Enhance ability for critical city functions to operate during power outages
Time Frame: 2017

DELIVERABLE #1: Install emergency generator connection terminals at two water and two sewer pump stations.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy A: Marketing

Time Frame: 2017

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

DELIVERABLE #2: Market Mint Farm Properties

- Review/update marketing materials
- Promote sites for development, both city owned sites and WREDCO and other privately held parcels

DELIVERABLE #3: Engage regional commercial real estate markets

- Promote Longview industrial/commercial opportunities to include brokers tours
- Actively recruit preferred industries (job rich or technologically oriented)
- Build industry contacts

DELIVERABLE #4: Market Downtown

- Promote targeted residential tax abatement incentives for development (LMC 16.60).
- Identify redevelopment opportunities.
- Create business assistance program to encourage increase in businesses downtown.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy B: Economic Condition Assessment

Time Frame: 2017

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

- Perform business climate assessment.
- Gauge company health/opportunities for assistance.
- Engage in business recruitment.

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

DELIVERABLE #3: Continually monitor and inventory lands/buildings available for development and/or redevelopment.

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy C: Collaborate with economic development partners

Time Frame: 2017

DELIVERABLE #1: Support CEDC recruitment and promotional efforts.

DELIVERABLE #2: Promote development at Port of Longview.

- Properties adjacent to berths 1-7.
- Encourage and facilitate annexation of Port properties east of Oregon Way and south of Columbia Blvd.
- Support development efforts for the Port's Barlow Point properties.

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

Strengthen economic conditions & create new opportunities

Champion: Community Development Director John Brickey

Strategy C: Collaborate with economic development partners (continued)

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

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

DELIVERABLE #6: Support SR432 corridor improvement planning.

DELIVERABLE #7: Explore creation of business incubator facility in Longview and propose actions to establish one.

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: 2017

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).
 - Continue to seek funding opportunities for future permanent Highlands Community Center in or adjacent to Archie Anderson Park.
 - Continue sidewalk, curb ramp, improved street lighting, alley improvement, and alley lighting improvements as funding opportunities become available.
- Assist in seeking additional grant funding to facilitate HNA/community/city implementation of the 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 #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.

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

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: 2017

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

- Review cost/benefit for West Longview annexation(s)
- Process annexation by petition requests as received

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

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

Time Frame: 2017

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
- Update zoning code regarding emergency shelter location and operations to mitigate potential negative impacts
- Adopt updated misc. districts zoning codes and land use regulations
 - Propose specific sign regulations to be included in the Civic Center District.
 - Amend Boundary Line Adjustment chapter for consistency with state regulations.
- Continue mandated update of Critical Areas Ordinance.
- Continue update of Comprehensive Plan.
- Update Off-street Parking and Loading chapter.
 - Evaluate parking needs for campuses (LCC, St. John Medical Center, etc.).
 - 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.

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.
 - Evaluate Definitions chapter to ensure clarity and eliminate conflicting definitions at conclusion of zoning code update.
 - Update Appeal Board of Adjustment section of zoning code.
 - Overhaul Violations Section.
- Coordinate creation of additional LID (Low Impact Development) development options with engineering and stormwater staff.
- Prepare legislation relative to emergency shelters for council review and action as outlined in the moratorium established in fall 2015.
- Review evolving constitutional concerns regarding signs and propose amending local legislation as needed.

Preserve and enhance neighborhoods

Champion: Community Development Director John Brickey

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

DELIVERABLE #2: Hold a workshop about Complete Streets.

DELIVERABLE #3: Evaluate revisions to residential zones' housing density provisions.

Preserve and enhance neighborhoods

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Enrich neighborhoods through park and recreation services.

Time Frame: 2017

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

Improve transportation systems

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2017

DELIVERABLE #1: 2017 transportation capital improvements.

- Complete installation of school zone upgrades. {Safe Routes to School Grant; Public Safety Fund}
- Construct retaining wall on Columbia Heights Road. {FHWA ERR Grant}
- Begin design of SR 432 off-ramp and on-ramp improvements. {FMSIB Grant}
- Complete implementation of Lucity maintenance management software for Street and Traffic divisions.

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.

- Design and construct Transit Center Expansion project.

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: 2017

DELIVERABLE #1: Promote construction of gateway sign on Ocean Beach Hwy.

DELIVERABLE #2: Complete planning for city wayfinding sign system, including coordination with City of Kelso, and begin implementation of sign placement.

DELIVERABLE #3: Support remaining site improvements for Shay locomotive at “Shay Station” on library grounds.

Address quality of place issues

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2017

DELIVERABLE #1: 2017 capital improvements to citizen and staff facilities.

- Complete design for new R.A. Long Park improvements project based on projected funding.
- Apply for grant funding for R.A. Long Park improvements.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy C: Enhance parks and green spaces

Time Frame: 2017

DELIVERABLE #1: Maintain Tree City USA accreditation.

DELIVERABLE #2: Evaluate and recommend actionable options to address aphid infestation complaints within the urban forest.

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

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy D: Provide quality out of school programs engaging children in healthy safe recreational activities allowing their parents to work.

Time Frame: 2017

DELIVERABLE #1: Implement new after school program at Mint Valley Elementary.

DELIVERABLE #2: Explore potential partnerships to provide additional or extended after school services allowing for more youth and teens the opportunity to be engaged.

DELIVERABLE #3: Work with the school district to expand the golf instruction program to middle school physical education classes and after school club activities to build interest in youth golf.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy E: Provide a proactive approach to safety at parks and recreation facilities

Time Frame: 2017

DELIVERABLE #1: Update the Urban Forest Management Plan.

DELIVERABLE #2: Create a tracking method and collect data related to tasks that make parks safer.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy F: Construct new parks and recreation facilities or improve those in need
Time Frame: 2017

DELIVERABLE #1: Submit and complete proposed projects for the Neighborhood Park and Kuntz Family Trust Grant programs

DELIVERABLE #2: Explore strategies for making capital repairs and improvements at Mint Valley Golf Course

DELIVERABLE #3: Partner with outside service groups and organizations to promote volunteerism and donations in the parks

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy G: Organize and partner to provide community events and programs and promote tourism

Time Frame: 2017

DELIVERABLE #1: Submit and complete proposed projects for the Neighborhood Park and Kuntz Family Trust Grant programs.

DELIVERABLE #2: Explore strategies for making capital repairs and improvements at Mint Valley Golf Course.

DELIVERABLE #3: Partner with outside service groups and organizations to promote volunteerism and donations in the parks.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy H: Become actively involved in city-wide Quality of Life effort

Time Frame: 2017

DELIVERABLE #1: Increase community awareness of Parks, Golf, Urban Forestry, and Recreation programs, events, and facilities as a way to showcase the best of Longview and draw people into our community.

DELIVERABLE #2: Enhance online presence of the Parks and Recreation Department through brand development, website update, and new online cloud based registration software.

DELIVERABLE #3: Connect with local employers and partners to assist in recruitment efforts to attract talent to local jobs by showcasing Longview's Quality of Life which is one of the primary attractions of the millennial generation.

DELIVERABLE #4: Host Date Nights and Kid's Night Out programs to connect community members and provide something fun and unique to do for the Cowlitz County community. Programs will feature recreational opportunities paired with a showcase of local businesses and restaurants.

Address quality of place issues

Champion: Parks & Recreation Director Jennifer Wills

Strategy I: Organize and partner to provide community events and programs and promote tourism

Time Frame: 2017

DELIVERABLE #1: Introduce a new trend in community events by providing a fully sponsored Food Truck Rally in Longview, WA.

DELIVERABLE #2: Partner with the YMCA and Youth & Family Link to provide the SWIM DASH SPLASH triathlon event and focus marketing to make it a regional event.

DELIVERABLE #3: Plan and cross market to increase participation in community wide events for events hosted by the department and sponsored by the city.

DELIVERABLE #4: Promote Mint Valley Golf Course as a regional attraction and utilize the golf course for golfing as well as other recreational opportunities and event space.

Address quality of place issues

Champion: Library Director Chris Skaugset

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

Time Frame: 2017

DELIVERABLE #1: Through staff and volunteer trainers, continue monthly technology classes as part of technology strategic plan. Continue weekly one-on-one tech-help sessions.

DELIVERABLE #2: Increase programming for adults.

Address quality of place issues

Champion: Library Director Chris Skaugset

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

Time Frame: 2017

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.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy N: Enhance library services.

Time Frame: 2017

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.

DELIVERABLE #2: Create and perform a survey on library services, hours, and priorities in conjunction with remodel/modernization design.

DELIVERABLE #3: Library remodel/modernization design completed.

DELIVERABLE #4: Staff from Recreation and Library will explore ways for departments to work together in providing programming.

Address quality of place issues

Champion: Library Director Chris Skaugset

Strategy O: Enhance library services.

Time Frame: 2017

DELIVERABLE #5: Upgrade or replace existing library integrated software.

DELIVERABLE #6: Continue Highlands Book Club for youth.

DELIVERABLE #7: Explore other digital material providers to increase access to these materials.