

# 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 15<sup>th</sup> 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.

**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, **begin** salvage/auction of 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.

# 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.

- 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.
- 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), 2725 32<sup>nd</sup> Ave (S7), and 3356 Olympia Way (S1) pump stations.
- ~~Complete design and begin construction to replace 2402 38<sup>th</sup> 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~~ Replace or rehabilitate drainage pipes.

# Continue effective financial management

**Champion: Finance Director Kurt Sacha**

***Strategy A: Our budget will support our initiatives***

***Time Frame: 2017***

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

**DELIVERABLE #2:** Formally adopt an investment policy for the City of Longview.

**DELIVERABLE #3:** Replace existing Business License and Business and Occupation Tax software system with one that provides for connectivity with the Department of Revenue. Investment in improved technology will create efficiencies for city government and business alike.

**DELIVERABLE #4:** Present a financing plan for street, stormwater, transit, capital projects, and new equipment purchases.

# Continue effective financial management

**Champion: Finance Director Kurt Sacha**

**~~Strategy B: Use performance measurement for decision-making~~**

**~~Time Frame: 2017~~**

**DELIVERABLE #1:** ~~Establish framework to engage citizens as dynamic partners through performance management and dashboards~~

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

**~~(Recommended to carry forward to 2018.)~~**

# Continue effective financial management

**Champion: Finance Director Kurt Sacha**

***Strategy B: Implement/utilize technology to create efficiencies***

***Time Frame: 2017***

**DELIVERABLE #1:** Following the results of a legislative committee assigned the task of reviewing alternatives for municipal B&O tax collections, implement a B&O tax collections system that is in the best interest of Longview's citizens and business community.

**DELIVERABLE #2:** Acquire and install Tyler cashiering, a cash receipts system that integrates with EDEN and will serve all departments in the organization with their cash receipting needs. In addition to City Hall Finance Department, Tyler cashiering is to be installed at the Police department, Recreation Office and Longview Public Library. Tyler cashiering will also be utilized to accept credit card transactions and is PCI compliant.

# Continue effective financial management

**Champion: Finance Director Kurt Sacha**

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

**DELIVERABLE #3:** Implement and train employees on a new research and retrieval system known as Laserfiche. Laserfiche provides an effective and efficient means for retrieving archived information.

**DELIVERABLE #4:** Incorporate a public records training as a part of orientation for all new employees. A training program for existing employees will also be developed to help all employees understand the regulations and timelines associated with Washington's Public Records Act.

**DELIVERABLE #5:** ~~Develop an electronic indexing and tracking system for all contracts and agreements approved by council. (Recommended to carry forward to 2018.)~~



# Continue effective financial management

Champion: HR Director Chris Smith

***Strategy C: 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: 2017***

**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.

- HR staff will evaluate health care plans to assure the best plan at the best cost.

**DELIVERABLE #2:** HR staff will propose 2018-2019 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.

**DELIVERABLE #3:** HR staff will lead negotiations efforts with at least one bargaining unit to achieve cost effective and operational efficient agreements.

# Continue effective financial management

Champion: HR Director Chris Smith

***Strategy C: 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 #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.

**DELIVERABLE #5:** Complete salary survey for non-represented employees. Staff will convene the council ~~sub~~-committee in early January 2017 for detailed review of the survey and develop recommended path forward.

# Continue effective financial management

**Champion: HR Director Chris Smith**

***Strategy C: 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:
  - Support and enhance an active city Accident Prevention Committee as governed by committee charter.
  - Work with department managers and supervisors to develop an employee training plan with the intent to properly document and train on requirements identified by L&I.
  - Continue to educate all city employees on the requirements contained in the city safety manual and make revisions to the manual as necessary through the Accident Prevention Committee.
  - Ensure proper coverage for the protection of all assets for the City of Longview.
  - Ensure that the city meets annual COMPACT requirements for 2017.
  - Conduct proper due diligence in the selection of third party administrator for workers compensation claim handling.

# Continue effective financial management

**Champion: HR Director Chris Smith**

***Strategy C: 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:** Continue with the develop and implementation organizational professional development training and 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.

# Continue effective financial management

**Champion: City Attorney Jim McNamara**

***Strategy D: 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 E: 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 F: Provide effective legal representation in the prosecution of criminal misdemeanors in municipal court.***

***Time Frame: 2017***

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

# Continue effective financial management

**Champion: Public Works Director Jeff Cameron**

***Strategy G: Update public works contracting requirements***

***Time Frame: 2017***

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



# 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: 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: 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: 2017***

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

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

# Continue effective financial management

Champion: IT Director Todd Dodgin

~~Strategy K: 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: 2017~~

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

# Continue effective financial management

**Champion: IT Director Todd Dodgin**

***Strategy J: Evaluate the mylongview.com main website for redesign and determine budgetary needs.***

***Time Frame: 2017***

## **DELIVERABLE #1:**

- Gather requirements from department heads and stakeholders
- Determine ADA requirements
- Determine mobility requirements
- Evaluate content management systems
- Determine hosted vs. on-premise cost comparisons and value add
- Evaluate web site development consulting providers

# Continue effective financial management

Champion: IT Director Todd Dodgin

*Strategy K: Evaluate opportunities for enhanced public information program*

*Time Frame: 2017*

**DELIVERABLE #1:** Inform council of existing outreach efforts.

# Continue effective financial management

Champion: Fleet / Facilities Manager, Dan Zenger

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

*Time Frame: 2017*

~~DELIVERABLE #1:~~ ~~Replace siding on Mint Valley Racquet and Tennis Complex building.~~  
Moved to Jeff Cameron.

DELIVERABLE #1: Initiate facility management work order system.

DELIVERABLE #2: Establish building maintenance preventive maintenance (PM) intervals.

DELIVERABLE #3: Introduce propane Autogas to the city fleet and install the fueling station.

# Continue effective financial management

Champion: Fleet / Facilities Manager, Dan Zenger

*Strategy L: Provide, maintain, and upgrade city buildings to support services into the future (continued)*

**DELIVERABLE #4:** Complete 2017 repair and improvement projects:

- Replace parks maintenance boiler

**DELIVERABLE #5:** Vehicle needs and acquisition plan.

~~**DELIVERABLE #6:** Building maintenance capital plan.~~

~~**DELIVERABLE #7:** City Hall space needs plan~~

- ~~• Including annex building~~

# Continue effective financial management

**Champion: Parks & Recreation Director Jennifer Wills**

***Strategy M: 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.



# Continue effective financial management

**Champion: City Council / City Manager Dave Campbell**

***Strategy N: Continue active federal and state legislative advocacy.***

***Time Frame: 2017***

**DELIVERABLE #1:** Pursue federal funding assistance for SR432, fire personal protective equipment, fire truck replacement, Columbia Heights Road improvements, Beech Street extension, bus replacement, and federal policy agenda support with federal governmental affairs firm.

**DELIVERABLE #2:** Advocate 2017 Longview state policy agenda in collaboration with state governmental affairs firm, plus funding for capital budget community project requests, regional transit mobility grants, and heritage grant funding.

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

**DELIVERABLE #4:** Advocate for change to lift MUTCD restrictions on the use of reader board signs in the right-of-way.

# 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.

**DELIVERABLE #2:** Evaluate cost and benefits of implementing a take-home-car policy.

# 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: Fire Chief Phil Jurmu

***Strategy E: Enhance Prevention and Preparedness Capabilities***

***Time Frame: 2017***

**DELIVERABLE #1:** Improve inter-departmental disaster response capability

- Coordinate a disaster response tabletop exercise to department heads.
- Schedule and organize two (2) emergency readiness committee meetings.
- Deliver emergency preparedness training to council members.
- ~~Deliver Incident Command System training refresher to all city employees.~~

# Enhance public safety & emergency response

Champion: Fire Chief Phil Jurmu

***Strategy F: Sustain Emergency Response Capability***

***Time Frame: 2017***

**DELIVERABLE #1:** Sustain Effective Financial Management

- Collaborate with Cowlitz 2 Fire & Rescue on reviewing fee for services formulas
- Ensure contract fees align with inflationary and/or regional cost of living allowances.
- In collaboration with potential vendors, develop a cost-recovery program for consumables and stand-by fees

# Enhance public safety & emergency response

**Champion: Fire Chief Phil Jurmu**

***Strategy G: Reduce gap in EMS services***

***Time Frame: 2017***

**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.

**DELIVERABLE #2:** Explore improved Emergent Medical Care options with transport agency partners.

- Evaluate advantages/disadvantages of LFD staffed Medic Unit(s)
- Develop programs and resources to improve patient outcomes



# Enhance public safety & emergency response

**Champion: Fire Chief Phil Jurmu**

***Strategy H: Provide level of service to council adopted Standard of Cover  
Time Frame: 2017***

**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

**DELIVERABLE #3:** Review/refine apparatus replacement schedule

- Spec and **develop plan for** replacement **of** Ladder/Truck
- Spec Replacement Engine for 2019 replacement
- Develop funding strategy for apparatus replacement
- Seek federal grant funding

# 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:** Identify funding and initiate a study to determine the best business incubator opportunities and potential facilities in Longview.

# 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 potential revisions to promote residential multi-family development.

**DELIVERABLE #4:** Analyze and evaluate the need to promote single-family development.

# 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 **5<sup>th</sup>** 42<sup>th</sup> 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}
- Obtain right of way approval to construct ~~retaining wall~~ slope adjustment on Columbia Heights Road. 2018 construction. {FHWA ERR Grant} *(JC Note: Federal right of way process has gotten more difficult; we may not have acquired the R/W in time to construct this summer/fall. R/W must be approved by feds before we can advertise for bids.)*
- 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.

- **Begin** design and ~~construct~~ **right of way acquisition for** Transit Center Expansion project.  
(JC Note: *Federal right of way process has gotten more difficult; we may not have acquired or leased a temporary transit hub facility in time to advertise for bids in 2017. R/W must be approved by feds before we can advertise for bids.*)

# 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.

**DELIVERABLE #4:** Implement child care program partnering with senior communities.

# 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:** *Begin the process of updating* 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***

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

**DELIVERABLE #1:** Partner with the YMCA and *PeaceHealth Wellness* ~~Youth & Family Link~~ to provide the SWIM DASH SPLASH triathlon event and focus marketing to make it a regional event.

**DELIVERABLE #2:** Plan and cross market to increase participation in community wide events for events hosted by the department and sponsored by the city.

**DELIVERABLE #3:** 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: 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: City Council**

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

***Time Frame: 2017***

**DELIVERABLE #1:** Support Sister City Commission in organizing and carrying out an exchange trip by Longview citizens to Wako, Japan. Explore re-establishing visits by Wako school children to Longview and Longview students to Wako.

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

**DELIVERABLE #3:** Conduct a council workshop to define vision for sister city relationship.



# Address quality of place issues

**Champion: City Manager Dave Campbell**

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

***Time Frame: 2017***

**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.

# Address quality of place issues

**Champion: Library Director Chris Skaugset**

***Strategy K: 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 L: 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 M: 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 M: Enhance library services.***

***Time Frame: 2017***

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

**DELIVERABLE #6:** Continue Highlands Book Club for youth and explore potential additional sites.

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

# Address quality of place issues

Champion: City Manager Dave Campbell

**Strategy N:** ~~Actively participate in Pathways 2020 initiatives.~~ *Evaluate / reconsider city's participation in Pathways 2020.*

**Time Frame:** 2017

**DELIVERABLE #1:** ~~Continue support and participation on Pathways 2020 board and advocacy for Pathways initiatives.~~ *Evaluate / reconsider city's participation in Pathways 2020.*

# Address quality of place issues

**Champion: Human Resources Director Chris Smith**

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

***Time Frame: 2017***

## **DELIVERABLE #1:**

- Complete an ADA self-assessment that addresses access to services, activities, buildings
- Develop charter for ADA advisory committee
- Complete transition plan