



# 2016 Work Plan

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.*

**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.

# 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.

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

- Complete installation of finished water post-chlorination system.
- Complete dissolved oxygen injection trial
- Complete organic nitrogen removal trials
- Obtain Council & BHWSD decision regarding installation of dissolved oxygen injection and organic nitrogen removal processes.
- Monitor MFRWTP operations under the existing participants' agreement and water wheeling agreement.

# 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.

# 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.
- Complete design of security and paving improvements at Main Reservoir; include in Hillcrest Reservoir PS replacement project.
- Obtain City Council approval of interlocal agreement with BHWSD for Hillcrest Reservoir PS joint project.
- Complete design to replace vent screening and roof drains at Main Reservoir; include in Hillcrest Reservoir PS project.
- 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.
- 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.

# 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)*

- Paint Neimi and Indian Creek reservoirs.
- Replace five large valves.
- Replace 5,600 LF of deteriorated or undersized water mains.
- Replace five large meters.
- Install emergency generator connection terminals at two pump stations.

**DELIVERABLE #5:** Update utility rates and fees.

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

# 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.

**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.

# 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.
- Complete design and begin rehabilitation construction of 373 Roy Morse Way (S19) and 2725 32<sup>nd</sup> Ave (S7) pump stations.
- Begin design to rehabilitate 2402 38<sup>th</sup> Ave (S4) and 3356 Olympia Way (S1) pump stations.
- Construct sewer main replacement.

# 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.
- Construct equipment storage building, bulk material storage area, and remodel reception area at Utility Operations Center. {50% Sewer} All on hold, except remodel of reception area, pending further design of IW/OW intersection project.
- Install emergency generator connection terminals at 2 pump stations.

# 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.

**DELIVERABLE #2:** Construct Lake Sacajawea flushing facilities.

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

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

**DELIVERABLE #4:** 2016 stormwater capital projects.

- Design Beech Street drainage box culvert replacement.

# 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

# 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.

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

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

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

# 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

**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

# 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.

**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.

# 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.

**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.

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

# 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 #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 CWCOCG 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.

## 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

# 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

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.

**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: 2016*

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

# 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.

*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.

# 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.

**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 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.

# 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.

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

# 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 ~~complete~~ begin Phase 2 remodel of police station.

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

# 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.

# 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.
- Participate in the Cascadia Rising Earthquake Exercise in June

# 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.

# 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

**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

# 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.

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

# 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.

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

**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.

# 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.

**DELIVERABLE #2:** Market Mint Farm Properties

- Review/update marketing materials
- Promote sites for development, both City owned sites and WREDCO sites

**DELIVERABLE #3:** Engage regional commercial real estate markets

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

# 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).
- Identify redevelopment opportunities.
- Create business assistance program to encourage increase in businesses downtown.
- Present downtown street tree lighting proposal for Council consideration.

# 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.
- 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:** 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: 2016*

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*

*Time Frame: 2016*

**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.

# 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).

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

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

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

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

# 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).
  - Continue to seek funding opportunities for future permanent Highlands Community Center in or adjacent to Archie Anderson Park.
  - Promote improvements to Archie Anderson Park per park master plan.
  - Continue sidewalk, curb ramp, improved street lighting, alley improvement, and alley lighting improvements as funding opportunities become available.

# 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 in seeking additional grant funding to facilitate HNA/Community/City implementation of the Highlands Revitalization Plan.
- 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.

# 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: 2016*

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

- Review cost/benefit for West Longview annexation(s)
- Facilitate service area annexation agreement with Cowlitz 2 Fire & Rescue
- Process annexation by petition requests as received

## 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
- Update zoning code regarding homeless 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.

## Champion: Community Development Director John Brickey

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

#### DELIVERABLE #1: (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 homeless shelters for Council review and action as outlined in the moratorium established in fall 2015.
- Review 2015 I-502 legislation and rule-making and propose amending local legislation as needed.
- 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.

# 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 12<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: 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}
- Complete Washington Way pedestrian improvements at Commerce Avenue {Safety Grant}
- **Complete installation of school zone upgrades. {Safe Routes to School Grant; Public Safety Fund}**
- Install new traffic signal at intersection of 15<sup>th</sup> Ave and Mark Morris Court {Pedestrian Safety Grant}
- Design traffic signal controller and interconnect upgrades on Ocean Beach Hwy to coordinate with traffic signals in Kelso. {STP Grant}

# 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)*

- Complete re-evaluation, conceptual design, and NEPA environmental review for new and/or modified transit facilities.
- Pursue grant funding to construct new and/or modified transit facilities.
- Acquire property for new transit facilities if required and funding available.
- Develop “safe rides home” policy / service.

# 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.
- Initiate process to design new R.A. Long Park improvements 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: 2016***

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

**DELIVERABLE #2**: Monitor “Fire & Ice Scenic Loop Corridor” wayfinding sign planning for potential application to tourism fund spending.

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

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

# 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.

**DELIVERABLE #2:** Maintain Tree City USA accreditation.

**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.

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

# 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.

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

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

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

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

# 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.*

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

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

# 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.

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

# 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.

# 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.

**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.

# 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.

# 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.

**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.

**DELIVERABLE #3:** Celebrate the Library's 90<sup>th</sup> Anniversary with a month-long celebration.

# 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.

**DELIVERABLE #5:** Library remodel/modernization design completed.

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

# 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.

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

# 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.

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

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

# 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***