

Longview City Council's 2007-2012 Strategic Initiatives & Accomplishments

Continue effective financial management

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
<p>Our budget will support our initiatives</p> 	<ul style="list-style-type: none"> The 2011-12 Budget consisted of modest revenue increases and reduced spending. Except for the 1% property tax increase allowed under state RCW, no tax or fee increases were adopted. 2011-12 expenditure reductions included early retirements, salary freezes, employee layoffs and service reductions. 	<ul style="list-style-type: none"> The 2011-12 Budget reflects the City's economic climate consisting of modest revenue increases and reduced spending. Except for the one percent property tax revenue increase allowed under state RCW, no tax or fee increases adopted Expenditure reductions included salary freezes, early retirements, employee layoffs, and service reductions Issued \$7,455,000 in Limited Tax General Obligation Refunding Bonds when interest rates were at historically low levels. 	<ul style="list-style-type: none"> No tax or fee increases above those permitted by statute Expenditure reductions consisted of salary freezes, furloughs, freezing vacant positions, reduced employer paid pension contributions, suspending vehicle depreciation, and lower fuel prices Building depreciation funding suspended, and employee benefits reserve funding cut in half Recovered \$144,254 in property claims and \$85,094 in structural damage. 	<ul style="list-style-type: none"> City followed budget model and maintained conservative revenue estimates 	<ul style="list-style-type: none"> City's property tax rates reduced from \$3.14 to \$2.91 for 2008 The City refunded its outstanding 1998 Limited Tax General Obligation bonds resulting in lower interest rates and interest savings approximating \$50,000 Realized reductions in claims costs, number of claims, and insurance premiums in 2007 City utility rates continue to be competitive with comparable cities New utility remittance processing has saved over \$40,000
<p>Use performance measurement for decision-making</p>	<ul style="list-style-type: none"> The citizen's summit held to obtain feedback from citizens on matters relating to government services provided and performance measurement. 	<ul style="list-style-type: none"> Departmental programs were aligned with Council's strategic initiatives were given favorable consideration through the resource allocation process. 	<ul style="list-style-type: none"> Tracking of performance measures continue on an ongoing basis 	<ul style="list-style-type: none"> Linked service and program performance measures to strategic planning, decision-making, and developing the budget Tracking of performance measures continue on an ongoing basis. 	<ul style="list-style-type: none"> Link service and program performance measures to strategic planning, decision making and developing the budget Develop meaningful performance measures that are verifiable, understandable and timely
<p>Implement/utilize technology to create efficiencies</p>	<ul style="list-style-type: none"> Implemented software allowing Longview utility customers to pay their bill by phone In final test phase to allow customers to automatically charge utility bills to the customer's credit card Utility customers now able to receive monthly/bi-monthly utility bills as e-statements 				
<p>Personnel compensation practices will support sound financial management and ensure the City is a competitive employer with a highly competent work force</p>	<ul style="list-style-type: none"> Processing compensation strategies/ bargaining parameters for 2012 and next biennium to stay within budget The City's Benefit Committee has met regularly, studied healthcare issues, and made several key recommendations to contain costs 	<ul style="list-style-type: none"> The furlough and other savings achieved through agreements with City unions helped the City bridge the budget deficit and maintain a balanced budget The City employed various cost saving measures, including a four-day work week for City Hall employees, early retirement incentives, participating in the county-wide medical insurance rate stabilization pool, and facilitating job share requests. 		<ul style="list-style-type: none"> Completed a compensation & classification study that is competitive within respective labor markets. The City considered the use of alternative work schedules as a way to provide incentives to staff and aid in commuter trip reduction goals. 	
<p>Provide responsive Employee Wellness Program</p>	<ul style="list-style-type: none"> The City received a "Well City" designation for 2011 resulting in a 2.0% reduction in the AWC Regence insurance rate increases for calendar year 2012. Participated in the Medical Rate Stabilization Risk Pool to identify risk factors for employees in the Cowlitz-Wahkiakum region and develop wellness strategies to address. 	<ul style="list-style-type: none"> The City continued to provide programming to qualify for a 2% premium reduction on AWC sponsored health insurance plans, with approximate savings of \$47,770. The most recent AWC Health Questionnaire revealed that the City experienced a decrease of \$18,845 modified risk cost, estimated on the health risk factor and related costs. The City is working to create a county-wide wellness program with other entities. 	<ul style="list-style-type: none"> City of Longview was awarded the Well City Award for the second consecutive year, and an additional \$1,500 in grant monies was received in 2009 from AWC. The 2009 Health Risk Assessment results highlighted several positive outcomes Health care costs attributed to modifiable health risk factors decreased 22.45%. The overall number of health risk factors for the City of Longview population dropped by 7.8%. 	<ul style="list-style-type: none"> The Wellness Coordinator was successful in developing programs and a proposal that resulted in the City receiving the AWC Wellness Award. The City also received three wellness grants which have financially supported the new wellness program. The City's Wellness Committee developed a comprehensive wellness plan with targeted strategies for improving wellness of City employees. 	



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Enhance public safety and emergency response

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
Continue with 2008 PERF report recommendations to achieve crime reduction goal of reducing lowering Longview's crime rate to less than or equal to the state average.	<ul style="list-style-type: none"> ■ Provided quarterly reports from the Criminal Investigation Unit (CIU), Patrol Division (new case management system), and Administrative Division (COPLOGIC). ■ Monitored and evaluated Red Light & School Zone Camera Pilot Programs, including quarterly reports for City Council. 	<ul style="list-style-type: none"> ■ Continue with implementation of case management systems for CIU and Patrol. ■ The on-line citizen based reporting system (COPLOGIC) is now live. ■ Using Automatic License Plate Reader. ■ Using e-ticketing system in all patrol cars. ■ Red Light Camera Program approved ■ Purchased and implemented a web based crime mapping system called Crime Reports. 	<ul style="list-style-type: none"> ■ Appears that Longview crime has continued to decline slightly in some categories and is flat or starting to rise in other categories. ■ Continuing to implement as many 2008 PERF report recommendations as possible including adding officers, reconfiguring Criminal Investigations Unit, and launching COPLOGIC. 	<ul style="list-style-type: none"> ■ Continued working on developing a crime reduction plan through Police Executive Research Forum (PERF) consultants. ■ Crime reduction progress to date includes Part I crimes overall are down by 48% since 2003, vehicle prowls down 51% since 2006, burglaries down 48% since 2006, and DUI arrests up 6% since 2006. 	<ul style="list-style-type: none"> ■ From 2003-2006 Serious Crimes (Part I) have been reduced by 24% ■ Council approved scope of work for crime reduction plan ■ Awarded \$450,000 Meth Study Grant ■ Successfully monitored and policed a major community march & Neo-nazi rally
Develop, validate, and nurture a community feeling of safety	<ul style="list-style-type: none"> ■ Continued to conduct out-reach to neighborhoods & businesses. 	<ul style="list-style-type: none"> ■ With two captains in place, assignments have been made for downtown, domestic violence, victim's advocacy, youth programs, crime stoppers, and school. ■ Work with local churches through Love INC (Love in the Name of Christ) with one of LPD's sergeants on planning board. ■ LPD officials meet regularly with local mental health organizations ■ Expanded Crime Free Housing Program through active partnership with the Alder Terrace Apartments 	<ul style="list-style-type: none"> ■ Currently 39 active Longview Block Watches ■ Began start-up of Community Services Unit working out of Satellite Office. ■ Eight "National Night Out" Block Watch parties held. 	<ul style="list-style-type: none"> ■ 40 Block Watch groups operating. 	<ul style="list-style-type: none"> ■ Quarterly Block Watch Captains meetings with chief & command officers have taken place ■ Expanded National Night Out participation
Leverage LPD strategies by identifying, obtaining, and utilizing technology in as many aspects of LPD efforts as possible.	<ul style="list-style-type: none"> ■ Helped reduce auto thefts over previous year's rate by incorporating crime analytical tool "Command Central" to coordinate efforts to prevent auto thefts. Recovering numerous stolen vehicles with our current system. ■ We are using flash news alert as an effective means for getting out real time crime notifications. 				
Develop long-term LPD Succession Plan in order to prepare LPD staff for promotions and special assignment transfers.	<ul style="list-style-type: none"> ■ Completed a new vision and mission statement with new core values and a code of ethics. The electronic bulletin boards are in place with a new master calendar. ■ Created two new officer positions – patrol investigator and training/background investigator. 				
Evaluate immediate and future needs of the Fire Prevention Program to further reduce risk to life and property.	<ul style="list-style-type: none"> ■ Continue to track and measure level of performance in meeting Fire Prevention customer service expectations. ■ Proactive work at state legislative level reducing barriers to voluntary installation of residential sprinklers. Legislation passed. 	<ul style="list-style-type: none"> ■ Responded to non-emergent requests for assistance within 10 minutes or less 88% of the time. ■ Implementing D-shift program reduced overtime expenditures by 46%. 	<ul style="list-style-type: none"> ■ Conducted 241 fire prevention education activities and annual Open House 		<ul style="list-style-type: none"> ■ Provided 26 specialized fire and smoke alarms to site/hearing impaired citizens from Weyerhaeuser Foundation Grant. ■ Received delivery of new fire pumper which improves emergency response fleet capability.
Improve deployment strategies to meet Council adopted Standard of Cover Response Measures for Fire and EMS emergency services.	<ul style="list-style-type: none"> ■ In collaboration with Public Works, a Fire Facilities Comp Plan was completed. 	<ul style="list-style-type: none"> ■ Preliminary Damage Assessment for Disasters Plan was completed as part of Admin BC's National Fire Academy Executive Fire Officer Program. ■ Countywide Hazmat Risk Assessment was completed through efforts of DEM, Cowlitz 2 F&R and funding from Weyerhaeuser. 	<ul style="list-style-type: none"> ■ Increased response time from 63% to 73% ■ Current non-emergency response time is 88% ■ Continued to monitor and develop strategies for improved private/public sector EMS service delivery 	<ul style="list-style-type: none"> ■ Interlocal agreement with Cowlitz 2 Fire & Rescue developed and implemented to back up AMR in order to maintain current level of service. 	

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Strengthen economic conditions & create new opportunities

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
Actively partner and collaborate with WREDCo, CEDC, State Dept. of Commerce, Patriot Rail, and industrial real estate brokers for marketing of Mint Farm Industrial Park	<ul style="list-style-type: none"> Conduct citizens summit on economic development and job creation. Began implementation of CEDC Economic Strategic Plan. Did marketing outreach to brokers/developers/business in Portland/Seattle metro region. 	<ul style="list-style-type: none"> In partnership with CEDC, marketing assessment and action strategy has resulted in completion of "Turning Point-an Economic Development Strategic Plan" for our region. Partnership advertising efforts resulted in several leads to CEDC, with one company relocating at Port of Kalama. Continued participating with CEDC and responding to State Dept. of Commerce and industrial real estate broker leads. 	<ul style="list-style-type: none"> City advertised in Images publication and was a presenting sponsor of InBusiness magazine. Continued participating with CEDC and responding to CEDC/State Dept. of Commerce and industrial real estate broker leads. 	<ul style="list-style-type: none"> City partnered with WREDCo for advertising in Images publication and participated as a sponsor of <i>InBusiness</i> publication. Updated Mint Farm land availability link on website and have linked Mint Farm to Washington State CTED industrial website. CEDC has also developed countywide industrial land data base for marketing. 	
Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at Mint Farm Industrial Park	<ul style="list-style-type: none"> One Purchase & Sale Agreement has been executed for Phase II. Have active interest in Tri-County Truss property. 	<ul style="list-style-type: none"> The City purchased 10 acres at the Mint Farm for development of the water treatment plant. Patriot Rail Corporation's purchase of Columbia & Cowlitz Railroad will help marketing efforts at the Mint Farm. 	<ul style="list-style-type: none"> Negotiations underway with WREDCo and energy project for acquisition of 50 acres in Phase II of the Mint Farm. 	<ul style="list-style-type: none"> Current employment = 2 jobs per acre Current investment = \$1.46 million per acre 	<ul style="list-style-type: none"> Purchase and sale agreement with WREDCO for Northwest Renewable Ethanol Project
Complete infrastructure development of Mint Farm Industrial Park		<ul style="list-style-type: none"> South Weber infrastructure-project construction completed and road open. PUD substation was completed and was energized in summer. 	<ul style="list-style-type: none"> City obtained \$1.4 million EDA grant to fund balance of infrastructure improvements PUD Substation 95% complete and scheduled for operation in 2010. 	<ul style="list-style-type: none"> North Weber Avenue completed South Weber Avenue submitted for Federal and State Stimulus funding 	<ul style="list-style-type: none"> Mint Farm Energy Development complete Tri-County Truss/Woodinville Lumber South truss and wall panel plant operational Wetland Mitigation area complete Crocker Avenue extension complete \$4+ million secured for Weber Ave. construction
Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/industrial development and retention opportunities	<ul style="list-style-type: none"> Included Tennant Way and East Industrial Way properties on CEDC broker's tour. City continuing conversation with property owner and real estate broker for retail/light industrial development project in California Way area. Completed industrial zoning code updates Commercial zoning code update is in process City successful in obtaining \$70,000 Rural Economic Development grant from Cowlitz County for California Way/7th Avenue intersection improvements 	<ul style="list-style-type: none"> City Manager/staff assisted private sector with multiple marketing/recruitment/retention and new development opportunities for private property. Begin work on commercial and industrial zoning code updates Engineering has developed several design concepts for Beech Street public infrastructure improvements, California Way to Oregon Way Master plan for Cowlitz County Conference Center feasibility study completed with emphasis on hotel and regional sports facility 	<ul style="list-style-type: none"> Major projects underway include Walmart Superstore, Longview Pawnbrokers restoration, Cowlitz PUD Operations Center expansion, St. Johns Medical Center continued renovation, and Longview Pathology Center. Planning commission and staff have begun update of commercial zoning codes. The City of Longview participated in the recently completed Cowlitz/Wahkiakum Skills Center Feasibility Study. 	<ul style="list-style-type: none"> City Council adopted Regional Commercial District and includes enhanced landscape/pervious area standards. Funding for skills center feasibility study was approved by legislature. Proposals are currently being considered for contractor to perform feasibility study. 	<ul style="list-style-type: none"> Encourage and facilitate diverse and sustainable economic growth through a business friendly environment Improve Longview's tourism and visitor economies by appropriating existing lodging tax revenue to realize return on investment Establish partnership to develop cohesive marketing program
Make downtown active, attractive, economically strong, and safe	<ul style="list-style-type: none"> Developed and adopted downtown action plan including mixed use development of parking lots, facade improvement program, streetscape improvements and way-finding signage, pedestrian circulation/safety, and gathering places. City continues to support downtown special events Council approved two-year trial of changes to on-street and municipal lot regulations. 	<ul style="list-style-type: none"> Placed "In Business" ad, developed brochure, and talked with selected property owners to promote residential development property tax exemption program. Funding approved for preparation of Action Agenda. 	<ul style="list-style-type: none"> Promoted residential development property tax exemption program Downtown Action Plan being reviewed by Downtown Advisory Committee Historic street lighting and alley lighting improvement projects and street light upgrading completed. Council recognized 1414 Club's downtown cleaning services which they plan to continue providing for foreseeable future. 	<ul style="list-style-type: none"> Comprehensive action plan endorsed by community assessment task force and downtown advisory committee. Proposals for action plan and facade improvement program included in next budget. City council approved permit for 2008 season, including new flexible footprint that allows for other events (e.g., car shows) to co-locate with market. Priority locations for new lights identified. 	<ul style="list-style-type: none"> Adopted Targeted Residential Property Tax Incentive Ordinance Columbia Theatre PFD created Phase I of Downtown Lighting Project completed; funding approved for second phase Special Property Use permit approved for Lower Columbia CAP Supported downtown events

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Preserve neighborhoods

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
<p>Improve the appearance and quality of life in the Highlands area</p> 	<ul style="list-style-type: none"> Completed Archie Anderson Master Plan Continuing to reduce nuisance conditions by continuing code compliance focus on nuisance properties, educational outreach to landlords, tenants and owner occupied property owners, and continuing to partner with HNA to coordinate block cleanups. Continuing to monitor carts-for-tubs program success and modify education efforts and enforcement strategies as needed to ensure continued success. Continue to develop and implement significant housing and infrastructure improvements 	<ul style="list-style-type: none"> Highlands Trail project has been fully funded HNA office for the Coach has been relocated to the Highlands Satellite Office. A concept gateways sign design was prepared by a local architect. Attended/presented at landlord association meetings and biweekly HNA meetings Continuing to facilitate disposal of garbage/debris as cleanup activities scheduled. Successful partnerships established with Head Start, Love Inc., 1414 Club, LPD, Longview Public Library and Altrusa. Carts-for-tubs program has reduced severity of illegal dumping, and properties adjoining alleys are better maintained Developed and implemented significant housing and infrastructure improvements 	<ul style="list-style-type: none"> Assisted Highlands Neighborhood Association with Community Coach process Code Compliance activities in the Highlands continues, and Hearing Examiner process has been used successfully to resolve difficult cases. Improvements in the appearance and livability of the Highlands continues Code Compliance Division has successfully partnered with the Highlands Neighborhood Association for block clean up events Carts-for-tubs program continues to be successful. Developed and implemented significant housing and infrastructure improvements. Survey of alley lighting deficiencies has been undertaken 	<ul style="list-style-type: none"> Highlands Revitalization Strategic Plan adopted Focus on code compliance activities in the Highlands area continues. Carts-for-tubs program has reduced the amount of loose trash and garbage in alleys. Six-month progress report shows improvements in the appearance and livability of the Highlands. Three successful cleanup events facilitated by City in partnership with HNA with 22 tons of waste collected and disposed. Three-year grant award of \$221,397 from the Northwest Health Foundation to the HNA. Continue to develop and implement plan for housing and infrastructure improvements including promoting continued HOME and CDBG focus for self-help housing and rehab. 	<ul style="list-style-type: none"> Began creation of landlord-tenant education program Continued CSO at Highlands Office Began draft of Highlands library services outreach proposal Increased number of programs offered at Archie Anderson Park Began developing priority list of street lighting and trail improvements Began Tubs To Carts implementation Completed first draft Highlands Strategic Plan Audit of neighborhood shows reduction in problem properties Begin develop and implementing a plan, including CDBG and other funding options, for housing and infrastructure improvements
<p>Expand city limits and adjust planning area and utility service area boundaries in a logical manner</p>	<ul style="list-style-type: none"> Continue to amend 2006 Comprehensive Plan Annexation policies. Investigating additional annexation by resolution opportunities to determine feasibility and benefit to City 	<ul style="list-style-type: none"> Continue to amend 2006 Comprehensive Plan Annexation policies. Initiating consideration of West Longview Ocean Beach corridor for annexation Debbie Street annexation is currently in process 	<ul style="list-style-type: none"> Critical areas ordinance updated and adopted. Annexation by resolution for two separate islands of unincorporated area were initiated by staff and completed. Developing methodology to conduct benefit/cost analyses of proposed annexations. 	<ul style="list-style-type: none"> Critical areas ordinance updated Annexation policy update in progress Annexations by resolution proposed for two separate areas. Annexation formula for estimating annexation impacts and benefits in process. 	<ul style="list-style-type: none"> Completed seven <i>Annexations</i> totaling 78 ± acres, and five <i>Subdivision</i> approvals
<p>Mitigate the impacts of growth on the City's infrastructure</p>	<ul style="list-style-type: none"> Continue coordinating creation of additional low impact development options. Continue inventory and promotion of rehabilitation and maintenance of City's historic assets including phased inventory of Old West Side residential structures and encouraging and facilitating creation of historic districts for Old West Side and Downtown. 	<ul style="list-style-type: none"> Continue inventory and promotion of rehabilitation and maintenance of City's historic assets including phased inventory of Old West Side residential structures and encouraging and facilitating creation of historic districts for Old West Side and Downtown. 	<ul style="list-style-type: none"> Update to Title 19 with provisions to allow low-impact development adopted. Residential zoning code update adopted. Draft Commercial and Industrial zoning code updates introduced to the Planning Commission in preparation for future adoption Inventory of the Old West Side residences continues 	<ul style="list-style-type: none"> Updated Planned Unit Development code has been adopted and includes flexibility to encourage low impact development. New Regional Commercial zoning code has been adopted and includes enhanced landscape/pervious area standards. Old West Side inventory continues. Columbia Theatre rehab project is underway. 	<ul style="list-style-type: none"> City joined in NPDES Phase II storm water permit appeal Adopted: LID development codes, Industrial Performance Standards, legislation to guide Historic District formation, and SEPA mitigation fees. Processed five Certificates of Appropriateness, completed Old West Side Inventory Phase III
<p>Continue active federal and state legislative advocacy</p>	<ul style="list-style-type: none"> SR432 project was awarded \$2.0 million by Washington State Legislature for preliminary engineering and environmental analysis. City and lobbyist actively advocated for successful passage of Fiscal Relief bill. HB 1953 was approved, allowing cities to utilize real estate excise tax (REET) for operations and maintenance. 	<ul style="list-style-type: none"> Federal funding assistance includes \$1.0 million for Downtown Streetscape; \$650,000 for hybrid bus; \$200,000 for 911 CAD upgrades. State governmental affairs firm accomplished protection of transportation funding, improved tax increment financing legislation, improved annexation legislation, and more. 	<ul style="list-style-type: none"> Continue to pursue federal funding assistance for water supply, SR432, 911 CAD system, veteran's housing, and reauthorization of SAFTEA-LU in collaboration with federal governmental affairs firm. Collaborative efforts included significant progress in Tax Increment Financing and Annexation legislation, and acquiring a grant for the acquisition of land for the Cowlitz River Pocket Park and additional funding for the completion of the Columbia Theatre. 	<ul style="list-style-type: none"> Continue to pursue federal funding assistance for water supply, SR432/433 intersection, Columbia Theatre in collaboration with federal governmental affairs firm. Successes include receiving \$150,000 for emergency funding for maintaining water intake facility on Cowlitz River, and receiving \$750,000 for SR432/433 intersection improvements. 	<ul style="list-style-type: none"> At the federal level, retained government affairs firm to assist with federal appropriations requests. Successful in receiving \$500,000 federal funds earmarked for water supply project, provided support to City for \$450,000 meth grant, assisted City with FEMA for water supply funding assistance, and assisted in coordinating meetings with COE, EPA, DOH, and DOE for Cowlitz River dredging and water supply issue.
<p>Enhance City housing goals for CDBG/HOME program</p>	<ul style="list-style-type: none"> 2011 HOME allocated \$100K for Cowlitz County Habitat for Humanity, \$12,403 for LHA to redevelop blighted property on 20th Ave. (plus re-allocated \$67,596.38 for same project). 	<ul style="list-style-type: none"> Highlands Trail Phase 3 submitted and funding appropriated in 2010: Habitat for Humanity requested and was appropriated funding to facilitate two units of new housing in the Highlands. 	<ul style="list-style-type: none"> The update of the 2004-2008 Consolidated Plan for Longview/Kelso was completed and adopted by both cities. 	<ul style="list-style-type: none"> Commencing update of 2009-13 HUD Consolidated Plan 	<ul style="list-style-type: none"> At the state level, successful in advocating expanded use of hotel/motel tax revenues, in approving of expanded PFD legislation to support Columbia Theatre renovation project, in state capital budget for Mint Farm Job Development Fund, and Columbia Theatre "Building for the Arts."

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Improve transportation systems

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
<p>Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility</p> 	<ul style="list-style-type: none"> ■ Completed improvements at Tennant Way at 14th Avenue signal, Tennant Way at 15th Avenue intersection, and Broadway at 14th Avenue intersection improvements design. ■ Completed design of Highlands Path from Oregon Way to Douglas Street ■ Completed traffic signal LED bulb conversion ■ Installed audible pedestrian signals at 30th Ave./Ocean Beach Highway ■ Inspection of bridges is complete and repairs being scheduled with WSDOT ■ Phase I of Civic Center traffic improvements completed ■ Phase 1 design for 15th Ave./Hudson St./Olympia Way improvements completed ■ Rehabilitated pavement on 15th Ave. – Douglas St. to Tennant Way ■ Continuing sidewalk inspection/repair program ■ Design complete for turn-around for transit buses on west end of Ocean Beach Highway ■ Budgeted maintenance and repair work for streets, alleys, sidewalks, and handicap access ramps in progress ■ Began implementing early success recommendations in Transit Enhancement Plant adopted by Cowlitz Transit Authority ■ The City continues to include bicycle and pedestrian-friendly features in road construction and upgrade projects where feasible ■ Continue supporting development of railroad corridor plans 	<ul style="list-style-type: none"> ■ Traffic signal progression timing implemented on Ocean Beach Highway ■ Completed ongoing sidewalk repairs and installation of accessible ramps ■ Tennant Way at 15th Ave intersection modifications advertised for bids ■ Broadway at 14th Ave intersection improvements design in progress ■ Highlands Area streetscape improvements - 26th & 25th Avenues construction complete ■ Traffic Signal LED bulb conversion project awarded ■ Transit bus garage roof repair completed ■ Transit vehicle tracking system enhancements for public access in progress 	<ul style="list-style-type: none"> ■ Ocean Beach Highway timing plan designed ■ Partially completed budgeted maintenance and repair work for streets, alleys, sidewalks, and handicap access ramps ■ Transit enhancement plan initiated and consultant retained. ■ Master plan for Kelso/Longview regional airport being updated. ■ Bicycle and pedestrian-friendly features have been included in all road construction and upgrade projects where feasible ■ Initiated Civic Circle traffic analysis in conjunction with renovation/redesign plans for R. A. Long Park ■ Support continues for development of railroad corridor plans ■ Support continues for reauthorization of the federal transportation act (SAFETEA-LU) and projects of benefit to the Longview/ Kelso region 	<ul style="list-style-type: none"> ■ Right turn lane and signal modification at NE Nichols has been completed. ■ Street Division continuing with concrete replacement. ■ Project to replace full width concrete pavement on Oak Street near Pine Street has been completed. ■ Voters in the PTBA approved sales tax increase of 0.2% November 2008. New rate of 0.3% will be effective April 2009. ■ 100 SY of defective sidewalk replaced and 160 defective sidewalk locations corrected by grinding ■ Progress to install 25 new accessible ramps ongoing ■ Sidewalks have been included in road projects where feasible, for instance the new Weber Avenue and widening of Industrial Way. Design standards will be updated to incorporate such features. ■ Conceptual alternatives have been developed for Civic Circle traffic analysis. ■ Rail realignment study for the SR 432 and Port of Longview area has been completed. ■ Project earmark requests have been submitted and staff continues to work with federal and state lobbyists for support of the reauthorization and Longview project requests, including those that may qualify for economic stimulus funding. 	<ul style="list-style-type: none"> ■ Completed traffic signal progression on 15th Ave, Washington Way, and Tenant Way ■ Initiated design of SR 432 turn lanes project ■ Applied for FMSIB, TIB, and STP(U) funding for SR 432 turn lanes project ■ Participated in SR 432 rail realignment study as initial phase of SR 432 bypass project ■ Obtained environmental approval for Ocean Beach turn lane projects at NE Nichols and Olympia Way ■ Obtained grant to construct pedestrian warning lights at 15th Ave and Commerce Ave crosswalk ■ Worked with developer of Solo Mountain Estates project to include master planned arterial roadway in the project ■ Worked with developer of Overlook PUD to ensure connection of City View Blvd ■ Completed placement of soil preload for South Weber Ave and contracted for construction of North Weber Ave, in the Mint Farm Industrial Park (including all utilities) ■ Obtained Job Development Fund, Governor's Strategic Reserve, and Cowlitz County 5740 grants to fund construction of Weber Ave and new Cowlitz PUD substation at the Mint Farm

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Address quality of place issues

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Continue support to Project Longview Action Team for implementation of Community Assessment Task Force Report.	<ul style="list-style-type: none"> ■ New outreach/marketing efforts to be initiated for implementing downtown façade improvement program. ■ Design of improvements for R.A. Long/Civic Center, and possibly some associated construction began. ■ Began preliminary design for Tennant Way streetscape and green-up. 	<ul style="list-style-type: none"> ■ Council adopted downtown façade improvement program, and first round of applications sent out ■ Gateway design in process. Way-finding still to be discussed. 	<ul style="list-style-type: none"> ■ Adopt Community Assessment Task Force Report and appointed Community Assessment Action Team to begin implementation ■ Six potential gateway sign locations identified and three considered top priorities for available funding. ■ Historic traffic signal poles and street lighting installed at four more downtown intersections. 	<ul style="list-style-type: none"> ■ Conducted joint branding workshop with Cowlitz County, Kelso, and Chamber, with findings presented by consultant ■ Evaluate and began the branding development and marketing action plan, including affirming locations and developing conceptual designs for entryway signs 	<ul style="list-style-type: none"> ■ Approval received to invest in Destination Development planning proposal
Enhance parks and green space	<ul style="list-style-type: none"> ■ Staff treated all birch trees this season to control the aphids. ■ Staff continues to meet with the 32nd Ave. park garden committee to help them become self sustaining. ■ Representatives from Longview, Castle Rock, and the county continue meeting to consider establishing a metropolitan park district. ■ 11 sculptures have been placed on Commerce 	<ul style="list-style-type: none"> ■ Conduct health assessment of City-owned trees and develop a tree replacement plan ■ Staff researched and purchased equipment for testing the health of the trees ■ The new Lake Sacajawea playground was completed and a ribbon cutting ceremony took place in September. ■ A master plan for the Civic Circle/R.A. Long Park improvements was adopted. 	<ul style="list-style-type: none"> ■ Input was gathered for renovation/redesign planning process for R. A. Long Park ■ An acquisition grant was awarded to the city for the purchase of the two acres of land adjacent to the existing park property south of the hall of justice on the Cowlitz River. 	<ul style="list-style-type: none"> ■ Companies identified that can perform the tree health assessment ■ A playground was built at Altrusa Park, partially funded by KABOOM \$25,000 grant 	<ul style="list-style-type: none"> ■ Adopted Regional trails and paths plan ■ Health assessment of all mature city-owned trees is completed. ■ Security system installed at Japanese Island ■ Received \$25,000 grant from KABOOM for construction of park in 2008. ■ An urban forest management plan approved by council ■ Arts tour brochure was completed
Create access to recreation facilities that are currently not available or are insufficient in the community	<ul style="list-style-type: none"> ■ The Archie Anderson Park master plan was approved as submitted. ■ The final design has been completed and the engineering plans are 95% complete for the Highlands area walking/biking trail. 	<ul style="list-style-type: none"> ■ Archie Anderson Park plan was completed. ■ The trail plan for the Cowlitz River Regional Trail was completed and adopted by Kelso, Longview, county, and COG. ■ A committee is investigating potential locations for additional community gardens. 	<ul style="list-style-type: none"> ■ Developed new operating agreement with seniors for center ■ Updated and memorialized use policies for community groups and events at Lake Sacajawea 	<ul style="list-style-type: none"> ■ The community interest survey for multi-use community center was completed, showed not sufficient support at this time. ■ Seniors prefer to operate the existing Senior Center as an operating board. 	<ul style="list-style-type: none"> ■ Multi-use community center survey tool completed and ready for submittal ■ School district partnerships expanded use of R.A. Long HS woodshop facility for adult programs, and expanded use of Kelso HS specialty art facility for teen and adult programs
Expand opportunities for continuing education beyond K-12			<ul style="list-style-type: none"> ■ Participated in the recently completed Cowlitz/Wahkiakum Skills Center Feasibility Study. The recommendation is for the Skills Center to be a branch campus. 	<ul style="list-style-type: none"> ■ Funding for skills center feasibility study was approved by 2008 legislature. 	
Expand opportunities for early learning and pre-k literacy	<ul style="list-style-type: none"> ■ Continue to reach out to day-care centers to help them provide books and programming for the children through volunteers ■ The Highlands library has been started and hopes to expand hours. 	<ul style="list-style-type: none"> ■ Members of the Friends of the Longview Library were trained and funding was received from the Longview Library Foundation to provide books and programming for day-care centers. 			
Expand opportunities for life-long learning and adult literacy (Project Read)	<ul style="list-style-type: none"> ■ The Cowlitz County Coordinating Council for Literacy (C4L) has been meeting, and will continue meeting, regularly, and has created a wiki and an email list to share information. 	<ul style="list-style-type: none"> ■ Community leaders and literacy providers are creating a literacy coalition. ■ Continue exploring ways to work with Longview School District to better promote literacy to people of all ages 	<ul style="list-style-type: none"> ■ Working with the Project Read Coordinator, a letter for developing a literacy coalition was drafted, approved, and signed by the mayor in 2009. 	<ul style="list-style-type: none"> ■ Letter prepared for mayor's signature inviting various groups and organizations that should be involved in the formation of a literacy coalition. 	
Actively participate in Pathways 2020 initiatives	<ul style="list-style-type: none"> ■ City approved \$112,000 to CAP for permanent supportive housing on 33rd Ave. ■ City continues to support Community Gardens. ■ Amended City zoning code to extend seasonal sales of produce stands from April 1st to Nov. 1 	<ul style="list-style-type: none"> ■ Work was completed on a S. Cowlitz River paths and trails master plan and alternatives. ■ City staff working with Cowlitz Housing First for coordinated transitional housing application. 	<ul style="list-style-type: none"> ■ City was awarded a grant for development of community health plan. 	<ul style="list-style-type: none"> ■ Continue to promote Pathways 2020 vision by facilitating community partnerships 	

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Longview City Council's 2007-2012 Strategic Initiatives & Accomplishments

Address quality of place issues - continued

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
Increase our multi-lingual and multi-cultural communication skills	<ul style="list-style-type: none"> Continue liaison with Ethnic Support Council to provide information about ways to meet multi-cultural and lingual needs within the City Continue to identify ways to link the business and education communities. 	<ul style="list-style-type: none"> A Business-Education Partnership Forum was held in April 2010. Results of the forum were incorporated into goals which the consortium is continuing to implement. 	<ul style="list-style-type: none"> City has joined the Ethnic Support Council board and will be facilitating the community in a strategic planning process Continuing to identify community resources that can provide translation services 	<ul style="list-style-type: none"> A partial list of non-English language abilities was compiled during Cultural Diversity Survey. Researched, developed and implemented several methods of potential communication for our citizens 	<ul style="list-style-type: none"> Completed cultural diversity assessment survey of City staff Created preliminary list of City staff non-English language abilities
Develop long-term strategy for City's Japanese sister city relationship		<ul style="list-style-type: none"> Longview Sister City Commission sent a privately funded delegation to Wako City in March 2010 	<ul style="list-style-type: none"> First meeting of Sister City Commission was held in March. The group is a great cross-section of our community. Plans under way for Sister City Commission to make a trip to Wako to visit Sister City in spring of 2010. 	<ul style="list-style-type: none"> City Council created new Sister City Commission on September 11, 2008, and appointed members in December. 	<ul style="list-style-type: none"> Hosted sister city exchange students from Wako, Japan
Enhance cultural opportunities for the performing arts			<ul style="list-style-type: none"> Construction is complete and grand opening events were held in January and February. Began evaluation of Civic Center for opportunities including performing arts events. Landscape architect and historic preservation firms retained and recommended conceptual plan will be presented to advisory committees. 	<ul style="list-style-type: none"> Funding secured for Columbia Theatre project in the amount of \$10 million. Recommended for an additional \$1.0 million 	<ul style="list-style-type: none"> Park development projects include elements of artwork Promote and encourage donation of (indoor and outdoor) artwork for public spaces Encourage businesses to integrate artwork into their facility design
Expand library services					<ul style="list-style-type: none"> New formats included patron use of online resources to search for/reserve/renew items increasing by 14.5%, and 6,264 people logging onto our Online Databases and performing over 13,245 searches
Create a successful learning community					<ul style="list-style-type: none"> Offered Homework Hour help on Wednesdays for local students Council approved special use permit to CAP for "Grounds for Opportunity" food service training facility Playful City USA founding city obtained Healthy Lifestyles Program implemented Recognized as a Step Up to Health Healthy Lifestyles & Livable Community city Expanded partnership with Cowlitz on the Move coalition Became a partner with the community health walk and health fair Sponsored Playful City USA play day in collaboration with walk and fair Expanded the Junior Leader Program and established new Teen Leadership programs Expanded library services for teens by completing the new Teen Space

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Provide sustainable water quality & environmental infrastructure

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
<p>Improve the water supply system</p> 	<ul style="list-style-type: none"> Completed emergency repair of Filter No. 1 at Fishers Lane Plant. Completed site preload and preparation construction contract, obtained construction permits, awarded treatment plant construction contract and began construction, and constructed remaining production wells. 2011 water system capital projects included replacing roofs on reservoirs 1 – 4 at Hillside Reservoir site, completing two large meter replacements, and upgrading Cascade Way Pressure Reducing Valve station 	<ul style="list-style-type: none"> Extended 2008 DWSRF loan and selected for 2010 DWSRF loan, obtained water rights for Mint Farm Water Supply, acquired utility easements from WREDCO. Completed water system capital projects include water main replaced on 46th Ave. and Mt. Solo reservoir painting completed 	<ul style="list-style-type: none"> Outreach program initiated with open house. Continued with newsletters, newspaper inserts and articles, PSAs, and taped Longview Snapshots. Completed installation of wells and most water quality testing. Partially completed water system capital projects include roof replacement of Main Reservoir #5 Utility rate increases approved less than recommended. 	<ul style="list-style-type: none"> Received \$150,000 from legislature for emergency dredging of Cowlitz River to maintain flow to intake Council selected groundwater supply and treatment at the Mint Farm Industrial Park as the city's new water supply. Water system Capital Improvement Projects includes evaluating SCADA procurement options to be compatible and concurrent with new Regional Water Treatment Plant and West Longview Sewer Diversion project. 	<ul style="list-style-type: none"> Obtained DOH approval for Water Supply Emergency Response Plan Completed Source Analysis study and obtained DOH approval for Water System Plan amendment Initiated pilot study of groundwater treatment methods Retained firm for environmental review of potential for groundwater contamination Applied for US Army Corps dredging permit Rebuilt Filter No. 7 and repaired failed gaskets on Filters No. 4 & 5
<p>Improve the wastewater collection and treatment system</p>	<ul style="list-style-type: none"> Continue construction of West Longview diversion project Purchased manhole and lateral video inspection equipment 	<ul style="list-style-type: none"> Construction began on West Longview Sewer Diversion project Revised utility rate structure to eliminate flat-rate residential sewer charges 	<ul style="list-style-type: none"> Completed 95% of design of West Longview diversion project Implemented enhanced sewer inspection and cleaning program 	<ul style="list-style-type: none"> Continue design of West Longview diversion project including finalizing project alignments and contacting property owners for acquisition of ROWs. 	<ul style="list-style-type: none"> Submitted final draft General Sewer Plan and Facilities Plan to DOE and DOH for west Longview Lagoons diversion project Solicited firms to perform value engineering review of lagoons diversion project
<p>Implement environmentally friendly and sustainable infrastructure construction and maintenance practices</p>	<ul style="list-style-type: none"> A draft "Green fleet" policy is ready to be sent out for comments and feedback. 	<ul style="list-style-type: none"> Using "green" fluids and fuel additive/ catalyst. Continued to add flex-fuel vehicles. Added one new hybrid sedan to fleet. Some new/replacement street trees planted along arterials. Obtained county grant for streetscape improvements downtown 	<ul style="list-style-type: none"> New stormwater management ordinance passed New residential zoning code passed and subdivision code adopted includes low impact development principles. Updated fleet replacement schedule includes provisions for smaller vehicles and flex-fuel and hybrid engines. New diesel engine cleaning equipment put into service. 	<ul style="list-style-type: none"> Staff approved low-impact design features for Ohio Street east of 38th Avenue and energy-conservation features for Columbia Theatre renovation project. Research is underway for "Green Fleet" policies. 	<ul style="list-style-type: none"> Contract awarded for preparation of updated critical areas ordinance, with draft nearing completion
<p>Implement stormwater management system</p>	<ul style="list-style-type: none"> Continued implementation of Phase II NPDES permit Began water quality sampling/ pilot program for Lake Sacajawea groundwater flushing 2011 stormwater capital projects include beginning preliminary design for Beech Street drainage replacement, rehabilitating Mint Valley stormwater pump station, and completing conceptual design for Tennant Way streetscape improvements. 	<ul style="list-style-type: none"> Continued implementation of Phase II NPDES permit Design completed for Mint Valley Pump Station 	<ul style="list-style-type: none"> Management plan for Phase II NPDES permit approved and ordinances passed. Partially completed stormwater capital projects includes Lake Sacajawea intake/ bypass structure debris screen and projects on Lynwood Drive and Pacific Place. 	<ul style="list-style-type: none"> Longview Stormwater Advisory Committee formed. New stormwater inspector hired. New low-impact development techniques and best management practices are being evaluated and piloted on select projects. City continues to participate in a coalition of cities appealing certain aspects of the NPDES Phase II municipal stormwater permit. 	<ul style="list-style-type: none"> Participated in CDID #1 flow study of ditches to determine runoff capacity for development Appealed municipal NPDES permit to reduce impact on ratepayers Developed pervious concrete roadway standard for development
<p>Provide, maintain, and upgrade City buildings to support services into the future</p>	<ul style="list-style-type: none"> Completed Station 82 fire damage emergency repairs Completed carpet replacement projects at the library and police station 	<ul style="list-style-type: none"> 10-year repair and replacement schedule partially included (five years) in CIP in 2011-2012 budget 		<ul style="list-style-type: none"> Several alternate space plans have been developed for City Hall in consultation with architect based on departments' projected 10-year needs. 	<ul style="list-style-type: none"> Initiated study of Columbia Theater basement dewatering needs Re-roofed six city buildings to protect structures and reduce pollutants in storm water runoff
<p>Improve community solid waste reduction and recycling programs</p>	<ul style="list-style-type: none"> Created recycling specific web site using coordinated prevention grant funds Contamination rate dropped 9% resulting in an overall annual average of 30% citywide. Current contamination rate is averaging 23%. 	<ul style="list-style-type: none"> Reduced recycling contamination by 9.8%. 	<ul style="list-style-type: none"> Look into a residential yard waste program as another means of solid waste reduction. A free movie day for kids had 250 attendees. Recycling contamination rates dropped 10%. 	<ul style="list-style-type: none"> Continue to look for ways to expand solid waste reduction and recycling education Stickers were placed on garbage and recycling containers with 90% of all containers having stickers by 1/1/09. 	<ul style="list-style-type: none"> Worked towards expanding carts-for-tubs program in other districts and neighborhoods within the city.
<p>Evaluate energy conservation policies</p>	<ul style="list-style-type: none"> Completed ESPC (energy services performance contract) investment grade audit 	<ul style="list-style-type: none"> ESPC (energy services performance contract) investment grade audit underway Evaluated 4/10 work schedule based on projected energy and other cost savings 	<ul style="list-style-type: none"> Conducted energy use analysis of selected City facilities Evaluated alternative work schedules in light of potential energy and other cost savings. 		

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Miscellaneous Initiatives

GOALS*	2011 Highlights	2010 Highlights	2009 Highlights	2008 Highlights	2007 Highlights
<p>Partner with the community to develop and validate a positive Longview image</p>			<ul style="list-style-type: none"> ■ Expansion of the recycling program by city employees included supporting Humane Society with a recycled blanket drive, collecting grocery sacks to recycle for St. Helens Elementary School fund raiser, and Spring Clean Up for City Hall with emphasis on recycling ■ Implemented "Ask Longview" software enables employees to assist anyone on first contact by providing information or requesting assistance from another department upon initial contact with an individual. 		<ul style="list-style-type: none"> ■ Staff dedicated to providing proactive outreach programs through a new 5-star marketing program for all major events including television, radio, newspaper, web, utility stuffers, and PSAs
<p>Implement/utilize technology to create efficiencies</p>				<ul style="list-style-type: none"> ■ Supported internal enterprise infrastructure such as help desk, network, data center, and telecommunications ■ Document imaging and off-site storage of non-essential information has enabled us to free up space for the server/data room and take advantage of storage efficiencies. Document imaging/storage grants (\$46,000) received from Washington State Archives. ■ Received \$40,000 state grant for implementing Eden Online Permitting. ■ Implementation of web-based on-line payment and research for utility billing customers ■ Support departmental technology initiatives such as online class registration for Recreation and Legistar implementation. ■ Make our technology user-friendly with enhancement of Commercial off-the-shelf software (COTS). On-line voucher system which creates vouchers for Eden has reduced redundancy 	<ul style="list-style-type: none"> ■ Maximize the capabilities of the users of our technology ■ Make our technology user friendly ■ Create better work environment through technology efficiencies ■ Support enterprise infrastructure (help desk, network, data center, telecommunications) ■ Technology is standardized (hardware & software) ■ Identify and implement strategic initiatives · Support departmental technology initiatives · View information as a strategic resource · Make the City of Longview Services Available Anytime/Anywhere ■ Provide (technical) access to City services by method (channel) of user's choice ■ Ensure safe and secure access to City resources ■ Development of security policies and procedures
<p>Make GREAT customer service our top priority and strengthen positive internal working relationships</p>				<ul style="list-style-type: none"> ■ City hosted a Customer Service Appreciation Month and open house and conducted a customer service survey 	<ul style="list-style-type: none"> ■ Strengthen positive internal working relationships ■ Create a ready pool of qualified applicants ■ Retain our good people ■ Develop our people ■ Provide a safe work environment and ensure safe work practices

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