

# Reader's Guide to the Budget

## Introduction

The City's budget document serves to present the City Council and community with a clear picture of the services and programs the City of Longview furnishes as well as provides City management with a financial and operating plan that conforms to the City's accounting system.

The document consists of the following sections:

- ◆ **Reader's Guide to the Budget** is an introduction to the City's comprehensive biennial budget.
- ◆ **Budget Message** is a preface to the budget in the form of a letter from the City Manager to the City Council. It explains the budget and outlines recommended fiscal policies and programs for the biennium. The entire budget is founded on the goals and policies previously adopted by the Longview City Council. The budget message also illustrates the relationship of the recommended expenditures to these fiscal policies and programs, the reasons for changes from previous budgets, and an explanation of recommended revisions in financial policy. In addition, the message provides a clear picture of the City's present financial condition and a forecast for the future.
- ◆ **Budget Process** describes the process for putting the budget together, from setting policy through its strategic plan, *Longview 2023: Our Preferred Future*, to estimating revenues and expenditures, to adopting the budget. A timeline is included for reference.
- ◆ **Financial Summary** has two main focuses. The first half of the chapter provides an overview of the local economy and focuses on the City's strategies to maintain financial stability and on the basis for future revenue projections. Additional financial information can be found in the *Budget Message* section. The second half of the financial summary consists of a comprehensive overview of the budget. This portion includes detailed explanations and information about the various funds the City manages, as well as an overview of the City's accounting system and definitions of each fund. City revenue sources along with definitions, a complete listing of revenues and expenditures for 2009/2010, information about long-term debt, five-year comparisons by department, and comparisons by funds portray a clear financial picture of the City.
- ◆ **Fund Summary** includes details of the projected revenues and approved expenditures for the two-year budget cycle. This section is arranged by the various funds the City manages (yellow tabs). The General Fund section includes information about the various City departments (orange tabs), including organizational charts, descriptions of programs and services, performance measures, and expenditures and/or revenues.
- ◆ **Capital Improvement Program** looks at the City's five-year Capital Improvement Program and identifies anticipated capital projects.
- ◆ **Glossary of Budgeting Terms** explains key terms with which the reader may not be familiar.
- ◆ **Appendix** contains information about Longview's workforce as well as demographic information about our community. It also contains supplementary information relative to the budget and to Longview.

The *Reader's Guide to the Budget* also includes the following information on pages 2-14:

- ◆ An overview of City government, including the City Council and an organization chart
- ◆ City and regional services
- ◆ Brief history of Longview, including information about local attractions and amenities
- ◆ Commissions, boards and committees of the City
- ◆ City mission statement
- ◆ *Longview 2023: Our Preferred Future*

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# Longview's Form of Government

Longview is a non-charter code city that adopted the council-manager form of government on March 14, 1968. This form of government relies on the belief that policy-making and administrative functions should be kept separate. The council, which determines policy and is politically responsible for its actions, appoints a city manager as the chief administrator. The city manager is responsible for carrying out policies set by the council, including directing employees and managing City resources to provide City services as effectively and efficiently as possible. Full details of the council-manager form of government can be found in Chapter 35A.13 of the Revised Code of Washington (RCW).

## Longview City Council

The Longview City Council is composed of seven members elected at large by the citizens of the city. Council members are elected for four-year terms with four positions being elected first and the other three positions being elected two years later. This ensures that some members have experience at all times. The Council members elect a mayor from among themselves every two years.

The Council takes action on items presented at regularly scheduled or special meetings. A public hearing may be scheduled as part of a regular or special Council meeting. The public hearing allows the Council to meet legal public participation requirements pertaining to an issue, hear background information or reports about a topic, receive public input on the issue, and then make a decision based on the information presented. Council workshops are scheduled to allow Council members to study an issue in depth without taking immediate action.

The City Council meets on the second and fourth Thursdays of the month at 7 p.m. in the Longview City Hall, second floor, 1525 Broadway Street. Workshops are usually scheduled on the third Thursday of the month, and at other times as needed. The Mayor has regular office hours during the week.

## Elected Officials

| <u>Councilmembers</u>            | <u>Expiration of Term</u> |
|----------------------------------|---------------------------|
| Kurt Anagnostou - Mayor .....    | January 2012              |
| Ken Botero .....                 | January 2012              |
| Andy Busack .....                | January 2010              |
| Don Jensen - Mayor Pro Tem ..... | January 2012              |
| Mary Jane Melink .....           | January 2010              |
| Chuck Wallace .....              | January 2012              |
| Dennis Weber .....               | January 2010              |

### District Court Judges

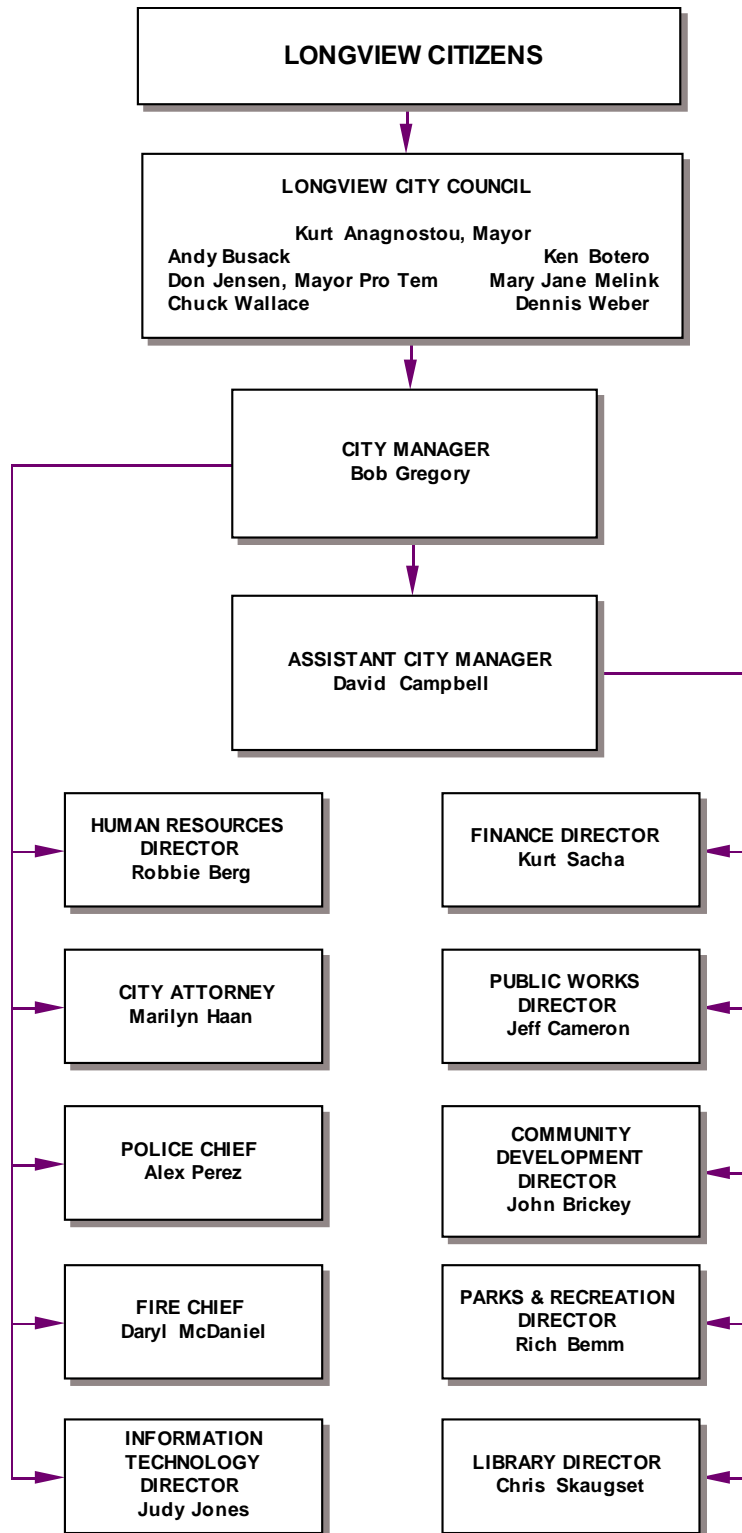
|                                 |              |
|---------------------------------|--------------|
| David Koss, Position 1 .....    | January 2010 |
| Edward Putka, Position 2 .....  | January 2010 |
| Michael Evans, Position 3 ..... | January 2010 |

## Appointed Officials

|                                       |                   |
|---------------------------------------|-------------------|
| City Manager .....                    | Bob Gregory, P.E. |
| Assistant City Manager .....          | David Campbell    |
| City Attorney .....                   | Marilyn Haan      |
| Community Development Director .....  | John Brickey      |
| Finance Director .....                | Kurt Sacha        |
| Fire Chief .....                      | Daryl McDaniel    |
| Human Resources Director .....        | Robbie Berg       |
| Information Technology Director ..... | Judy Jones        |
| Library Director .....                | Chris Skaugset    |
| Parks and Recreation Director .....   | Richard Bemm      |
| Police Chief .....                    | Alex Perez        |
| Public Works Director .....           | Jeff Cameron      |

# Organization Chart

## All Departments



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### City Services

The City of Longview provides a full range of municipal services to its citizens, including police, fire, parks and recreation, street maintenance, planning and zoning, code enforcement, information technology, nuisance abatement, library, engineering, water, sewer, storm water, sanitary services and city administration.

- ◆ The City of Longview and Cowlitz Public Utility District No. 1 (PUD) jointly own and operate the regional water treatment facility. This facility provides potable drinking water to the residents of the city and to the PUD.
- ◆ The City also operates a municipal golf course and a tennis/racquetball facility for the public.
- ◆ Wastewater treatment is supplied to a majority of the city's residents by a regional sewage treatment plant operated under an interlocal agreement involving the cities of Longview and Kelso, the Beacon Hill Sewer District, and Cowlitz County.

### Regional Services

The City of Longview is a member of the following regional service providers: The Cowlitz Transit Authority, Kelso-Longview Airport Authority, Southwest Washington Clean Air Agency, Cowlitz Technical Services Agency, Three Rivers Regional Wastewater Authority, and the Regional Water Board. Cowlitz County provides our public health department, solid waste disposal, courts, combined emergency dispatch center, and jail. Solid waste collection and recycling, water meter reading, ambulance services and indigent defense are contracted with private firms. Animal control is provided by contract with the Humane Society of Cowlitz County.

Other local governmental entities supply public services to our community. The Port of Longview offers industrial, water transfer and terminal facilities on the Columbia River. Longview School District #122, Lower Columbia College and Washington State University furnish public educational services within the city limits and beyond. Cowlitz Public Utility District # 1 supplies electric power service within the city. The Longview Housing Authority administers low-income housing for the community, and the Lower Columbia Community Action Council offers a range of other services for low-income persons. While Longview may participate cooperatively in various activities with other public agencies and entities, none of their operations are a part of the City's reporting entity. Since the City of Longview neither exercises statutory control over nor appoints a majority of the members of the various governing bodies of these agencies, they are not included within the City's budget.

### History of Longview

#### Longview's Beginnings

Longview, Washington, lies on the banks of the Columbia River, seventy-five miles from the Pacific Ocean. Only a few decades ago it was a peaceful valley sparsely populated and teeming with wildlife. This rich valley, surrounded by forests and snow-capped mountain peaks, was first recorded in history when Lewis and Clark in their 1805 western expedition camped at the mouth of what they called the "Cow-elis-kee" River, now known as the Cowlitz River.

#### Monticello Settled

Following the explorers, missionaries and Hudson's Bay Company scouts came and established a trading post near the spot where Lewis and Clark camped. Led by Darby Huntington, the first party of pioneers paddled up the river in 1849 and filed claims on the land that later became part of Longview. Huntington named this settlement "Monticello" in honor of Thomas Jefferson's home in Virginia. A little later, a convention of delegates from the Oregon Territory met here to petition the U.S. government to establish a new territory in the country north of the

Columbia River. The petition was granted and the area became Washington Territory. Monticello was made the seat of Cowlitz County, but the little town was wiped out in a flood in the mid-1800s.

## A Planned City is Built

Officials and engineers of the Long-Bell Lumber Co. came to the Pacific Coast seeking a location for great lumber manufacturing plants and a supply of virgin Douglas fir in southwest Washington. Headquartered in Kansas City, Missouri, Long-Bell was rapidly running out of timber to feed its sawmills in Louisiana and Texas, and a new source was needed, preferably near a deep-water port for export. Because of the ideal location for rail and water, Robert A. Long, chairman of Long-Bell, purchased 14,000 acres of the Columbia River Valley bottom to build a mill site and accompanying town. Surveys revealed that there were miles of deep-water frontage at this point on the Columbia River, and a turning basin which permitted ocean-going vessels to dock under their own power.

Nationally known city planners were commissioned to design a model and modern city adequate not only to immediate but also to future development. Robert A. Long's vision for a "Planned City" was born. A large-scale city plan that could accommodate 50,000 inhabitants was proposed by J.C. Nichols, a planner and close personal friend of Mr. Long. Long agreed and appointed Nichols to assemble a planning team. George Kessler, a well-known city planner, was selected, as was the respected landscape architectural and town planning firm of Hare & Hare. They drafted the actual plans for the new city.

The city's design, representative of the "*city beautiful*" movement, designated residential and commercial districts adjacent to but opposite of the Civic Center. Within the heart of the planned residential district was Fowler's Slough, a marsh that was dredged to create a large, naturalistic park in the Romantic tradition. Today the area is known as Lake Sacajawea and is the focal point of the city. Restrictions were made for property use, as well as designating arterial streets, park areas, a community center, a business district, and manufacturing and industrial locations. The industrial district was platted south of the commercial district nearer the river. Boulevards with wide streets were laid in the fashion patterned after Rome and Paris.

Begun in 1922, most of the construction was completed by 1927. The Long-Bell investment for the timber, mills, and the city's utilities and buildings totaled \$50 million. Many of R.A. Long's contributions to Longview actively survive today.

## 75 Years Strong and Growing

Longview's name is derived from its founding father, Longview was officially dedicated in July 1923, and was incorporated in February of 1924; a municipal government was established. In 1998, the city of Longview celebrated its 75th anniversary and proudly remembered the visionary efforts of Robert Alexander Long.

## Longview Today

The city's population is 35,570, making it the largest city in Cowlitz County. Longview is located at the junction of Interstate 5 and Washington State Highways 4, 411, 432 and 433, approximately 75 miles east of the Pacific Ocean, 128 miles south of Seattle and 41 miles north of Portland, Oregon. The elevation of the city ranges from 12 to 120 feet above sea level.

Ideally situated between Seattle and Portland, Longview offers residents a comfortable small-city lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of big-city amenities.

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Flowering trees line the streets of the Longview, nestled at the confluence of the Cowlitz and Columbia Rivers in southwest Washington. Longview has the distinction of having been named a *Tree City U.S.A.* for more than 20 consecutive years. The Parks and Recreation department maintains over 12,000 trees of many varieties. Longview has strived to preserve its unique history in the midst of modern conveniences, and was once designated a *Main Street* city.

Longview's moderate winters and summers offer year-round enjoyment of the Pacific Northwest's magnificent beauty. Its location makes Longview a perfect vacation headquarters. Visitors can trout or bass fish from a mountain lake, deep-sea fish in the Columbia River, or enjoy beachcombing and storm watching at the Pacific Ocean. Nearby Mount St. Helens is also a popular attraction. Roads and over 70 miles of trails have been built for those wishing to explore the volcanic landscape. Helicopter tours and flights are also available.

Throughout the year, Longview offers major city-wide events for family enjoyment. Our Go-4th celebration is one of the area's largest 4th of July events. The Thunder Mountain Pro Rodeo held in conjunction with the Cowlitz County Fair attracts the finest competition in the country.



## Amenities

- ◆ Access to the I-5 corridor as well as access to Oregon via the Lewis and Clark Bridge over the Columbia River
- ◆ Transcontinental bus service and Amtrak rail service
- ◆ National and international flights out of Portland International Airport; the Longview/Kelso Airport serves small aircraft
- ◆ St. John's Medical Center (PeaceHealth Hospital), eight nursing/retirement homes (with more being built), Hospice Care Center, and Kaiser Permanente medical facility
- ◆ Lower Columbia Community College and a Washington State University branch campus, two high schools, three middle schools, seven elementary schools and specialized education for the disabled

## Points of Interest in the Longview Area

- ◆ *R.A. Long Park* – In the heart of the Civic Center, named for founding father Robert A. Long
- ◆ *Library Grounds* – Beautiful rose garden, giant squirrel memorial, Nutty Narrows Bridge (listed in the Guinness Book of World Records)
- ◆ *Monticello Convention* commemoration – Memorial in R.A. Long Park in the Civic Center
- ◆ *Catlin Cemetery* – Final resting place for many members of the Monticello Convention
- ◆ *Cowlitz County Historical Museum* – In Kelso, our neighboring city, Native American artifacts, quilts, and logging equipment
- ◆ *Lake Sacajawea* – Scenic 3.5 mile walking/jogging path, several playgrounds, home to squirrels, birds, ducks and geese
- ◆ *Historical buildings* – 41 buildings are on the National Register of Historic Places and/or the Longview Register

# City Commissions, Boards, and Committees

The following are the current commissions, boards, and committees on which citizens may serve. In addition, citizens may serve as volunteers or on short-term committees.

## Appeal Board of Adjustment

**APPOINTED BY:** City Manager with City Council confirmation.

**LENGTH OF TERM:** Five years.

**MEETINGS:** Second Tuesday of each month at 4:30 p.m. in the Council Chambers.

**DUTIES:** Issues special property use permits and has the right to determine suitability of alternate new materials/types of construction after public hearing. Authorizes granting of variances from zoning ordinances of the City where compliance is impractical or impossible. Also reviews any interpretation of the provisions of Title 16 or 19 of the Longview Municipal Code made by the building official, and any order, requirement, or decision made by the building official in the application of the specific title provision to any parcel of land and/or structure. Affirms or reverses the interpretation made by the building official, and grants variances and special property use permits. The board's decisions are based upon the records and evidence in each case.

## Citizen's Commission on Salaries for Elected Officials

**APPOINTED BY:** Mayor with City Council confirmation.

**LENGTH OF TERM:** Four years; may not serve more than two terms.

**MEETINGS:** No less than once per year, usually in the fall.

**DUTIES:** Study the relationship of salaries to the duties of members of the City Council and Mayor, and fix the salaries for each respective position.

## Civil Service Commission

**APPOINTED BY:** Mayor.

**LENGTH OF TERM:** Six years.

**MEETINGS:** First Tuesday of each month at 5 p.m. in the Small Conference Room at City Hall.

**DUTIES:** Authorizes and approves recruitments and competitive testing to determine the relative qualifications of persons who seek employment in the Police and Fire Departments, and establishes eligibility and re-employment lists for various classes of positions. May hear appeals of examinations, disciplinary actions, or other matters that may be referred to the Commission. Administers Civil Service rules and regulations according to Title 41-RCW Washington State Law. Approves lists of the most qualified applicants for entrance and promotional exams.

## Consolidated Diking Improvement District #1 Advisory Committee

**APPOINTED BY:** City Manager appoints.

**LENGTH OF TERM:** One-year; no limit on the number of consecutive terms.

**MEETINGS:** Every third Thursday of the month at 6:45 a.m.

**DUTIES:** Learn about Diking District facilities and advise the District's elected supervisors on all aspects of District operations and improvements.

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### Disability Board

**APPOINTED BY:** Two Council representatives are appointed by the Mayor. Fire and Police department representatives are elected by Law Enforcement Officers and Fire Fighters (LEOFF I) members in their respective departments. The Board elects a Member at Large.

**LENGTH OF TERM:** Fire Department representatives are elected in February of even years for two years. Police Department representatives are elected in February of odd years for two-year terms. The Board elects a Member at Large for an indefinite term.

**MEETINGS:** Last Wednesday of each month at 8:30 a.m. in the Small Conference Room at City Hall.

**DUTIES:** Administers State RCWs regarding LEOFF I members. Considers and approves medical bills submitted by LEOFF I members as well as applications for disability retirement together with documentation of disability. Confirms disability with Board physician, places members on disability leave, grants disability retirement, and so advises the State Retirement System and the City's appropriate departments.

### Downtown Advisory Committee

**APPOINTED BY:** City Council.

**LENGTH OF TERM:** Three years with no limitation on re-appointments

**MEETINGS:** Monthly meetings beginning at 8 a.m. at Longview City Hall on the first Monday of the month.

**DUTIES:** Serves as the primary group to recommend steps to implement the strategies and accomplish the goals described in the Longview Downtown Plan. Encourages, conducts, sponsors, or co-sponsors, for the benefit of the city, public programs to further the economic vitality of the Downtown Commerce District area of the city.

### Downtown Parking Advisory Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Appointments are for three years with staggered terms.

**MEETINGS:** Second Monday of the month at 4 p.m. in the Small Conference Room of City Hall.

**DUTIES:** Advisory committee created by the Longview City Council to investigate, study, and make recommendations relative to the need for, use, and limitations of use of off-street and on-street parking facilities serving the commercial and residential areas bounded by 15th Avenue, 11th Avenue, Florida Street, and Vandercook Way, or as amended by request of the City Manager or by vote of the committee. Meets regularly to conduct its activities, and reviews requests for changes in parking regulations and limitations making recommendations to the City Manager.

### Golf Course Advisory Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Two one-year terms and three three-year terms.

**MEETINGS:** Four meetings are held per year at the Recreation Building (2920 Douglas Street).

**DUTIES:** Performs studies and makes recommendations through the Parks and Recreation Director to the City Manager and Council regarding concerns of long-range planning, improvement, and operation of the Mint Valley Golf Course. (Per Resolution No. 1336) As liaison between the golfing public and the department, including the golf maintenance staff, provides feedback regarding department needs and operations.

### Historic Preservation Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Appointments are for a three-year period, with staggered terms.

**MEETINGS:** Fourth Thursday of each month at 6 p.m. in the Small Conference Room at Longview City Hall.

**DUTIES:** Identifies and actively encourages the conservation of the city’s historic resources by initiating and maintaining a register of historic places and reviewing proposed changes to register properties. Raises community awareness of the city’s history and historic resources, and serve as the city’s primary resource in matters of history, historic planning, and preservation. Conducts and maintains a comprehensive inventory of historic resources within the boundaries of the city known as the Longview historic inventory.

## Library Board of Trustees

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Five consecutive years. No appointment shall exceed two full consecutive terms (RCW 27.12.025).

**MEETINGS:** First Monday of each month at 4 p.m. at the Library's Board Room.

**DUTIES:** Represents the Library both to the people of Longview and to the governing officials. Ensures that adequate funds are obtained for good library service, promotes the best possible use of all library resources in the area, improves the existing library, and extends library service to those not previously served.

## Lodging Tax Advisory Committee

**APPOINTED BY:** City Council

**LENGTH OF TERM:** One year.

**MEETINGS:** Prior to Longview City Council's budget meeting.

**DUTIES:** Review outside agency requests and make a recommendation to the City Council as to the expenditure of lodging tax revenues to support these agencies' requests.

## Longview Housing Authority

**APPOINTED BY:** Mayor.

**LENGTH OF TERMS:** Five years.

**MEETINGS:** Fourth Monday of the month at noon at 1207 Commerce Avenue, unless advertised differently.

**DUTIES:** Enacts policies and procedures to be administered by the Executive Director and staff. Reviews and approves financial auditing reports of program activities, offers oversight and direction for the planning of future activities, and provides these services to most of a three-county area — Cowlitz, Pacific and Wahkiakum — excluding the cities of Kelso and Kalama. The mission is to “provide opportunities to people who experience barriers to housing because of income, disability, or special need, in an environment that preserves personal dignity and in a manner that maintains the public trust.” This results in administration of HUD Section 8 rental assistance to low-income residents of the service area, provision of special housing for chronic mentally ill, and other special housing as the need may arise.

## Parks and Recreation Board

**APPOINTED BY:** City Council.

**LENGTH OF TERM:** Three years.

**MEETINGS:** Third Wednesday of each month at 7 p.m. at the Recreation Building (2920 Douglas Street).

**DUTIES:** Performs studies and makes recommendations regarding Longview’s parks and recreation facilities to best meet public needs. Acts as a liaison between the public and the Parks and Recreation Department to provide feedback in regards to department needs and policies.

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### Planning Commission

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Four years.

**MEETINGS:** First Wednesday of each month at 7 p.m. in the Council Chambers.

**DUTIES:** Serves in an advisory capacity to the City Manager and City Council with respect to the best methods of ensuring the growth, development, and expansion of the municipality. May conduct studies, analyses, research, and reports concerning municipal development, expansion, and general welfare made through the office of the Community & Economic Development Director. Holds the required public hearings for amending Title 19 of the Longview Municipal Code. Performs such administrative functions as holding hearings on preliminary plats of proposed subdivisions, and makes recommendations to City Council regarding changes to the Longview Municipal Code, Title 19. The Planning Commission has all the powers and duties as specified in RCW 35A.63.030.

### Sister City Commission

**APPOINTED BY:** City Council.

**LENGTH OF TERM:** Three years.

**MEETINGS:** To be determined.

**DUTIES:** The commission serves as the primary group to process and make recommendations for cultural exchanges with sister cities of the City of Longview, and provide recommendations for activities to further the cultural diversity and or economic relations of the City as it relates to sister cities. The commission encourages, conducts, sponsors or co-sponsors, for the benefit of the citizens of Longview, public programs to further the development and public awareness of, interest in, and furthering of cultural activities between sister cities and the City. The commission is a central body to whom parties interested in cultural activities related to the sister cities may come for information or assistance.

### Stormwater Advisory Committee

**APPOINTED BY:** City Manager.

**LENGTH OF TERM:** Two-years.

**MEETINGS:** Second Wednesday of the month at 4 p.m. in the Planning & Building Conference Room at Longview City Hall.

**DUTIES:** The committee shall serve as the primary group to recommend implementation of the prioritized strategies and goals that are described in Special Condition #5 of the Phase II Municipal Stormwater Permit.

### Visual Arts Commission

**APPOINTED BY:** City Manager

**LENGTH OF TERM:** Three-year terms.

**MEETINGS:** Minimum of quarterly meetings, exact date/time /location to be determined by Arts Commission members and by-laws.

**RESPONSIBILITIES:** All members of the commission have a demonstrated knowledge, interest or expertise in the area of visual arts including artists, sculptors, photographers, collectors, dealers, or teachers of art. Each member of the commission is a resident of the city, or the owner or manager of a licensed business within the city, or possesses a demonstrated interest and/or expertise in the field of visual arts. The commission advises the City Council in connection with the visual artistic development of the Longview area.

## Longview's Mission Statement

It is the mission of the City of Longview to develop and implement strategies that protect and improve the quality of life in our community. In doing so, we strive to deliver services in a cost-effective manner and within an acceptable level of risk.

Our vision of Longview requires forward-thinking leadership that creates an environment for excellence within the organization and promotes inclusiveness within the community.

## Longview 2023: Our Preferred Future

In 1994, the City's strategic plan (*Longview 2023: Our Preferred Future*) was developed to guide City policy and budgeting in an effort to create a "preferred" future for Longview. During that process the City Council recognized that the vision should be flexible and open to change and improvements, and that new possibilities and challenges would emerge over the next 20-plus years.

The *Longview 2023* team summarized the following as vision-critical strategies to achieving a preferred future:

- ◆ Maintain the City in a financially solvent position
- ◆ Infuse and perpetuate the vision beyond election cycles
- ◆ Communicate the vision
- ◆ Strengthen the City's commitment to a proactive role in area economic development
- ◆ Preserve riverfront areas for multiple uses, including public/private development
- ◆ Engage the City of Longview in regional efforts to establish seamless, multi-modal, regional transportation systems that will include access to high-speed rail, ground, and air transportation and an integrated system of bike paths and routes
- ◆ Celebrate the high quality of life in Longview and Cowlitz County



## Council's Strategic Initiatives

Each year during the Council's planning retreat, *Longview 2023* is reviewed, and goals and objectives are set based on this vision. Council has identified 15 specific initiatives to achieve over the next three to five years. Council's 2007-2012 goals are aligned with the key elements of *Longview 2023: Our Preferred Future* on the next several pages.



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## Community Character & Spirit

*Longview will be a city with a spirit of volunteerism and unity. We will have a reputation as a great place to live, raise children and a great community in which to retire. Our community will be characterized by a quality environment and preparedness for the future. It will be a truly healthy community, with excellent services, reduced crime, and a sense of unity, pride, and celebration.*

| Initiative  | Strategy for accomplishing  |
|---|---|
| ✓ Provide increased support in the Highlands area | <ul style="list-style-type: none"> <li>• Improve appearance and quality of life in the Highlands area</li> </ul>  |
| ✓ Create a “sustainable” positive Longview image  | <ul style="list-style-type: none"> <li>• Partner with community to develop and validate a positive Longview image</li> <li>• City staff and Council will be “positive” community ambassadors (walk the talk)</li> <li>• Identify a brand and image for the city</li> <li>• Beautify the City’s infrastructure (entryways, streetscapes, way-finding signs, etc.)</li> </ul> |
| ✓ Promote a healthy community                     | <ul style="list-style-type: none"> <li>• Provide a responsive Employee Wellness Program</li> <li>• Actively participate in Pathways 2020 initiatives</li> </ul>   |



## Physical Environment & Structure

*Longview will continue to be an attractive, carefully planned, and well-maintained city. It will feature green, tree-lined streets, parks, bike paths, and river access. There will be quality, affordable housing.*

| Initiative   | Strategy for accomplishing   |
|--|--|
| ✓ Address the crime problem  | <ul style="list-style-type: none"> <li>• Longview crime rate less than or equal to per capita state benchmark</li> <li>• Develop, validate, and nurture a community feeling of safety</li> </ul>   |
| ✓ Support and proactively respond to current and future utility and infrastructure needs | <ul style="list-style-type: none"> <li>• Improve the water supply system</li> <li>• Improve the wastewater collection and treatment system</li> <li>• Develop a storm water management system</li> <li>• Provide and upgrade City buildings to support services into the future</li> </ul> |
| ✓ Support sustainable, managed growth  | <ul style="list-style-type: none"> <li>• Expand city limits and adjust planning area and utility service area boundaries in a logical manner</li> <li>• Review and update the City's annexation policy</li> </ul>  |
| ✓ Maintain and improve the City’s transportation system                                  | <ul style="list-style-type: none"> <li>• Improve conditions for vehicle, transit, bicycle, and pedestrian mobility</li> <li>• Improve traffic and freight mobility along SR 432 corridor</li> <li>• Pavement restoration, repair, and improvements</li> </ul>                              |
| ✓ Encourage the reduction of the “carborn footprint” in the community                    | <ul style="list-style-type: none"> <li>• Implement environmentally friendly and sustainable infrastructure construction and maintenance practices</li> <li>• Improve community solid waste reduction and recycling programs</li> </ul>   |
| ✓ Facilitate the preservation of existing neighborhoods                                  | <ul style="list-style-type: none"> <li>• Mitigate the impacts of growth on the City’s infrastructure</li> </ul>  |



## Vital Economy

*Longview in 2023 will be a vibrant regional economic center. Support for traditional industries and health care services, a strengthened port, and flourishing new industries will result from an environment that welcomes business. Tourism, improved productivity, and paperless business transactions through the use of applied technology reflect change and growth. A vital downtown that is safe, inviting, and historic will complement the entire region.*

### Initiative

### Strategy for accomplishing

✓ Create a financially strong diversified economy

- Actively partner and collaborate with Weyerhaeuser Real Estate Development Co., Cowlitz Economic Development Council, and Washington State Department of Community, Trade & Economic Development for marketing of the Mint Farm Industrial Park (MFIP)
- Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at MFIP
- Complete infrastructure development of MFIP
- Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/ industrial development opportunities

✓ Continue effective financial management of the City

- Our budget will support our initiatives
- Use performance management for decision-making

✓ Increase the vitality of downtown Longview

- Make downtown active, attractive, economically strong, and safe



## Educational & Cultural Opportunities

*A wide variety of arts will be available in Longview. An increased appreciation of other cultures and a successful learning community will develop. Progressive cooperation will exist among governments, schools, a local four-year college, and businesses.*

### Initiative

### Strategy for accomplishing

✓ Enhance parks, recreation, and cultural activities and facilities

- Enhance parks and green space
- Create access to recreation facilities that are currently not available or are insufficient in the community
- Enhance cultural opportunities for the performing arts
- Develop long-term strategy for Japanese sister city relationship

✓ Promote a successful learning community

- Expand opportunities for continuing education beyond K-12
- Expand opportunities for life-long learning and adult literacy (Project Read)
- Increase our multi-lingual and multi-cultural communication skills

# Reader's Guide to the Budget



## Regional Cooperation

*Longview will participate in regional planning for growth, transportation, utilities, communications, public safety, and meeting youth and family needs.*

### Initiative

✓ Seek opportunities for funding and support of policies that will enhance the quality of life for Longview residents

### Strategy for accomplishing

- Continue active federal and state legislative advocacy
- Enhance housing goals for CDBG/HOME program

