

# Citizen Assessments

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## Categories (Questions 1,2,3,5):

Economy/Employment/Industry/Business  
Mint Farm/Port  
Growth & Development  
Taxation/Budget/\$s  
Vision  
Community  
Downtown  
Casino  
Columbia Theatre  
Youth  
Schools  
Council/City representation  
City Services/Staff  
Public Safety  
Parks & Recreation  
Infrastructure  
Transportation  
Regional Cooperation  
Consolidation  
Communication  
Miscellaneous

## Categories (Question 4):

Set law/policy/legislative  
Management of City of Longview  
Feedback/Communication/Sounding Board  
Community Assistance  
Goals/Vision Setters  
Performance  
Miscellaneous

# 1. What do you see as the top two issues facing Longview in 2003/2004?

Employment/Economy/Industry/Business	
	<ul style="list-style-type: none"> <li>• Lack of jobs and increase business in the area. Feel the Mint Farm is a flop – how are they going to pay for it? Jobs across the board don't need to be family-wage jobs. We need all jobs from entry-level to family-wage jobs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jobs – we have a lot of people unemployed or with low-paying jobs.</li> <li>• Jobs → sales Council's working hard to address teen needs but more to be done – alcoholism, taxes – utilities</li> <li>• Be careful how we get jobs – Mint Farm an expensive venture, cost us \$, hasn't panned out</li> <li>• Was first industrial park as risky a venture?</li> <li>• Remember the small business/shops.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jobs – employment, economic development, downtown, small business support – incentive programs for small businesses</li> <li>• Attracting business that will offer good paying jobs</li> <li>• Jobs – education – business support</li> <li>• Unemployment – future</li> <li>• Unemployment/job creation, future growth – Longview/Kelso/County work together</li> <li>• Economic development/stop business closings (loss of jobs), develop more activity outlets for young people.</li> <li>• County focuses on business industry – 2 weeks ago the L&amp;I rates increasing</li> <li>• Lack of jobs, high unemployment</li> </ul>
	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Employment. Took Fibre out of high school, not available for kids now. Need to improve employment.</li> <li>• Employment. Run city effectively with less monies, same as families in area. Real jobs with real futures. Active role partnership with EDC. Bring in more businesses. Attract four-year college.</li> <li>• Economic diversification in long-run. Cowlitz County highest based on mfg. employment, ? going downward. Don't depend on one or two big industries – must diversify. Don't end up like Aberdeen.</li> <li>• Jobs</li> </ul>
	<ul style="list-style-type: none"> <li>• Get jobs in the Mint Farm. Also, get something on Tennant Way.</li> </ul>
	<ul style="list-style-type: none"> <li>• Employment – highest unemployment in Washington. City-level something is not right.</li> <li>• Unemployment – those that are LCC. LCC needs and expansion. The mall is sitting there with nothing happening.</li> <li>• Unemployment – college situation waiting lines to get into schools. A lot of money going to Clark. LCC needs more Tech Schools, more classrooms, more teachers.</li> <li>• Unemployment – look at our community, large businesses have closed doors, retraining, more school space.</li> <li>• Unemployment – discouraged – depressed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Unemployment.</li> <li>• Unemployment – more expansion for school.</li> </ul>
	<ul style="list-style-type: none"> <li>• Job cuts.</li> <li>• Be careful about what we bring to town and what we having to give away in order to get business/industry.</li> <li>• Society based on greed and rich getting richer. A lot of slumlords in Highland district. Economy being low forces landlords to rent to anyone with heartbeat or they lose their property. The circle goes on – owners should take pride in property. Could we tax landlords, or City “take” property? Or, do we give incentives to fix up such as tarps on roof. We have a high poverty rate for our population.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Too much focus on Mint Farm and not enough focus on entire community assets (portfolio).</i></li> <li>• <i>Employment – crime. Think they go hand in hand. Council should focus on trying to get people back to work. The industry closures have affected all of us. Someone needs to take the lead in trying to get those employees back to work.</i></li> <li>• <i>Cost of power – Mirant would help. The capital investment that has been made is an opportunity for someone to buy the company at quite a deal – turn it into a profitable business then buy Reynolds and get employees back to work. Trickle down effect for all of us in Longview.</i></li> <li>• <i>Settle property tax issues – or help the City (or County wherever it is located). Longview Daily News did an article on a county that bought a business in Pittsburg and how employees turned it around by taking wage cuts – incentive pay was built into their pay which drove them to do their best. If employees concede some of the wages they could do better. Maybe the Union mentality hindered their ability to be profitable. Contract restrictions on who can do what work was a productivity killer. Trade issues created a problem i.e., pipefitters did welding/cutting work while millwrights sat around millwrights wanted to help but the contracts restricted them. Philosophically the idea could work.</i></li> <li>• <i>City has an interest in collecting the property tax revenue for business at the Mint Farm. Not sure what role the City takes in that. Can they do more tax cuts/incentives to attract businesses?</i></li> </ul>

Mint Farm/Port	
	<ul style="list-style-type: none"> <li>• Is Mint Farm competing with private developing?</li> </ul>
	<ul style="list-style-type: none"> <li>• Get jobs in the Mint Farm. Also, get something on Tennant Way.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Too much focus on Mint Farm and not enough focus on entire community assets (portfolio).</i></li> <li>• <i>City has an interest in collecting the property tax revenue for business at the Mint Farm. Not sure what role the City takes in that. Can they do more tax cuts/incentives to attract businesses?</i></li> <li>• <i>Take advantage of Port asset.</i></li> </ul>

Growth and Development	
	<ul style="list-style-type: none"> <li>• Population doesn't live near downtown anymore.</li> </ul>
	<ul style="list-style-type: none"> <li>• Triangle Mall</li> <li>• Triangle Mall. More proactive, partnership with college, community center in that area – opportunity to create center, include teen center.</li> </ul>
	<ul style="list-style-type: none"> <li>• Expand above idea. Revitalize all downtown areas. Add landscaping to medium strips, improve signage, promote the entire commercial areas. Has downtown gotten special treatment due to Squeaky Wheel.</li> </ul>
	<ul style="list-style-type: none"> <li>• More of an open area.</li> </ul>
	<ul style="list-style-type: none"> <li>• Feeling Longview is becoming a bedroom community – a lot of folks working outside area and commuting. What happens when Longview becomes a bedroom community.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>I-5 corridor growth and its impact.</i></li> </ul>

Taxation/Budget/\$s	
	<ul style="list-style-type: none"> <li>• Budget probably is a lot more trouble than they are letting on to. The economy is so bad, how can they be doing OK? Saw budget director's statement in the paper. If they are projecting a reduction in revenues shouldn't they be planning for that now? (and cutting back?).</li> </ul>
	<ul style="list-style-type: none"> <li>• Funding: We are faced with casino because of funding with their problem – a challenge to quality of life downtown (don't see it as morality)</li> <li>• Where did the increase in the utility tax go?</li> <li>• Always more \$ in the budget, never less.</li> </ul>
	<ul style="list-style-type: none"> <li>• SB – 45 employee in Rainier/chose Rainier; 2% to B&amp;O; taxation – mixed</li> <li>• Real estate – sees decrease, sales – 2% increase</li> <li>• (Mary Chilson – written comments) - Even though the much-maligned and much-publicized administrator raises are not a significant part of the city's budget, the council should explore with staff possible changes in the manner in which non-union staff raises are determined. Simply comparing salaries in similar-sized cities does not consider the differences in economic conditions and average wages of the general population in these cities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Budget restraints. Be careful where we spend dollars. Difficult to maintain status quo.</li> </ul>
	<ul style="list-style-type: none"> <li>• Erosion of monies coming back to the cities has dried up. Nothing can be done without money. Need to stabilize the income streams.</li> </ul>
	<ul style="list-style-type: none"> <li>• Budget cuts.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Settle property tax issues – or help the City (or County wherever it is located). Longview Daily News did an article on a county that bought a business in Pittsburg and how employees turned it around by taking wage cuts – incentive pay was built into their pay which drove them to do their best. If employees concede some of the wages they could do better. Maybe the Union mentality hindered their ability to be profitable. Contract restrictions on who can do what work was a productivity killer. Trade issues created a problem i.e., pipefitters did</i></li> </ul>

Dennis Weber	Ramona Leber	Ron DiRe-Day	Kurt Anagnostou	Mark McCrady	Don Jensen	Susan Stockard	Citizens at large/other
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welding/cutting work while millwrights sat around millwrights wanted to help but the contracts restricted them. Philosophically the idea could work.

- City has an interest in collecting the property tax revenue for business at the Mint Farm. Not sure what role the City takes in that. Can they do more tax cuts/incentives to attract businesses?
- Could the City make money off the casino parking? The Council never should have reduced their tax rate. They are not going to leave. They should pay a higher rate due to impact on public safety and parking spaces. Business world higher experience rate (insurance claims etc.) results in higher payment.

Community	
	<ul style="list-style-type: none"> <li>• Longview a great place to live – there is no discrepancy between homes for low-income – haves &amp; have-nots.</li> <li>• There may be more crucial issues, but embracing diversity is very important. Helps livability – Council can have events and celebrations – set the tone welcoming. ESC needs to be supported. Will employees find Longview welcoming to all workers?</li> </ul>
	<ul style="list-style-type: none"> <li>• (Attraction of older age group, need to attract 20-30 year olds</li> <li>• Mary Chilson – written comments) - The members of the city council must also be commended for their patience and enthusiasm for ongoing Shay restoration project. I expect that project to eventually be a tourism generation vehicle, without significantly impacting the city’s budget.</li> </ul>
	<ul style="list-style-type: none"> <li>• Low-income housing</li> <li>• Low-income housing</li> <li>• Keep the identity of Longview it’s a gem. Talk with people outside. We are above average.</li> </ul>
	<ul style="list-style-type: none"> <li>• Entertainment.</li> <li>• Speakers/Entertainment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Society based on greed and rich getting richer. A lot of slumlords in Highland district. Economy being low forces landlords to rent to anyone with heartbeat or they lose their property. The circle goes on – owners should take pride in property. Could we tax landlords, or City “take” property? Or, do we give incentives to fix up such as tarps on roof. We have a high poverty rate for our population.</li> </ul>

Downtown	
	<ul style="list-style-type: none"> <li>• Attract businesses for women and children in the downtown area – shoes &amp; clothing stores. People want to stay here to shop and not have to go to Kelso.</li> </ul>
	<ul style="list-style-type: none"> <li>• Funding: We are faced with casino because of funding with their problem – a challenge to quality of life downtown (don't see it as morality)</li> <li>• Hopefully, the Mint Farm is being marketed.</li> <li>• Population doesn't live near downtown anymore.</li> <li>• Have retail climate be friendly.</li> <li>• Convert retail to professional?</li> <li>• Trying to keep businesses – fill the ghost town.</li> </ul>
	<ul style="list-style-type: none"> <li>• Employers _____ - decreased quality of life, not enough choices</li> <li>• (Mary Chilson – written comments) - The city staff and administration have continued to improve communication and participation in downtown issues. Their work with the DAC (Downtown Advisory Committee) has been time-consuming but productive. That vehicle will continue to roll along, gathering good will and economic benefits for the downtown. The downtown community appreciates the city's commitment to provide city staff (in particular, Tom Baylis) as a contact person who tries very hard to get questions answered, gather research, and facilitate improvements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop the Mint Farm – bring in more business</li> <li>• Employment – downtown core area historic, hurting, becoming a mess, don't lose it. Economic Zone – incentives/tax-free zone.</li> </ul>
	<ul style="list-style-type: none"> <li>• Development of downtown Longview</li> </ul>
	<ul style="list-style-type: none"> <li>• Revitalization of downtown.</li> <li>• Revitalizing the downtown area – doesn't have that quaint feel. Trees, more activities held on the streets downtown.</li> <li>• Downtown buildings – put them more together, not spread out so much.</li> <li>• Other cities – show and shine car show, craft fairs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Downtown, keep it alive. Key area, getting businesses downtown area.</li> <li>• We have a lot of advantages in location, but why shop downtown here? Big stores are outside areas. Maybe Triangle could be approached and move to downtown instead of leaving altogether. Pawn shops/thrift stores are an embarrassment.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Senior Center parking awful due to the casino.</i></li> <li>• <i>Could the City make money off the casino parking? The Council never should have reduced their tax rate. They are not going to leave. They should pay a higher rate due to impact on public safety and parking spaces. Business world higher experience rate (insurance claims etc.) results in higher payment.</i></li> </ul>

Casino	
	<ul style="list-style-type: none"> <li>• Funding: We are faced with casino because of funding with their problem – a challenge to quality of life downtown (don't see it as morality)</li> <li>• Don't cut casino taxes. Could cut police calls.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Senior Center parking awful due to the casino.</i></li> <li>• <i>Could the City make money off the casino parking? The Council never should have reduced their tax rate. They are not going to leave. They should pay a higher rate due to impact on public safety and parking spaces. Business world higher experience rate (insurance claims etc.) results in higher payment.</i></li> </ul>

Columbia Theatre	
	<ul style="list-style-type: none"> <li>• Theater needs help</li> </ul>

Youth	
	<ul style="list-style-type: none"> <li>• Council's working hard to address teen needs but more to be done – alcoholism and drugs – activities – lack of discipline in schools problems.</li> </ul>
	<ul style="list-style-type: none"> <li>• Recreation for kids.</li> </ul>
	<ul style="list-style-type: none"> <li>• Youth look to PDX for entertainment</li> <li>• Drug Problems – SSDD</li> </ul>
	<ul style="list-style-type: none"> <li>• Need Action – something for the kids (fun center)</li> <li>• Something for the kids. Cruising?</li> <li>• Triangle Mall. More proactive, partnership with college, community center in that area – opportunity to create center, include teen center.</li> <li>• City seems anti-kid. Want kids to have an opportunity, have fun, etc. --- just not in our back yard. That attitude should change.</li> <li>• ? structure already in place need to expand. Basketball facilities.</li> <li>• Lot of kids have no interest in sports. Need facilities. We have outlawed hanging out in Longview, kids should be allowed to hang out. We have lots of buildings. Create a teen center. Take advantage of vacancies.</li> <li>• Not job of city to entertain or amuse kids. Things ? to improve – facilitate other groups but not a top goal of city.</li> </ul>
	<ul style="list-style-type: none"> <li>• After school activities – teen programs.</li> <li>• Teen centers (Meyer-Helig Building – ½ senior center, ½ youth center).</li> </ul>

	<ul style="list-style-type: none"> <li>• Very high dropout rate in our schools, administration says 6-9% which is not felt to be accurate. Workably good graduation rate from 9th to 12th grade is 70% dropout, only 30% graduate. If population is stable we would have equal move-in to move-out rate. City could partner with school district. Use City resources such as ballparks, golf course, tennis courts, should have programs for disadvantaged kids. CUBS bus, use senior project time for disadvantaged student activities in parks, etc. Kids involved in extracurricular have better values.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Not enough organized things for kids. Need additional activities – kids being left out.</i></li> <li>• <i>Kids need to be able to create opportunities – need someplace to play.</i></li> </ul>

Schools	
	<ul style="list-style-type: none"> <li>• Expanded programs at LCC. Don't need another mall.</li> <li>• Head Start</li> </ul>
	<ul style="list-style-type: none"> <li>• Very high dropout rate in our schools, administration says 6-9% which is not felt to be accurate. Workably good graduation rate from 9th to 12th grade is 70% dropout, only 30% graduate. If population is stable we would have equal move-in to move-out rate. City could partner with school district. Use City resources such as ballparks, golf course, tennis courts, should have programs for disadvantaged kids. CUBS bus, use senior project time for disadvantaged student activities in parks, etc. Kids involved in extracurricular have better values.</li> <li>• Schools (funding cuts for education, not moving forward)</li> <li>• Free and reduced lunches at St. Helens for example 95% qualify for reduced lunches. We have poor schools and rich schools. They should be mixed up somewhat. CVG 1 in 5 qualify.</li> </ul>

### City Services/Staff

	<ul style="list-style-type: none"> <li>• Privatize services – all for privatization.</li> <li>• How to provide the same or more service for the same or less money.</li> </ul>
	<ul style="list-style-type: none"> <li>• Reward. Cooperative employees – perception of public that majority are helpful. Keep it up. Improvements</li> <li>• (Mary Chilson – written comments) - There has been good progress and improvement in the police department's relations with downtown and other parts of the city. Standouts are the safety improvements in downtown and the Archie Anderson Park area. The Downtown Commerce Zone has also enjoyed significant improvements in safety, parking and police participation and cooperation. Staffing and training improvements have resulted in consistently better listening skills, correcting mistakes without hassle, and giving bad news nicely.</li> <li>• (Mary Chilson – written comments) - The city staff and administration have continued to improve communication and participation in downtown issues. Their work with the DAC (Downtown Advisory Committee) has been time-consuming but productive. That vehicle will continue to roll along, gathering good will and economic benefits for the downtown. The downtown community appreciates the city's commitment to provide city staff (in particular, Tom Baylis) as a contact person who tries very hard to get questions answered, gather research, and facilitate improvements.</li> <li>• (Mary Chilson – written comments) - The city should address the problem of perceived (and actual) inequity in the billing of utilities. The rates should reflect costs for each of the ratepayers, rather than some ratepayers paying via meter/tipping fees as well as upcharges per unit.</li> </ul>
	<ul style="list-style-type: none"> <li>• Cost of service delivery increasing exponentially, it will not stop.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>City is ignoring solid waste issue by allowing solid waste transfer station which is resulting in higher solid waste fees.</i></li> <li>• <i>Landfill – make sure they know what they have.</i></li> </ul>

### Council/City Representation

	<ul style="list-style-type: none"> <li>• We need more action, no more studies!</li> <li>• Metro government</li> </ul>
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**Public Safety**

	<ul style="list-style-type: none"> <li>• Crime &amp; drugs.</li> <li>• Alcohol and drug abuse worse because of economy – seen on ER – affects livability. People leave – increases crime. Really escalated – Daily News reports more meth than alcohol, both drugs. We rank high as a County.</li> </ul>
	<ul style="list-style-type: none"> <li>• (Mary Chilson – written comments) - There has been good progress and improvement in the police department’s relations with downtown and other parts of the city. Standouts are the safety improvements in downtown and the Archie Anderson Park area. The Downtown Commerce Zone has also enjoyed significant improvements in safety, parking and police participation and cooperation. Staffing and training improvements have resulted in consistently better listening skills, correcting mistakes without hassle, and giving bad news nicely.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jail issue – public safety. Expand capacity</li> </ul>
	<ul style="list-style-type: none"> <li>• Safe streets – safe areas, don’t want a place where muggings happen.</li> </ul>
	<ul style="list-style-type: none"> <li>• Crime.</li> <li>• Personal safety and crime as well as property safety. Live by lake and a lot of breakins, alley ways are being cased. Longview no longer feels safe. Police do excellent job, but force is to thin to get growing crime in check. We do not want to look like downtown Portland with vagrancy problem growing, where are we headed in 20 years? LA?</li> <li>• Vagrants are city’s most expensive problems since once they are arrested city assumes all financial responsibility for them. (as related by Mark McCrady).</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Escalating public defense/criminal.</i></li> <li>• <i>Employment – crime. Think they go hand in hand. Council should focus on trying to get people back to work. The industry closures have affected all of us. Someone needs to take the lead in trying to get those employees back to work.</i></li> </ul>

**Infrastructure**

	<ul style="list-style-type: none"> <li>• Infrastructure -- side issue infrastructure must be maintained.</li> </ul>
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**Transportation**

	<ul style="list-style-type: none"> <li>• City transit is horrible – Vancouver and Portland are so much better.</li> </ul>
	<ul style="list-style-type: none"> <li>• Metro good. More proactive. Join forces with Kelso, save money.</li> </ul>
	<ul style="list-style-type: none"> <li>• Transportation issues need to be addressed. This includes bike, walking path. The lack of streets in some areas and a perceived lack of cooperation between local agencies is a concern. Transportation issues also seem to be holding back Mint Farm development.</li> </ul>
	<ul style="list-style-type: none"> <li>• Parking – shuttle buses.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Traffic congestion – now and future.</i></li> </ul>

## Regional Cooperation

- Triangle Mall. More proactive, partnership with college, community center in that area – opportunity to create center, include teen center.
- *Too much fragmentation and not enough coordination for economic development between cities/ports.*

## Consolidation

- Everything can be fixed by merging Longview & Kelso – appreciate the history, but greater population would bring bigger business. Who would be the boss? Think about the greater need. Find a name. Not the perfect solution. It will hurt, but we need to do it. If we merge, the jobs will come because of change of demographics. Don't have the heavy industry anymore.
- Look at consolidation

## Communication

- Cable TV – Adelphia stinks. Remove them or get competition

## Miscellaneous

- Short-term?

Dennis  
Weber

Ramona  
Leber

Ron  
DiRe-Day

Kurt  
Anagnostou

Mark  
McCrary

Don  
Jensen

Susan  
Stockard

Citizens at  
large/other

## 2. How are we, as a Council, doing on these issues?

Employment/Economy/Industry/Business	
	<ul style="list-style-type: none"> <li>• EDC director has tough job – Tap managers also job recruitment</li> </ul>
	<ul style="list-style-type: none"> <li>• How does unemployment rate breakdown by sector, i.e., how much of the rate is due to Reynolds, etc.</li> <li>• State level needs to create a better climate for business. There are some incentives, but they reduce revenues. Is that OK?</li> </ul>
	<ul style="list-style-type: none"> <li>• Economy Taxation/good work so far/trying</li> </ul>
	<ul style="list-style-type: none"> <li>• Unemployment, more expansion for school.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Employment – how can we tell how they are doing on this? What can they do – we don't know? If you look at unemployment in the area we aren't doing very well. Can they give them incentives?</i></li> <li>• <i>Do they work well with Ted Sprague.</i></li> <li>• <i>Need to make it easier for big business to come to town</i></li> </ul>

Mint Farm/Port	
	<ul style="list-style-type: none"> <li>• Mint Farm was a big risk. In hindsight ... ?</li> </ul>

Growth & Development	
	<ul style="list-style-type: none"> <li>• Chicken plant in Kelso. Accommodations to come here though sewer/water not adequate. We gave away a lot to get them here, then problems. Be selective.</li> <li>• Economic Development – be careful about incentives to bring in business.</li> </ul>
	<ul style="list-style-type: none"> <li>• Economic development seems helter skelter, port, city, CEDC. Need a unified effort.</li> <li>• Growth Management Act is a good thing Forces you to plan long term.</li> <li>• Vision needs to include growth, Walmart and Target add growth but not wealth. We need to businesses that add value to their products. This adds wealth.</li> <li>• Vision includes facilitation of economic development.</li> </ul>
	<ul style="list-style-type: none"> <li>• Light manufacturing side – look outside the boundaries. Fibre/Pacific Fibre. Help current businesses. Why is city not going to the current businesses. Work with helping current businesses. Do businesses go to Council meetings.</li> </ul>

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## Taxation/Budget/\$s

	<ul style="list-style-type: none"> <li>• Why isn't City budget run like family – when \$\$ short families cut back.</li> <li>• Budget is not being pared back – why are the top employees getting raises By these tough times why are we setting this type of example. Council doesn't ask enough questions. You are the watchdogs. How can you trust revenue forecasts?</li> </ul>
	<ul style="list-style-type: none"> <li>• Economy Taxation/good work so far/trying</li> </ul>
	<ul style="list-style-type: none"> <li>• People make it obvious, no fees. Council doing well trying to constrain budget. Need to keep going. Don't do what County did – no pay increases in this time. Hold salaries steady. Don't lay off cops. City Manager raise, surprised at amount.</li> <li>• Dealing with budget constraints. Reward system for people saving money. Empire building instead of empire shrinking. We are out of money, give us more instead of we did spend ?.</li> <li>• Grant pay increase then lay off.</li> <li>• City hasn't met the crunch yet.</li> <li>• City Manager pay raise.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>They fell down on these issues. Using Kelso as the benchmark (for gambling tax rates) wasn't appropriate. Should have analyzed capital investment that had been made in the location. They were bluffing – we should have called their bluff. They are gamblers – bluffing is what they do. There is a cost to the city in letting them do business here, they should pay for their services.</i></li> <li>• <i>Reprioritize expenditures.</i></li> </ul>

## Vision

	<ul style="list-style-type: none"> <li>• Council needs to keep the vision in the public eye and stay focused on the goals.</li> <li>• Vision needs to include growth, Walmart and Target add growth but not wealth. We need to businesses that add value to their products. This adds wealth.</li> <li>• Vision includes facilitation of economic development.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Short sightedness, need 10-year big picture – too many egos!</i></li> </ul>

## Community

	<ul style="list-style-type: none"> <li>• A lot of volunteers – makes the differences</li> </ul>
	<ul style="list-style-type: none"> <li>• We are leading the state in the bad areas (Pathways Report Card)</li> <li>• Longview is diverse, something for everybody.</li> </ul>
	<ul style="list-style-type: none"> <li>• Convention center – what is the City going to do - \$600,000. County is still going to build (\$100,000 loss) (maybe?). Hotels/motels are all in Kelso. County \$80,000 wanted the City. Convention center – dual purpose – Rec. center.</li> </ul>
	<ul style="list-style-type: none"> <li>• One of beauties of Longview is/was the easy pace and opportunity to participate and to do (sports, etc.). Family values were a draw.</li> </ul>

Downtown	
	<ul style="list-style-type: none"> <li>• Working with downtowners.</li> </ul>
	<ul style="list-style-type: none"> <li>• Don't try to legislate business out of business, but don't give them concession after concession.</li> </ul>
	<ul style="list-style-type: none"> <li>• Signs are working</li> </ul>

Casino	
	<ul style="list-style-type: none"> <li>• If no casino? No church? No liquor store?</li> <li>• Casino doesn't blend in and spreads out. Brings an unsuitable element to town. Move it out onto Tennant Way. Need safeguards.</li> </ul>
	<ul style="list-style-type: none"> <li>• Casino makes us very unhappy, having children would really like to see it gone. City is probably dependent on dollars, also should not have allowed pawn shops or churches to be downtown. Landlords should have been forced to remain empty until viable business was available. Casino does bring money in, some think it's OK, it provides entertainment.</li> </ul>

Columbia Theatre	
	<ul style="list-style-type: none"> <li>• Council has been good to the theater – take care of it.</li> <li>• How many council members participate in the Theater activities?</li> <li>• Council members should visit and see their investments. Buy season tickets at the theater.</li> </ul>

Youth	
	<ul style="list-style-type: none"> <li>• Teen Council been great. Nice to see them here tonight.</li> </ul>
	<ul style="list-style-type: none"> <li>• Kids don't come first. Kids commit for just a short time and then they are gone.</li> <li>• We were content to drive up and down Commerce. We policed ourselves and didn't damage property.</li> <li>• Teen Center won't solve all the problems. Organized youth activities attract the wrong element.</li> <li>• Council includes kids (LTC) keep it going. Let them know they have input.</li> </ul>
	<ul style="list-style-type: none"> <li>• After school activities – Council is not doing a very good job. Kids don't want to hang out at school/after school. On-going problem. More than just one hangout – Mint Valley. Mt. Solo as a park – portions of Mt. Solo, turn it into trails and a park. Lake, 4th of July was packed. Mint Valley Golf Course. Willow Grove bike paths. Pocket park over by Charlies.</li> </ul>
	<ul style="list-style-type: none"> <li>• We need something for teens and young adults to do.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Hard to access youth programs.</i></li> </ul>

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Schools	
	<ul style="list-style-type: none"> <li>• Business about to send people to school locally – need a four-year college. It will bring people back to this community. We have a brain drain. Business huge question – do you have a four-year college? Students need opportunity to visit businesses. Job shadowing, community service, habitat experience for kids.</li> <li>• Attract a four-year college.</li> </ul>
	<ul style="list-style-type: none"> <li>• Schools – are they seeking more classrooms. BA/WSU, not Masters. Would like to see Master’s program. LCC should be four year.</li> </ul>

Council/City Representation	
	<ul style="list-style-type: none"> <li>• Trying to balance their needs with community.</li> <li>• Does good job of listening to public?</li> </ul>
	<ul style="list-style-type: none"> <li>• Pretty happy with City Council. It’s a tough job. Takes courage.</li> <li>• Government is designed to move slowly, but let’s speed it up.</li> <li>• Got to face the tough issues.</li> <li>• What we are doing now isn’t working.</li> <li>• City Council does the best it can – decisions are made without malice.</li> <li>• If you own it, take care of it.</li> <li>• I have confidence in the City Council to do their job.</li> </ul>
	<ul style="list-style-type: none"> <li>• Proactive engagement could be improved.</li> <li>• Council aware of the problem and responding well.</li> <li>• We are still dealing with the same issues that we were 20 years ago.</li> </ul>
	<ul style="list-style-type: none"> <li>• I don’t think Council is doing a great job but it’s probably due to lack of \$\$.</li> <li>• There are problems the Council probably cannot fix – social ills – are they Council’s job?</li> <li>• Not sure what Council’s supposed to do.</li> <li>• Council does a great job as a whole with their limited resources. They listen to public who brings issues to them and deal to best of ability.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Hard to please everybody.</i></li> <li>• <i>Council might not be moving fast enough.</i></li> <li>• <i>Partly our fault (not knowing how they are doing) for not being up to speed. We get busy and can’t read everything.</i></li> <li>• <i>Not great, at least by public perception.</i></li> </ul>

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City Services/Staff	
	<ul style="list-style-type: none"> <li>• Privatize garbage collection. What about parks maintenance being bid out. Could quality be kept for left? Duplicate garbage experience.</li> <li>• Garbage is still too expensive, though.</li> </ul>
	<ul style="list-style-type: none"> <li>• Friendly, helpful, good atmosphere of municipal service providers</li> <li>• Weakness – not scrutinizing/holding administrators to explanations – to cover ___ and ability to answer questions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Service delivery in spite of initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>• Council needs vision and inspiration for their department heads. Needs to lead by example.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Doing a good job with workload demands placed on City.</i></li> </ul>

Public Safety	
	<ul style="list-style-type: none"> <li>• We are floundering on issue of drug/alcohol issues: 1) School officers 2) Drug education 3) Let parents do screening on own kids 4) Broken families continue to be a problem</li> <li>• Police Chief is always available to answer questions about police. Bob's done a lot of cost-effective changes. Non-officers doing staff work, more officers on beat.</li> </ul>
	<ul style="list-style-type: none"> <li>• Safety – Police/court systems – do support.</li> </ul>
	<ul style="list-style-type: none"> <li>• Crime on increase, up 30% last years. Citizens are vulnerable, especially elderly. Address it in a positive way and slow crime, but we can't jail them so what brings them here is knowing there is "no room at the inn." Property and crime generally go together. Juvenile repeat offenses, home away from home!! Others feel is not a place they want to go back too, it's pretty restrictive.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Crime is on the rise – unemployed, idle time. Judge spoke at Rotary, says he is really scared. Look to Oregon- Washington is only three years away from what they are experiencing. Lack of funds impacts our justice system, can't keep them in jail so they are letting people go with only a ticket. No disincentive to not break the law. What happened to three strikes, you're out? Cutting taxes, i.e. Cadillac Ranch, more volunteers in Police reserves. Doesn't seem like they are addressing it? Hard to tell are they looking for funding resources? Do they have someone at the City that seeks out grant monies to augment services?</i></li> </ul>

Parks & Recreation	
	<ul style="list-style-type: none"> <li>• Only took 7 employees plus supervisor to plant 2 trees.</li> <li>• Strong support of Parks Dept – lake, baseball</li> </ul>
	<ul style="list-style-type: none"> <li>• Quality of life – afraid to park here.</li> <li>• Skate park is used a lot.</li> </ul>

## Transportation

- Metro attempt fizzled. Continue the effort and overcome obstacles.

## Regional Cooperation

- City needs to partner with others for treatment center. They need extra help.
- Focus more on single treatment program to get more bang for bucks.
- Explore possible stronger partnerships with community organizations striving to overcome sub-standard housing. Council support is evident but might be improved.
- *Council should encourage County to reinitiate process to resite landfill.*
- *Council should cooperate with County and are not making informed decision.*
- *Are they working together on these issues – like the community center – Kelso Council/Longview Council? Seems like they don't like each other.*
- *Community Center would have been a great opportunity to work together but it seems like Longview got bootied out or isn't in the picture.*

## Consolidation

- Too bad unions stopped merger talks – police & fire.
- Merging with City with Kelso is controversial. IT needs to be brought forward and worked on.
- Get two committees together – for and against. Let's talk about it.

## Communication

- Tell Adelphia to get King 5 and KIRO.
- Fix station and KLTV coverages – can't hear audio and photos are terrible.
- *Council difficult to address.*
- *Council to create a broader focus of promotion.*
- *Want to know more about what the City is doing.*

## Miscellaneous

- No comment.

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Citizens at  
large/other

### 3. What is working and what is not working in the City?

- Our strengths?

Employment/Economy/Industry/Business	
	<ul style="list-style-type: none"> <li>• Jobs are in health care</li> </ul>
	<ul style="list-style-type: none"> <li>• More economic diversity, solid and strong job base, strong housing base and stock.</li> </ul>
	<ul style="list-style-type: none"> <li>• Trying to bring new business in.</li> </ul>

Mint Farm/Port	
	<ul style="list-style-type: none"> <li>• Manufacturing (Mirant building).</li> </ul>
	<ul style="list-style-type: none"> <li>• Mint Valley.</li> <li>• Port Dock.</li> <li>• Port of Longview – great asset. Work harder to keep here from Portland and up from Astoria</li> </ul>

Growth & Development	
	<ul style="list-style-type: none"> <li>• <i>Good port, freeway &amp; development ready area</i></li> </ul>

Vision	
	<ul style="list-style-type: none"> <li>• <i>Good vision parks/transportation/ urban development.</i></li> </ul>

Community	
	<ul style="list-style-type: none"> <li>• Support of Community House – could be more.</li> <li>• Small-town atmosphere.</li> </ul>
	<ul style="list-style-type: none"> <li>• Visually beautiful</li> <li>• Musical City – school and public offerings</li> <li>• Longview has the best 4th of July celebration.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sense of community</li> </ul>
	<ul style="list-style-type: none"> <li>• Generally environment is good.</li> <li>• Longview is a gem – Parks system, lake, environment, overdevelopment and sprawl control, 4th of July and other events.</li> <li>• Giving community.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Looks good.</i></li> <li>• <i>Doesn't smell as bad.</i></li> </ul>

## Downtown

- The downtown zone and our participation with the down-towners, along with the hiring of the consultant and Connie.

## Casino

- Casino-good decision

## Columbia Theatre

- Theater is the hope for the future of downtown Longview.
- Performing Arts – Columbia Theatre Programs

## Schools

- Schools
- Police in schools

## Council/City Representation

- Citizen's Summit – diversity of opinions
- Very devoted
- Listen
- Understandable actions
- Make decisions
- A stick to it
- Cooperation
- Council has pretty high level of trust with public.
- Like that they respect and support each other (Council).
- Even in controversial issues, Council handles themselves professionally.
- Want to continue to see us stay with small government.
- *Overall OK.*
- *Good Council.*
- *Good listeners to the public.*
- *Good things are hard to see.*
- *Public involvement – community*

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### City Services/Staff

	<ul style="list-style-type: none"> <li>• Accessibility</li> </ul>
	<ul style="list-style-type: none"> <li>• Nice Library – strategically located for partnership with LCC.</li> <li>• Library – make it a learning center.</li> </ul>
	<ul style="list-style-type: none"> <li>• City staff is top notch.</li> </ul>
	<ul style="list-style-type: none"> <li>• RA Long, library, old buildings, Columbia Theatre great asset.</li> <li>• Waste and recycle system especially great.</li> </ul>

### Public Safety

	<ul style="list-style-type: none"> <li>• Police – the new blue lights at 38th &amp; Ocean Beach.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Police Department does well. Accessibility</i></li> </ul>

### Parks & Recreation

	<ul style="list-style-type: none"> <li>• Parks – soccer, etc.</li> <li>• Dikes paths – etc.</li> </ul>
	<ul style="list-style-type: none"> <li>• The best lake – people come from all over to the lake events.</li> <li>• Parks – they are great.</li> </ul>
	<ul style="list-style-type: none"> <li>• Great Parks program. A lot of good things, parks maintenance, even garbage cans are kept nice.</li> </ul>
	<ul style="list-style-type: none"> <li>• Parks, lake beautiful.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Parks and Rec. wonderful job.</i></li> </ul>

### Infrastructure

	<ul style="list-style-type: none"> <li>• Road landscaped</li> </ul>
	<ul style="list-style-type: none"> <li>• Good streets, roads.</li> </ul>

### Regional Cooperation

	<ul style="list-style-type: none"> <li>• Partnership between government and service clubs and other non-profits. Examples include Go-forth.</li> <li>• Council seems to live with fiefdoms as far as LCC and the port.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Good coordinating with other agencies/local governments.</i></li> </ul>

## Communication

- Good PR.
- IDEA – forms to create for issues – email bureaucracy.
- Advertise meetings, keeps the public informed.
- *Public forum with Council and staff at regular meetings is good.*
- *Strong orientation/ communication to needs of public.*
- *Good open forum for public input.*

## Miscellaneous

- *Opportunities lost*

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### 3. What is working and what is not working in the City?

- Our weaknesses?

Employment/Economy/Industry/Business	
	<ul style="list-style-type: none"> <li>• We'd love to buy, but we are not working</li> </ul>
	<ul style="list-style-type: none"> <li>• Too dependent on timber-based economy/big mills. Diversify.</li> </ul>

Mint Farm/Port	
	<ul style="list-style-type: none"> <li>• How hard is City working to get ships from Portland/Astoria here?</li> </ul>

Growth & Development	
	<ul style="list-style-type: none"> <li>• No growth plan for west OB Hwy.</li> <li>• No new parks on hillside developments.</li> </ul>
	<ul style="list-style-type: none"> <li>• Mall is empty – no communication.</li> </ul>
	<ul style="list-style-type: none"> <li>• In ten years we'll run out of land/places to build.</li> </ul>
	<ul style="list-style-type: none"> <li>• Environmental regulations are so tight.</li> <li>• Rules and regulations for building on properties for business and private residence and day-to-day running of the City. The Council doesn't know. Talk individually with Council members.</li> <li>• Not a good idea to have businesses on the corner of Tenant Way.</li> </ul>

Taxation/Budget/\$s	
	<ul style="list-style-type: none"> <li>• <i>Inability to have enough resources.</i></li> <li>• <i>Can't put things on a priority list because we don't have resources to enforce all the laws. Council isn't making this a priority.</i></li> </ul>

Vision	
	<ul style="list-style-type: none"> <li>• Seen as more active in visioning the future of the City of Longview</li> </ul>
	<ul style="list-style-type: none"> <li>• We don't have a leader to enact the visions to put thoughts into action. Looking for someone to save us is attitude of citizens. Individual or group to put visions into action. Think outside the box. Need someone or group to step up to the plate.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Vision for youth – today and in future.</i></li> </ul>

## Community

- Not a big enough voice for our own citizens – out-of-towners get the beds. Not so with Community House.
- Nursing program can't handle everyone – need more slots.
- Hospital came close to going under.
- Longview – we look very “nice.” We are nice passive aggressive people.

## Downtown

- Level ugly buildings around the theatre (encourage restaurants)
- Do something (theme) downtown to make buildings look better
- “Mall-ize” Commerce or part of it.
- Pawn Shops – bookends
- Non-profits instead of business downtown

## Casino

- *Casino and other drinking establishments over serves in this community. Take advantage of people. Let them gamble when drunk (which is illegal). Cited a specific example from Kelso.*
- *Have done ride-alongs with police at Cadillac Ranch. Senior Center being so close – it isn't safe.*

## Youth

- School dropout rate (see question 1). Not enough activities for disadvantaged kids, with transportation in place.
- *Vision for youth – today and in future.*
- *More things for kids to do – keep them busy.*

## Schools

- Schools
- Need more penetration to schools and youth
- More partnering with schools to fill gaps.

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large/other

Council/City Representation	
	<ul style="list-style-type: none"> <li>• Don't see the passion – nice to see passion from leaders (shows sincerity.)</li> <li>• Yeah, things are bad, but they are in there fighting.</li> <li>• Council members are non-partisan – what's wrong with saying what party you are?</li> </ul>
	<ul style="list-style-type: none"> <li>• Appearance of wanting to be liked by everyone</li> <li>• Too old fashioned need to take a more visible leadership</li> <li>• More active in</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of leadership. Need action.</li> </ul>
	<ul style="list-style-type: none"> <li>• Council gets too focused on one issue, needs to take a broader, more holistic view. Seems to be a large socio-economic gap.</li> </ul>
	<ul style="list-style-type: none"> <li>• Council not “district” oriented. See this as a possible weakness.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Some individuals are dominating at Council meetings.</i></li> <li>• <i>Council.</i></li> <li>• <i>Sometimes they forget that they are here to serve the public, and not city employees.</i></li> </ul>

City Services/Staff	
	<ul style="list-style-type: none"> <li>• Garbage schedule – paper &amp; radio was not enough.</li> </ul>
	<ul style="list-style-type: none"> <li>• The lights are off sink. Concrete cattle shoots. What about 18 wheelers? Street/lights – Pacific Way to Laurel Road, Jack-in-the-box (Ocean Beach) lights, lights on some of the streets 15th &amp; Washington Way.</li> </ul>
	<ul style="list-style-type: none"> <li>• Waste/recycling – object to “use by anyone” not just tenant when license number turned in no one is doing anything.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>No public transit in unincorporated areas.</i></li> <li>• <i>Alleys and garbage collection could be better – cleanliness, cans are always overflowing.</i></li> </ul>

Public Safety	
	<ul style="list-style-type: none"> <li>• Feeling safe – stronger police force – go to and from work.</li> </ul>

Parks & Recreation	
	<ul style="list-style-type: none"> <li>□ <i>Lack of trail system to utilize streams/water access and bring diking/city/county agencies together.</i></li> </ul>

Transportation	
	<ul style="list-style-type: none"> <li>• Transportation on Industrial Way is horrible. Most dangerous.</li> </ul>

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## Regional cooperation

- *Marketing – too many groups not working together Longview/Kelso/County.*

## Communication

	<ul style="list-style-type: none"> <li>• Needs to convince citizens that this is a great place. Highlight activities, honor 1st citizens.</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of communication – newspaper – feel left out. TDN skews what happens at the Council meeting. Unless you attend the meetings, you are left out.</li> <li>• Camera doesn't show the reactions of council members.</li> <li>• Do something about Adelphia.</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack central posting of all community activities. No central place to document activities. Event calendar on Internet.</li> <li>• No central place to document community activities.</li> <li>• Tuesday morning coffee with public/leaders – forum.</li> </ul>
	<ul style="list-style-type: none"> <li>• Fix TV coverage.</li> </ul>

## Miscellaneous

	<ul style="list-style-type: none"> <li>• How to _____ small auto?</li> </ul>
	<ul style="list-style-type: none"> <li>• So many things are so unanimous – would like to see more diverse opinions</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack statewide recognition for a unique activity.</li> <li>• No statewide recognition for uniqueness.</li> </ul>
	<ul style="list-style-type: none"> <li>• CPS – has to call an 800# to Olympia, wait 12 days before assistance after they decide if it's a legitimate case.</li> </ul>

**4. What do you see as the “job description” of your City Council?**

- Why does Longview have a City Council?
- What purpose does the Council serve?
- Who benefits from having a City Council?

Set Law/Policy/Legislative	
	<ul style="list-style-type: none"> <li>• Beg the legislation</li> <li>• Deliver the will of the people to higher authority</li> <li>• Set policy</li> <li>• Write legislation</li> </ul>
	<ul style="list-style-type: none"> <li>• Setting basic laws/policy. Provide forum for input. Provide accountability for management. Don't need to micro-manage.</li> </ul>
	<ul style="list-style-type: none"> <li>• They are the conduit between the voters and staff. They act upon the will of the people. Provide leadership.</li> <li>• To be the legislative branch of the local government, establishment policy, give staff direction.</li> </ul>
	<ul style="list-style-type: none"> <li>• More lobbying power on the citizens behalf.</li> </ul>
	<ul style="list-style-type: none"> <li>• Legislative branch of government.</li> <li>• Pass laws, amend laws, pass budget.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>To be proactive 2) serve the citizens, set policy, ask people what they need 3) supposed to be the people, but are they?</i></li> <li>• <i>Council are “police” of community – need to keep people under control from dominating.</i></li> <li>• <i>Know what is going on before they take action, but that could be hard because they have limited time/jobs etc. They have a thankless job.</i></li> <li>• <i>Law and order is the reason we have a Council. If there is a problem, who wins? It depends on the majority vote.</i></li> <li>• <i>To set our local parameters &amp; policy. 2) Make sure community needs are met. 3) The people or citizenship</i></li> </ul>

## Management of City of Longview

	<ul style="list-style-type: none"> <li>• Carry out will of electorate and do what's best.</li> <li>• Monitor staff – make sure job gets done.</li> <li>• Neighborhoods – clean and orderly.</li> </ul>
	<ul style="list-style-type: none"> <li>• “Cause it needs to be managed</li> <li>• Liaison with county government</li> <li>• Evolved from strong mayor to council some years ago.</li> <li>• Write grants</li> <li>• Manage services</li> </ul>
	<ul style="list-style-type: none"> <li>• Voice to City departments</li> </ul>
	<ul style="list-style-type: none"> <li>• Like board of directors re: corp. Set policy, hire CED, carry out vision.</li> <li>• Responsible for managing city employees and city programs within the constraints of an established municipal code.</li> <li>• Set budget. Stick to budget. Maintain smooth operations of city, oversee City Manager.</li> </ul>
	<ul style="list-style-type: none"> <li>• Foundation for Longview. Keeps us unified as a City.</li> <li>• Funding/running City programs (not necessarily?) – downtowners, stakeholders, businesses.</li> <li>• If a person is having trouble with the water department – can they direct you to the community services (ombudsman). He facilitates how to get example permits (example: industry).</li> <li>• If you run into a problem, liaison (a lot more power). If the City Manager screws up, they fire him.</li> <li>• Most people don't know how the City works.</li> <li>• Overseers for all the functions of the City.</li> <li>• Try to keep the City organized (prioritize).</li> </ul>
	<ul style="list-style-type: none"> <li>• Manager unelected, performs executive functions with governor, etc. Manager has no veto.</li> <li>• Oversight of City Manager who oversees operations day to day. Rate how well jobs are being done.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Need to redistribute assets/resources and set policy – City Manager/staff implement.</i></li> <li>• <i>Limited resources, budget won't let you do it and everyone has different desires.</i></li> <li>• <i>Lead the City in the right direction. Conducive to grow.</i></li> <li>• <i>Council needs to set policy and not micro-manage.</i></li> <li>• <i>They are the go-between the citizens &amp; City officials. Make sure citizens are served by the city. Take care of city business spend \$ take care of parks, streets, etc.</i></li> <li>• <i>To help manage the city and protect its citizens and small business</i></li> </ul>

Feedback/Communication/Sounding Board	
	<ul style="list-style-type: none"> <li>• Represent the citizens</li> <li>• Represent the citizens equally, don't focus on specific groups</li> <li>• Take care of the concerns of the citizens</li> <li>• To represent the people.</li> </ul>
	<ul style="list-style-type: none"> <li>• Go between citizens and City officials</li> </ul>
	<ul style="list-style-type: none"> <li>• Citizens, businesses. People who have a grievance or complaint and don't want to do it themselves.</li> </ul>
	<ul style="list-style-type: none"> <li>• Council that keeps you informed, highlights/common issues.</li> <li>• Field complaints</li> <li>• Follow-through, gives feedback.</li> <li>• Need to learn how to access the Council</li> <li>• Put us in touch.</li> <li>• See Council speaks for the citizens</li> <li>• Updating our community through our local newspaper (City needs a Council).</li> </ul>
	<ul style="list-style-type: none"> <li>• Council seems thorough in knowing what's going on.</li> <li>• To listen to the people.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Council needs to get out and see what is going on – experience it.</i></li> <li>• <i>People need to be willing to provide input too. What are the answers?</i></li> <li>• <i>Provide forum for consultation of issues.</i></li> <li>• <i>Channel between public and government –funnel public info to staff.</i></li> <li>• <i>Tough for the Council to know what the issues are – no real medium to get input.</i></li> </ul> <p><i>No real outreach going on.</i></p>

Community Assistance	
	<ul style="list-style-type: none"> <li>• Look to the quality of life</li> <li>• See the welfare of the citizens</li> </ul>
	<ul style="list-style-type: none"> <li>• Help small business</li> <li>• Protect and enhance our quality of life</li> <li>• Protect citizens</li> </ul>
	<ul style="list-style-type: none"> <li>• Downtown continues to be a challenge. Make downtown thrive. Had to move business to another area for sales. Parking tickets every day, starting to lose customers. Need parking pass. Parking not enforced in other areas. Downtown needs to be service. Retail is not good in downtown. People want to buy everything in one place.</li> </ul>

Dennis Weber	Ramona Leber	Ron DiRe-Day	Kurt Anagnostou	Mark McCrary	Don Jensen	Susan Stockard	Citizens at large/other
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	<ul style="list-style-type: none"> <li>• Be more involved with the teens. Allow the teens to be involved with the Council.</li> <li>• Encouraging businesses</li> <li>• Help our community thrive, keep thinking out of the box.</li> <li>• Those who benefit from having a Council include the City, the citizens, businesses, the community at large.</li> <li>• Important that the City is involved with the School District.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Business people do when they get involved in the process.</i></li> <li>• <i>Organize and provide things for the City – recreation/business.</i></li> </ul>

Goal/Vision Setters	
	<ul style="list-style-type: none"> <li>• Long-range planning important – don't just put out "fires."</li> <li>• Steering city into future: for jobs &amp; growth.</li> </ul>
	<ul style="list-style-type: none"> <li>• Big picture</li> <li>• Have vision and ideas for the City</li> </ul>
	<ul style="list-style-type: none"> <li>• Each Council person must set petty politics or whatever aside and concentrate on what's good for whole city. City first.</li> <li>• Make timeline for achieving goals. Timeline to achieve goals 3 years, 5 years, 10 years, etc. Are we making objectives.</li> <li>• Monthly state of city show on KLTV. City must take regulations, create a vision and reach it within budget.</li> <li>• Provide the leadership and visions to take city into tomorrow. Must be proactive and flexible</li> <li>• Visionary for future. Be grand visionary – founding fathers – planned city, stay with grand ideas.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>If they are lacking vision, they need to go out and find it.</i></li> <li>• <i>Vision for the City – balance today's issues with what is needed for the future.</i></li> </ul>

Performance	
	<ul style="list-style-type: none"> <li>• Communicate</li> <li>• Deal with perceptions</li> <li>• Need the diversity it brings</li> <li>• Quality of life is different for different groups, but council has to balance things</li> </ul>
	<ul style="list-style-type: none"> <li>• Ask the citizens what they want</li> <li>• Do your homework and come to the meetings prepared</li> <li>• Proactive</li> </ul>

	<ul style="list-style-type: none"> <li>• Accessibility to public – manager is running city. Go to Council for problems.</li> <li>• City Council form of government more representative – however, lose control of staff. City Council closer to people. Seven people instead of one mayor. Now seven people to move instead of one can slow things down. Mayor has to convince other people direction to head.</li> <li>• Have to respond to everyday problems by citizens, and at same time look to future and stay within budget. Got to veer off path when necessary – be flexible. Accept criticism with praise, must be flexible. Must do both, focus on long-term and be flexible to change.</li> <li>• Listen/learn/lead. Problem solver for specific solutions.</li> <li>• Monthly state of city show on KLTV. City must take regulations, create a vision and reach it within budget.</li> <li>• Perception is raise/money wasted. We are not getting reward. Not conveyed to citizens. Not enough info to citizens. Let community know we are successful. Lots of people watch Council meetings. People got ? Council doesn't just spend money, must let people know.</li> </ul>
	<ul style="list-style-type: none"> <li>• Council doing a good job, largely happy with how Longview is run.</li> <li>• We all benefit from having a City Council. City Council ? on different jobs.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>If the Council is good, everybody benefits. If they are not, no one benefits.</i></li> <li>• <i>Job description – never seen one?</i></li> </ul>

Miscellaneous	
	<ul style="list-style-type: none"> <li>• What would the alternatives be?</li> </ul>
	<ul style="list-style-type: none"> <li>• Class issue in Longview. Not noticed in big cities. Highlands could be wonderful area to raise a family.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Finding people dedicated to the community that have the expertise to provide direction on decision is key. People aren't interested in helping out. Hard to find volunteers but we need the help to make it a better community. Society is becoming so much less of a community. Isolation and technology prevents people from getting into grass roots issues. Look at the participation tonight. Why isn't the media here?</i></li> </ul>

**5. In thinking about what “success” looks like in government (Council in particular) how would you describe this success?**

- If you were talking to a friend or relative, how would you describe a Council you saw as successful and meeting your needs/wants as a citizen?
- What else should the Council be doing, and are you willing to pay for it?

Employment/Economy/Industry/Business	
	<ul style="list-style-type: none"> <li>• Let business be responsible for business</li> </ul>
	<ul style="list-style-type: none"> <li>• Outreaching to local businesses.</li> </ul>
	<ul style="list-style-type: none"> <li>• Grab wind-powered industry. Get them down here!!</li> <li>• Re-visit City goals in light of current times (loss of jobs, economy, a lot of local problems are a result of national problems, sell “boards” not “logs” (keep jobs here and complete our own processes).</li> <li>• Society in general is very mistrusting. As a whole now willing to pay. Wait for economy to get better so then government can get bigger then? How and when is it getting better? Optimistic view, economy will come back. Only way for society to come back is to increase it at its base. Poverty will always be with you.</li> <li>• There are no/few family-wage jobs here in Longview. Now/here even two-wage family (lower income) still are low median or poverty-level households.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Efforts for economic development need to be resolved with existing resources.</i></li> <li>• <i>Business recruitment</i></li> <li>• <i>Looking for new ways to create jobs and bring new industries to town, and that will pay for it!</i></li> </ul>

Growth/Development	
	<ul style="list-style-type: none"> <li>• Bring people to the community to fill the empty houses</li> </ul>
	<ul style="list-style-type: none"> <li>• Council opportunities: Triangle Mall – City might consider buying it. Then use it in multiple ways (large community center in lieu of convention center, coalition partnerships with LCC [parking], move City offices with expanded facilities, recreation center, open-air theater).</li> </ul>
	<ul style="list-style-type: none"> <li>• Globally (environment).</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>A council who eases up on small business and encourages growth</i></li> </ul>

Taxation/Budget/\$s	
	<ul style="list-style-type: none"> <li>• Be careful about relying on grant \$\$ to hire staff – seek long-term \$\$.</li> <li>• Be tougher on costs –publicize it</li> </ul>
	<ul style="list-style-type: none"> <li>• Focus on health business environment and then above will be paid for with increased taxes</li> </ul>
	<ul style="list-style-type: none"> <li>• Healthy business as good as employment. Create a good tax base.</li> <li>• Are you willing to pay for it? When you prove yourselves, we'll consider helping. No more taxes!</li> </ul>
	<ul style="list-style-type: none"> <li>• City officials should not be getting raises through raised taxes, i.e. City Manager, Police Chief. Everyone throughout government organization should get same % pay raise throughout organization – upper management should not get higher % of raise than subordinates. Public managers are underpaid compared to private industry. Is not better qualified people worth their raise in pay?</li> <li>• Would pay more taxes if it solved problems – hire more police, but what good would it do without jail space?</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>We are willing to pay for some of it – depends on your income. Unemployed, fixed incomes not able to pay for it.</i></li> <li>• <i>Would be willing to pay for it if you knew they would get it done.</i></li> <li>• <i>Problem is we all have different issues that we would pay for and the Council doesn't know what it is.</i></li> <li>• <i>Longview/Port taxes don't go to outlying communities</i></li> </ul>

Vision	
	<ul style="list-style-type: none"> <li>• Vision/goal setting. Promote Vision 2015. Get it out to public. Spent money on report...let's get it out.</li> </ul>
	<ul style="list-style-type: none"> <li>• Re-visit City goals in light of current times (loss of jobs, economy, a lot of local problems are a result of national problems, sell “boards” not “logs” (keep jobs here and complete our own processes).</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Vision – plan for future 20 years out – need more excitement – recruitment for business –EDC working together</i></li> </ul>

**Community**

- Go-Forth – repeat the experience
- Focus on primary issues – build more groups of volunteers responsible to city to address children/youth issues – help at LPD more volunteers.
- Quality of life
- All ages have enough to do – not be bored
- Diversity – viewpoints/ likes, dislikes/different periods/points of life
- Inclusion of all age groups
- Involve the community. Great idea having this forum.
- Ethnic diversity integrating into our area. City Council needs to address and accommodate in their processes.

**Downtown**

- Fill up the store fronts

**Columbia Theatre**

- City support of Columbia Theatre needs to continue at all costs
- OTHER ISSUES: Are funding organization (Theatre) accountable (do we see books, expenses, etc.)?

**Youth**

- Focus on primary issues – build more groups of volunteers responsible to city to address children/youth issues – help at LPD more volunteers.
- *More youth facilities – support from Council by removing obstacles/provide staff to support non-profit effort – would support new revenue.*

**Schools**

- Support school to train future workers

## Council/City Representation

	<ul style="list-style-type: none"> <li>• Be proactive not reactive.</li> </ul>
	<ul style="list-style-type: none"> <li>• User-friendly</li> <li>• Informed about the process</li> <li>• Accessible</li> <li>• Regular office hours</li> <li>• Communicates – get the message to everyone</li> <li>• What are you saying and why are you saying it.</li> <li>• Sincerity in listening</li> <li>• Don't be afraid to say it won't work</li> <li>• Don't patronize</li> <li>• Be approachable</li> <li>• Come out where we can see you</li> <li>• Meet with neighborhoods a couple of times a year</li> <li>• Special person with a desire to make things work</li> <li>• No scandals – there is a level of trust</li> <li>• No schmucks – get quality people without personal agendas</li> <li>• Get revenue sooner for cost of infrastructure</li> <li>• Focus on what the council can have an effect on</li> </ul>
	<ul style="list-style-type: none"> <li>• City Council business is a gorilla! Scope is big (issues) with high community impact with limited resources for answers. It's nature makes it the scapegoat for all complaints. Therefore, a successful Council knows this and strives to make itself available to listen in a caring manner. The end result should reflect this with positive feedback yet, acknowledging the availability of limited resources. All this should be passed by informed (knowledgeable) Councilmen to avoid legal entanglement yet shared with compassion.</li> <li>• Common good of City, leave personal agenda outside.</li> </ul>
	<ul style="list-style-type: none"> <li>• Successful – approachable, great forum, annual bases (very diverse table).</li> <li>• Set policy, say how the City should be run.</li> <li>• Some method without the formal setting. Not everyone wants to use the current system.</li> </ul>
	<ul style="list-style-type: none"> <li>• In Council all working together, being open with one another and not arguing.</li> <li>• Government is successful if all the “trains” run on time. Works remarkably fine (Longview government/City Council).</li> <li>• Overall Council does a good job. They can take criticism and keep on trucking.</li> <li>• Council makes decisions in an earnest, thoughtful manner. If there are not large groups complaining, the job is being done successfully.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Good listeners.</i></li> <li>• <i>Good mix/diversity. All ideas should be talked about and considered.</i></li> <li>• <i>Council does well with resources they have.</i></li> <li>• <i>See and understand how Council and staff works – feel we do a good job of getting public education. Example: Likes public TV access.</i></li> </ul>

- People capable of having strong vision, set policy and change when needed, hire competent manager, i.e. staff, opportunity and ability to communicate.
- Council should put feather in their cap for past actions.
- Don't watch/follow what other cities are doing.
- See something happening – you can feel it in a town when that happens. Not just sitting back and waiting for issues to come to them.
- Challenging because Council all has other jobs. They are busy too. If they were like the Commissioners (full-time) hard to say – they should do it full time. But if they don't fix things, then it will require a full-time commitment.
- Lot of pressure for Council to have a vast amount of knowledge – hope they try to do diligence on issues before they vote.
- Give Council a raise.

### City Services/Staff

- Library future – more Internet access? Must be modernized. Great to have: it's a great outing, but it must be a resource.
- Water comes out of the faucet clean
- Too many chiefs in the fire dept.
- Too many chiefs in administration
- Use local talent to perform services and would be willing to pay for it.
- Have watched Water Division clean out drains with four people or road workers standing around. Rather pay for more officers. Watched them build a center berm in a road – about 12 people did that project. One person painted the stripe.

### Public Safety

- The jail needs still need to be addressed. Work with the state to find a better way to deal with the drug issue. Drug court works, people need treatment, not incarceration.
- Longview should have own jails or ship to Yakima or elsewhere.
- Pay for more police officers.
- More officers – when the City reduces services and they don't lay people off, how do you get ahead. Buy more police dogs and infrared imaging equipment for firefighters to reduce staffing needs.
- If people vote down a new job, why would they vote for more police. What does it cost for an officer with regard to tax increases?

### Parks & Recreation

- Concert in Parks
- Keep rental fees affordable.
- Maintaining and/or improving existing facilities – specifically, John Null Tennis Courts problem - debris coming through chain link

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Citizens at  
large/other

## Infrastructure

- Infrastructure is in good shape in general

## Transportation

- Transportation seems to be the prevailing theme as far as holding development back.

## Regional Cooperation

- Council opportunities: Triangle Mall – City might consider buying it. Then use it in multiple ways (large community center in lieu of convention center, coalition partnerships with LCC [parking], move City offices with expanded facilities, recreation center, open-air theater).
- *Develop regional master plan for paths/dikes and utilize existing resources.*

## Consolidation

- Merging of Longview & Kelso – at least willing to pay for the exploration
- Look into service consolidation
- Commit to stick with consolidation change for the long-term
- Coordinated county wide
- City to participate in coordination

## Communication

- Any way to improve TV coverage?
- Any way to coordinate “open mike” experiences?
- Lift City up to its own citizens.
- Yes, Channel 5 on Adelpia
- Know how to contact
- Holds citizen summit
- Print own PR sheet. Bite bullet and get info out of successes. What city is doing.
- Feedback system to evaluate success.

- KLTv brings council to our homes. Council members are approachable, members are not political in the public actions. Corruption and graft are do not exist. Council members are involved in other groups and committees, Council is effective. Council needs to develop more partnerships for economic development. Texas had industrial development teams. There were no tax breaks.

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	<ul style="list-style-type: none"> <li>• Continue dialog, see results.</li> <li>• Become more accessible to the public (would be great).</li> <li>• Promote themselves. Letting people know what they do. What can you do for us.</li> <li>• Tell us what you do, what you plan on doing.</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Quantify some things – unemployment, inflation roles, crime rates, short-term changes.</i></li> </ul>

<b>Miscellaneous</b>	
	<ul style="list-style-type: none"> <li>• Statewide reputation – strive for a unique image (make library a complete learning center –coalition with LCC and school district -- arts, music, drama, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Looks alive.</i></li> <li>• <i>Tough question to answer.</i></li> </ul>