



City of Longview

1525 Broadway
Longview, WA 98632
www.ci.longview.wa.us

Agenda

City Council

*Council Member Chris Bryant
Council Member Mike Claxton
Council Member Erik Halvorson
Council Member Ruth Kendall
Council Member Kalei LaFave
Council Member Wayne Nichols
Council Member Keith Young*

Thursday, January 15, 2026

6:00 PM

2nd Floor, City Hall

NOTICE IS HEREBY GIVEN, in accordance with RCW Chapter 42.30, that the City Council of the City of Longview, Washington, will conduct a special meeting in the Longview City Hall Training Room, 1525 Broadway, Longview, on Thursday, January 15, 2026 at 6:00 p.m. The topics of discussion follow. Final disposition shall be taken on no other matter.

The City Hall is accessible for persons with disabilities. Special equipment to assist the hearing impaired is also available. Please contact the City Executive Office at 360.442.5004 at least 48 hours in advance if you require special accommodations to attend the meeting.

If you are participating virtually, you may submit written comments to the City Clerk’s Office with the subject line “Public Comment for Disbursement to City Council.” Virtual attendees may comment verbally during public hearings only and is only permitted for registered attendees. To participate, please contact the Clerk’s Office in advance. Use the “raise hand” feature during the hearing, and the Clerk will unmute participants in the order received. If calling in by phone, dial star - 9 to raise your hand.

<https://us02web.zoom.us/j/82394132374>

Telephone options (dial any of the following numbers):

1-253-215-8782 or 1-346-248-7799 or 1-408-638-0968 or 1-669-900-6833

Webinar ID: 823 9413 2374

1. **CALL TO ORDER**
2. **FLAG SALUTE**
3. **ROLL CALL**
4. **WORKSHOP**

26-001 WATER AND SEWER UTILITY RATES (APPROXIMATELY 45 MINUTES)

RECOMMENDED ACTION:

PROVIDE DIRECTION TO STAFF TO DEVELOP AND RETURN TO COUNCIL WITH A PROPOSED RATE RESOLUTION FOR BOTH WATER AND SEWER UTILITIES THAT REFLECTS THE INFORMATION AND POLICY DIRECTION DISCUSSED DURING THE WORKSHOP

26-002 STRATEGIC PLANNING (APPROXIMATELY 90 MINUTES)

RECOMMENDED ACTION:

PROVIDE DIRECTION TO STAFF TO UPDATE AND RETURN TO COUNCIL WITH A RESOLUTION FOR ADOPTION THAT INCLUDES COUNCIL INPUT FROM THE WORKSHOP.

5. **EXECUTIVE SESSION**

26-0021 COLLECTIVE BARGAINING PER RCW 42.30.140(4)(a) (APPROXIMATELY 30 MINUTES)

6. **ADJOURNMENT**

*** Any invocation that may be offered at the Council meeting shall be the voluntary offering of a private citizen, to and for the benefit of the Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the Council, and the Council does not endorse the religious beliefs or views of this, or any other speaker.**

NEXT REGULAR COUNCIL MEETINGS:

THURSDAY, JANUARY 22, 2026 – 6:00 P.M.

THURSDAY, FEBRUARY 12, 2026 – 6:00 P.M.



City of Longview

Agenda Summary

WATER AND SEWER UTILITY RATES (APPROXIMATELY 45 MINUTES)

RECOMMENDED ACTION:

PROVIDE DIRECTION TO STAFF TO DEVELOP AND RETURN TO COUNCIL WITH A PROPOSED RATE RESOLUTION FOR BOTH WATER AND SEWER UTILITIES THAT REFLECTS THE INFORMATION AND POLICY DIRECTION DISCUSSED DURING THE WORKSHOP

DATE: January 15, 2026

COUNCIL STRATEGIC INITIATIVE ADDRESSED:

Provide sustainable water quality and environmental infrastructure

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT:

The purpose of this workshop is to provide Longview City Council with a comprehensive overview of the City's utility rate structures, current financial condition, and long-term capital and operational drivers affecting water, sewer, and stormwater utilities. Staff will present historical and projected revenue and expenditure trends, outline rate-setting principles, and discuss the financial impacts of deferred maintenance, regulatory requirements, inflationary pressures, and planned capital investments.

This workshop is intended to inform Council discussion and provide policy direction for potential utility rate adjustments to be considered for 2026.

The City's utility funds are enterprise funds and are required to be financially self-supporting. Over the past several years, the utilities have experienced increasing operational costs, heightened regulatory requirements, aging infrastructure needs, and capital investment pressures. At the same time, utility rate increases have been moderated to limit impacts on ratepayers, resulting in growing long-term funding gaps.

Recent financial analysis indicates that without periodic rate adjustments, the City's ability to maintain infrastructure, meet regulatory obligations, and preserve adequate reserves will continue to erode. This workshop builds on prior financial discussions and aligns with Council's direction to evaluate sustainable funding strategies for core services.

FINANCIAL SUMMARY:

There is no direct fiscal impact associated with this workshop. However, the information presented will inform future Council decisions regarding utility rates, which may have significant long-term fiscal implications for both the utility funds and ratepayers.

RECOMMENDED ACTION:

Provide direction to staff to develop and return to council with a proposed rate resolution for both water and sewer utilities that reflects the information and policy direction discussed during the workshop.

STAFF CONTACT:

Chris Collins, Public Works Director/Assistant City Manager

Attachments:

1. 2026 Utility Projects and Rates presentation
2. Sewer and Utility Operations Capital Projects

PROPOSED 2026 UTILITY RATES

**Longview City Council
Workshop**

January 15, 2026

Prepared by:

Chris Collins, Public Works Director/
Assistant City Manager

Sewer



RATE OPTIONS

	No Increase	3.50%	4%	5%	31.29%
2025	2026	2026	2026	2026	2026
\$ 14,792,158.00	\$ 14,792,158.00	\$ 15,309,883.53	\$ 15,383,844.32	\$ 15,531,765.90	\$ 19,421,041.85
\$ 13,436,122.00	\$ 13,906,386.27	\$ 13,906,386.27	\$ 13,906,386.27	\$ 13,906,386.27	\$ 13,906,386.27
\$ 1,356,036.00	\$ 885,771.73	\$ 1,403,497.26	\$ 1,477,458.05	\$ 1,625,379.63	\$ 5,514,655.58
\$ 78.27	\$ 78.27	\$ 81.01	\$ 81.40	\$ 82.18	\$ 102.76
	\$ -	\$ 2.74	\$ 3.13	\$ 3.91	\$ 24.49

Annual Revenues

Annual Operating Budget

Annual Capital Contribution

Rate for 6CCF

\$ Increase



SEWER CAPITAL PROJECTS – PLAN 3.5%

Sewer		Beg. Balance	16,071,542	13,153,828	9,007,325	8,100,908	6,206,990	5,567,535	3,434,449	2,154,705
		Capital	1,356,036	1,403,497	1,503,461	1,556,082	1,610,545	1,666,914	1,725,256	1,785,640
			2026	2027	2028	2029	2030	2031	2032	2033
Carryover Capital Projects										
4014 Oak St. Pump Station			146,000	1,500,000						
Mint Farm Sewer Pump Station Odor Control			100,000							
Columbia Heights Sewer Reconstruction			100,000	400,000	359,878					
General Sewer Plan			100,000							
Subtotal			446,000	1,900,000	359,878	0	0	0	0	0
Planned Capital Projects		Request								
Annual Main Replacements			1,500,000	800,000	800,000	800,000	800,000	800,000	800,000	1,150,000
Annual Main Relining			1,500,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000
Public / Private Joint Utility Imp			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
LID			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
OB2, OB3, OB4 odor control			100,000	200,000						
Seal Coat Utility Operations Lot 50%			41,000							
Power Gate Utility Operations Center 50%			10,500							
Repaint Utility Operations Center 50%			26,250							
Utility Operations Center Remodel								150,000	755,000	800,000
Schnider Pump Satation Sabilization			200,000							
5501 Finch PS			300000	1,700,000						
2277 48th PS					300000	1,700,000				
4711 Merlin PS							300000	1,700,000		
2401 50th PS	2,000,000								300000	1,700,000
122 Selix PS	2,000,000									
4007 Pacific Way PS	2,000,000									
2947 Lynn Place PS	2,000,000									
920 7th Ave	2,000,000									
Subtotal			3,827,750	3,650,000	2,050,000	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
Total			4,273,750	5,550,000	2,409,878	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
		End Balance	13,153,828	9,007,325	8,100,908	6,206,990	5,567,535	3,434,449	2,154,705	1,785,640

2026 Utility Rate Information / Sewer Utility

Sewer Fund 3.5% per year

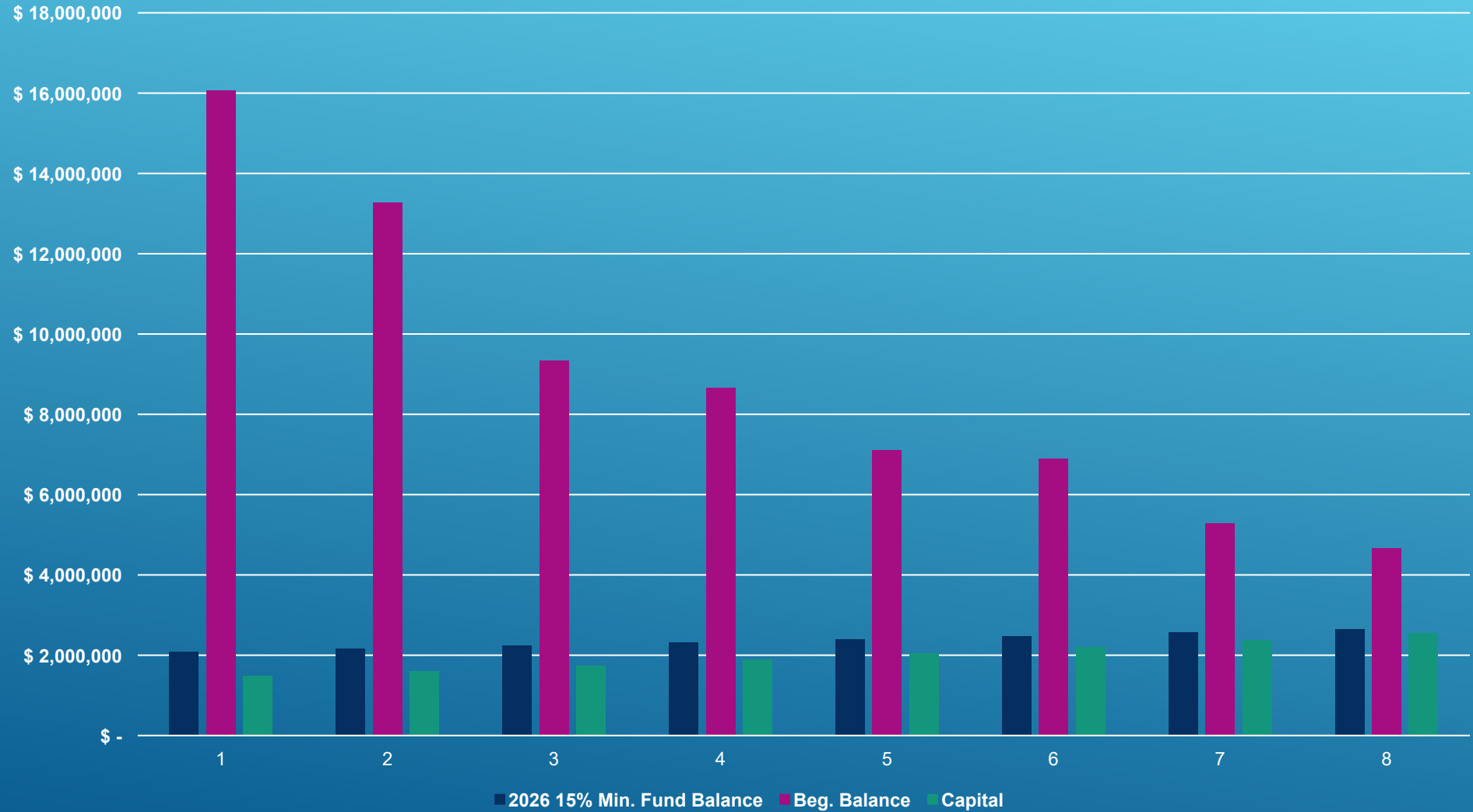


SEWER CAPITAL PROJECTS – PLAN 4%

Sewer		Beg. Balance	16,071,542	13,275,250	9,331,338	8,663,758	7,100,231	6,889,255	5,289,630	4,655,601
		Capital	1,477,458	1,606,088	1,742,297	1,886,474	2,039,024	2,200,374	2,370,971	2,551,283
			2026	2027	2028	2029	2030	2031	2032	2033
Carryover Capital Projects										
4014 Oak St. Pump Station			146,000	1,500,000						
Mint Farm Sewer Pump Station Odor Control			100,000							
Columbia Heights Sewer Reconstruction			100,000	400,000	359,878					
General Sewer Plan			100,000							
Subtotal			446,000	1,900,000	359,878	0	0	0	0	0
Planned Capital Projects		Request								
Annual Main Replacements			1,500,000	800,000	800,000	800,000	800,000	800,000	800,000	1,150,000
Annual Main Relining			1,500,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000
Public / Private Joint Utility Imp			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
LID			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
OB2, OB3, OB4 odor control			100,000	200,000						
Seal Coat Utility Operations Lot 50%			41,000							
Power Gate Utility Operations Center 50%			10,500							
Repaint Utility Operations Center 50%			26,250							
Utility Operations Center Remodel								150,000	755,000	800,000
Schnider Pump Satation Sabilization			200,000							
5501 Finch PS			300000	1,700,000						
2277 48th PS					300000	1,700,000				
4711 Merlin PS							300000	1,700,000		
2401 50th PS	2,000,000								300000	1,700,000
122 Selix PS	2,000,000									
4007 Pacific Way PS	2,000,000									
2947 Lynn Place PS	2,000,000									
920 7th Ave	2,000,000									
Subtotal			3,827,750	3,650,000	2,050,000	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
Total			4,273,750	5,550,000	2,409,878	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
		End Balance	13,275,250	9,331,338	8,663,758	7,100,231	6,889,255	5,289,630	4,655,601	2,406,884

2026 Utility Rate Information / Sewer Utility

Sewer Fund 4% per year

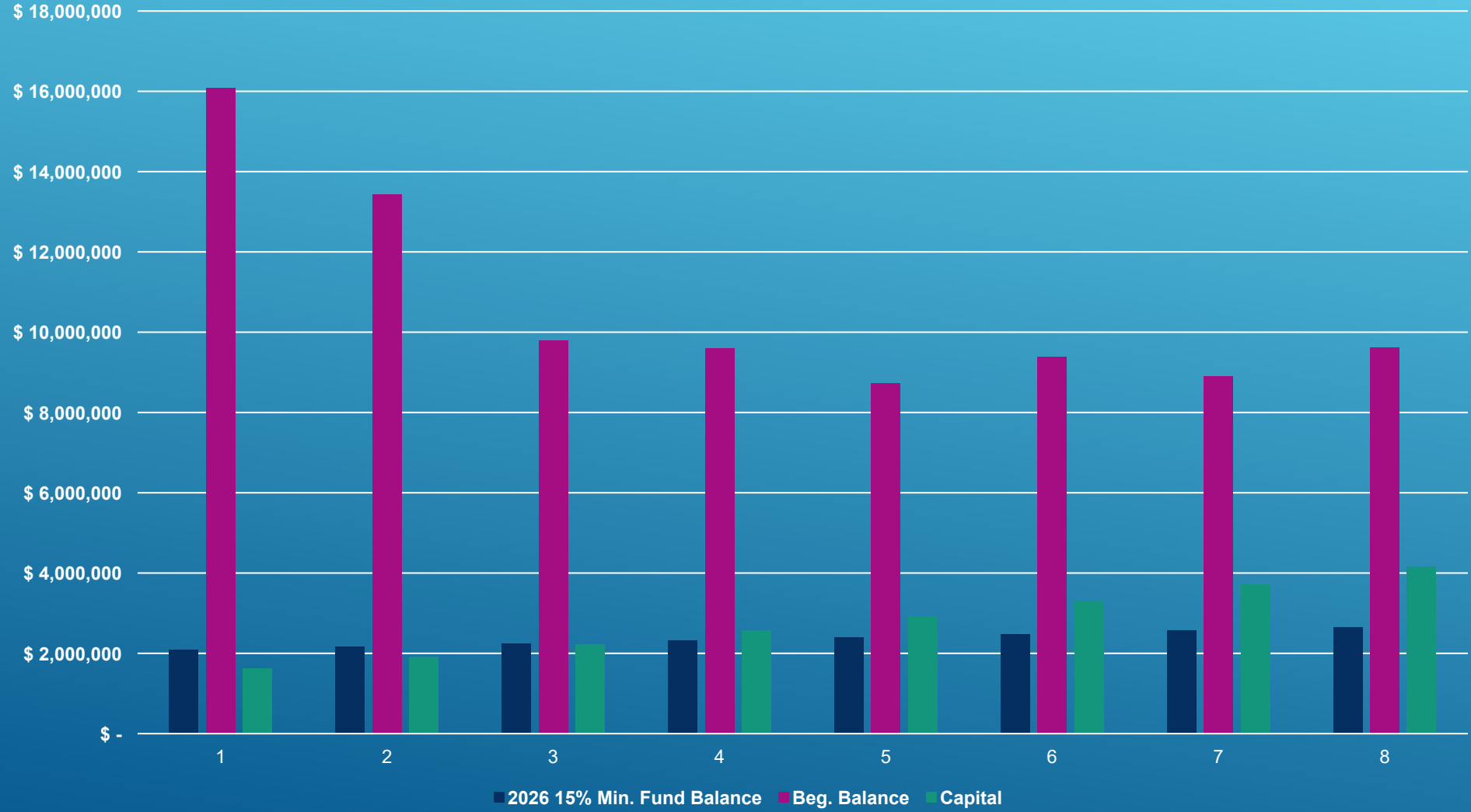


SEWER CAPITAL PROJECTS – PLAN 5%

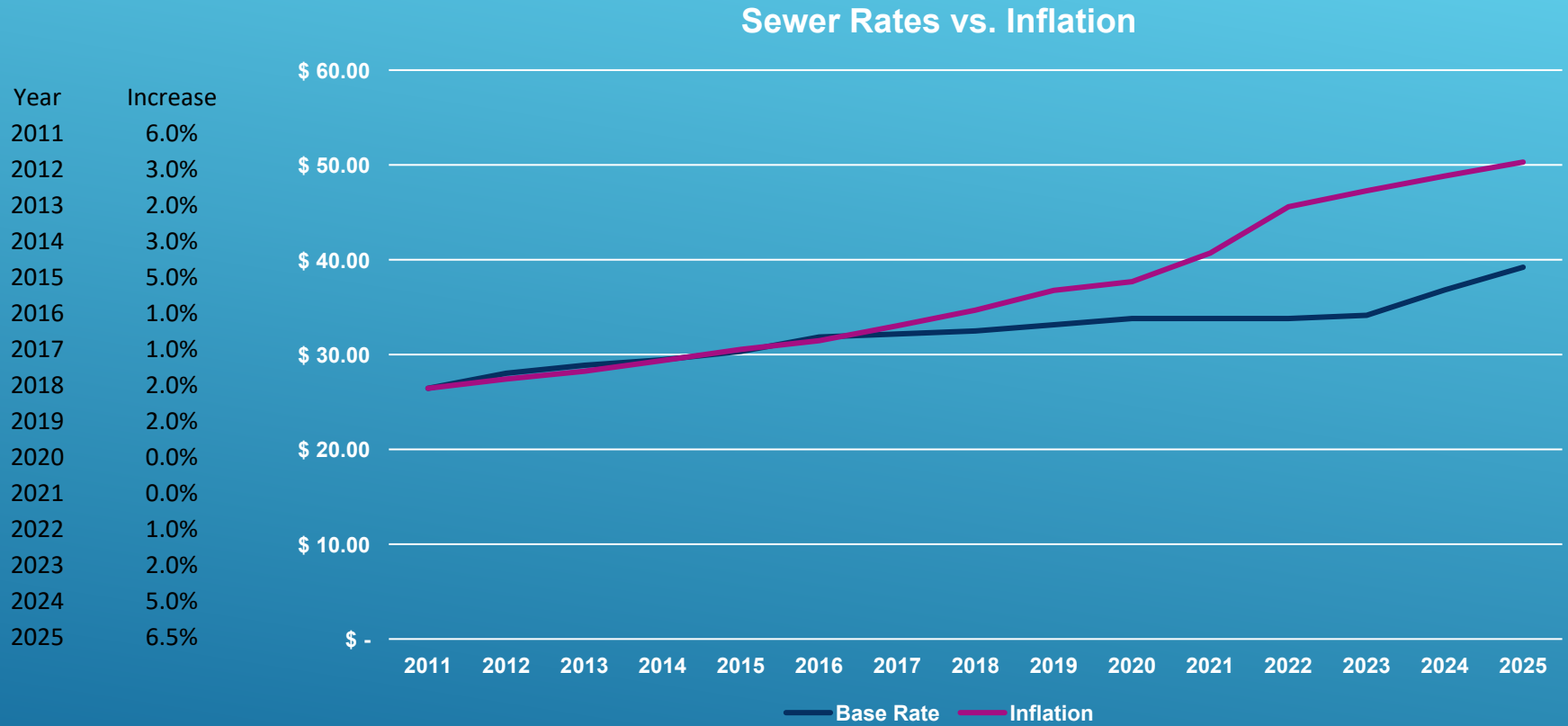
Sewer		Beg. Balance	16,071,542	13,423,172	9,788,416	9,605,441	8,717,143	9,388,203	8,894,685	9,609,237
		Capital	1,625,380	1,915,244	2,226,903	2,561,701	2,921,060	3,306,482	3,719,552	4,161,947
			2026	2027	2028	2029	2030	2031	2032	2033
Carryover Capital Projects										
4014 Oak St. Pump Station			146,000	1,500,000						
Mint Farm Sewer Pump Station Odor Control			100,000							
Columbia Heights Sewer Reconstruction			100,000	400,000	359,878					
General Sewer Plan			100,000							
	Subtotal		446,000	1,900,000	359,878	0	0	0	0	0
Planned Capitol Projects										
	Request									
Annual Main Replacements			1,500,000	800,000	800,000	800,000	800,000	800,000	800,000	1,150,000
Annual Main Relining			1,500,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000
Public / Private Joint Utility Imp			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
LID			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
OB2, OB3, OB4 odor control			100,000	200,000						
Seal Coat Utility Operations Lot 50%			41,000							
Power Gate Utility Operations Center 50%			10,500							
Repaint Utility Operations Center 50%			26,250							
Utility Operations Center Remodel								150,000	755,000	800,000
Schnider Pump Satation Sabilization			200,000							
5501 Finch PS			300000	1,700,000						
2277 48th PS					300000	1,700,000				
4711 Merlin PS							300000	1,700,000		
2401 50th PS	2,000,000								300000	1,700,000
122 Selix PS	2,000,000									
4007 Pacific Way PS	2,000,000									
2947 Lynn Place PS	2,000,000									
920 7th Ave	2,000,000									
	Subtotal		3,827,750	3,650,000	2,050,000	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
Total			4,273,750	5,550,000	2,409,878	3,450,000	2,250,000	3,800,000	3,005,000	4,800,000
		End Balance	13,423,172	9,788,416	9,605,441	8,717,143	9,388,203	8,894,685	9,609,237	8,971,185

2026 Utility Rate Information / Sewer Utility

Sewer Fund 5% per year



SEWER RATES VS. INFLATION



COMPARISON OF 2025 RESIDENTIAL SEWER RATES

(BASED ON A MONTHLY CONSUMPTION OF 600 CF)

Kalama	\$132.05
Longview (2026 fully funded 31.29%)	\$102.76
Chehalis	\$101.43
Castle Rock	\$100.38
Port Angeles	\$99.08
Mercer Island	\$93.77
Centralia	\$91.66
Lynnwood	\$91.40
Auburn	\$90.57
Kent	\$89.47
Longview (2026 Proposed 5%)	\$82.18
Mountlake Terrace	\$81.76
Longview (2026 Proposed 4%)	\$81.40
Longview (2026 Proposed 3.5%)	\$81.01
Woodland	\$80.46
Longview (2025 Current)	\$78.27
Olympia	\$75.75
Aberdeen	\$75.17
Kelso	\$73.59
Everett	\$65.76
Edmonds	\$64.78
Vancouver	\$58.72
Bellingham	\$58.18
Renton	\$56.47
<u>Comparison Average (2025)</u>	<u>\$82.94</u>



DISCUSSION

FULLY FUNDED
SEWER UTILITY
= 31.29%
INCREASE

Water



WATER RATE OPTIONS

Water Fund Projections		No Increase	3.50%	4%
	2025	2026	2026	2026
Annual Revenues	\$12,831,000.00	\$ 12,831,000.00	\$ 13,280,085.00	\$ 13,344,240.00
Annual Operating Budget	\$10,384,000.00	\$ 10,747,440.00	\$ 10,747,440.00	\$ 10,747,440.00
Annual Capital Contribution	\$ 2,447,000.00	\$ 2,083,560.00	\$ 2,532,645.00	\$ 2,596,800.00
Rate for 6CCF	\$ 44.95	\$ 44.95	\$ 46.52	\$ 46.75
\$ Increase		\$ -	\$ 1.57	\$ 1.80

2026 Utility Rate Information / Water Utility

Water Fund No Rate Adjustment

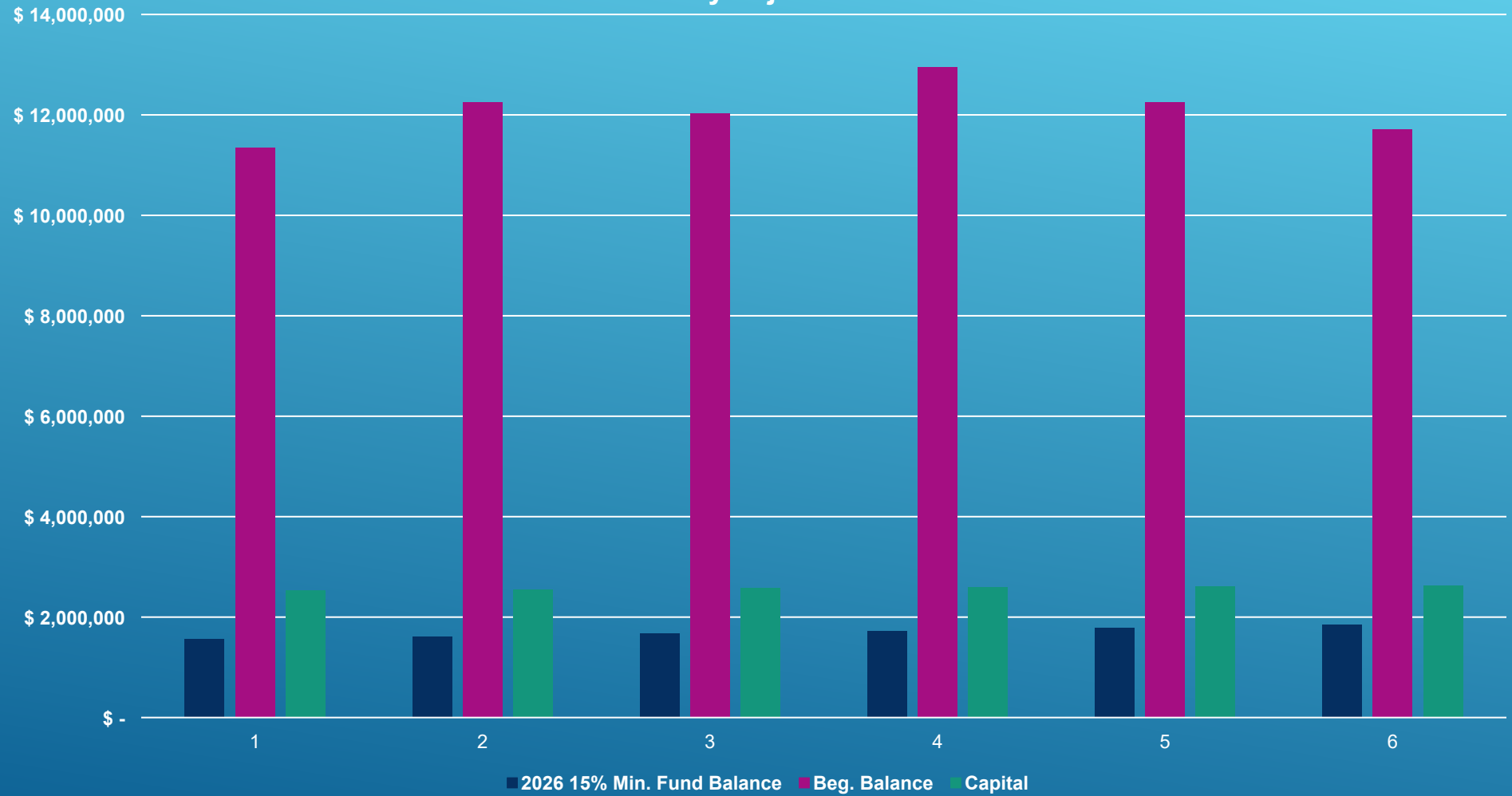


WATER CAPITAL PROJECTS – PLAN 3.5%

Water										
		Beg. Balance	11,345,538	12,245,483	12,022,870	12,955,961	12,246,593	11,715,675	10,273,178	5,189,814
		Capital	2,532,645	2,554,887	2,575,916	2,595,629	2,613,918	2,630,671	-380,348	-842,745
		Federal Grant	1,090,000							
			2026	2027	2028	2029	2030	2031	2032	2033
Current Capital Projects										
Mt Solo Waterline			1,030,000							
Columbia Hts Waterline Reconstruction				190,800	1,097,200					
Nemi Booster Station			50,000	50,000						
Madrona Waterline Replacement						750,000				
Transmission Main			1,090,000	2,000,000		2,000,000		2,000,000		2,000,000
Subtotal			2,170,000	2,240,800	1,097,200	2,750,000	0	2,000,000	0	2,000,000
Planned Capital Projects		Request								
LID			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Public/Private Joint Utility Imp			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Annual Valve Replacement			30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213
Large Meter Replacement			140,000	147,000	154,350	162,068	170,171	178,679	187,613	196,994
Vehicle replacement additional funds			110,000							
Seal coat parking lot at ops center			41,000							
Power entry gate			10,500							
Repaint ops center			26,200							
Utility ops center remodel							150,000	755,000	800,000	
PRV Station Columbia Hts			45,000							
Annual Main Replacement										3,000,000
Replace Castleman Line							2,430,000			
Annual Main Replacement - N 50th								233,000		
Annual Main Replacement - Sunset								234,000	134,600	
Annual Main Replacement - Trella Zone	4,500,000								192,000	576,000
Annual Main Replacement - Willow Grove	3,000,000							276,000	1,584,000	
Annual Main Replacement - Pacific Way	3,000,000								195,000	1,119,000
all reservoirs - seismic upgrades				158,200	158,200	158,200	158,200	158,200	158,200	158,200
SCADA Upgrades				50,000	50,000	50,000	50,000	50,000	50,000	50,000
Subtotal			552,700	536,700	545,625	554,996	3,144,836	2,073,168	4,703,016	5,292,407
Total			2,722,700	2,777,500	1,642,825	3,304,996	3,144,836	4,073,168	4,703,016	7,292,407

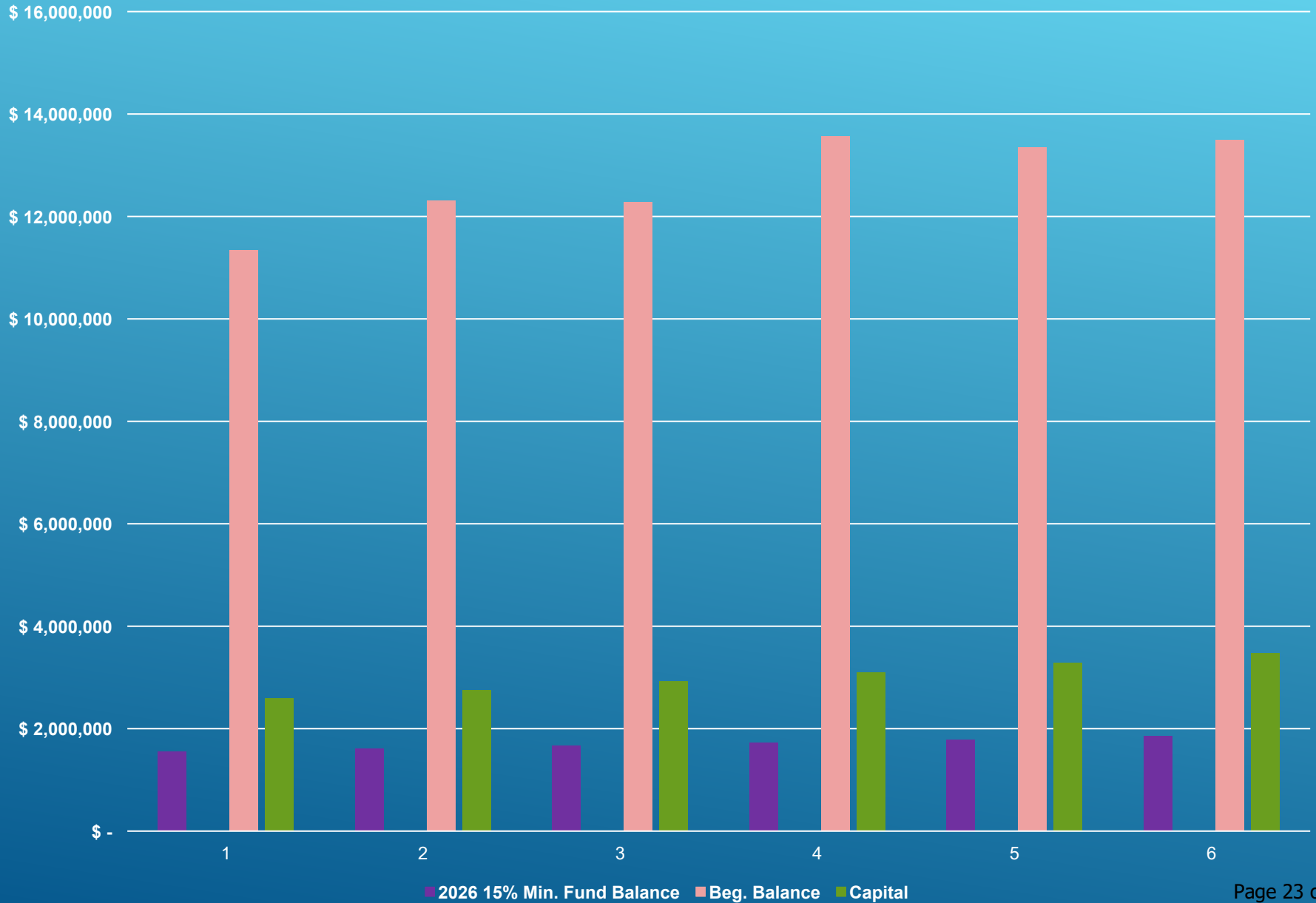
2026 Utility Rate Information / Water Utility

Water Fund inflationary adjustment 3.5%



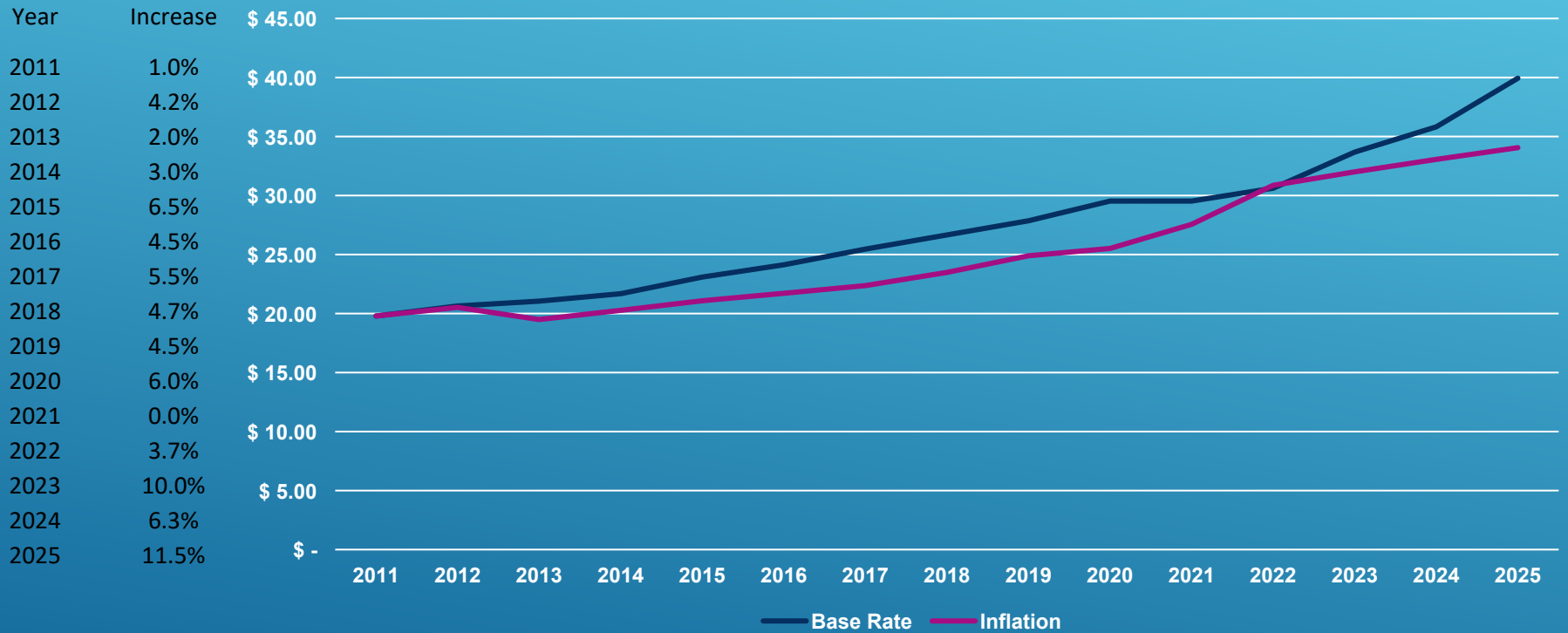
2026 Utility Rate Information / Water Utility

Water Fund 4% per year



WATER RATES VS. INFLATION

Water Rates vs. Inflation



COMPARISON OF 2025 RESIDENTIAL WATER RATES

(BASED ON A MONTHLY CONSUMPTION OF 600 CF)

Castle Rock	\$80.66
Mercer Island	\$67.38
Edmonds	\$64.48
Port Angeles	\$62.42
Woodland	\$61.84
Mountlake Terrace	\$56.96
Bellingham	\$55.35
Kelso	\$53.59
Centralia	\$51.15
Auburn	\$49.60
Kent	\$49.12
Longview (2026 Proposed 4%)	\$46.75
Longview (2026 Proposed 3.5%)	\$46.52
Aberdeen	\$45.11
Longview (2025 Current)	\$44.95
Chehalis	\$44.22
Renton	\$41.19
Everett	\$38.65
Vancouver	\$35.04
Lynnwood	\$32.69
Kalama	\$31.69
Olympia	\$22.81

Comparison Average (2025) \$49.45



- 24,000 LF of asbestos cement pipe.
- 13,000 LF of steel pipe.
- 195,000 LF of pipe installed in the 1920's.
- Fully Funded Water Utility = 34.25% increase

DISCUSSION



Sewer and Utility Operations Capital Projects

- **Mint Farm Pump Station Odor Control**
Replacement of the failing odor control system at the Mint Farm Pump Station to address ongoing odor issues and maintain regulatory compliance.
- **Columbia Heights Sewer Reconstruction**
Sewer system reconstruction coordinated with the Columbia Heights Road Reconstruction project to minimize disruption and align construction schedules.
- **General Sewer Plan Update**
Scheduled update to the City's General Sewer Plan. This plan is typically updated every 10–15 years or when major system changes occur and provides long-term planning guidance for sewer infrastructure.
- **4014 Oak Street Pump Station Replacement**
Full replacement of the existing pump station, which has reached the end of its useful life.
- **Annual Sewer Main Replacement Program**
Ongoing annual allocation to replace deteriorating sewer mains to improve system reliability and reduce emergency repairs.
- **Annual Sewer Main Relining Program**
Annual allocation to reline sewer mains as a cost-effective alternative to full replacement where conditions allow.
- **Public–Private Joint Utility Improvements**
Annual allocation to improve sewer infrastructure when private development occurs in areas where system upgrades are needed, leveraging coordinated construction.
- **Local Improvement District (LID) Support**
Annual allocation to support sewer-related improvements constructed through Local Improvement Districts when formed.
- **OB2, OB3, and OB4 Pump Station Odor Control**
Replacement of failing odor control systems at three sewer pump stations along Ocean Beach Highway.

- **Sealcoat Utility Operations Lot**
General asphalt maintenance to extend pavement life and improve site conditions.
- **Power Gate Installation**
Installation of a powered entry gate at the Utility Operations Center to improve traffic flow, enhance security, and support operational efficiency.
- **Utility Operations Center Repainting**
General building maintenance to repaint the facility, which is in significant need of exterior and interior renewal.
- **Utility Operations Center Remodel**
Remodel to address failing plumbing systems and resolve capacity constraints within the existing facility.

- **Schnider Pump Station Stabilization**

Replacement of the control and electrical building, which is experiencing settlement issues, with a new stabilized and level structure.

- **Additional Pump Station Replacements**

The remaining identified projects consist primarily of pump station replacement projects necessary to address aging infrastructure and maintain system reliability.

- DRAFT -
STRATEGIC VISION
2026 - 2031

CITY COUNCIL WORKSHOP 1.15.2026

**LONGVIEW | W
A**

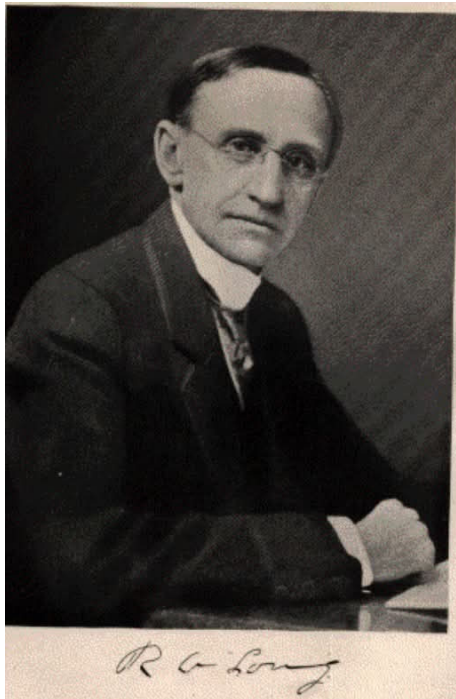
A BRIEF HISTORY

FROM 1923 TO
OVER 38,000
PEOPLE



LONGVIEW | **W
A**

OUR VISION STATEMENT



*"Until Longview gives every man, woman, and child within its limits an opportunity to live happily, to improve mind, soul, and body Longview has an unfinished task... Let it never be said of Longview that it permitted its high ideals to perish, for they must forever be the soul of the city."
- Robert A. Long,
1925*

Longview is a city where every person can thrive, to live in a safe and healthy community, to stay active and connected, to do work, and to feel at home. As a city built with vision, we carry forward the values that have always been the soul of our community.

**LONGVIEW | W
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OUR MISSION

Our mission is to work collaboratively to deliver excellent service, maintain reliable infrastructure, and foster a vibrant, safe, and welcoming Longview for everyone who lives, works, or visits here, guided every day by the values we share.

LONGVIEW | **W**
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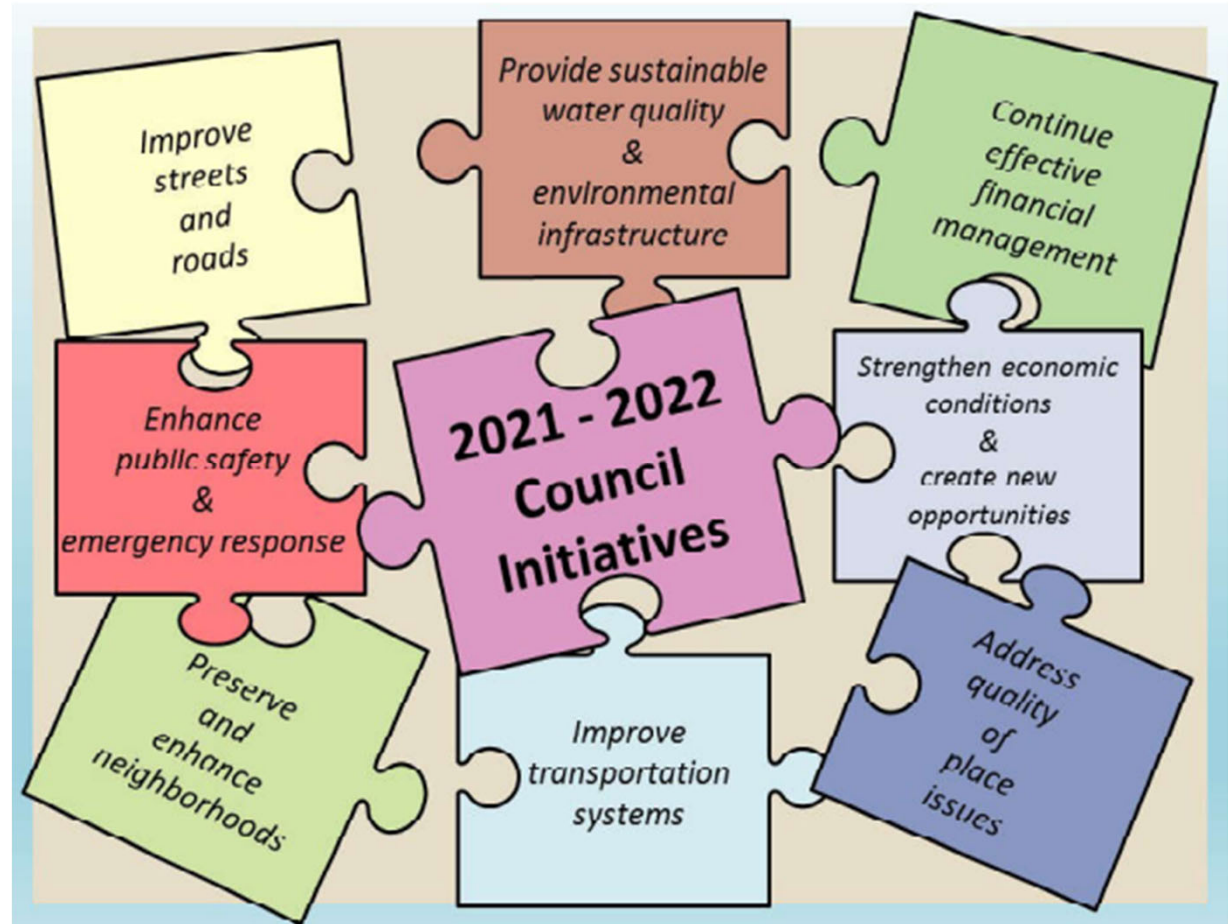
CORE VALUES

- ENGAGEMENT
- INTEGRITY
- RELEVANCE
- COMMUNITY FIRST SERVICE
- SAFETY
- EMPLOYER OF EXCELLENCE

**Defining how we hire, train,
lead, solve problems,
communicate, and serve.**

**LONGVIEW | W
A**

COUNCIL INITIATIVES since 2012



LONGVIEW | **W**
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Strategic Initiative #1 – Empowered & Connected Community

We foster trust and shared purpose by communicating clearly, engaging authentically, and building meaningful connections across neighborhoods and generations.

**LONGVIEW | W
A**

Strategic Initiative #2 – Community Risk Reduction

We reduce risks to people, neighborhoods, and public spaces through proactive prevention, coordinated response, strong emergency services, and supportive partnerships that promote well-being.

Strategic Initiative #3 – Vibrant Neighborhoods & Public Spaces

We invest in the character, beauty, and livability of Longview by strengthening parks, streetscapes, neighborhoods, and shared spaces where people gather, connect, and feel at home.

Strategic Initiative #4 – Growth & Economic Opportunity

We support local businesses, talent, and industries by cultivating an economic environment that encourages investment, innovation, and broad opportunity.

Strategic Initiative #5 – Future-Ready Infrastructure

We modernize utilities, streets, networks, and technology systems with a long-term mindset that meets today's needs while preparing for tomorrow's opportunities.

LONGVIEW | **WA**

Strategic Initiative #6 – Community First Service

We put the community first in how we design services and make decisions, choosing solutions that may require more effort internally when they make it easier, clearer, or more accessible for residents, businesses, and partners to work with the City.

Strategic Initiative #7 – Responsible & Transparent Governance

We honor public trust through ethical decision-making, financial stewardship, consistent follow-through, and organizational accountability.

LONGVIEW | **W
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POLICY FRAMEWORK:

FROM COUNCIL'S VISION TO ORGANIZATIONAL ACTION

Every recommendation, budget request, CIP proposal, RFP, or policy change should point back to these initiatives.

LONGVIEW | **W**
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ACTIVATION STRATEGY:

- Messaging Strategy
- Community Engagement
- Partnership Building
- Organizational Culture & Alignment
- Internal & External Application
- Communication & Progress

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WHAT SUCCESS LOOKS LIKE:

- **Residents feel connected.**
They understand what the City is doing, how to participate, and where progress is happening.
- **Communication is clear and celebrated.**
The City tells a consistent story about its work and why it matters.
- **Partnerships are strong and visible.**
Public, private, regional, and nonprofit partners work together toward shared goals.
- **Internal culture reflects our values.**
Employees feel supported, aligned, and proud of their work.
- **Investments align with the Strategic Initiatives.**
Budgeting, planning, and capital decisions show consistency and long-term focus.
- **Leadership is unified and proactive.**
Citywide leadership is practiced at every level.
- **Systems evolve for the future.**
Infrastructure, technology, and policies adapt to community needs.

IMPLEMENTATION ROADMAP

- Adoption – Early 2026
- Annual Goals/Work Plans – April 2026
- Biennial Budget – May – December 2026
- Mid-Biennium Review – December 2027
- This gives us predictability, alignment, and transparency.

LONGVIEW'S POTENTIAL

- Potential is our greatest trait, but only when activated.
- This is the moment we stop asking, 'Why us?' and start saying, 'Why not us?'
- We're no longer standing still. You can feel the energy shifting.

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CULTURAL TURNING POINT

- Customers will never love a company until its employees love it first.
- Culture doesn't change because we desire it to, it changes when the organization is transformed.
- When people are financially invested, they want a return. When they are emotionally invested, they want to contribute.

QUESTIONS & NEXT STEPS

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A Message from the City Manager

Putting Council's Vision into Action

Dear Longview Community,

This document represents something powerful: a refreshed vision for Longview's future crafted with care, rooted in community input, and adopted by your City Council as a clear statement of priorities for the next decade.

In early 2025, the Council launched a process to reconnect with what matters most to the people of Longview. Through citizen summits, stakeholder forums, employee roundtables, and countless conversations, we listened to hundreds of voices each offering ideas, hopes, frustrations, and aspirations for this amazing city.

A consistent theme emerged: *people want to feel connected* to their city, their neighbors, opportunities, and a sense of shared purpose. They want a City that listens, communicates clearly, and follows through. And they want progress they can see and participate in.

Using that input, the Council updated its Strategic Initiatives to create a modern, values-based framework that reflects not only what we do as a City, but how we lead and why we serve. This vision is grounded in shared purpose, proactive leadership, and a belief in the incredible potential of Longview and its people.

My role, and the role of our entire staff, is to put that vision into action. We are the bridge between Council's vision and policy direction and the day-to-day work of delivering services, solving problems, and building trust. It is our responsibility to bring alignment, energy, and clarity to every department, team, and initiative. And we're doing this together.

This document isn't about any one person, department, or moment in time. It reflects collaboration across City Hall, throughout our neighborhoods, and across the region. It celebrates what makes Longview special and sets a shared course for what comes next.

To our Council: thank you for your leadership and for setting the tone.

To our Staff: thank you for your dedication, professionalism, and commitment to public service.

To our Residents, Businesses, and Community Partners: thank you for showing up and reminding us what we're working toward.

This is your vision. And we are honored to help bring it to life.

With gratitude and focus,

Jennifer Wills, City Manager

City of Longview

Chapter 1: Our Foundation – Who We Are

A BRIEF HISTORY OF LONGVIEW

Founded in 1923 as one of America’s few fully planned cities, Longview was envisioned by Robert A. Long as a model community, one that balanced industry with livability, opportunity with design, and progress with purpose. Built to support a booming timber economy, Longview quickly became known for its civic pride, beautiful streetscapes, and strong sense of place. More than a century later, that spirit continues to guide us.

Today, Longview is home to over 38,000 residents and serves as a regional hub for commerce, education, healthcare, and recreation. As we look toward the next decade, we remain committed to carrying forward the legacy of thoughtful planning while evolving to meet the needs and aspirations of a modern, connected community.

OUR VISION: THE SOUL OF THE CITY, REIMAGINED

In 2025, the Longview City Council reaffirmed its commitment to thoughtful, long-term planning by adopting a refreshed vision for our future, one shaped through broad community input and grounded in the values that have defined Longview for more than a century.

This Vision Statement reflects who we are at our best and who we aspire to be moving forward. It captures the kind of community we want to build together and serves as the anchor for every decision, investment, and partnership outlined in this Strategic Plan:

“Longview is a city where every person can thrive, to live in a safe and healthy community, to stay active and connected, to do work, and to feel at home. As a city built with vision, we carry forward the values that have always been the soul of our community.”

OUR MISSION: THE PURPOSE BEHIND EVERYTHING WE DO

Our mission is to work collaboratively to deliver excellent service, maintain reliable infrastructure, and foster a thriving, safe, and welcoming Longview for everyone who lives, works, or visits here, guided every day by the values we share.

CORE VALUES: WHAT WE STAND FOR AS A CITY AND AS PUBLIC SERVANTS

These values were shaped by the people of Longview and affirmed by the City Council as the guideposts for how we lead, serve, and grow. They apply across departments and partnerships and influence how decisions are made, services are delivered, and trust is built.

Engagement

We believe meaningful communication builds trust, fosters understanding, and creates stronger connections between the City and the community. We commit to clear, consistent, and inclusive dialogue both internally and externally so that people know they are seen, heard, and valued.

Integrity

We act with honesty, fairness, and accountability in everything we do. Integrity grounds our decisions and ensures that our actions reflect the best interests of the public we serve.

Relevance

We stay responsive to what matters today and adaptable to what is needed tomorrow. Remaining relevant means embracing new ideas, modern approaches, and thoughtful improvements that help Longview evolve while staying true to its identity.

Community First Service

We serve with respect, care, and pride, recognizing that our decisions and actions directly impact the people who live, work, and do business in Longview. We choose approaches that make it easier to work with the City and reflect a shared commitment to service, problem-solving, and putting the community before convenience.

Safety

We are committed to the well-being of everyone in Longview including residents, employees, businesses, and visitors. Safety is reflected in our public spaces, infrastructure, and operations. It means reliable services, well-maintained environments, thoughtful emergency planning, and a community where people feel secure and supported.

Employer of Excellence

We strive to be a workplace where people feel valued, supported, and proud to serve. This includes investing in professional growth, providing opportunities for advancement through thoughtful succession planning, fostering a culture of collaboration, and recognizing contributions with gratitude. When our people thrive, our community thrives.

Chapter 2: Strategic Framework – Council’s Vision for Longview

WHY WE REFRESHED OUR STRATEGIC INITIATIVES

In 2025, the Longview City Council launched a process to refresh and refocus the City’s long-term strategic priorities. For more than a decade, the previous initiatives guided Longview’s investments and planning, helping the City prioritize streets, neighborhoods, transportation systems, and economic development.

Previous Council Initiatives (2012–2025)

- Improve streets and roads
- Enhance public safety and emergency response
- Preserve and enhance neighborhoods
- Improve transportation systems
- Address quality-of-place issues
- Strengthen economic conditions and create new opportunities
- Continue effective financial management

These priorities helped shape the Longview we know today. They remain fundamental to community well-being, but as the City’s challenges and opportunities evolved, Council recognized the need for a broader, more values-driven framework. One that not only defines *what* the City does, but also *how* we lead and *why* we serve.

Through citizen summits, stakeholder conversations, employee forums, and regional collaboration, we heard clearly from the community: people want a connected, responsive, modern City that communicates clearly, invests intentionally, and delivers excellent service.

A MODERN FRAMEWORK FOR TODAY AND THE FUTURE

The refreshed Strategic Initiatives respond directly to community input and reflect Council’s commitment to long-term resilience, organizational alignment, service excellence, and shared purpose.

They are:

- Rooted in the City’s updated Core Values
- Reflective of community, staff, and regional priorities
- Designed to guide cross-department alignment and leadership decisions
- Flexible enough to support both immediate needs and visionary projects

They don’t replace Longview’s past, they build upon it. The core priorities of safety, infrastructure, neighborhoods, and economic vitality remain, but are expressed through a modern, people-centered lens that reflects who we are today and who we aspire to be.

The following initiatives represent City Council’s adopted direction through 2031. They guide the work of every department and partner, ensuring that each project, policy, and investment supports a unified, community-centered vision.

COUNCIL’S STRATEGIC INITIATIVES (2026–2031)

Each initiative is anchored in the City’s Core Values: Engagement, Integrity, Relevance, Community First Service, Safety, and Employer of Excellence.

Strategic Initiative #1 – Empowered & Connected Community

We foster trust and shared purpose by communicating clearly, engaging authentically, and building meaningful connections across neighborhoods and generations.

Strategic Initiative #2 – Community Risk Reduction

We reduce risks to people, neighborhoods, and public spaces through proactive prevention, coordinated response, strong emergency services, and supportive partnerships that promote well-being.

Strategic Initiative #3 – Vibrant Neighborhoods & Public Spaces

We invest in the character, beauty, and livability of Longview by strengthening parks, streetscapes, neighborhoods, and shared spaces where people gather, connect, and feel at home.

Strategic Initiative #4 – Growth & Economic Opportunity

We support local businesses, talent, and industries by cultivating an economic environment that encourages investment, innovation, and broad opportunity.

Strategic Initiative #5 – Future-Ready Infrastructure

We modernize utilities, streets, networks, and technology systems with a long-term mindset that meets today’s needs while preparing for tomorrow’s opportunities.

Strategic Initiative #6 – Community First Service

We put the community first in how we design services and make decisions, choosing solutions that may require more effort internally when they make it easier, clearer, or more accessible for residents, businesses, and partners to work with the City.

Strategic Initiative #7 – Responsible & Transparent Governance

We honor public trust through ethical decision-making, financial stewardship, consistent follow-through, and organizational accountability.

Bridging the Past and the Future

These updated initiatives reflect the strengths Longview has built over the past century, proud neighborhoods, resilient infrastructure, committed employees, and a community that cares deeply about its future. At the same time, they expand our focus to include leadership culture, customer service, communication, organizational alignment, and long-term resilience.

Together, they form the backbone of the City's strategic direction. Every project, policy recommendation, and budget decision can be traced back to these initiatives and the values that shaped them.

In the next chapter, we outline how these initiatives translate into policy guidance, operational expectations, and coordinated action across every department.

Chapter 3: Policy Framework – Putting Vision into Practice

INTRODUCTION: FROM COUNCIL’S VISION TO ORGANIZATIONAL ACTION

The updated Strategic Initiatives adopted by the City Council define Longview’s long-term direction and set clear expectations for how the City will lead, serve, and invest through 2031. This chapter explains how those initiatives translate into daily operations. It outlines how staff evaluate proposals, plan programs, allocate resources, and coordinate across departments so that every decision reflects Council’s values-driven vision.

The Policy Framework is the roadmap that keeps the organization aligned and ensures that the City’s long-term priorities guide how work is planned, delivered, measured, and communicated.

STRATEGIC INITIATIVES AS POLICY LENSES

Each Strategic Initiative serves as a lens that guides how the City evaluates priorities, assesses impacts, and determines the best use of resources. The following sections restate Council’s direction and identify ways departments can put each initiative into practice.

Strategic Initiative #1: Empowered & Connected Community

Guided by: Engagement | Integrity | Relevance

Policy Direction:

The City will foster trust and shared purpose by communicating clearly, engaging authentically, and creating meaningful connections across neighborhoods and generations.

Departments should:

- Strengthen communication using accessible, visible tools.
- Build ongoing relationships with neighborhoods, community groups, and youth.
- Create additional ways for people to participate in decisions, both online and in person.
- Coordinate with Cowlitz County, nearby cities, schools, and regional partners.
- Ensure all major projects and policies include thoughtful public engagement.

Strategic Initiative #2: Community Risk Reduction

Guided by: Safety | Integrity | Community First Service

Policy Direction:

Longview will reduce risks by strengthening prevention, preparedness, response, and recovery systems. The City will proactively address safety challenges, coordinate across departments and partners, and support community well-being through compassionate, data-informed approaches.

Departments should:

- Strengthen prevention efforts across facilities, parks, infrastructure, and operations.
- Improve emergency response capacity and interdepartmental coordination.
- Expand partnerships that support behavioral health, crisis intervention, and early intervention strategies.
- Address environmental, infrastructure, and neighborhood-level risks.
- Use data-informed approaches to guide resource allocation and improve outcomes.
- Integrate risk reduction into planning, design, programming, and policy decisions.
- Communicate clearly with residents about risks, preparedness, and available services.

Strategic Initiative #3: Vibrant Neighborhoods & Public Spaces

Guided by: Relevance | Engagement | Safety

Policy Direction:

Longview will invest in the character, beauty, and livability of neighborhoods, parks, and shared public spaces where people gather and feel at home.

Departments should:

- Revitalize corridors and public spaces with improvements that enhance appearance, function, and safety.
- Strengthen neighborhood identity through art, signage, and tailored investments.
- Maintain parks, trails, and facilities to reflect pride and stewardship.
- Promote shared public spaces through events, activities, and community partnerships.
- Integrate safety, accessibility, and inclusivity into all public space planning.

Strategic Initiative #4: Growth & Economic Opportunity

Guided by: Relevance | Integrity | Engagement

Policy Direction:

The City will support local businesses, workforce development, and strategic investment to build a resilient economy with opportunity for every generation.

Departments should:

- Strengthen partnerships with schools, employers, regional institutions, and workforce agencies.
- Support small businesses and entrepreneurs through clear, accessible processes.
- Market Longview's industrial, commercial, and Opportunity Zone assets.
- Encourage innovative housing, redevelopment, and adaptive reuse.
- Reduce unnecessary barriers while upholding fair and consistent standards.

Strategic Initiative #5: Future-Ready Infrastructure

Guided by: Relevance | Safety | Integrity

Policy Direction:

Longview will modernize utilities, transportation, technology systems, and mobility networks with a long-term approach that supports community needs today and into the future.

Departments should:

- Prioritize reinvestment in aging infrastructure.
- Improve multimodal mobility options, including sidewalks, transit, bike networks, and trails.
- Integrate technology and data into maintenance, planning, and operations.
- Build regional partnerships that strengthen infrastructure capacity and funding.
- Pursue grants and innovative financing strategies for high-impact projects.
- Develop long-range funding and replacement strategies for parks, trails, and public space infrastructure to ensure consistent reinvestment and long-term sustainability.

Strategic Initiative #6: Community First Service

Guided by: Community First Service | Integrity | Engagement | Employer of Excellence

Policy Direction:

Longview will make it easier for residents, businesses, and partners to work with the City by prioritizing responsiveness, clarity, and problem-solving. Exceptional public service begins with a strong internal culture and an organization where staff feel supported and equipped to serve well.

Departments should:

- Streamline permitting, procurement, and service-request processes.
- Provide clear information on timelines, expectations, and points of contact.
- Implement customer-friendly tools including online systems and guides.
- Participate in service excellence training and apply best practices.
- Strengthen internal service and communication across departments.
- Support succession planning, cross-training, and leadership development.

Strategic Initiative #7: Responsible & Transparent Governance

Guided by: Integrity | Engagement | Employer of Excellence

Policy Direction:

Longview will uphold public trust through ethical leadership, clear decision-making, financial stewardship, and organizational accountability.

Departments should:

- Align annual work plans, budgets, and proposals with the Strategic Initiatives.
- Use dashboards, scorecards, and consistent reporting to demonstrate progress.
- Reference initiative alignment in grants, policy proposals, and capital requests.
- Reinforce ethical and responsible decision-making across operations.
- Support internal communication, leadership development, and operational consistency.

CONCLUSION: A FOUNDATION FOR ALIGNMENT

This Policy Framework outlines the expectations that guide how staff develop recommendations and shape their work. It ensures that every project, program, and investment can be clearly connected to Council's Strategic Initiatives and the values that support them.

The next chapter describes how the City activates this vision through communication, engagement, internal alignment, and partnerships that transform strategic priorities into sustained momentum.

Chapter 4: Activation Strategies – Turning Vision into Momentum

OVERVIEW

A strategic vision has meaning only when it is put into motion. The Strategic Initiatives adopted by the City Council guide Longview’s long-term direction; activation is how those ideas become daily practice, visible progress, and shared ownership.

This chapter describes how Longview brings the vision to life through clear communication, meaningful engagement, strong partnerships, a united organizational culture, and transparent reporting. Activation ensures this plan is not just written, it is lived.

1. MESSAGING STRATEGY – TELLING A CLEAR AND UNIFIED STORY

Bringing a vision to life starts with communication that is consistent, welcoming, and easy to understand. When departments use shared language and connect their work back to the Strategic Initiatives, it becomes easier for residents to see how individual projects contribute to something bigger.

Longview will continue refreshing its messaging tools, coordinating across departments, and celebrating progress in real time. Staff will use monthly themes, shared talking points, and storytelling through updates, social media, and conversations to build a unified narrative about where Longview is heading.

2. COMMUNITY COLLABORATION & ENGAGEMENT – KEEPING PEOPLE AT THE TABLE

Longview’s vision was shaped with the community, and its success depends on keeping people involved. Engagement is not a single meeting or a single summit, it is an ongoing practice.

The City will continue hosting summits, listening sessions, pop-up events, and neighborhood gatherings; expand digital and multilingual tools; and partner with schools, nonprofits, and trusted community groups. Most importantly, the City will maintain strong feedback loops so people see how their input influenced decisions.

Visible tools like sign boards, QR codes, and project stories will help residents understand how each initiative translates into action. Community members and partners who help advance this work will be recognized for their contributions.

3. BUSINESS, INSTITUTIONAL & REGIONAL PARTNERSHIPS – STRONGER TOGETHER

Longview’s future is a shared effort. Partnerships with regional agencies, local institutions, businesses, and nonprofits expand capacity and strengthen outcomes.

The City will continue building regular touchpoints such as roundtables, working groups, and collaborative planning efforts to align strategies and resources. Shared grant applications, co-authored initiatives, and coordinated regional priorities will amplify Longview’s impact. When partnerships succeed, the City will highlight those accomplishments so the community sees the power of collaboration.

4. DEPARTMENTAL ALIGNMENT & CULTURE – MOVING IN THE SAME DIRECTION

Activation also happens internally. Staff at every level play a role in connecting their work to the City’s strategic direction.

Planning and Alignment

Long-range plans such as the Citywide and Department Comprehensive Plans, master plans, department strategic plans, transportation plans, utility plans, and economic development strategies will continue to align with the Strategic Initiatives. Annual department goals, work plans, and policy reviews will ensure short-term actions reflect long-term direction. Budgeting, CIP proposals, and grant applications will clearly show initiative alignment.

Culture and Leadership

Shared language, leadership expectations, onboarding, leadership development, succession planning, and collaborative problem-solving are central to building a culture that reflects Longview’s values. Staff are encouraged to innovate, raise ideas, and partner across departments to meet community needs. When employees understand the purpose behind the work, alignment becomes natural and sustainable.

5. INTERNAL & EXTERNAL APPLICATION – A WHOLE-CITY APPROACH

Activation is most effective when the City moves in one direction, internally and externally. Inside the organization, decision-making, coaching, internal communication, and operational improvements reinforce the Strategic Initiatives. Externally, partnerships, contractors, grantees, and community groups understand how their work supports the vision. Public messaging connects individual projects to the broader story of where the City is going.

6. COMMUNICATION & PROGRESS UPDATES – SHOWING THE WORK

Momentum depends on consistency. Longview will keep residents, Council, and staff informed through a mix of storytelling and data.

A public-facing dashboard, quarterly Council updates, and the bi-annual “Vision in Action” report will highlight accomplishments, challenges, and next steps. Community check-ins and surveys will help the City adjust course and stay connected to changing needs. Internal updates, such as newsletters and City Manager reports, will reinforce alignment and celebrate progress.

7. WHAT SUCCESS LOOKS LIKE

If activation is successful, Longview will not only be aligned in purpose, we will see and feel the results.

When We Are Successful:

- **Residents feel connected.**
They understand what the City is doing, how to participate, and where progress is happening.
- **Communication is clear and celebrated.**
The City tells a consistent story about its work and why it matters.
- **Partnerships are strong and visible.**
Public, private, regional, and nonprofit partners work together toward shared goals.
- **Internal culture reflects our values.**
Employees feel supported, aligned, and proud of their work.
- **Investments align with the Strategic Initiatives.**
Budgeting, planning, and capital decisions show consistency and long-term focus.
- **Leadership is unified and proactive.**
Citywide leadership is practiced at every level.
- **Systems evolve for the future.**
Infrastructure, technology, and policies adapt to community needs.

8. MEASURING PROGRESS – MAKING OUR WORK VISIBLE

To maintain accountability and alignment, Longview will measure progress through dashboards, quarterly updates, work plan tracking, and community feedback.

Progress will be evaluated across areas such as resident connection, partnerships, internal culture, infrastructure readiness, service excellence, and investment alignment. Measurement turns progress into something people can see. It builds public trust and keeps the City focused on results.

Chapter 5: Implementation Roadmap – How We Put the Vision into Action

The Strategic Initiatives establish Longview’s direction. The Implementation Roadmap explains how we carry that direction into daily work, annual goals, and biennial budget decisions. The goal is simple: create a predictable, repeatable system that keeps the organization aligned and moving forward together.

This chapter outlines what happens when, who does what, and how the Strategic Initiatives become measurable action across the City.

1. A PREDICTABLE RHYTHM FOR STRATEGIC WORK

Longview follows a planning rhythm that repeats every year and every biennium. This rhythm keeps the organization focused, aligned, and adaptable.

Annual Goals

Each department sets new goals every year, even within a two-year budget cycle. These goals reflect the Strategic Initiatives and guide each department’s daily work and priorities.

Annual Work Plans

Departments translate their goals into detailed work plans with timelines, responsibilities, and expected outcomes.

Biennial Budget

The City adopts a two-year budget. Annual goals and work plans directly inform budget requests, ensuring proposals support Council’s long-term vision.

Mid-Biennium Review

In the second year of every budget cycle, the City reviews progress and adjusts operations as needed. This mid-cycle check keeps departments on track and prepares them for the next biennium.

This planning rhythm creates stability. It also reinforces alignment by ensuring every year includes new goals and every two years includes a full review.

2. 2026 – THE ALIGNMENT YEAR

2026 is the first year implementing the refreshed Strategic Initiatives. It serves as the foundation for building shared habits and expectations.

During 2026, departments will:

- Establish annual goals aligned to the Strategic Initiatives
- Develop work plans that outline the actions needed to meet those goals

- Identify cross-department needs and shared responsibilities
- Practice initiative-based alignment in decisions, proposals, and reporting

This alignment work will directly inform development of the 2027–2028 biennial budget.

3. BUILDING THE 2027–2028 BIENNIAL BUDGET

Budget development begins in Quarter 2 of 2026 and is led by the City Leadership Team in collaboration with department directors. This will be the first biennial budget fully built around the Strategic Initiatives.

During budget development, departments will:

- Reference which Strategic Initiatives their requests support
- Describe community benefit, operational impact, or risk reduction
- Connect proposals to long-range plans such as the Comprehensive Plan and Master Plans
- Identify timelines, outcomes, and resource needs

City Council will adopt the 2027–2028 budget before the end of 2026. This will be the first budget cycle that fully reflects the Strategic Initiatives and the alignment work completed during the year.

4. REPORTING AND ADJUSTING PROGRESS

To promote transparency and continuous improvement, the City will provide regular progress updates.

Quarterly Progress Updates

Departments share progress on their annual goals, highlighting accomplishments, barriers, and needed adjustments.

Annual Vision in Action Summary

Each year, the City publishes a summary of progress toward the Strategic Initiatives, including accomplishments, community stories, and measurable outcomes.

Adaptive Improvement

The City will refine processes, update alignment practices, and respond to emerging needs or opportunities as implementation continues.

5. MID-BIENNIUM REVIEW

Halfway through each two-year budget cycle, such as the end of 2027 for the 2027–2028 budget, the City conducts a structured review. This review will:

- Evaluate progress toward annual goals
- Assess operational needs for the second year of the biennium
- Identify adjustments to resource allocation, if needed
- Confirm key priorities and emerging issues
- Begin early preparation for the next biennial budget

This review helps ensure responsiveness throughout the cycle and prepares departments for what comes next.

6. MULTI-YEAR IMPLEMENTATION TIMELINE (2025–2031)

2025 – Strategic Framework

- Strategic Plan Review
- Vision messaging and alignment work begins

2026 – Alignment Year

- Departments create 2026 annual goals and work plans
- Alignment practices established
- CLT develops the 2027–2028 budget
- Council adopts the aligned budget by year-end

2027 – First Year of the Biennium

- Departments implement 2027 goals
- Quarterly updates reinforce alignment
- Vision in Action summary published

End-2027 – Biennium Review

- Evaluate progress and adjust priorities
- Departments establish new 2028 goals
- Begin development of the 2029–2030 budget

End of 2028 – Adoption of 2029–2030 Budget

2029 – Implementation and New Annual Goals

- Departments carry out annual goals
- Continued reporting and alignment

End-2029 – Second Biennium Review

- Evaluate performance
- Refine priorities for 2030
- Begin early planning for the next long-term strategy

2031 – Transition to the Next Strategic Cycle

- Review outcomes from 2026–2030
- Begin development of Longview’s next long-range vision

7. WHY THIS MATTERS

The Implementation Roadmap ensures the Strategic Initiatives become part of everyday decision-making. It supports annual planning, budgeting, service delivery, and organizational alignment.

It provides clear expectations, consistent alignment, strong budgeting discipline, transparent reporting, and shared accountability. Most importantly, it helps every employee understand how their work contributes to Longview's long-term future and the well-being of the community.

Chapter 6: What's Next — A Call to Our Second Century

Longview stands at a rare moment in its history. We are no longer a city approaching 100 years. We are a city stepping into our second century, with a chance to make our mark in a way that honors our past and shapes our future.

For too long, potential has been something we talked about as if it lived somewhere out on the horizon. But potential only matters when it is activated. This is the moment we stop asking, “Why us?” and start asking, “Why not us?”

Why not us to lead?

Why not us to innovate?

Why not us to create a city where every person feels the momentum of progress?

We have weathered a lot together. We held steady through a pandemic. We worked hard to regain our footing. And now the needle is moving, not by accident or luck, but because people across this city are leaning in, stepping up, and choosing action over stagnation.

Culture change does not come from a document. It comes from people. It comes from employees who take pride in their work, partners who believe in the mission, and residents who know this place is worth fighting for. And right now, that culture is shifting. You can feel it. There is an energy rising and a growing sense that Longview is ready for forward motion again.

This is the moment when small steps become real momentum. Momentum becomes confidence. And confidence becomes the belief that Longview can do more than hope for a better future. We can build it.

We are not here to simply take what happens to us. We are here to shape what happens next. That means showing up with purpose. That means choosing collaboration over silos. That means embracing the work, the learning, and the course corrections that come with progress.

Because progress is not handed to a community. It is earned. And Longview is ready. Ready to move from potential to performance. Ready to lead with purpose and pride. Ready to write the story of our next hundred years, not as a city waiting for something to happen, but as a city in motion.

This is our time. This is our mark to make.

And together, we will build a Longview that is stronger, bolder, and more connected than ever before.

LET'S GET TO WORK.