# 2014 Work Plan

# Longview City Council's Strategic Initiatives





### **Our Mission**

It is the mission of Longview City Council to mindfully develop and implement sustainable environmental, economic, and social strategies that protect and improve the quality of life in Longview. This mission challenges us to deliver services within the community's resources and at an acceptable level of risk.

### **Our Vision**

It is the vision of Longview to require forward-thinking leadership that creates an environment for excellence within the organization and promotes inclusiveness within the community.



# 2013 Strategic Initiatives

- Continue effective financial management
- Enhance public safety & emergency response
- Strengthen economic conditions & create new opportunities
- Preserve and enhance neighborhoods
- Improve transportation systems
- Address quality of place issues
- Provide sustainable water quality & environmental infrastructure

These strategic initiatives have been adopted by the City Council to reflect the values of the community. They are reviewed and updated annually. The City Manager and staff work with Council to establish strategies to implement the initiatives. For more details go to mylongview.com.



**Champion: Finance Director Kurt Sacha** 

Strategy A: Our budget will support our initiatives

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Keep Council abreast of General Fund (and other funds as appropriate) financial condition on a quarterly basis.

**<u>DELIVERABLE #2</u>**: Develop 2015-2016 biennial budget ensuring revenue estimates and expenditure appropriations are in accordance with Council's initiatives.

- City will follow budget model providing for adequate reserves.
- Follow financially sound practices through funding for City facilities, equipment, and infrastructure.
- Long-term financial support is identified including appropriate taxes, user fees, utility rates, fines, etc.
- Evaluate and present funding alternatives for critical initiatives.
- Employ cost recovery strategy for fees/charges for City programs.



**Champion: Finance Director Kurt Sacha** 

Strategy A: Our budget will support our initiatives (continued)

**DELIVERABLE #3**: Maintain debt level at no more than 60% of non-voted capacity.

**<u>DELIVERABLE #4</u>**: Together with the administration and Council, maintain the City's A1 rating assigned by Moody's Investors Service.



**Champion: Finance Director Kurt Sacha** 

Strategy B: Use performance measurement for decision-making

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Link service and program performance measures to strategic planning, decision-making, and program outcomes.

**<u>DELIVERABLE #2</u>**: Establish framework to engage citizens as dynamic partners in the performance management process

- Develop citizen survey to determine program measures deemed most important
- Develop community indicator system for performance measures
- Research/evaluate performance measure reporting through the use of dashboards
- · Establish a community scorecard
- When soliciting public input, try to use "geo-based" system so that feedback can be analyzed on a neighborhood or area basis.



**Champion: Finance Director Kurt Sacha** 

Strategy C: Implement/utilize technology to create efficiencies

Time Frame: 2014

<u>DELIVERABLE #1</u>: Activate software allowing customers the ability to authorize the City to automatically charge monthly/bi-monthly utility bills directly to a customer's credit card.



#### **Champion: HR Director Keith Larson**

Strategy D: Employee total compensation, employment and safety practices will support Effective Financial Management and ensure that the City is a competitive employer with a highly competent work force

Time Frame: 2014

<u>DELIVERABLE #1</u>: HR staff will establish and oversee Best Practices for recruitment, selection, development and retention of key personnel to assure the most effective and efficient processes are in place to employ the most effective workforce available.

**<u>DELIVERABLE #2</u>**: HR staff will work with department heads to evaluate and determine if a vacant position should remain open or when and how it should be refilled to most effectively assure reasonable and responsible labor costs.



### **Champion: HR Director Keith Larson**

Strategy D: Employee total compensation, employment and safety practices will support Effective Financial Management and ensure that the City is a competitive employer with a highly competent work force

Time Frame: 2014

**<u>DELIVERABLE #3</u>**: HR staff will monitor and evaluate the cost and effectiveness of the HDHP/HRA and develop on-going strategies for continued improvements to our health care insurance plans consistent with ACA requirements.

**<u>DELIVERABLE #4</u>**: HR staff will develop 2015-2016 contract negotiations parameters utilizing budgetary constraints, base salary and total compensation cost comparisons, and best practices comparisons with similar bargaining units in like cities and within our recruiting area.

**<u>DELIVERABLE #5</u>**: HR staff will lead negotiations efforts with five (5) bargaining units to achieve cost effective and operational efficient agreements.



#### **Champion: HR Director Keith Larson**

Strategy D: Employee total compensation, employment and safety practices will support Effective Financial Management and ensure that the City is a competitive employer with a highly competent work force

**<u>DELIVERABLE #6:</u>** To achieve the lowest possible health care premium rates for the City and our employees, HR will:

- Continue our efforts to promote wellness strategies so as to maintain the AWC/Regence Well-City status resulting in reduced AWC insurance rates.
- Continue to participate in the CWCOG Medical Rate Stabilization Risk Pool to take full advantage of Kaiser matching health grants and limit insurance rate increases
- Continue to engage with the city-wide employee benefits committee.



### **Champion: HR Director Keith Larson**

Strategy D: Employee total compensation, employment and safety practices will support Effective Financial Management and ensure that the City is a competitive employer with a highly competent work force

<u>DELIVERABLE #7</u>: To avoid and/or minimize liability claims and to achieve the lowest possible insurance rating and rates, HR will work with all departments to reduce claims frequency (numbers) and severity (cost) per the WCIA actuarial group average in exposure areas of:

- Auto Liability
- Errors & Omissions
- Human Resources
- General Liability
- Public Safety

**DELIVERABLE #8:** To protect our employees and to preclude and/or minimize Workers Compensation claims costs, HR will lead efforts to:

- · Reduce work-related accidents
- Reduce employee time loss by promoting effective safety practices and initiatives and utilizing our on-going Transitional Return-to-Work Program



### **Champion: HR Director Keith Larson**

Strategy D: Employee total compensation, employment and safety practices will support Effective Financial Management and ensure that the City is a competitive employer with a highly competent work force

**<u>DELIVERABLE #9</u>**: To increase our services to the ethnic diversity in the City, HR will coordinate the recognition and utilization of staff multi-lingual and multi-cultural communication skills, capabilities and talents.

**<u>DELIVERABLE #10</u>**: To assure compliance with employment laws, regulations and principles and to preclude the costs of contesting or paying civil complaints, charges or lawsuits, HR will facilitate staff training in relevant topics.



**Champion: City Attorney James McNamara** 

Strategy E: Comply with indigent defense caseload limits as established by

Washington State Supreme Court

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Monitor performance of three (3) contracted public defenders and the newly adopted case-weighting system to ensure compliance with caseload limits, and make adjustments including contracting with an additional public defender, as necessary.

**DELIVERABLE #2:** If necessary, issue an RFP for public defender services for 2015 and beyond to ensure provision of quality indigent defense services in accordance with the Supreme Court's standards.



### **Champion: City Attorney James McNamara**

Strategy F: Address Supreme Court's mandate to implement caseload limits for indigent defense.

Timeframe: 2013

#### **DELIVERABLE #1:**

- Contract with third parties to provide indigent defense services in municipal court.
- Adopt case weighting system for calculating caseloads of public defenders under contract to the City.



**Champion: Public Works Director Jeff Cameron** 

Strategy G: Implement cost-saving functionality of City facilities

Time Frame: 2014

<u>DELIVERABLE #1</u>: Complete installation of Energy Savings Performance Contract improvements at various City facilities.

Strategy H: Update public works contracting requirements

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Re-evaluate and revise apprenticeship requirements.



### **Champion: IT Director Judy Jones**

Strategy H: Evaluate franchise renewal of Comcast Cable to provide the best value for the citizens and City of Longview.

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Determine Council direction in negotiation strategy, either formal or informal process through providing workshop information.

**<u>DELIVERABLE #2</u>**: Determine city and community needs through surveys and public hearings.



#### **Champion: Police Chief Jim Duscha**

Strategy A: Under current budget conditions continue with implementation of as many 2008 PERF report recommendations as possible to achieve stated crime reduction goal; lowering Longview's crime rate to less than or equal to the state average.

Time Frame: 2014 and beyond

**<u>DELIVERABLE #1</u>**: Based on the PERF report, explore the possibility of increasing the police department staffing to 59 and over hiring when a retirement is anticipated.

**<u>DELIVERABLE #2</u>**: Evaluate resources in the 2015-2016 budget to further implement the PERF report.



**Champion: Police Chief Jim Duscha** 

Strategy B: Develop, validate, and nurture a community feeling of safety Time Frame: 2014 and beyond

**DELIVERABLE #1**: Continue to conduct out-reach to neighborhoods & businesses.

 Coordinate and integrate on-duty patrol staff into Community Services Unit (Highlands) programs & events. Progress will be reviewed during monthly management team meetings.



#### **Champion: Police Chief Jim Duscha**

Strategy C: Leverage LPD strategies by identifying, obtaining, and utilizing technology in as many aspects of LPD efforts as possible Time Frame: 2014 and beyond

**<u>DELIVERABLE #1</u>**: Continue to utilize and evaluate efficiency of crime analysis for targeted patrol deployment.

Data Driven Approaches to Crime and Traffic Safety (DDACTS).



**Champion: Police Chief Jim Duscha** 

Strategy D: Improve our working environment

Time Frame: 2014 and beyond

**<u>DELIVERABLE #1</u>**: Review work area configuration for a better use of space.

<u>DELIVERABLE #2</u>: Interview and training room update. Paint, new furniture in the training room, sound proof interview rooms, and update the technology in the training room. Police department will use current funding to complete these purchases

**<u>DELIVERABLE #3</u>**: Range committee will study and recommend a long term shooting range including evaluation of a location and design of an indoor range for LPD within our jurisdiction.

**<u>DELIVERABLE #4</u>**: Evaluate long term property/evidence storage and processing solutions including vehicle storage. The police department will submit a budget enhancement request for the 2015-2016 budget and will provide a staff report to council on this and other topics at a workshop.



**Champion: Police Chief Jim Duscha** 

Strategy E: Evaluate Staffing Time Frame: 2014 and beyond

<u>DELIVERABLE #1</u>: Ensure patrol is adequately staffed for increasing volume of high priority emergency calls. Re-evaluate the type of calls that officers will respond to. Move Satellite Office Community Services Officer to patrol.

<u>DELIVERABLE #2</u>: Based on recent outside agency property/evidence audit, workload (volume of property/evidence items processed) exceeds staffing level by a minimum of 1FTE (Community Services Officer). The police department will submit a budget enhancement request for the 2015-2016 budget.

**<u>DELIVERABLE #3:</u>** Continue with Cadet and reserve programs to include increasing the numbers of volunteers involved.



**Champion: Police Chief Jim Duscha** 

Strategy F: Explore appropriate level of service for the need for West Longview

police presence

Time Frame: 2014 and beyond

<u>DELIVERABLE #1</u>: Evaluate call patterns, call locations and staffing levels to meet the demand for police services.

**DELIVERABLE #2:** Present information to Council at a July 15, 2014 workshop.



**Champion: Police Chief Jim Duscha** 

Strategy G: School zone safety study

Time Frame: 2014 and beyond

<u>DELIVERABLE #1</u>: Provide information to consultants developing a school zone safety study. Review recommendations included in the study and take them into consideration when conducting enforcement activities in school zones.

**<u>DELIVERABLE #2</u>**: This study will be presented at a joint workshop between the Longview City Council and Longview School Board on March 6, 2014.



**Champion: Fire Chief Phil Jurmu** 

Strategy H: Reduce gap in EMS services

Time Frame: 2014 and beyond

**DELIVERABLE #1**: Augment EMS transport services with LFD resources

- Staff Paramedic Engine 100% of the time
- Staff ambulance when staffing levels are available. Update based on recommended target.

#### **DELIVERABLE #2**: Develop Community Paramedic Program

- Evaluate alternate delivery systems for improved pre-hospital care
- Coordinate healthcare delivery to bridge the gap between emergent and routine healthcare
- Advocate for expanded role/scope of paramedics and EMT's.



### **Champion: Fire Chief Phil Jurmu**

Strategy I: Provide level of service to Council adopted Standard of Cover Time Frame: 2014

#### **DELIVERABLE #1**: Meet response performance measures

- Respond to all emergent medical incidents to provide care in six (6) minutes or less 90% of time
- Respond to all structure fires in six (6) minutes or less 90% of time
- Full alarm response arrives to structure fires in nine (9) minutes or less 90% of time
- Respond to all technical rescue emergencies in eight (8) minutes or less 90% of time



### **Champion: Fire Chief Phil Jurmu**

Strategy I: Provide level of service to Council adopted Standard of Cover Time Frame: 2014

**<u>DELIVERABLE #2</u>**: Implement near-term improvements identified in 2011 Capital Facilities plan

- Complete appraisal of subject property
- Purchase land for the purpose of locating new Station 83
- Update proposed Station 83 floor plan
- Develop funding strategy for station construction

### **DELIVERABLE #3**: Evaluate current apparatus fleet

- Identify gaps and overlaps of fleet
- Develop recommended replacement schedule
- Develop funding strategy for apparatus replacement



### **Champion: Fire Chief Phil Jurmu**

Strategy J: Improve training capability to meet current and projected training

requirements

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Review impact of revised training requirements, especially in regards to 2014 updates to WAC 296-305.

- Establish training stakeholders group
- Develop plan for ensuring all personnel are receiving live-fire training every three
   (3) years



**Champion: Public Works Director Jeff Cameron** 

Strategy K: Enhance ability for critical City functions to operate during power

outages

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Replace existing emergency generator at City Hall with new larger capacity generator.

**<u>DELIVERABLE #2</u>**: Design relocation of existing emergency generator from City Hall to City Shop.



**Champion: City Manager Bob Gregory** 

Strategy A: Actively partner and collaborate with WREDCo, CEDC, State Dept. of Commerce, Patriot Rail, and industrial real estate brokers for marketing of

Mint Farm Industrial Park

Time Frame: 2014

<u>DELIVERABLE #1</u>: Continue participation with Cowlitz Economic Development Council and engage in responding to CEDC/State Dept. of Commerce leads.

- Continue implementation of CEDC Economic (TIPS) Strategic Plan. The 2014 work plan implementation goals will be adopted by CEDC and member agencies in 2<sup>nd</sup> quarter of 2014
- Develop CEDC regional joint marketing materials.
- Participate with CEDC in business recruitment trip to China
- Continue marketing outreach to brokers/developers/business including Cowlitz County and Portland/Seattle metro region including hosting broker tour of County industrial sites.



**Champion: City Manager Bob Gregory** 

Strategy A: Actively partner and collaborate with WREDCo, CEDC, State Dept. of Commerce, Patriot Rail, and industrial real estate brokers for marketing of

Mint Farm Industrial Park

Time Frame: 2014

**<u>DELIVERABLE #2</u>**: Continue joint marketing with Patriot Rail and WREDCo including development of master rail plan for Phase II property.

**DELIVERABLE #3**: Complete SR 432 Highway and Rail Plan

- Select preferred project (s) and begin NEPA environmental review
- Advocate for state, federal, and private funding participation
- Analyze and recommend mitigation for new development projects that will impact corridor.



**Champion: City Manager Bob Gregory** 

Strategy B: Actively recruit heavy/light industrial developments with living wage

jobs and high capital investment at Mint Farm Industrial Park

Time Frame: 2014

**DELIVERABLE #1**: Employment goal of 10 jobs per acre

**DELIVERABLE #2**: Investment goal of \$1 million per acre

**DELIVERABLE #3:** Development will conform to City Industrial Performance

**Standards** 

**DELIVERABLE #4**: Collaborate with NW Renewable to develop property



**Champion: City Manager Bob Gregory** 

Strategy C: Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/industrial development and retention opportunities Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Participate in Longview Public Development Authority.

- Appoint Board
- Seek hotel and regional sports facilities

**DELIVERABLE #2:** Provide \$100K in Revolving Loans

<u>DELIVERABLE #3</u>: Continue infrastructure development in California Way/Beech Street Corridors

- Apply for County Rural Economic Development funds for 7th/California intersection improvements
- Support property owners for creation of local improvement district



**Champion: City Manager Bob Gregory** 

Strategy C: Expand City's scope of economic development activities to all community assets including but not limited to MFIP and other commercial/industrial development and retention opportunities

Time Frame: 2014

<u>DELIVERABLE #4</u>: Continue collaboration for development for mixed use residential and commercial to support downtown redevelopment and Lower Columbia College initiatives.

**DELIVERABLE #5**: Collaborate for continued viability of Monticello Hotel.

**DELIVERABLE #6:** Develop economic strategies that are City of Longview focused.



Champion: Community Dev. Dir. John Brickey / Public Works Dir. Jeff Cameron

Strategy D: Make downtown active, attractive, economically strong, and safe Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Carry out Downtown Action Agenda items to include:

- Promotion of facade improvement program and consider expanding citywide
- Promotion of way-finding signs project (not limited to downtown)
- Complete first phase of streetscape improvement project from Washington Way to Broadway
- Pursue additional funding for and construction of streetscape improvement project
- Continue to promote targeted residential development tax abatement program

**DELIVERABLE #2:** Update Council on status of Downtown Plan(s)

Hold Council workshop in July timeframe.



# Preserve and Enhance Neighborhoods

### **Champion: Community Development Director John Brickey**

Strategy A: Enhance the appearance and quality of life in the Highlands area Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue to assist Highlands Neighborhood Association with Highlands Revitalization Plan implementation.

- Support efforts to continue funding and constructing improvements to infrastructure and facilities in the Highlands.
  - ➤ Support HNA interim (5-10 yrs) Highlands Community Center remodel and activities (corner of 21st and Alabama across from Archie Andersen Park).
  - Continue to seek funding opportunities for future permanent Highlands Community Center in or adjacent to Archie Andersen Park.
  - > Improvements to Archie Andersen Park per park master plan.
  - ➤ Continued sidewalk, curb ramp, improved street lighting, alley improvement, and alley lighting as funding opportunities become available.
- Assist in seeking additional grant funding to facilitate HNA/Community/City implementation of the Highlands Revitalization Plan.



# Preserve and Enhance Neighborhoods

### **Champion: Community Development Director John Brickey**

Strategy A: Enhance the appearance and quality of life in the Highlands area (continued)

#### **DELIVERABLE #1**: (continued)

 Assist HNA in creation of a Highlands Coordinating Council, or similar oversight board, to identify and facilitate partnerships with agencies, organizations and businesses that provide service to Highlands residents as well as give guidance and oversight for neighborhood assets, such as the community gardens and Community Center property.



#### **Champion: Community Development Director John Brickey**

Strategy A: Enhance the appearance and quality of life in the Highlands area (continued)

**DELIVERABLE #2**: Reduce nuisance conditions.

- Partner with HNA to coordinate five (5) block cleanup events.
- Promote the N.E.A.T. Program (Neighborhood Excellence Award Team) and encourage neighborhood efforts to clean up their respective areas.
- Coordinate with Waste Control to conduct two city-wide alley clean up events in 2014.

**<u>DELIVERABLE #3</u>**: Develop and implement housing and infrastructure improvements.

 Promote use of townhouse and attached housing options available in the updated residential zoning code to property owners, agencies, organizations and developers.



#### **Champion: Community Development Director John Brickey**

Strategy B: Expand city limits and adjust planning area and utility service area

boundaries in a logical manner

Time Frame: 2014

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

- Review cost/benefit for West Longview annexation(s)
- Review annexation methods
- Provide review results to Council at a workshop.



#### **Champion: Community Development Director John Brickey**

Strategy C: Mitigate the impacts of growth on the City's infrastructure

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue to update zoning and infrastructure regulations and infrastructure standards that include promoting low-impact development.

- Adopt updated misc. districts zoning codes and land use regulations.
  - Evaluate Residential Care Facilities regulations for consistency with State laws.
  - Propose specific sign regulations to be included in the Civic Center District.
  - ➤ Evaluate Boundary Line Adjustment (BLA) chapter for consistency with state regulations.
  - ➤ Incorporate General Use Regulations chapter into other chapters as appropriate to streamline zoning code provisions.



#### **Champion: Community Development Director John Brickey**

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

#### **DELIVERABLE #1**: (continued)

- Update Off-street Parking and Loading chapter.
  - > Evaluate parking needs for campuses (LCC, St. John Medical Center, etc.).
  - ➤ Evaluate incorporation of parking lot design regulations such as drive width, bicycle parking, electric car charging and methods for dealing with parking needs related to change of occupancy for existing structures.
- Update zoning code administrative provisions.
  - Review General Provisions chapter and incorporate appropriate General Use Regulations chapter items.
  - ➤ Evaluate Definitions chapter to ensure clarity and eliminate conflicting definitions at conclusion of zoning code update.
  - Update Appeal Board of Adjustment section of zoning code.
  - ➤ Incorporate Amendments chapter into appropriate locations throughout the zoning code.
  - ➤ Eliminate Enforcement by Building Inspector chapter and determine appropriate locations to transfer necessary provisions within the zoning code.
  - Overhaul Violations Section.



**Champion: Community Development Director John Brickey** 

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

#### **DELIVERABLE #1**: (continued)

- Coordinate creation of additional LID (Low Impact Development) development options with Public Works staff and Stormwater staff.
- Update shorelines regulations Phase 2.



#### **Champion: Community Development Director John Brickey**

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

**<u>DELIVERABLE #2</u>**: Continue inventory of City's historic assets and promotion of appropriate rehabilitation and maintenance.

- Continue the eighth and final phase of inventory of Old West Side residential structures with grant funding and volunteer labor.
- Encourage and facilitate creation of Historic Districts for Old West Side Neighborhood and Downtown and a Conservation District for Lake Sacajawea Park and surrounds.
- Coordinate with Engineering division on development of street and sidewalk standards for historic districts and conservation districts.

**<u>DELIVERABLE #3</u>**: Educate Council and key stakeholders about benefits of Complete Streets requirements and the potential for incorporation in the City's development code and/or street standards as appropriate.

Hold Council workshop in fall 2014; seek direction for Complete Streets policy.



## Champion: Community Development Director John Brickey/Public Works Director Jeff Cameron

Strategy D: Develop alternatives and identify resources to improve

infrastructure in CVG neighborhoods

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Identify resources required to develop infrastructure plan and submit program enhancement for 2015-16 biennial budget.

**<u>DELIVERABLE #2</u>**: Develop means to provide costs and implementation options to improve infrastructure.

- Model conceptual improvement options to improve infrastructure (if funded in 2015-16).
- Identify potential funding
  - Include LID (local improvement district) options
  - Identify potential grant/loan opportunities
  - Evaluate current resources



#### **Champion: Public Works Director Jeff Cameron**

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and

pedestrian mobility Time Frame: 2014

**DELIVERABLE #1**: Transportation capital improvements.

- Complete Broadway at 14th Ave intersection improvements {Safety Grant}
- Complete 15th Ave at Douglas St. pedestrian improvements {Safety Grant}
- Complete 15th Ave pedestrian improvements at various intersections; includes eliminating several blocks of the 3rd northbound lane {Safety Grant}
- Complete Washington Way pedestrian improvements at various intersections {Safety Grant}
- Complete design and permitting and begin construction to replace Washington Way bridge over Lake Sacajawea
- Complete Downtown Streetscape improvements on Commerce Ave
- Complete design for Tennant Way Low Impact Development streetscape improvements
- Replace perimeter sidewalks, pathways, and central plaza at R.A. Long Park



#### **Champion: Public Works Director Jeff Cameron**

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and

pedestrian mobility Time Frame: 2014

<u>DELIVERABLE #2</u>: Obtain City Council appointment of citizen advisory board to evaluate and recommend revenue sources for pavement maintenance and restoration/replacement.

- Obtain adoption of City Council resolution forming advisory board.
- Solicit citizens interested in serving and obtain City Council appointment of members.
- Prepare summary of pavement maintenance history in Longview.
- Identify how and where current pavement maintenance funds are spent.
- Identify potential funding sources authorized by state law.



#### **Champion: Public Works Director Jeff Cameron**

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility (continued)

**<u>DELIVERABLE #3</u>**: Continue planning and implementation of public transit service enhancements approved by the Cowlitz Transit Authority.

- Evaluate success of new routes, stop locations, and service hours.
- Complete installation of Intelligent Transportation System equipment and software for fixed route and paratransit buses.
- Install ADA compliant bus shelters at select locations along new routes.
- Install security cameras and automated gates at City Shop.
- Complete Transit Facility Master Plan to accommodate the transit fleet and driver staff expansion.
- Complete evaluation of alternative public transit governance options and begin implementation of any recommended changes approved by the Cowlitz Transit Authority and Longview City Council.



**Champion: Public Works Director Jeff Cameron** 

Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility (continued)

**<u>DELIVERABLE #4</u>**: Participate in SR432/433 highway and rail NEPA and preliminary design phase and identify funding and mitigation alternatives for improvements.

**<u>DELIVERABLE #5</u>**: Hire new Traffic Engineer; engineering staff performs only critical traffic engineering services during continued vacancy of Traffic Engineer position.

<u>DELIVERABLE #6</u>: Complete evaluation of existing school zones and provide non-photo enforcement recommendations to improve pedestrian safety.

**<u>DELIVERABLE #7</u>**: Update ordinance establishing truck routes through Longview.



Champions: City Manager Bob Gregory & Asst. City Manager Dave Campbell

Strategy A: Continue support to Project Longview Action Team for implementation of Community Assessment Task Force Report

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Promote construction of gateway signs.

**<u>DELIVERABLE #2</u>**: Implement R.A. Long Park/Civic Center plaza improvements.

- Complete design for renovation of plaza and sidewalk
- Seek donations for fountain
- Complete construction of plaza, sidewalk, and fountain

**<u>DELIVERABLE #3</u>**: Monitor "Fire & Ice" wayfinding sign planning for potential application to City wayfinding sign plan.

**<u>DELIVERABLE #4</u>**: Tennant Way streetscape improvements.

- Complete final design of entire corridor (\$125K grant has to be expended by April)
- Submit application for State LID grant for entire corridor
- Construct first phase (grant has to be expended by June 2015)

**<u>DELIVERABLE #5</u>**: Complete Shay Pavilion and promote and support shelter and other site improvements for Shay locomotive on library grounds.



**Champion: Parks & Recreation Director Manager Dave Campbell** 

Strategy B: Enhance parks and green spaces

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Complete second year of birch tree removal/replacement plan.

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

**<u>DELIVERABLE #3</u>**: Submit Parks & Recreation Comprehensive Plan implementation status report and proposed plan update to Council.

**<u>DELIVERABLE #4</u>**: Obtain plaques and bases as necessary for City-owned sculptures along Commerce Avenue.

<u>DELIVERABLE #5</u>: Review and propose new fees for Mint Valley Golf Course. Explore strategies for making capital repairs and improvements.



**Champion: Parks & Recreation Director Manager Dave Campbell** 

Strategy C: Construct recreation facilities that are currently not available or are

in need of improvement

Time Frame: 2014

<u>DELIVERABLE #1</u>: Submit proposed projects for Archie Anderson Park master plan implementation (CDBG funding), neighborhood park grant program, and Kuntz Family Trust funding and complete approved projects.



**Champion: City Council** 

Strategy D: Develop long-term strategy for City's Japanese sister city

relationship

Time Frame: 2014

**DELIVERABLE #1:** Support Sister City Commission in organizing and carrying out a reciprocal exchange trip by Longview's Japanese sister city (Wako) citizens who had hosted Longview Sister City members for their trip in 2010. Explore tying this in with the annual Squirrel Fest or Go 4th celebrations.

**DELIVERABLE #2**: Explore developing a sister city relationship with a Chinese city.

- Partner with LCC and the Longview School District in developing this new sister city relationship.
- Participate in trip to China with LCC

**<u>DELIVERABLE #3</u>**: Explore re-establishing visits by Wako school children to Longview.



**Champion: City Manager Bob Gregory** 

Strategy E: Expand opportunities for continuing education beyond K-12

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue support for countywide technical/vocational curriculum and opportunities in Cowlitz County.

<u>DELIVERABLE #2</u>: Continue support and collaborate with LCC for four-year degree programs including recruitment and development of student housing for international students, business industry training, and university center initiatives.



#### **Champion: Library Director Chris Skaugset**

Strategy F: Expand opportunities for life-long learning and adult literacy

(Project Read)

Time Frame: 2014

<u>DELIVERABLE #1</u>: Work with Cowlitz Literacy Coalition to grow membership and to create awareness in the community on the importance of literacy through a public event.

**<u>DELIVERABLE #2</u>**: Continue project with the Highlands Neighborhood Association to continue their own library in the HNA Community Center and to deliver some Library programming there.

**<u>DELIVERABLE #3</u>**: Initiate second year of the countywide Fire it Up! Adult Winter Reading Program to encourage adult reading in January and February 2014.

**<u>DELIVERABLE #4</u>**: Finish and evaluate first year of library Culture Card program and, if appropriate, initiate second year in 2014.

<u>DELIVERABLE #5</u>: Partner with Longview School District and other community organizations to bring a One Book/One Community program back to Cowlitz County to encourage reading and literacy.



**Champion: Library Director Chris Skaugset** 

Strategy G: Expand opportunities for early learning and pre-k literacy

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue early learning program reaching out to day-care centers to help them provide books and programming for the children through the use of volunteers.

<u>DELIVERABLE #2</u>: Initiate new program called Play and Learn that will combine aspects of story times, play, snacks, and information and materials to help parents read to their children and help them learn to read.

<u>DELIVERABLE #3</u>: Continue to be part of Cowlitz County Early Learning Coalition, the Cowlitz Literacy Coalition, and the Early Learning Public Library Partnership.



**Champion: Library Director Chris Skaugset** 

Strategy H: Enhance library services

Time Frame: 2014

<u>DELIVERABLE #1</u>: Three year strategic plan, based upon recommendations of the Community Strategic Planning Committee, completed and approved by Library Board of Trustees and City Council in 2014.

**DELIVERABLE #2**: Begin implementation of plan in 2014.



**Champion: City Manager Bob Gregory** 

Strategy I: Actively participate in Pathways 2020 initiatives

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue support and participation on Pathways 2020 Board and advocacy for Pathways initiatives.

<u>**DELIVERABLE #2:**</u> Continue to support and participate in the Cowlitz Housing First & Vulnerable Adults Task Force initiatives that provide for transitional housing and support services.



**Champion: City Council / City Manager Bob Gregory** 

Strategy J: Continue active federal and state legislative advocacy

Time Frame: 2014

<u>DELIVERABLE #1</u>: Pursue federal funding assistance for SR432, airport runway extension, downtown streetscape project, fire personal protective equipment, Arts and Entertainment District funding, and federal policy support with federal governmental affairs firm.

**<u>DELIVERABLE #2</u>**: Advocate 2013-2014 Longview state legislative agenda in collaboration with state governmental affairs firm.



**Champion: Public Works Director Jeff Cameron** 

Strategy A: Improve the water supply system

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue implementation of Mint Farm Regional Water Supply Project.

- Continue optimization and warranty work at MFRWTP.
- Complete distribution system water quality analysis and present recommendations to the City Council.
- Obtain City Council and BHWSD decision regarding additional treatment processes and begin design and construction if new processes are selected.
- Obtain City Council and BHWSD approval of revised participant's agreement
- Obtain City Council and BHWSD approval of revised water wheeling agreement

**<u>DELIVERABLE #2</u>**: Obtain City Council and BHWSD decision on re-use of Fishers Lane Water Treatment Plant and begin salvaging, demolition, and/or re-purposing of facility.

- Salvage usable equipment, demolish plant, and market property for sale.
- Market property for sale as-is when no longer needed for Lake Sacajawea flushing; purchaser to demolish plant by a specified date.



**Champion: Public Works Director Jeff Cameron** 

Strategy A: Improve the water supply system (continued)

**DELIVERABLE #3**: 2014 water system capital projects.

- Complete emergency main replacement project in Baltimore St. area.
- Design and construct various water main replacement projects.
- Complete design and begin installation of SCADA System backbone project.
- Install SCADA equipment at additional remote facility sites.
- Complete Automated Metering Infrastructure (AMI) pilot program, obtain City Council decision regarding city-wide implementation, and begin installation if selected.
- Design and begin construction of Hillcrest Reservoir Pump Station joint project with BHWSD; obtain City Council approval of interlocal agreement for project.
- Design and begin construction for security and paving improvements at Main Reservoir; coordinate with Hillcrest Reservoir PS replacement project.
- Evaluate alternatives and prepare design for incorporating 1440 Industrial Way into the Utility Operations Center facilities.



**Champion: Public Works Director Jeff Cameron** 

Strategy A: Improve the water supply system (continued)

**<u>DELIVERABLE #3</u>**: 2014 water system capital projects (continued)

- Construct equipment storage building and bulk material storage area at Utility Operations Center.
- Install cathodic protection at select reservoirs.
- Continue valve replacement program.
- Hire Information Technology analyst to support operations and maintenance software and technology.

**<u>DELIVERABLE #4</u>**: Utility rates and fees approved by City Council to support Water Utility.



**Champion: Public Works Director Jeff Cameron** 

Strategy B: Improve the wastewater collection and treatment system

Time Frame: 2014

**DELIVERABLE #1**: Decommission West Longview Lagoons.

- Obtain City Council decision for re-use of Lagoons property.
- Begin implementation process for selected re-use option; place minimum 1-foot of fill if Lagoons are dewatered.
- Obtain Dept. of Ecology approval of biosolids removal project completion

**<u>DELIVERABLE #2</u>**: Utility rates and fees approved to support Sewer Utility; issue bonds as needed to fund capital improvement projects.



#### **Champion: Public Works Director Jeff Cameron**

Strategy B: Improve the wastewater collection and treatment system

Time Frame: 2014

#### **DELIVERABLE #3**: 2014 sewer capital projects.

- Complete installation of SCADA System backbone project.
- Install SCADA equipment at additional remote facility sites.
- Complete construction of Hudson/Douglas/33rd Ave pump station project.
- Complete replacement of Ocean Beach Highway sewer main from 8th Ave to 15th Ave.
- Complete installation of in-situ liners on various sewer mains.
- Begin design for next sewer main replacement project.
- Begin design for next phase of sewer pump station rehabilitation projects.
- Evaluate alternatives and prepare design for incorporating 1440 Industrial Way into the Utility Operations Center facilities.
- Construct equipment storage building and bulk material storage area at Utility Operations Center.
- Demolish abandoned Oregon Way Sewer PS in conjunction with emergency generator project for City Shop.
- Hire Information Technology analyst to support operations and maintenance software and technology.



**Champion: Public Works Director Jeff Cameron** 

Strategy C: Implement stormwater management system

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue implementation of Phase II NPDES permit.

- Provide support for city coalition appeal of new Phase II permit.
- Update city stormwater codes, permits, and manual as needed to comply with new Phase II permit.

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

- Complete design and obtain environmental and regulatory permits.
- · Begin construction.

**<u>DELIVERABLE #3</u>**: Utility rates and fees approved to support Stormwater Utility; issue bonds as needed to support capital improvement projects.



**Champion: Public Works Director Jeff Cameron** 

Strategy C: Implement stormwater management system (continued)

**DELIVERABLE #4**: 2014 stormwater capital projects.

- Complete conceptual design and begin final design for Beech Street drainage replacement.
- Complete design for Tennant Way Low Impact Development streetscape improvements.
- Complete 15<sup>th</sup> Ave. storm drain repair at Delaware St.
- Construct low impact development features as part of Downtown Streetscape improvements project
- Construct pervious concrete at various locations in accordance with state grant.
- Complete installation of SCADA System backbone project.
- Install SCADA equipment at additional remote facility sites.



**Champion: Assistant City Manager Dave Campbell** 

Strategy D: Provide, maintain, and upgrade City buildings to support services

into the future

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Complete building repair and improvement projects included in the 2013/2014 budget.

· Various roofing and siding projects

Strategy E: Implement environmentally friendly and sustainable infrastructure construction and maintenance practices

Time Frame: 2014

**<u>DELIVERABLE #1</u>**: Continue "green fleet" policies implementation, including conversion to alternate fuels where feasible and appropriate.



**Champion: Community Development Director John Brickey** 

Strategy F: Improve community solid waste reduction and recycling programs Time Frame: 2014

**DELIVERABLE #1**: Continue to reduce recycling contamination rate

- Achieve reduction in contamination rate from 23% to a range between 18-20% by end of 2014
- Continue to investigate alternatives for incentive based recycling program

<u>DELIVERABLE #2:</u> Continue to investigate expanding alternatives for adding additional materials into the recycling program, including other plastics