

# 2011 Work Plan

Longview City Council's  
2007-2012 Strategic Initiatives

31011

- ## 2007-2012 Strategic Initiatives
- Continue effective financial management
  - Enhance public safety & emergency response
  - Strengthen economic conditions & create new opportunities
  - Preserve neighborhoods
  - Improve transportation systems
  - Address quality of place issues
  - Provide sustainable water quality & environmental infrastructure
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### Enhance Public Safety & Emergency Response

**Champion: Police Chief Alex Perez**

*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. In addition to new strategies, strategies 1-3 are continuation stages of 2010 accomplishments- the continuation of these goals will take the form of timely analysis and reports.*

*Time frame: 2011 and beyond*

**DELIVERABLE #1:** Criminal Investigation Unit (CIU) will produce quarterly reports of case management progress.

**DELIVERABLE #2:** Patrol Division will produce quarterly reports on its newly established case management system.

**DELIVERABLE #3:** Administrative Division will be responsible for on-line reporting system (COPLOGIC) quarterly reports.

**DELIVERABLE #4:** Monitor & evaluate Red Light & School Zone Camera Pilot Programs. Provide quarterly reports which will be foundation for final project report to City Council.

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Enhance Public Safety & Emergency Response

**Champion: Police Chief Alex Perez**

*Strategy A: Cont.*

**DELIVERABLE #5:** Utilize current road CSO position to work in a hybrid of the "Burglary CSO" position that was recommended in the PERF report.

*Strategy B: Develop, validate, and nurture a community feeling of safety*

*Time frame: 2011 and beyond.*

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

- Distribute, and analyze citizen satisfaction surveys- review results quarterly.
- Continue to support and expand Block Watch program- goal is to increase the number of Block Clubs yearly.
- Expand Crime Free Housing Program over 2010 level.
- Coordinate and integrate on-duty patrol staff into Community Services Unit (Highlands) programs & events- Progress will be reviewed during monthly management team meetings.
- If staffing levels allow- initiate Youth Services Officer position (PERF)
- Initiate LPD Police Explorer Post (PERF)

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Enhance Public Safety & Emergency Response

*Strategy C: Leverage LPD strategies by identifying, obtaining, and utilizing technology in as many aspects of LPD efforts as possible.*

*Time Frame: 2011 and beyond*

**DELIVERABLE #1:** Reduce auto thefts over previous year's rate

- Incorporate LPD's current crime analysis capability with COPLOGIC crime analytical tool, "Command Center" in order to coordinate efforts to prevent auto thefts. Capturing auto thieves will be considered a positive step in reducing auto thefts.
- Coordinate use of Automatic License Plate Reader.
- Determine if a "bait car" investigative model is feasible.

**DELIVERABLE #2:** Monitor & evaluate pilot in-car video system for possible expansion to all patrol cars (PERF)

**DELIVERABLE #3:** Integrate COPLOGIC crime analysis tool (Command Center) into as many of LPD's investigation strategies as possible.

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Enhance Public Safety & Emergency Response

*Strategy C: (Cont.)*

*Time Frame: 2011 and beyond*

**DELIVERABLE #4:** Work with IT to establish an instant messaging system (Social Network) for real time crime notifications

**DELIVERABLE #5:** Identify software & computer technology to efficiently process & analyze pawn ticket information.

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**Strategy D: Develop long-term LPD Succession Plan in order to prepare LPD staff for promotions and special assignment transfers.**  
**Time frame: 2011 and beyond**  
**DELIVERABLE #1:** Increase effective communication throughout department - all levels.

- Create new Department Vision & Mission statements
- Implement electronic bulletin board within LPD
- Revise & enhance LPD's Master Calendar model - *If it is predictable, it can be planned for*; if possible locate & obtain scheduling software.
- Create an LPD report writing manual
- Create an Officer in Charge (OIC) procedure manual

**DELIVERABLE #2:** Increase promotional & specialty assignment readiness of LPD staff.

- Identify training opportunities for LPD staff in the area of leadership, current police management, communication, budget, & new technology.
- When possible, training sessions will be sponsored by LPD in hopes of recouping costs by making the training available to outside agencies for a fee.
- When feasible, LPD employees that are sent to off-site training will be expected to provide training for others who were not able to attend.
- Current command & supervisory staff will also take on the role as trainers.

**DELIVERABLE #3:** Re-establish LPD traffic collision investigation team

Enhance Public Safety & Emergency Response

**Champion: Fire Chief Daryl McDaniel**

**Strategy A: Evaluate immediate and future needs of the Fire Prevention Program to further reduce risk to life and property.**  
**Time Frame: 2011-2012**  
**DELIVERABLE #1:** Evaluate Fire Prevention Program. Identify gap in services.  
**DELIVERABLE #2:** Track and measure level of performance in meeting Fire Prevention customer service expectations.  
**DELIVERABLE #3:** Identify and implement solution for annual billing of Certificate of Occupancy and Fire & Life Safety Permit renewals.  
**DELIVERABLE #4:** Promote the installation of residential fire sprinkler systems by removing barriers, strengthening codes and educating the public.

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Enhance Public Safety & Emergency Response

**Champion: Fire Chief Daryl McDaniel**

**Strategy B: Improve deployment strategies to meet Council adopted Standard of Cover Response Measures for Fire and EMS emergency services.**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Complete council approved CIP project – Fire Department Comprehensive Facilities Plan. \*Community Development staff to manage this effort.  
**DELIVERABLE #2:** Further refine Gap Analysis Plan presented to Council in 2008 that could improve Fire & EMS Services in the most cost efficient manner.  
**DELIVERABLE #3:** Develop methodology which identifies thresholds for growth of Fire and EMS Services as the city may grow and/or service demands increase.  
**DELIVERABLE #4:** Evaluate effectiveness of contracted service area deployment strategies and the impact on city resources for providing these services.  
**DELIVERABLE #5:** Monitor effects of reduced administrative staffing on the organization, the operations of the department, and management of programs.

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Enhance Public Safety & Emergency Response

**Champion: Fire Chief Daryl McDaniel**

**Strategy B, cont.:**  
**DELIVERABLE #6:** Evaluate effectiveness of contracted service area deployment strategies and the impact on city resources for providing these services.  
 Desired outcomes:  
 1) a fair and just cost methodology for services is identified,  
 2) a plan is developed that identifies a means for growth in resources to adequately meet industrial response needs and to provide greater firefighter safety in response.

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**Continue Effective Financial Management**

**Champion: Finance Director Kurt Sacha**

**Strategy A: Our budget will support our initiatives**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Keep Council abreast of General Fund financial condition on a quarterly basis  
**DELIVERABLE #2:** Ensure 2011 program expenditures are in accordance with Council's initiatives

- City will follow budget model providing for adequate reserves
- Funding City facilities, equipment, and infrastructure follows financially sound practices
- Long-term financial support is identified including appropriate taxes, fees, utility rates, fines, etc.
- Evaluate funding alternatives for critical initiatives

**DELIVERABLE #3:** Maintain debt level at no more than 60% of non-voted capacity  
**DELIVERABLE #4:** Provide for bond financing at the lowest market interest rates available at the time bond issuance

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Continue Effective Financial Management

**Champion: Finance Director Kurt Sacha**

**Strategy B: Use performance measurement for decision-making**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Link service and program performance measures to strategic planning, decision-making, and developing the budget  
**DELIVERABLE #2:** Performance measures will be integrated into daily City management  
**DELIVERABLE #3:** Establish framework to engage citizens as dynamic partners in the performance management process

- Develop citizen survey to determine program measures deemed most important
- Establish quarterly reporting for those measures deemed to be most important to citizens

**DELIVERABLE #4:** Develop community indicator systems for performance measures – 2011

- Establish a community scorecard

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Continue Effective Financial Management

**Champion: Finance Director Kurt Sacha**

**Strategy C: Implement/utilize technology to create efficiencies**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Acquire/implement integrated voice response (IVR) software allowing City of Longview utility customers the opportunity to pay their utility bill via the phone

**DELIVERABLE #2:** Activate Tyler Payments software allowing customers the ability to authorize the City to automatically charge monthly/bi-monthly utility bills directly to the customer's VISA/MasterCard credit card

**DELIVERABLE #3:** Launch Tyler Output Processor System (TOPS) allowing utility customers to receive their monthly/bi-monthly utility bills electronically in the form of e-statements

**DELIVERABLE #4:** Implement the electronic processing, routing and approval of Capital Improvement Action Forms.

**DELIVERABLE #5:** Evaluate cost and implementation of monthly utility bills.

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Continue Effective Financial Management

**Champion: HR Director Robbie Berg**

**Strategy D: Personnel compensation practices will support sound financial management and ensure the City is a competitive employer with a highly competent work force**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Collaborating with council on parameters staff will continue to negotiate with bargaining units to ensure contracts and agreements are in place which enable the City to follow the budget model and maintain required reserves

**DELIVERABLE #2:** Staff and Council will evaluate and establish compensation strategies/bargaining parameters which balance employee needs with financial resources that can be sustained to deliver City services

**DELIVERABLE #3:** Evaluate each position vacancy to determine if/when it should be refilled in order to balance service delivery needs with labor cost savings

**DELIVERABLE #4:** Staff and labor leaders will collaborate in the benefits committee to evaluate benefit cost containment strategies and provide recommendations to council

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Continue Effective Financial Management

**Champion: Human Resources Director Robbie Berg**

**Strategy E: Provide responsive Employee Wellness Program**  
**Time Frame: 2011 and beyond**  
**DELIVERABLE #1:** Continue programs to support maintaining (AWC) Well City status and ensure continuation of matching health grant

**DELIVERABLE #2:** Develop and implement wellness strategies that result in measureable outcomes for improved employee health and productivity.

**DELIVERABLE #3:** Incorporate wellness elements into employee orientation

**DELIVERABLE #4:** Write policy and conduct periodic employee orientation on use of the fitness reimbursement program.

**DELIVERABLE #5:** Actively participate in the Medical Rate Stabilization Risk Pool to identify risk factors for employees in the Cowlitz-Wahkiakum region and develop wellness strategies to address.

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Provide sustainable water quality & environmental infrastructure

**Champion: Public Works Director Jeff Cameron**  
**Strategy A: Improve the water supply system**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Complete emergency repair of Filter No. 1 at Fishers Lane Regional Water Treatment Plant.

**DELIVERABLE #2:** Continue implementation of Mint Farm Regional Water Supply Project.

- Complete site preload and preparation construction contract
- Obtain construction permits
- Award treatment plant construction contract and begin construction
- Construct remaining production wells
- Obtain City Council approval of Wellhead Protection Plan and ordinance
- Continue public education and outreach program
- Secure additional funding to complete construction
- Obtain City Council and BHWS approval of revised participant's agreement

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Provide Sustainable Water Quality & Environmental Infrastructure

**Champion: Public Works Director Jeff Cameron**

**Strategy A. cont.:**  
**DELIVERABLE #3:** 2011 water system capital projects

- Select main replacement project(s) within 2011/2012 budgeted funds and begin design
- Complete design and permitting for SCADA System
- Begin Water System Plan update
- Continue Clark Creek Road main replacement project (FEMA)
- Replace roofs on reservoirs 1 – 4 at Hillside Reservoir site
- Complete paving and security improvements at reservoirs
- Prioritize and begin design of water pump stations upgrades for 2012 construction
- Complete two large meter replacements
- Upgrade Cascade Way Pressure Reducing Valve station
- Purchase vacuum trailer for valve maintenance/replacement program

**DELIVERABLE #4:** Utility rates and fees approved to support Water Utility

- Utility rates increased to fund operation and capital costs

**DELIVERABLE #5:** Obtain City Council approval of Cross Connection Control ordinance

**DELIVERABLE #6:** Obtain City Council vision for use of Fisher's Lane RWTP property and begin design for demolition

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Provide Sustainable Water Quality & Environmental Infrastructure

**Strategy B: Improve the wastewater collection and treatment system**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Complete construction of West Longview diversion project

**DELIVERABLE #2:** Determine City Council vision for use of West Longview Lagoons property and begin design for lagoon biosolids removal

**DELIVERABLE #3:** 2011 sewer capital projects

- Select main replacement project(s) within 2011/2012 budgeted funds and begin design
- Complete design and permitting for SCADA System
- Begin design for 2012 pump station rehabilitation projects
- Complete design for rehabilitation of Triangle Center main
- Design emergency power upgrades at pump stations
- Install liner in 30<sup>th</sup> Ave. interceptor
- Purchase manhole and lateral video inspection equipment

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Provide Sustainable Water Quality & Environmental Infrastructure

**Strategy B, cont.:**  
**DELIVERABLE #4:** Utility rates and fees approved to support Sewer Utility  
 • Utility rates increased to fund operation and capital costs

**DELIVERABLE #5:** Obtain City Council approval of Pretreatment Program and ordinance

**Strategy C: Implement environmentally friendly and sustainable infrastructure construction and maintenance practices**  
**Time Frame: 2010**  
**DELIVERABLE #1:** Consider LEED Design for City water treatment plant

**DELIVERABLE #2:** Continue "Green fleet" policies implementation

**DELIVERABLE #3:** Begin greenscape of Tennant Way arterial corridors

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Provide Sustainable Water Quality & Environmental Infrastructure

**Strategy D: Implement stormwater management system**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Continued implementation of Phase II NPDES permit  
 • Participate, review, and comment on draft statewide permit due for renewal in 2012

**DELIVERABLE #2:** Continue alternative analysis for Lake Sacajawea water quality improvement flushing  
 • Begin water quality sampling and pilot program to use groundwater flushing

**DELIVERABLE #3:** 2011 stormwater capital projects  
 • Begin preliminary design for Beech Street drainage replacement  
 • Rehabilitate Mint Valley stormwater pump station  
 • Miscellaneous stormwater capital projects  
 • Complete conceptual design for Tennant Way low impact development streetscape improvements  
 • Complete 15<sup>th</sup> Ave. storm drain repair at Delaware St.  
 • Develop plan for downtown regional stormwater facility

**DELIVERABLE #4:** Utility rates and fees approved to support Stormwater Utility

**DELIVERABLE #5:** Flood emergency response plan updated

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Provide Sustainable Water Quality & Environmental Infrastructure

**Champion: Assistant City Manager Dave Campbell/ Jeff Cameron**

**Strategy E: Provide, maintain, and upgrade City buildings to support services into the future**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Develop 10-year repair and replacement schedule

**DELIVERABLE #2:** Conduct workshop on City Hall and annex facility needs and options, including lease of annex

**DELIVERABLE #3:** Complete Station 82 fire damage emergency repairs

**DELIVERABLE #4:** Complete carpet replacement projects at the library and police station

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Provide Sustainable Water Quality & Environmental Infrastructure

**Champion: Community Development Director John Brickey**

**Strategy F: Improve community solid waste reduction and recycling programs**  
**Time frame: 2011**  
**DELIVERABLE #1:** Expand solid waste reduction and recycling education  
 • Assess educational programs for level of success and continue focus on most successful programs  
 • Complete recycling specific web site using coordinated prevention grant funds (75% funding) with go-live date in June/July 2011

**DELIVERABLE #2:** Investigate implementing variable rates for 30 gal., 60 gal., and 90 gal. Carts  
 • Present findings and recommendation to Council at August workshop

**DELIVERABLE #3:** Promote the availability of recycling services for commercial entities

**DELIVERABLE #4:** Continue to reduce recycling contamination rate  
 • Provide on-going education  
 • Continue enforcement activities  
 • Removal of recycling privileges for chronic violators

**DELIVERABLE #5:** Investigate yard waste program for possible implementation  
 • Present findings and recommendation to Council in August workshop

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Provide Sustainable Water Quality & Environmental Infrastructure

**Champion: Assistant City Manager Dave Campbell**

**Strategy G: Evaluate energy conservation policies**  
**Time frame: 2011**  
**DELIVERABLE #1:** Complete ESPC (energy services performance contract) investment grade audit and pursue appropriate improvements to City buildings and systems.

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**Strengthen economic conditions & create new opportunities**

**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: 2011**

**DELIVERABLE #1:** Conduct citizens summit on economic development and job creation.

**DELIVERABLE #2:** Begin implementation of CEDC Economic Strategic Plan. Implementation schedule will be adopted by CEDC and member agencies and businesses will commence implementation.

**DELIVERABLE #3:** Continue marketing outreach to brokers/developers/business in Portland/Seattle metro region. Also continue with internet and website development and lead follow-up.

**DELIVERABLE #4:** Continue participation with Cowlitz Economic Development Council and engage in responding to CEDC/State Dept. of Commerce and industrial real estate broker leads.

**DELIVERABLE #5:** Develop marketing strategy with Patriot Rail and WREDCo.

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Strengthen Economic Conditions & Create New Opportunities

**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: 2011**  
**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 sell property

**Strategy C: Complete infrastructure development of Mint Farm Industrial Park**  
**Time Frame: 2011**  
**DELIVERABLE #1:** In collaboration with CEDC, investigate alternatives for fill for Phase II property.  
**DELIVERABLE #2:** Develop electrical utility extension policy with Cowlitz PUD.

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Strengthen Economic Conditions & Create New Opportunities

**Champion: City Manager Bob Gregory**

**Strategy D: 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: 2011**  
**DELIVERABLE #1:** City Manager/staff will assist private sector with marketing/recruitment/retention and new development of private property.  
**DELIVERABLE #2:** Complete commercial and industrial zoning code updates  
**DELIVERABLE #3:** Determine scope and project cost estimate for Beech Street public infrastructure improvements, California Way to Oregon Way.  
**DELIVERABLE #4:** Continue participation in Cowlitz County Conference Center feasibility study with emphasis on hotel and regional sports facility.

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Strengthen Economic Conditions & Create New Opportunities

**Champion: Assistant City Manager Dave Campbell**

**Strategy E: Make downtown active, attractive, economically strong, and safe**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Promote residential development property tax exemption program.  
**DELIVERABLE #2:** Develop downtown action plan including mixed use development of parking lots, facade improvement program, streetscape improvements and way-finding signage, pedestrian circulation/safety, and gathering places.  
**DELIVERABLE #3:** Support Arts/Theatre/entertainment district land use implementation as determined by action plan  
**DELIVERABLE #4:** Permit/support special events.  
**DELIVERABLE #5:** Review off-street parking requirements and on-street regulations.  
**DELIVERABLE #6:** Pursue funding for comprehensive streetscape improvement project.  
**DELIVERABLE #7:** Identify potential landscape improvements in municipal parking lots.  
**DELIVERABLE #8:** Target specific redevelopment areas in downtown; i.e., theater district.  
**DELIVERABLE #9:** Assist in consideration of establishing new downtown manager position.  
**DELIVERABLE #10:** In collaboration with social service providers, develop strategy to relocate their services outside of the downtown commercial zones.

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**Preserve Neighborhoods**

**Champion: Community Development Director John Brickey**

**Strategy A: Improve the appearance & quality of life in the Highlands area**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Assist Highlands Neighborhood Association and Community Coach with Highlands Revitalization Plan implementation

- Support efforts to continue funding and constructing the Highlands Trail
- Facilitate implementation of Highlands Neighborhood gateway signs
- Support efforts to build HNA membership and participation
- Seek opportunities to secure additional funding for streetlight/streetscape/infrastructure projects to expand on the 2010 ARA CDBG project in the 200 Block of 25<sup>th</sup> and 26<sup>th</sup> Avenue
- Encourage coach to coordinate potential adopt an alley project

**DELIVERABLE #2:** Reduce nuisance conditions

- Continue code compliance focus on nuisance properties in the Highlands as staffing and resources allow
- Continue participation in educational outreach to landlords, tenants and owner occupied property owners as staffing and resources allow
- Partner with HNA to coordinate block cleanup events
- Actively seek judicial orders to abate properties with unresponsive owners as staffing and resources allow
- Actively seek opportunities to partner with agencies, organizations & volunteer groups to accomplish development, rehab and cleanup projects
- Continue with proactive removal of illegal dumping debris

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Preserve Neighborhoods

**Champion: Community Development Director John Brickey**

**Strategy A, cont.:**  
**DELIVERABLE #3:** Implement neighborhood-specific services

- Assist HNA in creation of a Highlands Coordinating Council to identify and facilitate partnerships with agencies, organizations and businesses that provide service to Highlands residents
- Continue monitoring carts-for-tubs program success and modify education efforts and enforcement strategies as needed to ensure continued success

**DELIVERABLE #4:** Develop and implement housing and infrastructure improvements

- Support Habitat for Humanity, Lower Columbia CAP and Longview Housing Authority through the HOME and CDBG appropriations process to facilitate Highlands housing projects that are consistent with the Housing/Community Development Objectives contained in the 2009-2013 Consolidated Housing and Community Development Plan as adopted by Council in 2009
- Promote use of additional housing options available with the adoption of the updated residential zoning code to property owners, agencies, organizations and developers
- Continue to promote use of CDBG, CIP and other funds for Highlands infrastructure improvements as funding allows

**DELIVERABLE #5:** Promote "adopt an alley light" project

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Preserve Neighborhoods

**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: 2011**  
**DELIVERABLE #1:** Amend 2006 Comprehensive Plan Annexation policies as established by resolution  
**DELIVERABLE #2:** Initiation of consideration for annexation of West Longview Ocean Beach corridor

- Conduct benefit/cost analyses of proposed annexation by resolution of West Longview Ocean Beach Corridor
- Initiate annexation agreement with Cowlitz County Commissioners and Cowlitz 2 Fire and Rescue

**DELIVERABLE #3:** Investigate additional annexation by resolution opportunities to determine feasibility and benefit to City  
**DELIVERABLE #4:** Annexation decisions based on efficient use of time and projection of costs

- Annexations by request/petition method will continue to be processed as they are submitted
- Annexation of eligible islands may be initiated by staff and processed upon Council direction to proceed

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Preserve Neighborhoods

**Champion: Community Development Director John Brickey**

**Strategy C: Mitigate the impacts of growth on the City's infrastructure**  
**Time Frame: 2011**

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

- Update zoning code administrative provisions
- Coordinate creation of additional LID development options with Public Works staff and Stormwater staff

**DELIVERABLE #2:** Continue inventory and promotion of rehabilitation and maintenance of City's historic assets

- Continue phased inventory of Old West Side residential structures as grant funding allows
- Encourage and facilitate creation of Historic Districts for Old West Side and Downtown

**DELIVERABLE #3:** Initiate incorporation of Complete Streets requirements in the development code and/or street standards as appropriate

- Inventory streets to identify complete street issues and opportunities as staffing and resources allow
- Compare inventory results with Regional Trails and Paths Plan
- Draft prioritized listing of potential Complete Street projects
- Hold Council workshop in fall 2011; seek policy direction for Complete Streets

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Preserve Neighborhoods

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

**Strategy D: Continue active federal and state legislative advocacy**  
**Time Frame: 2011**

**DELIVERABLE #1:** Pursue federal funding assistance for water supply, SR432, 911 CAD system, downtown streetscape project, R.A. Long Park, and reauthorization of SAFTEA-LU in collaboration with federal governmental affairs firm

**DELIVERABLE #2:** Develop and advocate 2011 Longview state legislative agenda in collaboration with state governmental affairs firm

**Strategy E: Enhance City housing goals for CDBG/HOME program**  
**Time Frame: 2011**

**DELIVERABLE #1:** Implement 2009-2013 HUD Consolidated Plan

- Investigate potential eligibility to apply for HOPE VI Mainstreet grant funding to facilitate revitalization and expansion of Longview's Downtown Commerce District upper floor residential units.
- Continue to promote implementation of the Highlands Neighborhood Revitalization Plan via agency requests for CDBG and HOME funding

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## Improve Transportation Systems

**Champion: Public Works Director Jeff Cameron**

**Strategy A: Improve traffic flow conditions for vehicle, transit, bicycle, and pedestrian mobility**  
**Time Frame: 2011**

**DELIVERABLE #1:** Transportation capital improvements

- Complete Tennant Way at 14<sup>th</sup> Ave signal improvements (STP(S) Grant)
- Complete Tennant Way at 15<sup>th</sup> Ave intersection modifications (STP(S) Grant)
- Complete Broadway at 14<sup>th</sup> Ave intersection improvements (Safety Grant)
- Complete design and begin construction of Highlands Path - Oregon Way to Douglas St. (CDBG/Transportation Enhancement funded)
- Complete Traffic signal LED bulb conversion (ARRA funded)
- Install audible pedestrian signals at 30<sup>th</sup> Ave./Ocean Beach Highway
- Inspect/Maintain/Repair Bridges
- Complete Civic Center traffic improvements – Phase 1
- Complete 15<sup>th</sup> Ave./Hudson St./Olympia Way improvements – Phase 1
- Rehabilitate pavement on 15<sup>th</sup> Ave. – Douglas St. to Tennant Way
- Continue sidewalk inspection/repair program
- Complete preliminary design for 7<sup>th</sup>/California intersection improvements
- Complete turn-around for transit buses on west end of Ocean Beach Highway

**DELIVERABLE #2:** Complete budgeted maintenance and repair work for streets, alleys, sidewalks, and handicap access ramps

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Improve Transportation Systems

**Strategy A, cont.:**

**DELIVERABLE #3:** complete sidewalk replacement at Lake Sacajawea (Hemlock Plaza)

**DELIVERABLE #4:** Implement early success recommendations in Transit Enhancement Plant adopted by Cowlitz Transit Authority

- Designate stop locations – no flag stops
- Begin/end hours of service at extremity of routes
- Implement express route if feasible due to funding/facilities
- Begin public process to develop new brand for transit system

**DELIVERABLE #5:** Bicycle and pedestrian-friendly features have been included in road construction and upgrade projects where feasible

**DELIVERABLE #6:** Support development of railroad corridor plans

**DELIVERABLE #7:** Support reauthorization of the Federal Transportation Act (SAFETEA-LU) and projects of benefit to the Longview/Kelso region

**DELIVERABLE #8:** Engineering staff performs traffic engineering services due to continued vacancy of Traffic Engineer position

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## Address Quality of Place Issues

**Champions: City Manager Bob Gregory and Assistant City Manager Dave Campbell**

**Strategy A: Continue support to Project Longview Action Team for implementation of Community Assessment Task Force Report.**  
**Time Frame: 2011**

**DELIVERABLE #1:** Implement downtown façade improvement program.

**DELIVERABLE #2:** Complete gateway design for City Council for approval

**DELIVERABLE #3:** Complete final design R.A. Long/Civic Center improvements  
 \*Community Development to manage this project.

**DELIVERABLE #4:** Develop way-finding sign plan and submit recommendations to City Council for approval.

**DELIVERABLE #5:** Begin preliminary design for Tennant Way streetscape and green-up. \*Community Development to manage this project.

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Address Quality of Place Issues

**Champion: Parks & Recreation Director Rich Bemm**

**Strategy B: Enhance parks and green space**  
**Time Frame: 2011**

**DELIVERABLE #1:** Develop a strategy for further testing of alternative methods of responding to aphids in birch trees

**DELIVERABLE #2:** Ensure Tree City USA accreditation is obtained

**DELIVERABLE #3:** Parks/Recreation Comprehensive Plan implementation status report to City Council

**DELIVERABLE #4:** Work with the Community Garden Committee in moving the gardens operations at 32<sup>nd</sup> Ave. Park to become self sustaining

**DELIVERABLE #5:** Work with Council to help them decide whether or not a metropolitan park district referendum is appropriate for 2011/12

**DELIVERABLE #6:** Ensure Playful City USA accreditation requirements are met

**DELIVERABLE #7:** Implement neighborhood park grant projects

**DELIVERABLE #8:** Completion of the construction documents for R.A. Long Park

**DELIVERABLE #9:** Work with the Downtown Arts Walk Committee in completing the first phase of the placement of sculptures along Commerce Avenue

**DELIVERABLE #10:** Evaluate job functions in the parks department and develop a strategy for responding to defined core responsibilities during this period of reduced staffing and operating funds

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Address Quality of Place Issues

**Champion: Parks & Recreation Director Rich Bemm**

**Strategy C: Create access to recreation facilities that are currently not available or are insufficient in the community**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Present the Archie Anderson Park master plan to the city council for approval

**DELIVERABLE #2:** Complete the design and construction of the walking/bike trail in the Highlands area

**Champion: City Manager Bob Gregory**

**Strategy D: Expand opportunities for continuing education beyond K-12**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Advocate for Skills Center Clark County branch campus in Cowlitz County.

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Address Quality of Place Issues

**Champion: Library Director Chris Skaugset**

**Strategy E: Expand opportunities for life-long learning and adult literacy (Project Read)**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Gather and share information between all literacy providers in Cowlitz County and create network/coalition executive committee to move group forward

**DELIVERABLE #2:** Explore ways that we can work with Longview School District to better promote literacy to people of all ages

**DELIVERABLE #3:** Continue project with the Highlands Neighborhood Association to create their own library in the HNA Community Center and to deliver some Library programming there

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Address Quality of Place Issues

**Champion: Human Resources Director Robbie Berg**

**Strategy F: Increase our multi-lingual and multi-cultural communication skills**  
**Time Frame: 2011 and beyond**  
**DELIVERABLE #1:** Compile list of City staff non-English language abilities

**DELIVERABLE #2:** Identify resources within the community that can provide translation services

**DELIVERABLE #3:** HR Director will facilitate a strategic planning process for Ethnic Support Council to determine community needs and develop mechanisms to provide multi-cultural awareness and resources.

**DELIVERABLE #4:** HR Director will continue to participate in the Cowlitz-Wahkiakum Career Development Consortium (CWDC) which is sponsoring a Business-Education Partnership forum to identify ways to link the business and education communities.

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Address Quality of Place Issues

**Champion: Library Director Chris Skaugset**

**Strategy G: Expand opportunities for early learning and pre-k literacy**  
**DELIVERABLE #1:** Continue early learning program begun in 2010 by reaching out to day-care centers to help them provide books and programming for the children through volunteers

**DELIVERABLE #2:** Explore ways that we can work with Longview School District to better promote literacy to people of all ages

**DELIVERABLE #3:** Continue project with the Highlands Neighborhood Association to create their own library in the HNA Community Center and to deliver some Library programming there

**DELIVERABLE #4:** Continue to be part of Cowlitz County Early Learning Coalition and the Early Learning Public Library Partnership

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Address Quality of Place Issues

**Champion: City Manager Bob Gregory**

**Strategy H: Actively participate in Pathways 2020 initiatives**  
**Time Frame: 2011**  
**DELIVERABLE #1:** Continue support and participation on Pathways 2020 Board

**DELIVERABLE #2:** Participate in production of 2011 Pathways 2020 Community Report Card

**DELIVERABLE #3:** Promote healthy lifestyles by enhancing accessibility and development of bicycle and pedestrian exercise facilities and development/adoption of "Complete Streets" policy

**DELIVERABLE #4:** Continue to support and participate in the Cowlitz Housing First & Vulnerable Adults Task Force initiatives that provide for transitional housing and support services

**DELIVERABLE #5:** Promote healthy lifestyles by enhancing accessibility and development of community gardens and access to healthy food

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