2013 Work Plan

Longview City Council's 2007-2013 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/government/CouncilInitiatives.htm

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: 2013 and beyond

<u>DELIVERABLE #1</u>: Monitor & evaluate traffic patterns for School Zone Camera Programs. Provide quarterly reports which will be foundation for final project report to City Council.

<u>DELIVERABLE #2</u>: Monitor & evaluate traffic patterns for school zones and provide non-photo enforcement recommendations for pedestrian safety

<u>DELIVERABLE #23</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.

Champion: Police Chief Jim Duscha

Strategy B: Develop, validate, and nurture a community feeling of safety Time frame: 2013 and beyond.

<u>DELIVERABLE #1</u>: Continue to conduct out-reach to neighborhoods & businesses.

- Continue to support and expand Block Watch program; goal is to increase the number of Block Clubs yearly.
- Coordinate and integrate on-duty patrol staff into Community Services Unit (Highlands) programs & events. Progress will be reviewed during monthly management team meetings.
- Monitor LPD cadet program. (PERF)

<u>DELIVERABLE #2:</u> Investigate a west Longview police presence.

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: 2013 and beyond

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

- Coordinate use of Automatic License Plate Reader (ALPR).
- Continue to train detectives on effective auto theft investigations.
- Continue to provide county wide stolen vehicle hot sheet.

<u>DELIVERABLE #2:</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: Develop an effective bike patrol unit

Time Frame: 2013 and beyond

DELIVERABLE #1: Use the bikes on a regular basis for routine patrol.

Strategy E: Increase use of on line reporting.

Time Frame: 2013 and beyond

<u>DELIVERABLE #1</u>: Make the system user friendly. Continue to improve Cop Logic ease of use and obtain mobile application for community access.

<u>**DELIVERABLE #2**</u>: Increase public awareness and benefit of using the system. Continue press releases and cop chats focused on educating public about Cop Logic. Continue to seek out venues to educate.

DELIVERABLE #3: Familiarize the department and dispatch center on the system's use and refer people reporting an incident to the system. Continue to have dispatch refer appropriate calls, monitor calls that have been referred, encourage people to use this method of reporting (School resource officer use).

Champion: Police Chief Jim Duscha

Strategy F: Improve our working environment.

Time Frame: 2013 and beyond

DELIVERABLE #1: Review work area configuration for a better use of space.

<u>DELIVERABLE #2</u>: Interview and training room update. Paint, new furniture, sound proof interview rooms, and update the technology in the training room.

<u>DELIVERABLE #3</u>: Form a shooting range committee to study and recommend a long term shooting range including evaluation of a location and design of an indoor range for LPD within our jurisdiction and joint use of new County shooting range.

Champion: Fire Chief Phil Jurmu

Strategy G: Reduce gap in EMS services by fully implementing Paramedic

Program Phases 1 & 2.

Time Frame: 2013-2014

<u>DELIVERABLE #1:</u> Paramedic Engines are in service 90% of the time providing paramedic level of care and the expected complement of other fire & emergency services.

<u>DELIVERABLE #2:</u> City's Agreement for EMS Ambulance Services is updated to further reduce gap in EMS services through two strategies:

- service Impose greater sanctions on EMS private provider upon occasions when there is a failure to meet demand, and
- Augment EMS transport services with LFD resources.

<u>DELIVERABLE #3</u>: Develop EMS response policy to address "frequent flyer" calls for service.

• Develop referral system to direct "frequent flyers" to the correct partnering agency.

Champion: Fire Chief Phil Jurmu

Strategy H: Seek to provide level of service as equivalent to council adopted Standard of Cover.

Time Frame: 2013-2014

DELIVERABLE #1: All response performance measures are met 100%

- Respond to all medical emergencies to provide BLS (basic life support) in six minutes or less 90% of time.
- Respond to all medical emergencies to provide ALS (advanced life support) or paramedic level of care in eight minutes or less 90% of time.
- Respond to all structure fires in six minutes or less 90% of time.
- Full alarm response arrives to structure fires in nine minutes or less 90% of time.
- Respond to all technical rescue emergencies in eight minutes or less 90% of time.

<u>DELIVERABLE #2:</u> Phase I of Fire Facilities Comprehensive Capital Improvement Plans is funded.

Champion: Public Works Director Jeff Cameron

Strategy I: Enhance ability for critical City functions to operate during power outages.

Time Frame: 2013

DELIVERABLE #1: Install new emergency generator at City Hall.

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

Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives

Time Frame: 2013

<u>DELIVERABLE #1</u>: Keep Council abreast of General Fund financial condition on a quarterly basis.

<u>DELIVERABLE #2</u>: Manage 2013-2014 biennial budget ensuring 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.
- 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>: Provide for debt financing at the lowest market interest rates available at the time it's incurred.

<u>DELIVERABLE #5</u>: Develop and implement contract management system to review and evaluate consideration for new contracts, renegotiation / timely renewal of existing contracts, or cancellation of existing contracts that may not be in the best interest of the City.

Champion: Finance Director Kurt Sacha

Strategy B: Use performance measurement for decision-making

Time Frame: 2013

<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: 2013

<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 practices will support sound financial management and ensure that the City is a competitive employer with a highly competent work force

Time Frame: 2013

<u>DELIVERABLE #1</u>: To secure the best available talent while staying within budget, 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. Three new opportunities to be evaluated include:

- 1) Regulatory Safety Training at LCC
- 2) Pre-Employment Testing at LCC
- 3) Olympia Fire Dept. Mgmt. Assessment Center

<u>DELIVERABLE #2</u>: To balance service delivery needs with reasonable and responsible labor costs, HR staff and Department managers will evaluate and determine if a vacant position should remain open or when and how it should be refilled.

Champion: HR Director Keith Larson

Strategy D: Employee total compensation practices will support sound financial management and ensure that the City is a competitive employer with a highly competent work force (continued)

<u>DELIVERABLE #3</u>: To assess and measure the value and savings of our new HDHP/HRA, HR staff will monitor and evaluate the cost and effectiveness of the new plan and develop on-going strategies for continued improvements to our health care insurance.

DELIVERABLE #4: To prepare for Council previews and approvals, HR staff will draft recommended 2014 contract negotiations parameters utilizing budgetary knowledge and total compensation cost and salary step policy comparisons with similar bargaining units in like cities.

Champion: HR Director Keith Larson

Strategy E: Provide a Progressive Employee Safety, Health & Wellness

Environment

Time Frame: 2013

<u>DELIVERABLE #1</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
- Continue to participate in the CWCOG Medical Rate Stabilization Risk Pool to take full advantage of Kaiser matching health grants
- Continue to engage with the city-wide employee benefits committee

<u>DELIVERABLE #2</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

Champion: HR Director Keith Larson

Strategy E: Provide a Progressive Employee Safety, Health & Wellness Environment (continued)

<u>DELIVERABLE #3</u>: 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

<u>Champion: City Attorney - James McNamara</u>

Strategy F: Reduce court and public defender costs by establishing a diversion program for non-violent crimes such as Driving While License Suspended, 3rd Degree and Theft, 3rd Degree.

Time Frame: 2013

<u>DELIVERABLE #1:</u> Contract with a third party to provide misdemeanor diversion services for defendants charged with certain non-violent crimes.

<u>DELIVERABLE #2</u>: Hire part-time staff to screen cases for inclusion in the diversion program (cost of hire to be exceeded by court filing fee savings).

Champion: Public Works Director Jeff Cameron

Strategy G: Implement cost-saving functionality of City facilities

Time Frame: 2013-2014

<u>DELIVERABLE #1</u>: Construct Energy Savings Performance Contract improvements at various City facilities

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system

Time Frame: 2013

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

- Complete MFRWTP construction
- Complete MFRWTP startup and discontinue production at Fishers Lane RWTP
- · 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>: Begin decommissioning and salvaging of Fishers Lane RWTP facility.

<u>DELIVERABLE #3</u>: Obtain City Council vision for use of Fishers Lane RWTP property.

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2013 water system capital projects.

- Design and construct various water main replacement projects.
- Complete design and begin installation of SCADA System.
- Complete Water System Plan update and obtain Dept. of Health and City Council approval.
- Complete Automated Metering Infrastructure (AMI) pilot program and initiate city-wide implementation of AMI.
- Begin design of Hillcrest Reservoir Pump Station joint project with BHWSD; obtain City Council approval of interlocal agreement for project.
- Begin design of security and paving improvements at Main Reservoir; coordinate with Hillcrest Reservoir PS replacement project.
- Remodel 1440 Industrial Way for utility operations purposes.
- Construct equipment storage building and bulk material storage area at Utility Operations Center.

<u>DELIVERABLE #5</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: 2013

DELIVERABLE #1: Decommission West Longview Lagoons.

- Obtain City Council vision for use of Lagoons property.
- Complete biosolids treatment and disposal plan; obtain Dept. of Ecology approval of plan; begin implementation.

DELIVERABLE #2: 2013 sewer capital projects.

- Complete design and begin installation of SCADA System.
- Begin construction of Hudson/Douglas/33rd Ave pump station replacements and forcemain project.
- Install in-situ liners inside interceptor and collector mains.
- Design and construct various sewer main replacements.
- Begin design for next phase of sewer pump station rehabilitation projects.
- Remodel 1440 Industrial Way for utility operations purposes.
- Construct equipment storage building and bulk material storage area at Utility Operations Center.
- Prepare contract to demolish abandoned Oregon Way Sewer PS in 2014.

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system (continued)

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

Strategy C: Implement stormwater management system Time Frame: 2013

DELIVERABLE #1: Continue implementation of Phase II NPDES permit.

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

<u>DELIVERABLE #2:</u> Begin construction of Lake Sacajawea flushing facilities

- Complete design and obtain permits.
- Award construction contract

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system (continued)

DELIVERABLE #3: 2013 stormwater capital projects.

- Complete conceptual design and begin final design for Beech Street drainage replacement and low impact development streetscape improvements.
- Begin design for Tennant Way low impact development streetscape improvements.
- Complete 15th Ave. storm drain repair at Delaware St.
- Construct low impact development features as part of Downtown Streetscape improvements project; may be delayed to 2014 to coordinate with proposed private development project.
- Train staff on pervious concrete techniques and install pervious concrete at various locations.
- Complete design and begin installation of SCADA System.

<u>DELIVERABLE #4</u>: Utility rates and fees approved to support Stormwater Utility.

Champion: Assistant City Manager Dave Campbell

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

Time Frame: 2013

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

- Various roofing and siding projects
- Senior Center kitchen improvements

Strategy E: Implement environmentally friendly and sustainable infrastructure construction and maintenance practices
Time Frame: 2013

<u>DELIVERABLE #1</u>: Continue "green fleet" policies implementation, including conversion to biodiesel fuel where appropriate.

Champion: Community Development Director John Brickey

Strategy F: Improve community solid waste reduction and recycling programs

Time frame: 2013

<u>DELIVERABLE #1</u>: Continue to reduce recycling contamination rate

- Achieve reduction in contamination rate from 27.5% to a range between 22-24% by end of 2013
- Develop and present alternatives for incentive based recycling program
- Develop and present alternative for citywide commercial recycling program
- Develop and present alternatives for expanded residential recycling program, including other plastics

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: 2013

DELIVERABLE #1:

- Continue implementation of CEDC Economic (TIPS) Strategic Plan.
- 2013 plan implementation goals will be adopted by CEDC and member agencies
- Potential CEDC business recruitment trip to China
- Will work with regional partners throughout Cowlitz County to create joint marketing materials.
- Will have a broker tour with commercial/industrial brokers in the 3rd quarter of 2013.
- CEDC staff is working with LV Downtown and wayfinding for improving downtown.

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 (continued)

DELIVERABLE #2:

- Collaborate with CEDC to complete retail outreach and marketing utilizing Buxton SCOUT and Consumer Propensity products.
- Complete contact to 12 retailers, match and initiate marketing and follow-up package; CEDC to be a first point of contact for potential retailers.

DELIVERABLE #3:

- Continue marketing outreach to brokers/developers/business including Cowlitz County and Portland/Seattle metro region.
- The CEDC will maintain its contract with Site Location Partnership, who will travel to six national trade shows and deliver potential industrial leads back to the CEDC.
- Collaborate with public and private sector to propose continued joint marketing. This is targeted for March/April 2013 to discuss the possibility of joint marketing similar to the "Live Here, Land Here" campaign.

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 (continued)

DELIVERABLE #4:

- Continue participation with Cowlitz Economic Development Council and engage in responding to CEDC/State Dept. of Commerce leads.
- Actively engage new leadership at the Department of Commerce to re-energize a marketing campaign at the state level.

<u>DELIVERABLE #5:</u> Continue joint marketing with Patriot Rail and WREDCo including development of master rail plan for Phase II property.

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: 2013

<u>DELIVERABLE #1</u>: Employment goal of 10 jobs per acre

<u>DELIVERABLE #2</u>: Investment goal of \$1 million per acre

<u>DELIVERABLE #3</u>: Development will conform to City Industrial Performance

Standards

<u>DELIVERABLE #4</u>: 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: 2013

<u>DELIVERABLE #1</u>: Investigate formation of municipal redevelopment or public development authority

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

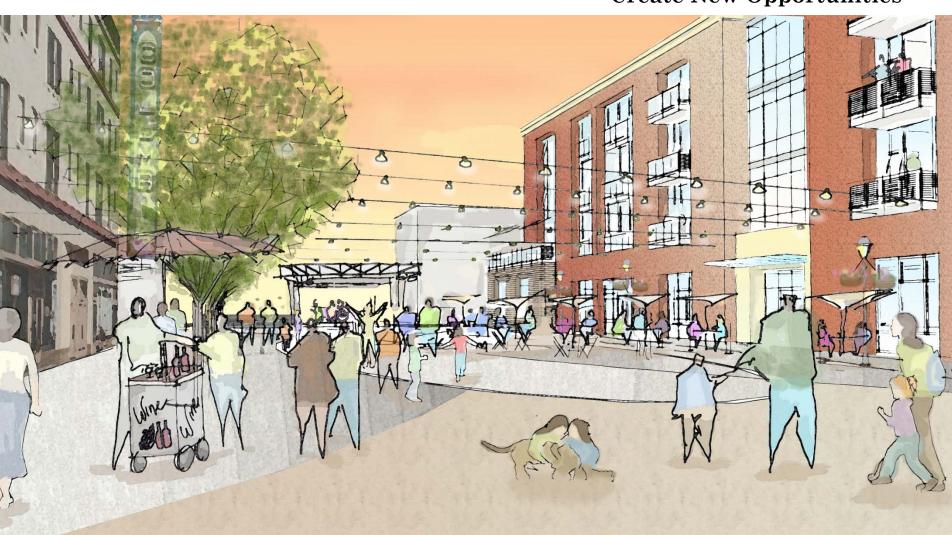
Champion: City Manager Bob Gregory

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 (continued)

<u>DELIVERABLE #4</u>: Continue participation in Cowlitz County Conference Center feasibility study with emphasis on hotel and regional sports facility.

<u>**DELIVERABLE #5**</u>: Engage the services of an individual or company with expertise in developing business incubator strategies with connections to the region's business community

<u>DELIVERABLE 6</u>: Recruit development for mixed use residential and commercial to support downtown redevelopment and Lower Columbia College initiatives.



Champion: Community Development Director John Brickey

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

Time Frame: 2013

<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
- Pursue additional funding for and construction of streetscape improvement project
- Review/revise as desired and promote targeted residential development tax abatement program
- Initiate dedicated police officer

<u>DELIVERABLE #2</u>: Complete review of results of modifications to parking requirements and regulations.

Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area.

Time Frame: 2013

<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 relocation (corner of 21st and Alabama across from Archie Andersen Park).
 - ➤ Finalize planning 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.

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Champion: Community Development Director John Brickey

Strategy A: Enhance the appearance and quality of life in the Highlands area.

DELIVERABLE #1: (continued)

- Assist in seeking additional grant funding to facilitate HNA/Community/City implementation of the Highlands Revitalization Plan.
- 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.
- Investigate the establishment of a Highlands Neighborhood Foundation.

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 ten (10) block cleanup events.

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

- 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.

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: 2013

<u>DELIVERABLE #1</u>: Amend 2006 Comprehensive Plan Annexation policies as established by resolution.

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure Time Frame: 2013

<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.
 - Evaluate Country Club District and propose modifications if needed.
 - Evaluate Riverfront District (RFD)—will likely result in elimination of RFD designation and incorporation of that district into the R-4 zoning district.
 - Propose specific sign regulations to be included in the Civic Center District .
 - · Complete adoption process for updated County Fairgrounds 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)

<u>DELIVERABLE #1</u>: (continued)

- Update Off-street Parking and Loading chapter.
 - > Evaluate parking needs for campuses (LCC, St. John Medical Center, etc.).
 - ➤ Incorporate 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.

Champion: Community Development Director John Brickey

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

DELIVERABLE #1 (continued):

- ➤ 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.
- Coordinate creation of additional LID 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 phased inventory of Old West Side residential structures as grant funding allows.
- Encourage and facilitate creation of Historic Districts for Old West Side Neighborhood and Downtown and a Conservation District for Lake Sacajawea Park and surrounds.

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

• Hold Council workshop in fall 2013; seek direction for Complete Streets policy.

Champion: Community Development Director John Brickey

Strategy D: Improve appearance and quality of life in CVG neighborhoods

<u>DELIVERABLE #1:</u> Support citizen initiated public improvements in CVG area between Ocean Beach Highway, Pacific Way, 30th Avenue and 38th Avenue.

Champion: Council/City Manager Bob Gregory

Strategy E: Continue active federal and state legislative advocacy Time Frame: 2013

DELIVERABLE #1: 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>: Develop and advocate 2013 Longview state legislative agenda in collaboration with state governmental affairs firm.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2013

<u>DELIVERABLE #1</u>: Transportation capital improvements.

- Complete Broadway at 14th Ave intersection improvements {Safety Grant}
- Complete pedestrian improvements on 15th Ave at Douglas St. and Hemlock St. (State Pedestrian Grant).
- Design and obtain permits for Washington Way bridge replacement in 2014.

<u>**DELIVERABLE #2:**</u> Appoint citizen advisory board to evaluate creation of Transportation Benefit District and recommend preferred revenue source.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

<u>DELIVERABLE #3</u>: Implement recommendations in Transit Enhancement Plan adopted by Cowlitz Transit Authority.

- Implement new routes and stop locations.
- Begin/end hours of service at extremity of routes.
- Implement express route.
- Complete re-branding of transit vehicles.
- Receive and place into service additional buses to expand the transit fleet.
- Complete construction of interim additional transit vehicle parking area to accommodate expanded fleet of buses and paratransit vehicles.
- Install bus shelters at select locations along new routes.
- Purchase two driver relief vehicles to facilitate driver shift changes on route.
- Install security cameras and automated gates at City Shop.
- Prepare Transit Facility Master Plan to accommodate Transit fleet and driver staff expansion.
- Evaluate modifying the transit governance model with Cowlitz Transit Authority.

Improve Transportation Systems

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>: Engineering staff performs only critical traffic engineering services during continued vacancy of Traffic Engineer position.

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

Strategy A: Continue support to Project Longview Action Team for implementation of Community Assessment Task Force Report Time Frame: 2013

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

<u>DELIVERABLE #2</u>: Complete final design of R.A. Long Park/Civic Center plaza improvements.

DELIVERABLE #3: Participate in "Fire & Ice" wayfinding sign plan.

<u>DELIVERABLE #4:</u> Complete final design and construct first phase of Tennant Way streetscape improvements.

DELIVERABLE #5: Relocate Shay locomotive to library grounds.

Champion: Parks & Recreation Director Dave Campbell

Strategy B: Enhance parks and green spaces

Time Frame: 2013

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

<u>DELIVERABLE #2</u>: Maintain Tree City USA accreditation.

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

<u>DELIVERABLE #4</u>: Submit proposed tree removal policy revisions.

<u>DELIVERABLE #5</u>: Seek vendor for trial concession at Lake Sacajawea.

<u>DELIVERABLE #6</u>: Work with the Longview Outdoor Gallery to place new sculptures along Commerce Avenue.

<u>DELIVERABLE #7</u>: Implement Mint Valley Golf Course pro shop succession plan.

Champion: Parks & Recreation Director Dave Campbell

Strategy C: Create access to recreation facilities that are currently not available or are insufficient in the community

Time Frame: 2013

<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: 2013

<u>DELIVERABLE #1</u>: 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.

Champion: City Council

Strategy D: Develop long-term strategy for City's Japanese sister city relationship (continued)

<u>**DELIVERABLE #2**</u>: 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.

<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: 2013

<u>DELIVERABLE #1</u>: Support for approval of Skills Center Clark County branch campus feasibility study in Cowlitz County.

<u>DELIVERABLE #2:</u> Support and collaborate with LCC for four-year degree programs including student housing and university center initiatives.

Champion: HR Director Keith Larson

Strategy F: Improve the City's Diversity and Inclusionary Reputation Time Frame: 2013

DELIVERABLE #1: To increase our services to the expanding ethnic diversity in the City, HR will coordinate the recognition and utilization of staff multilingual and multi-cultural communication skills, capabilities and talents.

DELIVERABLE #2: 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 civil treatment principles

Champion: Library Director Chris Skaugset

Strategy G: Expand opportunities for life-long learning and adult

literacy (Project Read)

Time Frame: 2013

<u>DELIVERABLE #1</u>: Gather and share information between all literacy providers in Cowlitz County and create network/coalition executive committee to move group forward.

<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>: New countywide Fire it Up! Adult Winter Reading Program to encourage adult reading in January and February 2013.

Champion: Library Director Chris Skaugset

Strategy H: Expand opportunities for early learning and pre-k literacy Time Frame: 2013

<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>: 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>: Continue to be part of Cowlitz County Early Learning Coalition and the Early Learning Public Library Partnership.

Champion: Library Director Chris Skaugset

Strategy I: Enhance library services

Time Frame: 2013

<u>DELIVERABLE #1</u>: Begin short-term and long-range strategic planning process with Library Board of Trustees.

<u>**DELIVERABLE #2**</u>: Have a joint meeting of the Library Board, Longview Library Foundation Board and Friends of the Longview Library Board to discuss planning.

DELIVERABLE #3: Plan completed and approved by Council in 2013.

Champion: City Manager Bob Gregory

Strategy J: Actively participate in Pathways 2020 initiatives

Time Frame: 2013

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

• Complete 2013 Report Card

<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.