

2015 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.

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.

Continue Effective Financial Management

Champion: Finance Director Kurt Sacha

Strategy A: Our budget will support our initiatives

Time Frame: 2015

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

DELIVERABLE #2: Engage outside consultant to assist in developing an administrative overhead allocation plan that satisfies the requirements of the Washington State Auditors Office.

DELIVERABLE #3: Formally adopt financial policies for the City of Longview. (Examples include fund balance policy, debt policy, investment policy, etc.)

DELIVERABLE #4: Maintain debt level at no more than 60% of non-voted capacity.

Continue Effective Financial Management

Champion: Finance Director Kurt Sacha

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

DELIVERABLE #5: Together with the administration and Council, maintain the City's A1 General Obligation Bond rating and Aa3 Revenue Bond rating assigned by Moody's Investors Service.

DELIVERABLE #6: Review/modify sanitary rate structure

Continue Effective Financial Management

Champion: Finance Director Kurt Sacha

Strategy B: Use performance measurement for decision-making
Time Frame: 2015

DELIVERABLE #1: Link service and program performance measures to strategic planning, decision-making, and program outcomes.

DELIVERABLE #2: Establish framework for a comprehensive review and report on performance measures (i.e. incorporate review of performance measures into department head retreat with reporting to be included in the Q1 financial review to Council.

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
- Develop community indicator system for performance measures
- Research/evaluate performance measure reporting through the use of dashboards
- When soliciting public input, try to use “geo-based” system so that feedback can be analyzed on a neighborhood or area basis.

Continue Effective Financial Management

Champion: Finance Director Kurt Sacha

Strategy C: Implement/utilize technology to create efficiencies

Time Frame: 2015

DELIVERABLE #1: 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.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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: 2015

DELIVERABLE #1: 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.

STATUS: We have successfully recruited and filled 13 vacancies in 2015 YTD (7 new hires, 6 promotions). While maintaining seven current civil service eligibility lists.

DELIVERABLE #2: 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.

STATUS: Each vacancy is evaluated for need and necessity in collaboration with management. Position descriptions are reviewed and/or modified prior to job posting or recruitment.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

DELIVERABLE #3: 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.

STATUS: HDHP/HRA continue to provide cost effective healthcare insurance plans that are consistent with ACA guidelines.

DELIVERABLE #4: 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.

STATUS: Negotiation compensation comparables have been established and parameters have been approved for the 2015/16 biennium.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

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

STATUS: Negotiations for the four bargaining units with expiring collective bargaining agreements (CBA) have been ratified and Council approved. Negotiations of the fifth bargaining unit, who's CBA is due to expire on 12/31/15, is scheduled to commence in late summer/early fall.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

DELIVERABLE #6: 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.

STATUS:

- *The City's wellness initiatives have again achieved the WellCity award for 2016, earning a 2% discount on all AWC medical premiums.*
- *The City continues active participation in the CWCOG Medical Rate Stabilization Pool. HR Director is currently Vice-Chair of the pool and will take the Chair roll in 2016.*
- *City Employee Benefits Committee continue to meet to discuss and educate employees regarding healthcare.*

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

DELIVERABLE #7: 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

STATUS: Claims decreased from 66 to 41 in 2014 over the same time frame in 2013 and severity decreased by \$81,952 (56%) over same time frame.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

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.

STATUS: There was an increase of 912 time loss hours (46%) in 2014 compared to the same time frame in 2013. Continued focus is placed on transitional duty.

Continue Effective Financial Management

Champion: HR Director Chris Smith

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 (continued)

DELIVERABLE #9: 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.

STATUS: HR continues to support and incentivize multi-lingual and multi-cultural communication skills, capabilities and talents.

DELIVERABLE #10: 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.

STATUS: HR is developing organizational training in the following areas:

- ***Professional Development/Succession Planning***
- ***Supervisor training in areas of HR policy, Workers' Compensation, Fair Labor Standards, FMLA and the Washington Care Act.***

Continue Effective Financial Management

Champion: City Attorney Jim McNamara

Strategy E: Comply with indigent defense caseload limits as established by Washington State Supreme Court

Time Frame: 2015

DELIVERABLE #1: Monitor performance of four (4) contracted public defenders to ensure compliance with caseload limits, and make adjustments including contracting with an additional public defender, as necessary.

DELIVERABLE #2: Monitor performance of Pre-Filing Diversion Coordinator to decrease prosecution and public defender caseload, and make adjustments, as necessary.

Continue Effective Financial Management

Champion: City Attorney Jim McNamara

Strategy F: Monitor City's response to public records requests and develop strategies to manage large or complex requests.

Time Frame: 2015

DELIVERABLE #1:

- Review and update internal Public Record Act Rules.

Continue Effective Financial Management

Champion: Public Works Director Jeff Cameron

Strategy G: Update public works contracting requirements

Time Frame: 2015

DELIVERABLE #1: Re-evaluate and recommend revisions to apprenticeship requirements.

Strategy H: Calculate appropriate staff and equipment billing rates for project reimbursements.

Time Frame: 2015

DELIVERABLE #1: Retain consultant and determine appropriate reimbursement billing rates for staff and equipment. Consultant to provide financial model for staff to update billing rates annually.

Continue Effective Financial Management

Champion: IT Director Todd Dodgin

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

Time Frame: 2015

DELIVERABLE #1: Inventory dark fiber connections for data and video.

DELIVERABLE #2: Determine city and community needs through surveys and public hearings.

DELIVERABLE #3: Commence franchise negotiations with Comcast Cable.

Enhance Public Safety & Emergency Response

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: 2015 and beyond

DELIVERABLE #1: Evaluate resources in the 2015-2016 budget to further implement the PERF report. Staffing of commissioned officers was increased to 58 officers with the approval to over hire by 2. We must continue to try and hire civilian staff to handle the work load of unfunded mandates.

STATUS: *With the approval of the 2015-2016 budget, our commissioned staffing level is 58 (plus over hire by 2). In 2015, we have hired 4 commissioned officers but still have vacancies due to retirements and resignations. We are still actively recruiting and processing commissioned police officer applicants. The police department has also submitted a new request with justification for the need for an additional Office Assistant civilian position to assist with public disclosure requests and added workload at the LPD front counter.*

Enhance Public Safety & Emergency Response

Champion: Police Chief Jim Duscha

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

Time Frame: 2015 and beyond

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

- Coordinate and integrate on-duty patrol staff into Community Services Unit (CSU) (Highlands) programs & events. Progress will be reviewed during monthly management team meetings. CSU will be staffed with a sergeant and corporal. They will lead community outreach and work to proactively address problems and work to resolve issues with community partners.

STATUS: We have a Corporal assigned to each of the four areas in the City to coordinate community policing efforts. There is an officer from each shift assigned to each area for the year to work collaboratively with the community. Updates on community policing efforts are made at the monthly patrol division meetings.

Enhance Public Safety & Emergency Response

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: 2015 and beyond

DELIVERABLE #1: Continue to utilize and evaluate efficiency of crime analysis for targeted patrol deployment. With a dedicated I.T. person we can use our crime analyst to focus on hot spot policing. We will use the street crimes unit to respond to hot spots for enforcement.

STATUS: An IT Analyst position was hired in March 2015 to assist the police and fire department with technology support. The hiring of this position is allowing the Crime Analyst to spend more time on providing crime data and mapping to our patrol and investigations units. When we are up to full staffing in the Street Crimes Unit, hot spot policing will be implemented.

Enhance Public Safety & Emergency Response

Champion: Police Chief Jim Duscha

Strategy D: Improve our working environment

Time Frame: 2015 and beyond

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

STATUS: *In progress.*

DELIVERABLE #2: Training room update. Need to mount projector from the ceiling and have a drop down screen.

STATUS: *In progress.*

Enhance Public Safety & Emergency Response

Champion: Police Chief Jim Duscha

Strategy D: Improve our working environment

Time Frame: 2015 and beyond

DELIVERABLE #3: Study and recommend a training facility including evaluation of a location and design.

STATUS: *The current range will be closed March 2016. Research and recommendations are still in progress. This is an **URGENT** matter.*

DELIVERABLE #4: Evaluate long term property/evidence storage and processing solutions including vehicle storage.

STATUS: *In progress.*

Enhance Public Safety & Emergency Response

Champion: Police Chief Jim Duscha

Strategy E: Evaluate Staffing

Time Frame: 2015 and beyond

DELIVERABLE #1: Ensure patrol is adequately staffed for increasing volume of high priority emergency calls. Re-evaluate the type of calls that officers will respond to.

***STATUS:** Due to staffing shortages, officers from the Street Crimes Unit and Patrol Investigators are being assigned back to fill patrol vacancies. We are continuing to recruit and process police officer candidates. We also have three officers currently in the law enforcement basic academy in training. In an effort to expand the diversion program, the police department is evaluating the use of Coplogic for shoplifting cases.*

DELIVERABLE #2: 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). Continue to evaluate staffing and workload.

***STATUS:** Police report paperwork processes are being modified to decrease time spent on paperwork and increase the time available to conduct enforcement and community policing activities.*

Enhance Public Safety & Emergency Response

Champion: Fire Chief Phil Jurmu

Strategy F: Enhance Prevention and Preparedness Capabilities

Time Frame: 2015 and beyond

DELIVERABLE #1: Improve inter-departmental disaster response capability

- Update Emergency Response Plan

STATUS: *Assigned but not started/completed*

- Provide ICS training to all city departmental personnel

STATUS: *Training in process. Sewer & Water completed, Parks & Rec Completed, Public Works scheduled for April 14th*

- Provide a disaster response tabletop exercise to department heads

STATUS:

- *Provided ICS 300 & 400 overview to Department Heads Mar. 18 & 19*
- *Still to do: Tabletop Exercise*

Enhance Public Safety & Emergency Response

Champion: Fire Chief Phil Jurmu

Strategy G: Reduce gap in EMS services

Time Frame: 2015 and beyond

DELIVERABLE #1: Augment EMS transport services with LFD resources

- Staff Paramedic Engine 100% of the time

STATUS: 85.5% of the time. 77 days out of 90.

- Staff ambulance when staffing levels are available.

STATUS: 65.5% of the time. 59 days out of 90

DELIVERABLE #2: Develop Community Paramedic Program

- Evaluate alternate delivery systems for improved pre-hospital care

STATUS: No additional progress

- Coordinate healthcare delivery to bridge the gap between emergent and routine healthcare

STATUS: Continuing to triage and evaluate LFD's & AMR's deployment model and respond appropriately for incident type.

- Advocate for expanded role/scope of paramedics and EMT's

STATUS: No progress

Enhance Public Safety & Emergency Response

Champion: Fire Chief Phil Jurmu

*Strategy H: Provide level of service to Council adopted Standard of Cover
Time Frame: 2015*

DELIVERABLE #1: Meet response performance measures

- Respond to all emergent medical incidents to provide care in six (6) minutes or less 90% of time

STATUS: 70% of the time -- 477 Emergent EMS incidents

- Respond to all structure fires in six (6) minutes or less 90% of time

STATUS: 79% of the time -- 68 Emergent Fire Incidents

- Full alarm response arrives to structure fires in nine (9) minutes or less 90% of time

STATUS: 95% of the time

- Respond to all technical rescue emergencies in eight (8) minutes or less 90% of time

STATUS: 0 Incidents in 1st Quarter 2015

Enhance Public Safety & Emergency Response

Champion: Fire Chief Phil Jurmu

Strategy I: Provide level of service to Council adopted Standard of Cover (continued)

DELIVERABLE #2: Implement near-term improvements identified in 2011 Capital Facilities plan

- Update site plan for purchased property at 2782 and 2790 Ocean Beach Hwy
- Update proposed Station 83 floor plan to configure to above property
- Develop funding strategy for station construction

STATUS: To be Completed in 2016

DELIVERABLE #3: Evaluate current apparatus fleet

- Identify gaps and overlaps of fleet

STATUS: Enhanced staff vehicle replacement program -- Completed 1st Quarter 2015

- Update recommended replacement schedule

STATUS: Done – Completed 1st Quarter 2015

- Develop funding strategy for apparatus replacement

STATUS: Incomplete

Enhance Public Safety & Emergency Response

Champion: Fire Chief Phil Jurmu

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

Time Frame: 2015

DELIVERABLE #1: 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

STATUS: Plan is developed for 2015. Implementation and completion still to be done.

Enhance Public Safety & Emergency Response

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2015

DELIVERABLE #1: Install relocated emergency generator from City Hall at City Shop to provide minimal emergency power. Abandoned Oregon Way sewer pump station must be demolished to accommodate generator and fuel supply.

DELIVERABLE #2: Install emergency generator connection terminals at select water, sewer, and stormwater pump stations.

DELIVERABLE #3: Install stationary emergency generators at select water, sewer, and stormwater pump stations as appropriate; purchase portable generators as appropriate.

Strengthen Economic Conditions & Create New Opportunities

Champion: City Manager Dave Campbell

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: 2015

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

- Continue implementation of CEDC Economic Strategic Plan.
- Continue marketing outreach to brokers/developers/business including Cowlitz County and Portland/Seattle metro region including hosting broker tour of County industrial sites.

DELIVERABLE #2: 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.

Strengthen Economic Conditions & Create New Opportunities

Champion: City Manager Dave Campbell

Strategy B: Actively recruit heavy/light industrial developments with living wage jobs and high capital investment at Mint Farm Industrial Park

Time Frame: 2015

DELIVERABLE #1: Continue to recruit companies to meet the following objectives:

- Employment goal of 10 jobs per acre
- Investment goal of \$1 million per acre
- Development will conform to City Industrial Performance Standards

DELIVERABLE #2: Explore leasing feasibility and opportunities through other entities such as the Port of Longview, Public Development Authority, etc.

Strengthen Economic Conditions & Create New Opportunities

Champion: City Manager Dave Campbell

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: 2015

DELIVERABLE #1: Support the Longview Public Development Authority to complete hotel & sports market studies.

DELIVERABLE #2: Increase marketing efforts to provide/promote loaning of remaining funds.

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

- Support property owners for creation of local improvement district

Strengthen Economic Conditions & Create New Opportunities

Champion: City Manager Dave Campbell

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)

DELIVERABLE #4: Collaborate for greater economic activity of Monticello Hotel.

DELIVERABLE #5: Develop economic strategies that are City of Longview focused.

- Evaluate ways to increase marketing and promotional efforts and present proposal to Council by June 30th.

Strengthen Economic Conditions & Create New Opportunities

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

Strategy D: Make downtown active, attractive, economically strong, and safe
Time Frame: 2015

DELIVERABLE #1: Carry out Downtown Action Agenda items to include:

- Complete Phase 1 of Downtown Corridor Improvements project on Commerce Ave from Washington Way to Broadway.

STATUS: Substantially complete.

- Construct Phase 2 of Downtown Corridor Improvements project on Commerce Ave from Broadway to Hudson. {STP Grant}

STATUS: Phase 2 funding is secured.

- Pursue funding for Phase 3 of Downtown Corridor Improvements project on Commerce Ave from Hudson to Hemlock.

STATUS: CDBG grant obtained; additional CDBG and Ecology grants likely. Construct in 2016.

- Continue to promote targeted residential development tax abatement program
- Promotion of facade improvement program and consider expanding citywide.
- Promotion of way-finding signs project (not limited to downtown).

STATUS: Project Longview has initiated the Way-Finding Signs project.

Strengthen Economic Conditions & Create New Opportunities

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

Strategy E: Develop alternatives and identify resources to improve infrastructure in CVG neighborhoods

Time Frame: 2015

DELIVERABLE #1: Develop budget level costs and implementation options to improve neighborhood infrastructure.

- Identify potential funding
 - Local Improvement Districts
 - Identify potential grant/loan opportunities
 - Evaluate current resources available
- Report to city council

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: 2015

DELIVERABLE #1: 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.
 - Promote 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.

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: Continue to assist Highlands Neighborhood Association with Highlands Revitalization Plan implementation. *(continued)*

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

STATUS: Additional \$30,000 NWHF grant appropriated to position HNA for a significant 2017 NWHF (Northwest Health Foundation) grant opportunity. Staff is participating in NWHF "Gathering" sessions as an HNA partner organization.

- 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.

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 #2: Reduce nuisance conditions.

- Partner with HNA to coordinate five (5) block cleanup events.

STATUS: Block cleanup events are underway.

- 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 up to four city-wide alley clean up events in 2015.

DELIVERABLE #3: Develop and implement housing and infrastructure improvements.

- Promote use of townhouse and attached housing options allowed by the residential zoning code to property owners, agencies, organizations and developers.

Preserve and Enhance 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: 2015

DELIVERABLE #1: 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.

STATUS: Workshop held on February 19th resulting in direction for staff to initiate a conversation with the County and Cowlitz 2 about phased annexation of the unincorporated areas along OB Hwy between 40th and 50th Avenues, Robert Grey Elementary School area and Pacific Way to 42nd Avenue.

Preserve and Enhance Neighborhoods

Champion: Community Development Director John Brickey

Strategy C: Mitigate the impacts of growth on the City's infrastructure
Time Frame: 2015

DELIVERABLE #1: 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.
 - 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.
- Complete update of shorelines regulations.

STATUS: Draft of Shorelines Regulations update has been submitted to DOE for review.

- Begin mandated update of Critical Areas Ordinance (CAO).

STATUS: Initiated.

- Initiate update of Comprehensive plan.

STATUS: Initiated.

Preserve and Enhance Neighborhoods

Champion: Community Development Director John Brickey

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

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

Preserve and Enhance Neighborhoods

Champion: Community Development Director John Brickey

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

DELIVERABLE #1: (continued)

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

STATUS: Discussion of LID incorporation into existing code initiated with the new Stormwater Manager.

Preserve and Enhance Neighborhoods

Champion: Community Development Director John Brickey

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

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

- Encourage and facilitate creation of Historic Districts for Old West Side Neighborhood and Downtown and a Conservation District for Lake Sacajawea Park and surrounds.

STATUS: *Staff is providing support for a citizen effort to promote a Downtown Historic District.*

- Coordinate with Engineering division on further development of street and sidewalk standards for historic districts and conservation districts.

DELIVERABLE #3: Participate with Complete Streets proponents to educate and facilitate public support for a Complete Streets policy.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

Time Frame: 2015

DELIVERABLE #1: 2015 Transportation capital improvements.

- 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 construction of new Washington Way bridge over Lake Sacajawea {FHWA Bridge Grant}
- Complete Phase 1 and Phase 2 of Downtown Corridor Improvements on Commerce Ave from Washington Way to Hudson {Various Grants}
- Construct Tennant Way Low Impact Development streetscape improvements from 7th Ave to 15th Ave; funded by Ecology grants and Stormwater revenue bonds.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #1: 2015 Transportation capital improvements. *(continued)*

- Construct R.A. Long Park improvements to replace perimeter sidewalks, pathways, and central plaza; install fountain in central plaza; relocate R.A. Long bust to south entrance of Longview Public Library
- Modify Civic Center Circle striping, pavement markings, and signing to improve motorist safety.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #2: 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.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

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

- Implement adjustments to new routes, stop locations, and service hours; continue evaluating success of service enhancements.
- Complete installation of Intelligent Transportation System equipment and software for fixed route and paratransit buses.
- Hire two additional part-time transit dispatchers.
- Develop CDL driver training program for new transit operators.
 - Potential cooperative program with Lower Columbia College.
- Install ADA compliant bus shelters at select locations along routes.

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #3: Continue planning and implementation of public transit service enhancements approved by the Cowlitz Transit Authority. *(continued)*

- Install automated gates at City Shop.
 - Contingent on demolition of abandoned Oregon Way sewer pump station to accommodate new gates and emergency generator.
- Complete new Transit Facility preliminary design and NEPA environmental review.
- Pursue grant funding to construct new transit facility.
- Acquire property for new transit facility if funding available.

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

Improve Transportation Systems

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #5: Pursue funding for enhancing existing school zones pedestrian safety with new signs, warning lights, pavement markings, and other appropriate improvements as recommended in the Kittelson & Associates school zone report.

DELIVERABLE #6: Implement Lucity maintenance management system for Traffic Division and Street Maintenance Division.

DELIVERABLE #7: Update ordinance establishing truck routes through Longview.

Address Quality of Place Issues

Champions: City Manager Dave Campbell, Assistant City Manager Kurt Sacha, and Community Development Director John Brickey

Strategy A: Continue support to Project Longview for implementation of Community Assessment Task Force Report
Time Frame: 2015

DELIVERABLE #1: Promote construction of gateway sign on Ocean Beach Hwy.

DELIVERABLE #2: Implement R.A. Long Park/Civic Center plaza improvements.

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

DELIVERABLE #3: Monitor “Fire & Ice Scenic Loop Corridor” wayfinding sign planning for potential application to City wayfinding sign plan.

DELIVERABLE #4: Begin planning for City wayfinding sign system, including potential coordination with City of Kelso.

Address Quality of Place Issues

Champions: City Manager Dave Campbell; Assistant City Manager Kurt Sacha; and Community Development Director John Brickey

Strategy A: Continue support of Project Longview for implementation of Community Assessment Task Force Report (continued)

DELIVERABLE #5: Tennant Way streetscape improvements.

- Follow State budget process for availability of Department of Ecology grant funds in the amount of \$562,000.
- Construct project from 7th Avenue to 15th Avenue in 2015.

DELIVERABLE #6: Promote and support shelter and other site improvements for Shay locomotive on library grounds.

Address Quality of Place Issues

Champion: Parks & Recreation (Interim) Director Jennifer Wills

Strategy B: Enhance parks and green spaces

Time Frame: 2015

DELIVERABLE #1: Evaluate aphid complaint results upon completion of two years of birch removal / replacement plan.

DELIVERABLE #2: Maintain Tree City USA accreditation.

DELIVERABLE #4: Obtain plaques and pedestals as necessary for City-owned sculptures along Commerce Avenue.

DELIVERABLE #5: Explore strategies for making capital repairs and improvements at Mint Valley Golf Course.

DELIVERABLE #6: Prepare and implement marketing plan for Mint Valley Golf Course.

Address Quality of Place Issues

Champion: Public Works Director Jeff Cameron

Strategy C: Enhance City facilities for use by citizens and staff.

DELIVERABLE #1: 2015 capital improvements to citizen use facilities.

- Install lighting at Archie Anderson Park basketball courts.
- Replace HVAC system at Senior Center.
- Replace Fire Station 82 bathroom, apparatus bay doors, and deteriorated siding.
- Replace carpet in administrative areas at City Shop.
- Begin design for replacement of Parks Maintenance boiler.

Address Quality of Place Issues

Champion: Parks & Recreation (Interim) Director Jennifer Wills

Strategy D: Construct recreation facilities that are currently not available or are in need of improvement

Time Frame: 2015

DELIVERABLE #1: Submit proposed projects for neighborhood park grant program and Kuntz Family Trust funding, and complete approved projects.

DELIVERABLE #2: Solicit proposals for food and beverage concessions and non-motorized boat concessions at Lake Sacajawea Park.

DELIVERABLE #3: Initiate process for updating Archie Anderson Park Master Plan.

DELIVERABLE #4: Submit proposed update of Parks & Recreation Comprehensive Plan to Council.

DELIVERABLE #5: Review and update commemorative donation program policies.

Address Quality of Place Issues

Champion: Parks & Recreation (Interim) Director Jennifer Wills

Strategy E: Provide healthy activities for community to engage in recreation and park programs.

Time Frame: 2015

DELIVERABLE #1: Host fully sponsored Summer Concert Series at Lake Sacajawea.

DELIVERABLE #2: Initiate and implement fully sponsored Movies in the Parks Series.

DELIVERABLE #3: Be the leader for healthy living by providing for programs and events that are engaging, active, playful, and healthy in nature to all members of the community.

Address Quality of Place Issues

Champion: City Council

Strategy F: Develop long-term strategy for City's sister city relationships
Time Frame: 2015

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 Commission members for their trip in 2010. Explore re-establishing visits by Wako school children to Longview. Explore tying this in with the annual Squirrel Fest or Go 4th celebrations.

DELIVERABLE #2: Continue developing a sister city relationship with Changzhou, China.

Address Quality of Place Issues

Champion: City Manager Dave Campbell

Strategy G: Expand opportunities for continuing education beyond K-12
Time Frame: 2015

DELIVERABLE #1: 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.

DELIVERABLE #2: Work with LCC on its Master Plan update.

Address Quality of Place Issues

Champion: Library Director Chris Skaugset

Strategy H: Expand opportunities for life-long learning and adult literacy (Project Read)

Time Frame: 2015

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

DELIVERABLE #2: Implement technology skills training classes for seniors and adults in need in early 2015 from grant awarded in 2014 as part of technology strategic plan.

STATUS: Classes for seniors at Somerset completed and in process with class for adults at the library.

DELIVERABLE #3: Initiate third year of the countywide Fire it Up! Adult Winter Reading Program to encourage adult reading in January and February 2015.

STATUS: Completed with an increase of 22% in number of entries and 38% increase in number of participants in Longview.

Address Quality of Place Issues

Champion: Library Director Chris Skaugset

Strategy H: Expand opportunities for life-long learning and adult literacy (Project Read) (continued)

DELIVERABLE #4: Finish and evaluate second year of library Culture Card program and, if appropriate, continue program into the future.

STATUS: In process.

DELIVERABLE #5: Hold One Book/One Community event partnering with other local entities including Noon Rotary, Longview School District, Lower Columbia College, WordFest, and the other local libraries.

STATUS: In process.

Address Quality of Place Issues

Champion: Library Director Chris Skaugset

Strategy I: Expand opportunities for early learning and pre-k literacy
Time Frame: 2015

DELIVERABLE #1: 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.

STATUS: In process.

DELIVERABLE #2: Continue Play and Learn program 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.

STATUS: On hold during transition in youth services after retirement of Youth Services Librarian.

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

STATUS: In process and possible staff connection with RIF of Cowlitz County in the works.

Address Quality of Place Issues

Champion: Library Director Chris Skaugset

Strategy J: Enhance library services

Time Frame: 2015

DELIVERABLE #1: Implement technology skills training classes for seniors and adults in need in early 2015 from grant awarded in 2014 as part of technology strategic plan.

STATUS: *Classes for seniors at Somerset completed and in process with class for adults at the library.*

DELIVERABLE #2: Begin marketing/library card campaign to increase library awareness and the number of cardholders using new logo and the other results from branding work in 2014.

STATUS: *In process.*

Address Quality of Place Issues

Champion: Library Director Chris Skaugset

Strategy J: Enhance library services (continued)

DELIVERABLE #3: Finish reciprocal borrowing pilot project agreement with Kelso by getting City Council approvals and begin implementation of the agreement.

STATUS: *Pilot project began on April 1, 2015.*

DELIVERABLE #4: Increase access to library by allowing Longview property owners and business owners who are not residents of Longview to get library cards.

STATUS: *Began on April 1, 2015.*

Address Quality of Place Issues

Champion: City Manager Dave Campbell

Strategy K: Actively participate in Pathways 2020 initiatives

Time Frame: 2015

DELIVERABLE #1: Continue support and participation on Pathways 2020 board and advocacy for Pathways initiatives.

Address Quality of Place Issues

Champion: City Council / City Manager Dave Campbell

Strategy L: Continue active federal and state legislative advocacy

Time Frame: 2015

DELIVERABLE #1: Pursue federal funding assistance for SR432, downtown streetscape project, fire personal protective equipment, transit facility construction, and federal policy support with federal governmental affairs firm.

DELIVERABLE #2: Advocate 2015 Longview state agenda in collaboration with state governmental affairs firm.

Address Quality of Place Issues

Champion: Human Resources Director Chris Smith

Strategy M: Develop plan to enhance disabled access to facilities, programs, and sidewalks.

Time Frame: 2015

DELIVERABLE #1: Prepare ADA transition plan addressing City infrastructure, buildings, and programs.

STATUS: The elements of an ADA transition plan has been researched and identified with implementation to follow.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system

Time Frame: 2015

DELIVERABLE #1: Complete CH2MHill water supply review and obtain City Council & BHWSD decision regarding additional treatment processes and/or alternate water sources.

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

- Continue optimization and warranty work at MFRWTP.
- Perform trial of PolyHalt filter system to determine effectiveness addressing silica and other water quality issues.
- Begin design and/or feasibility testing to implement Council-approved water supply alternatives.
- Obtain City Council and BHWSD approval of revised participant's agreement
- Obtain City Council and BHWSD approval of revised water wheeling agreement

DELIVERABLE #3: Implement upgrades to Lucity maintenance management system Water Division.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #3: 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.

- On hold until water supply review by CH2MHill is complete and City Council & BHWSD select additional treatment and/or water source alternatives.
- If Fishers Lane plant will not be re-used, salvage/auction equipment.
- Market property for sale as-is when no longer needed for Lake Sacajawea flushing and salvage/auction completed; purchaser to demolish plant by a specified date.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2015 water system capital projects.

- Design Hillcrest Reservoir PS replacement joint project with BHWSD; construct in 2016.
- Design security and paving improvements at Main Reservoir; coordinate with Hillcrest Reservoir PS replacement project.
- Obtain City Council approval of interlocal agreement for Hillcrest Reservoir PS project.
- Upgrade controls and install SCADA telemetry at additional water facilities.
- Design and begin construction to replace vent screening and roof drains at Main Reservoir.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #4: 2015 water system capital projects. *(continued)*

- Demolish structure at 1440 Industrial Way to incorporate site into the Utility Operations Center. {50% Water}
- Design and construct equipment storage building bulk material storage area, and remodel reception area at Utility Operations Center. {50% Water}
- Begin design for Utility Operations Center training room addition and office remodel.
- Continue valve replacement program.
- Replace deteriorated or undersized water main(s) to continue main replacement program.
- Replace water main on Washington Way bridge over Lake Sacajawea as part of bridge replacement project.
- Design fill stations for use by contractor water trucks.
- Install emergency generator connection terminals at select pump stations.
- Install stationary emergency generators at select pump stations as appropriate; purchase portable generators as appropriate.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy A: Improve the water supply system (continued)

DELIVERABLE #5: Update utility rates and fees.

- Rates for 2016 approved by City Council to support Water Utility.
- Retain consultant to update industrial customer rates and fees.
- Update of utility rate model to incorporate new water treatment plant and update of cost of service analysis on hold until water supply review is complete.

DELIVERABLE #6: Automated Metering Infrastructure (AMI).

- Complete evaluation of AMI pilot study and existing meter accuracy
- Recommendations to City Council
- If City Council approves –
 - Solicit AMI proposals
 - Conduct pilot study if different vendor is selected
 - Award contract to implement AMI city-wide

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy B: Improve the wastewater collection and treatment system
Time Frame: 2015

DELIVERABLE #1: West Longview Lagoons redevelopment.

- Prepare mixed use development concepts including various combinations of residential, commercial, park lands, stormwater treatment, and/or wetlands.
- 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.

DELIVERABLE #2: Update utility rates and fees.

- Rates for 2016 approved by City Council to support Sewer Utility.
- Retain consultant and complete the following –
 - Update utility rate model to incorporate abandoned Lagoons treatment plant.
 - Update cost of service analysis.
 - Update industrial customer rates and fees.
- Issue bonds as needed to fund capital improvement program.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #3: 2015 sewer capital projects.

- Upgrade controls and install SCADA telemetry at additional water facilities.
- Complete construction of Hudson/Douglas/33rd Ave pump station project.
- Install in-situ liners on various sewer mains.
- Design sewer main replacement project as part of annual main replacement program.
- Begin design for next sewer pump station rehabilitation projects.
- Demolish structure at 1440 Industrial Way to incorporate site into the Utility Operations Center. {50% Water}
- Design and construct equipment storage building bulk material storage area, and remodel reception area at Utility Operations Center. {50% Water}
- Begin design for Utility Operations Center training room addition and office remodel.
- Demolish abandoned Oregon Way Sewer PS in conjunction with emergency generator and automatic gates projects at City Shop.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

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

DELIVERABLE #3: 2015 sewer capital projects. *(continued)*

- Install emergency generator connection terminals at select pump stations.
- Install stationary emergency generators at select pump stations as appropriate; purchase portable generators as appropriate.
- Install odor control equipment at Mint Farm PS.

DELIVERABLE #4: Implement upgrades to Lucity maintenance management system Sewer Division.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system

Time Frame: 2015

DELIVERABLE #1: Hire new stormwater manager.

DELIVERABLE #2: Continue implementation of Phase II NPDES permit.

- Update city stormwater codes, permits, and manual as needed to comply with new Phase II permit.
- Complete DOE GRSS grant and work with Lower Columbia Fish Recovery Board under Centennial Grant to complete habitat status and trends monitoring design, quality assurance program plan, and implementation plan.

DELIVERABLE #3: Construct Lake Sacajawea flushing facilities.

- Complete design, obtain environmental and regulatory permits. Construction of intake modifications for this project depends on the outcome of the water supply review; current design is not compatible for use as drinking water supply.

DELIVERABLE #4: Complete FEMA flood map revision for Mint Farm Industrial Park.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system (continued)

DELIVERABLE #5: Update utility rates and fees.

- Rates for 2016 approved by City Council to support Stormwater Utility.
- Issue bonds as needed to fund capital improvement program.

DELIVERABLE #6: 2015 stormwater capital projects.

- Design Beech Street drainage box culvert replacement.
- Construct Tennant Way Low Impact Development streetscape improvements from 7th Ave to 15th Ave; funded by Ecology grants and Stormwater revenue bonds.
- Complete 15th Ave. storm drain repair at Delaware St.
- Construct low impact development features as part of Downtown Corridor Improvements projects.
- Construct pervious concrete at various locations in accordance with state grant.
- Upgrade controls and install SCADA telemetry at additional water facilities.
- Design Lake Sacajawea outlet screen upgrade.
- Develop and permit leaf disposal beneficial reuse site.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Public Works Director Jeff Cameron

Strategy C: Implement stormwater management system (continued)

DELIVERABLE #6: 2015 stormwater capital projects. *(continued)*

- Install heating system in equipment building for freeze protection; upgrade HVAC in crew quarters to provide adequate heat.
- Purchase manhole and pipeline inspection video cameras.
- Install emergency generator connection terminals at select pump stations.
- Install stationary emergency generators at select pump stations as appropriate; purchase portable generators as appropriate.
- Repair or replace sidewalk damaged by City's urban forest.

DELIVERABLE #7: Implement Lucity maintenance management system for Stormwater Division and Parks Urban Forestry Division.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Fleet / Facilities Manager, Dan Zenger

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

Time Frame: 2015

DELIVERABLE #1: Complete first year of building repair and improvement projects included in the 2015/2016 budget and carried over from 2014.

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

Time Frame: 2015

DELIVERABLE #1: Continue “green fleet” policies implementation, including conversion to alternate fuels where feasible and appropriate.

Provide Sustainable Water Quality & Environmental Infrastructure

Champion: Community Development Director John Brickey

Strategy F: Improve community solid waste reduction and recycling programs
Time Frame: 2015

DELIVERABLE #1: Continue to reduce recycling contamination rate.

- Achieve reduction in contamination rate from 23% to a range between 20-22% by end of 2015.

DELIVERABLE #2: Continue to investigate expanding alternatives for adding additional materials into the recycling program.