

# City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b>	<b>Strategies</b>		<b>Lead</b>	<b>Updates &amp; Modifications</b>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>Done in 2019</i>	<i>(Who is responsible)</i>	

## Administration Department

Promote Organizational Excellence	<ol style="list-style-type: none"> <li>Focus on Building Bridges at Lt</li> <li>Identify organization-wide project.</li> </ol>	No	Mike	Q1: Used wireless voting device to help select Communication behaviors Q2: Continued work on Behaviors. Q3: Finalized Behaviors associated with Community. Working on Integrity. Discussing the 5 Dysfunctions of the Team. Q4: Finalized Behaviors for Integrity, began work on Excellence and identifying the “stealth theme for 2020
Solicit formal guidance regarding city growth	<ol style="list-style-type: none"> <li>Advance this question with the Pepin Project.</li> <li>Make part of Council retreat?</li> </ol>	No	Mike	Q1: No progress. Perhaps at Council retreat? Q2: No progress. Q3: No progress Q3: No progress
Support Peace Health Project	TBD	Yes	Mike	Q1: Peace Health working to find property. Project is a definite “go”. Q2: Contacted hospital several times checking progress. Working on identifying a site. Q3: Peace Health still trying to identify property Q4: Working actively with Peace Health. We are co-sponsors of visioning meeting with the community to identify health care needs, Peace Health expects to buy property in the next 60 days and to break ground on the project in 2020
Schedule and Convene Huddle	<ol style="list-style-type: none"> <li>Schedule</li> <li>Determine if facilitated.</li> <li>Identify outcomes</li> </ol>	Yes	Mike/Vanessa	Q1: Haven’t discussed with LT yet. Q2: Likely to be early fall Q3: Scheduled for Sept. 26 at the Jansen. Q4: Convened huddle successfully.
Advance electronic agendas for staff and Council.	<ol style="list-style-type: none"> <li>Identify councilmembers</li> <li>Migrate to all Committees</li> </ol>	Yes	Pam	Q1: Electronic agenda’s deployed and being used. Q2: Complete
Identify project to advance citywide computer skills in EOC	<ol style="list-style-type: none"> <li>Survey staff.</li> <li>Prepare EOC space</li> </ol>	Yes	Mike	Q1: No progress. Q2: This task subsumed by another, below.

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Identify “wet water” solution.	<ol style="list-style-type: none"> <li>1. Identify options.</li> <li>2. Select best candidate.</li> <li>3. Being implementation in 2019.</li> </ol>	Yes	Mike/Steve	<p>Q1: Hired Chuck Lindsay to identify candidates for surface water retainage.</p> <p>Q2: Identified potential water rights the City might acquire. Working to identify off-channel storage sites in Q3.</p> <p>Q3: Identified several potential sites for off-channel <u>infiltration</u>. This seems very promising. DOE interested.</p> <p>Q4: project is moving well. Meeting Dec. 10 with Lummi Nation to daylight the project to them. This initiative looks promising.</p>
Support Park/Rec Dist. Bond for Dickinson/Heusinkveld	TBD	Yes	Mike/Electeds	<p>Q1: This now tied in to Glenning St. property.</p> <p>Q2: Glenning St. property purchased.</p> <p>Q3: Monitoring</p> <p>Q4: Bond measure passed.</p>

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1. Advance \$1.5M legislative request for trail.	2. Coordinate meetings in Olympia. 3. Work with Briahna as she advises.	Yes	Mike	Q1: In process as a Commerce Dept. request. Also in 21 cent transportation budget. Q2: Trail request in Olympia unsuccessful. This item is dead for 2019 Q3: Included in legislative agenda for 2020 session. Q4: No progress in Q4 but this will be hot in Q1 when the legislature convenes.
4. Purge outdated code.	1. Identify sections to delete. 2. Bring to Council through a committee TBD later.	Yes	Mike	Q1: Bob C. to handle rewrite so they reflect current RCW. Q2: This likely to complete in Q3/Q4. Q3: Pending. Likely advance in late Q4. Q4: Councilmembers would like this advanced in Q1 2020
5. Advance organization-wide Spring-Cleaning during Earth Day week (April 22).	3. Set week 4. Advertise in advance 5. Solicit suggestions from staff.	Yes	All?	Q1: No progress. Will begin this April 1. Q2: Second Spring Cleanup held. Spring Chicken Feed with staff at Fire Station. This item is complete
6. Implement Drug Testing Policy & Program for Firefighters	1. Review with Fire Chief Billmire. 2. Finalize agreement with drug testing facility for firefighters (per CBA). 3. Implement training and testing with firefighters.	Yes	Vanessa/Denise	Q1: Chief Billmire and Vanessa met with Bostec. Confirmed Bostec is set up as a vendor, and we may begin testing right away for the Firefighters per CBA. Q2: On hold until new HR Manager hired. Q3: Manager hired, getting up to speed on other issues. Likely this to be delayed until 2020. Q4: No progress. We will make it a priority in 2020.
7. Stabilize administrative support for Wellness/LEAF committee. 8.	1. Determine administrative support needs from the committee. 2. Prioritize needs and areas for support. 3. Ensure current documents and financial records are up-to-date. 1. Develop/pursue long-term strategy for support.	Yes	Vanessa/Pam/Denise	Q1: Pam joined the Wellness committee and is providing administrative support. Committee still defining additional areas for support. Financial records and reporting still needs attention. Q2: Using volunteer requests to support events. Q3: Program seems to be stabilized and functioning well. Q4: As above. They did a bang up job on the Christmas Dinner.

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9. Identify path forward on Personnel Policies and Procedures. 10.	1. Prioritize policies to be updated. 2. Update one (or a few) at a time. 3. May take multiple years.	No	Vanessa/Denise	Q1: Approx. 3-5 policies identified. Q2: No progress. Will assign this to new HR Manager. Q3: No progress. Likely will delay until 2020 Q4: No progress. Will begin work in 2020.
11. Develop a draft Strategic Plan to begin Council discussion	TBD	No	Mike	Q1: This item added after Council retreat in April. Q2: Beginning to vet ideas with Leadership Team. Q3: A work in progress. Included as Huddle agenda item. Q4: Stalled. Need to revive to have something for the Council retreat.
12. Reestablish Passport Program	Determine what requirements are	yes	Mike	Q2: Convened first meeting to discuss implementation. Q3: Convened second meeting. We will only allow volunteers and have a plan to acknowledge their work. Contacted the State Department for information to begin a Passport Acceptance Facility application. Q4: Actively working on this one. Recruiting for the part-time position that will perform this function.
13. Coordinate and support inaugural council retreat.	1. Select facilitator. 2. Coordinate interview scheduling, facility rental, etc. 3. Provide “day of” support to facilitator. Manage/coordinate post-retreat debrief and next steps.	Yes	Denise	Q1: Facilitator identified; retreat scheduled for April 18; interviews conducted with LT and individual council members. Q2: Conducted retreat. Tangible Outcome circulated 3 times to council/mayor/staff. Q3: Will discuss this with Council in Q4. Q4: No progress. Move to 2020

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14. Implement Text Archiving	<ol style="list-style-type: none"> <li>1. Receive leadership approval</li> <li>2. Send contract for legal review</li> <li>3. Send to committee</li> <li>4. Send to council</li> </ol>	Yes	Nic	<p>Q1: Leadership has approved, and the documents have been reviewed by the city attorneys.</p> <p>Q1: Council Approval was given on April 15<sup>th</sup> and the contract was signed by the Mayor.</p> <p>Q2: A test rollout of 3 users has been started, and we should be able to go live by the end of August.</p> <p>Q3-Q4: Text archiving is being rolled out as phones are being replaced. A quarter of the city's phones have text archiving enabled.</p> <p>Q4: Three quarters of the City's devices are enrolled in text archiving. This will continue into 2020 as we replace phones.</p>
15. Implement Mobile Device Management Solution	<ol style="list-style-type: none"> <li>1. Setup device infrastructure</li> <li>2. Recall existing phones and tablets</li> <li>3. Setup all Police laptops and phones</li> </ol>	Yes	Nic	<p>Q1: Account Setup completed 3/5/2019</p> <p>Q2: 21 of 80 devices are enrolled in the MDM. 6/11/2019</p> <p>Q3: Completed (9/25/2019)</p>
16. Implement Security Awareness Training	<ol style="list-style-type: none"> <li>1. Run baseline phishing campaign</li> <li>2. Notify users of security training</li> <li>3. Complete first training campaign</li> <li>4. Complete first phishing campaign</li> </ol>	Yes	Nic	<p>Q1: Baseline was completed with 20% of users clicking on the simulated phishing email</p> <p>Q1: All users have completed the security awareness training</p> <p>Q2: Ongoing security awareness training has been configured, and all new employees are now setup to take the training within 30 days of starting automatically.</p> <p>(COMPLETED)</p>
17. Implement Peer to Peer encryption between Police and City Hall	<ol style="list-style-type: none"> <li>1. Research best solution to provide highspeed encryption</li> <li>2. Propose to leadership for purchase.</li> <li>3. Implement</li> </ol>	Yes	Nic	<p>Q1: Research completed. Waiting on quotes for different options.</p> <p>Q2: On hold for additional quote.</p> <p>Q3: Additional research time is needed after seeing all quote options. The quotes have come in way above normal budgeted amounts.</p> <p>Q4: On hold until 2020. This project will be rolled into a larger project for analyzing costs of interdepartmental connections.</p>
18. Implement Two Factor Authentication for police 19. and police vendors	<ol style="list-style-type: none"> <li>1. Trial Two factor authentication solutions</li> <li>2. Test in officer vehicles</li> <li>3. Purchase and implement</li> </ol>	Yes	Nic	<p>Q1: Trial and testing is completed</p> <p>Q2: 12 of 14 users have been configured and trained. We are holding until two more monitors arrive in June.</p> <p>Q3: Completed (9/25/2019)</p>

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20. Continue working on EOC networking configuration	<ol style="list-style-type: none"> <li>1. Allocate old computers to EOC</li> <li>2. Terminate all connections to punch panel in rack</li> <li>3. Purchase switching for each desk</li> </ol>	No	Nic	<p>Q1: Desk connections have been terminated.</p> <p>Q2: Workstations have been allocated and temporarily placed.</p> <p>Q3: On hold until new IT staff member joins.</p> <p>Q4: Network switches and wiring supplies have been purchased. This project will be moving into 2020.</p>
21. Replacement computers	<ol style="list-style-type: none"> <li>1. Purchase</li> <li>2. Image</li> <li>3. Schedule with individual computer installs with users</li> </ol>	Yes	Laurie	<p>Q1: 15 Workstations and 11 laptops purchased</p> <p>Q2: 3 workstations and 11 laptops deployed</p> <p>Q3: On hold until new IT staff member joins.</p> <p>Q4: All 2019 workstations have been deployed. (COMPLETED)</p>
22. Longarm Conversion	<ol style="list-style-type: none"> <li>1.</li> </ol>	Yes	Nic	<p>Q1: Go Live! 01/10/2019</p> <p>Q1-Q4: Deal with ongoing conversion glitches and bugs.</p> <p>Update: Bugs are down to a minimum as of 07/2019. Longarm still requires 4-8 hours of work a month.</p> <p>Update 2: The new Longarm reporting module for federal/state crime reporting has been implemented, and we are also going to implement a disclosures module.</p> <p>Update 3: The conversion can be considered completed. We have implemented the final disclosures module in Q4. (COMPLETED)</p>

End - Administration Department

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<b>Finance Department</b>				
Financial Software Conversion	<ol style="list-style-type: none"> <li>1. Sign Final Contract</li> <li>2. Schedule kickoff and conversion timetable; coordinate with the other departments</li> <li>3. Initiate training cycle</li> <li>4. Complete technical analysis</li> </ol>	No	Anthony	<p>Q1: Set for February conversion start did not happen but, did start conversion in March. Timeline for conversion completed set for October 2019.</p> <p>Q2: Initial data submittals complete. Project on track, system still on schedule to go live in October 2019.</p> <p>Q3: Started phase two with the systems analysts. Training will probably be mid-January with go live date estimated in late January 2020.</p> <p>Q4: Data conversion complete. Most of the technical analysis is complete. Certain Technical issues need resolution which will not be completed in 2019. Realistic go live date End of February to possibly mid-April 2020.</p>
Continue Budget process re-structure using best available practices	<ol style="list-style-type: none"> <li>1. Outline further improvements to the budget process from last years after action report</li> <li>2. Communicate with leadership new process</li> </ol>	Yes	Anthony/Stacy	<p>Q1: Some improvements have been implemented while further work is needed. The Budget calendar has been revised to reflect some scheduling improvements.</p> <p>Q2: 2020 Budget on schedule. Process improvement revisions have been implemented.</p> <p>Q3: New process was implemented in 2019. Will do an after action assessment once the Budget is completed.</p> <p>Q4: After action review complete. Additional improvements have been noted and scheduled for the 2020 Budget Kick off.</p>
Improve performance reporting	<ol style="list-style-type: none"> <li>1. Improve forward looking forecast and deep dive analysis</li> <li>2. Incorporate reporting from new software</li> </ol>	Yes	Anthony	<p>Q1: Some reporting improvements have been implemented and the feedback from the Council has been very positive. Departmental reporting and the deep dive analytics we are moving towards will not be ready until the new software is implemented.</p> <p>Q2: Ad hoc informational reporting has been incorporated into our process.</p> <p>Q3: Additional Department of Revenue reporting has been added.</p> <p>Q4: Reporting enhancements have been identified and are being incorporated into the new Caselle software.</p>
Re-structure Capital Asset tracking and metrics	<ol style="list-style-type: none"> <li>1. Improved asset tracking spreadsheet</li> <li>2. Improve replacement budgeting process</li> </ol>	Yes	Anthony/Stacy	<p>Q1: No progress, new software has priority. Re-scheduled for 2Q.</p> <p>Q2: Modified Capital Asset sheets used for the 2020 Budget and will be the baseline for developing a true Strategic Plan.</p> <p>Q3: Capital Asset sheet was used in the formulating the 2019 Budget. Further changes will be made once the new software is in place.</p> <p>Q4: Hold until new software module is live.</p>

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Initiate Policy Review and Rewrite	1. Review and prioritization of rewrites	No	Anthony/Linde	Q1: Procurement and credit card policies already identified as priorities. Travel policy has been re-written and the Resolution updating the policy goes to Council April 15 <sup>th</sup> . Q2: Travel Policy was approved by Council and per diem rates updated. Procurement Policy is a work in progress, Credit Card Policy re-write near completion. Q3: Further re-write was needed in the procurement policy, near 90% completed. SAO was satisfied with our progress. Q4: Credit card policy has been re-written and is complete. Other policy re-writes continue. Process is ongoing and will take the next two years to complete. Maybe longer.
Continued training and professional development within the department	1. Encourage and continue professional training 2. Knowledge share and cross training development	Yes	All	Q1: Registered for first training classes in February. Entire department completed the SAO's "BARS Cash Basis" training and IT's "KnowBe4" cybersecurity training. Q2: Remainder of the training time and resources in 2019 will be focused on the new software along with our processes around the system. Further cross training once the new system is in place. Q3: All 2019 training is complete. More cross-training for proper back up duties is still required and will continue into 2020. Q4: 2019 was completed last quarter. Cross training efforts are not complete and will continue. Probably multi-year effort required.

End - Finance Department



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<b>Fire Department</b>				
Maintain department stability	1. Monitor need for AC position vs staffing with floater and impact on OT	Ongoing	Mark	Q1: Monitoring time in meetings, office, training, Duty Officer, personal time. – what's not getting done?  Q2: Reviewed AC job description, discussed recruitment process/timing with Mike. Q3: Job description and announcement finalized, met with Kara Turner to discuss details/timeline, job posted on 9/3. Q4: Completed recruitment process, hired Tom Hatley, will start 1/1/2020.
Formalize leadership role in emergency preparedness	1. The Fire Chief to all DEM meetings  2. Take over any training/plans/scenarios for emergencies.	Ongoing	Mark	Q1: Attended WC LEPC meeting, participated in emergency declaration after action, reviewed all alerts from WC EM.  Q2: No action Q3: Updated AlertSense list for new employees – plan for Oct exercise. Q4: Attended AlertSense update training session at EOC 11/5.
Assess and determine needs for City EOC, equipment, resources, logistics, staffing	1. Visit other EOC's of similar size cities, collect information regarding their process & timeline for implementation	Ongoing	Mark	Q1: Did walkthrough of WC EOC during recent Mass Casualty tabletop.  Q2: No action Q3: No action Q4: No action

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Recruit Volunteers	1. Review volunteer program regarding certs, training, staffing, use, pay – explore part-time vs volunteer to improve recruitment and retention	Ongoing	Mark/Officers	<p>Q1: Reviewed participation via timesheets following recent staffing decision changes – OT went down and Vol hours went up.</p> <p>Q2: Made additional changes to FT scheduling system to increase opportunities for volunteers. Added three new volunteers to ranks, will begin new recruit program in the near future – 13 applications.</p> <p>Q3: Brought on 2 new recruits, 1 has FF &amp; EMT needs HM, other began recruit academy 9/7. Have one FF who worked during Fair has filled out application – I believe would make a good PT employee.</p> <p>Q4: Attended recruit academy graduation 12/19. Continued to take contact info for next year's recruits. Continue to encourage more FT coverage by vols.</p>
Public Safety/Education classes, tours, training	1. Community CPR classes 2. Station tours 3. Extinguisher classes 4. School programs	Ongoing	Chief	<p>Q1: Held first community CPR class on 2/6, had 8 students. Have 10 signed up for 4/3 class.</p> <p>Q2: Held 2<sup>nd</sup> &amp; 3<sup>rd</sup> community CPR class, multiple station tours, conducted fire alarm evacuation drill.</p> <p>Q3: Held 3<sup>rd</sup> community CPR/1<sup>st</sup> Aid class, numerous station tours scheduled for Sept, have requests for two fire safety presentation, HS STEM/Career invite.</p> <p>Q4: Completed another community CPR/1<sup>st</sup> Aid class – 18 participants. Multiple station tours.</p>
Fire Prevention Inspection program	1. Expand inspection program to include duty crews for pre-identified occupancies	Ongoing	Mark/Officers/FM crews	<p>Q1: List created of top 12 businesses, crews will begin walkthroughs beginning in April.</p> <p>Q2: Ongoing business inspections, will follow-up on crew inspections.</p> <p>Q3: Ongoing business inspections, crews are doing walkthroughs of high-risk buildings.</p> <p>Q4: Numerous projects/plans reviewed, continued business inspections .</p>

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Develop Department Leadership	1. Determine viable succession plan to include training recommendations, education, mentoring, delegation, update job descriptions	Ongoing	Mark/Training Officer	Q1: Continue to push out officer training opportunities, officer meetings, leadership topics. Q2: Have incorporated leadership topic/discussion into officers' meetings. Have recommended classes and posted announcements for classes. Reviewed AC job description. Q3: Officer meeting leadership topics, multiple training opportunities posted, protected class/discrimination discussion regarding Kate's return. Q4: Monthly officers' meetings, most recent included discussion on gender bias, bullying, and hazing. Forward Curt Varone law news articles and Gordon Graham tips.
Develop a plan to cover the east part of Lynden	1. Look at covering East Lynden, manning Northwood Station career/volunteers, 5 <sup>th</sup> ALS unit location, review call volume data for viability, possible mutual aid agreement	Ongoing	Mark/Officers	Q1: Had discussion with NWFR regarding station 72, continue to review mutual aid data for that area. Q2: Discussed possible joint staffing solutions with Chief Noonchester. Attended two meetings discussing joint Paramedic participation program. Q3: District 21 sending two personnel to paramedic class – will monitor viability for LFD to participate. Multiple large incident auto-aid calls in recent months have tested our ability to cover calls – will discuss at next ops chiefs meeting. Q4: NWFR having audit performed to determine capital facility needs, station 72 may become available.
Develop a plan on replacing apparatus and how to pay for it.	1. 10 to 20-year replacement. Spread sheet. Ladder truck a priority, look for funding options – grants, impact fees, lease options	Ongoing	Mark/Officers	Q1: Reviewed 2016 comprehensive plan and previous spreadsheet for current replacement schedule. Q2: Started the capital plan for this upcoming budget cycle, will update as needed. Q3: Completed capital plan for 2020 budget, Sandi successful for \$57,000 AFG for exhaust system. Began research into leasing fire apparatus and command vehicles. Q4: GEMT funding approved - \$103,000 for this year, should increase each year.

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Fire Station needs analysis	1. Analysis of current station layout/logistics for apparatus, locker room, sleeping quarters, kitchen, offices, storage, parking	Ongoing	All FD personnel	<p>Q1: Have had discussions with crews/Sandi regarding layout, needs. possible changes.</p> <p>Q2: Had discussion with Mike and Mayor of possible solutions. Met with Tim Faber to discuss cost/steps of having a formal bid drawn up for possible station remodel.</p> <p>Q3: Second meeting with Tim Faber, did walkthrough of District 1 station 82, have 3<sup>rd</sup> meeting to discuss proposal on 9/25.</p> <p>Q4: Met with Tim Faber to go over revised plans, meeting scheduled for 12/11 to finalize. Funding source identified and ordinance changed and adopted to allow for broader application to include fire station expansion.</p>
Image Trend implementation and data transfer	1. Work with WC EMS and City IT to manage switchover from Emergency Reporting to Image Trend. Determine need to retain Emergency Reporting	2019	Mark/Sandi/IT	<p>Q1: Had second implementation meeting with Jeremy, Sandi is working with him to enter employee info into system.</p> <p>Q2: Jeremy conducted multiple training sessions with crews, next step is to set a go-live date for implementation.</p> <p>Q3: Successful switch from ER to ImageTrend, currently working out bugs, crews have handled the switch well.</p> <p>Q4: Implemented CQI program to improve report writing, working on generating data reports and working out issues with NFIRS reporting.</p>
Monthly Report	1. Analyze alternative means of collecting run data – CAD, Emergency Reporting, Image Trend, to reduce or eliminate manual entry	2019	Mark/Sandi	<p>Q1: Expanded reports used for monthly report – graphs for time of day and day of week.</p> <p>Q2: New reports used to analyze run times, available time, overlapping calls, training, and inspections.</p> <p>Q3: Getting familiar with ImageTrend report capabilities, not as intuitive but greater potential, especially if/when they add the mapping module.</p> <p>Q4: Crews began using auto generating capability to cut down on time spent writing reports – new issues popped up. Working with Officers to nail down their role in reviewing reports for accuracy and completeness.</p>

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File reorganization	1. Organize and purge old computer files on G Drive	2019	Mark/Sandi/Crews	Q1: Started, personnel contacted to begin deleting old files. Q2: All personnel directed to continue purging old, outdated files. Q3: No action Q4: No action – will get Sarah involved once she settles in.
AlertSense exercise	1. Conduct 2 AlertSense simulations	2019	Mark	Q1: Used AlertSense during last month's snow events. Q2: No action Q3 Updated list with new employees, next exercise in Oct. Q4: Attended Alertsense update training session 11/5 at EOC.

End - Fire Department

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<b>Parks Department</b>				
YMCA pool resurface project/Funding from Rec. District	1. Keep Rec. District involved in funding	Yes	Vern	Q1 Rec. District still committed to participating Q2 Project scheduled for July Q3- <b>Completed</b>
Develop a plan for the Benson park property	1. Develop a plan and timeline for development of Benson Park	No	Vern	Q1- No progress Q2- No progress; but hoping to at least get a base line idea by the end of the year Q3 No progress Q4 Will be working with the Rec. District to plan the use of their bond proceeds
Tennis Court upgrades	1. Finalize a yes or no on continuing use of courts	Yes	Vern	Q1. Still waiting to hear from the Middle School on whether theirs will be open to the public  Q2 Will be requesting direction from Parks Committee on how or if to proceed  Q3 No progress  Q4 Moved to 2020 for final decision
Park & Trail Master Plan	1. Work with planning on finalizing the Parks & Trail Master Plan in 2019	Yes	Vern, Dave, Heidi	Q1 Survey completed by Dave  Q2 No action this quarter  Q3 Will be working with Planning to restart the process  Q4 Planning Department taking the lead on this one
Determine the viability of light upgrades for the ballfields	1. Continue investigating possibilities for upgrades to field lighting	No	Vern & Robert	Q1 No further progress Q2 Ditto Q3 No progress Q4 Moved to 2020 workplan for council decision on moving forward
Develop the Aaron Drive park property	1. Install sports court and picnic tables, and benches	Yes	Vern	Q1 Will be getting estimates for the sports court this spring Q2 Benches installed Q3 will be ordering picnic tables Q4 Moved to 2020 work plan

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Berthusen Park upgrades Barn lighting and entry & Replace first Restroom	1. Install new lighting and an entry door to the barn. 2. Replace first restroom	Yes	Vern	Q1 New lights installed. Door to be installed this spring Q2 Working with PW to complete the restrooms in the fall & a Boy Scout will be using the door project as his Eagle Scout project Q3 Restrooms will be pushed back to spring of 2020 Q4 Public Works is taking the lead on this one
Begin process of succession for Parks Director	1. Develop a plan for succession	No	Vern/Mike	Q1 No progress Q2 Ditto Q3 Ditto Q4 On hold
Install retaining wall at the New Middle School trail	1. Complete installation of retaining wall at New Middle School trail	No	Vern/Mark	Q1 Scheduled for completion this spring Q2 About ¾ complete Q3 <b>Completed</b>
Trail Maintenance/Rebuild	1. Develop a plan and process for maintaining and rebuilding sections of existing trails	Yes	Vern & PW	Q1 No progress or plans yet Q2 Ditto Q3 Meeting with PW staff to determine next steps Q4 Moved to 2020 work plan
Trail Planning extensions	1. Begin discussion on which sections to be extended next and plan for future extensions to the trail	Yes	Vern & Planning	Q1 Had initial meeting on future trail extensions Q2 Initial preliminary trail plan developed with Planning Q3 Updating the trail map as we go Q4 Trail planning in progress
Dickinson Property Planning	1. Develop the plan for future development of the park portion of the property	Yes	Vern &	Q1 Waiting on determination of usage by Dept. of Ecology Q2 Ditto Q3 Still waiting Q4 Moved to 2020 workplan
Rec District Bond 2019	1. Work with the District to forward their plan for a bond issue to completion	Yes	Vern	Q1 Final decision to have a bond issue for 3 mil. Starting to work on forming a promotions committee. Q2 District approved resolution to add bond to the ballot in November Q3 Working with the district and promotion committee on promoting the bond Q4 Success- passed with a 62.18% favorable vote
Rotary Project	Working with a committee to implement the plans to install climbing rocks, basketball courts etc. at Bender	?	Rotary committee	Q2 Fund raising a great success so far. Waiting to have permits approved. Q3 Beginning construction in Sept. Q4 Boulder Park finished, courts postponed until spring of 2020

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b> <i>(Department activities to support City goals and objectives)</i>	<b>Strategies</b> <i>(How to do it)</i>	<b>Done in 2019</b>	<b>Lead</b> <i>(Who is responsible)</i>	<b>Updates &amp; Modifications</b>
Park Security	Discussion and planning on how best to provide security at our parks	Yes	Vern/Robert P	Q3 Met with various individuals and getting quotes on lighting, cameras etc. Also looking at having a city ordinance relating to park hours. Q4 Worked with the PD to purchase solar powered camera Added a city ordinance setting park hours.
BMX pump track	Considering adding a pump track at Bender	NO	Vern/	Q3 preliminary discussion on feasibility, location, and outside funding Q4 Will be making a presentation to council in December

End - Parks Department



## City of Lynden Leadership Team – 2019 Work Plan

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<b>Planning Department</b>				
Added in Q3: Create a Fee Addendum to review / increase / add Land Use Application Fees	<ol style="list-style-type: none"> <li>1. Draft Fee Addendum</li> <li>2. Create comparison review of similar Cities</li> <li>3. Add to 2020 Budget Draft</li> <li>4. Bring to CDC</li> <li>5. Approved within the 2020 Budget process</li> </ol>	<b>YES!</b>	Heidi	Q3: Addendum drafted. Comparisons completed. CDC agenda item for 8-28-19. Q4: Public hearing held. Approved with 2020 Budget process. Completed task.
Added in Q2: 2020 Update to Shoreline Master Program (SMP) and DOE approval of a 'modern' City SMP	<ol style="list-style-type: none"> <li>1. Identify 2020 updates</li> <li>2. Review with DOE</li> <li>3. Open House re updates</li> <li>4. Joint public hearing with City and DOE – PC recommendation of an initial determination</li> <li>5. Local DOE approval of initial determination</li> <li>6. Dept of Commerce review completed</li> <li>7. City Council approval</li> <li>8. Regional DOE approval</li> </ol>	<b>YES!</b>	Heidi, Dave	Q2: Updates identified. DOE review. Q3: Open House re SMP updates held on 7-11-19. Joint public hearing held on 7-25-19. Local DOE approval of initial determination issued on 7-30-19. DOC comment period scheduled to end 8-20-19. SMP scheduled for 9-3-19 Council meeting. Q4: Approved by City Council, DOE and no comments from DOC. Appeal period closed. Completed task.
Process: Create Hearing Examiner process	<ol style="list-style-type: none"> <li>1. Redline relevant code sections</li> <li>2. Research other jurisdictions</li> <li>3. Take to CDC</li> <li>4. Create and advertise a RFP</li> <li>5. Seek approval for code revisions</li> <li>6. Select hearing examiner</li> </ol>	<del>Yes</del> No	Heidi	2018: Workshopped with Planning Commission. Returned to CDC with legal input. Edits not yet completed. Q1: Dusted off document. Legal clarification from BC re process. Q2: No progress. Q4: Identified as a priority for 2020.

## City of Lynden Leadership Team – 2019 Work Plan

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Pepin Creek: Zoning Standards and Design Standards	<ol style="list-style-type: none"> <li>1. Zoning code and design standards drafted</li> <li>2. Workshops and feedback collected.</li> <li>3. Adoption process.</li> </ol>	<b>YES!</b>	Heidi	Q1: Completed! Zoning standards adopted 1-24-19. City-wide Residential Design Standards adopted 3-4-19.
Pepin Creek: Subarea Plan, Flood Hazard Overlay, and Comp Plan Amendment	<ol style="list-style-type: none"> <li>1. Identify zoning and density targets for NW UGA</li> <li>2. Public participation.</li> <li>3. Environmental Review</li> <li>4. Design Standards Completion</li> <li>5. Extend Moratorium</li> <li>6. Transportation Plan Completion</li> <li>7. Subarea plan Completion (land use)</li> <li>8. Financial Plan Completion</li> <li>9. Lift Moratorium with Conditions</li> </ol>	<b>YES!</b>	Heidi	<p>Q1: Zoning targets identified in 2018. Draft released 9-12-18. Moratorium extended until Sept 2019. Unit potential recalculated after zoning category changes. Zoning layout and circulation workshoped and discussed in more detail.</p> <p>Q2: Sub-Area plan document remains in draft form until financial mitigation study reaches completion. Transportation network revisited as creek realignment engineering is studied. Flood Hazard Overlay brought to 6-20-19 open house.</p> <p>Q3: Moratorium extended by 6 mos. Engage with Community for sub-area plan revisions.</p> <p>Q4: Flood Hazard Overlay dropped as this related to SEPA mitigation fees. Comp Plan Amendment added to reflect revised zoning arrangement. Plan to public hearing with PC on 11-21-19. Circulation / park layouts revised. Public hearing and approval with City Council on 12-16-19. Completed task.</p>
Pepin Creek: Financial Mitigation Study	<ol style="list-style-type: none"> <li>1. RFP and Selection process for consultant</li> <li>2. Budget and scope negotiations</li> <li>3. Study process</li> <li>4. Adopt findings</li> <li>5. Lift Moratorium</li> <li>6. Implement SEPA fees</li> <li>7. Implementation of LID</li> </ol>	No	Heidi	<p>Q1: Consultant selected. Budget and scope completed. Contract agreement with Berk Consulting signed. Kick-off meeting scheduled for April 3.</p> <p>Q2: Scope of SEPA mitigation and LID studies defined. Area of proposed benefit identified. Cost estimates received from engineering team 6-10-19.</p> <p>Q3: SEPA mitigation fees related to stormwater found to be a dead end. Fees related to flood mitigation would be unprecedented. Efforts shifted toward use of LID and “no contest” conditions on moratorium properties.</p> <p>Q4: Work paused until January 2020.</p>

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b>	<b>Strategies</b>		<b>Lead</b>	<b>Updates &amp; Modifications</b>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>Done in 2019</i>	<i>(Who is responsible)</i>	
Downtown: Address sidewalk encroachments, outdoor dining, merchandise display.	<ol style="list-style-type: none"> <li>1. Create Outdoor Dining Permit process</li> <li>2. Revise code to address current sidewalk use / needs.</li> <li>3. Advance 4<sup>th</sup> Street design concepts</li> <li>4. Identify funding sources (grants)</li> </ol>	Yes	Heidi	<p>Q1: Code revisions drafted in 2018. No progress in Q1.</p> <p>Q2: Met with DBA representatives about bike rack installation.</p> <p>Q3: No progress.</p> <p>Q4: No progress.</p>
Revise the South HBD plan	<ol style="list-style-type: none"> <li>1. Review existing plan</li> <li>2. Confirm Policy Guiding Development</li> <li>3. Stakeholder meetings</li> <li>4. Identify incremental steps</li> </ol>	Yes	Heidi	<p>Q1: No progress.</p> <p>Q2: Currently no pending applications in this area. South HBD plan revision put on hold.</p> <p>Q3 and Q4: No progress</p>
Update the Park and Trails Masterplan	<ol style="list-style-type: none"> <li>1. Conduct review of existing plan</li> <li>2. Public surveys and stakeholder participation</li> <li>3. Draft plan</li> <li>4. Stakeholder review</li> <li>5. Public participation</li> <li>6. Committee review</li> <li>7. Adoption</li> </ol>	No	Heidi	<p>Q1: Review of existing plan completed. Online public survey completed with 1,000+ responses. Focus group on trails met. New trails plan completed.</p> <p>Q2: Developed draft outline of the plan document and began drafting content.</p> <p>Q3 and Q4: Drafting continues. Graphic related to walkability of the park system was developed.</p>
Create Impact Fee Deferral Program (and shift TIF responsibility to Public Works)	<ol style="list-style-type: none"> <li>1. Finalize changes to Title 3</li> <li>2. Coordinate with PW as needed.</li> <li>3. Bring to Committee</li> <li>4. Legal review</li> <li>5. Council Adoption</li> </ol>	<b>YES!</b>	Heidi	<p>Q1: No progress.</p> <p>Q2: No progress.</p> <p>Q3: No progress.</p> <p>Q4: Completed task. Amendments to LMC 3.44, 3.46, 3.47 approved. Fee deferral program valid as of January 1, 2020.</p>

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b> (Department activities to support City goals and objectives)	<b>Strategies</b> (How to do it)	<b>Done in 2019</b>	<b>Lead</b> (Who is responsible)	<b>Updates &amp; Modifications</b>
Code Update: Short Term Rentals	<ol style="list-style-type: none"> <li>1. Draft code update related to STR's</li> <li>2. Legal review</li> <li>3. Bring to CDC</li> <li>4. Public participation</li> <li>5. Bring to PC</li> <li>6. Bring to Council for adoption</li> </ol>	No	Heidi	<p>Q1: No progress</p> <p>Q2: No progress. Move to 2020 workplan.</p>
Participate in Buildable Land Program	<ol style="list-style-type: none"> <li>1. Meet with Planners Group and the County consultant</li> <li>2. Develop strategy to collect data</li> <li>3. Collect, format, and submit data as required by July 2019.</li> <li>4. Phase 2 of program continues with data collection – test run and then all years.</li> </ol>	No	Heidi	<p>Q1: Met with Community Attributes, Inc (the consultant for the County) for kick-off meeting, interviews regarding Lynden issues, and interview results meeting. Next meeting scheduled for May.</p> <p>Q2: Monthly meetings with Whatcom County planners. Methodology document drafted. Data collection tools created. Concepts for continued assistance from CAI floated among planners. Plat area requirements implemented in platting process.</p> <p>Q3: Implemented new data summaries on all plats and lot line adjustments. Attended monthly meetings. Contributed to methodology and data collection tool revisions.</p> <p>Q4: Began 3 month test run of data entry with Planning and PW staff due 1-31-20.</p>

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b> <i>(Department activities to support City goals and objectives)</i>	<b>Strategies</b> <i>(How to do it)</i>	<b>Done in 2019</b>	<b>Lead</b> <i>(Who is responsible)</i>	<b>Updates &amp; Modifications</b>
Develop Historic Preservation Printed Materials (with grant funding)	<ol style="list-style-type: none"> <li>1. Hire a consultant</li> <li>2. Develop materials</li> <li>3. Vet with the Lynden Historic Preservation Commission (LHPC)</li> <li>4. Review product draft with CDC</li> <li>5. Revise as needed</li> <li>6. Print</li> <li>7. Request reimbursement</li> </ol>	<b>YES!</b>	Heidi / Dave	<p>Q1: RFP published. Resulted in one proposal from the previous Historic Pres. consultant, Northwest Vernacular. Contract signed.</p> <p>Q2: Northwest Vernacular met with LHPC for strategy session. Draft language developed for materials. Meeting planned for July to discuss draft with LHPC.</p> <p>Q3: Completed development of materials.</p> <p>Q4: Reimbursement requested and provided. Completed task.</p>
Census 2020	<ol style="list-style-type: none"> <li>1. Get up to speed with responsibilities</li> <li>2. Participate in New Construction Program</li> <li>3. Assign and delegate as needed</li> </ol>	No	Heidi	<p>Q1: Regional kick-off meeting planned for May 1.</p> <p>Q2: Attended May 1<sup>st</sup> kick off. Registered the City for Census Bureau's New Construction Program.</p> <p>Q3: No new requirements at this time.</p> <p>Q4: Korene, Jean, and Christina completed the New Construction Program</p>

End - Planning Department

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b>	<b>Strategies</b>		<b>Lead</b>	<b>Updates &amp; Modifications</b>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>Done in 2019</i>	<i>(Who is responsible)</i>	
<b>Police Department</b>				
Active Threat Updates – Annual Training and System Testing	<ol style="list-style-type: none"> <li>1. Determine type of threat</li> <li>2. Establish timeline for dept. training and system testing</li> <li>3. Interact &amp; train with all City Departments, Municipal Court, City Council.</li> </ol>	Ongoing	Lt. Bos Sgt. Martin Sgt. Beld	Q1: L. T. determined threat subject matter as “Active Shooter.” Q2: Plan and schedule panic buttons in City offices
Finalize frequency usage with WhatComm and NW Communications	<ol style="list-style-type: none"> <li>1. Countywide agency collaboration on jurisdiction of frequency usage</li> <li>2. Program radios</li> <li>3. Implement plan</li> </ol>	yes	Chief Lt. Bos	Q1: Still pending. WCSO approved 3 mo. extension for low band. Awaiting info from NW Communications for repeater equipment update at Sumas Mt. Q2: WCSO has opened the crossband repeater. Confirm frequency and program radios.
Broaden Community Relations (lower crime rate)	<ol style="list-style-type: none"> <li>1. Meet with schools for education/PR opportunities</li> <li>2. Increase communications regarding threat assessment</li> <li>3. Work on annual table top exercise</li> </ol>	Ongoing	Chief Lt. Bos	Q1: Two Mtgs completed. PD personnel now with prox. card access for all LC and Lynden schools. First of many mini table top exercises completed 3-19-19. Lynden Watch Program – 1 <sup>st</sup> mtg with interested citizens completed April 10 Q2: Continue implementing program and add \$10,000 in 2020 budget.
Pursue Operation Stonegarden 2017 & 2018 Grants	<ol style="list-style-type: none"> <li>1. Use overtime allocations to promote BP Mission</li> <li>2. Application of 2019 grant</li> <li>3. Meet with USBP, WCSO, and other LE agencies to establish allocations</li> <li>4. Complete Sub-recipient agreement, and obtain Mayor’s signature</li> </ol>	Ongoing	Chief Lt. Bos Holly	Q1: Border Patrol County Wide Ops planning completed 3-6-19. Q2: Workshop completed on April 23 <sup>rd</sup> for 2019 Grant preparation. Begin to schedule shifts to use 2017 funding.

## City of Lynden Leadership Team – 2019 Work Plan

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Re-establish Bicycle Patrol	<ol style="list-style-type: none"> <li>1. Solicit Volunteers</li> <li>2. Purchase Officer Equipment</li> <li>3. Upgrade Bicycle Equipment</li> </ol>	yes	Sgt. Martin Lt. Bos	<p>Q1: Sergeants soliciting interest from officers for coordinator.</p> <p>Q2: Officer Fiksdal identified as potential new coordinator.</p>
Evidence Room Purge, Inventory & Reorganization	<ol style="list-style-type: none"> <li>1. Identify timeline</li> <li>2. Determine weekly schedule</li> <li>3. Purge, Inventory</li> <li>4. Reorganize and reposition items</li> </ol>	Ongoing	Holly Lt. Bos Chief	<p>Q1: Meeting scheduled for transition from Chief to Lt.</p> <p>Q2: Transition to be completed from Chief to Lt. prior to purge.</p>
Evidence Room Security Update	<ol style="list-style-type: none"> <li>1. Identify weak links in chain of evidence physical security</li> <li>2. Identify necessary equip/packaging materials</li> <li>3. Prepare list of priorities</li> <li>4. Purchase and upgrade</li> </ol>	yes	Lt. Bos Holly	<p>Q1: On hold for above process.</p> <p>Q2: Training completed. Cost of new equipment and supplies being generated.</p>
Policy Manual Update and Revision	<ol style="list-style-type: none"> <li>1. Lexipol contact and contract</li> <li>2. Meet with rep. for new version</li> <li>3. Proofread and edit</li> <li>4. Push out new version</li> </ol>	yes	Lt. Bos Chief	<p>Q1: Contract approved and signed. Met with rep telephonically, 1<sup>st</sup> introductory meeting completed.</p> <p>Q2: Lexipol rep. identified. Preliminary discussions on transition completed.</p>
Records Case File Purge Ongoing annual effort	<ol style="list-style-type: none"> <li>1. Identify records eligible for destruction per retention schedule</li> <li>2. Destroy and document</li> </ol>	Ongoing	Holly Dawn Sharon	<p>Q1: On hold due to work load and Longarm cutover.</p> <p>Q2: Remains on hold.</p>
Lynden Watch Program (Lower Crime Rate)	<ol style="list-style-type: none"> <li>1. Establish city “beat” map</li> <li>2. Generate protocols</li> <li>3. Confirm volunteer list</li> <li>4. Meet with volunteers</li> <li>5. Meet with Chamber and Bus’s</li> <li>6. Launch program</li> </ol>	Ongoing	Lt. Bos Chief	<p>Q1: Map and rough draft of flyer completed. Initial public meeting held.</p> <p>Q2: Program role out continues with additional meetings scheduled. Policy and procedures pending. \$10,000 proposed for inclusion in 2020 budget.</p>

## City of Lynden Leadership Team – 2019 Work Plan

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Longarm Transition	<ol style="list-style-type: none"> <li>1. Work with CompuWork for data migration.</li> <li>2. Test Longarm Execution</li> <li>3. Training</li> <li>4. Go live date established</li> </ol>	yes	Chief Holly Nic	<p>Q1: Cut over complete, ongoing training, smooth transition thus far. Implemented department wide.</p> <p>Q2: Additional training requested from BPD for more efficient use of system.</p>
Improve monthly stat report	<ol style="list-style-type: none"> <li>1. Input on data req'd by P.S. Committee</li> <li>2. Determine Longarm and CAD search criteria</li> <li>3. Training as required</li> <li>4. Formatting ideas w/fire</li> <li>5. Improvement on final product</li> </ol>	yes	Chief Lt. Bos Holly	<p>Q1: Obtain data from CAD, time of day, day of week. Working on graphs and consistent formatting with FD. Checking with BPD and Longarm reports/types of crime.</p> <p>Q2: Research mapping availability, awaiting additional specific requests from PS Committee.</p>
Fill officer position (reduce OT)	<ol style="list-style-type: none"> <li>1. Establish timeline</li> <li>2. Open for applications</li> <li>3. Oral interviews</li> <li>4. Civil Service certify list</li> <li>5. Conditional offer</li> <li>6. Background completed</li> <li>7. Hiring decision</li> <li>8. Mayoral approval</li> </ol>	yes	Lt. Bos Holly Chief	<p>Q1: Testing completed, list certified, candidate selected, background in progress.</p> <p>Q2: This section of the work plan completed and can be deleted at Q3 following Council report given on July 15th. Following field training, this officer will fill in behind officer who has been deployed to the southern border by the military.</p>
Retrofit Locker room benches with Trex. or equiv. material	<ol style="list-style-type: none"> <li>1. Determine material cost</li> <li>2. Communicate with P.W.</li> <li>3. Request Work order</li> <li>4. Finalize work</li> </ol>	yes	Lt. Bos Sgts.	<p>Q1: Researched material and cost estimated at \$600.</p> <p>Q2: pending approval and go-ahead by new interim chief.</p>

End - Police Department



## City of Lynden Leadership Team – 2019 Work Plan

Department initiatives (Department activities to support City goals and objectives)	Strategies (How to do it)	Done in 2019	Lead (Who is responsible)	Updates & Modifications
<b>Public Works Department</b>				
<b>Advance Pepin Creek Riparian Corridor Project and Related Street Improvements</b>  <b>Note: 2016 &amp; 2018 Legislative (Commerce) funding for this project</b>	<ol style="list-style-type: none"> <li>1. Finalize DOE Downstream Grant/Loan Agreement</li> <li>2. Complete Preliminary Design Report VE Alternatives. (Preferred Alternative and Cost)</li> <li>3. Provide support to Financial Mitigation Study.</li> <li>4. Look for additional funding for construction</li> <li>5. Work with WSDOT/County on <b>Badger Rd culvert</b> replacement.</li> <li>6. Award and construct FHWA Intercept Ditch</li> <li>7. Complete design the <b>Main Street Bridge/Culvert</b></li> <li>8. Acquire Downstream Property (Dickinson &amp; Erdmann)</li> </ol>	1-6 Yes	Steve B.	<p>Q1: Approved Scope &amp; Budget for R&amp;E to complete technical review of Value Engineering Alternatives</p> <p>Q1: Discussions with DOE use of Downstream Stabilization grant/loan for design and purchase of property for high flow bypass.</p> <p>Q1: Closed on purchase of Dickinson Property.</p> <p>Q1: Completed RCO Waiver of Retroactivity for Dickinson Property</p> <p>Q1: Completed Level 1 Environmental Review for Dickinson Property</p> <hr/> <p>Q2: Erdmann Property: completed property appraisal</p> <p>Q2: Erdmann Property: completed Level 1 environmental evaluation.</p> <p>Q2: Some project design work placed on hold pending VE Scenario Evaluation</p> <p>Q2: R&amp;E completes Draft Pepin Creek Relocation Scenario Evaluation Report and meets with staff June 21st. Discussed pros and cons of alternatives and phasing potential for alternatives.</p> <p>Q2: Met with WSDOT (Damitio &amp; Beirs) to discuss planned fish barrier removal projects. Dufner Ditch crossing at Guide Meridian (SR-539) highlighted.</p> <p>Q2: Reviewing options for \$3M Commerce Loan</p> <p>Q2: Drafted Emergency Response Plan (ERP) This is a WSDOT/FHWA requirement.</p> <p>Q2: Conducted Open House at Fisher School on June 20<sup>th</sup> to review ERP (another FHWA-ER funding requirement)</p> <hr/> <p>Q3: DOE <b>Grant/Loan Agreement Fully Executed</b> 7-18-19 for purchase of land and design of Pepin Creek Relocation (\$2.4M loan/\$0.5M grant)</p> <p>Q3: Opened Bids and have WSDOT/FHWA authorization to award Emergency Intercept Ditch project to Premium Services for \$179K</p> <p>Q3: Received Final R&amp;E "Scenario Evaluation Report and presented to Public Works, Finance and Community Development Committees the decision to use SEPA process to evaluate alternatives.</p> <hr/> <p>Q4: <b>Intercept Ditch Substantially Complete</b></p> <p>Q4: Main Street Bridge Design <b>On-Hold</b> pending SEPA Alternative Selection (2020)</p> <p>Q4: Subarea Plan Adopted by City Council 2/9/19</p> <p>Q4: Met with WSDOT 10/1/19 on culvert replacement at Double Ditch. Project moved up to 2022 and combined with other replacements.</p>

## City of Lynden Leadership Team – 2019 Work Plan

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<b>Riverview Rd Gap Project</b>  <b>Note: 2015 Legislative funding for this project</b>	1. Ribbon-Cutting & Project Closeout. 2. Coordination with adjacent property development.	Yes	Mark S.	Q1: Ribbon-cutting held on March 21 <sup>st</sup> Q1: Opening to traffic first week of April Q2: Opened to Traffic, with stop sign at 6 <sup>th</sup> Q2: Wetland work (south side) on hold pending suitable weather for planting/restoration. Q3: Wetland planting begun on 9-30-19 Q4: Awaiting WSDOT/FHWA determination related to wetland planting.
<b>Darigold Industrial Condensate Line Project</b>  <b>Note: 2015 Legislative funding for this project</b>	1. Complete North South Segment and connect to Riverview (small works). 2. Complete design and Construct Stormwater Line to Fishtrap (Track removal & new fire hydrants) 3. Advertise and Award <b>Stormwater Line</b> . 4. Coordinate construction schedule with adjacent businesses. 5. Design and Permitting for <b>Nooksack Outfall</b> across from Water Intake 6. Award Construction Contract for Outfall.	Yes	Mark S.	Q1: Phase 1(Riverview) and 2 (North-South) in service. Q1: Met w/ Darigold and other businesses to review 90% design for stormwater relocation. Q1: Coordinated with Verizon on utility pole relocation. Q2: Depot Stormwater: Finalize Form 05-05 for Dept. of Commerce and Archeological and Historic Preservation. Q3: Met with property owners along Hannigan Road for easements for ICP Q3: Bids Opened and Engineer recommending award to Faber Construction for \$431,986 at October 7 <sup>th</sup> City Council for Stormwater to Fishtrap. Q3: Submitting permit applications for River Outfall near east of Hannegan. Q3: Met with Whatcom Co to discuss permitting Q3: Communicating with DNR on Aquatic Land Lease. Q4: Faber is 50% complete with Stormwater Line Project on Depot Road Q4: <b>Outfall</b> Design Phase at 60% Q4: Army Corp of Engineers reviewing Nooksack Outfall Permit Q4: Whatcom Co reviewing Nooksack Outfall Permit Q4: Outfall SEPA Checklist has been submitted and we are responding to additional requests for information.

## City of Lynden Leadership Team – 2019 Work Plan

<b>Department initiatives</b> <i>(Department activities to support City goals and objectives)</i>	<b>Strategies</b> <i>(How to do it)</i>	<b>Done in 2019</b>	<b>Lead</b> <i>(Who is responsible)</i>	<b>Updates &amp; Modifications</b>
<b>7<sup>th</sup> Street Reconstruction Project</b>  <b>Note: TIB Funding for resurfacing.</b>	1. Complete Design 2. Coordinate schedule with DBA/Chamber to minimize business impacts. 3. Advertise and award construction contract. <u>Delayed to 2020</u> 4. Complete construction. 5. Ribbon-cutting.	Yes	Mark S.	Q1: Coordination with DBA and adjacent businesses on street/parking layout and 7 <sup>th</sup> Street Parking Lot Q1: Presented 7 <sup>th</sup> Street preliminary Design to PW Committee Q2: Submitted "Authorization to Bid" Form to Transportation Improvement Board (TIB) to allow advertising for bids in mid-July Q3: Awarded construction contract to DeKoster Excavating at September 3 Council meeting for \$1,722,451 (8 bidders). (Engineer's Estimate; \$1.8M) Q3: Held Preconstruction Conference (work to be completed in 2020) Q4: Front to Grover section completed with base lift of asphalt and sidewalks before Lighted Christmas Parade. Project is XX% complete. Q4: Removed and disposed of abandoned fuel tanks under parking lot.
<b>17<sup>th</sup> Street Gap Elimination Project</b> (North to Main St.)	1. Complete Design & permitting. <u>Delayed to 2020</u> 2. Advertise and Award Construction Contract 3. Construct project. 4. Ribbon-cutting		Mark S.	Q1: Met w/ adjacent property owners (Cummins) to discuss alignment and coordination with future lot development Q1: R&E Scope and Budget under review. Q2: Authorize R&E to start design. Q2: Worked with attorney to draft paperwork to allow moving dedicated ROW 8 feet to the west at the request of the Timmerman/Cummins family. Q3: Council Approved ROW shift to west. Q3: Preliminary plans prepared by R&E and confirmed permitting requirements including water main extension and larger stormwater to mitigate flooding. Q4: SEPA Checklist and Biological Assessment provided to Planning for review.
<b>Foxtail Street Gap Elimination Project</b> (Design)	1. Complete Preliminary Design. 2. Discussions with property owner		Mark S.	Q1: No progress this period Q2: Executed scope and budget with R&E. Preliminary design underway to provide budgetary estimate for 2020 budget discussions. Q3: On hold due to funding constraints Q4: Preliminary design and cost estimate developed. <b>Planned final design in 2020 and 2021 construction.</b>

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W. Main Street Improvements	<ol style="list-style-type: none"> <li>1. Complete Design (STP-R funded)</li> <li>2. Initiate required property acquisition.</li> <li>3. Apply for STP-R Construction funding for roundabout</li> </ol>	Yes	Mark S.	<p>Q1: No progress this period</p> <p>Q1: Received STP-R Application from WCOG</p> <p>Q2: Application submitted with presentation to WCOG on May 23</p> <p>Q2: WCOG Transportation Technical Advisory Group (TTAC) votes and recommends \$800K of FY 2022 Surface Transportation Grant Funding on June 27<sup>th</sup>. Board approval expected at July 10<sup>th</sup> Transportation Policy Board Meeting.</p> <p>Q3: Policy Board approved for 2022 STP-R funding. Putting further design on hold till 2020</p> <p>Q4: On Hold</p>
W. Front Street Revitalization (Design)	<ol style="list-style-type: none"> <li>1. Apply for EDI Grant/Loan Funding.</li> <li>2. Complete Preliminary Design.(Port Grant funded)</li> <li>3. Coordinate with adjacent planned industrial development.</li> </ol>		Mark S.	<p>Q1: Received approval of Federal Classification – Minor Arterial</p> <p>Q1: Selected preferred design from alternatives provided by engineer.</p> <p>Q1: Met with Developer on south side Front St. to coordinate project with future development. Identified ROW dedication requirements.</p> <p>Q1: Downloaded County EDI Application</p> <p>Q2: Sent letter to other property owners on south side and received signed response agreeing to donate ROW.</p> <p>Q2: Staff drafting Whatcom County EDI Loan Grant Application</p> <p>Q3: Met with major property owners to discuss ROW and EDI application.</p> <p>Q3: Completed 30% design and finalized ROW configuration. Prepared scope and budget for full design.</p> <p>Q4: County EDI Board recommends approval to County Council (8-2 vote)</p> <p>Q4: 30% Design complete. County Council vote on EDI January 28, 2020.</p> <p>Q4: Development Agreement and ROW variance approved by City Council</p> <p>Q4: Planned 2020 Construction.</p>

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Major Park and Trail Improvements	<ol style="list-style-type: none"> <li>1. Closeout – <b>Fisher Trail</b></li> <li>2. Complete School and Vandergriend property acquisition for <b>Depot to 8<sup>th</sup> Street Trail</b></li> <li>3. Advance design of <b>Depot to 8<sup>th</sup> Street Trail</b></li> <li>4. Complete remediation of old water tank site on School District Property (small works)</li> <li>5. Pursue construction funding in 2019 Legislative session for <b>Depot to 8<sup>th</sup> Street Trail</b></li> <li>6. Reimburse <b>Dickinson Park</b> with DOE grant/loan funds</li> <li>7. <u>ADDED</u>: <b>Glenning Street Playground</b> Acquisition.</li> <li>8. <u>ADDED</u>: <b>Berthusen Restroom</b> Replacement</li> </ol>	Yes	Mark S.	<p>Q1: <b>Fisher Trail is closed out.</b></p> <p>Q1: <b>Closed on School Property Swap</b> – March 29</p> <p>Q1: Submitted Capital Request paperwork</p> <p>Q1: 90% Design of old tank site remediation completed.</p> <p>Q2: <b>Tank Site Remediation.</b> Advertised for small works bids but no bids received on 6/18/19. Modified bid package per conversations with bidders (too busy) and re-advertised with bid opening scheduled for July 8th.</p> <p>Q2: <b>Depot to 8<sup>th</sup> Street Trail.</b> No legislative funding received in 2019 session</p> <p>Q2: <b>Dickinson Park.</b> Purchase of property included in scope of grant loan agreement and eligible for \$500k grant.</p> <p>Q2: Level 1 Environmental Assessment completed for <b>Dickinson Park.</b></p> <p>Q2: Level 1 Environmental Assessment completed for <b>Glenning Playgound.</b></p> <p>Q3: <b>Tank Site Remediation</b> awarded to Strider Construction for \$242K. Sept. 5<sup>th</sup>.</p> <p>Q4: <b>Tank Site Remediation</b> physically complete on November 14<sup>th</sup>.</p> <p>Q4: Parks and Trails Bond issue passed in November election.</p> <p>Q4: R&amp;E working on site design and permitting of prefab restroom at Berthusen park</p>
Resurface YMCA Pool	<ol style="list-style-type: none"> <li>1. Advertise and Award Small Works Repair Contract</li> <li>2. Complete Pool Repair</li> </ol>	Yes April-May 2019	Steve B.	<p>Q1: Completed design package with help of ECNW Pool Engineer.</p> <p>Q1: Request for Proposals Issued to Small Works Roster.</p> <p>Q2: Opened proposals and City Council awarded contract to Anderson Poolworks for \$202,325 including piping repairs.</p> <p>Q2: Pool emptied on June 28 contractor to begin work July 8<sup>th</sup> to be completed by August 2<sup>nd</sup>.</p> <p>Q3: Pool Completed and reopened to patrons on     Final project cost was \$205, .</p> <p>Q3: Ribbon-cutting held on September 19<sup>th</sup> COMPLETE</p> <p>Q4: City assisting YMCA with install of</p>

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<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>Done in 2019</i>	<i>(Who is responsible)</i>	
Demolish Old Water Treatment Plant and Prepare for Future Use	<ol style="list-style-type: none"> <li>1. Finish Bid Documents for Demolition Contract</li> <li>2. Sell salvageable equipment</li> <li>3. Award Demolition Contract</li> <li>4. Complete Demolition</li> </ol>	1-4 Yes	Mark S.	<p>Q1: Conducted “Garage Sale” for surplus equipment on March 30.</p> <p>Q1: Design for Demolition 90% complete.</p> <p>Q2: Bid awarded recommended to Tiger Construction at July 1 City Council Meeting.</p> <p>Q3: Contractor remove tank, asbestos, and all walls. Contract progressing well with project at 80% complete</p> <p>Q4: <b>WTP Demolition project complete.</b></p>
WWTP Outfall and Other WWTP and Wastewater Upgrades	<ol style="list-style-type: none"> <li>1. Complete DOE Loan Agreement for WWTP Outfall</li> <li>2. Advertise and Award Contract (Outfall)</li> <li>3. Complete construction (WWTP Outfall)</li> <li>4. Pump Station #3 Generator installed.</li> <li>5. Overhaul <b>Pump Station #12</b></li> <li>6. Replace one Oxidation Ditch rotor and cover</li> <li>7. Cured in Place Sewer Main repair BC to 10<sup>th</sup> Street.</li> </ol>	Yes	<p>Steve B.</p> <p>Mark S.</p> <p><del>Tami A.</del> Mike K.</p> <p><del>Tami A.</del> Mike K.</p>	<p>Q1: Permits have been obtained for PS #3 generator installation (incl. Shoreline Permit)</p> <p>Q1: Oxidation ditch rotor and cover are ordered and onsite.</p> <p>Q1: Resolution 996 adopted at March 18 City Council authorizing use of DOE Loan for <b>WWTP Outfall</b></p> <p>Q2: DOE Loan Agreement for <b>WWTP Outfall</b> fully executed April 3, 2019</p> <p>Q2: Pump station #3 Generator installation complete. Fence and landscaping remaining.</p> <p>Q2: Pump Station #12 put out to bid on small works roster.</p> <p>Q2: Pumps, hatches and accessories ordered for PS #12 upgrade.</p> <p>Q2: Schedule Oxidation ditch rotor/ cover replacement (in-house) for July.</p> <p>Q2: <b>WWTP Outfall.</b> Contract awarded to Strider Construction for \$1,013,844.90 by City Council on May 6<sup>th</sup>. Preconstruction meeting held on May 31<sup>st</sup>.</p> <p>Q3: All “in-water” work complete. New manhole installed. Project complete except for mitigation plantings.</p> <p>Q3: Pump Station #12 Contract award to WRS for \$75,000.</p> <p>Q3: Pump Station #12 is 90% complete by WRS. Check valves needed to be replaced and new panel from QCC.</p> <p>Q4: Fence and landscaping around <b>PS#3 generator complete</b></p> <p>Q4: <b>WWTP Outfall</b> and mitigation plantings <b>substantially complete.</b></p> <p>Q4: <b>Pump Station #12 complete.</b></p> <p>Q4: <b>Oxidation Ditch rotor installed.</b></p> <p>Q4: Cured in place pipe to be combined with COW water CIP in 2020 for economy</p>

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Guide Meridian Sewer Lift Station	1. Identify best site. 2. Complete Design. 3. Work with adjacent developable properties.	Yes	Steve B./ <del>Tami A.</del> Mike K.	Q1: Scope and Budget by BHC under review Q2: BHC Professional Service Contract executed. Q2: Obtained property owner (Fishtrap LLC) permission for property access. Q2: Survey, geotech, archeological investigation in progress. Q3: Preliminary Design Report submitted for review Q3: Archeological Report submitted for review. Q4: Amended scope to provide survey for west sewer trunk Q4: Requested scope and budget from Katy Isaksen for Financial Analysis based on attorney recommended legal options.
Pursue Additional Water Rights (Q <sub>a</sub> ) & “Wet Water”	1. Works with City Attorney on Water Rights Issues including final Water System Plan. 2. Retain Technical Team to explore potential off-channel storage and other “wet water” alternatives. 3. Schedule Quarterly DOE Meetings	Yes	Steve B.	Q1: Entered Agreement with consultant team (AES/R&E) to study three off-channel storage locations and other water rights. Q1: Conducted 1 <sup>st</sup> Quarter DOE/DOH Meeting Q2: Hosted 2nd Quarter DOE/DOH Meeting 5/20 at Lynden. Provided tour of Pepin Q2: Met with AES/R&E team to discuss upstream AG water rights on 6/5. Q2: Continue to follow WRIA process related to water rights to identify possible benefits to Lynden and other small cities. Q3: Met with AES to discuss potential sites for off-channel storage/infiltration Q4: Met with Lummi Nation staff to discuss Managed Aquifer Storage (MAR) Q4: Hosted 4 <sup>th</sup> Quarter DOE/DOH Meeting including MAR discussion Q4: Preparing to submit Streamflow Restoration Grant application in Mar 2020
Improve the Water System Customer Reliability	1. Adjust Water Booster Pump Station (BPS) controls for improved and consistent water pressure	Yes	<del>Tami A.</del> Mike K.	Q1: Finalized QCC scope and budget for new controls for booster pump stations. Q2: Completed update to PLC and controls for both pump stations (3Mg and 6Mg). Waiting for drawings and control strategy documentation. Q3: Control Strategy Completed Q3: Conducted Test Running both Pump Stations during Peak Demand Q3: Recalibrated BPS Flow Meters – Improving Accuracy to within 1% Q4: No additional work during this period



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Succession Planning	<ol style="list-style-type: none"> <li>1. Recruit new Plant's Superintendent</li> <li>2. Fill vacant Systems Maintenance Worker position</li> <li>3. Review and update plant desk guides and procedures</li> </ol>	Yes	Steve B. (w/ HR)	<p>Q1: Advertisement out for Plant Superintendents</p> <p>Q1: Advertisement out for Maintenance Worker</p> <p>Q2: Hired Mike Kim as Plant Superintendent. Began work 6/3</p> <p>Q2: Hired Jon VanMersbergen, Maintenance Worker. Began work 6/3</p> <p>Q3: Laura announce retirement at end of the year. Advertised for new Office Manager</p> <p>Q4 Heather Sytsma promoted to Office Manager.</p> <p>Q4: Advertised for new Senior Administrative Assistant. Hired Miriam Kentner.</p> <p>Q4: Tom Yonkman (Maint. Electrician in Operations) resigns.</p> <p>Q4: Recruited for replacement Electrician. Promoted Mike Brown from System</p> <p>Q4: Laura Burford Retires</p>
Complete Comprehensive Planning for Utilities	<ol style="list-style-type: none"> <li>1. Respond to agency comments on Water System Plan Update</li> <li>2. Adopt Water System Plan Update.</li> <li>3. Complete Stormwater Plan for City Adoption.</li> </ol>	Yes	Steve B.	<p>Q1: Provided updated data (2015-2019) to RH2.</p> <p>Q1: Signed amendment with RH2 to update plan thru 2018 data and respond to agency comments.</p> <p>Q1: Reviewing Final Draft Stormwater Comp Plan</p> <p>Q2: Updates to Water System Plan completed including financial through 2018.</p> <p>Q3: Council approved changes to Water Service Area and submitted to Whatcom County</p> <p>Q4: Water System plan resubmitted to State Department of Health for Final Review</p> <p>Q4: Stormwater Plan reviewed by Public Works Committee</p> <p>Q4: City Council sets January Public Hearing for Stormwater Comprehensive Plan.</p>
Other Major Street Improvement Design Projects	<ol style="list-style-type: none"> <li>1. Update design for Bradley and Line Road – focus on pedestrian access.</li> <li>2. Renew discussions with private utilities along Bradley Road.</li> <li>3. Design Judson Street LID Project.</li> </ol>	Yes	Mark S.	<p>Q1: No Action this Period.</p> <p>Q2: DOE Grant Agreement signed for Judson Street Low Impact Development Design.</p> <p>Q3: Complete SEPA for Line Rd Pedestrian Safety Small Works Project – Widened shoulder. Design in Progress</p> <p>Q3: Included Bradley and Line Road in WCOG Legislative Request</p> <p>Q4: Awarded Small Works Construction of Line Rd Pedestrian Improvement to Tiger Construction.</p> <p>Q4: Shoulder paved on Line Rd. awaiting weather to install extruded curb and striping. Construction is about 75% complete.</p>

End - Public Works Department