

CITY OF COVINGTON CITY COUNCIL
Annual Strategic Planning Summit

Saturday, 26 January 2013 8:00 a.m. – 3:00 p.m.
Covington Real Life Church 26201 180th Ave. SE, Covington

THE AGENDA

THE GOALS OF THE SUMMIT:

1. Identify the accomplishments of 2012 that will have the most significant long-term benefits for Covington, and the Council's vision for Covington five years from now.
 2. Discuss the recommendations of the Budget Priorities Advisory Committee (BPAC) and the Council's reactions, and determine how to proceed to address them.
 3. Provide direction to staff on the update of the CIP, which will commence next spring.
 4. Discuss how to ensure that when they are developed, Town Center and the Northern Gateway are different enough to provide the community a variety of services and amenities, and an approach to ensure that the development of each is as smooth and expeditious as possible.
 5. Hear an update on the "branding" of the City and next steps in the process.
 6. Review potential additional guidelines for Council operations.
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NOTE: Refreshments will be served beginning at 7:45 so come early to enjoy them and be prepared to begin the meeting precisely at 8:00.

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| I. | 8:00 | Welcome! Review Today's Purpose | Mayor Margaret Harto |
| II. | 8:05 | Review Agenda and Ground Rules | Jim Reid, Facilitator |
| III. | 8:10 | Identify Most Significant Accomplishments of 2012 | Council |
| | | <ul style="list-style-type: none">▪ What were 2 or 3 accomplishments of the Council in 2012 that you believe will have the greatest long-term benefits for Covington? Why? And why were they possible?▪ What is one thing that was not achieved last year that you | |

believe needs to be accomplished in the near-term future?
Why?

- IV. 8:40 Review and Revise or Confirm Vision and Goals Council
- What would you like the City to be five years from now?
 - Is the vision statement still guiding the City and Council in the right direction? Why or why not? If not, what process should we use to revise it?
 - Are our current Council goals still valid as the tools for achieving our vision? Why or why not? If not, what process should we use to revise them?
- 9:10 break
- V. 9:20 Determine How to Proceed to Address BPAC's Work Council/Derek/Rob
- After nearly a year of hard work, the Budget Priorities Advisory Committee (BPAC) recently submitted its report to the City.
- What are the Council's reactions to it?
 - What options should the City consider to advance the recommendations in the report?
 - How should the City engage the broader community to implement the recommendations? What should be the timing for a public vote or some other public engagement?
 - With the BPAC recommendations focusing on transportation, is the Council interested in exploring options to make funding of parks and recreation projects more sustainable? If so, what are the options? Should we engage the citizens in a manner similar to BPAC to gauge their level of support for the options?
- VI. 11:00 Provide Direction for CIP Update in 2013 Council/Derek/Glen/Scott
- The Capital Improvement Program (CIP) will be updated this year as a precursor to the Comprehensive Plan update in 2014. Before undertaking the update of transportation, parks and recreation, and utilities capital projects, staff seeks Council's direction on these strategic questions:
- Does the existing list reflect the Council's interests and capture its priorities?
 - Is the Council interested in adding a new City Hall to the CIP? If so, what should be the timing for conducting a study of its feasibility and potential locations?

- Does the Council want to pursue funding to implement an updated CIP?
- How should the City balance resources among the various categories of projects?

12:00 Lunch

- Lunch will be provided.

VII. 12:45 Coordinating Development of the Town Center and Northern Gateway

Council/Derek/Richard

Staff is working to ensure the future development of Town Center reflects the Council’s vision. Until now we’ve focused on individual projects to bring that vision to life. In contrast, development of the Northern Gateway is being pursued through various agreements between the City and the developer. The company’s plans for the Gateway are strikingly similar to our vision for Town Center. Thus, staff seeks the Council’s direction on three strategic questions:

- Should the City pursue a development agreement with one developer to achieve the Council’s vision for Town Center, rather than trying to implement it one piece of property at a time with a variety of developers?
- What does the developer of the Northern Gateway imagine for how the area will be developed? How might we address the possibility that the two areas could be developed similarly? Might we refine our vision of Town Center’s future facilities or amenities to distinguish it from the Northern Gateway? For example, one idea that has been expressed is attracting a four- or two-year university or college to build a branch campus in Town Center. What does the Council think of that suggestion? Are there other ideas that could distinguish the two areas from each other once they are developed, thereby offering the community a greater variety of services and attractions?
- Do we have the standards in place to allow the development of the Northern Gateway to proceed smoothly and efficiently?

1:45 break

VIII. 1:55 Update on Branding the City

Council/Karla

- Where are we with “rebranding” the City? What’s coming

next in our process? When will we see the products?

- | | | | |
|------|------|--|---------------|
| IX. | 2:10 | Review Council Operations | Council/Derek |
| | | <ul style="list-style-type: none">▪ Is the Council interested in considering a process by which priorities not funded in the budget would be funded at mid-year if the City's financial health allowed it?▪ Is the Council interested in institutionalizing a regularly scheduled date for meeting with boards and commissions? Doing so would mirror how this annual strategic planning summit is automatically set for the last Saturday of every January.▪ Are there any other operational issues to discuss today? | |
| X. | 2:40 | Next Steps to Follow-up on Today's Decisions | Council |
| | | <ul style="list-style-type: none">▪ What should be the next steps to implement decisions we made today? | |
| XI. | 2:45 | Other Issues on the Horizon | Council |
| | | <ul style="list-style-type: none">▪ Are there other issues of interest to us that should be considered possible topics for future Council discussion? | |
| XII. | 2:55 | Wrap-up: Final Thoughts | Council |
| | | <ul style="list-style-type: none">▪ What are we taking away from today's meeting? | |
| | 3:00 | adjourn | |

Session I

Welcome!

Review Today's

Purpose

(no attachments)

Session II

Review Agenda and Ground Rules

(no attachments)

Session III

Identify Most Significant Accomplishments of 2012

(no attachments)

Session IV

Review and
Revise or Confirm
Vision and Goals

CITY OF COVINGTON

Vision, Mission and Goals

VISION

Covington: Unmatched quality of life

MISSION

Covington is a place where community, business and civic leaders work together with citizens to preserve and foster a strong sense of community.

GOALS

Economic Development: Encourage and support a business community that is committed to Covington for the long-term and offers diverse products and services, family wage jobs, and a healthy tax base to support public services.

Downtown: Establish Downtown Covington as a vibrant residential, commercial, social, and cultural gathering place that is safe, pedestrian-friendly, well-designed, and well-maintained.

Youth and Families: Provide city services, programs and facilities such as parks and recreation and human services that emphasize and meet the needs of Covington's youth and families.

Neighborhoods: Establish and maintain neighborhoods that offer a variety of housing options that are diverse, safe, accessible, and well-designed.

Municipal Services: Plan, develop, implement, and maintain high quality capital infrastructure and services that reflect the needs of a growing community.

Customer Service: Recruit, support, and retain a professional team of employees, volunteers, and stakeholders who offer outstanding customer service, ensure stewardship of the public's money, and promote the City.



Session V

Determine How
to Proceed to
Address BPAC's
Work

Covington Budget Priorities Advisory Committee

Final Recommendations

January 22, 2013

The Budget Priorities Advisory Committee (BPAC) learned a lot about municipal finances during the past nine months. Arguably, our biggest takeaway was how “lean and mean” most of Covington’s city departments are and the stereotype of “big government” couldn’t be further from the truth. We were impressed with the dedication and professionalism of Covington staff, how committed they were to their vocation and to the city, and how well city staff and council work together (which is apparently contrary to many of our neighboring cities).

We also discovered many of our concerns, thoughts, and discussions had been previously explored due to cost cutting the city had already undertaken because of past, current, and potentially future ramifications of “The Great Recession.” The fact the city has performed relatively well given these challenges could be a double-edged sword...often with an expectation of similar future performances without consideration of the stress and toll extracted. Nonetheless, we will likely repeat what city staff may have already discussed in the past with the hope that council will give due consideration, given its support of the concept of BPAC.

BPAC does, in fact, comprise a broad spectrum of Covington residents. We’re young and not so young, some of us are in school and some are fortunate to be retired (although not from civic involvement). Some of us have raised our families while others are just starting out. There are those who began this endeavor seeking employment (and finding it!), those who are underemployed and looking for opportunities, and those who protect us from others (and ourselves). We all have a vested interest in the health and vitality of this young city.

BPAC has committee members that were residents “back in the day” and members that are relative newcomers. We’re red, we’re blue; some have implicit faith in city government while others wouldn’t trust it any further than they could throw it—cynicism balanced with pragmatism. BPAC, itself, raised the issue of whether we were merely “players” to rubber stamping future tax increases or revenue-raising levy lid lifts. We got beyond that, and this is where we are....

Covington is a very well run city with an excellent “corporate culture.” In reviewing the department budgets, BPAC could not find any apparent cost savings or revenue possibilities in the following departments:

- General Fund
- City Council
- Municipal Court
- Executive
- Finance
- Legal Services
- Personnel
- Central Services
- Community Development

BPAC also has no recommendations for any of the city commissions, with the exception of the Human Services Commission. There were several discussions about the purpose and funding of that commission, which are summarized after the department list.

BPAC looked intently at the details of each of the listed departments' budgets, found that they were very sensible and streamlined, and decided that making any cuts to these departments would be the equivalent of squeezing blood from the proverbial turnip.

There was much discussion in BPAC meetings about law enforcement and parks, specifically the Aquatic Center. We could not come to complete consensus on our recommendations for these areas and have, therefore, presented the majority opinion first and the "on the other hand" minority opinion second.

Law Enforcement (Police Services):

BPAC analyzed the police contract with a critical eye looking for ways to add value and services to the largest single line item in the budget. The police contract is unique to the rest of the city as many of the terms and provisions in the police contract are driven by King County policies or models, and not policy or culture set within the leadership of the city as a standalone department.

There is no doubt that the city has high quality, dedicated and hardworking members of the King County Sheriff's Office representing the city. Any analysis contained within this recommendation is directed at the structure of the contract, not the professionals currently servicing our community. The police contract is a complicated budgetary matrix where the city is charged for services and the partial use of services; that number is added to the number of officers at a price of \$173,000 per officer FTE (as reported to committee for 2012). The FTE price represents a deputy, police vehicle, other necessary equipment, and miscellaneous overhead.

This contract provides Covington with stability and low risk for low-frequency but high-liability incidents that cannot be planned or budgeted. Police services are a tricky business with liability and risk management a huge concern. The structure of the contract does limit the city's ability to save money through competitive, non-union bidding. It also restricts the implementation of policies and procedures specific to Covington. The large FTE cost is consistent with a county policing model, but not a municipal policing model. This makes it more difficult to stretch Covington's law enforcement dollar or to make meaningful additions to staffing with the high threshold of \$173,000 per head. The FTE cost is significantly higher than other municipal agencies in the area. In the final assessment, it appears the city has been diligent in balancing the limitations of King County's model and contract with the stability and budgetary benefits of no or low additional costs for unplanned major incidents. Several cost saving measures have already been explored through a professional consulting firm and it revealed that merging with Maple Valley or having a standalone department was not cost effective. BPAC endorses the current police services contract, but we feel that the following recommendations merit strong consideration:

- Implement a police volunteer program by utilizing local residents in nontraditional ways to interact with the police, business, civic groups, and residents.
- Fund a civilian educator position employed by the city to address the perception of crime in Covington and forge productive relationships between the police and victims, businesses, residents, civic groups, and schools. This position could be responsible for crime prevention through environmental design, block watch, youth programs, grants, and social media. The position would also act as a liaison between other departments within Covington to identify and solve issues at the lowest level.
- Explore the feasibility of splitting one FTE with the city of Maple Valley for a Directed Enforcement Officer to analyze every case taken by both cities, looking for trends and taking a regional approach to identifying the root cause of problems. A Directed Enforcement Officer would develop a strategy for addressing recurring problems and work through the

chain of command towards a solution, either by emphasis patrols or referral to another department within the city.

- Explore ways to enhance opportunities for deputies that work for Covington. Becoming the top destination for patrol assignments will ensure the best employees will be serving the community. Those employees will become vested in Covington and less likely to leave, giving the citizens opportunities to build strong relationships with Covington's deputies.
- Explore utilizing other in-service training opportunities through the Small Cities Coalition or other police agencies in the area in addition to the mandatory training required by KCSO.
- Implement an annual mandatory training day for all police personnel that outlines the City of Covington's mission and vision, and how those relate to day to day operations in police services. The intent would be to create a Covington Police culture within the overall KCSO culture.
- Explore the feasibility of contracting future police services with the City of Kent. Kent is a full service police agency capable of providing high quality service, including necessary specialty units.

Parks Fund: Covington Community Park

BPAC affirms the value of parks as a community benefit. We agree with the PROS plan that Covington needs multiple parks that serve the spectrum of ages and needs within the city. We are especially interested in the development of Covington Community Park and marketing that park as a community gathering point. Many on the BPAC committee feel Covington does not have within the city a physical place to anchor a community identity on; the feeling is that Covington is mainly a highway separating several unremarkable strip malls. We believe that Covington Community Park has good potential to become that community identity point the city is lacking (and currently seeking). To that end, we would like to see the city finish the park completely and quickly—all three phases. We know Phase One is almost done and, given current funding and income levels, finishing Phases Two and Three in any small amount of time is more or less an impossibility. However, we know there will be community excitement and momentum after Phase One is completed and the soccer field is open and useable. As much as possible and reasonable, we would like the city council and city staff to capitalize on this momentum to propel Phases Two and Three forward. As revenue frees up or is generated, consider allocating additional money to parks in order to complete Phases Two and Three. In our meetings, BPAC discussed the following as potential revenue sources for Covington's parks:

- The creation of a Metropolitan Parks District in three or four years when the economic climate hopefully improves (we feel that including a sunset date and asking for a modest dollar amount would make an MPD more palatable to voters),
- granting park or field naming rights to businesses in exchange for funding (one-time or on-going),
- and partnering with service clubs to promote or fundraise for parks.

BPAC also feels like Covington's parks are "under-marketed." Many members on the committee didn't know Covington had parks beyond Jenkins Creek and the Community Park. The thought among the committee is that the average person in Covington is not aware of where the parks in our city are and the amenities in each park. We would like to see the parks marketed more publicly.

On the other hand: There are those on the BPAC committee who were here when the Metropolitan Parks District proposal that was placed before voters in 2006 was soundly defeated; there is a lingering feeling that the people have spoken—parks are not a priority in Covington. Revenue that is allocated for parks should instead go to reducing the city's debt burden or lowering the citizens' tax burden.

Parks Fund: Aquatic Center

The majority of BPAC believes that the Aquatic Center is a community asset. However, given the city's tight finances, we would like to see the city's subsidy of the pool shrink considerably or become unnecessary. BPAC had several long discussions about potential and best ways to accomplish this. The prominent thought among members of the committee is that the Aquatic Center needs better marketing. About half of BPAC didn't consciously realize that the "Tahoma Pool" was a part of the City of Covington. There is little sense of community ownership in the pool since there is the perception the pool is not a part of Covington—it's the Tahoma Pool. The pool has an identity problem. We would like to see the pool marketed as *Covington's* pool—a place that is a part of the city. BPAC also recommends heavy marketing for the pool just to get more people in the door. We don't feel that the pool is under-utilized, but we see more marketing as way to improve the pool's revenues by increasing the number of people using (and therefore paying entrance fees for) the pool. We know that the pool has a marketing budget, but it is small and doesn't buy much; we also feel like the Aquatic Center's ads in the Covington Reporter are not effective enough to be the pool's main source of advertising. For better or for worse, the sentiment on BPAC is that very few people read the Covington Reporter so there is the concern that the pool's ads are not reaching many people. In summary, BPAC would like to see the pool heavily marketed both to bring more people in the door and to make the Covington community more aware that the Aquatic Center is their pool.

The following are thoughts and ideas from BPAC discussions on increasing revenue for the pool:

- The pool could be endowed as a regional entity if some kind of taxing district could be created for it.
- Would a business be willing to sponsor the pool or have naming rights to the pool in exchange for funding?
- The committee also discussed the pool's existing fee structure. Some on the committee were concerned that the pool uses the honor system for determining who pays the resident fee. They would like pool staff to consistently check addresses on IDs. BPAC also talked about creating a "swim card" for Covington residents. A Covington resident who could prove his address within the city limits would receive a "swim card," which would allow him to enter the pool at the Covington resident discounted rate. A Covington resident who did not bother to get a "swim card" would pay the non-resident rate. We do, however, recognize that the modest revenue increases these changes to the fee structure would bring must be weighed against the expense of additional work for Aquatic Center staff and additional inconvenience for pool patrons.

On the other hand: Management and/or finances of the pool could be turned over to a third party, such as the YMCA, so that the city would not be financially responsible for the pool. Similar to Central Park in New York, the pool would be managed and run through a non-profit regional entity or foundation. Through this arrangement the name and/or ownership of the pool does not have to change; the financial and maintenance responsibility would be removed from the city and transferred to a regional area because the pool is really a regional facility. In a discussion with one BPAC member, the YMCA has apparently expressed interest in coming and looking at the Aquatic Center to see if there is potential for the pool to be maintained and managed as a YMCA facility.

Finally, BPAC would like to acknowledge the hard work the Aquatic Center staff does every day. Many of the revenue-generating ideas brainstormed by the committee had already been investigated by the Aquatic Center staff. We recognize that many on the Aquatic Center staff are

working very earnestly, wearing multiple hats, and maintaining an excellent facility with a very small staff. We are not unappreciative of their diligent efforts.

Human Services Commission:

While the majority of BPAC felt that the \$105,000 budget of the Human Services Commission spent towards the needy was worthwhile, there was also a minority that felt this is not a government responsibility. However, given that “an unmatched quality of life” cannot be achieved or “seeded” without the support of city government, BPAC recommends continuing to fiscally supporting the Human Services Commission at a level of \$105,000 or 1% of the general fund, whichever is greater.

* * *

BPAC also looked carefully into the few revenue-raising options that Covington has available to it. As the BPAC committee began, many members were not in favor of new taxes. However, as BPAC examined the city’s revenue streams and department budgets, most opinions changed. The following are our thoughts about raising additional revenue for Covington:

Transportation Benefit District (TBD):

BPAC unanimously supports a Transportation Benefit District that would go in front of the voters as soon as possible. The TBD should be funded by a 2/10ths of a percent increase in sales tax, from 8.6% to 8.8%. It’s estimated that an additional \$600,000 in sales tax would find its way to the Street Fund and funded by everybody...not just Covington residents.¹

Levy Lid Lift:

It is the majority opinion of BPAC that Covington forgo seeking a levy lid lift at this time. Rather, BPAC believes the city’s lid lift difference should be held for future critical priorities. However, BPAC did agree that if the Transportation Benefit District (TBD) failed, a lid lift could be sought to fund short-term infrastructure needs. If this is the case, the BPAC recommends a “basic lift” that would sunset at a predetermined date. This approach would raise needed funds but allow the lift to reset to its current level, thereby providing the city with revenue but also sending a message of moderation and prudence to voters by not maintaining the increase beyond its designated use.

Rental Tax:

A new idea that came up towards the end of BPAC’s discussions is a “rental tax.” BPAC is aware of other jurisdictions within the United States utilizing rental taxes in various forms. New York allegedly has a rental tax and Arizona has one as well; the tax differentiates between commercial and a non-commercial rental rates. BPAC would like to include the concept as a talking point to Staff and Council as they search for new sources of revenue. Assuming that such a tax is not in lieu of the owner paying property taxes, it is arguably justified in light of the disproportional municipal services required in places of higher densities. A “rental tax” is new and somewhat out of the box thinking but other cities are talking about it. In Covington, with few apartment complexes to date, it may be an easy tax to enact now instead of later.

* * *

In BPAC’s discussions, we kept coming back to a few key ideas and aspects of Covington’s development that do not fit under a specific department or revenue. We present those here for the Council’s consideration:

¹ An increase from 8.6% to 8.8% equates to an additional \$10 on the purchase of \$5,000 of taxable commodities.

Marketing:

BPAC strongly believes that Covington would benefit from a marketing professional. This individual would assist departments and commissions that are searching for ways to better promote and fund their respective areas. In just about every BPAC discussion, regardless of city department or service, there was strong desire for a marketing person to create synergy and to promote city services and amenities. Think of a marketing professional drawing in Valley Medical and MultiCare to partner with the parks department or aquatics to help defray some of their costs; think a marketing person that could assist Community Development and the Covington Economic Development Commission (CEDC) in making the Town Center become a reality; think of a Covington marketer to expand Covington Days so it rivals Kent Cornucopia Days. There is much possibility in Covington and we strongly feel that a marketing-savvy individual would be a catalyst for expansion and propelling forward some of the positive changes Covington's citizens have been wishing and waiting for.

Legislative Initiatives:

Although the politics of Olympia are another animal all by itself, and Covington utilizes a lobbyist, BPAC sees that it is counterproductive to have rules and regulations governing fees that go towards infrastructure improvements, yet prohibit said fees for maintenance of said improvements. BPAC specifically recommends Covington's lobbyist work towards a change in the rules and regulations governing impact fees to include maintenance of infrastructure and not just creation of infrastructure.

Town Center:

BPAC supports the concept of the Town Center and the benefits (and pride) that such a focal point can provide to residents and visitors alike. Having said that, we didn't go beyond the concept other than discussing how the grounds of Covington Elementary School are integral to the Town Center's development and the financial challenges ahead in developing that site.

Nor did we discuss the expansion of the health care industry in Covington, specifically MultiCare and Valley Medical, and that industry's effect on the Town Center. Those two organizations will likely spin off ancillary care facilities which will likely fuel the town center in the not-so-distant future.

BPAC Itself:

As earlier noted, the city invested a lot of time with BPAC and we really appreciate it. There wasn't anybody who walked away from the experience without learning something about city government and city finances. We recommend that BPAC continue on in some form, perhaps as a commission that meets once a month. The mission of BPAC could include:

- educating Covington residents on city finance and government,
- learning from Covington residents' experiences and skills (this inaugural group included those with law enforcement, human resources, business management, real estate and marketing experience among others)
- working with the various committees.

BPAC's new goals could include:

- using social media to inform the populace, and
- creating top-of-the-mind awareness of issues with financial repercussions that face the city (the Town Center, northern notch annexation and/or development, etc).

Lastly, former BPAC members may be willing to work with a new BPAC in order to lessen monthly city oversight and to impart what they learned during their experience – why reinvent the wheel?

Finally, BPAC must state how we deeply appreciate all of those who helped us through this experience, particularly Rob Hendrickson and Casey Parker of the finance department. Thanks to the City Manager, Derek Matheson, and to all the department heads who gave us their time and insight into how their respective departments operate. A special thank you goes to Jim Reid for helping us crystallize our thoughts and propel us forward. Thank you, Covington City Council members, for the time you invest in our city and your sincere desire to receive input from Covington's citizens. We hope our report has provided you with insight into the priorities and wishes of the people who live in this growing and changing city.

Appendix: Department Directors' Priorities

At one point, BPAC asked if each Covington department director would write a paragraph about their department's most pressing needs and where they would allocate any extra money that came their way. We have included each director's response as an appendix for your own information and to compare against what BPAC felt were priorities and necessities.

Law Enforcement

1st priority would be to add at least one FTE, two if there is enough money.

With any additional revenues in the future, here is the direction we would like to go:

As the City's resident population increases, more businesses locate in Covington and hopefully the economy turns around, we need to look to the future needs of the Police Department over the next several years. Below are some of the services the Covington Police will need in order to respond to the demands of the community and improve the level of service we provide.

1. Special Emphasis Detectives (2) for narcotics, gang and other special investigative functions
2. Achieve two patrol officer minimums on all shifts, 7 days a week
3. Partner with Kent School District to fund a School Resource Officer
4. Additional Traffic Enforcement Officer (Swing shift/evening hours)
5. Crime Prevention/Storefront Officer
6. Dedicated DUI Officer
7. Increased office space with reception area
8. Dedicated Police Support Staff person (Receptionist)

Community Development

OPERATIONS FUNDS:

1. Increase the Code Enforcement Function from Half-Time to Full-Time

The code enforcement function was reduced from full-time to half-time in 2009 at the beginning of the recent economic recession. Since that time the demand for code enforcement services has increased, with a rise in the number of cases filed with the city. Even with more productivity, greater efficiency in prioritizing cases and improved resolution of long-standing enforcement cases; the demand for enforcement services continues to increase, and the complexity of enforcement cases is expanding. With the addition of city responsibility in our Public Works Department for administration of new National Pollution Discharge Elimination System (NPDES) standards, Covington has a new enforcement component that will have to be assumed by the city. Violations of these new storm water pollution standards will require action and enforcement by the city to comply with federal standards. Our code enforcement officer will have to assume these new responsibilities.

CAPITAL OR INVESTMENT FUNDS:

2. Set- aside of general funds for Town Center Infrastructure and a Public Space

As a driving force in creating new jobs, expanded employment, and increased sales tax revenue for Covington, a new pedestrian-friendly town center with a public gathering space should become the focal point of downtown Covington. This new public space should be anchored by a new city hall, along with other retail, office, and residential uses including major entities such as a movie theater, hotel, a public/private parking facility, and new residential uses. It can then also tie directly into a loop trail system along Jenkins Creek that is linked to our neighborhoods, schools sites, the new Covington Community Park, the Aquatics Center, and eventually the Soos Creek trail.

The city has an opportunity over the next several years to influence and stimulate this type of development, simply by working in a partnership with the private sector, specifically existing land owners and potential developers. The city has recently obtained a First Right of Refusal Agreement with the School District, a major property owner of 20 acres of land in the southern area of our downtown. The District intends to sell the property, possibly in the next 5 years. Under this agreement the District will notify the city and provide us with the opportunity to obtain the property. This land can then be used as leverage through a public private partnership to stimulate new development that will provide a long-term tax base for the city to pay for increased city services to our citizens. In addition the new development can provide new business types which our citizens have expressed a desire to have in Covington that will create an improved quality of life. Downtown Covington can then become a diverse mix of uses where people can work, shop, live and play. The new downtown Covington would be anchored by a new city hall, a public gathering place, a movie theater, a hotel, new retail/office uses, and new residential development.

The City should set-aside, on an annual basis, a small percentage of general fund revenues and deposit that revenue into an Opportunity Fund to be used to further this vision of our Town Center. As such it could fund new capital improvements, assist in acquisition of land, or leverage other public/private partnerships, such as a parking facility, that will create jobs and employment, develop new public spaces, support new retail and commercial growth, and encourage new residential dwellings in our Town Center, so it becomes a vibrant, diverse, unique pedestrian-friendly destination shopping complex not only for Covington citizens but also residents of the surrounding regional area.

Parks and Recreation

At some point in the future, the city will need to increase funding for parks planning, acquisition and development in order to catch up with, and keep up with population growth and meet goals established by the city council in the comprehensive plan. The comp plan sets a level of service for a variety of park and trail facilities in order to equitably provide an unmatched quality of life throughout the city, regardless of neighborhood, income, etc. The city needs to catch up with park and trail development in order to remain an attractive community and to protect property values over time.

Below is the information included in my presentation to the BPAC on April 4th, the needs are the same today as they were in April and they will only increase over time as the city grows without commensurate growth in parks and trails.

Over the last three years or so park system planning has been focused on Covington Community Park, development and implementation of the PROS Plan, adoption of the Parks Element in the Comp Plan, trail system planning such as the Pipeline Trail, Jenkins Creek Trail and the Tri-city

Trail, along with planning for park access, repair, renovation and enhancement, such as the tremendous needs to provide access, renovation and maintenance at Jenkins Creek Park.

According to the comp plan, unfunded needs during the next eight years include:

- Concept plans and cost estimates for: Town Center Park, South Covington Park, Covington Community Park Phase II, Jenkins Creek Trail, Pipeline Trail, and the Tri-city Connector Trail.
- Acquiring 21 acres for 4 – 7 new neighborhood parks
- Acquiring 50 acres for two new community parks
- Concept plans, cost estimates and grant funding for developing those six to nine new parks
- Acquiring r-o-w for approximately 11 miles of new trails

Why are we so far behind? Our development code requires new developments to provide recreation space to address the comp plan goals, or pay a “fee-in-lieu” which the city combines with other funds to provide parks and trails. However, the nature of development primarily produces private mini parks and a few private neighborhood parks. The city has 17 HOA parks, most of which have been built since incorporation. Only four of these are large enough to be considered neighborhood parks (2+ acres), with 40% of the acreage in one park (16 out of 40). Thirteen of the new parks range in size from .05 acres to 1.85 acres, with an average of .64 acres. Alternatively, if the private HOA mini park acreage had been consolidated into public neighborhood parks, we could potentially have four two-acre parks, cutting the current need for new neighborhood parks in half.

Relying on private development to provide the city’s park system is clearly not working. The city will need to increase its investment in park planning, acquisition and development or we will not meet our goals.

Public Works

In the very near future, as everyone knows the street fund will no longer be viable. This means that the Maintenance Team is also in peril of becoming non viable. Regardless of which revenue package is utilized the items listed below are what is needed to maintain the current basic services and provide the currently non funded basic services.

Programs

- Overlay program \$200,000 per year minimum(streets)
- Small capital program for streets and sidewalk projects \$50,000 minimum (streets)
- Crack sealing program \$25,000 minimum for equipment rental and materials (streets)
- Increase in operating supplies and rental for asphalt and sidewalk repairs and small installations by city crew - \$25,000 minimum combined (streets)
- Parks maintenance materials, supplies and basic equipment. This function is currently underfunded (Parks and Recreation)
- In-house sweeping program under evaluation in 2013. This could be partnership with other agencies. (while this primarily funded out of SWM currently some street, parks and facility funds should be assigned in the future)
- Facilities maintenance - If any expansion of the City owned facilities occurs resources to include staff will be needed to protect the investment and oversee operation of those facilities. (General)
- Fleet maintenance contract or coalition – As the fleet grows so does the maintenance need particularly with the new green fleet requirements and specialized equipment. A regional

coalition would be an effective way to address this issue. Cost sharing would lower the financial impact but not eliminate the costs. (All funds)

- Large capital program funding - While development provides this function somewhat and provides some impact fees, the cost of major capital programs are too costly to fund without grant funding. While grants are an effective way to provide these programs the control of the project goals are in the hands of the granting agencies not the community (CIP).
- Development opportunity fund.

*NOTE: The TBD revenues should they become available could be: \$250,000 to make up for general fund subsidy; \$250,000 overlay and small CIP; remainder (initially estimated \$170,000) to Street operations

Staff

- Maintenance Workers – Somewhere between 2 and 6 full time and 2 – 4 seasonal workers in the next ten years depending on development and growth of the parks system 2 – 4 FTE in Parks Maintenance (1 – 3 seasonal) and 1 SWM and street (1 seasonal and possibly 1 Streets and SWM for sweeper operator).
- Engineering Staff – 1 additional engineer tech to provide oversight of transportations program including overlay, asphalt condition, small CIP for transportation and pedestrian programs and manage grants: also one project manager/inspector/engineer tech to oversee all large capital programs throughout the city.
- Administration Staff – 1 part time office assistant to support basic administration functioning such as payroll, reporting, finance, grant and operational support.

**NOTE: Each addition of a staff member will be evaluated against contract services as always. For short term projects contractors can be effective and less costly. Long term projects or programs are clearly cheaper and more efficient with in-house professionals who have “buy in” to the city vision and provide multiple opportunities to utilize their skills at the same cost. The current staff cannot absorb any more programs or workload than it currently has. Prioritizing workload already occurs with many lower priorities remaining undone for long periods.

Equipment

- Multiple basic vehicles for engineering and maintenance field staff.
- Specialized park maintenance equipment based on future developed parks features.
- Specialized street maintenance equipment such as grinder, roller and crack seal machine
- Sweeper – if program is determined to be viable in 2013 study
- Fully operational Maintenance Facility within the next decade (could be a partnership with multiple agencies).

2013 special election calendar

Date of election	February 12	April 23
Resolution requesting special election <i>RCW 29A.04.330</i>	December 28, 2012	March 8
Resolution requesting a local voters' pamphlet	December 28, 2012	March 8
Explanatory statement for local voters' pamphlet due	December 28, 2012	March 8
Committee appointments for local voters' pamphlet due	December 28, 2012	March 8
Pro/con statements for local voters' pamphlet due	January 2	March 11
Pro/con statements for local voters' pamphlet exchanged to committee members	January 3	March 12
Rebuttal statements for local voters' pamphlet due	January 4	March 13
Proof of local voters' pamphlet page sent to committee members	January 7	March 15
Deadline for committees to respond to local voters' pamphlet proof	January 9	March 18
Overseas and service ballots typically mailed	January 12	March 23
Legal deadline to mail overseas and service ballots <i>RCW 29A.40.070</i>	January 13	March 24
Last day for mail in and online voter registrations and transfers <i>RCW 29A.08.140</i>	January 14	March 25
Mail ballots are typically mailed and available <i>RCW 29A.40.070</i>	January 23	April 3
Ballot drop-off locations open	January 24	April 4
Elections Accessible Voting Center opens <i>RCW 29A.46.020</i>	January 25	April 5
Legal deadline to mail ballots <i>RCW 29A.40.070</i>	January 25	April 5
Last day for in-person registration for voters not currently registered in Washington. <i>RCW 29A.08.140</i>	February 4	April 15
Other accessible voting sites may open	February 11	April 22
Election certified <i>RCW 29A.60.190</i>	February 26	May 7

2013 primary + general election calendar

Date of election	August 6	November 5
Candidate filing information available online	early April	-----
First day candidate filings may be accepted by mail <i>RCW 29A.24.081</i>	April 29	-----
Resolution requesting special election <i>RCW 29A.04.330</i>	May 10	August 6
Resolution requesting not to participate in the local voters' pamphlet	May 10	August 6
Candidate filing <i>RCW 29A.24.050</i>	May 13 - 17	-----
Explanatory statement and committee appointments for local voters' pamphlet due	May 14	August 9
Last day for candidates to withdraw <i>RCW 29A.24.131</i>	May 20	----
Pro/con statements for local voters' pamphlet due	May 20	August 15
Pro/con statements for local voters' pamphlet exchanged to committee members	May 21	August 16
Rebuttal statements for local voters' pamphlet due	May 22	August 19
First day to submit candidate statements and photos for local voters' pamphlet	-----	July 22
Candidate statements and photos for local voters' pamphlet due	May 29	August 23
Proof of local voters' pamphlet page sent to committee members and candidates	June 14	September 13
Deadline for committees and candidates to respond to local voters' pamphlet proof	June 17	September 16
Overseas and service ballots typically mailed	June 21	September 20
Legal deadline to mail overseas and service ballots <i>RCW 29A.40.070</i>	June 22	September 21
Last day for mail in and online voter registrations and transfers <i>RCW 29A.08.140</i>	July 8	October 7
Local voters' pamphlets typically mailed and available	July 16	October 15
Mail ballots are typically mailed and available <i>RCW 29A.40.070</i>	July 17	October 16
Ballot drop-off locations open	July 18	October 17
Elections Accessible Voting Center opens <i>RCW 29A.46.020</i>	July 19	October 18

List of
jurisdictions
with 2013
ballot measures

*(To be handed out at
the meeting)*

CITY OF COVINGTON
GENERAL FUND LONG RANGE FORECAST
2012-2018 Analysis in 000s
BASE BUDGET

	2012	2013	2014	2015	2016	2017	2018
BEGINNING FUND BALANCE	\$ 3,005	\$ 3,192	\$ 2,871	\$ 2,400	\$ 1,948	\$ 1,791	\$ 1,754
REVENUES							
Sales Tax ¹	\$ 2,461	\$ 2,510	\$ 2,585	\$ 2,673	\$ 2,780	\$ 2,891	\$ 3,007
Property Tax	2,340	2,340	2,410	2,483	2,557	2,634	2,713
Utility Tax ²	2,065	2,140	2,204	2,270	2,339	2,409	2,481
Local Criminal Justice	354	355	369	384	399	415	432
Intergovernmental Revenue	349	306	346	356	367	378	389
Charges for Services	12	17	17	18	18	19	19
Fines & Forfeitures	151	161	169	178	187	196	206
Miscellaneous	67	62	42	43	44	46	47
Interfund Payment	358	380	271	285	299	314	329
Operating Transfer In ³	-	61	38	38	38	38	38
BASE BUDGET REVENUES	8,157	8,332	8,453	8,728	9,028	9,340	9,662
EXPENDITURES							
Salaries and Wages	1,339	1,321	1,373	1,428	1,486	1,545	1,607
Personnel Benefits	478	478	514	552	594	638	686
Supplies	55	58	60	62	63	65	67
Other Services and Charges	1,252	1,399	1,441	1,484	1,529	1,575	1,622
Intergovernmental	3,525	3,768	3,900	4,037	4,178	4,324	4,476
Capital Outlay	10	-	-	-	-	-	-
Debt Service	13	-	-	-	-	-	-
Interfund Payment for Services	18	-	-	-	-	-	-
Central Services Cost Allocation	(392)	(416)	(437)	(459)	(482)	(506)	(531)
Operating Transfer Out less debt service transfer ⁴	592	639	665	692	719	748	778
BASE BUDGET EXPENDITURES	6,889	7,247	7,516	7,796	8,087	8,389	8,704
Operating Surplus/Deficit by Year	\$ 1,268	\$ 1,085	\$ 936	\$ 932	\$ 942	\$ 950	\$ 958
OTHER FINANCING USES							
Decision Cards	-	176	189	189	189	189	196
Budget Strategies	-	-	-	-	-	-	-
Debt Service Transfer	829	893	882	859	826	798	799
TOTAL OTHER FINANCING USES	829	1,069	1,070	1,047	1,014	987	995
Annual Surplus/Deficit	\$ 439	\$ 16	\$ (134)	\$ (115)	\$ (73)	\$ (37)	\$ 158
TOTAL USES	\$ 7,718	\$ 8,316	\$ 8,586	\$ 8,843	\$ 9,101	\$ 9,376	\$ 9,700
One-time Costco payout	253	337	337	337	84	-	-
Sources over Uses	\$ 187	\$ (320)	\$ (471)	\$ (452)	\$ (157)	\$ (37)	\$ (38)
TOTAL ENDING FUND BALANCE	3,192	2,871	2,400	1,948	1,791	1,754	1,717
Cumulative net amount available for debt service.	\$ 2,694	\$ 2,514	\$ 2,189	\$ 2,100	\$ 2,037	\$ 2,047	\$ 2,095
Amount transferred to the debt service fund.	\$ 829	\$ 893	\$ 882	\$ 859	\$ 826	\$ 798	\$ 798
Remainder of debt service reserve.	\$ 1,865	\$ 1,622	\$ 1,307	\$ 1,241	\$ 1,212	\$ 1,248	\$ 1,297
COSTCO RESERVE	\$ 671	\$ 565	\$ 460	\$ 123	\$ 38	\$ -	\$ -
UNRESERVED FUND BALANCE	\$ 655	\$ 684	\$ 634	\$ 584	\$ 541	\$ 506	\$ 419
TOTAL ENDING FUND BALANCE	\$ 3,192	\$ 2,871	\$ 2,400	\$ 1,948	\$ 1,791	\$ 1,754	\$ 1,717
10% fund balance target	\$ 630	\$ 661	\$ 685	\$ 710	\$ 737	\$ 764	\$ 846
Fund balance policy	Meets 10%						
Margin above/below the 10% threshold	\$ 2,562	\$ 2,210	\$ 1,715	\$ 1,238	\$ 1,054	\$ 990	\$ 871

CITY OF COVINGTON STREET FUND LONG RANGE FORECAST

2012-2018 Analysis in 000s
BASE BUDGET

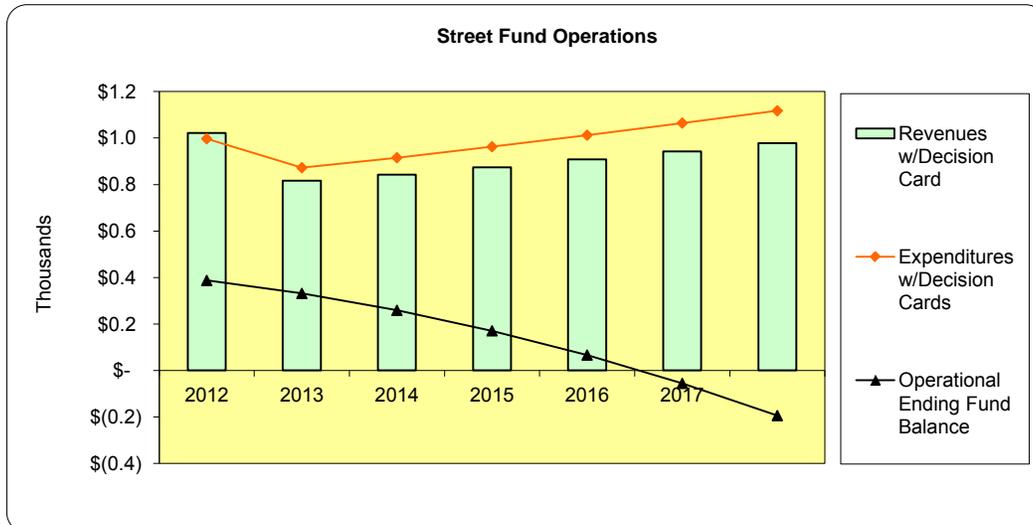
	2012	2013	2014	2015	2016	2017	2018
BEGINNING FUND BALANCE	\$ 363	\$ 387	\$ 332	\$ 259	\$ 171	\$ 66	\$ (55)
REVENUES							
Licenses and Permits	\$ 199	\$ 199	\$ 204	\$ 209	\$ 214	\$ 220	\$ 225
Street Fuel Tax	350	367	385	404	424	446	468
Intergovernmental Revenues	63	-	-	-	-	-	-
Charges for Goods and Services	42	5	-	-	-	-	-
Miscellaneous	0	0	0	0	0	0	0
BASE BUDGET SUBTOTAL	654	571	589	613	639	665	693
Operating Transfers In	336	246	254	261	269	277	285
Insurance Recoveries	31	-	-	-	-	-	-
Revenue Decision Card	-	-	-	-	-	-	-
TOTAL REVENUES	1,022	817	843	875	908	943	979
EXPENDITURES							
Salaries and Wages	287	281	293	304	316	329	342
Personnel Benefits	106	111	119	128	138	148	159
Supplies	42	63	65	67	69	71	73
Other Services and Charges	336	338	355	373	391	411	431
Intergovernmental	119	130	137	144	151	158	166
Capital Outlay	13	-	-	-	-	-	-
Debt Service: Principal	2	-	-	-	-	-	-
Interfund Payment for Services	77	-	-	-	-	-	-
Operating Transfer Out	16	2	-	-	-	-	-
BASE BUDGET SUBTOTAL	997	926	969	1,016	1,066	1,118	1,173
Decision Cards	-	(53)	(53)	(53)	(53)	(53)	(55)
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	997	873	916	963	1,012	1,064	1,117
Operating Surplus/Deficit by Year	\$ 25	\$ (56)	\$ (73)	\$ (88)	\$ (104)	\$ (122)	\$ (139)
ENDING FUND BALANCE	387	332	259	171	66	(55)	(194)
REET Payback ¹	-	-	-	-	-	-	-
TOTAL ENDING FUND BALANCE	387	332	259	171	66	(55)	(194)
10% fund balance target	\$ 90	\$ 92	\$ 97	\$ 102	\$ 107	\$ 112	\$ 117
Fund balance policy	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Under 10%	Under 10%	Under 10%
Margin above/below the 10% threshold	\$ 297	\$ 239	\$ 162	\$ 69	\$ (40)	\$ (167)	\$ (311)

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2012 other than ongoing costs.

Footnotes:

¹ Funds borrowed from REET to maintain the Street Fund's positive cash flow are being repaid in 2011.



CITY OF COVINGTON
DEVELOPMENT SERVICES FUND LONG RANGE FORECAST

2012-2018 Analysis in 000s
 BASE BUDGET

	2012	2013	2014	2015	2016	2017	2018
BEGINNING FUND BALANCE	\$ 1,563	\$ 1,431					
REVENUES							
Licenses & Permits	\$ 587	\$ 766					
Intergovernmental Revenues	39	-					
Charges for Goods & Services	201	542					
Miscellaneous Revenues	1	3					
Operating Transfer In	-	-					
TOTAL REVENUES¹	828	1,311					
EXPENDITURES							
Salaries and Wages	477	432					
Personnel Benefits	150	150					
Supplies	5	7					
Other Services and Charges	36	325					
Intergovernmental	53	61					
Other Financing	-	-					
Interfund Payment for Services	239	-					
BASE EXPENDITURES	959	975					
Decision Cards	-	53					
TOTAL EXPENDITURES	959	1,028					
Operating Surplus/Deficit by Year	(131)	283	-	-	-	-	-
Operating Transfer	-	-	-	-	-	-	-
Ending Fund Balance	\$ 1,431	\$ 1,714	\$ -				
Fund balance target	\$ 124	\$ 197	\$ -	\$ -	\$ -	\$ -	\$ -
Fund balance policy	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%
Margin above/below the 10% threshold	\$ 1,307	\$ 1,517	\$ -	\$ -	\$ -	\$ -	\$ -

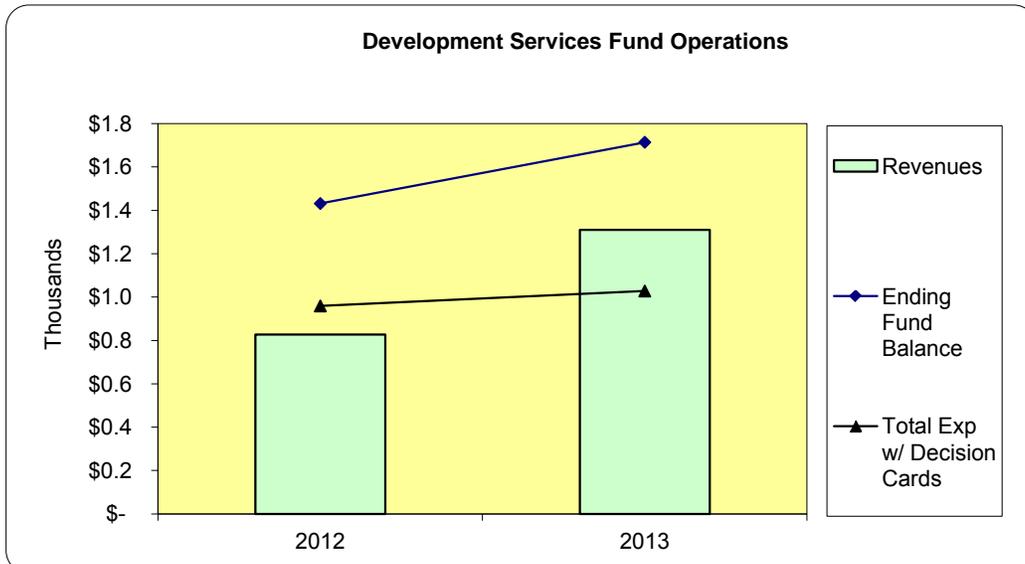
Due to the nature of Development Services being a working capital fund where projects cross years and the source of revenue is based solidly on economic cycles, accurate forecasting becomes speculative beyond 2013.

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2012 other than ongoing costs.

Footnotes:

¹ Reflects all revenues related to Development Review.



CITY OF COVINGTON

PARKS & RECREATION SERVICES FUND LONG RANGE FORECAST

2012-2018 Analysis in 000s

BASE BUDGET

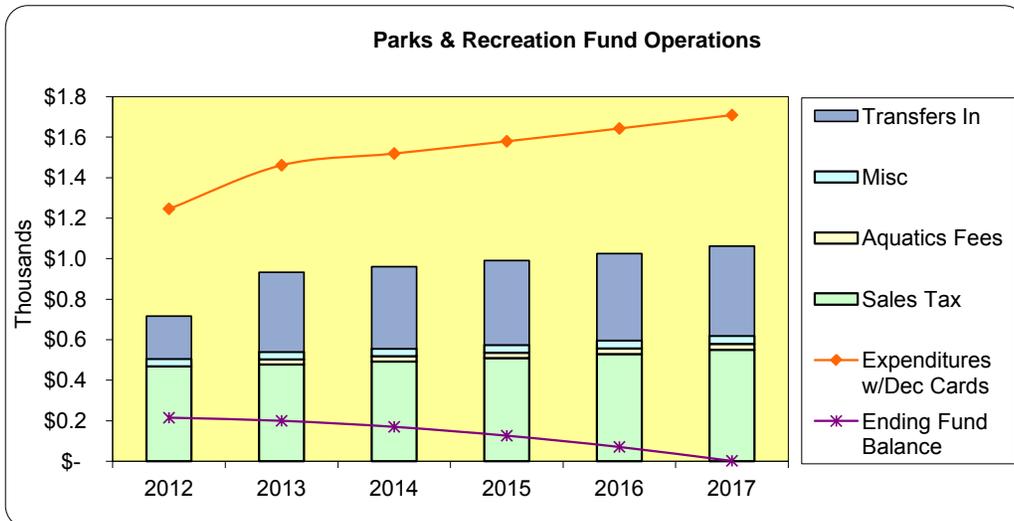
	2012	2013	2014	2015	2016	2017	2018
BEGINNING FUND BALANCE	232	215	200	170	126	71	2
REVENUES							
Sales Tax ¹	\$ 469	\$ 478	\$ 492	\$ 509	\$ 529	\$ 551	\$ 573
Intergovernmental Revenues	2	-	-	-	-	-	-
Charges for Goods and Services	-	25	26	27	27	28	29
Aquatics Fees	510	514	529	545	562	579	596
Athletics & Recreation	-	-	-	-	-	-	-
Miscellaneous	36	36	37	38	39	41	42
Other Financing Sources	-	-	-	-	-	-	-
BASE BUDGET SUBTOTAL	<u>1,017</u>	<u>1,053</u>	<u>1,085</u>	<u>1,119</u>	<u>1,158</u>	<u>1,198</u>	<u>1,239</u>
Operating Transfers In	212	393	405	417	430	443	456
TOTAL REVENUES	<u>1,229</u>	<u>1,446</u>	<u>1,490</u>	<u>1,536</u>	<u>1,588</u>	<u>1,640</u>	<u>1,695</u>
EXPENDITURES							
Salaries and Wages	612	627	652	678	705	733	762
Personnel Benefits	184	190	204	219	236	253	272
Supplies	104	73	75	77	79	82	84
Other Services and Charges	190	378	390	401	414	426	439
Intergovernmental	8	1	1	1	1	1	1
Capital Outlay	-	-	-	-	-	-	-
Operating Transfer	27	27	27	27	27	27	27
Interfund Payment for Services	122	-	-	-	-	-	-
BASE BUDGET SUBTOTAL	<u>1,246</u>	<u>1,296</u>	<u>1,349</u>	<u>1,404</u>	<u>1,462</u>	<u>1,523</u>	<u>1,586</u>
Decision Cards	-	166	171	176	181	186	192
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	<u>1,246</u>	<u>1,462</u>	<u>1,519</u>	<u>1,580</u>	<u>1,643</u>	<u>1,709</u>	<u>1,778</u>
Operating Surplus/Deficit by Year	(18)	(15)	(30)	(44)	(56)	(69)	(83)
ENDING FUND BALANCE	215	200	170	126	71	2	(81)
10% fund balance target	<u>\$ 125</u>	<u>\$ 130</u>	<u>\$ 135</u>	<u>\$ 140</u>	<u>\$ 146</u>	<u>\$ 152</u>	<u>\$ 159</u>
Fund balance policy	Meets 10%	Meets 10%	Meets 10%	Under 10%	Under 10%	Under 10%	Under 10%
Margin above/below the 10% threshold	\$ 90	\$ 70	\$ 35	\$ (14)	\$ (75)	\$ (150)	\$ (240)

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2012 other than ongoing costs.

Footnotes:

¹ Sales tax is allocated at 84% of forecasted revenues to the General Fund and 16% to the Parks



CITY OF COVINGTON

SURFACE WATER MANAGEMENT FUND LONG RANGE FORECAST

2012-2018 Analysis in 000s

BASE BUDGET

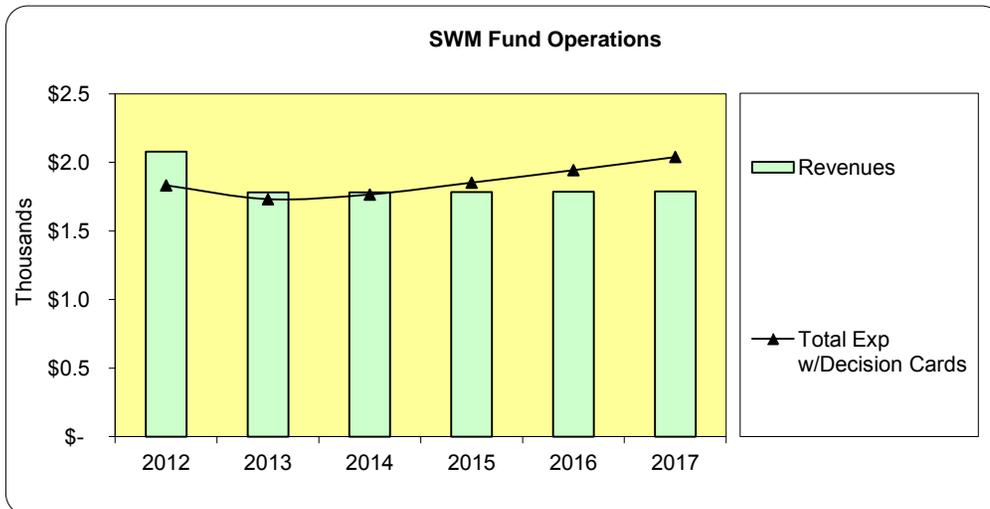
	2012	2013	2014	2015	2016	2017	2018
BEGINNING FUND BALANCE	\$ 1,670	\$ 1,917	\$ 1,966	\$ 1,983	\$ 1,915	\$ 1,758	\$ 1,507
REVENUES							
Customer Charges ¹	\$ 1,736	\$ 1,733	\$ 1,733	\$ 1,733	\$ 1,733	\$ 1,733	\$ 1,733
Intergovernmental Revenues	122	42	44	45	47	49	51
Grant Revenue	215	-	-	-	-	-	-
Misc	6	6	6	6	7	7	7
TOTAL REVENUES	<u>2,079</u>	<u>1,781</u>	<u>1,783</u>	<u>1,785</u>	<u>1,787</u>	<u>1,789</u>	<u>1,791</u>
Transfers In	-	-	-	-	-	-	-
TOTAL SOURCES	<u>2,079</u>	<u>1,781</u>	<u>1,783</u>	<u>1,785</u>	<u>1,787</u>	<u>1,789</u>	<u>1,791</u>
EXPENDITURES							
Salaries and Wages	497	511	531	552	574	597	621
Personnel Benefits	191	201	216	232	249	268	288
Supplies	28	42	45	47	49	52	54
Other Services and Charges	306	845	887	931	978	1,027	1,078
Intergovernmental	88	54	56	59	62	65	68
Capital Outlay	286	-	-	-	-	-	-
Debt Service: Principal	2	-	-	-	-	-	-
Debt Service: Interest	33	33	31	31	31	31	31
Interfund Payment for Services	402	-	-	-	-	-	-
BASE BUDGET TOTAL	<u>1,833</u>	<u>1,685</u>	<u>1,766</u>	<u>1,853</u>	<u>1,944</u>	<u>2,040</u>	<u>2,141</u>
Decision Card	-	46	-	-	-	-	-
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	<u>1,833</u>	<u>1,731</u>	<u>1,766</u>	<u>1,853</u>	<u>1,944</u>	<u>2,040</u>	<u>2,141</u>
Operating Surplus/Deficit by Year	247	50	17	(68)	(157)	(251)	(350)
TOTAL ENDING FUND BALANCE	1,917	1,966	1,983	1,915	1,758	1,507	1,157
10% fund balance target	\$ 140	\$ 165	\$ 173	\$ 182	\$ 191	\$ 201	\$ 211
Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%
Margin above the 10% threshold	\$ 1,777	\$ 1,801	\$ 1,810	\$ 1,733	\$ 1,567	\$ 1,306	\$ 946

Notes:

- 1) This worksheet makes no assumptions as to new programs and decision cards past 2012 other than ongoing costs.
- 1) This worksheet reflects the utility tax transfer out (partial in 2012) to the general fund.

Footnotes:

¹ This reflects ongoing 0% increases.



Session VI

Provide Direction
for CIP Update in
2013

Parks and Recreation Capital Improvement Program

Covington needs to acquire and develop a significant amount of parks and trails in order to meet recreation and park service level goals established in the City's Comprehensive Plan. Now that the first phase of Covington Community Park is nearly complete it is time to plan for acquisition and development to catch up with the needs of current residents and prepare for ongoing residential growth. The Parks Capital Improvement Program (CIP) is on the work plan to be updated this year and annually hereafter.

The current shortage of park and trail space can be briefly described in terms of acres per capita and service areas.

Acres Per Capita

The City's adopted service level goals and attainment for combined public and private parks and trails are as follows:

<u>Facility Type</u>	<u>Service Level Goal</u>	<u>Acres Goal</u>	<u>Current Balance</u>
Community Parks	5 acres/1,000 population	88.8	(36.8)
Neighborhood and Pocket Parks	3 acres/1,000	53.3	(8.8)
Natural Areas and Greenspace	6 acres/1,000	106.6	87.3
Trails	0.75 miles/1,000	13.3	(8.6)
Bikeways	0.75 miles/1,000	13.3	(6.2)

To catch up and meet the needs of our current residents this translates into acquisition and development of one or two community parks and four to seven neighborhood parks (depending on the size of the park), and 15 miles of trail corridor.

For your reference, the project list from the Parks, Recreation and Open Space (PROS) Plan is included in the packet. This list is derived from the 2005 Parks CIP, which was the most recently adopted Parks CIP.

Service Area

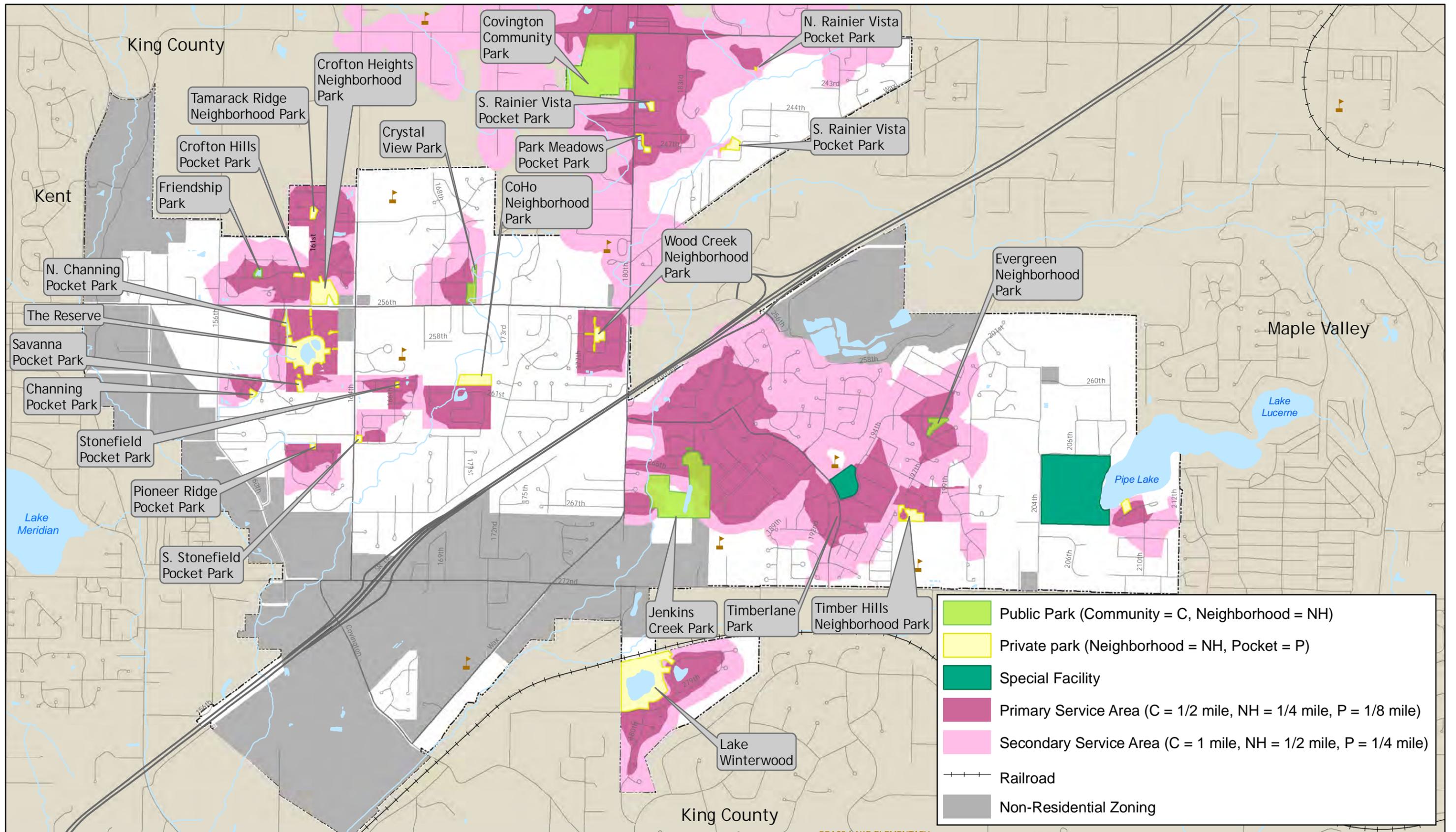
Another way of illustrating the park shortage is by looking at service areas. For your reference the Composite Service Areas Map is included in the packet. The white space indicates residential areas that are not within walking distance of any size of public or private park.

**Covington PROS Plan
6-Year Capital Facilities Plan
2010-2015**

Park Type	CIP #	Park Site	Project Description	Activity	Funding	Priority	2010	2011	2012	2013	2014	2015	2016-29	
Community	1010	Covington Community Park	Develop phase-1 improvements per Master Plan	D	GF, G	H	\$ 178,000	\$ 1,600,000						
			Develop phase-2 improvements	D	GF, G	M							\$ 13,000,000	
Community	1014	Jenkins Creek Park	Park Site Master Plan Design	D	GF	H			\$ 150,000					
			Repair/Replace bridge, damaged signs and tables	R	GF	L				\$ 85,000				
			Develop phase-1 improvements per Master Plan	D	GF	L							\$ 1,250,000	
Community	2001	Pipe Lake	Property Acquisition near Pipe Lake, 40 acres	A	PIF, GF, D, G	H							\$ 3,000,000	
			Prepare Park Master Plan	D	GF	M							\$ 175,000	
Neighborhood	1094	Crystal View Park	Upgrade Automatic irrigation system	D	GF	L								\$ 60,000
			Repair or replace faded or damaged park signs	D	GF	H		\$ 2,500						
			Install an ADA ramp into the play area	D	GF	H		\$ 3,000						
			Provide wayfinding signage from SE 256th Street to the park	D	GF	H		\$ 1,500						
			Update playground and park furnishings	D	GF, G	M								\$ 60,000
Neighborhood	2002	Friendship Park	Install automatic irrigation system	D	GF	L							\$ 50,000	
			Provide wayfinding signage from SE 256th Street and 156th Avenue to the park	D	GF	H		\$ 1,500						
			Provide shade trees near play equipment	D	GF	M		\$ 2,500						
			Update playground and park furnishings	D	GF, G	M							\$ 60,000	
Neighborhood	1093	Evergreen Park	Prepare Park Master Plan	D	GF	M						\$ 25,000		
			Develop phase 1 to include play equipment, signage, pathway	D	PIF, GF, G, D	M							\$ 450,000	
Neighborhood	2003	Neighborhood Park NH-1	Acquisition: North of 256th Street and East of 164th Ave	A	PIF, GF, G, D	M						\$ 450,000		
Neighborhood	2004	Neighborhood Park NH-2	Acquisition: South of SR18 and West of 180th Ave	A	PIF, GF, G, D	M						\$ 375,000		
Neighborhood	2005	Neighborhood Park NH-3	Acquisition: North of 256th Street and West of 156th Ave	A	PIF, GF, G, D	L						\$ 300,000		
Neighborhood	2006	Neighborhood Park NH-4	Acquisition: East of 240th Ave at 260th Street	A	PIF, GF, G, D	L						\$ 400,000		
Neighborhood	2007	Neighborhood Park NH-5	Acquisition: Adjacent Jenkins Creek Elementary School	A	PIF, GF, G, D	L						\$ 1,250,000		
Natural Area	2008	Cedar Creek Park	Repair/resurface the existing asphalt trail (SE 248th street)	D	GF	M						\$ 158,400		
			Provide a trail connection to the Lake Wilderness Trail.	D	GF, G	L							\$ 703,125	
			Construct either soft surface or asphalt trails to formalize the worn paths connecting SE Timberlane Boulevard and SE 248th Street	D	PIF, GF, G, D	M							\$ 875,000	
Natural Area	2009	Natural Area NA-1	Acquisition: South of Jenkins Creek Park	A	PIF, GF, G, D	M						\$ 750,000		
Special Facility	2010	Covington Aquatic Center	Renovate lockers and restrooms	D	GF	H			\$ 30,000					
Special Facility	2011	Downtown Plaza PL-1	Acquisition: Northeast of Covington Way and West of Wax Road	A	PIF, GF, G, D	H			\$ 800,000					
Trail	2012	256th St Bike Lane	Coordinate with Public Works to install bike lane between Soos Creek & 156th Ave	D	GF, G	H							\$ 85,500	
			Coordinate with Public Works to install bike lane between 167th Ave & 176th Ave	D	GF, G	H							\$ 57,000	
Trail	2013	180th Ave Bike Lane	Coordinate with Public Works to install bike lane between 256th St and 240th St	D	GF, G	H						\$ 114,000		
Trail	2014	240th St Bike Lane	Coordinate with Public Works and King Co to install bike lane between Soos Creek Trail and Wax Rd	D	GF, G	L						\$ 427,500		
Trail	2015	Wax Rd Bike Lane	Coordinate with Public Works to install bike lane between 240th St and 180th Ave	D	GF, G	L						\$ 171,000		
			Coordinate with Public Works to install bike lane between 272nd St & Covington Way	D	GF, G	H						\$ 91,200		
Trail	2016	156th Ave Bike Lane	Coordinate with Public Works to install bike lane between 260th Ave and North City Trail	D	GF, G	L						\$ 85,500		
Trail	2017	173rd - 176th Aves to 264th St Bike Lanes	Coordinate with Public Works to install bike lane between BPA Trail and SR 18 along 173rd Ave, 176th Ave and 264th St with bike/pedestrian SR 18 overcrossing	D	GF, G	H						\$ 3,625,400		
Trail	2018	Downtown Bike Lanes	Coordinate with Public Works to install bike lanes between bicycle/pedestrian SR 18 overcrossing and Wax Rd along 171st Ave, 171st Ave/275th St, 270th Pl, 276th St	D	GF, G	H						\$ 159,600		
Trail	2019	252nd St Bike Lane	Coordinate with Public Works to install bike lane on 252nd St between Little Soos Creek Trail North and BPA Trail	D	GF, G	L						\$ 39,900		

Park Type	CIP #	Park Site	Project Description	Activity	Funding	Priority	2010	2011	2012	2013	2014	2015	2016-29
Trail	2020	184th Pl, 247th Pl, 246th Pl, 188th Ave Shared Roadway	Coordinate with Public Works to install shared roadway markings between Little Soos Creek Trail North and Jenkins Creek Trail North along 184th Pl, 247th Pl, 246th Pl, 188th Ave	D	GF, G	H							\$ 11,500
Trail	2021	260th Ave Shared Roadway	Coordinate with Public Works to install shared roadway markings between Soos Creek Connector Trail and Highpoint Trail North	D	GF, G	L							\$ 11,500
Trail	2022	168th Ave Shared Roadway	Coordinate with Public Works to install shared roadway markings between Coho Creek Trail and Kentwood High School	D	GF, G	H							\$ 9,200
Trail	2023	264th St to 171st Ave Shared Roadway	Coordinate with Public Works to install shared roadway markings between Little Soos Creek Trail South and southern SR 18 bike/pedestrian overcrossing along 264th St to 171st Ave	D	GF, G	L							\$ 5,750
Trail	2024	267th Pl and 268th St Shared Roadways	Coordinate with Public Works to install shared roadway markings between the western entrance of Jenkins Creek Park and 180th Ave and between the eastern entrance of Jenkins Creek Park and 268th St	D	GF, G	H							\$ 8,050
Trail	2025	262nd Pl Shared Roadway	Coordinate with Public Works to install shared roadway markings between 180th Ave and Timberlane Way	D	GF, G	H							\$ 18,400
Trail	2026	184th Ave and 264th Pl Shared Roadways	Coordinate with Public Works to install shared roadway markings between 262nd Pl and the Northern entrance of Jenkins Creek Park	D	GF, G	H							\$ 3,400
Trail	1110	Jenkins Creek Trail	Jenkins Creek Trail North, 256th St to Cedar Creek Downs with bike/pedestrian SR 18 overcrossing	D	PIF, GF, G, D	M							\$ 5,140,625
			Jenkins Creek Trail South to Covington Way	A / D	PIF, GF, G, D	H							\$ 2,812,500
Trail	1112	North City Trail	From Soos Creek Trail to BPA Trail along utility corridor	D	PIF, GF, G, D	H							\$ 1,650,000
Trail	2027	BPA Trail	Along BPA utility corridor to Tahoma High School	D	PIF, GF, G, D	H							\$ 1,750,000
Trail	1102	Highpoint Trail	Highpoint Trail North (to North City Trail)	D	PIF, GF, G, D	M							\$ 1,312,500
			Highpoint Trail South to BPA substation	A / D	PIF, GF, G, D	H							\$ 750,000
Trail	1111	Little Soos Creek Trail	Connection to Tahoma High School	A / D	PIF, GF, G, D	L							\$ 609,375
			Connection to Crestwood Elementary School and BPA Trail	A / D	PIF, GF, G, D	L							\$ 328,125
			Little Soos Creek South, between Highpoint Trail and BPA Trail	A / D	PIF, GF, G, D	M							\$ 1,406,250
			Little Soos Creek South, between Soos Creek Trail and BPA Trail	A / D	PIF, GF, G, D	L							\$ 843,750
Trail	2028	272nd Ave Downtown Connection	168th Ave - 169th Ave and 174th Ave - Wax Rd (.23 miles)	A / D	PIF, GF, G, D	H							\$ 253,125
Trail	2029	260th Ave Soos Creek Connector Trail	Along 260th St from 156th Ave to Soos creek Trail (.4 miles)	A / D	PIF, GF, G, D	M							\$ 300,000
Trail	1101	Pipeline Trail	Pipeline Trail North (1.5 miles)	A / D	PIF, GF, G, D	M							\$ 1,406,250
			Pipeline Trail South to Lake Winterwood development (1.15 miles)	A / D	PIF, GF, G, D	M							\$ 1,078,125
Trail	2030	Jenkins Creek Trail Connector	Along greenspace between 266th St and 268th St, connecting Cedar Valley Elem and Jenkins Creek Elem	D	PIF, GF, G, D	M							\$ 80,000
Trail	2031	Timberline Trail (old quarry trail)	Along greenspace between Timberlane neighborhood and the old quarry	A / D	PIF, GF, G, D	M							\$ 875,000
Trail	2032	194th Ave Trail Widening	Widen the existing detached sidewalk to a minimum 8', paved shared-use path	R	GF	L							\$ 240,000
Trail	2033	Timberlane Way Trail Widening	Widen the existing detached sidewalk to a minimum 8', paved shared-use path	R	GF	L							\$ 190,000
Subtotal							\$ 178,000	\$ 1,611,000	\$ 980,000	\$ 85,000	\$ -	\$ 1,433,400	\$ 47,908,150
Cumulative 6-Yr Total							\$ 4,287,400						

Activity Key:	Funding Key:	Priority Key:
A = Acquisition	GF = General Fund	H = High Priority
D = Development	G = Grant	M = Medium Priority
R = Renovation / Restoration	D = Donation / Dedication	L = Low Priority



Map 7. Composite Service Areas: Public & Private

Public Works Capital Program List

Projects Currently Under Way

- Citywide Intersection Safety Project (7 – 10 intersections)
- 156th Asphalt Rehabilitation
- 240th Overlay (TIB Grant)
- SE Wax Road Overlay (TIB Grant)
- SR 516 Jenkins Creek Phase (1127)

Surface Water CIP (9 completed in the last 3 years)

1. Capital Improvement Projects

- The Woodlands (in Timberlane)
- 204th ROW Stormwater Improvements
- Crystal View Outfall Retrofits
- The Reserve Capacity Improvement Project
- Little Soos Creek Channel Widening at SE 264th (south of Coho Creek subdivision)
- KFC Pond Outfall at SE 263rd Place
- Rainier Vista Downstream Flood Prevention Project

2. O&M Improvements (10 pond rehabilitations)

3. Stream and Wetland Improvements

- 256th Little Soos Creek Culvert Replacement
- 180th/North Jenkins Tributary Culvert Replacement at SE Wax Road
- Jenkins Trail Wetland Restoration
- Rainier Vista Wetland Stream Restoration
- Jenkins Creek Park/Spring Lake Outfall Restoration and Stormwater Outfall Re-Routing
- Savanna Wetland Rehabilitation
- Emeralds Downs Open Space Channel Rehabilitation
- Little Soos Creek Reroute (to historic location)/Calhoun Pit Restoration

Transportation Projects (5 completed over the last 5 years)

1. Capacity

- 185th Place Extension (Home Depot to Wax Road)
- SE 272nd Street from 185th to City Limits (three phases)
- 164th and 160th Expansions or Realignment (multiple projects to include SE 272nd from HWY 18 to west city limits)
- 180th Ave from HWY 18 to SE 256th
- SE 256th from West City Limits to 156th Avenue SE
- Covington Way from 168th Ave to South City Limits

2. Safety

- 168th Place Widening and Pedestrian Facility (Covington Retirement frontage)
- 180th Avenue and SE 240th School Entrance Realignment and Park Frontage
- 180th from Wax Road to SE 240th Drainage, Sidewalk and Street Widening
- 180th HWY 18 Bridge Pedestrian Expansion
- 164th from SE 264th to SE 268th Widening and Pedestrian Facilities
- 256th from 170th to 174th Widening, Creek Crossing and Pedestrian Facilities

3. Economic Development

- 204th Avenue from SE 272nd to SE 256th Corridor Creation
- Towne Center #1 – SE 276th Street from 156th to SE Wax Road
- Towne Center #2 – 274th from 165th to 172nd
- Towne Center #3 – 172nd Avenue to Wax Road
- Towne Center #4 – SE 171st Street from SE 272nd Street to Wax Road
- SE 256th and 180th Intersection Improvements
- SE 270th Extension at 174th Avenue
- SE Wax Road from SE 272nd to SE Wax Road

Other projects

- Radio System (emergency management)
- Permanent Maintenance Facility
- Annual Overlay Program
- Street Light Conversion to LED Lighting
- Upgrade of Public Presentation Equipment (portable and at City Hall)
- Jenkins Creek Park Bridge and Pathway Reconstruction (includes multiple stormwater and water quality improvements)

City of Covington
2013-2018 6 Year TIP
Project Descriptions

Major Capital Improvement Project Priorities

1. **CIP 1127 SE 272nd Street between Jenkins Creek and 185th Place SE**

This project is to widen and reconstruct a portion of SE 272nd Street between Jenkins Creek and 185th Place SE. This project will include the crossing of Jenkins Creek with a new structure for the stream, widening the street from 2-lanes to 5-lanes including curb and gutter, 8' sidewalks, access control features, landscaping and provisions for u-turns.



2. **CIP 1057 156th Avenue SE between vicinities of SE 272nd Street and SE 261st Place**

This project will design and construct the pavement rehabilitation of 156th Avenue SE in the vicinity of SE 272nd Street and the vicinity of SE 261st Place. There is no widening associated with this project. The project will consist of pulverizing the existing roadway and overlaying with new asphalt. ADA ramps will be upgraded as warranted.



3. **CIP 1128 SE 272nd Street between 185th Place SE and 192nd Avenue SE**

This project is to widen and reconstruct a portion of SE 272nd Street between 185th Place SE and 192nd Avenue SE. This project will widen the street from 2-lanes to 5-lanes including curb and gutter, 8' sidewalks, access control features, landscaping and provisions for u-turns.



4. **CIP 1124 185th Place SE Extension from Wax Road/180th Ave SE to SE 272nd Street**

This project connects SE Wax Road/180th Avenue SE to SE 272nd Street via a new route and alignment designated as 185th Place SE. The street section will consist of a 3-lane urban arterial standard with curb, gutter and 8' sidewalks, landscaping strips, illumination and stormwater infrastructure. The project will also include crossing Jenkins Creek. The actual route and alignment will be determined during design.



City of Covington
2013-2018 6 Year TIP
Project Descriptions

5. **CIP 1063 SE 272nd Street between 160th Avenue SE and 164th Avenue SE**

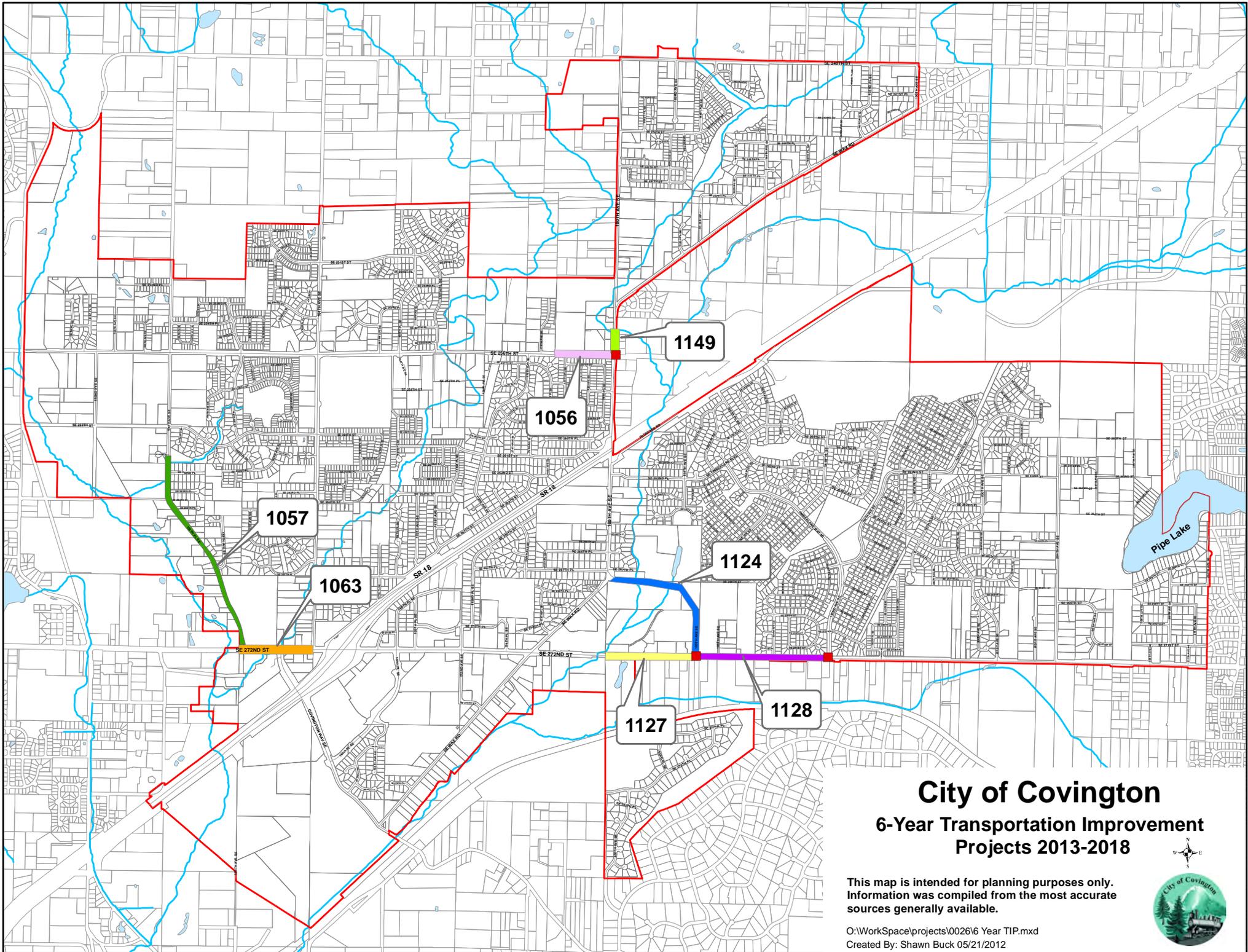
This project provides for design and future construction of additional turn lanes, channelization, and signal modifications. Widening SE 272nd Street will require modifications to the existing stream crossing at the intersection. Project length is 800 feet. Construct street section consistent with the existing SR 516 section including illumination, landscaping, 10' wide sidewalks with street trees in planting wells.



6. **CIP 1056 SE 256th Street between 172nd Avenue SE and 180th Avenue SE**
CIP 1149 180th Avenue SE between SE 256th Street and SE Wax Road (N)

Portions of these two larger CIP projects (see map) are being combined to provide improvements adjacent to the new fire station at SE 256th Street and 180th Avenue SE. The improvements will include widening the north side of SE 256th Street from 180th Avenue SE to 176th Avenue SE to match the section at 168th Avenue SE. The frontage along 180th Avenue SE will be widened from the intersection to Crestwood Elementary School.





City of Covington

6-Year Transportation Improvement Projects 2013-2018

This map is intended for planning purposes only. Information was compiled from the most accurate sources generally available.

O:\WorkSpace\projects\0026\6 Year TIP.mxd
Created By: Shawn Buck 05/21/2012

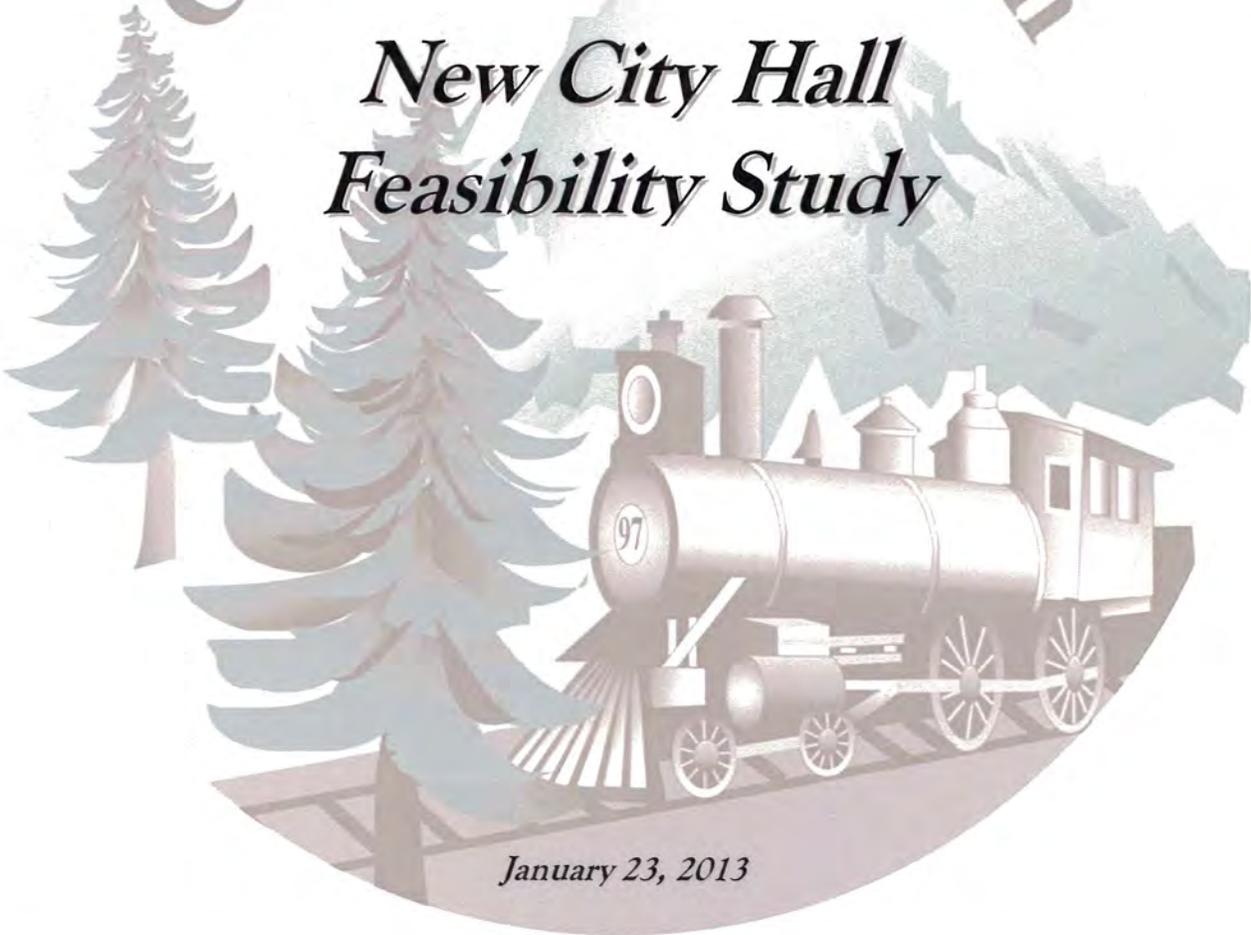


CITY OF COVINGTON						2013 to 2018 Transportation Improvement Program					
Summary						Expenditure Schedule in Thousands					
Priority	City CIP #, Project Name, Termini, Major Class of Work	Phase	Funded	Funds	Total	1	2	3	4	5	6
					2013	2014	2015	2016	2017	2018	
1	1127, SE 272nd Street (SR 516) Jenkins Creek to 185th Place SE Widen to 5 lanes & reconstruct, Sidewalks, New stream crossing	Dgn	XX	221	221						
		R-o-W	XX	1,194	1,194						
		Const		11,785		11,785					
		Total Cost		13,200	1,415	11,785	0	0	0	0	0
2	1057, 156th Avenue SE Vicinity SE 272nd Street to Vicinity SE 261st Place Pavement Rehabilitation	Dgn	XX	40	40						
		R-o-W		0	0						
		Const	XX	340	340						
		Total Cost		380	380	0	0	0	0	0	
3	1128, SE 272nd Street (SR 516) 185th Place SE to 192nd Avenue SE Widen to 5 lanes & reconstruct, Sidewalks, New signal.	Dgn		1,266		1,266					
		R-o-W		726		726					
		Const		13,466		13,466					
		Total Cost		15,458	0	1,266	726	13,466	0	0	
4	1124, 185th Place SE Extension Wax Road/180th Avenue SE Roundabout to SE 272nd Street New Route, New Alignment, Access management.	Dgn		947		947					
		R-o-W		4,472		4,472					
		Const		10,321				10,321			
		Total Cost		15,740	0	947	4,472	0	10,321	0	
5	1063, SE 272nd Street (State Route 516) 160th Avenue SE to 164th Avenue SE Signal modifications, add turn lanes, stream crossing.	Dgn		950				950			
		R-o-W		1,357					1,357		
		Const		10,039						10,039	
		Total Cost		12,346	0	0	0	950	1,357	10,039	
6	Portions of 1056 and 1149 SE 256th Street and 180th Avenue SE Safety improvements, Sidewalks Signal modifications, add right turn lane.	Dgn		456				456			
		R-o-W		222					222		
		Const		4,865						4,865	
		Total Cost		5,543	0	0	0	456	222	4,865	
3.0% Annual Construction Cost Increase				TOTAL	62,667	1,795	13,998	5,198	14,872	11,900	14,904

DAVID A. CLARK ARCHITECTS, PLLC

City of Covington

New City Hall Feasibility Study



January 23, 2013

City of
Covington
 Washington

Unmatched Quality of Life

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❖ *Report Summary*

This feasibility study evaluates the current and future spatial needs requirements of the city of Covington to determine the size and cost of a new City Hall building. This summary offers an overview by answering five essential questions.

❖ **Summary Questions**

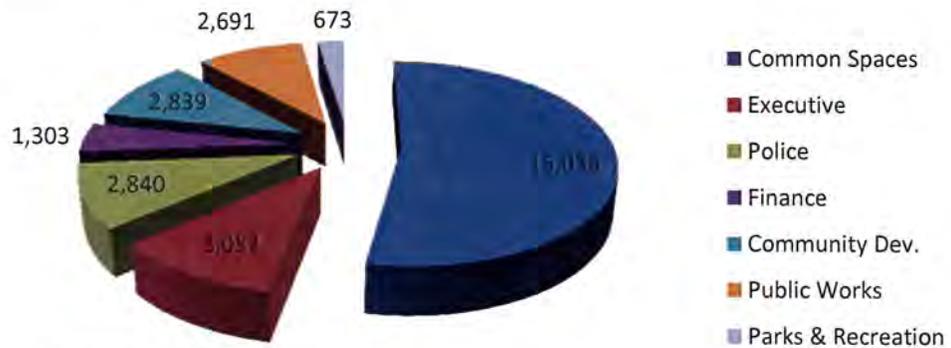
1. *Is the Covington Elementary School property appropriate for a new City Hall site?*

The goal of the 2012 Covington Downtown Plan is to “Establish Downtown Covington as a vibrant residential, commercial, social, and cultural gathering place that is safe, pedestrian-friendly, well designed and well maintained.” It continues to say that the City’s “...goals and vision for downtown Covington places a strong emphasis on creating a smaller focus area known as the Town Center, which includes a future civic plaza, a new City Hall, major public open space, and other community buildings, and sets the tone for that special place known as downtown Covington.” The Town Concept Plan identifies the school property site as the site of “Civic Buildings”, and would anchor the east end of the Town Center concept, encouraging development to the west. The property is large enough to support a City Hall and a future public plaza. Please see question 5 regarding property for a future community center.



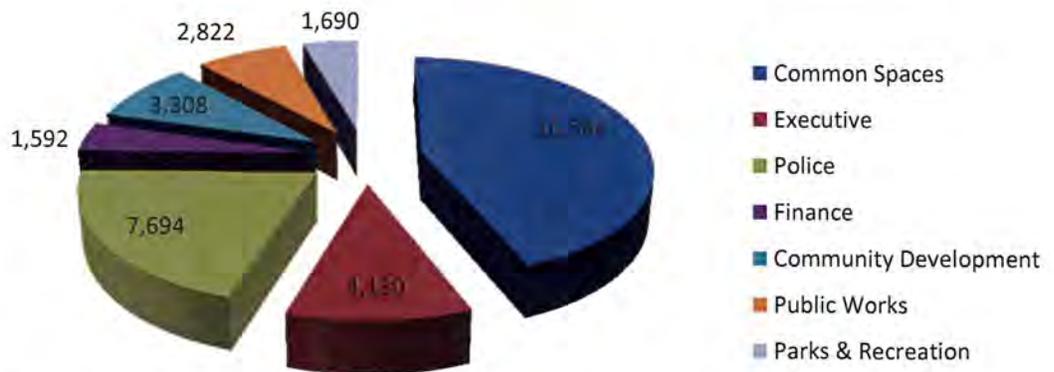
2. *How much space does the city need for today and for twenty years in the future?*

We reviewed the existing city hall building and department configurations, as well as the current off-site storage and parking needs. This review indicated that the city has current needs of 28,435 square feet to meet the staffing and operational needs. A new standard for staff space based on job description was applied to this study. The current city hall has a significant lack of storage space, meeting space and has no recreation program rooms. The proposed areas allow for these spaces to better serve the public needs and staff efficiency.



2013 space needs

Over the next twenty years, the city will need an additional 9,384 square feet for a total of 37,819 square feet. This growth includes additional staff, storage and program growth to serve the population. Please see space plan attached as Appendix A.



2033 space needs

3. How much would the property and building cost?

Property costs based on recent appraisals range from \$21 per square foot for a small parcel (2012 Crowson Street vacation) to \$11.50 per square foot for 10 acres (2010 Valley Medical Center Site). The school district property is 704,000 sf, or 16.2 acres. Based on the size and zoning of the school district property, a reasonable cost for the property acquisition would be in the \$13 to \$19 range.

	Low \$13/sf	Median \$16/sf	High \$19/sf
Purchase of 16.2 acres	\$ 9,174,000	\$ 11,291,000	\$ 13,408,000
Sale of 10.8 acres	\$ (6,116,000)	\$ (7,528,000)	\$ (8,939,000)
Net purchase cost	\$ 3,058,000	\$ 3,763,000	\$ 4,469,000

Building costs were developed based on current construction costs and comparable costs at similar city hall buildings in the area. As no design currently exists, the costs developed are on a "per square foot basis" and will vary once the final design is developed. Based on this method of evaluation, the construction costs project are estimated to be \$275 to \$330 per square foot.

	Low \$275/sf	Median \$302/sf	High \$330/sf
Demolition costs	\$ 251,000	\$ 326,000	\$ 440,000
Building costs 38,000 sf)	\$ 10,450,000	\$ 11,476,000	\$ 12,540,000
Public Plaza (future)	\$ -	\$ -	\$ -
Green construction	\$ -	\$ 1,140,000	\$ 2,660,000
Wax road half street (700 lf)	\$ 1,129,650	\$ 1,129,650	\$ 1,129,650
276 th Road costs (500 lf)	\$ 1,098,750	\$ 1,098,750	\$ 1,098,750
Utility & Site Development	\$ 494,200	\$ 667,170	\$ 731,416
Technology	\$ 75,000	\$ 200,000	\$ 250,000
Furniture	\$ 276,000	\$ 331,000	\$ 373,000
Subtotal construction costs	\$ 13,774,600	\$ 16,368,570	\$ 19,222,816
Project costs (Sales tax, A/E fees, 1% arts, moving, commissioning, etc)	\$ 3,477,031	\$ 4,106,614	\$ 4,802,362
Owner's 10% contingency	\$ 1,377,460	\$ 1,636,857	\$ 1,922,282
Subtotal	\$ 18,629,091	\$ 22,112,041	\$ 25,947,459
Net Land cost (assuming re-sale of 11 acres)	\$ 3,058,000	\$ 3,763,000	\$ 4,469,000

Total costs	\$ 21,687,091	\$ 25,875,041	\$ 30,416,459
--------------------	----------------------	----------------------	----------------------

including property,
assuming resale of 11 acres

4. How do those costs relate to the rent the city is paying now?

Currently, the city is paying \$475,000 annually in rent for city hall office space. Using that amount as the annual debt service, a 30 year bond amount of \$ 8,795,000 could be issued.

Using the low, medium and high costs estimated in question 3, the following options apply (costs below include “total costs” from question 3 plus all bond and interest costs):

Total Debt Service Costs			
Construction Costs	\$ 30,315,570	\$ 36,339,054	\$ 42,978,211
276th Road Costs	1,447,987	1,447,987	1,447,987
Net Land Costs	6,367,375	7,846,680	9,318,414
Total costs	\$ 38,130,932	\$ 45,633,722	\$ 53,744,613

Estimated Average Annual Debt Service Costs			
Construction Costs	\$ 1,010,519	\$ 1,211,302	\$ 1,432,607
276th Road Costs	72,400	72,400	72,400
Net Land Costs	212,246	261,556	310,614
Total costs	\$ 1,295,165	\$ 1,545,258	\$ 1,815,621

Notes:

1. *Construction Costs include: Demolition costs, building costs, green construction, Wax Road half street, utility and site development, technology, furniture, project costs, contingency and net land costs.*
2. *The 276th Road costs are a separate item. It is a 20-year bond with a different coupon rate.*
3. *All costs (except the 276th Road costs) are rolled into a 30-year bond assuming an underlying rating of "A" to be conservative.*
4. *Debt service costs are preliminary and subject to change.*
5. *These scenarios do not take into account ongoing maintenance costs or increased utility costs.*
6. *The current annual lease cost is \$475,000.*

5. *What assumptions did the study make that relate to the size and cost of the building?*

The following assumptions were applied in the development of this limited study:

Sheriff: Office space for the Sheriffs was not included, but as the cost of the rent would pay for the additional space, this study does not preclude that option.

Land: The 16 acre parcel is larger than necessary for the City Hall building. The study assumes that the remaining 10.8 acres is sold for other development to lower the cost. However, the land would be ideal for a future community center and future "Town Square" public plaza. As the cost of land will likely rise in the future, keeping the entire 16 acres would be a good investment for the community center and larger Town Square public plaza. The project does include a small "City Hall entry plaza".

Wax Road: Half street improvements fronting the site were included in these costs. However, this could be completed under a TIP or CIP with significant savings to the project.

276th Street: 500 lineal feet of full roadway along the north portion of the site were included in these costs. However, this work could be completed under a TIP or CIP with significant savings to the project.

M&O Costs: After completion of this project, the City will need to budget funds for continuing maintenance and operation issues.

Comparable Costs: Based on our experience in City Hall work, and from recent City Hall projects in the Puget Sound region. Please see Appendix B.

**DAVID A. CLARK
ARCHITECTS, PLLC**

**Covington City Hall
Space Plan summary**

Prepared 3-Jan-13
Revised 18-Jan-13

	Current	2013		2033	
		Persons	Areas	Persons	Areas
Common Spaces	9,883	-	15,036	-	16,584
Executive	2,065	16.5	3,052	21	4,130
Police	958	13	2,840	21	7,694
Finance	620	4	1,303	5	1,592
Community Development	2,750	7.75	2,839	11	3,308
Public Works	1,634	9	2,691	11	2,822
Parks & Recreation	186	10	673	12	1,690
	18,096	60.25	28,435	81.0	37,819 9,384

Appendix A

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Common spaces

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033			
	Qty	Areas	Sum	Qty	Areas	Sum	
Public Spaces							
Council Chambers	1	1,600	1,600	1	1,600	1,600	sf
Exec Conf/EOC Policy room	1	384	384	1	384	384	sf
Council Storage	1	150	150	1	150	150	sf
Community room	1	2,000	2,000	1	2,000	2,000	sf
Community Room Storage	3	80	240	3	80	240	sf
Recreation room (aerobics)	1	900	900	1	900	900	sf
Art Room	1	600	600	1	600	600	sf
Multipurpose Room	1	600	600	1	600	600	sf
Public meeting room (CD)	1	280	280	1	280	280	sf
First floor lobby	1	1,000	1,000	1	1,000	1,000	sf
Second floor lobby	1	400	400	1	400	400	sf
Reception	1	140	140	1	140	140	sf
Human services office		220	220		220	220	sf
Restrooms	4	240	960	4	240	960	sf
Non- Public spaces							
Broadcast room				1	150	150	sf
Chambers Kitchenette	1	64	64	1	64	64	sf
City lunchroom	1	324	324	1	324	324	sf
Workgroup Printer/Fax	6	36	216	6	36	216	sf
City Locker/shower rooms				2	276	552	sf
Exercise room				1	400	400	sf
EOC breakout room	1	168	168	1	168	168	sf
EOC storage	1	120	120	1	120	120	sf
Workrooms - Finance/Parks/Exec		224	224		224	224	sf
Workrooms - Police		192	192		192	192	sf
Workrooms - CD/PW		224	224		224	224	sf
Plotter & flat files	1	120	120	1	120	120	sf
Mailroom	1	80	80	1	80	80	sf
Quiet room				1	80	80	sf
Restrooms	4	56	224	4	56	224	sf
Activity space	1	48	48	1	48	48	sf
			11,478			12,660	sf
			31%			31%	3,925 sf
			15,036			16,584	sf
			year 2013			year 2033	

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Executive Department

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033		
	Persons	Areas	Sum	Persons	Areas	Sum
City Council	7			7	25	175 sf
City Manager						
CM	1	220	220	1	220	220 sf
Intern				1	100	100 sf
Executive Assistant				1	100	100 sf
City Attorney	1	80	80	1	200	200 sf
Assistant				1	150	150 sf
City Clerk						
City Clerk	1	150	150	1	150	150 sf
Deputy City Clerk	1	100	100	1	100	100 sf
Office Tech II/rcpt	1	100	100	1	100	100 sf
Office Tech II/rcpt	0.5	100	100	1	100	100 sf
Management Asst	1	100	100	1	100	100 sf
Management Asst				1	100	100 sf
Volunteer		80	80		80	80 sf
Community Relations Coordinator	1	150	150	1	120	120 sf
Personnel						
Manager	1	150	150	1	120	120 sf
Analyst	1	120	120	1	120	120 sf
Support spaces						
General storage			0			48 sf
Files			60			120 sf
Workroom			Shared			Shared sf
Team meeting room	2 at 120		240	2 at 120		240 sf
Reception/waiting			120			120 sf
Wellness storage & display			88			88 sf
Food storage			72			72 sf
HS storage			64			64 sf
Storage (currently offsite)			120			150 sf
Community relations storage			120			120 sf
Clerk storage			96			96 sf
Total FTE	16.5			21		sf
Total Net Area			2,330			3,153 sf
Circulation/Walls		31%	722		31%	977 sf
Total Gross Area			3,052			4,130 sf
			year 2013			year 2033

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Prepared 3-Jan-13

Revised 18-Jan-13

Police

	2013			2033			
	Persons	Areas	Sum	Persons	Areas	Sum	
Chief of Police	1	200	200	1	50	50	sf
Detective	1	150	150	2	150	300	sf
Supervisor				1	120	120	sf
Traffic Officer (see report writing)	1			2			sf
Patrol Officers (see report writing)	10			14			sf
Reception/records		100	100	1	100	100	sf
Volunteers					48	96	sf
Support spaces							
Police lobby			180			180	sf
Soft interview rooms		80	160		80	160	sf
Chief's storage			48			48	sf
Records storage						128	sf
Supplies			48			64	sf
Small team meeting room					120	240	sf
Quartermaster's storage			80			160	sf
Evidence Storage					150	150	sf
Evidence Intake/processing						100	sf
Evidence drying						48	sf
Report writing area		24	264		24	384	sf
Armory			80			120	sf
Operations/Briefing room						352	sf
Team meeting room (off ops)						144	sf
Hard interview rooms		64	128		64	128	sf
Booking						320	sf
BAC room			96			96	sf
Sallyport						900	sf
General storage			100			180	sf
Locker room, Mens			192			425	sf
Locker room, Womens			192			375	sf
K9 storage & supplies						80	sf
Break room w/ kitchenette			150			225	sf
Overnight bunk room					100	200	sf
Total FTE	13			21			
Total Net Area			2,168			5,873	sf
Circulation/Walls		31%	672		31%	1,821	sf
Total Gross Area			2,840			7,694	sf
			year 2013			year 2033	

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Finance

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033			
	Persons	Areas	Sum	Persons	Areas	Sum	
Director	1	200	200	1	220	220	sf
Senior Accountant	1	150	150	1	150	150	sf
Finance Specialist	1	120	120	1	120	120	sf
Accounting Clerk	1	100	100	1	100	100	sf
Accounting Clerk				1	100	100	sf
Support spaces							
Files			150			250	sf
Workroom/mailroom			Shared			Shared	sf
Team meeting room			161			161	sf
Safe			50			50	sf
Auditor			64			64	sf
Total FTE	4			5			sf
Total Net Area			995			1,215	sf
Circulation/Walls		31%	308		31%	377	sf
Total Gross Area			1,303			1,592	sf
			year 2013			year 2033	

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Community Development

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033			
	Persons	Areas	Sum	Persons	Areas	Sum	
Director	1	200	200	1	200	200	sf
Senior Planner	2	150	300	2	150	300	sf
Associate Planner	0.5	100	100	1	100	100	sf
Development Review Engineer	1	120	120	1	120	120	sf
Development Review Engineer				1	120	120	sf
Code Enforcement	0.5	100	100	1	100	100	sf
Building Official	1	150	150	1	150	150	sf
Plans Examiner	0.75	150	112.5	1	150	150	sf
Plans Examiner				1	120	120	sf
Permit center coordinator	1	100	100	1	100	100	sf
Volunteer			80		80	160	sf
Support spaces							
Files			240			240	sf
Workroom			Shared			Shared	
Team meeting room			120			120	sf
Public meeting room			Shared			Shared	
Permit Counter			120			120	sf
Permit counter seating			120			120	sf
Self help area			225			225	sf
Storage			80			80	sf
Total FTE	7.75			11			
Total Net Area			2,168			2,525	sf
Circulation/Walls		31%	672		31%	783	sf
Total Gross Area			2,839			3,308	sf
			year 2013			year 2033	

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Public Works

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033			sf
	Persons	Areas	Sum	Persons	Areas	Sum	
Director	1	200	200	1	200	200	sf
Office Supervisor	1	150	150	1	150	150	sf
Senior City Engineer	1	150	150	1	150	150	sf
Sr. Info Systems Admin	1	120	120	1	120	120	sf
Construction inspector	1	100	100	2	100	200	sf
Eng Tech III	1	120	120	1	120	120	sf
Eng Tech II	1	100	100	2	100	100	sf
Eng Tech I	2	100	200	2	100	200	sf
Maintenance Supervisor	0	120	0	0	120	0	sf
Maintenance Workers							
Seasonal Maint Workers							
Support spaces							
General storage			80			80	sf
Files			100			100	sf
Library			80			80	sf
Workroom			shared			shared	
Team meeting room			120			120	sf
Mud room			160			160	sf
IS Server room			150			150	sf
IS storage			80			80	sf
IS IDF			80			80	sf
Spill kit storage			64			64	sf
Total FTE	9			11			sf
Total Net Area			2,054			2,154	sf
Circulation/Walls		31%	637		31%	668	sf
Total Gross Area			2,691			2,822	sf
			year 2013			year 2033	

**DAVID A. CLARK
ARCHITECTS, PLLC**

Covington City Hall

Parks & Recreation

Prepared 3-Jan-13

Revised 18-Jan-13

	2013			2033			
	Persons	Areas	Sum	Persons	Areas	Sum	
Director	1	200	200	1	200	200	sf
Department Assistant				1	100	100	sf
Park Planner	1	Shared		1	120	120	sf
Recreation Manager	1	150	150	1	150	150	sf
Arts & Recreation Assistant	1	Shared		2	100	200	sf
Recreation Assistants	4	Shared	100	4	100	400	sf
Aquatics Supervisor	1		Off site	1		Off site	
Aquatics Specialist	1		Off site	1		Off site	
Aquatics PT			Off site			Off site	
Support spaces							
Files			64			120	sf
Workroom			Shared			Shared	
Team meeting room			Shared			Shared	
<hr/>							
Total FTE	10			12			
Total Net Area			514			1,290	sf
Circulation/Walls		31%	159		31%	400	sf
Total Gross Area			673			1,690	sf
			year 2013			year 2033	

Comparable City Hall Costs

Costs were gathered from other local Cities and analyzed for comparable development and construction costs. These costs were back-checked with local and national cost estimating guides and our professional estimates on past projects. The numbers below reflect construction dollars, without any project costs (sales taxes, professional fees, insurance and the like.)

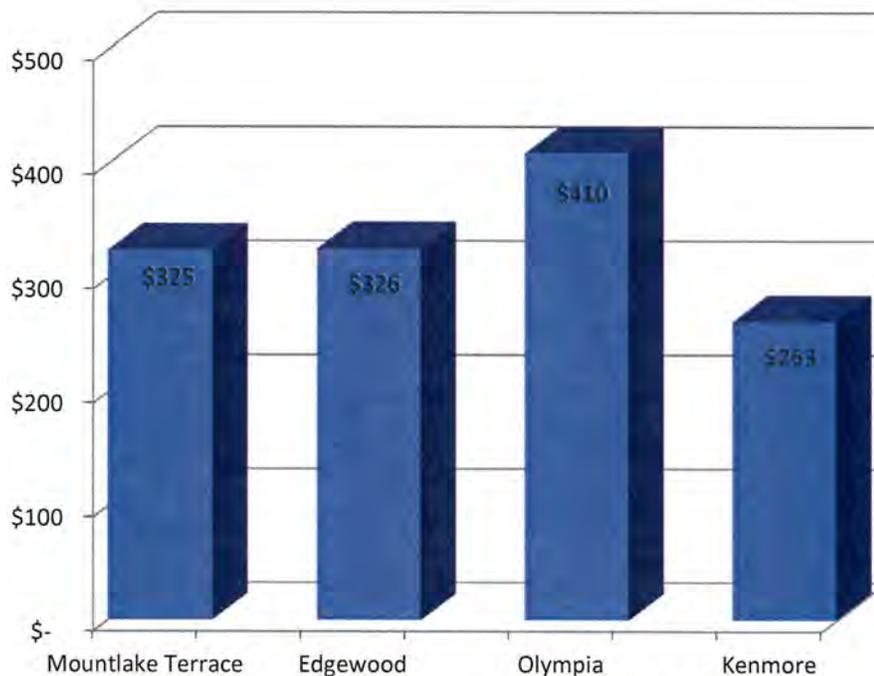
Medina City Hall (2011), \$192.46/sf, major remodel & addition, no site costs. As a remodel these costs are not comparable.

Mountlake Terrace City Hall pending (2010 estimate), **\$325.00/sf** New city hall & site.

Edgewood City Hall (2009) **\$326.30/sf**. New city hall and site.

Olympia City Hall (2011) **\$410.11/sf**. New city hall and site.

Kenmore City hall (2010) **\$263/sf**. New city hall and site.



Session VII

Coordinating Development of the Town Center and Northern Gateway

Memo

To: City Council

From: Town Center Team
Derek Matheson, City Manager
Richard Hart, Community Development Director
Rob Hendrickson, Finance Director
Scott Thomas, Parks & Recreation Director
Glenn Akramoff, Public Works Director

Date: 1/17/2013

Re: **Town Center Alternative Process**

The city manager and department directors formed a Town Center Team in mid-2012 to ensure a sustained organizational focus on the City Council's downtown goal, which is to:

Establish Downtown Covington as a vibrant residential, commercial, social, and cultural gathering place that is safe, pedestrian-friendly, well-designed, and well-maintained.

For the past several months, the team has focused on initiatives like funding the Town Center Economic Impact and Infrastructure Cost Study (TCEIICS), integrating town center infrastructure into the Comprehensive Plan and prioritized lists, creating a town center infrastructure grants strategy, supporting the Soos Creek Water & Sewer District's downtown sewer project, negotiating a "right of first offer" to purchase Covington Elementary, educating the Budget Priorities Advisory Committee on the town center vision, and considering an "economic development resource" such as a consultant or part-time employee who could promote development opportunities in the town center and citywide.

Last month, the team met with a developer who has built a number of mixed-use projects around the state. It became clear following the meeting that a different process – more like the Northern Gateway process in that it involves the development community earlier and unifies many of the above initiatives – might significantly increase the likelihood of a major development project in the town center.

In the Northern Gateway's South Subarea, the city is working with a single developer (who has a contract to purchase the property) to create a development concept, create zoning and development regulations that support the concept, and pursue grants and other funding for infrastructure.

In the town center, the city could use a competitive process to select a developer and then work with that developer to create a development concept, negotiate a development agreement that supports the concept, pursue grants and other funding for infrastructure, perform TCEIICS-type work, negotiate (private) acquisition of the Covington Elementary School property, promote development opportunities, and so forth.

For this alternative process to work in an area that already has zoning and development regulations in place (unlike the Northern Gateway), the Planning Commission and City Council would need to amend the city code to allow the negotiation of a development agreement. Such a development agreement would 1) memorialize a mutually-agreeable development concept and 2) create regulations that are

specifically tailored to the development concept, and more flexible than the existing zoning and development regulations, yet still true to the town center vision. In addition, the council would need to be flexible with funds currently set aside for the TCEIICS in case the city and developer see a higher and better use for the funds. One possible pathway is a contract with the developer to conduct the study and prepare a report based on the mutually-agreeable development concept.

If desired, the council could provide for public and expert input into the process. Major decisions like the selection of a developer and the adoption of a development agreement would require council approval.

Staff welcomes council discussion on this alternative process.

Town Center Vision & Goals and Oakpointe Northern Gateway Urban Village Vision

Covington's Vision for Town Center

Based upon our 2009 Town Center Plan and 2012 Comprehensive Plan Policies, the development of the Town Center vision is for a mixed-use, pedestrian-oriented retail, office and residential neighborhood, where people can live, work, shop and gather. The vision is centered on a strong central gathering spot where all residents and visitors can meet, socialize, shop, eat and drink. This area is intended to provide a focus and identity to the community through strong design features such as fountains, sculptures, and active space for community events and festivals. Most importantly, the town center will be pedestrian-oriented rather than automobile oriented, yet recognizing that there is a balance for vehicular access to the existing major retail shopping elements in our downtown. As a reminder, during the town center visioning process the Council, through our Comprehensive Plan policies, eliminated "Big Box Retail" in the Town Center, except for one site now taken by the Valley Medical/UW health complex.

Given the great economic stimulus from the health, wellness and medical sector of our economy in SE King County, our Town Center has tracked along a path of focusing on health and wellness. The Town Center could certainly evolve with a more major focus on health and wellness services and offices. The new Multi-Care Hospital and the Valley Medical Urgent Care Facility, in partnership with UW Medicine, will contribute to the vitality of the town center and surrounding downtown zones by creating a demand for additional offices, retail, education and training, and housing, including senior and retirement uses. The accessibility of medical and associated services will benefit from a regional standpoint in SE King County and will draw patrons from a much larger area than the city limits of Covington.

Northern Gateway Oakpointe (Hawk Gravel Pit) Urban Village Vision

The city is undertaking Phase 2 of the Northern Gateway Study with Oakpointe LLC, currently in contract with the Hawk family to purchase the 210 acre gravel pit along Highway 18 at the 256th Interchange. Oakpointe's vision for this site is to create a new Urban Village. This Urban Village vision will be centered on automobile-oriented regional retail commercial space, including "Big Box or Mid-Box Retail". Examples might include Target, Lowe's or similar uses. Oakpointe has indicated their desire to solicit and attract a Multi-Plex Cinema, major chain restaurants, examples of which might include Olive Garden, Red Lobster, and other similar uses that tend to be attracted to auto-oriented regional retail centers.

Their Urban Village vision also includes high, medium and low density residential. Most likely, the development of the site will retain some of major water features that currently exist and provide additional open space on the site to provide an amenity to those that live and visit the area. The location of the Urban Village is situated whereby it can provide links to Covington's trail system, as well as, the proposed King County Tri-city Trail system that ties together Soos Creek, Jenkins Creek, Lake Wilderness, and the Cedar River Trails.

Potential Conflicts and Complements of Town Center & the Oakpointe Urban Village

There is a potential for some conflicts and competition between the Covington Town Center vision and the Oakpointe Urban Village vision. However, there are also opportunities for each of the centers to complement each other. The specifics of the conflicts, competition and complements will be studied, discussed, debated, and hopefully resolved through the upcoming Subarea Plan and public process for the Northern Gateway Area Study Phase 2, currently on the work plan for 2013. There is potential that each distinct area can thrive based upon different private sector demands and economic drivers, such as location, user demand, land prices, government stimulus, regulatory controls, and opportunities for public/private partnerships.

The Town Center currently has an opportunity to focus on providing health, wellness, governmental, education/training, and office/service uses. The employment opportunities and living wage incomes derived from these types of centers can help promote the existing economic retail shopping base and future supporting uses. Restaurants of the small boutique nature tend to gravitate to such pedestrian-friendly town centers. Building a strong senior living or residential retirement component adjacent to the health and wellness services, and providing connections to current multifamily uses in the downtown, will also contribute to the vitality of the Covington Town Center. In short, the Town Center should retain itself as the major identity and focal point for the city by providing a truly pedestrian-friendly working and shopping environment and further linking to the Jenkins Creek and Soos Creek Trail system that border the downtown on the east and west.

The Oakpointe Urban Village, on the other hand, could focus on regional retail services and be more automobile-oriented with key access to Highway 18 drawing users and shoppers from all of SE King County. The high traffic and parking demands that come from this type of urban village may be more manageable at this location than in the existing Town Center along Kent Kangley. The key to success in both areas is to make sure that neither detracts from their respective visions, and most importantly, that Covington does not lose its ability to create an identity as stated in the Town Center Vision of our Comprehensive Plan.

Viability of Multiple Urban Village Concepts in Other Communities

Many communities have multiple village concepts within their boundaries. Bellevue has seen these unfold in the Crossroads Area, Old Bellevue and of course Bellevue Square/Lincoln Center. A smaller scale example is the multiple villages approach identified in Issaquah. They have a new Urban Village on the Issaquah Highlands based upon a health care service component, high, medium and low density residential, and a strong retail shopping component. Issaquah also has a vision for an additional historic Downtown Issaquah Urban Village that incorporates governmental services, historic buildings, community theaters, the library, residential uses, and eating and drinking establishments, as well as major community events.

Issaquah's long-term 20 year vision also calls for increased heights and densities in their downtown urban Village over time with redevelopment and infill. The community has now even developed a vision for a third Urban Village around the Rowley properties at I-90 and Highway 900. That development will also be a mixed-use concept with residential, office, and regional retail with a strong pedestrian-friendly internal circulation component, yet with major auto-oriented access from I-90. While Issaquah's population is double that of Covington, it does lend credence that several urban villages can exist in a community with different economic drivers.

The key to Covington's discussion of our Town Center, the proposed Oakpointe Urban Village, and how the city allocates resources and capital improvements, is to make sure we have a clear vision of our goals and direction and to develop priorities for spending of limited resources any public/private partnerships. The city does not want the strong efforts of the past to be lost or our current and future efforts to be diluted.

Session VIII

Update on Branding the City

The Branding Process

Covington Economic Development Council
Proposed Branding Process & Timeline

STEPS	ACTIVITIES	CEDC ROLE
 <p>Research</p> <p>2012 – Qtr. 3 & 4</p>	<div style="border: 1px dashed black; padding: 5px;"> <p>Conduct Brand Audit</p> <ul style="list-style-type: none"> - What is current sentiment? - Engage stakeholders/customers - Primary and secondary research - SWOT Analysis </div>	<div style="border: 1px solid black; padding: 5px;"> <p><i>Participate in focus group and assist with informal research.</i></p> <p><i>Review and report to council.</i></p> </div>
 <p>Strategy</p> <p>2013 – Qtr. 1</p>	<div style="border: 1px dashed black; padding: 5px;"> <p>Define the Brand</p> <ul style="list-style-type: none"> - Identify UVP, Benefits, Values - Develop Key Messages and Personality </div>	<div style="border: 1px solid black; padding: 5px;"> <p><i>Review and respond to strategic concepts.</i></p> <p><i>Report and make recommendations to council.</i></p> </div>
 <p>Design</p> <p>2013 – Qtr. 2</p>	<div style="border: 1px dashed black; padding: 5px;"> <p>Create the Brand Identity</p> <ul style="list-style-type: none"> - Logo, Tagline - Colors - Applications - Messages to Use </div>	<div style="border: 1px solid black; padding: 5px;"> <p><i>Review and respond to brand identity concepts.</i></p> <p><i>Present and make recommendations to council.</i></p> </div>
 <p>Communicate</p> <p>2013 – Qtr. 3</p>	<div style="border: 1px dashed black; padding: 5px;"> <p>Develop the Action Plan</p> <ul style="list-style-type: none"> - Methods, Audiences, Timeline <p>Implement the Plan</p> <ul style="list-style-type: none"> - Internal Roll-out - External Roll-out </div>	<div style="border: 1px solid black; padding: 5px;"> <p><i>Review and respond to draft action plan.</i></p> <p><i>Report and make recommendations to council.</i></p> <p><i>Serve as brand ambassadors.</i></p> </div>

Session IX

Review Council Operations

**City of Covington
2013 Budget
Decision Cards**

General Fund

No.	Title/Description	Fund	Initiating Dept.	Amount Requested		Amount Funded		Page Number	Notes/Comments
				One-Time	Ongoing	One-Time	Ongoing		
1	Cost of Living Adjustment Cut	GF	Exec	-	(39,348)	-	-	148	Total cost is \$(93,985) allocated as follows: General Fund \$(39,348), Street Fund \$(8,078), Development Services Fund \$(12,758), Parks Fund \$(18,799), SWM Fund \$(15,002)
2	Economic Development Resource	GF	Exec	-	75,688	-	-	149	
3	Proposed Base Budget Reductions	GF	Exec	-	(253,355)	(12,500)	(48,690)	150	
4	Town Center Economic Impact and Infrastructure Study	GF	Exec	35,000	-	35,000	-	154	
5	Transfer Out to Parks Fund for Parks CIP Update	GF	Exec	52,000	-	52,000	-	157	
7	Plotter Printer Lease	GF	Cent Svcs	-	5,040	-	5,040	159	Total cost is \$1,990 allocated as follows: General Fund \$5,040, Street Fund \$(1,200), Development Services Fund \$(650), SWM Fund \$(1,200)
8	Workstation Rotation Increase	GF	Cent Svcs	-	2,400	-	2,400	160	
9	Redundant Server	GF	Cent Svcs	11,390	-	12,290	-	161	
10	Police Officer (1 FTE)	GF	Police	-	163,700	-	-	162	
11	Prisoner Transport Van	GF	Police	42,465	7,250	42,465	7,250	164	
12	Senior Planner (0.75 FTE)	GF	Comm Dev	-	80,828	-	80,828	166	
	Net Total General Fund			140,855	42,203	129,255	46,828		
	Summary:								
	Total Expenditures			77,465	42,203	77,255	46,828		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			-	-	-	-		
	Total Transfers-out			52,000	-	52,000	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total General Fund			129,465	42,203	129,255	46,828		

Street Fund

No.	Title/Description	Fund	Initiating Dept.	Amount Requested		Amount Funded		Page Number	Notes/Comments
				One-Time	Ongoing	One-Time	Ongoing		
1	Cost of Living Adjustment Cut	ST	ST	-	(8,078)	-	-	167	Total cost is \$(93,985) allocated as follows: General Fund \$(39,348), Street Fund \$(8,078), Development Services Fund \$(12,758), Parks Fund \$(18,799), SWM Fund \$(15,002)
2	Proposed Base Budget Reductions	ST	ST	-	(52,000)	-	(52,000)	168	
3	Plotter Printer Lease	ST	ST	-	(1,200)	-	(1,200)	171	Total cost is \$1,990 allocated as follows: General Fund \$5,040, Street Fund \$(1,200), Development Services Fund \$(650), SWM Fund \$(1,200)
4	Covington Community Park Maintenance - Option 3	ST	ST	-	(6,360)	-	-	172	Total cost is \$169,365 allocated as follows: Parks Fund \$175,725, Street Fund \$(6,360)
	Net Total Street Fund			-	(67,638)	-	(53,200)		
	Summary:								
	Total Expenditures			-	(67,638)	-	(53,200)		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			-	-	-	-		
	Total Transfers-out			-	-	-	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total Street Fund			-	(67,638)	-	(53,200)		

City of Covington
2013 Budget
Decision Cards

Development Services Fund

No.	Title/Description	Fund	Initiating Dept.	Amount Requested		Amount Funded		Page Number	Notes/Comments
				One-Time	Ongoing	One-Time	Ongoing		
1	Cost of Living Adjustment Cut	DS	Dev Svcs	-	(12,758)	-	-	174	Total cost is \$(93,985) allocated as follows: General Fund \$(39,348), Street Fund \$(8,078), Development Services Fund \$(12,758), Parks Fund \$(18,799), SWM Fund \$(15,002)
2	Temporary Associate Planner	DS	Dev Svcs	53,606	-	53,606	-	175	
3	Plotter Printer Lease	ST	ST	-	(650)	-	(650)	176	Total cost is \$1,990 allocated as follows: General Fund \$5,040, Street Fund \$(1,200), Development Services Fund \$(650), SWM Fund \$(1,200)
	Net Total Development Services			53,606	(13,408)	53,606	(650)		
	Summary:								
	Total Expenditures			53,606	(13,408)	53,606	(650)		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			-	-	-	-		
	Total Transfers-out			-	-	-	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total Development Services			53,606	(13,408)	53,606	(650)		

Parks Fund

No.	Title/Description	Fund	Initiating Dept.	Amount Requested		Amount Funded		Page Number	Notes/Comments
				One-Time	Ongoing	One-Time	Ongoing		
1	Cost of Living Adjustment Cut	Parks		-	(18,799)	-	-	177	Total cost is \$(93,985) allocated as follows: General Fund \$(39,348), Street Fund \$(8,078), Development Services Fund \$(12,758), Parks Fund \$(18,799), SWM Fund \$(15,002)
2	Proposed Base Budget Reductions	Parks		-	(27,251)	-	-	178	
3	Covington Community Park Maintenance - Option 1	Parks	Pks Maint	65,000	126,725	-	-	182	
4	Covington Community Park Maintenance - Option 2	Parks	Pks Maint	13,000	152,645	13,000	152,645	184	This card reflects the reduction that needs to be made in the Parks Fund
5	Covington Community Park Maintenance - Option 3	Parks	Pks Maint	-	175,725	-	-	186	Total cost is \$169,365 allocated as follows: Parks Fund \$175,725, Street Fund \$(6,360)
6	Parks CIP Update Transfer from General Fund	Parks	Parks	52,000 (52,000)	-	52,000 (52,000)	-	188	
	Net Total Parks Fund			78,000	409,045	13,000	152,645		
	Summary:								
	Total Expenditures			130,000	409,045	65,000	152,645		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			(52,000)	-	(52,000)	-		
	Total Transfers-out			-	-	-	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total Parks Fund			78,000	409,045	13,000	152,645		

City of Covington
2013 Budget
Decision Cards

Surface Water Management Fund

No.	Title/Description	Fund	Initiating Dept.	Amount Requested		Amount Funded		Page Number	Notes/Comments
				One-Time	Ongoing	One-Time	Ongoing		
1	Cost of Living Adjustment Cut	SWM	SWM	-	(15,002)	-	-	189	Total cost is \$(93,985) allocated as follows: General Fund \$(39,348), Street Fund \$(8,078), Development Services Fund \$(12,758), Parks Fund \$(18,799), SWM Fund \$(15,002)
2	Seasonal Maintenance Workers	SWM	SWM	47,613	-	47,613	-	190	If not grant funded
3	Mini Excavator	SWM	SWM	-	37,750	-	-	192	
4	Plotter Printer Lease	ST	ST	-	(1,200)	-	(1,200)	193	Total cost is \$1,990 allocated as follows: General Fund \$5,040, Street Fund \$(1,200), Development Services Fund \$(650), SWM Fund \$(1,200)
	Net Total Surface Water Management Fund			47,613	21,548	47,613	(1,200)		
	Summary:								
	Total Expenditures			47,613	21,548	47,613	(1,200)		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			-	-	-	-		
	Total Transfers-out			-	-	-	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total Surface Water Management Fund			47,613	21,548	47,613	(1,200)		

Net Total Decision Cards For All Funds

308,684 391,750 243,474 144,423

Summary of Decision Cards For All Funds

	Total Expenditures			308,684	391,750	243,474	144,423		
	Total Related Revenue			-	-	-	-		
	Total Transfers-in			(52,000)	-	(52,000)	-		
	Total Transfers-out			52,000	-	52,000	-		
	Total Interfund Loan Receipts			-	-	-	-		
	Total Interfund Loan Disbursements			-	-	-	-		
	Debt Proceeds			-	-	-	-		
	Net Total Decision Cards for all Funds:			308,684	391,750	243,474	144,423		

Session X

Next steps to
Follow-up on
Today's Decisions

(No attachments)

Session XI

Other Issues on the Horizon

(no attachments)

Session XII

Wrap-up: Final Thoughts

(no attachments)