

# CITY OF COVINGTON CITY COUNCIL

## 2016 STRATEGIC PLANNING SUMMIT

**Saturday, January 30<sup>th</sup>      8:00 a.m. – 3:45 p.m.**  
**Maplewood Golf Club      4050 Maple Valley Highway, Renton**

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# AGENDA

### THE COUNCIL'S PRIMARY GOALS FOR THIS YEAR'S SUMMIT:

1. Agree on whether or not to develop a community-wide strategic plan. If there is consensus to proceed, determine its components and contents, and the timeline and resources to produce it.
2. Discuss a variety of issues, both internal and external, that will help us advance our vision and goals and enable the Council to perform even more effectively.

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**NOTE:** Refreshments will be served at 7:45. Please arrive early to enjoy them so that we can convene the meeting precisely at 8:00.

8:00    Welcome! **Review Today's Purpose** — Mayor Wagner

8:05    **Review Agenda and Ground Rules** — Jim Reid, Facilitator

8:10    **Identify Major Accomplishments of 2015** — Council/Management Team

- *What were 3-4 accomplishments of the Council in 2015 that you believe will have the greatest long-term benefits for Covington? Why?*
- *What do management team members think were the most important accomplishments of the past year?*

- *Is there anything that was not achieved last year that should be accomplished in the near-term future?*

8:45 **Review Vision, Mission, Goals** — Council

- *Are the vision and mission statements still taking the City in the right direction? If not, how should we revise them?*
- *Are our current Council goals still valid as tools to achieve our vision? If not, how should we revise them?*

9:05 **Discuss Idea of Producing Community-Wide Strategic Plan** — Council

- *What is a community-wide strategic plan? What would be its purposes, components, and benefits?*
- *How would it differ from or complement the Comprehensive Plan, the Council's long-term goals and priorities, or the budget and Capital Improvement Program (CIP)?*
- *To provide an idea of its substance, what issues might it address?*
- *What would be the timeline for producing it? What resources would be needed to get it done?*

10:40 **Implementing a Biennial Budget**—Council/Regan Bolli/Rob Hendrickson

- *At the 2015 Strategic Planning Summit the Council agreed to work with staff to assess implementing a biennial budget. What is the status of this initiative?*

10:45 Break

10:55 **City Vision and Strategy for Public Safety** — Council

- *How do we best meet public safety goals in the neighborhoods?*
- *How do we provide a safe shopping environment and address public safety issues associated with retail development?*

- *How should we work with Home Owners' Associations (HOAs)?*

11:30 **Planning City's 20<sup>th</sup> Anniversary Celebration** — Council/Management Team

- *What kind of 20<sup>th</sup> Anniversary celebration do we envision in August 2017?*
- *What process should we use to begin the preparations?*

Noon Lunch

- *Lunch will be provided.*

12:45 **Brief Discussion of Assorted Issues** — Council/Management Team

- *How should the City proceed on Town Center in 2016? What would Council like to see accomplished by year's end?*
- *Should we combine the State of the City and Volunteer Appreciation Event/Dinner or find some other way to show appreciation to our volunteers?*
- *Should we establish a Youth City Council? For what purpose? How would it function and be staffed? What resources would be necessary?*
- *What is the latest on the City's efforts to comply with the requirements of the Americans with Disabilities Act (ADA)?*
- *What are we doing to be more proactive about code enforcement issues such as illegal dumping of yard waste? Is there more the City could do? What resources would be needed? Is there anything the City could do to encourage the public to reduce waste in general?*
- *Should the City become involved with other South King County cities to address homelessness? Should we raise this issue at the annual Tri-City meeting?*

2:00 Break

2:10 **Discuss Council Policies and Operations**—Council/Regan/Sara Springer

- *Council members expressed interest in briefly discussing some*

*policies and procedures that guide how the Council operates.*

3:10 **Other Issues on the Horizon** — Council

- *What are other issues of interest that could be topics for future Council discussions?*

3:35 Wrap-up: Final Thoughts — Council

- *What are we taking away from today's meeting?*

3:45 Adjourn

# Review Today's Purpose

(no attachments)

# Review Agenda and Ground Rules

(no attachments)

# Identify Major Accomplishments of 2015

## 2015 Summit Action Items

ACTION ITEM	STATUS
Potential Funding Sources	<ul style="list-style-type: none"> <li>• Since the ballot measure failed, a list of potential funding sources is being created and will be presented for council review.</li> <li>• In July a list of funding options was presented to council. Council has had discussion on these sources and most recently at the budget retreat.</li> <li>• Car Tab fee was approved by council.</li> <li>• Staff is following up on council's request to look into B&amp;O tax. The cities of Kent and Renton charge a B&amp;O tax and staff will be meeting with both cities to learn their process. At the conclusion of these outreach efforts staff will prepare a report for council.</li> </ul>
Biennial Budget Development	As this is not a time sensitive issue for 2015 we will be pursuing this in 2016.
Hiring a Police Officer	<ul style="list-style-type: none"> <li>• Funding options have been presented to council and further research is being done and will be brought back to council for consideration. (i.e. working with CWD and Soos Creek on implementing a utility tax on those services)</li> <li>• This issues has been discussed a few times and council is continuing to deliberate on this being a top priority and whether funding should be allocated.</li> <li>• Council funded a new police officer and the request has been sent to KCSO</li> </ul>
Mandatory Garbage Collection	<ul style="list-style-type: none"> <li>• Contacted Republic Services and other cities regarding mandatory service and presented findings to Council on April 28<sup>th</sup>, following council's direction a draft ordinance is being prepared. Anticipated to come before council in September.</li> <li>• Council adopted mandatory garbage collection.</li> </ul>
Emergency Preparedness/Public Safety	<ul style="list-style-type: none"> <li>• Learned that the Maple Valley Emergency Preparedness fair is not a city event but put on by the LDS church and supported by the city. We will be participating in the MV fair and have contacted the LDS church in Covington about holding the same type of event here. Internally, we have increased our preparedness of staff through training and will continue to hold Table Top Exercises.</li> <li>• Helped plan and Participated in the EP Fair. There are further discussions planned with MV to further partner on the event for future years.</li> <li>• Included public safety as an element in Kid's Fest including police officers, Fire, and EMS and fitted children for bike helmets.</li> <li>• During National Night Out Covington PD visited nine neighborhoods and we participated in a regional event at Rock Creek Elementary featuring SWAT and a helicopter.</li> <li>• Aquatic center incorporates water safety awareness into its April Pool's Day and Summer Splashtacular. Furthermore, members of staff sit on the Tri-City Emergency Management Operations Committee.</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Researched EDC membership benefits and invited the EDC President to speak to CEDC. Began attending economic managers meetings. City joined EDC and is actively involved in their efforts.</li> <li>• Coordinate economic development throughout KC on the ED managers committee and also sit on the Economic Forecast Conference Steering Committee.</li> <li>• CEDC is also restructuring and becoming a proactive council which will help cultivate a robust economy in Covington.</li> </ul>
Town Center	<ul style="list-style-type: none"> <li>• Met several times with Panattoni about moving forward with design and coordinating with Helix Design Group who subsequently developed several alternative designs for the City Hall Plaza site. Staff reviewed their initial</li> </ul>

	<p>design alternatives and provided feedback, Helix is continuing to refine several alternatives. We anticipate completion and presentation to council in September. Further we have made efforts to work on an extension of our right of first offer on Covington Elementary. Given several town center updates and presentations to community groups and held a listening session at Kentlake High School.</p> <ul style="list-style-type: none"> <li>Went through several reviews of the town center design and a final design presentation was given to council. We are working to set up a listening session at Kentwood as well.</li> <li>Town Center design is complete for use in advertising.</li> </ul>
Signage	<ul style="list-style-type: none"> <li>Banner poles and banner is installed and looking great.....and all done prior to Covington Days!</li> <li>Council participated in the first steps to the creation of a new sign code.</li> </ul>
Vacant Buildings	Have reviewed RFI's from EDC to see if our vacant buildings meet the requirements that potential businesses need. Once a good match is found we will submit a response to the RFI to make the business aware of vacant space in Covington.
Art	<ul style="list-style-type: none"> <li>A fundraising campaign has been established and is underway to purchase the SeaHorse sculpture. Arts Commission is working with Public Works to incorporate art into the 272 Jenkins Creek bridge project. Gerry Crick Skate Park renovation will include an art component as well.</li> <li>Funds are budgeted for a public art element at the skate park and the Arts Commission is continuing their work towards funding public art and will be discussing with the council in October at a joint meeting.</li> <li>Have raised \$1,495 in donations for the Art Fund. Arts Commission will begin to work on a plan to enhance the city's identity through art.</li> </ul>
Branding/Marketing	<ul style="list-style-type: none"> <li>Created Sausage &amp; Cider and it was very successful.</li> <li>A marketing/communications plan is in the works including a city mobile app.</li> <li>We are also planning to partner with the chamber to offer a "gift" to businesses joining as new members. This will allow us to get city branded materials and information in front of new businesses owners/managers. The gifts might include: a city bag with a mug, water bottle, t-shirt, pen, pin and other items inside along with a folder of important city information like sponsorship opportunities, numbers to call, etc.</li> </ul>
Branding Youth Sports	<ul style="list-style-type: none"> <li>Developing a banner sponsorship program to create more sponsorship opportunities as jersey sponsorships fill up quickly. To date, \$14,175 has been raised through team sponsorships and \$700 in banner sponsorships.</li> </ul>
Higher Education	<ul style="list-style-type: none"> <li><b>Eastern Washington University:</b> Met several times with EWU and encouraged findings of their assessment study. Invited them to speak at chamber luncheon.</li> <li><b>Green River College:</b> Meet with GRC several times and confirmed their commitment to Covington. Still plan on moving their nursing program to Covington and have also discussed IT classes being provided in Covington to tie into Kentwood's IT career pathways program.</li> <li><b>WSAC:</b> Spoke with the Washington Student Achievement Council (WSAC) and they will be meeting with us and EWU and GRC soon to lend their support and assistance.</li> </ul> <p><b>After Some Follow UP:</b></p> <ul style="list-style-type: none"> <li><b>Eastern Washington University:</b> Discovered the EWU plans to come to Covington were not institutionalized within their organization and we have started at square one with EWU to secure some programs in Covington. Currently waiting to hear back from the school on their interest in placing online classes in Covington.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Green River College:</b> Have met several times with GRC and they are assisting us as we explore other institutions in case EWU does not come to Covington.</li> <li>• <b>Western Washington University:</b> Meeting scheduled with WWU to explore possible relationship.</li> <li>• <b>WSAC:</b> they remain supportive of our desire for higher ed and will assist our efforts moving forward.</li> <li>• <b>Needs Assessment:</b> Discussing working with the legislature to fund a higher education needs assessment in Covington.</li> </ul>
Court	<ul style="list-style-type: none"> <li>• Met with court personnel to develop a quarterly report to present to council. Each quarter this report will be populated and shared with council.</li> <li>• Continue our monthly meetings with the court and have assigned Chief McCurdy to present the quarterly report to council each quarter.</li> <li>• Council stated at the 10/27/15 council meeting that they no longer desire a quarterly report.</li> </ul>
Communications Plan	<ul style="list-style-type: none"> <li>• Researched communications plans and successful elements of each. Looked into the feasibility of a city app for phones and tablets and working on a demo with a few app developers.</li> <li>• Department directors have been surveyed for elements of the app and we are working on the construction and design. Also vetting a few different app developers.</li> </ul>
TBD	<ul style="list-style-type: none"> <li>• Created fact sheet, spoke at chamber, service clubs, and commissions. Staff was heavily involved in this campaign on their own personal time.</li> <li>• Pursuant to new legislation we merged the TBD with the city council and will no longer have a TBD board.</li> </ul>
Legislative	<ul style="list-style-type: none"> <li>• <b>SR 516:</b> was included in both the house and senate budgets. Continuously encouraging legislators and worked with lobbyist.</li> <li>• <b>Covington Connector:</b> Coordinating with Oakpointe regarding implementation and encouraging legislators and worked with lobbyist.</li> <li>• <b>Transportation Package:</b> Continuously encouraging legislators and working with lobbyist. Passed resolution in support of and made several statements for the media.</li> <li>• <b>Parks:</b> Continually worked to encourage the Senate to match the \$2 million allocation the House included in their budget for CCP phase II.</li> <li>• Developing our 2016 legislative agenda. Recognized our legislative delegation and have individual meetings set with each.</li> </ul>
Vital Relationships	<ul style="list-style-type: none"> <li>• <b>Chamber:</b> Attendance at board meetings, luncheons, and after hour events. Established a monthly update meeting with chairman of the board.</li> <li>• <b>Other Cities:</b> Executed a new ILA with MV &amp; BD for building plan review and inspection services. Holding bi-monthly coordinating meetings with MV &amp; BD. Set up update/network meetings with officials in our surrounding cities. Scheduled and set agenda for Tri-Cities meeting. Currently working on partnerships to share resources/programs in our recreation departments.</li> <li>• <b>Kent School District:</b> Met with and discussed issues pertaining to KSD and the city. Have now been sued by KSD over granting a waiver to school impact fees for affordable housing in our town center. Working with the district on use of their facilities for our athletics programs. Staff has developed relationships at each school in Covington to allow for advertising of rec programs and increase awareness and participation in our programs and created athletics summer camps in response to KSD request.</li> <li>• <b>King County:</b> Met several times with Councilman Dunn, worked with his office on several issues. Met with Sheriff Urquhart. Working with the health department staff on animal control issues and with the King Conservation District regarding the keeping of animals and their affect on water quality in</li> </ul>

	<p>critical areas. Parks &amp; Rec dept. partnering with KC to restore salmon habitat along Jenkins Creek and SoCo Park. Working on transfer of Cedar Creek Park to KC.</p> <ul style="list-style-type: none"> <li>• <b>State/Federal Elected Officials:</b> Met with and spoken to, on numerous occasions, our state elected officials. Met with Congressman Reichert and have been in contact with his staff. Also met with and in contact with Senator Murray's staff and made a connection with her DC staff to work on transportation needs in Covington.</li> <li>• <b>Developers:</b> CD staff surveyed four recent development projects: Inland Group, Wendy's, Recreational marijuana Retail Store and one retail tenant improvement to seek feedback on our permitting, plan review, and inspection process. Results have been both positive and neutral with suggestions for improvement. CD staff are making adjustments in our process as well as providing training for staff on delivery of messages and interaction with stakeholders.</li> <li>• <b>Covington Water District:</b> held several meetings with the water district and attended their filtration facility ribbon cutting and are currently working on a shared cloud based program to expedited permitting.</li> <li>• <b>Sister City:</b> Establishing a sister city relationship with Tatsuno, Japan. On October 4, 2015 the sister city relationship was finalized.</li> <li>• <b>Master Builders:</b> Working often with the Master Builders Association, held a Roundtable discussion this summer with developers and contractors that work in Covington to listen to their concerns and improve our communication and understanding of the development, permitting and planning process.</li> <li>• <b>HOA's:</b> CD staff has had contact with several HOA's about concerns relating to traffic, parking, improvement of HOA neighborhood amenities and parks, and code enforcement.</li> <li>• <b>Commercial Brokers:</b> Maintain relationships with commercial brokers (CBRE and First Western Properties) concerning potential new retail businesses locating in Covington and availability of sites. Challenges include waiting for availability of sewer, critical areas affecting site development, traffic, and vehicular access to sites.</li> <li>• <b>Forterra:</b> Working with them to help us secure three parcels for SoCo Park until sufficient funds can be raised to purchase them.</li> </ul>
PrePAC	<ul style="list-style-type: none"> <li>• Charter was adopted on May 15, 2015 and recruiting is currently underway. We anticipate making appointments in September. We have one youth application and are working to recruit a few more youth once school starts.</li> <li>• PrePAC is underway and a great group of people were appointed by council.</li> </ul>
Vision, Mission, Goals	Have been reformatted and redesigned and placed throughout City Hall.
Lakepointe	Hawk subarea Annexation Petition Process well underway-PC and Council public hearings held, and will be forwarded to King County Boundary Review Board. Staff has completed our final review and comments on the proposed Hawk Development Agreement. We are waiting for a response from Lakepointe Developers. Final Council action on both Annexation and Development agreement most likely will occur in January-February 2016.

# Review Vision, Mission, Goals



## → *Vision*

**Covington: Unmatched quality of life**

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## → *Mission*

Covington is a destination community where citizens, businesses and civic leaders collaborate to preserve and foster a strong sense of unity.

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## → *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.

**Town Center:** Establish Covington Town Center as a vibrant residential, commercial, educational, 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:** Foster community cohesiveness, communications, and cooperation, 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.

## 2007 Annual Strategic Planning Retreat

### OUR VISION FOR 5-10 YEARS FROM NOW

During the next discussion, we envisioned Covington five to ten years from now, and articulated what we would like the City to be. By 2017 we would like to see:

- The City has annexed land for an industrial district.
- We are promoting a retail business district.
- Covington has more family wage jobs than in 2007.
- People can live downtown.
- There are more jobs and, therefore, daytime activity, in downtown.
- There is more parking downtown and the area is more pedestrian friendly.
- Traffic is more effectively managed, perhaps with the help of a by-pass road.
- The City has developed a park in downtown and developed all or most of the parklands in its inventory.
- Jenkins Creek Park is considered the “crown jewel” of City parks.
- We are using citizen volunteers to help maintain the parks.
- Public-private partnerships are helping to achieve the City’s goals.
- Covington Station has been constructed.
- Throughout the City’s growth and development, the community is still a safe place in which to live and work.
- Lakeside Industries property is generating revenue.
- The City is able to maintain a high level of service while meeting increasing demand.
- We have instituted mandatory garbage service.
- The City has helped grow the number and scale of community events: There are four to five major annual events, and each of them has grown.
- Covington has a pleasing skyline—a nice mixture of trees and buildings.
- The Kent-Kangley Road has been widened to Maple Valley.
- The City has developed a better relationship with the State Legislature and proven more effective in delivering its key messages to our legislators.
- The City has a unified marketing and public relations program with a unified message, and has hired a person to lead that effort.
- Our reputation as a great place to work helps the City continue to attract the highest quality employees.
- We also attract more high quality candidates for City Council positions.
- We have contributed to improving the infrastructure throughout the City, prompting more contributions from the federal and state governments to assist in that effort.
- We have developed more stable revenue sources.
- We have maintained and strengthened our relationships with other agencies and jurisdictions.
- We have our own Police Department.
- We have instituted performance measures or some system of measuring our effectiveness in achieving policy and program goals, and we are using these tools to make even better decisions.
- The City may own its own utility.
- As the population reaches certain milestones, we actively engage the public in reexamining and revising our vision and goals for the future.
- The City has incorporated sewers into older neighborhoods, and worked to improve the quality of the environment. Thus, we have gained a “green” reputation.
- Communications between City Hall and the citizens, and between them and City Hall, has improved and gotten more efficient so that the City is more easily hearing a wider range of advice and suggestions from the public.
- The City has developed both neighborhood and technology plans.
- We have developed a City Hall complex.

# Discuss Idea of Producing Community- Wide Strategic Plan

# Strategic Planning Introduction

## What is a Strategic Plan?

Strategic planning is the process whereby city councils consider the community's existing conditions and position the city over time to address those needs. To put it another way, they develop a vision for the organization's future and determine the necessary priorities, procedures, and strategies to achieve that vision.

The strategic plan then serves as a community's roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. The strategic plan is a big-picture document directing efforts and resources toward the community's clearly defined vision.

Included in strategic plans are:

- measurable and clearly defined goals which are realistic and attainable,
- the establishment of priorities
- priority allocation of resources, and
- an emphasis on long-term goals and strategies, rather than short term objectives.

## Why Have a Strategic Plan?

A community creates a strategic plan to guide priority use of resources. With limited resources strategic planning allows for sound and pointed allocation of those available resources. In short, the strategic plan seeks to channel an organization's efforts toward the most important goals and activities.

From a governance perspective, strategic planning enables the Council to set policies and goals to guide the organization, and provides a clear focus to the staff for program implementation and funding.

In Covington we have great Vision, Mission and Goals but no mechanism that strictly defines those established statements and that ties resources to them. The strategic plan will do this through prioritization. Prioritization is a way to provide clarity about how a government should invest resources in order to meet its stated objectives. Prioritization as a process helps us better articulate why the programs we offer exist, what value they offer to citizens, how they benefit the community, what price we pay for them, and what objectives and citizen demands are they achieving.

We can use our vision, mission and goals as a starting point. For example, if "Unmatched quality of life" is one of our objectives we start by defining what that means. If we know what it means, we can then measure our success in accomplishing it. Maybe it means a 95% citizen satisfaction rating; maybe it means access to mass transit and open space; maybe increased rec and athletic involvement, or anything else the council defines it as. Once the goal/objective and the definition have been established, the council must prioritize it. Once the priority is set, we can allocate resources accordingly.

## Strategic Plans & Comprehensive Plans Distinctions & Definitions

### Overview:

Strategic Plans tend to be more specific and targeted in nature and must fit within, support, and not conflict with the overall comprehensive plan policies and comprehensive planning process of a community. A strategic plan lays out HOW a city plans to implement their vision. A comprehensive plan identifies a broader concept of WHAT is desired in the city.

### Strategic Planning:

By definition Strategic Planning is an organizations process of defining its strategy or direction and making decisions to allocate its resources in pursuit of this strategy. Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). A strategic plan will often give better direction to the council budgetary process each year as it allocates scarce financial resources to accomplish long-term goals.

**Strategic Plan Example:** A council has a long-term goal (i.e. Comprehensive Plan Goal) to develop a new town center with a city hall and public plaza. A strategic plan would identify the costs of such an effort and then prioritize that compared to 5-10 other goals identified by the council, hopefully in the Comprehensive Plan/Capital Facilities Element.

### Comprehensive Planning:

By definition, Comprehensive Planning is a slightly broader concept usually associated with local governments and in the State of Washington operates under the state Growth Management Act (GMA). It involves a specific set of planning elements that must be included in the comprehensive plan and must follow and meet 14 GMA Goals established by the state legislature. Usually a community comprehensive plan covers a long-term time period, such as 20 years. Implementation is then broken down into shorter time frames for such things as transportation or capital facilities through methods of 6-year improvement plans and 20-year capital facilities plans. Other methods of implementing comprehensive plans include zoning and subdivisions regulations and other specific municipal statutes.

**Comprehensive Plan Example:** A community wants to support affordable housing or an expanded parks and trails program. The Comprehensive Plan sets the overarching goals and policies that support the council's decision to implement or increase such programs. The Comprehensive Plan outlines the budget costs and anticipated timelines necessary to implement programs; however, the Comprehensive Plan does not necessarily set the priority or steps necessary to realize the goal.

# Biennial Budget

## DISCUSS BIENNIAL BUDGETING

At the January 2015 Council Summit, the city council authorized staff to continue researching the concept of a two-year budget, and to bring back additional findings about the positive and negative aspects of biennial budgeting. Staff was prepared to present information to council during 2015. However, the calendar from June on was pretty crowded and the information wasn't urgent since cities can only start biennial budgets in odd-numbered years. So staff opted to present the information in 2016 when the calendar was more open and council had more time to thoughtfully discuss the pros and cons. If the council decides to move forward, the ordinance needs to be passed by June 30, 2016 for the next available biennium start date of January 1, 2017. Council further directed staff to include:

- The perspectives of cities in our region, particularly those who are compatible to Covington in size, longevity as an incorporated city, and issues and challenges facing the community.
- Information from cities that switched to biennial budgeting and have found it to be advantageous.
- Information from cities that switched to biennial budgeting, found it not to their liking, and switched back to an annual budgeting cycle.
- Estimates of "start up" costs and the potential cost savings.

The attached exhibits address these issues.

Staff sent out a survey with these questions:

1. What is your operating budget?
2. Do you adopt a 24 month budget or two one-year budgets?
3. Which accounting software do you use for biennial budgeting?
4. If you were there during the transition from a single year budget to a biennial budget, were staff on board with the transition or was there push back?
5. Do you feel that there is a significant time savings doing biennial budgeting?
6. How much time would you estimate is spent on a mid-biennium review/adjustments? (i.e., 50% of the time spent preparing the regular budget, etc.)
7. Are there any issues or problems that we should be aware of in converting to a biennial budget?
8. Are there any benefits that you were not expecting?

For those cities that changed back to single year budgeting:

1. What issues with biennial budgeting caused you to return to single year budgeting?

Answers were received from five cities which are located in attachment 4.

## Summary

From the replies received and the research completed, the major benefit appears to be time savings. Although some entities claim they didn't save all that much time, the majority did. The major pitfall stems from revenue and expenditure projections in a fluctuating economy. This can be resolved through close monitoring and budget adjustments as needed.

Some things the city can do to make biennial budgeting successful include:

- good communication up and down the line with frequent “check-ins”
- limiting the mid-biennium review so it doesn't turn into another budget year
- thinking about the full biennium—not just the first year
- leveraging the benefits—use the off-year to build out other capacity
- guarding against concerns by creating a structure that assures council that fiscal restraint will occur across all 24 months
- Having reality checks by comparing the forecasts with actual results

Staff's recommendation is to create two 1-year budgets to accommodate our software.

Staff training for software implementation will be required to create and implement a 2-year budget in the accounting system. This will cost approximately \$400.00 or \$100/hr. if more than 4 hours of training is needed. Additional staff time will be required to initially set up the 2-year budget. That amount is currently unknown. Staff will save about \$400.00 per biennium in document costs not having to produce an annual budget.

## Advantages

1. Results in time savings.
  - a. A significant time savings would occur for senior management and Council as activities relating to budget planning, budget preparation, departmental presentations and related activities for Year 2 would be significantly reduced.
  - b. Mid- to lower-level staff from Finance and other departments would save a modest amount of time in budget preparation activities. The initial preparation year will take more time than under the current annual process, but the second year of the biennium should reduce workload sufficiently to result in a net savings. Staff savings could be diverted to other work program areas.
2. Allows for more meaningful program evaluation. With a 2-year budget, new initiatives have a longer period of time to operate before evaluation.
3. Results in greater policy focus by the council. Given that two years' worth of numbers is overwhelming, policy makers usually focus less on the numbers and more on services and outcomes.
4. Departments are required to do more long-term planning. Departments must match resources to program objectives and consider the longer term horizon in developing the financial and policy implications.
5. Operating and capital budget emphasis. Developing biennial operating and capital budgets in alternate years would allow for greater concentration of budget staff, council and citizen attention on a single budget area (operating or capital) of emphasis each year.
6. Creates organizational capacity. This applies to both staff and council. Provides time to leverage financial planning. Staff can capture this capacity for strategic purposes.

## Disadvantages

1. Difficult to accurately forecast revenues and expenditures. Economic forecasts are less exact the further into the future they project. A dynamic local economy makes it more difficult and risky to forecast long-range revenue and expenditure projections. However, regular updates to the financial forecast can help eliminate some of the uncertainty caused by long range forecasting.
2. Results in additional work the first year. Planning the conversion to a biennial budget process, developing a new set of budget procedures, forms and processes and then training department staff would result in workload increases.
3. Not fully compatible with current software design. Our automated financial systems were configured to handle one-year budgets. Some training will be necessary to handle a 2-year budget along with a learning curve the first cycle.
4. No turning back to annual budget until the biennium is over. Once adopted, the City would be committed for the full biennium, even if it were decided midway that the method was not working out as expected. However, the required mid-biennium adjustment process could be utilized to make major adjustments if necessary.
5. Loss of control. Council is granting a lot more authority in a 2-year budget.

**ANNUAL VERSUS BIENNIAL OPERATING BUDGET**

**Frequency of Activities by Year**

<b>Activity</b>	<b>Annual Budget</b>		<b>Biennial Budget</b>	
	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>
Budget Outreach Effort	✓	✓	✓	
Budget Planning	✓	✓	✓	
Department Budget Submittals	✓	✓	✓	
Budget Analysis & Decisions	✓	✓	✓	
Preliminary Budget Document	✓	✓	✓	
Council Budget Review	✓	✓	✓	
Department Budget Presentations	✓	✓	✓	
# of Public Hearings	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Final Budget Document	✓	✓	✓	
Budget Amendment	✓	✓		✓
Mid-biennium amendment			✓	

Cities	Started	Ended	Form	Comments
Bellevue	97/98		Appropriation for 2 years	Each year shown separately in budget document.
Bonney Lake				
Bothell	03/04		Two one-year budgets	
Bremerton	?	2002		New finance director hired late.
Edmonds	07/16		Two one-year budgets	
Federal Way	97/98		Two one-year budgets	
Hoquiam				
Kennewick	95/96		Appropriation for 2 years	Two-year total shown in budget document.
Kirkland				
Lakewood	03/04		Two one-year budgets	
Lake Forest Park				
Longview	97/98		Appropriation for 2 years	Two-year total shown in budget document.
Lynnwood	03/04		Appropriation for 2 years	Each year shown separately in budget document.
Mabton				
Marysville	?	?		Council felt it lost control.
Mercer Island	91/92		Appropriation for 2 years	Budget document shows two-year total, but expenditures are "restricted" for second year.
Mill Creek	97/98		Appropriation for 2 years	Two-year total shown in budget document.
Monroe	91/92	1993		Huge growth made second year hard to forecast.
Mountlake Terrace	03/04		Two one-year budgets	
Normandy Park	99/00		Two one-year budgets	
Oak Harbor	?		Two one-year budgets	
Ocean Shores	03/04		Two one-year budgets	
Olympia	Mid 80s	Mid 80s		New city manager.
Port Angeles	87/88	1993		Did not save enough time.
Redmond	97/98		Appropriation for 2 years	Two-year total shown in budget document.
Sammamish				
Seattle	97/98		Appropriation for 1 year	Second year shown as "planning" in budget.
Steilacoom	95/96		Appropriation for 2 years	Two-year total shown in budget document.
Tacoma	91/92		Appropriation for 2 years	Two-year total shown in budget document.
Sumner	17/10			
Toppenish	87/88	1989		
University Place	99/00		Two one-year budgets	
Woodinville				
Vancouver	85/86		Appropriation for 2 years	Budget document shows two-year total, but expenditures are "restricted" for second year.

## ANECDOTES

**Normandy Park (Biennial):** Benefits would be not having to prepare the budget each year. That saves a lot of time in the 'off' year.

One of the pitfalls would be not being able to predict the market. An example would be this year. We may not receive as much in revenue as we predicted we would receive. You will also need to look at the budget in the off year to possibly make any amendments necessary. Sometimes expenses surface that you didn't anticipate.

We are preparing for our 2017-2010 budget process this year. I haven't heard any talk of not continuing the process.

**Marysville (Annual):** ...the reason they reverted back is that they continued to do the same budget process every year but adopted a two year budget. So it became more time consuming then the annual so they went back. We are considering moving to biennial again but it will not be the 2017 round, we will wait and work to more to biennial budget in 2011. Edmonds just recently went to biennial, 2007, so I have been talking with Kathleen Junglov there as to how they began and how they are proceeding.

**Oak Harbor (Biennial):** We spend just as much time doing the budget in the off year as we do in the initial year. Other than not having to prepare a second budget document we don't see any time savings.

**Edmonds (Biennial):** The 07-16 budget was our first biennial budget. We do plan on continuing with the biennial budget process. It doesn't seem to be that much more work to prepare, and in off years provides time for special projects and let's see what else - a summer vacation. It saves costs of publication. At the City of Edmonds we amend the budget about 3 times a year, so our mid biennial review didn't amount to much more than another amendment. Another plus is you aren't trying to do major budget initiatives during an election year. Basically, I highly recommend it.

**Maple Valley (Annual):** We don't. [have a biennial budget] Financial stability was the Council's number 1 priority before incorporation and I think the annual budget process with quarterly updates and budget changes serves them as a better management tool for a young and changing city. We also have a pretty streamlined process that works.

## SURVEY RESULTS

### Bellingham:

1. What is your operating budget?

General Fund is \$73 M per year. Citywide is approximately \$235 M per year

2. Do you adopt a 24 month budget or two one-year budgets?

This is our first biennial budget and we technically adopted 2 one year budgets. Cayenta financial System not designed for 24 months. We are still developing what will happen when we roll into 2016, which is the second year of the biennial.

3. Which accounting software do you use for biennial budgeting?

Cayenta for financial and Powerplan for budget

4. If you were there during the transition from a one-year budget to a biennial budget, were staff on board with the transition or was there push back? How did Council respond to this change? Was there any feedback from the public?

This was a priority of the Mayor. Have not received any feedback from the public. Staff and council are adapting.

5. Do you feel that there is a significant time savings doing biennial budgeting?

Savings in amount of time that it has to go to council. Up to the city on how much savings due to revising the budget. Might save more as we go forward.

6. How much time would you estimate is spent on a mid-biennium review/adjustments? (i.e., 50% of the time spent preparing the regular budget, etc.)

During the transition and learning curve may save 30%. This should be higher next biennium.

7. Are there any issues or problems that we should be aware of in converting to a biennial budget?

Still working thru reappropriations and unspent budget. We are running a deficit so need to bank unspent budget. Departments are wanting to spend so there is some tension that remains to be worked out.

8. Are there any benefits that you were not expecting?

Mayor and council are pleased.

### Fife:

1. What is your operating budget?

See attached.

2. Do you adopt a 24 month budget or two one-year budgets?

- a. We adopted a biennial budget with two one-year financial plans, spelled out as such in our fund-level budget ordinance and our Fife Municipal Code.

3. Which accounting software do you use for biennial budgeting?

- a. Budgets are developed in Excel and uploaded to Springbrook (not using the extended budget module) by financial plan year for budget versus actual analysis

4. If you were there during the transition from a one-year budget to a biennial budget,

- a. Were staff on board with the transition or was there push back?
    - i. On board
  - b. How did Council respond to this change?
    - i. Insisted that the biennial budget be prepared as two one-year financial plans, that our municipal code state that there would be a mid-biennial budget review in the last four months of year one, that we would have quarterly financial status reporting with annual and biennial-to-date budget versus actual, that year two financial plan appropriations cannot be spent in year one (without a budget adjustment).
  - c. Was there any feedback from the public?
    - i. None
5. Do you feel that there is a significant time savings doing biennial budgeting?
    - a. There is significant staff savings in the off-year where the budget is adjusted only.
  6. How much time would you estimate is spent on a mid-biennium review/adjustments? (i.e., 50% of the time spent preparing the regular budget, etc.)
    - a. Probably 25% of the time spent preparing the regular budget.
  7. Are there any issues or problems that we should be aware of in converting to a biennial budget?
    - a. Your accounting software may only report annually, so if this is the case then I recommend that you prepare the biennial budget as two one-year financial plans and include them at the fund level in the budget ordinance.
    - b. Our biennial budget ordinance does not allow us to spend the year-two appropriations in year one so we tend to front load multi-year capital projects in year one.
  8. Are there any benefits that you were not expecting?
    - a. We prepare a budget book every other year rather than yearly.
    - b. We participate in the GFOA Distinguished Budget Award program so we only have to submit once every two years.

My last thought on this matter is that I believe that multi-year forecasting of revenues, expenditures and fund balance is important (GFOA best practice is five years), and that you can do this analysis whether or not the budget is adopted annually or biannually. If a biennial budget is the only way an entity can force itself to do multi-year forecasting then go with the biennial budget. If you already consistently do multi-year forecasting (rolling multi-year annual forecasting of revenues and expenditures as you would do with the 6-year transportation plan) then the biennial budget question hinges on time savings in the off year.

#### **Ocean Shores:**

Better expense control through the annual process.

#### **Puyallup:**

If I remember correctly, the move to a biennial budget was driven by the new City Manager at that time, his decision made when the City was between Finance Directors.

The return to a one year budget was driven by Council. They were shaken by the effects of the great recession and felt that they would have better control over a one year cycle.

It probably was a good decision at the time.

My observation –

Economic effects are essentially doubled with a biennial budget:

If things are going well, it looks like you have twice as much to spend.

If they are bad – twice as much to cut.

## Sunnyside:

We've had a lot of staff turnover and I only know what I've been told about the biennial budget that was tried in 2011/2012. From what I've been told, the Finance Director that implemented that budget cycle did not communicate how to manage spending to the department heads during the first year so they overspent in 2011 and then had to make extensive cuts in 2012 (personnel cuts) to make up for the shortage. In 2012, the Finance Director that implemented the 2 year cycle left to work at another city so it caused even more confusion. Then we had a series of turn-over in the position of City Manager and Finance. In 2012, there were two City Managers and three Finance Directors. I would only recommend a biennial budget if you are confident your department heads understand that they must live within the means of the budget for the first year and not get carried away spending it all that year. There needs to be constant monitoring and checking that there is no overspending. I would also say there must be stability within your organization with your finance department and city manager's office.

## Silverthorne, CO:

1. What is your operating budget?

**[Donna Braun]** Our general fund budget is \$11.3M and we have a total budget of about \$21M.

2. Do you adopt a 24 month budget or two one-year budgets?

**[Donna Braun]** During the year of the primary year of the budget process, we adopt the second year budget through a resolution. Because of our Town Charter we have to adopt each year's budget by resolution. Which works out well as there tends to always be a few changes needed on the second year budget.

3. Which accounting software do you use for biennial budgeting?

**[Donna Braun]** Currently we're still using Excel spreadsheets but are hoping to move to the budgeting system on our software system which is Caselle.

4. If you were there during the transition from a one-year budget to a biennial budget, were staff on board with the transition or was there push back?

**[Donna Braun]** No push back from staff. They like not having to do intense budgeting every year. Every other year works great.

How did Council respond to this change?

**[Donna Braun]** Because we still have to bring the second year back for official reading, the Council has never suggested going back to the one year method.

Was there any feedback from the public?

**[Donna Braun]** Our public is not very interested in our budgeting process. So no negative feedback.

5. Do you feel that there is a significant time savings doing biennial budgeting?

**[Donna Braun]** Yes there is time saving in that the "off year" is spent actually doing meaningful business and; especially when you look at it from outside the finance department. Finance still needs to prepare a brief budget presentation and budget ordinance for the off year. But we only

produce a budget document every other year. That, in itself, saves us a bunch of time! Changes can still be made to the second year but its minor compared to the full blown budget process.

6. How much time would you estimate is spent on a mid-biennium review/adjustments? (i.e., 50% of the time spent preparing the regular budget, etc.)

**[Donna Braun]** I'd say at least 50% maybe more.

7. Are there any issues or problems that we should be aware of in converting to a biennial budget?

**[Donna Braun]** Nothing. It's all for the good. There have been time when the second year has required some material changes like during the recession and like this year when we added a major construction project (although we had discussed it as a possibility during the budget retreat) but if you only focus on those changes and how their being incorporated or deleted from the budget, then you can everyone feels like their part of the process.

8. Are there any benefits that you were not expecting?

**[Donna Braun]** Doing the document every other year is great! Having Council and staff focusing on the budget retreat every other year keeps them focused since it's a rare event. I believe it keeps Council focused on the bigger picture items and long term planning.

**Cities that have a biennial budget:**

- Auburn
- Bainbridge Island
- Battle Ground
- Bellevue
- Bellingham
- Bonney Lake
- Bothell
- Burien
- Federal Way
- Fife
- Hoquiam
- Kenmore
- Kennewick
- Kirkland
- Lake Forest Park
- Lakewood
- Longview
- Lynnwood
- Mercer Island
- Mill Creek
- Mountlake Terrace
- Normandy Park
- Oak Harbor
- Redmond
- Renton
- Sammamish
- SeaTac
- Steilacoom
- Sumner
- Tacoma
- Tukwila
- Tumwater
- University Place
- Vancouver
- Walla Walla
- West Richland
- Woodinville

# City Vision and Strategy for Public Safety

(no attachments)

# Planning City's 20<sup>th</sup> Anniversary Celebration

(no attachments)

# Brief Discussion of Assorted Issues

**Note: Volunteer Recognition Program was first approved at the October 13, 2009 Council Meeting**

**SUMMARY OF CURRENT VOLUNTEER RECOGNITION PROGRAM & RELATED COSTS**

<b>Type of Recognition</b>	<b>Abbreviated Staff Recommendations</b>	<b>EST. Cost *</b>
National Volunteer Appreciation Week	Specialized Card signed by Mayor <del>Biennially</del> in Every April ( <del>alternating with letter</del> ) and sent during National Volunteer Appreciation Week to all active volunteers that provided service in the previous year	<del>Every other</del> year \$100 \$ 400
U. S. President's Award (Presented at Annual Volunteer Appreciation Dinner noted below)	Annually for volunteers who reach the required service milestones.	100
Volunteer of the Year	Annually voted on by staff and presented with plaque at Jan/Feb Council Meeting with short reception (cost represents <i>half</i> sheet cake)	40-plaque 60-cake
Commissioner of the Year	Annually voted on by staff and presented with plaque at Jan/Feb Council Meeting (cost of sheet cake included in Volunteer of the Year costs)	40-plaque 0
Annual Volunteer Appreciation Dinner	Catered family buffet held in City Hall Community Room during the summer months: either at the end of July or beginning of August on a "non-council-meeting" Tuesday, Wednesday or Thursday evening, depending on which day/week has either no or the fewest number of other community events occurring (e.g., National Night Out, etc.).	3,500
Retiring/Resigning Commission Members	<del>At time of</del> Following effective date of resignation, retiring/resigning commission members will be presented with City certificate noting responsibility and cumulative hours of service at City Council Meeting. mailed a city logo mug filled with logo mints and accompanied by a personalized Thank You card from the city council and city staff thanking them for their specific service.	150
<b>Estimated Total Annual Cost *</b>		<b>\$4,290</b>

\* Estimated Costs do not include the staff time that it takes to fulfill the task and/or typical office supplies readily available without a special order.

# Youth City Council

## What is a Youth City council?

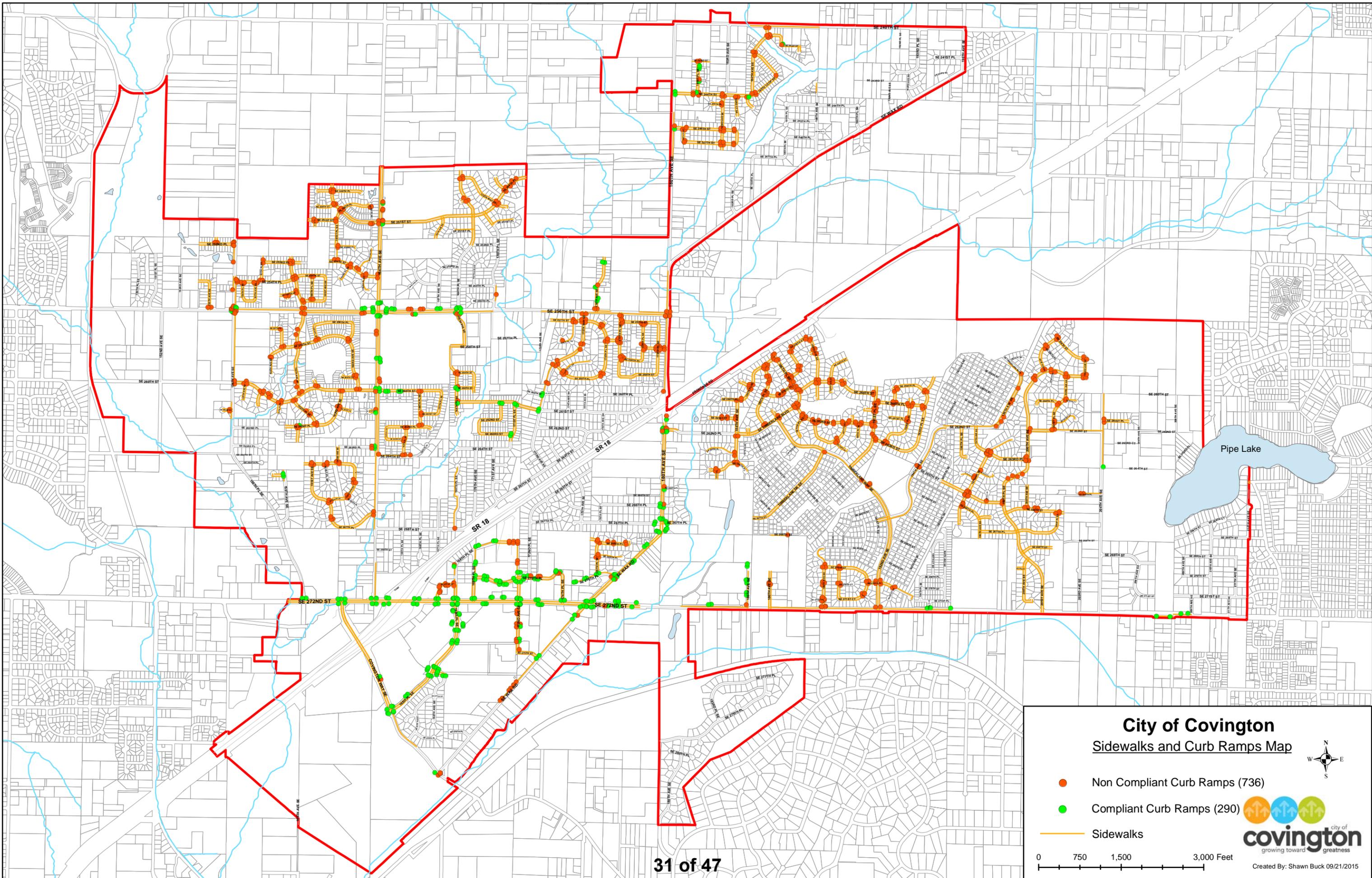
More and more youth are becoming increasingly disconnected from their local government. A youth city council is a method used to help bridge the divide between elected officials and the community's youth. In essence, these councils are tasked with connecting youth with their elected officials and engaging in civic minded activities and programs. The number of youth council members is entirely up to the City Council but typically you will see 15 – 25 teens that are high school aged. They meet monthly to help create meaningful and fun activities that encourage youth involvement. A large percentage of the Covington population is below the age of 18, therefore connecting with this large portion of our population is vital. As we learned at the Kentlake listening session the youth have a voice and this will be the portal for them to raise that voice.

## What will it take to get it running?

- Council adopting a charter/resolution
- 2-3 motivated and energetic adult leaders
- Scheduling space for their meetings at City Hall
- Getting the word out at the high schools so council members may be selected

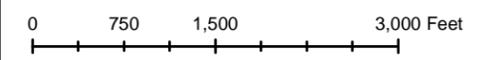
## Types of issues/projects the youth council could be involved in:

- Citywide advocacy campaigns addressing issues of concern for youth
- Conduct interviews of local government officials and city staff to share through social media
- Legislative day in Olympia
- Advocate for particular development projects
- Plan and organize fundraising events for youth-related development/programs
- Job shadowing
- Act as liaisons between city council and local youth through school announcements
- Promote civic involvement of other local youth
- Attend city council meetings on occasion
- Learn parliamentary rules of procedure
- Maintain a local youth council website providing information for youth

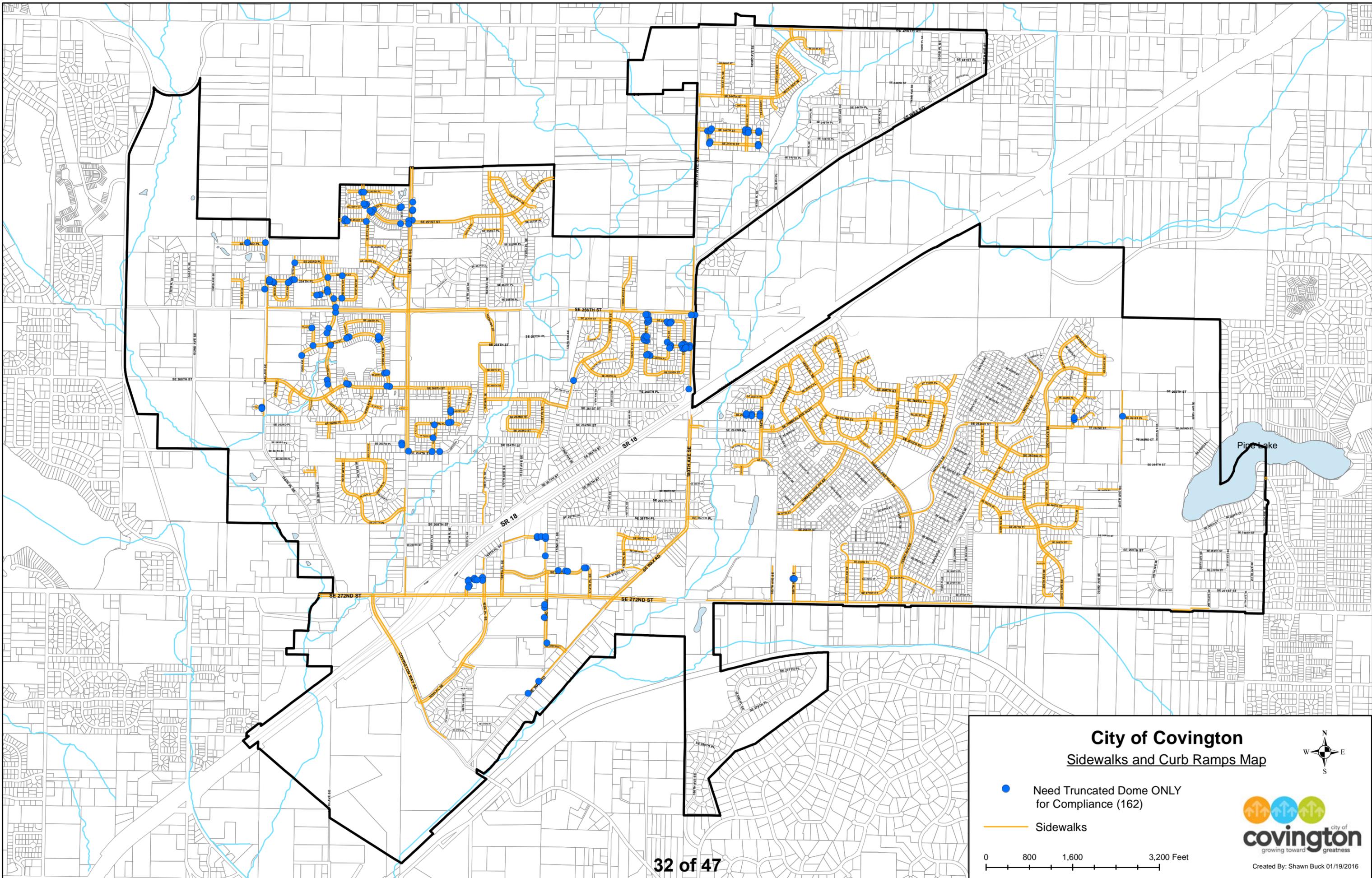


### City of Covington Sidewalks and Curb Ramps Map

- Non Compliant Curb Ramps (736)
- Compliant Curb Ramps (290)
- Sidewalks



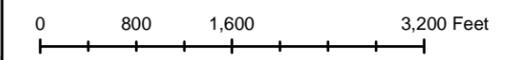
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### City of Covington Sidewalks and Curb Ramps Map

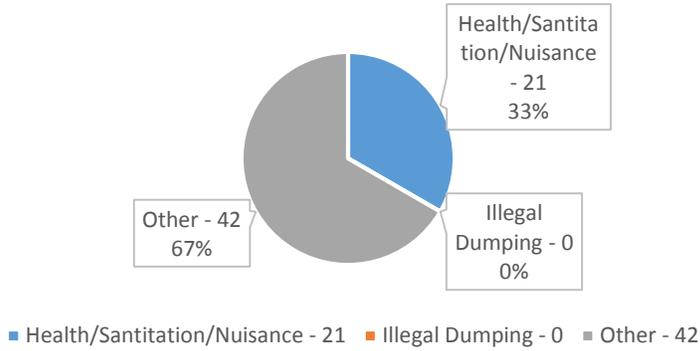


- Need Truncated Dome ONLY for Compliance (162)
- Sidewalks

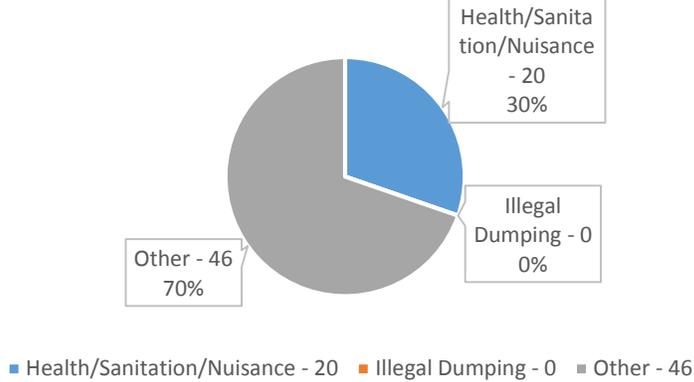


Created By: Shawn Buck 01/19/2016

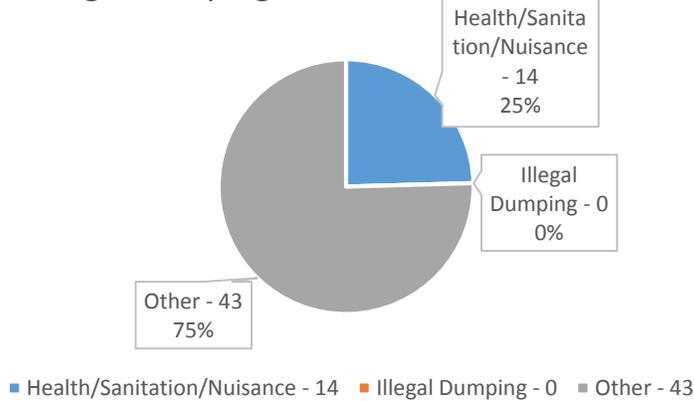
### 2015 Health/Sanitation/Nuisance and Illegal Dumping Code Enforcement Cases



### 2014 Health/Sanitation/Nuisance and Illegal Dumping Code Enforcement Cases



### 2013 Health/Sanitation/Nuisance and Illegal Dumping Code Enforcement Cases



Health/Sanitation/Nuisance and Illegal Dumping Complaints					Total Enforcement Complaints		
	Health/ Sanitation/ Nuisance on Private Property (Code Violation Cases) (CD)	Illegal Dumping on Private Property (Code Violation Cases)(CD)	Illegal Dumping on Public Property or ROW (Citizen Action Requests)(PW)	Total Sanitation Dumping Complaints [CD&PW]	Other Enforcement Complaints	TOTAL Complaints	% Sanitation/Dumping of Total Complaints
2013	14	0	2	16	43	59	27%
2014	20	0	6	26	46	72	36%
2015	21	0	10	31	42	73	42%

# Discuss Council Policies and Operations

SECTION 1. GENERAL.

These rules constitute the official rules of procedure for the Covington City Council. In all decisions arising from points of order, which are not covered by these rules, the Council shall be governed by Robert's Rules of Order (newly revised 1990 edition, ninth edition), a copy of which is maintained in the office of the Covington City Clerk. The City attorney shall decide all questions of interpretations of these rules and other questions of a parliamentary nature that may arise at the Council meeting.

SECTION 2. ORGANIZATION.

A. Swearing in of New Council Members. New Council members shall be sworn in either:

1. Up to ten days prior to the day they are scheduled to assume their office; or
2. At the first meeting of the Council in January; or
3. At any other time after their term of office is scheduled to begin.

B. Election of Officers. The Council shall elect a Mayor and Mayor Pro Tem for a term of two years and organize itself at the first Council Meeting during even-numbered years (effective January 1, 2000). The term of Mayor and Mayor Pro Tem shall run from the first meeting of the Council held in January to the first meeting of the Council held in January two years later. In the temporary absence of the Mayor, the Mayor Pro Tem shall perform the duties and responsibilities of the Mayor with regard to conduct of meetings and emergency business. In the event the Mayor is unable to serve the remainder of the term, a new Mayor shall be elected at the next Regular Meeting. In the event the Mayor Pro Tem is unable to serve the remainder of the term, a new Mayor Pro Tem shall be elected at the next Regular Meeting

A supermajority vote (5) shall be required to approve a motion to remove the Mayor or Mayor Pro Tem from office for cause.

No one Council member may nominate more than one person for a given office until every member wishing to nominate a candidate has an opportunity to do so. Nominations do not require a second vote. The Chair will repeat each nomination until all nominations have been made. When it appears that no one else wishes to make any further nominations, the Chair will ask again for further nominations and if there are none, the Chair will declare the nominations closed. A motion to close the nominations is not necessary. After nominations have been closed, comments take place followed by voting for Mayor in the order nominations were made. Council members will be asked for a voice vote and a raise of hands. As soon as one of the nominees receives a majority vote of the whole City Council (four votes), then the Chair will declare him/her elected. No votes will be taken on the remaining nominees. If none of the nominees receives a majority vote, the Chair will call for nominations again and repeat the process until a single candidate receives a majority vote of the whole City Council before the office of Mayor Pro Tem is opened for nominations. A tie vote results in a failed nomination.

The Council members nominating and the nominees for Mayor will have an opportunity to make public comment before voting commences.

C. Quorum. At all Council Meetings, a majority of the whole City Council (four members) shall constitute a quorum for the transaction of business, but a lesser number may recess or adjourn from time to time and may request the attendance of absent members.

D. Voting. The votes during all Council Meetings shall be conducted as follows:

Unless otherwise provided for by statute, ordinance, or resolution, all votes shall be taken by voice, except that at the request of any Council member, a random roll call vote shall be taken by the Clerk (Robert's Rules of Order, Newly Revised, 1990 edition).

In case of a tie vote on any motion, the motion shall be considered lost.

All final actions on resolutions and ordinances must take place within the corporate limits of the city. Special meetings may be called by the mayor or any three members of the council by written notice delivered to each member of the council at least twenty-four hours before the time specified for the proposed meeting.

The passage of any ordinance, grant or revocation of franchise or license, and any resolution for the payment of money shall require the affirmative vote of at least a majority of the whole membership of the council.

The affirmative vote of the majority of those members present will be necessary for the adoption of any motion or other voting matter, unless otherwise specified in these Rules of Procedure but no proxy will be allowed.

Remote participation will be allowed only if prearranged and only if the Council member(s) is in communication for the entire meeting.

Each Council member shall vote on all questions put to the Council. If a Council member must recuse him or herself because of that Council member's perceived conflict of interest or an appearance of fairness on any item of business before the City Council, then that Council member shall remove him or herself from the chambers during discussion, deliberation and/or voting on that particular item of business. An abstention shall be recorded as a vote in favor of the question. A Council member's silence shall be recorded as an affirmative vote.

E. Attendance, Excused Absences. RCW 35A.12.060 provides that a Council member shall forfeit his or her office by failing to attend three consecutive Regular Meetings of the Council without being excused by the Council. Members of the Council may be so excused by complying with this section. The member shall contact the City Manager, City Clerk, or any Council Member prior to the meeting and state the reason for his or her inability to attend the meeting. The City Manager, City Clerk, or Council Member shall convey the message to the Council. Following roll call, the Presiding Officer shall inform the Council of the member's absence, and state the reason for such absence. This motion shall be non-debatable. Upon passage of such motion by a majority of members present, the absent member shall be considered excused and the Clerk will make an appropriate notation in the minutes. As a courtesy, Council members shall also notice their absence for Study Sessions in a similar manner as set forth for Regular Meetings.

F. General Decorum. While the Council is in session, the members must preserve order and decorum, and a member shall neither, by conversation or otherwise, delay or interrupt the proceedings or the peace of the Council, nor disrupt any member while speaking, nor refuse to obey the orders of the Council or the Presiding Officer, except as otherwise provided in these Rules.

Any person making personal or slanderous remarks or who becomes disorderly while addressing the Council or while in the Council Chamber while the Council is in session, shall be asked to leave by the Presiding Officer.

G. Confidentiality. Pursuant to RCW 42.23.070, *Prohibited Acts*, Council members shall keep confidential all written materials and verbal information provided to them during Executive Sessions, to ensure that the City's position is not compromised. Confidentiality also includes information provided to Council members outside of Executive Sessions when the information is considered to be exempt from disclosure under the Revised Code of Washington or under Public Disclosure Ordinance adopted by the Council.

If the Council, after Executive Session, has provided direction or consensus to City staff on proposed terms and conditions for any confidential or privileged issue, all contact with any other party shall be made by the designated City staff representative handling the issue. Council members should consult with the City Manager and/or City Attorney prior to discussing such information with anyone other than other Council members, the City Attorney, or City staff designated by the City Manager. Any Council member having any contact or discussion with any person other than those listed above on any such confidential or privileged issue shall make full disclosure to the City Manager and Council in a timely manner.

H. City Clerk. The Clerk or an authorized Deputy Clerk shall attend all Council Meetings. If the Clerk and the Deputy Clerk are absent from any Council Meeting, the City Manager shall appoint a Clerk Pro Tempore for that meeting only.

I. Attendance of Officers or Employees. Any City officer or employee shall have the duty when requested by the City Manager to attend Council Meetings and shall remain for such time as the City Manager may direct.

SECTION 3. OFFICERS.

A. Presiding Officers. The Mayor, or in his or her absence, the Mayor Pro Tem, shall be the Presiding Officer of the Council. In the absence of both the Mayor and the Mayor Pro Tem, the Council shall appoint one of the members of the Council to act as a temporary Presiding Officer.

B. Presiding Officer's Duties. It shall be the duty of the Presiding Officer to:

- Call the meeting to order
- Keep the meeting to its order of business
- Control discussion in an orderly manner
- Every Council member who wishes an opportunity to speak must be recognized by the Chair.

- Permit audience participation at the appropriate times.
- Require all speakers to speak to the question and to observe the rules of order.
- State each motion before it is discussed and before it is voted upon.
- Put motions to a vote and announce the outcome.

C. Presiding Officer, Question or Order. The Presiding Officer shall decide all questions of order, subject to the right of appeal to the Council by any member.

D. Presiding Officer, Participation. The Presiding Officer may at his or her discretion call the Mayor Pro Tem or, in his or her absence, any member to take the chair so the Presiding Officer may make a motion or for other good cause yield the Chair.

E. Request for Written Motion. Motions shall be reduced to writing when required by the Presiding Officer of the Council or any member of the Council. All resolutions and ordinances shall be in writing.

SECTION 4. DUTIES AND PRIVILEGES OF COUNCIL MEMBERS.

A. Forms of Address. The Mayor shall be addressed as “Mayor (surname),” “Your Honor,” or Mr./Madam Mayor. Members of the Council shall be addressed according to their preference as “Councilmember (surname),” Councilor (surname),” or Mr./Mrs./Miss/Ms. (surname).

B. Seating Arrangement at Regular Meetings. The Mayor shall sit at the center of the Council, and the mayor Pro Tem shall sit adjacent to the Mayor. Other Council members are to be seated in a manner acceptable to the Council. If there is a dispute, seating shall be in position order.

C. Dissents and Protests. Any Council member shall have the right to express dissent from or protest against any ordinance or resolution of the Council and have the reason therefore entered in the minutes.

SECTION 5. CITY ADVISORY COMMITTEES.

A. Establishment of Advisory Bodies. The City of Covington’s Commissions, committees, and task forces provide an invaluable service to the City. Their advice on a wide variety of subjects aids the Council in the decision-making process. Effective citizen participation is an invaluable tool for local government.

All City Advisory Committees are advisory to the City Council and are not authorized to take independent action representing the city with other agencies or bodies.

These advisory bodies may be established by City Resolution or Ordinance if required by state statute.

The enacting resolution will set forth the size of each advisory group, which will be related to its duties and responsibilities, the term of office of its members; a statement of its purpose and function; and time lines, if relevant to the scope of work.

All Advisory Committee Meetings shall comply with the requirements of the Open Meetings Act (RCW Section 42.30).

The Council may dissolve any advisory body that, in their opinion, has completed its working function or for any other reason.

B. Appointment to Advisory Bodies. Vacancies shall be advertised unless otherwise directed by the City Council so that any interested citizen may submit an application. Applicants are urged to be citizens of the City of Covington, but applications from residents living outside of the corporate boundaries may be considered if authorized by the resolution or ordinance establishing the advisory body.

For each advisory body the City Council shall annually appoint a subcommittee of three or fewer Council members to conduct applicant interviews for that respective advisory body. Each Council member shall be appointed to at least one said subcommittee. Each advisory body applicant interview subcommittee shall interview applicants for reappointment to that advisory body unless otherwise determined by the City Council. Every effort shall be made to interview each applicant, except when an applicant lacks the basic qualifications as set forth in the applicable resolution or ordinance or when the gross number of applicants is so large as to be an undue burden on the respective subcommittee's schedule.

The City Clerk shall endeavor to schedule applicant interviews at a time and date that best meets the scheduling needs of each respective subcommittee. All applicant interviews conducted by the subcommittees shall be recorded and made available to the City Council. The City Clerk shall endeavor to provide a sufficient amount of time for all Council members to review the applicable applicant interview recordings before the City Council discusses and appoints commissioners at a regular City Council meeting.

Appointments to advisory bodies will be made by the City Council during a regularly scheduled meeting. Newly appointed members will receive a briefing by the applicable Commission, Committee, or Task Force Chairperson and/or City staff regarding the duties and responsibilities of the members of their respective advisory body.

C. Removal of Appointees. Appointees to advisory bodies may be removed prior to the expiration of their term of office by a supermajority vote of the City Council.

D. Exit Interviews. The Council shall annually appoint a subcommittee of three or fewer Councilmembers to conduct exit interviews of all departing members of Council-appointed advisory bodies.

The City Clerk shall endeavor to schedule exit interviews prior to regular City Council meetings. The City Clerk shall prepare and maintain standard questions for the committee's use.

E. Council Relations with Advisory Bodies. To avoid any undue influence on the city's advisory bodies, and to prevent unauthorized or misrepresented communications between the council and advisory bodies, council members are prohibited from attending any meeting of the city's advisory bodies in an official capacity unless specifically authorized to attend by a consensus of the city council. Further, council members are strongly encouraged not to attend any meeting of the city's advisory bodies

in an unofficial capacity. If a council member chooses to attend a meeting of any of the city’s advisory bodies in an unofficial capacity, he/she shall expressly state that he/she is attending and/or speaking in a personal capacity only and is in no way representing the opinions or position of the city council.

SECTION 6. COUNCIL COMMITTEES/APPOINTMENTS.

A. Council Committees. Council committees are policy review and discussion arms of the City Council. Committees may study issues and develop recommendations for consideration by the City Council. Committees may not take binding action on behalf of the City.

The City Council may meet for study or special project purposes as a Committee of the Whole or may establish Council subcommittees with three or fewer members.

Council Committee structure shall be as determined by the City Council and may include:

Council Committee of the Whole – (Seven Council members)

Council Committees – Standing Committees established for special purposes, tasks, or time frames (three or fewer Council members)

Subcommittees of the City Council – Ad hoc and informal working or study group (three or fewer Council members)

Council Member Appointments – to task teams or City advisory boards, commissions and committees (three or fewer Council members)

Liaison/Representative Appointments – to other advisory bodies or groups.

All Council Committee Meetings shall comply with the requirements of the Open Meetings Act (RCW Section 42.30).

SECTION 7. MEETINGS.

The Mayor, or in the absence of the Mayor the Mayor Pro Tem, or any three members of Council may schedule or cancel a meeting, subject to the notice and call requirements prescribed by State Law or City Ordinance or rule.

All Council Meetings shall comply with the requirements of the Open Public Meetings Act (RCW Section 42.30). All Regular Meetings, Special Meetings and Study Sessions of the Council shall be open to the public.

The City Manager, or his or her designee, shall attend all meetings of the City Council including Regular Meetings, Special Meetings, Study Sessions, and Executive Sessions, except if council meets in Executive Session with the City Attorney on matters of potential conflict for the City Manager.

A. Council Meetings. The Council shall hold Regular Meetings on the second and fourth Tuesday of each month. The Council will not hold meetings on any other day of the month, unless otherwise noticed. All meetings will begin at 7:00 p.m., unless otherwise noticed. If an Executive Session is scheduled, it will be held at the end of the agenda distributed, unless otherwise noticed. Should any meeting occur on a legal holiday, the meeting shall be held at the same hour and place on the following business day. Should any meeting occur on a general or primary election day, or special election called within the City of Covington, the meeting shall be held at the same hour and place on the following business day.

B. Special Meetings. Special Meetings may be held by the Council.

C. Executive Sessions. The Council may hold Executive Sessions, from which the public may be excluded, for those purposes set forth in Chapter 42.30.110 RCW.

Before convening to an Executive Session, the Presiding Officer shall announce the purpose of the Session and the anticipated time when the Session will be concluded. No formal action or decision of the Council may be taken in Executive Session.

D. Annual Strategic Planning Summit. The Annual Strategic Planning Summit shall be held on the last Saturday in January of each year.

E. Emergency Meetings. If at any time there is a need for expedited action by the City Council to meet an emergency situation, the Council may hold an Emergency Meeting and the noticing requirements of Chapter 42 RCW or City Ordinance or rule may be waived.

F. Adjournment. Regular and Special Meetings shall adjourn at or before 10:00 p.m.; Study Sessions shall adjourn at or before 10:00 p.m. The adjournment times established hereunder may be extended to a later time certain upon approval of a motion by a majority of the Council. During regular and special meetings, any Council member may call for a “Point of Order” at 9:30 p.m. to review agenda priorities.

G. Meeting Place. Council Meetings will be at a time and place as Council directs, except that Regular and/or Special meetings at which final actions on resolutions and ordinance will take place shall always be held within the boundaries of the City of Covington.

H. Public Notice. The City shall comply with the provisions of RCW 35A.12.160.

SECTION 8. COUNCIL ORDER OF BUSINESS.

A. Order of Business for Regular Meetings.

The suggested order of business for each Regular Meeting should be as follows:

- Regular Session
- Call to Order
- Roll Call, Flag Salute

- Approval of Agenda
- Public Communication
- Public Comment
- Approve Consent Agenda:
  - Approval of Minutes of Previous Meetings and Approval of Payroll/Claims
- Reports of Commissions
- Public Hearing
- Continued Business
- New Business
- Council/Staff Comments
- Public Comment
- Executive Session
- Adjournment

The suggested order of business for each Study Session should be as follows:

- Study Session
- Call to Order
- Roll Call, Flag Salute
- Approval of Agenda
- Public Comment
- Discussion
- Public Comment
- Executive Session
- Adjournment

B. Council Agenda. Pursuant to the authorities specified in RCW 35A.13.080, the City Manager shall set the Council agenda for the meeting, following the suggested order of business listed in Section 8.A whenever practical. When necessary, the Mayor or other Council member, with the consent of the Council, may change the order of business. No legislative item not on the agenda shall be voted upon; a motion to suspend the rules would be necessary to add a legislative item to the agenda, in order to facilitate a vote on a legislative item not listed in the published agenda.

SECTION 9. CONDUCT OF BUSINESS.

A. Public Comment. During meetings of the Council, public comments will be invited during the Public Comment portion(s) of the agenda. The public is also invited to provide written comment on any non-quasi-judicial or legislative matter. It is encouraged that such written comments be filed with the City Clerk by Noon of the Thursday preceding the meeting. If written comments are given at the meeting, the presenter should provide seventeen copies for the Council and staff.

In addition, public oral testimony may be taken on other non-quasi-judicial or legislative matters as they arise during the course of the meeting agenda. However, once a motion is pending, debate is limited to Council members and no further public comment will be taken, unless a Council member requests further testimony.

Public comments should be limited to no more than four minutes per person. No person may donate time to another person. If additional time is needed, a person may request that the Council place an item on a future agenda as time allows.

B. Identification of Speakers. Persons testifying shall identify themselves for the record as to name, address, and organization.

C. Instructions for Speakers. An instruction notice and/or sign up sheet will be provided at the entrance to the Council chambers. Speakers will be advised by the Mayor that their testimony is being recorded. Persons testifying should address their comments to the City Council, not the audience or the staff.

D. Addressing Council Outside of a Public Hearing or Public Comments. No person shall be allowed to address the Council while it is in session without the recognition of the Presiding Officer.

SECTION 10. CONSENT CALENDAR.

The City Manager in consultation with the Presiding Officer, shall place matters on the Consent Calendar which: (a) have been previously discussed or policies have been set by the Council, or (b) based on the information delivered to members of the Council, by the administration, can be reviewed by a Council member without further explanation, or (c) are so routine or technical in nature that passage is likely. Ordinances, Resolutions, and Motions are all eligible to be placed on the Consent Calendar.

The motion to adopt the Consent Calendar shall be non-debatable and have the effect of moving to adopt all items on the Consent Calendar. Since adoption of any item on the Consent Calendar implies unanimous consent, any member of the Council shall have the right to remove any item from the Consent Calendar. If any matter is withdrawn, the Presiding Officer shall place the item at an appropriate place on the agenda for deliberation at the current or a future Council Meeting.

SECTION 11. PUBLIC HEARINGS.

The Public Hearing is a formal opportunity for citizens to give their views for consideration in the legislative or policy-decision-making process. In addition, public hearings are required on quasi-judicial actions, which determine the legal rights, duties, or privileges of specific parties. The following rules shall be observed during public hearings:

Legislative/Information Gathering Public Hearings:

A. Open Public Hearing – The Mayor will open the public hearing.

- Staff Presentation – For an initial presentation of background information from a City Department, a City Board, Commission, or Committee, no more than 20 minutes will be allowed, unless authorized by the Presiding Officer.
- Citizen Comments – Comments will be limited to four minutes. Any individual or group may request of the Council additional time to speak if such request is submitted in writing no later

than the day prior to the subject meeting. Such request shall be subject to Council approval. The Presiding Officer may allow additional time for receipt of written testimony, when needed.

- Staff Comments – Additional staff comments may be requested by Council following citizen comments.
- Close Public Hearing – At the conclusion of Citizen or Staff Comments, the Presiding Officer will close the public hearing.
- Council Deliberation.
- Council Action
- Timekeeper – The City Clerk shall be the timekeeper.

B. Quasi-Judicial Public Hearings:

No Public oral testimony shall be given on quasi-judicial matters outside of a public hearing except on matters of procedure. If a quasi-judicial hearing is on the agenda, the public will be informed by the City Attorney as to what state law permits as to public comments. In addition, quasi-judicial hearings will be conducted in conformance to procedures outlined in other City ordinances such as the Hearings Examiner Ordinance and the Ordinance Adopting New Administrative Procedures for the Processing of Project Permit Applications as Required by the Regulatory Reform Act.

SECTION 12. AGENDA PREPARATION.

The City Manager shall direct the City Clerk to prepare a preliminary agenda for each Council meeting specifying the time and place of the meeting and setting forth a brief general description of each item to be considered by the Council.

An item for a Council meeting may be placed on the preliminary agenda for consideration by one of the following methods:

A majority vote by the Council;

Council consensus;

By any three Council members in writing or with phone confirmation, no later than Noon on the Wednesday before a Regular Meeting. The name of the requesting Council members will be set forth on the agenda;

By the City Manager;

Legally required advertised public hearings will have a higher priority over other agenda items scheduled for convenience rather than for statutory or other reasons.

Agenda items that are continued from one meeting to another will have preference on the agenda to the extent possible.

SECTION 13. EFFECT/WAIVER OF RULES.

It is the intent of the City Council that council procedures be periodically reviewed as needed, but no less than every two years. Accordingly, Council procedures should be considered in the month of January of every even-numbered year, and may be considered at any other time that Council shall choose to review them.

These rules of procedure are adopted for the sole benefit of the members of the City Council to assist in the orderly conduct of Council business. These rules of procedure do not grant rights or privileges to members of the public or third parties. Failure of the City Council to adhere to these rules shall not result in any liability to the City, its officers, agents, and employees, nor shall failure to adhere to these rules result in invalidation of any Council act. The City Council may, by a two-thirds vote of those members present and voting, determine to temporarily waive any of the provisions herein. A two-thirds vote is five of seven votes, four of six votes, four of five votes and three of four votes.

*(Revised: February 8, 2000; July 9, 2002; January 21, 2003; March 14, 2006; February 12, 2008, May 12, 2009, February 9, 2010, July 23, 2013, February 25, 2014, and May 13, 2014.)*

# Other Issues on the Horizon

(no attachments)