

CITY OF COVINGTON CITY COUNCIL
Annual Strategic Planning Summit

Saturday, 31 January 2015 8:00 a.m. – 3:00 p.m.
Maplewood Golf Club 4050 Maple Valley Highway, Renton

AGENDA

THE COUNCIL’S PRIMARY GOALS FOR THIS YEAR’S SUMMIT:

1. Agree on the Council’s priorities for 2015-’16.
 2. Discuss options available to the City to fund them to get a preliminary idea of the Council’s preferences.
 3. Identify key messages to communicate to the public about the City’s financial condition and what it could be in the future.
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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.

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|------|------|--|-----------------------|
| I. | 8:00 | Welcome! Review Today’s Purpose | Mayor Harto |
| II. | 8:05 | Review Agenda and Ground Rules | Jim Reid, Facilitator |
| III. | 8:10 | Identify the Most Significant Accomplishments of 2014 <ul style="list-style-type: none">▪ <i>What were 2 or 3 accomplishments of the City Council in 2014 that you believe will have the greatest long-term benefits for Covington? Why?</i>▪ <i>Is there anything that was not achieved last year that should be accomplished in the near-term future?</i> | Council |

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|------|-------|---|---------------|
| IV. | 8:40 | Review the Vision, Mission, and Goals | Council |
| | | <ul style="list-style-type: none"> ▪ <i>Are the vision and mission statements still taking the City in the right direction? If not, how should we revise them?</i> ▪ <i>Are our current Council goals still valid as tools to achieve our vision? If not, how should we revise them?</i> | |
| V. | 9:05 | Agree on Council Priorities for 2015-'16 | Council |
| | | <ul style="list-style-type: none"> ▪ <i>What are the Council's 3-5 highest priorities for 2015-'16?</i> ▪ <i>For each one, what outcomes does the Council seek?</i> | |
| | 10:05 | Break | |
| VI. | 10:15 | Potential Funding for the Council's Priorities | Council/Staff |
| | | <ul style="list-style-type: none"> ▪ <i>What criteria does the Council prefer to use to assess potential revenue sources for funding its priorities?</i> ▪ <i>What are the potential revenue sources available to the City?</i> ▪ <i>What are the pros and cons of each potential revenue source based on the staff's analysis and the Council's knowledge of the community?</i> ▪ <i>Does the assumption that the TBD is approved in April affect our assessment of the pros and cons of other potential revenue sources? Does the assumption that is not approved affect this analysis?</i> ▪ <i>Is the Council interested in moving to biennial budgeting or in other structural changes to address the current financial condition and how to fund the priorities?</i> ▪ <i>What are the next steps to assess and select options?</i> | |
| | Noon | Lunch | |
| | | <ul style="list-style-type: none"> ▪ <i>Lunch will be provided.</i> | |
| VII. | 12:45 | Our Relationships with Key Partners | Council |

		<ul style="list-style-type: none"> ▪ <i>Which of the City's relationships could be most vital to helping the Council achieve its priorities?</i> ▪ <i>What are our goals or intentions in focusing on these partners?</i> ▪ <i>What steps should we take to achieve our goals?</i> 	
VIII.	1:30	Communicating Our Financial Condition and Priorities	Council
		<ul style="list-style-type: none"> ▪ <i>What are the principal messages we should communicate to the public during the next 3-6 months about the City's current financial condition, and about the Council's priorities and the potential revenue sources?</i> ▪ <i>How shall we communicate these messages?</i> 	
IX.	2:10	Miscellaneous Issues and Items	Council
		<ul style="list-style-type: none"> ▪ <i>What is the status of the Youth Athletic Program?</i> ▪ <i>What are the City's needs for legal support? What are the options to obtain the level of support we need? What are the options to pay for that support?</i> 	
X.	2:45	Other Issues on the Horizon	Council
		<ul style="list-style-type: none"> ▪ <i>What are other issues of interest that could be topics for future Council discussions?</i> 	
XI.	2:55	Wrap-up: Final Thoughts	Council
		<ul style="list-style-type: none"> ▪ <i>What are we taking away from today's meeting?</i> 	
	3:00	Adjourn	

CITY OF COVINGTON CITY COUNCIL
ANNUAL STRATEGIC PLANNING SUMMIT
Saturday, 25 January 2014, 8:10 a.m. — 2:35 p.m.
Maplewood Golf Club

SUMMARY

OF THE COUNCIL'S MAJOR AGREEMENTS AT THE MEETING

Attending: Mayor Margaret Harto, Mayor Pro Tem Jeff Wagner, Councilors Joe Cimaomo, Mark Lanza, Marlla Mhoon, Jim Scott, and Wayne Snoey; City Manager Derek Matheson; Management Team members Noreen Beaufriere, Richard Hart, Rob Hendrickson, Kevin Klason, Sharon Scott, Karla Slate, Scott Thomas, and Don Vondran; facilitator Jim Reid.

Guests: Sean Smith, Paul Max, Dave Lucavish, and Liz Fast

MAJOR AGREEMENTS OF THE SUMMIT

The major agreements of the City Council at its 2014 Summit were:

1. **Vision, Mission, and Goals:**

- a. The vision and mission statements were reaffirmed. Council members commented that the City's new branding will help advance the vision even further.
- b. The goal that addresses neighborhoods was changed so that it will now read: "**Neighborhoods:** Foster community cohesiveness, communication, and cooperation, and maintain neighborhoods that offer a variety of housing options that are diverse, safe, accessible, and well-designed."

2. **Council Priorities for Spending a Portion of the Fund Balance:**

- a. The Council agreed to direct Derek and the management team to develop a list of transportation, parks and recreation, and Town Center projects that the Council should consider funding with a portion of the recovering fund balance.
- b. During the discussion, Council members articulated the following interests, which may guide the management team in developing the project list: 1) one-time expenditures; 2) promote economic development; 3) ensure safety, particularly of kids; 4) benefit more than one of the three areas

(transportation, parks, Town Center); and 5) set the stage for matching funds from other sources, including the federal and state governments.

- c. Council members also agreed that a 20-30% fund balance should be preserved. They authorized the management team to bring back a variety of spending scenarios, so the exact percentage of the fund balance to be reserved will be determined during the next discussion.

3. Council Priorities for Spending a Portion of Future Surpluses:

- a. The Council agreed that public safety is a very high priority for spending future budget surpluses. More specifically, the Council is interested in working with the Kent School District to fund a School Resource Officer (SRO) who would be primarily stationed at Kentwood High School. The Council is also interested in funding an additional officer for the Covington Police Department.
- b. The Council reached consensus that the funding of the SRO should be placed on a Council agenda as soon as possible, and that the City should immediately inform the Kent School District of the City's interest in working with the District to jointly fund the officer.
- c. Council members agreed that the funding of an additional police officer will be one of their primary interests in the deliberations about the 2015 City budget.
- d. The Council also expressed interest in developing a police department strategic plan in the near-term future. The plan the Council envisions would be similar to the City's transportation and parks strategic plans.

4. Town Center and the CIP and TIP:

- a. The Council agreed that Town Center projects will be a significant part of the City's Capital Improvement Plan (CIP) and Transportation Improvement Plan (TIP) following completion of the Town Center Study this spring and when the CIP and TIP are next updated.

5. Identifying Additional Revenue Sources:

- a. Council agreed to discuss at its 2015 Summit ideas for generating additional revenues such as the City establishing its own cable utility or applying the utility tax to the sewer and water districts that operate within the City limits.
- b. Council expressed concern about impacts to utility tax revenues from advances in energy efficiencies. Staff will monitor this issue.

6. The City's Role in Youth Athletics:

- a. Council members unanimously agreed that the City should begin to fund and manage youth athletics programs. This means the City will offer the programs currently offered by Covington Sports.
- b. Covington Sports will offer programming through spring 2014. At that point the City will begin to take over the responsibility. The Council agreed that funding for the first year will come from the fund balance, and beginning in the second year will come from the Parks Fund as part of the annual budgeting process.

- c. Council and the parks and recreation staff expect the City to “come out of the gate” offering the same quality programming as Covington Sports, and over time will continuously improve the quality.
- d. Council would like to see a kick-off or jamboree.

7. Design Guidelines:

- a. Council agreed that the City should strengthen its design standards for building façade modulation in Town Center. The City’s interest is in providing clear and strong guidelines to the developers of private property in the Center. Both Council and staff expect this work to be completed within the next four months.
- b. Council also agreed to begin to address requirements for improving the quality and design of streetlights, crosswalks, and other public amenities within the public right-of-way. The Council agreed to begin that work by answering the five policy questions that Richard and Don posed in their memo for this summit (see page 55 of the summit packet/page 2 of the 17 January 2014 memo). Council also agreed to the suggestion that these questions be answered in the context of the Town Center and in a citywide context. New standards for the public right-of-way are likely to be considered first in the context of Town Center. Because it is a more complicated issue than the building façade modulation standards, the process of improving design standards for the public right-of-way will take more time.

8. The Council’s Relationship with Advisory Committees:

- a. Members of City Commissions have recently requested that Council members attend their meetings to offer perspectives, opinions, and guidance. At the summit the Council members unanimously agreed that it is in the City’s best interests for the Commissions to operate without Council involvement or influence so that their recommendations to the Council are based on their own discussions, analysis, and opinions. The Council agreed that its members should not attend Commission or Advisory Committee meetings.

The Council agreed that Derek and the management team should work with the City Attorney to draft language that could be incorporated into the “Covington City Council Rules of Procedure, Section 5: City Advisory Committees.” Once the language is drafted, the City Manager will submit it to the Council for consideration.

- b. The Council also agreed that language should be inserted into the Commission and Advisory Committee’s “Rules of Procedure” that defines removal procedures of each Commission (not only the Planning Commission). Derek and the management team will work with the City Attorney to draft the language for the Council’s consideration.
- c. The members of the City Council agreed to not establish term limits for Commission or Advisory Committee members because the Council can exercise its right to not reappoint a member.
- d. The Council agreed to make a few changes to the questions asked of candidates for the Commissions, whether the candidates are seeking to be appointed initially or seeking reappointment.

Currently there are seven questions asked of candidates for the Planning Commission, the Covington Economic Development Council, and the Parks and Recreation, Arts and Human Services Commission. The Council agreed to add one more question for future interviews of people applying to serve on these Commissions or Committees. “Part of the Commission’s/Committee’s role is to be an ambassador for the City of Covington. How would you fulfill that role?”

Currently there are seven questions asked of incumbent Commission members who are seeking reappointment. The Council agreed to eliminate questions 2 and 7, and to add this question: "What do you recommend to improve the Commission's work and operations?"

MOST SIGNIFICANT ACCOMPLISHMENTS OF 2013

As in past years, the Council cited the most important accomplishments of the previous year. By doing so, Council members provided the context and foundation for their goals and priorities during 2014. The biggest accomplishments of 2013 were:

1. Approving the hiring the temporary full-time parks staff person.
2. Moving ahead with the Hawk property, which will provide a mix of housing and tax revenues.
3. Building relationships with Maple Valley and Black Diamond through tri-city forums.
4. The positive, proactive, cohesive City Council.
5. Signing the contract with Republic Services for waste management.
6. Opening Covington Community Park.
7. The way the City has pursued higher educational institutions to partner with us and locate branches here.
8. Establishment of the Transportation Benefit District (TBD), which reflected taking responsibility for the City's finances.
9. Opening of Valley Medical Center's Urgent Care facility in Covington.
10. The City taking over Covington Days—Karla's role, which guaranteed success, the new sponsorship brochures, the new parade route.
11. Implementing the Police Volunteer Program.
12. Pursuing a single developer for Town Center and the Town Center Study.
13. Funding social services in the City's budget.
14. Maintained our excellent staff.
15. The Aquatics Center—we continue to exceed our business goals with the increasing attendance.
16. Developers expressing interest and making inquiries about the City and Town Center that signal renewed economic development.
17. The increasing interest of citizens in serving on the City's Commissions and Advisory Committees.
18. Our participation in regional forums has increased the City's profile and made the Council well known.
19. The renewed interest in SEATS.
20. The City's efforts on branding.
21. Success in the State Legislature, for which we thank our crackerjack lobbying team.
22. Excellent responses we've received from state legislators.
23. As we emerge from the recession, we are beginning to see the benefit of tough and good decisions we made during it.
24. Three Code amendments: clearing/grading; SEPA thresholds; development agreement approach/tax exempt status. Each is making the City's expectations and requirements of development clearer.
25. We are the only city in Washington State whose bond rating went up!

After citing the accomplishments of 2013, individual Council members mentioned these four items that were disappointing or need to be addressed in the near-term future. These items are:

1. The City needs to find a predictable, sustainable source of funding for roads.
2. The failure of the sales tax proposition at the ballot; it would have provided funding for transportation projects within the TBD.
3. Lack of resolution of transportation issues, including funding, at all levels of government. This makes it even more imperative that King County's proposal for funding Metro pass when it comes before the voters.
4. The City's inability to annex the Northern Gateway property.

FUTURE ISSUES ON THE CITY'S HORIZON

Here are issues the Council members cited at the end of the summit that are likely to be on the Council's agenda at sometime in the future:

1. Additional revenue sources
2. Transportation
3. Design guidelines
4. A public safety strategic plan

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 2014

Year 2014 Accomplishments

- Established relationship with Eastern University to further pursue higher education in Covington
- Adopted development agreements for the Hawk Property and Inland Group projects
- Established public-private partnership opportunities for the Town Center in conjunction with the city's Town Center development partner
- Implemented new public records policy, including establishing staff training, compliance and procedures
- Coordinated meetings to pursue higher education
- Updated commission charters to address term limits and end dates as well as removal procedures
- Recruited total of 79 employees (4 regular f/t, 7 seasonal f/t, & 68 p/t (33 Aquatics, 31 Athletics, 4 miscellaneous) and 64 volunteers
- Oversaw city manager recruitment process
- Successfully applied for AWC's annual WellCity Award
- Coordinated bi-annual Human Services funding application process
- Provided Minor Home Repair Program services to 18 household, with over 113 hours of repair work completed
- Hosted regional DV Task Force meeting promoting child abuse resources
- Launched and implemented new brand
- Successfully executed Covington Days Festival
- Marketing newly formed athletics programs
- Sixteen straight years without an audit finding
- Successful 2013 audit report
- Implementation of credit cards at front counter
- Bond rating upgrade from Aa3 to Aa2
- Approval of Hawk property subarea plan
- Approval of youth athletic programs
- Economic Development – Business Breakfast

- **Hawk Subarea Plan & Planned Action EIS**
- **Medical & Recreational Marijuana Moratorium & Interim Zoning**
- **Code Enforcement Service Improvements & Case Resolution**
- **Implementation of ILA with Maple Valley & Black Diamond**
- **Streamline Permit, Land Use & Business License Processes**
- **General Zoning Code Amendments**
 - a) **Development Agreements**
 - b) **Clearing and Grading Regulations**
 - c) **SEPA Flexible Threshold Amendments**
 - d) **Temporary/Home Occ./Civic Sign Analysis**
 - e) **Shoreline Management Program (User Guide)**
 - f) **Design Code Changes in Town Center**
- **Permit and Inspection Activity-2013 & 2014**
 - a) **The city has issued 355 permits in 2013 & 279 permits in 2014 with the following breakdown:**
 - b) **Building permits:137 in 2013 & 122 in 2014**
 - c) **Mechanical permits:112 in 2013 & 159 in 2014**
 - d) **Plumbing permits:24 in 2013 & 23 in 2014**
 - e) **Sign permits:23 in 2013 & 24 in 2014**
 - f) **Right-of-Way Use permits:59 in 2013 & 51 in 2014**
 - g) **Also, 4,680 inspections were performed in 2013 & 2210 inspections were performed in 2014.**
- **Recreation & Athletics**
 - a) **Installed city's first public art sculpture, SeaHorse**
 - b) **Expanded user groups at Covington Community Park**
 - c) **Added summer sports camps recreation program**
 - d) **Relocated summer concerts to permanent location at CCP**
 - e) **Managed full slate of community events**
 - f) **Grant for purchase of performance stage and canopy**
 - g) **Established youth athletics program**
- **Aquatics**
 - a) **Record attendance, over 111,000 customer visits**
 - b) **Ongoing excellent cost recovery**
 - c) **Expanded programming**
 - d) **Transitioned to new American Red Cross Learn-to-Swim program**
 - e) **Renewed lease with Tahoma School District**
 - f) **Facility upgrades**
- **Parks Planning & Development**
 - a) **Updated 2005 Parks Capital Improvement Program**
 - b) **Completed the Park Impact Fee Study**
 - c) **Advanced Covington Community Park design to 60%**
 - d) **Highly ranked CCP grant applications**

- e) **Highly ranked SoCo park grant application**
 - f) **First phase of the city tree inventory**
 - g) **Aquatic Center Roof**
- **The contract for the School Resource Officer has been signed by all parties and the officer has been selected, Deputy Karen Davy. Deputy Davy started at Kentwood High School on 12/1/15. She will spend most of her time at Kentwood but will also be spending some time at Mattson and Cedar Heights middle schools.**
 - **Hosted the first annual Loss Prevention Summit inviting all loss prevention officers and their managers from our Covington businesses to attend a workshop to learn about new issues in the area of loss prevention, share ideas, tips and meet other loss prevention officers. The focus was on networking and information sharing, ensuring how criminal cases can be prosecuted, recent court decisions that create obstacles and develop plans to overcome issues. MPO Chris Cross was the initiator of the program, Detective Schrimpsner discussed case preparation and resources to help identify offenders and our prosecutor Tom Hargan discussed court room challenges. We had a very good response, especially by our larger retailers that are impacted the most. We plan to host these events annually if not more often.**
 - **Continued partnering with the King County Sheriff's Office and Maple Valley Police Department hosting the annual Citizen's Academy; we had 5 Covington residents at this years Academy.**
 - **Police Citizen Volunteer Program:**
 - a) **The volunteers were of great assistance during the Covington Days Festival on the parade route and at the festival grounds**
 - b) **During one of their regular patrols in the downtown business district a business owner approached two of the volunteers, thanked them for being there regularly and gave them each a gift card!**
 - **On going partnering with Covington Public Works Department addressing city-wide traffic safety issues.**
 - **Annual Christmas Shop With A Cop at Covington Wal-Mart. Chief and 2 officers participated with multiple other agencies.**
 - **Partner with Maple Valley and Black Diamond Police Departments in the Washington State Traffic Safety Commission X-52 DUI and Speed Enforcement Patrols (All overtime expenditures are reimbursed by grant funds).**
 - **Fully implemented the Cops on Patrol in Schools at our Covington Elementary schools.**
 - **National Night Out was very well attended, there were 7 neighborhoods that hosted events. At least one council member, city staff and an officer attended each event.**
 - **Design and Construction of 156th Avenue SE Rehabilitation**
 - **SE 240th Street/Wax Road Overlay**
 - **Design of Jenkins Creek Park Bridge and Trail Project**
 - **SR 516: Jenkins Creek to 185th Coordination and Design**

- **Jenkins Creek Park Boardwalk Repair**
- **In-House Landscape Maintenance**
- **Tree and Vegetation Maintenance**
 - a) **Street Tree Pruning**
 - b) **Laminated Root Rot – CCP**
 - c) **DNR**
- **Grant Acquisition**
 - a) **\$418,000 - CDBG (Jenkins Creek Park Bridge and Trail)**
 - b) **\$176,000 - Flood Reduction Grant (Clements/SE 263rd Place)**
 - c) **\$120,000 - DOE Grant (Timberlane/Jenkins Creek Stormwater Retrofit)**
 - d) **\$50,000 - DOE NPDES (SWM Seasonals)**
- **Republic Services/Maintenance Partnership (Vegetation Removal)**
- **Mini Excavator Purchase**
- **Special Events and Athletics Department Coordination/Support**
- **Hazard Mitigation Plan Approved and Adopted**
- **SWM Rate Study**
- **Full Implementation of WCIA Cyber Security Audit Mandates**

Session IV

Review Vision, Mission and Goals

CITY OF COVINGTON

Vision, Mission and Goals

VISION

Covington: Unmatched quality of life

MISSION

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

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.



Session V

Agree on Council Priorities for 2015-'16

(no attachments)

Session VI

Potential Funding for the Council's Priorities

2015
City of Covington
Budget Summary - All Funds
For the Fiscal Year 2015

	Total	General Fund	Street Fund	Development Services Fund	Parks Fund	Surface Water Management Fund	Capital Investment Program Fund	Other Funds
RESOURCES								
Beginning Fund Balance	\$ 19,757,080	\$ 4,176,665	\$ 436,072	\$ 2,436,070	\$ 224,078	\$ 7,847,483	\$ 1,848,931	\$ 2,787,781
Operating Revenues								
Taxes	8,776,550	7,883,860	-	-	542,690	-	-	350,000
Licenses and Permits	1,325,730	75,000	233,500	1,017,230	-	-	-	-
Intergovernmental	2,542,527	326,035	367,250	-	-	247,202	1,602,040	-
Charges for Goods and Services	4,096,295	1,008,040	6,000	233,933	720,764	1,918,630	-	208,928
Fines and Forfeitures	94,700	94,700	-	-	-	-	-	-
Miscellaneous	245,475	56,350	400	4,000	135,380	5,000	-	44,345
Total Operating Revenues	17,081,277	9,443,985	607,150	1,255,163	1,398,834	2,170,832	1,602,040	603,273
Transfers								
Fund Transfer In	3,058,180	35,165	476,633	-	1,234,313	-	-	1,312,069
Decision Cards								
Related Revenues	312,358	-	-	-	(32,292)	-	334,650	10,000
Fund Transfer In	390,000	-	-	-	40,000	-	350,000	-
Debt Proceeds	-	-	-	-	-	-	-	-
Total Decision Card Revenues	702,358	-	-	-	7,708	-	684,650	10,000
TOTAL RESOURCES	\$ 40,598,895	\$ 13,655,815	\$ 1,519,855	\$ 3,691,233	\$ 2,864,933	\$ 10,018,315	\$ 4,135,621	\$ 4,713,123
USES								
General Fund								
City Council	\$ 435,387	\$ 435,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	50,000	50,000	-	-	-	-	-	-
Municipal Court	517,600	517,600	-	-	-	-	-	-
Executive	953,728	953,728	-	-	-	-	-	-
Finance	590,140	590,140	-	-	-	-	-	-
Legal	96,000	96,000	-	-	-	-	-	-
Personnel	378,782	378,782	-	-	-	-	-	-
Central Services	451,469	451,469	-	-	-	-	-	-
Police	3,478,449	3,478,449	-	-	-	-	-	-
Community Development	347,928	347,928	-	-	-	-	-	-
Street	1,075,478	-	1,075,478	-	-	-	-	-
Development Services Fund	1,099,538	-	-	1,099,538	-	-	-	-
Parks Fund	2,460,509	-	-	-	2,460,509	-	-	-
Surface Water Management Fund	2,380,655	-	-	-	-	2,380,655	-	-
Capital Investment Program Fund	2,108,835	-	-	-	-	-	2,108,835	-
L.I.D. 99.01 Fund	500	-	-	-	-	-	-	500
Long-Term Debt Service Fund	1,276,904	-	-	-	-	-	-	1,276,904
Unemployment Insurance Reserve Fund	50,000	-	-	-	-	-	-	50,000
Equipment Replacement Fund	73,308	-	-	-	-	-	-	73,308
Total Operating Expenses	17,825,210	7,299,483	1,075,478	1,099,538	2,460,509	2,380,655	2,108,835	1,400,712
Transfers								
Fund Transfer Out	3,058,180	2,610,286	-	-	27,484	-	-	420,410
Decision Cards								
Decision Packages Expenditures	1,009,090	145,100	14,835	-	118,990	45,515	684,650	-
Fund Transfer Out	390,000	390,000	-	-	-	-	-	-
Total Decision Card Expenditures	1,399,090	535,100	14,835	-	118,990	45,515	684,650	-
Assigned Fund Balance	2,037,131	1,884,255	-	-	-	-	152,876	-
Adjusted Ending Fund Balance	16,279,284	1,326,691	429,542	2,591,695	257,950	7,592,145	1,189,260	2,892,001
Total Ending Fund Balance	18,316,415	3,210,946	429,542	2,591,695	257,950	7,592,145	1,342,136	2,892,001
TOTAL USES	\$ 40,598,895	\$ 13,655,815	\$ 1,519,855	\$ 3,691,233	\$ 2,864,933	\$ 10,018,315	\$ 4,135,621	\$ 4,713,123

City of Covington
 Summary of Interfund Transfers - All Funds
 For the Fiscal Year 2015

Transfer In:

	General Fund	Street Fund	Parks Fund	Capital Investment Program Fund	LID Guaranty Fund	Long - Term Debt Service Fund	Total
Transfer Out:							
General Fund	\$ -	\$476,633	\$1,274,313	\$ 350,000	\$ -	\$ 899,340	\$ 3,000,286
Parks Fund	-	-	-	-	-	27,484	27,484
Real Estate Excise Tax 1st Qtr % Fund	-	-	-	-	-	175,040	175,040
Real Estate Excise Tax 2nd Qtr % Fund	-	-	-	-	-	175,040	175,040
LID Fund	-	-	-	-	35,165	-	35,165
LID Guaranty Fund	<u>35,165</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,165</u>
Total Transfers	<u>\$ 35,165</u>	<u>\$476,633</u>	<u>\$1,274,313</u>	<u>\$ 350,000</u>	<u>\$ 35,165</u>	<u>\$ 1,276,904</u>	<u>\$ 3,448,180</u>

* Includes Decision Cards

**CITY OF COVINGTON
GENERAL FUND LONG RANGE FORECAST**

2014-2020 Analysis in 000s

BASE BUDGET

	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 4,027	\$ 4,177	\$ 3,385	\$ 3,322	\$ 3,374	\$ 3,453	\$ 3,565
REVENUES							
Sales Tax ¹	2,766	2,849	2,963	3,081	3,205	3,333	3,466
Property Tax	2,416	2,500	2,575	2,652	2,732	2,814	2,898
Utility Tax ²	2,132	2,117	2,181	2,246	2,313	2,383	2,454
Local Criminal Justice	418	418	435	452	470	489	509
Licenses & Permits	75	75	75	75	75	75	75
Intergovernmental Revenue	322	326	336	346	356	367	378
Charges for Services	220	542	558	575	592	610	628
Fines & Forfeitures	95	95	100	105	110	115	121
Miscellaneous	63	56	58	59	61	63	65
Interfund Payment	434	466	489	514	539	566	595
Operating Transfer In ³	35	35	35	35	35	35	35
BASE BUDGET REVENUES	8,976	9,479	9,804	10,141	10,489	10,850	11,224
OTHER FINANCING SOURCES							
Budget Strategies	-	-	-	-	-	-	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	\$ 8,976	\$ 9,479	\$ 9,804	\$ 10,141	\$ 10,489	\$ 10,850	\$ 11,224
EXPENDITURES							
Salaries and Wages	1,360	1,435	1,492	1,552	1,614	1,679	1,746
Personnel Benefits	495	531	571	614	660	709	762
Supplies	70	60	62	64	66	68	70
Other Services and Charges	1,479	1,407	1,469	1,513	1,559	1,605	1,653
Intergovernmental	3,769	4,028	4,225	4,373	4,526	4,685	4,849
Capital Outlay	16	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Interfund Payment for Services	-	-	-	-	-	-	-
Central Services Cost Allocation	(441)	(499)	(524)	(550)	(578)	(607)	(637)
Operating Transfer Out less debt service transfer ⁴	935	1,549	1,587	1,625	1,664	1,704	1,745
BASE BUDGET EXPENDITURES	7,683	8,511	8,882	9,190	9,510	9,843	10,188
Operating Surplus/Deficit by Year	\$ 1,293	\$ 968	\$ 922	\$ 950	\$ 979	\$ 1,007	\$ 1,036
OTHER FINANCING USES							
Decision Cards	-	-	-	-	-	-	-
Ongoing	-	20	-	-	-	-	-
One-time	-	504	-	-	-	-	-
Budget Strategies	-	-	-	-	-	-	-
Transfer to opportunity fund	-	-	-	-	-	-	-
Debt Service Transfer	806	899	901	898	899	896	896
TOTAL OTHER FINANCING USES	806	1,423	901	898	899	896	896
Annual Surplus/Deficit	487	(455)	21	52	80	112	140
TOTAL USES	8,489	9,934	9,783	10,089	10,410	10,738	11,084
One-time Costco payout	337	337	84	-	-	-	-
Sources over Uses	150	(792)	(64)	52	80	112	140
TOTAL ENDING FUND BALANCE	\$ 4,177	\$ 3,385	\$ 3,322	\$ 3,374	\$ 3,453	\$ 3,565	\$ 3,706
Cumulative net amount available for debt service.	\$ 3,318	\$ 2,512	\$ 2,130	\$ 1,229	\$ 899	\$ 896	\$ 896
Amount transferred to the debt service fund.	\$ 806	\$ 899	\$ 901	\$ 898	\$ 899	\$ 896	\$ 896
Remainder of debt service reserve.	\$ 2,512	\$ 1,613	\$ 1,229	\$ 331	\$ 0	\$ 0	\$ 0
COSTCO RESERVE	\$ 421	\$ 84	\$ 0	\$ -	\$ -	\$ -	\$ -
REPUBLIC SERVICES RESERVE	\$ 113	\$ 188	\$ 263	\$ 338	\$ 413	\$ 488	\$ 563
UNRESERVED FUND BALANCE	\$ 1,131	\$ 1,500	\$ 1,830	\$ 2,705	\$ 3,040	\$ 3,077	\$ 3,143
TOTAL ENDING FUND BALANCE	\$ 4,177	\$ 3,385	\$ 3,322	\$ 3,374	\$ 3,453	\$ 3,565	\$ 3,706
20% fund balance target	\$ 1,350	\$ 1,392	\$ 1,459	\$ 1,513	\$ 1,569	\$ 1,628	\$ 1,689
Fund balance policy	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%
Margin above/below the 20% threshold	\$ 2,827	\$ 1,993	\$ 1,863	\$ 1,861	\$ 1,884	\$ 1,937	\$ 2,017
Margin above the unreserved fund balance	\$ (219)	\$ 113	\$ 371	\$ 1,192	\$ 1,471	\$ 1,449	\$ 1,454

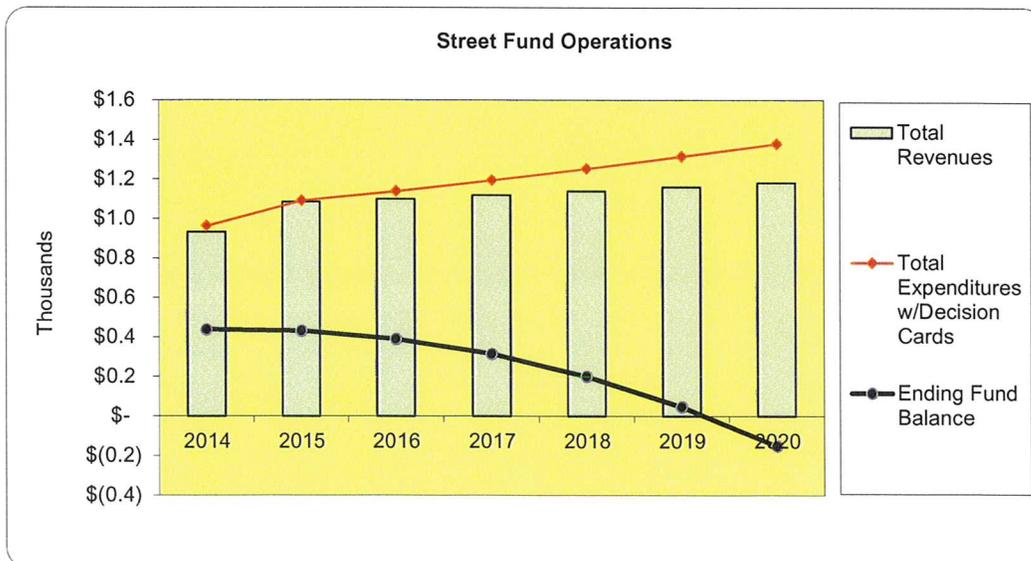
CITY OF COVINGTON STREET FUND LONG RANGE FORECAST

2014-2020 Analysis in 000s
BASE BUDGET

	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 468	\$ 437	\$ 430	\$ 390	\$ 314	\$ 200	\$ 46
REVENUES							
Licenses and Permits	234	234	240	246	252	258	265
Street Fuel Tax	359	367	376	386	395	405	415
Intergovernmental Revenues	-	-	-	-	-	-	-
Charges for Goods and Services	58	6	-	-	-	-	-
Miscellaneous	1	-	-	-	-	-	-
BASE BUDGET REVENUES	<u>652</u>	<u>607</u>	<u>616</u>	<u>631</u>	<u>647</u>	<u>663</u>	<u>680</u>
Operating Transfers In	279	477	482	487	491	496	501
Revenue strategies	-	-	-	-	-	-	-
Insurance Recoveries	-	-	-	-	-	-	-
TOTAL REVENUES	<u>931</u>	<u>1,084</u>	<u>1,098</u>	<u>1,118</u>	<u>1,139</u>	<u>1,160</u>	<u>1,181</u>
EXPENDITURES							
Salaries and Wages	345	316	366	381	396	412	428
Personnel Benefits	133	130	145	156	168	180	194
Supplies	40	61	68	70	72	74	77
Other Services and Charges	290	471	456	479	503	528	555
Intergovernmental	105	98	103	108	113	119	125
Capital Outlay	35	-	-	-	-	-	-
Debt Service: Principal	-	-	-	-	-	-	-
Interfund Payment for Services	-	-	-	-	-	-	-
Operating Transfer Out	14	-	-	-	-	-	-
BASE BUDGET EXPENDITURES	<u>962</u>	<u>1,076</u>	<u>1,139</u>	<u>1,194</u>	<u>1,252</u>	<u>1,314</u>	<u>1,378</u>
Decision Cards	-	15	-	-	-	-	-
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	<u>962</u>	<u>1,091</u>	<u>1,139</u>	<u>1,194</u>	<u>1,252</u>	<u>1,314</u>	<u>1,378</u>
Operating Surplus/Deficit by Year	(31)	(7)	(41)	(76)	(114)	(154)	(197)
ENDING FUND BALANCE	\$ 437	\$ 430	\$ 390	\$ 314	\$ 200	\$ 46	\$ (151)
10% fund balance target	\$ 95	\$ 108	\$ 114	\$ 119	\$ 125	\$ 131	\$ 138
Fund balance policy	Meets 10%	Under 10%	Under 10%				
Margin above/below the 10% threshold	\$ 343	\$ 323	\$ 276	\$ 194	\$ 75	\$ (85)	\$ (289)

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2015 other than ongoing costs.



CITY OF COVINGTON
PARKS & RECREATION SERVICES FUND LONG RANGE FORECAST
 2014-2020 Analysis in 000s
 BASE BUDGET

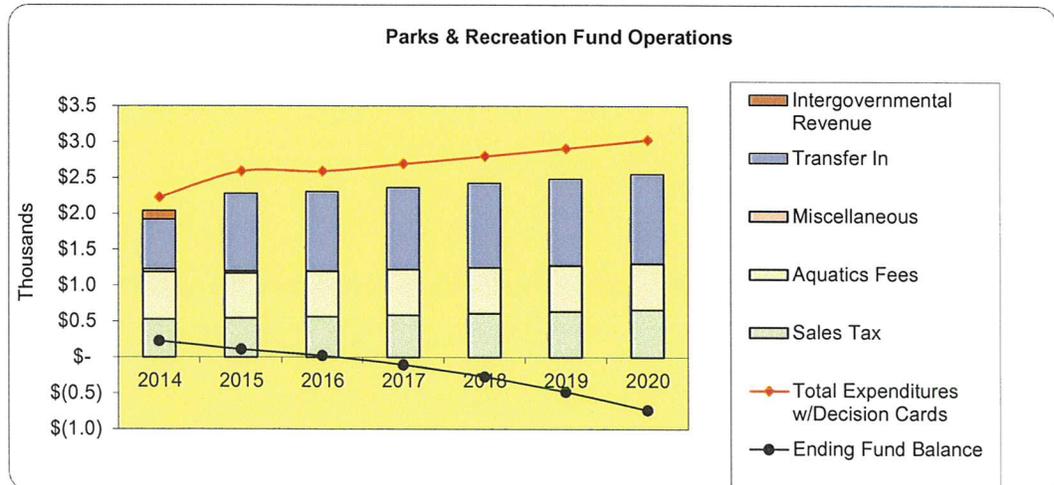
	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 301	\$ 225	\$ 109	\$ 21	\$ (105)	\$ (271)	\$ (480)
REVENUES							
Sales Tax ¹	527	543	565	587	611	635	661
Intergovernmental Revenues	118	-	-	-	-	-	-
Charges for Goods and Services	-	-	-	-	-	-	-
Aquatics Fees	661	626	630	633	636	639	642
Athletics & Recreation	114	194	199	205	212	218	224
Miscellaneous	42	36	5	5	5	5	5
Other Financing Sources	-	-	-	-	-	-	-
BASE BUDGET REVENUES	1,462	1,399	1,399	1,430	1,463	1,498	1,533
Operating Transfers In	689	1,073	1,105	1,138	1,172	1,208	1,244
TOTAL REVENUES	2,151	2,472	2,504	2,569	2,636	2,705	2,777
EXPENDITURES							
Salaries and Wages	956	1,031	1,093	1,136	1,182	1,229	1,278
Personnel Benefits	279	309	336	361	388	417	448
Supplies	113	132	138	142	146	151	155
Other Services and Charges	772	966	987	1,017	1,047	1,079	1,111
Intergovernmental	10	12	12	12	12	12	12
Capital Outlay	70	-	-	-	-	-	-
Operating Transfer	27	27	27	27	27	27	27
BASE BUDGET EXPENDITURES	2,227	2,477	2,592	2,695	2,802	2,914	3,032
Decision Cards	-	111	-	-	-	-	-
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	2,227	2,588	2,592	2,695	2,802	2,914	3,032
Operating Surplus/Deficit by Year	(76)	(116)	(88)	(126)	(166)	(209)	(255)
ENDING FUND BALANCE	\$ 225	\$ 109	\$ 21	\$ (105)	\$ (271)	\$ (480)	\$ (735)
10% fund balance target	\$ 220	\$ 245	\$ 257	\$ 267	\$ 278	\$ 289	\$ 300
Fund balance policy	Meets 10%	Under 10%	Under 10%	Under 10%	Under 10%	Under 10%	Under 10%
Margin above/below the 10% threshold	\$ 5	\$ (136)	\$ (236)	\$ (372)	\$ (549)	\$ (769)	\$ (1,036)

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2015 other than ongoing costs.

Footnotes:

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



CITY OF COVINGTON
DEVELOPMENT SERVICES FUND LONG RANGE FORECAST
 2014-2020 Analysis in 000s
 BASE BUDGET

	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 1,891	\$ 2,436					
REVENUES							
Licenses & Permits	\$ 702	\$ 1,017					
Intergovernmental Revenues	-	-					
Charges for Goods & Services	882	234					
Miscellaneous Revenues	5	4					
Operating Transfer In	-	-					
TOTAL REVENUES¹	1,588	1,255					
EXPENDITURES							
Salaries and Wages	493	494					
Personnel Benefits	167	174					
Supplies	6	7					
Other Services and Charges	336	362					
Intergovernmental	42	60					
Other Financing	-	-					
Interfund Payment for Services	-	-					
BASE EXPENDITURES	1,043	1,097					
Decision Cards	-	-					
TOTAL EXPENDITURES	1,043	1,097					
Operating Surplus/Deficit by Year	545	159	-	-	-	-	-
Operating Transfer	-	-	-	-	-	-	-
Ending Fund Balance	\$ 2,436	\$ 2,595	\$ -				
Fund balance target	\$ 238	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -
Fund balance policy	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%
Margin above/below the 10% threshold	\$ 2,198	\$ 2,406	\$ -	\$ -	\$ -	\$ -	\$ -

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 2015.

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2015 other than ongoing costs.

Footnotes:

¹ Reflects all revenues related to Development Review.

CITY OF COVINGTON

SURFACE WATER MANAGEMENT FUND LONG RANGE FORECAST

2014-2020 Analysis in 000s
BASE BUDGET

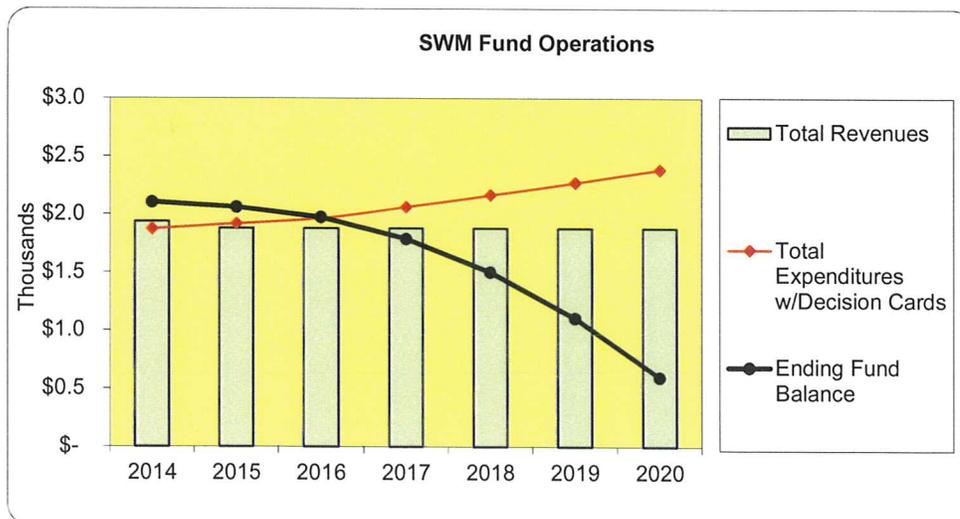
	2014	2015	2016	2017	2018	2019	2020
BEGINNING CASH BALANCE	\$ 2,039	\$ 2,104	\$ 2,062	\$ 1,974	\$ 1,789	\$ 1,501	\$ 1,107
REVENUES							
Customer Charges ¹	\$ 1,819	\$ 1,873	\$ 1,873	\$ 1,873	\$ 1,873	\$ 1,873	\$ 1,873
Grant Revenue	115	-	-	-	-	-	-
Misc	5	5	5	5	5	6	6
TOTAL REVENUES	<u>1,939</u>	<u>1,878</u>	<u>1,878</u>	<u>1,879</u>	<u>1,879</u>	<u>1,879</u>	<u>1,879</u>
Transfers In	-	-	-	-	-	-	-
TOTAL SOURCES	<u>1,939</u>	<u>1,878</u>	<u>1,878</u>	<u>1,879</u>	<u>1,879</u>	<u>1,879</u>	<u>1,879</u>
EXPENDITURES							
Salaries and Wages	494	561	584	607	631	657	683
Personnel Benefits	209	234	251	270	291	312	336
Supplies	38	39	41	43	45	47	49
Other Services and Charges	885	946	993	1,043	1,095	1,150	1,207
Intergovernmental	41	62	65	68	72	75	79
Capital Outlay	177	-	-	-	-	-	-
Debt Service: Principal	-	-	-	-	-	-	-
Debt Service: Interest	30	33	33	33	33	33	33
Transfer Out	-	-	-	-	-	-	-
BASE BUDGET TOTAL	<u>1,875</u>	<u>1,874</u>	<u>1,967</u>	<u>2,064</u>	<u>2,166</u>	<u>2,274</u>	<u>2,387</u>
Decision Card	-	46	-	-	-	-	-
Budget Strategies	-	-	-	-	-	-	-
TOTAL EXPENDITURES	<u>1,875</u>	<u>1,920</u>	<u>1,967</u>	<u>2,064</u>	<u>2,166</u>	<u>2,274</u>	<u>2,387</u>
Operating Surplus/Deficit by Year	65	(42)	(88)	(185)	(287)	(395)	(508)
ENDING CASH BALANCE	2,104	2,062	1,974	1,789	1,501	1,107	599
10% fund balance target	\$ 184	\$ 184	\$ 193	\$ 203	\$ 213	\$ 224	\$ 235
Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%	Meets 10%
Margin above the 10% threshold	\$ 1,919	\$ 1,878	\$ 1,781	\$ 1,586	\$ 1,288	\$ 882	\$ 363

Notes:

1) This worksheet makes no assumptions as to new programs and decision cards past 2015 other than ongoing costs.

Footnotes:

¹ This reflects ongoing 0% increases.



**CITY OF COVINGTON
GENERAL FUND LONG RANGE FORECAST**

2014-2020 Analysis in 000s

BASE BUDGET W/TRANSFER-OUT TO PARKS

	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 4,027	\$ 4,177	\$ 3,261	\$ 3,096	\$ 3,015	\$ 2,921	\$ 2,817
REVENUES							
Sales Tax ¹	2,766	2,849	2,963	3,081	3,205	3,333	3,466
Property Tax	2,416	2,500	2,575	2,652	2,732	2,814	2,898
Utility Tax ²	2,132	2,117	2,181	2,246	2,313	2,383	2,454
Local Criminal Justice	418	418	435	452	470	489	509
Licenses & Permits	75	75	75	75	75	75	75
Intergovernmental Revenue	322	326	336	346	356	367	378
Charges for Services	220	542	558	575	592	610	628
Fines & Forfeitures	95	95	100	105	110	115	121
Miscellaneous	63	56	58	59	61	63	65
Interfund Payment	434	466	489	514	539	566	595
Operating Transfer In ³	35	35	35	35	35	35	35
BASE BUDGET REVENUES	<u>8,976</u>	<u>9,479</u>	<u>9,804</u>	<u>10,141</u>	<u>10,489</u>	<u>10,850</u>	<u>11,224</u>
OTHER FINANCING SOURCES							
Budget Strategies	-	-	-	-	-	-	-
TOTAL OTHER FINANCING USES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TOTAL SOURCES	<u>\$ 8,976</u>	<u>\$ 9,479</u>	<u>\$ 9,804</u>	<u>\$ 10,141</u>	<u>\$ 10,489</u>	<u>\$ 10,850</u>	<u>\$ 11,224</u>
EXPENDITURES							
Salaries and Wages	1,360	1,435	1,492	1,552	1,614	1,679	1,746
Personnel Benefits	495	531	571	614	660	709	762
Supplies	70	60	62	64	66	68	70
Other Services and Charges	1,479	1,407	1,469	1,513	1,559	1,605	1,653
Intergovernmental	3,769	4,028	4,225	4,373	4,526	4,685	4,849
Capital Outlay	16	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Interfund Payment for Services	-	-	-	-	-	-	-
Central Services Cost Allocation	(441)	(499)	(524)	(550)	(578)	(607)	(637)
Operating Transfer Out less debt service transfer ⁴	935	1,549	1,587	1,625	1,664	1,704	1,745
BASE BUDGET EXPENDITURES	<u>7,683</u>	<u>8,511</u>	<u>8,882</u>	<u>9,190</u>	<u>9,510</u>	<u>9,843</u>	<u>10,188</u>
Operating Surplus/Deficit by Year	<u>\$ 1,293</u>	<u>\$ 968</u>	<u>\$ 922</u>	<u>\$ 950</u>	<u>\$ 979</u>	<u>\$ 1,007</u>	<u>\$ 1,036</u>
OTHER FINANCING USES							
Decision Cards	-	-	-	-	-	-	-
Ongoing	-	20	-	-	-	-	-
One-time	-	504	-	-	-	-	-
Budget Strategies	-	124	102	133	173	216	262
Transfer to opportunity fund	-	-	-	-	-	-	-
Debt Service Transfer	806	899	901	898	899	896	896
TOTAL OTHER FINANCING USES	<u>806</u>	<u>1,547</u>	<u>1,003</u>	<u>1,031</u>	<u>1,072</u>	<u>1,112</u>	<u>1,158</u>
Annual Surplus/Deficit	<u>487</u>	<u>(579)</u>	<u>(81)</u>	<u>(81)</u>	<u>80</u>	<u>112</u>	<u>140</u>
TOTAL USES	<u>8,489</u>	<u>10,058</u>	<u>9,885</u>	<u>10,222</u>	<u>10,583</u>	<u>10,954</u>	<u>11,346</u>
One-time Costco payout	337	337	84	-	-	-	-
Sources over Uses	<u>150</u>	<u>(916)</u>	<u>(166)</u>	<u>(81)</u>	<u>(93)</u>	<u>(104)</u>	<u>(122)</u>
TOTAL ENDING FUND BALANCE	<u>\$ 4,177</u>	<u>\$ 3,261</u>	<u>\$ 3,096</u>	<u>\$ 3,015</u>	<u>\$ 2,921</u>	<u>\$ 2,817</u>	<u>\$ 2,696</u>
Cumulative net amount available for debt service.	\$ 3,318	\$ 2,512	\$ 2,130	\$ 1,229	\$ 899	\$ 896	\$ 896
Amount transferred to the debt service fund.	\$ 806	\$ 899	\$ 901	\$ 898	\$ 899	\$ 896	\$ 896
Remainder of debt service reserve.	\$ 2,512	\$ 1,613	\$ 1,229	\$ 331	\$ 0	\$ 0	\$ 0
COSTCO RESERVE	<u>\$ 421</u>	<u>\$ 84</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
REPUBLIC SERVICES RESERVE	<u>\$ 113</u>	<u>\$ 188</u>	<u>\$ 263</u>	<u>\$ 338</u>	<u>\$ 413</u>	<u>\$ 488</u>	<u>\$ 563</u>
UNRESERVED FUND BALANCE	<u>\$ 1,131</u>	<u>\$ 1,376</u>	<u>\$ 1,604</u>	<u>\$ 2,346</u>	<u>\$ 2,508</u>	<u>\$ 2,329</u>	<u>\$ 2,133</u>
TOTAL ENDING FUND BALANCE	<u>\$ 4,177</u>	<u>\$ 3,261</u>	<u>\$ 3,096</u>	<u>\$ 3,015</u>	<u>\$ 2,921</u>	<u>\$ 2,817</u>	<u>\$ 2,696</u>
20% fund balance target	\$ 1,350	\$ 1,392	\$ 1,459	\$ 1,513	\$ 1,569	\$ 1,628	\$ 1,689
Fund balance policy	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%	Meets 20%
Margin above/below the 20% threshold	\$ 2,827	\$ 1,869	\$ 1,637	\$ 1,502	\$ 1,352	\$ 1,189	\$ 1,007
Margin above the unreserved fund balance	\$ (219)	\$ (76)	\$ 145	\$ 833	\$ 939	\$ 701	\$ 444

CITY OF COVINGTON
PARKS & RECREATION SERVICES FUND LONG RANGE FORECAST

2014-2020 Analysis in 000s
 BASE BUDGET W/TRANSFER-IN from GENERAL FUND

	2014	2015	2016	2017	2018	2019	2020
BEGINNING FUND BALANCE	\$ 301	\$ 225	\$ 233	\$ 247	\$ 254	\$ 261	\$ 268
REVENUES							
Sales Tax ¹	527	543	565	587	611	635	661
Intergovernmental Revenues	118	-	-	-	-	-	-
Charges for Goods and Services	-	-	-	-	-	-	-
Aquatics Fees	661	626	630	633	636	639	642
Athletics & Recreation	114	194	199	205	212	218	224
Miscellaneous	42	36	5	5	5	5	5
Other Financing Sources	-	-	-	-	-	-	-
BASE BUDGET REVENUES	<u>1,462</u>	<u>1,399</u>	<u>1,399</u>	<u>1,430</u>	<u>1,463</u>	<u>1,498</u>	<u>1,533</u>
Operating Transfers In	689	1,073	1,105	1,138	1,172	1,208	1,244
TOTAL REVENUES	<u>2,151</u>	<u>2,472</u>	<u>2,504</u>	<u>2,569</u>	<u>2,636</u>	<u>2,705</u>	<u>2,777</u>
EXPENDITURES							
Salaries and Wages	956	1,031	1,093	1,136	1,182	1,229	1,278
Personnel Benefits	279	309	336	361	388	417	448
Supplies	113	132	138	142	146	151	155
Other Services and Charges	772	966	987	1,017	1,047	1,079	1,111
Intergovernmental	10	12	12	12	12	12	12
Capital Outlay	70	-	-	-	-	-	-
Operating Transfer	27	27	27	27	27	27	27
BASE BUDGET EXPENDITURES	<u>2,227</u>	<u>2,477</u>	<u>2,592</u>	<u>2,695</u>	<u>2,802</u>	<u>2,914</u>	<u>3,032</u>
Decision Cards	-	111	-	-	-	-	-
Budget Strategies	-	(124)	(102)	(133)	(173)	(216)	(262)
TOTAL EXPENDITURES	<u>2,227</u>	<u>2,464</u>	<u>2,490</u>	<u>2,562</u>	<u>2,629</u>	<u>2,698</u>	<u>2,770</u>
Operating Surplus/Deficit by Year	(76)	8	14	7	7	7	7
ENDING FUND BALANCE	<u>\$ 225</u>	<u>\$ 233</u>	<u>\$ 247</u>	<u>\$ 254</u>	<u>\$ 261</u>	<u>\$ 268</u>	<u>\$ 275</u>
10% fund balance target	<u>\$ 220</u>	<u>\$ 233</u>	<u>\$ 246</u>	<u>\$ 253</u>	<u>\$ 260</u>	<u>\$ 267</u>	<u>\$ 274</u>
Fund balance policy	Meets 10%						
Margin above/below the 10% threshold	\$ 5	\$ 1	\$ 1	\$ 0	\$ 1	\$ 1	\$ 1

**CITY OF COVINGTON
2015 to 2020 Transportation Improvement Program
Summary**

Priority/City CIP #, Project Name, Termini, Major Class of Work	Phase	Funded	Expenditure Schedule in Thousands								
			Total Funds	2015	2016	2017	2018	2019	2020		
1 SE 272nd Street (SR 516) Jenkins Creek to 185th Place SE Widen to 5 lanes & reconstruct, Sidewalks, New stream crossing	Dgn	XX	0								
	R-o-W	XX	0								
	Const		13,158	13,158							
	Total Cost		13,158	13,158	0	0	0	0	0	0	0
2 1014, Jenkins Creek Park SE 267th Place to SE 268th Street Non Motorized Multi-use trail and bridge replacement	Dgn	XX	78								
	R-o-W	N/A	0								
	Const	XX	466	466							
	Total Cost		544	466	0						
3 1201, 204th Avenue SE SE 272nd Street to SE 256th Street Widen to full City Standard, Sidewalks, Bicycle Lanes, Planted Medians	Dgn		3,590								
	R-o-W		686								
	Const		22,861								
	Total Cost		27,136								
4 1086, 164th Avenue SE SE 264th Street to SE 269th Street Pedestrian improvements, 5' asphalt walkway, drainage swale	Dgn		90	90							
	R-o-W		91	91							
	Const		823	823							
	Total Cost		1,004	914	0	0	0	0	0	0	0
5 1128, SE 272nd Street (SR 516) 185th Place SE to 192nd Avenue SE Widen to 5 lanes & reconstruct, Sidewalks, New signal.	Dgn		1,343	1,343							
	R-o-W		770		770						
	Const		14,286			14,286					
	Total Cost		16,399	0	1,343	770	14,286	0	0	0	0
6 1063, SE 272nd Street (State Route 516) 160th Avenue SE to 164th Avenue SE Signal modifications, add turn lanes, stream crossing.	Dgn		979		979						
	R-o-W		1,398			1,398					
	Const		10,340				10,340				
	Total Cost		12,717	0	0	979	1,398	10,340	0	0	0
7 Portions of 1056 and 1149 SE 256th Street and 180th Avenue SE Safety improvements, Sidewalks Signal modifications, add right turn lane.	Dgn		498								
	R-o-W		242								242
	Const		0								
	Total Cost		740	0	0	0	0	0	498	242	
8 Town Center 1 SE 276th Street 168th Place SE to SE Wax Road New Route, New Alignment, Type II Roadway	Dgn		1,550								
	R-o-W		6,981								
	Const		4,650								
	Total Cost		13,180								
9 Town Center 2 172nd Avenue SE SE 275th Street to SE 276th Street New Route, New Alignment, Type I Roadway	Dgn		579								
	R-o-W		989								
	Const		1,737								
	Total Cost		3,304								
10 1124, 185th Place SE Extension Wax Road/180th Avenue SE Roundabout to SE 272nd Street New Route, New Alignment, Access management.	Dgn		1,131								1,131
	R-o-W		0								
	Const		0								
	Total Cost		1,131	0	0	0	0	0	0	0	1,131
3.0% Annual Construction Cost Increase			89,313	13,714	2,257	1,749	15,684	10,838	1,373		
TOTAL			89,313	13,714	2,257	1,749	15,684	10,838	1,373		

PARKS 2015 - 2020 Capital Improvement Plan

Project	CIP #	2015	2016	2017	2018	2019	2020	6 - Year Total
Covington Aquatic Center Renovation	2010		\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Covington Community Park Ph 2	1010	700,752	3,727,891	-	-	-	-	4,428,643
South Covington (SoCo) Park	1019	1,010,500	-	823,125	-	3,689,974	-	5,523,599
Town Center Park Plaza	2011	20,000	-	-	-	-	-	20,000
Jenkins Creek Park	1014	50,000	45,000	166,794	1,722,330	-	-	1,984,124
Pipe Lake Access	1017	-	-	280,500	313,057	2,174,005	-	2,767,562
Gerry Crick Skate Park Renovation	1013	120,000	-	-	-	-	-	120,000
Friendship Park Renovation	2002	-	171,412	-	-	-	-	171,412
Crystal View Park Renovation	1094	-	-	224,663	-	-	-	224,663
Pipeline Trail North	1101	-	-	-	-	477,507	-	477,507
Jenkins Creek Trail	1110	20,000	-	-	30,000	30,000	-	80,000
Covington Community Park Ph 3	1010	-	-	-	-	1,500,000	13,500,000	15,000,000
Community Park #3	1178	-	-	-	-	2,010,000	2,500,000	4,510,000
Cedar Creek Park Clean up	2008	-	-	40,814	-	-	-	40,814
Off Leash Dog Park	1021	-	-	-	-	225,000	200,000	425,000
TOTAL		1,921,252	3,944,303	1,535,896	2,065,387	10,106,486	16,200,000	36,173,324

FUNDING

	2015	2016	2017	2018	2019	2020	6 - Yr Total
General Fund	\$ 60,000	\$ 54,584	\$ 119,663	\$ -	\$ -	\$ -	\$ 234,247
Capital Fund	-	-	-	-	-	-	-
Mitigation Fees	-	-	-	-	-	-	-
Parks Fee-in-lieu	110,000	11,828	-	-	-	-	121,828
Park Impact Fee	-	-	-	-	-	-	-
King County Parks Levy	-	30,000	30,000	30,000	30,000	-	120,000
King Conservation District	-	-	-	-	-	-	-
Donation	-	-	-	-	-	-	-
Utility Tax (1/2%)	-	-	-	-	-	-	-
Councilmanic Bonds	-	-	-	-	-	-	-
Voter Approved	-	45,000	186,794	2,035,387	8,720,904	20,586,380	31,574,465
Grants	4,047,974	475,000	855,500	-	738,754	-	6,117,228
Subtotal	4,217,974	616,412	1,191,957	2,065,387	9,489,658	20,586,380	38,167,768
Funding Summary	\$ 2,296,722	\$ (1,031,169)	\$ (1,375,108)	\$ (1,375,108)	\$ (1,991,936)	\$ 2,394,444	\$ (1,994,444)

	Low \$275/sf	Median \$302/sf	High \$330/sf	
Demolition costs	\$ 251,000	\$ 326,000	\$ 440,000	Non Voted
Building costs 38,000 sf	10,450,000	11,476,000	12,540,000	Voted
Public Plaza (future)	-	-	-	Voted
Green construction	1,140,000	1,140,000	2,660,000	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan
Wax road half street (700 lf)	1,120,000	1,120,000	1,120,000	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan
276 th Road costs (500 lf)	1,060,000	1,060,000	1,060,000	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan
Utility & Site Development	494,200	667,170	731,146	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan
Technology	75,000	200,000	250,000	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan
Furniture	276,000	331,000	373,000	Non Voted or Local Improvement District or CDBG Grant or PWTF Loan

Subtotal construction costs 14,866,200 16,320,170 19,174,146

Project costs 3,477,031 4,106,614 4,802,362 Non Voted

(Sales tax, A/E fees, 1% arts, moving, commissioning, etc)

Owner's 10% contingency 1,486,620 1,632,017 1,917,415 Cash?

Subtotal 19,829,851 22,058,801 25,893,923

Net Land cost 3,058,000 3,763,000 4,469,000 Voted

(assuming re-sale of 11 acres)

Total costs \$ 22,887,851 \$ 25,821,801 \$ 30,362,923

including property,

assuming resale of 11 acres

Annual Payment Detail

	Low \$275/sf	Median \$302/sf	High \$330/sf
Gross Land Costs	\$9,200,000	\$11,300,000	\$13,400,000
Avg. Ann. Bond Paymt:	\$501,713	\$616,234	\$730,756

Net Land Costs	\$3,060,000	\$3,765,000	\$4,470,000
Avg. Ann. Bond Paymt:	\$166,874	\$205,321	\$243,767

Building Costs	\$19,830,000	\$22,055,000	\$25,890,000
Avg. Ann. Bond Paymt:	\$1,081,409	\$1,202,747	\$1,411,885

Net Land+Building Costs	\$22,890,000	\$25,820,000	\$30,360,000
Avg. Ann. Bond Paymt:	\$1,248,283	\$1,408,068	\$1,655,652

TOWN CENTER ECONOMIC IMPACT AND INFRASTRUCTURE COST STUDY

Executive Summary

1.0 INTRODUCTION

The City of Covington invested considerable time and resources to partner with the community and local land/business owners to craft a long-range vision and plan for a new “Town Center” in its downtown area. The vision and regulatory tools adopted out of a multiyear process envision a pedestrian friendly, well connected, and amenity-rich area centered around a “main street” concept. The Town Center is intended to have a mix of uses to provide a complete and balanced urban experience capable of supporting a range of employment and retail/entertainment activities for city residents and the broader Southeast King County area.

The City is well aware that the effort of creating quality experiences for residents, employees, and visitors will require the commitment of significant public resources needed to create the “infrastructure ecosystem” capable of supporting this type of intense land development and human activity. Regardless of market and economic conditions, the need for upgraded transportation, parks, and other public infrastructure is likely a challenge for near term redevelopment in the area.

As part of this study, the City would like to better understand:

- What are the key transportation and park projects that support growth in the Town Center and grow the local economy?
- What is the cost to acquire land, design facilities, and construct them?
- What are the fiscal benefits resulting from growth of the Town Center?
- How might the City think about positioning these projects for different types of infrastructure funding?

The following summary presents the key findings of the study.

2.0 KEY FINDINGS

What is the current land use in Town Center?

The City of Covington has established the Downtown area to implement the policies of the Downtown Element of its Comprehensive Plan, which is designed to promote the creation of a vibrant town center that serves as a commercial, residential, and civic gathering place that is safe and pedestrian-friendly. The Town Center District is designed to serve as the heart of the Downtown area, with a focus on mixed-use development, blending commercial, residential, office, and public uses, including pedestrian-friendly streetscapes and inviting public spaces.

The Town Center District currently contains a variety of land uses. The northern portion of the district, near SE 272nd Street, is characterized by retail and service uses, while the southern end of the district is mostly residential in nature. The central portion of the Town Center is characterized by the newly developed Valley Medical Clinic building and a site occupied by Covington Elementary School

How much new development might be possible in Town Center?

The Town Center District encompasses 39 parcels. Based on allowed residential densities and floor area ratios for the Town Center District, residential and commercial development capacities were calculated for each parcel in the study area. Because the Town Center district is a mixed-use zone area that allows developers to combine residential and commercial uses within each building, the residential and commercial capacity for each parcel are presented independently. In total, the flexibility in the zoning for different uses in the Town Center district has capacity for up to approximately 1,074 new residential units or 2.1 million square feet of commercial space.

How much economic investment would development bring?

Development in Covington's Town Center will generate economic and community benefit associated with the construction of housing, office, and retail space. Based on the development capacity described in the previous section, new development in Town Center could represent in the range of \$500 million of new, direct investment in buildings and inject new dollars into the local economy.

While it is impossible to predict exactly how Town Center will build out, this analysis applied knowledge of existing market orientation and planned projects to provide an estimate of what might develop in Town Center.

Once the development of Town Center is complete, it could provide:

- Up to 1,000 new housing units
- Shops, eating and beverage establishments, and restaurants in 250,000 square feet of retail space
- Businesses occupying up to 600,000 square feet of office space

The professional and technical businesses occupying those offices spaces could generate nearly \$200 million in annual revenue. This amount of business spending could support approximately 2,000 jobs in the area. Full build out of the retail space could attract nearly \$60 million annually in consumer spending to the area while supporting nearly 500 jobs in retail and other personal and consumer services.

The Town Center developments will add a significant amount of housing to the city. Adding this critical component will contribute significantly to the goal of providing for mix of land use and places for people to live, work, and play that will ultimately improve the quality of the experience in the area.

What level of tax revenues might Town Center bring to the City?

The future development and subsequent occupation of buildings in Town Center will lead to increases to the City's tax base. The City has accrued benefits from development in the Town Center. The fiscal impact to the City of Covington from development is estimated to be in the range of \$16 million. This is equated to the net present value of a 25-year stream of tax revenues discounted to 2014 dollars. As with many cities in Washington State, the three largest revenues sources for the City of Covington are Sales Tax, Property Tax, and Utility Taxes, making up about 75% of the City's General, Street, and Parks Fund revenues.

What infrastructure projects are necessary to support Town Center and how much do they cost?

The infrastructure study identified 11 transportation projects and three parks projects. The total cost of the identified projects is \$94.4 million. Specifically:

- Parks projects cost a total \$20.5 million

- Transportation projects cost a total \$73.9 million

The cost estimates cover elements of design, engineering, and administration; environmental mitigation; land and right-of-way acquisition; construction; and general project contingencies. The cost estimates do not include any cost to preserve, maintain, or operate these facilities.

A summary of the costs for the proposed park system for Town Center is shown in Exhibit 1. The total cost of projects is \$73.9 million.

Exhibit 1: Town Center Street Grid System Costs

Roadway Segment	Road Type	Construction	Engineering & Admin	Environmental	Right-of-Way Acquisition	Total Cost
Main Street/171st	I	\$4,466,000	\$1,474,000	\$313,000	\$3,678,000	\$9,930,000
SE 276th Street	II	\$3,560,000	\$1,175,000	\$249,000	\$2,751,000	\$7,735,000
SE 274th Street	I	\$2,935,000	\$968,000	\$205,000	\$2,589,000	\$6,698,000
172nd Ave SE	I	\$1,769,000	\$584,000	\$124,000	\$1,068,000	\$3,545,000
SE 277th Street	II	\$3,175,000	\$1,048,000	\$222,000	\$2,853,000	\$7,299,000
SE 275th Street	II	\$2,811,000	\$928,000	\$197,000	\$2,169,000	\$6,105,000
SE 273rd Street	I	\$1,152,000	\$380,000	\$81,000	\$807,000	\$2,421,000
172nd Place SE	I	\$2,696,000	\$890,000	\$189,000	\$1,995,000	\$5,770,000
170th Ave SE	I	\$1,152,000	\$380,000	\$81,000	\$807,000	\$2,421,000
169th Ave SE	I	\$1,152,000	\$380,000	\$81,000	\$807,000	\$2,421,000
SE Wax Road	III	\$10,582,000	\$3,704,000	\$1,270,000	\$3,994,000	\$19,549,000
		\$35,452,000	\$11,911,000	\$3,011,000	\$23,518,000	\$73,892,000

Source: DEA, 2014.

A summary of the costs for the proposed street system for Town Center is shown in Exhibit 2. The total cost of projects is \$20.5 million. The breakout costs for construction, design, and right-of-way are located in Technical Appendix B.

Exhibit 2: Town Center Park System Costs

Park Project	Construction	Engineering & Admin	Land Acquisition	Contingency	Total Cost
Covington Town Center Park	\$2,520,000	\$1,008,000	\$2,221,560	\$1,058,400	\$6,807,960
South Covington Park* **	\$3,828,000	\$1,531,200		\$1,607,760	\$6,966,960
Jenkins Creek Trail	\$3,696,000	\$1,478,400		\$1,552,320	\$6,726,720
	\$10,044,000	\$4,017,600	\$2,221,560	\$4,218,480	\$20,501,640

*Property acquisition funding support was requested from King County CFT and WWRP-LP in 2013

** Acquisition cost estimate to be determined based on appraisals in 2014

Source: SVR, 2014.

How should the City think about local funding sources?

The policy issue confronted by many local jurisdictions is whether some level of public funding support can be contributed to help offset the financial cost for constructing local infrastructure projects; or, in areas where development is not happening, whether public investment is needed to improve or complete needed projects before development occurs.

The provision of more local funding for projects will be necessary for three main reasons. First, the pursuit of competitive funding sources will be enhanced (if not required) with local match funding. Second, providing local funding allows the City to fund projects sooner than it might otherwise be able

to through its CIP process. Third, local funding provides more control and flexibility for public-private partnership in redevelopment negotiations.

Broadly, there are two ways Covington can create more local funding capacity for infrastructure construction.

- **Enhance existing capital funding tools.** The City already uses a variety of capital restricted funding mechanisms. City policy-makers have some discretion on the rates and fees charged and how these funds are spent.
- **Create New Local Area Funding Options.** The City can take measures to put into place (often with voter or property owner consent) new funding mechanisms. These mechanisms are typically new forms of taxes, fees, and special assessments.

Local sources are not the biggest part of a funding strategy for the Covington Town Center capital projects, yet at the same time the City has more discretion over *local sources* of revenue (how they are raised and how they are spent). As a result, they are a critical component of any funding strategy. For example, local funding as a match may be what moves a project up on funding priorities of an award list. **The success of implementing the Town Center transportation and parks projects will depend largely on steps the City can take to raise, administer, and leverage revenue from local sources.**

What's a framework for evaluating local funding options?

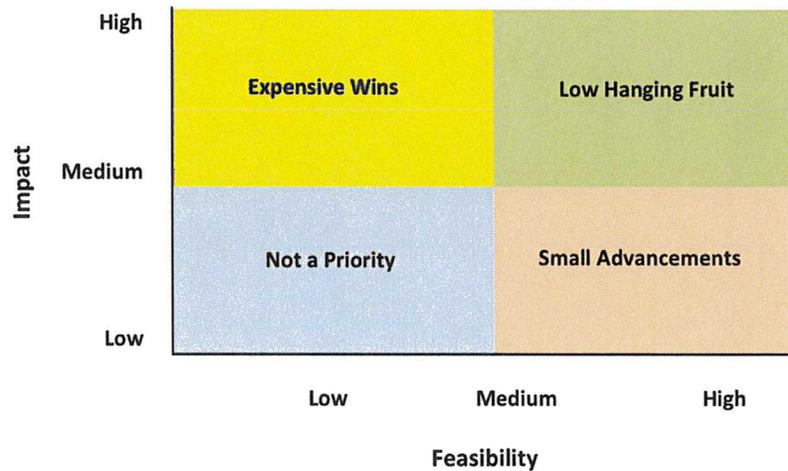
This study provides a list of local funding options for the City to consider; however, these options are very different in nature. A simple framework for comparing different local sources of funding would contrast the "feasibility", or ease/difficulty of implementing a specific action against its "impact", in this case the, the amount of funding it might provide.

A mostly qualitative assessment of these local funding tools was created in this study to roughly evaluate the feasibility of implementation relative to potential maximum funding impact. This approach to screening is represented in the 2x2 matrix diagram that follows and is described below.

- **Low Hanging Fruit:** High funding impact and easily implementable
- **Small Advancements:** Easily implemented but small funding impact
- **Expensive Wins:** High funding impact but difficult to implement
- **Not a Priority:** Small funding impact and difficult to implement

Generally, the city will want to evaluate the pros/cons in those categories – moving from Low Hanging Fruit to Small Advancements to Expensive Wins.

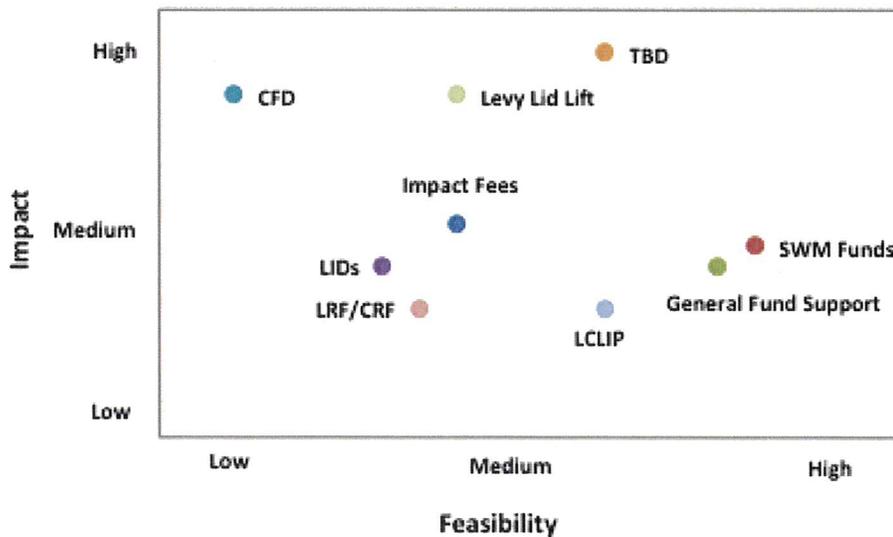
Exhibit 3: Screening Matrix



Source: ECONW, 2014.

This analysis of the feasibility and impact of options is meant to identify those tools that the City may want to consider along some prioritization matrix. Because some feasibility characteristics and some impact characteristics were more important than others, this assessment applied relative weights to each characteristic to arrive at feasibility and impact assessments. City staff also used their best judgment to decide whether tools might be ranked as low or high impact and low or high feasibility.

Exhibit 4: Assessment of Local Funding Options



Source: ECONW, 2014.

Note: CFD – Community Facility District; LID – Local Improvement District; LRF, CRF, LCLIP – various forms of tax increment financing; TBD – Transportation Benefit District; SWM – Surface Water Management funds.

REVENUE OPTIONS

Description	Current	Projected	Notes
1 Extend 6.0% utility tax to water and sewer	N/A	Variable	See <i>City of Wenatchee v. Chelan County Pub. Util. Dist. No. 1</i> ; could be feasible but there could be legal issues as well and pushback from local utilities and ratepayers. No appeal currently planned.
2 Councilmanic increase to SWM/Solid Waste/Cable TV Utility Tax (unlimited)	6%	Variable	1% = \$18,215 for SWM 1% = \$26,083 for Solid Waste 1% = \$51,083 for Cable TV Example: A 2% increase to each category would net about \$190,000 annually.
3 Voter approved increase to utility tax (electricity, gas, telephone)	6%	Variable	1% = \$117,166 for Electric 1% = \$56,666 for Gas 1% = \$83,583 for Telephone
4 Levy lid lift	-	Variable	One way to increase property taxes by more than 1%. PROS: Can add needed revenue for operations. CONS: Election risk.
5 B&O tax	-	Variable	PROS: Additional General Fund Revenue CONS: May not be supported by business community; enforcement arm would be needed to collect delinquent taxes; city would need to be prepared for negative feedback that could impact future election issues.
6 Business licenses/renewals - current fee is \$60	\$ 80,000	Variable	Every \$10 license increase could add about \$13,333.
7 Transportation Benefit District (TBD) - up to \$20 Vehicle License Fee (no voter approval needed) ¹	-	up to \$280,000/yr	This estimate is per Department of Licensing.
8 Transportation Benefit District (TBD) - up to 0.2% sales tax option (voter approved) ²	-	variable up to \$780,000/yr	
9 Metropolitan Parks District (MPD)	-	Variable - up to \$0.75/1,000 AV	Based on the current AV of \$1.6 billion this could bring in up to \$1.2 million annually. PROS: This could fund a portion of operations or capital. CONS: Election risk.
10 Lodging tax	N/A	N/A	City currently does not have any lodging establishments. PROS: Promotes tourism. CONS: Does not provide any direct revenue to the general fund since it is a restricted revenue.
11 Gambling tax CMC 3.20 - 5% of gross revenues	-	N/A	City currently does not have any gambling establishments.
12 Leasehold excise tax ³ - this does not currently apply to the city.	-	N/A	
13 Admission tax CMC 3.50 - 2.5% of admission charge	-	N/A	City currently does not have any places requiring admissions tax.
14 Park Impact Fee	-	Variable	Discussed at Council meeting 1/27. To be established by Council policy.
15 SWM rate increases ⁴	\$ 1,821,451	Variable	Each 1% increase = \$18,215.
16 REET - available in CIP (one-time)	\$ 40,764	-	
17 Local and Road Improvement Districts - LIDs/RIDs	-	Does not directly provide revenue to the city.	Local and Road Improvement Districts (LIDs) are a means of assisting benefitting properties in financing needed capital improvements through the formation of special assessment districts. PROS: LIDs can play a very positive and powerful role in developing and enhancing the city's infrastructure. CONS: Can be labor intensive involving a number of staff over a long period of time, interim financing costs can be high, can be a PR nightmare if administered incorrectly.
18 Unlimited General Obligation Bond Issues (voter approved)	-	Unknown	PROS: additional revenue for the city. CONS: Election risk.

Footnotes:

- ¹ Up to \$100 annual fee with voter approval; new legislation may be introduced that would increase the license fee up to \$50 without voter approval and make the .2% sales tax councilmanic.
- ² Based on 2013 sales tax collections.
- ³ It is a tax on the use of public property by private party. This tax is in lieu of the property tax.
- ⁴ Rate increase of 5% approved for 2015.

Session VII

Our Relationships with Key Partners

(no attachments)

Session VIII

Communicating Our Financial Condition and Priorities

(no attachments)

Session IX

Miscellaneous Issues and Items

Youth Athletics Update Council Summit 2015

Budget

	2014 (partial year) Actual	2015 (full year) Estimated
Cost	\$125,271	\$277,000
Revenue-Fees	\$70,747	\$158,000 – 188,000
Revenue-Sponsorships	\$14,075	\$9,000
Net Cost	\$40,449	\$80,000 - 119,000
Cost Recovery	68%	71% - 57%
Start Up	\$32,000	\$31,662

Participation

	2013-14 CCS	2014-15 City	%
Soccer	520	405	78%
Flag Football	121	83	69%
Volleyball	205	201	98%
Basketball	663	514	78%

Session X

Other Issues on the Horizon

(no attachments)

Session XI

Wrap-up: Final Thoughts

(no attachments)