



# City of Covington

## Goals and Objectives 2007 – 2012

(adopted 01-23-07)

### Central Goal

Establish specific goals and objectives to guide the City in implementing the goals and policies of the Comprehensive Plan, and move toward the full realization of the City's Vision Statement.

**Objective:** Assess the quality of implementation of the Vision Statement and Comprehensive Plan on an annual basis. Adjust plans, policies, regulations, design standards, program & service investments, and capital infrastructure investments as necessary to stay focused on the Vision.

**Objective:** Annually review and adjust the goals and objectives to reflect available resources and current Council priorities.

**Objective:** Define, improve and enhance the delivery of municipal services in Covington. Objectively evaluate our service performance annually against quantifiable service quality and quantity indicators.

### Land Use Goal

Establish land use patterns that guide population, employment and commercial growth in a manner that implements the Vision Statement, minimizes urban sprawl, protects critical areas, enhances the quality of life of all residents and supports a healthy economy and employment growth.

**Objective:** Continue to plan, refine and define the development characteristics of Covington through master, neighborhood and sub-area planning. Begin scoping for neighborhood and sub-area planning outside of the Downtown Plan area. Adopt a prioritized list for other sub-area plans in 2007. Develop those specific sub-area plans from 2008 through 2012 contingent on funding. (Community Development, Planning Commission)

**Objective:** Foster the implementation of the Comprehensive Plan and Vision Statement through delivery of timely and accurate permit reviews in compliance with Federal, State and City codes. Establish permit services efficiency measurement standards in 2007. Measure and report on effectiveness 2008 – 2012. (Community Development, Finance, City Manager)

**Objective:** Review the City's zoning code in 2007 to identify and prioritize needed changes. Prepare code revisions and take these revisions through the public hearing and adoption process in several stages beginning in 2007. Establish procedures for the ongoing identification of needed zoning code revision. (Community Development, Legal, City Manager, Planning Commission)

**Objective:** Review and update the City's development review fee structure to make the fee table clearer and easier to use and to maximize cost recovery by the City for development review activities by City staff and consultants. Define and implement administrative procedures as needed to track and recover costs. (Community Development, Finance, City Manager, Legal)

**Objective:** In conjunction with the Hearing Examiner and the Planning Commission, review and update as necessary, the rules of procedure for these bodies to assure that they operate as efficiently and effectively as possible. (Community Development, City Manager, Hearing Examiner, Planning Commission, Legal)

## **Housing Goal**

Preserve existing housing and neighborhoods and promote a diversity of new housing types that provide housing opportunities for all economic segments of the City's population now and in the future.

**Objective:** Continue to support preservation of the existing housing and neighborhoods.

- Facilitate upkeep of existing neighborhoods by sponsoring one or more Citywide "Cleanup Days" in conjunction with existing Special Recycling Event Programs. (Ongoing, Public Works & Emergency Management)
- Encourage upkeep of existing neighborhoods through Code Enforcement efforts that stress voluntary compliance over regulatory enforcement. (Ongoing, Community Development)

**Objective:** Promote a diversity of new housing types for all economic segments of the city's population now and in the future.

- Continue to collect and report data on housing, employment and population trends to support City, County, Region and State housing assessment and planning efforts. (Annually, Community Development)

## **Downtown Goal**

Establish Downtown Covington as the commercial, social and cultural nucleus of the community and foster its development into the primary commercial activity center and destination location for the City and South King County area.

**Objective:** Implement a balanced transportation network in the Downtown Area. Implement the investment plan for those projects established in 2006. Complete the construction of the selected improvements 2007 – 2012. (Public Works and Emergency Management, Finance)

**Objective:** Take a positive partnership role in retaining and enhancing the existing diverse and vital economic base in the city. Continue economic development activities through the partnership with the Chamber of Commerce in the Covington Economic Development Council in 2007 and beyond. Develop and adopt an Economic Development Plan that includes a Strategic Investment Component in 2007. Implement that investment component 2007 – 2012. (CEDC, Planning Commission, Community Development, Finance, City Manager)

## **Transportation Goal**

Provide leadership in facilitating the planning, development, financing, construction and maintenance of a transportation system that supports the land use plan and incorporates transportation/land use linkages.

**Objective:** Prepare a financially constrained Transportation Improvement Program annually for Council consideration. (Public Works and Emergency Management, Finance)

**Objective:** Design, acquire right of way and construct high priority transportation projects 2007 – 2012. Provide regular reports regarding the schedule and budget performance for each active project. (Public Works and Emergency Management, Finance, City Council)

**Objective:** Efficiently operate and maintain the transportation system. Establish street maintenance efficiency measurement standards in 2007. Measure and report on effectiveness 2007 – 2012. (Public Works and Emergency Management, Finance, City Manager)

**Objective:** Review and update the City's transportation concurrency mitigation payment system ordinances to support the achievement of the city's objectives and an equitable distribution of the costs between existing residents and businesses and new development. (Public Works and Emergency Management)

## **Parks and Recreation Goal**

Provide sufficient high quality parks, open spaces, trails, greenways and recreation facilities and services for the benefit, enjoyment and quality of life enhancement of Covington residents and visitors. Plan for long term, stable financing sources for parks, recreation and community services.

**Objective:** Utilize volunteers and other non-traditional methods to assist in the provision of safe, clean, attractive parks and facilities in the community to strive to meet the community needs. (Parks and Recreation)

**Objective:** Evaluate parks and recreation programming that is currently provided and/or should be provided by the City based on projected financial capacity and community needs and develop a recommended implementation plan for expanded services as additional revenue is realized. (Parks and Recreation, Parks and Forestry Commission)

## **Human Services Goal**

Promote a variety of human services that reflect and respond to human service needs of the community 2007 – 2012 as funding allows.

**Objective:** Provide funding for human service grants through a competitive process to agencies that respond to the basic needs of Covington area residents and ensure that needs are being met through a performance measurement system. (City Manager, Youth & Family Services Commission)

## **Environment Goal**

Identify, designate and protect the quality of the natural environment to improve the quality of life for Covington residents.

**Objective:** Implement the recently updated Development Regulations related to the environment and best available science during the review, approval and inspection of all new private developments, existing commercial surface water management facilities and in code enforcement actions. (Community Development, Public Works and Emergency Management)

**Objective:** maintain the public infrastructure consistent with the recently updated Development Regulations related to the environment and best available science 2006 – 2011. (Public Works and Emergency Management and Parks and Recreation)

## **Surface Water Goal**

Preserve and protect surface water quality and the hydrologic flow regime in the City's streams to protect the health, safety and welfare of the local citizenry and preserve surface water resources in the City of Covington.

**Objective:** Continue mitigation efforts to address impacts of increased runoff and stormwater quality impairment due to development within the City's drainage areas and

provide management of runoff from construction sites 2007 – 2012. (Community Development, Public Works and Emergency Management)

**Objective:** Efficiently maintain and/or upgrade the existing stormwater system to preserve and protect surface water resources 2007 – 2012 consistent with the requirements of the City's NPDES permit. (Public Works and Emergency Management)

**Objective:** Sponsor community education programs on surface water quality issues affecting classified streams, their tributaries and associated wetlands within the City of Covington 2007 -2012. (Public Works and Emergency Management)

## **Financial Goal**

Provide stewardship of the public's money, protect the assets of the City, provide City policymakers with the information needed to perform their fiduciary responsibilities, and to assist departments in carrying out their financial and operational functions for the citizens of Covington.

**Objective:** Provide timely and accurate financial reporting. Present Financial Reports to Council as defined in CMC 12.105.110 (6) Perform long and short range financial analysis and modeling. (*Finance 2007 – 2012*)

**Objective:** Review and modify current fiscal policies and procedures and develop new ones as needed to support a strong bond rating for the City. Issue Limited General Obligation Bonds (*Finance 2007 – 2012*)

**Objective:** Maintain the City's Risk Management Program (*Finance 2007 – 2012*)

## **Emergency Management Goal**

Reduce City and public exposure to floods, landslides, earthquakes and volcanic eruptions, wildfires and severe storms to minimize reliance on federal and state programs for natural disaster mitigation; protect public and private property; save lives; and use community resources wisely.

**Objective:** Maintain an up to date Emergency Action Plan, including an Emergency Coordination Center activation plan and continuity of government plan. (Public Works and Emergency Management with support from all departments)

**Objective:** Proactively plan for and respond to weather related and other natural and man made emergencies. Prepare public information materials and distribution plans in advance. (Public Works and Emergency Management with support from all departments)

## Operations Goal

Continue to define, improve and enhance the operations of city government and the work and service-level environment of Covington.

**Objective:** Create a dynamic, professional, efficient organization that is committed to an ongoing process of innovation; a culture that enhances the professional capabilities of staff and creates an environment that demonstrates a commitment to positive workplace behavior and the highest degree of personal and professional integrity. (City Manager, Ongoing by all)

**Objective:** Implement the services, programs and projects in the Council's adopted budget. Review the currently adopted 2007 goals and objectives and the process for establishing and monitoring them and revise as appropriate. (City Manager, all Departments)

**Objective:** Establish a financially constrained six-year business plan for all city operating programs with particular attention to when public safety, capital replacement, operations and maintenance, parks, recreation, athletic and human services programs might expand beyond the adopted 2007 level. (City Manager, Finance with significant input from all departments)

**Objective:** Review current communication efforts, establish communication objectives and implement a mix of techniques that will improve residents' knowledge of city activities and facilitate meaningful, two way communications between the City Council, staff, Commissions and residents of Covington. (City Clerk, City Manager lead with assistance from all departments)

## Regional – Interlocal Goal

Maintain an active posture on regional issues affecting Covington and represent the interests of Covington on agency interactions and services within Covington.

**Objective:** Effectively participate in regional forums 2007 -2012. (assigned staff as appropriate)

**Objective:** Adopt a legislative agenda annually and effectively lobby in pursuit of that agenda 2007 – 2012. (All departments, City Manager)