AGENDA
(Revised 01.03.20, Edition #5)

MEETING GOALS:

1. Identify the strategic path that advances the City’s vision, mission, and goals.
2. Take steps to build the team that will lead Covington into the future.

NOTE:
Refreshments will be served at 7:30, so come early to enjoy them and be prepared to convene the meeting promptly at 8:00. Thank you!

8:00 REVIEW PURPOSE AND GOALS
Mayor Jeff Wagner

8:05 REVIEW AGENDA AND GROUND RULES
Facilitator Jim Reid

8:10 WHO’D YOU LIKE TO DINE WITH?
Council / Leadership Team

As one way to get to know each other better, tell us this: If you could invite three historical figures to join you for dinner, who would you invite? Why? (They can come from any field or profession, and they must not be living.)

8:45 IDENTIFY MAJOR ACCOMPLISHMENTS OF 2019
Council / Leadership Team

- What were the major accomplishments of the City in 2019 that you think were of particular importance?
- What factors or conditions contributed to them?

9:10 TRACKING PROGRESS; STRATEGIC PLANNING
Council / City Manager Regan Bolli

- What has the City accomplished from the action items of the January 2019 Summit?
- Regan is contemplating updating the existing plan. How does staff use the current plan? How might it be refined?
- What are the Council’s reactions and ideas?
9:40 REVIEW VISION, MISSION, AND GOALS
Council / Leadership Team

In previous years the Council has reviewed the vision, mission, and goals to determine if they are leading the City in the right direction. With three new members since the 2019 Summit and anticipating that next year Council may want to hold a deeper discussion of the vision, mission, and goals, this year the discussion is intended to provide background and context. The questions, therefore, are a little different.

- What do the vision, mission, and goals mean to those of us who’ve been on the Council for a while? How have we used them?
- How does the Leadership Team use them?
- Do the new members have questions, reactions or suggestions?
- Pivoting to the future, what does the Council anticipate Covington will be like in ten years?

10:05 BREAK

10:15 OPTIONS TO FUND PUBLIC SAFETY
Council / Regan / Police Chief Andy McCurdy / Finance Director Casey Parker

- What are the public safety needs of the City today? What are they projected to be in the next ten years?
- If Council is interested in a consistent and sustainable funding source for public safety, what are the options?
- What are the pros and cons of each option?
- What are the Council’s reactions and thoughts?

11:15 COUNCIL AND COMMISSION INTERACTIONS
Council / Regan / City Clerk Sharon Scott

Each discussion below is intended to result in a Council consensus and direction to the staff.

- Council Liaison: Should a Councilor serve as the liaison to each Commission? What would that look like? What are the arguments for and against?

- Commissioners’ Residency: One may serve on a City Commission if one lives or works in Covington or within three miles of the City’s boundary. Why have non-residents been historically allowed to serve? Has the time come to change this rule? Why?

- Commissioner Appointments: A feature of the appointment process is that the Council interviews applicants prior to Council meetings. Most Council meetings are preceded by such interviews. Should this role be expected of Council Members or is it too burdensome and time-consuming? What are the interests at stake? Should we continue with the status quo or implement an alternative method for interviewing Commission applicants?

- Youth on Commissions: A few years ago, the City Council established the Youth Council. Even earlier than that the Council had designated a seat on some Commissions for a representative of youth. There is some concern the system is not achieving its original goals. What were they? How is this system working? Should the City consider no longer having a youth representative on the Commissions because there is a Youth Council to achieve the goals?
- **Youth Council Appointments:** Appointments to the Youth Council are for one year. A suggestion has been made that the appointments should last until the members graduate from high school. What interests is this idea intended to achieve? What are the pros and cons?

12:15 **LUNCH AND QUIZ**
Everyone

1:00 **QUIZ ANSWERS REVEALED, CHAMPION CROWNED**
Everyone

1:15 **INTERNAL AND EXTERNAL COMMUNICATIONS**
Council / Regan / Sharon / Communications and Marketing Manager Karla Slate

- **Social Media:** How do Council Members envision using social media platforms, both as individuals and as a body? What are the City’s and Council’s interests? Is an informal understanding sufficient or is something more formal, such as protocols, necessary?

- **Public Comments at Council Meetings:** It is a “best practice” that public comments should not be included in the Council’s meeting minutes. Why? But might there be a downside to discontinuing this practice? Is there Council consensus on the issue?

- **Communications Plan:** Under the leadership of Karla Slate and Regan, the staff has developed a strategic communications plan. Karla and Regan will present it to the Council. What are the Council’s reactions and suggestions?

- **Public Education and Outreach Plan:** Karla and Regan will also update the Council on the development of a Public Education and Outreach Plan. How is it going to be accomplished? What is the timeline? What do they need from the Council?

- **Council Going to the Community:** Some Council Members have suggested doorbelling the neighborhoods to provide information about what the City is doing and to hear from citizens. Another idea is for the Council to brief Homeowners’ Association and similar meetings. And the Mayor is considering inviting our residents to “Coffee with the Mayor.” What are the expectations behind these ideas? Are there other suggestions? Is there consensus for any or all of them?

- **Communications Styles:** Very briefly, how do each of us on the Council describe our communications style? How should your fellow members and the staff communicate with you in order to help you make decisions or influence your thinking?

2:20 **BREAK**

2:30 **COMMUNITY AND NEIGHBORHOOD ISSUES**
Council / Public Works Director Don Vondran / Chief McCurdy

- **Community Tree:** Given that the last three Community Trees have died, are there alternatives to a living tree that Council would consider?

- **Parking:** Council Members have heard concerns about parking impacts on public safety. If a street is less than 28 feet wide, and parking is allowed on both sides, Fire Department
vehicles may not be able to get through during an emergency. Should the City address this? If so, what are the options? What are pros and cons? Is there consensus among the Council?

- **Red Light Cameras:** Should the City use them? Under what circumstances? Are there protocols to be followed? Are there related issues to consider? What is the sentiment of Council?

- **Street Lights:** Some Council Members expressed concern about whether or not streets are sufficiently lit. What standards does the City follow? Where are the biggest concerns? What might the City do to address the concerns?

- **Homelessness and Mental Health Services:** A couple Council Members have expressed interest in the City addressing the issues of homelessness and mental health. What is the City doing today to address these issues? Is there a larger role for the City to play in addressing either or both?

- **Neighborhood Disparities:** On the campaign trail last year, some Council Members noticed striking disparities between neighborhoods. What were they? Is it primarily a matter of differences between older and newer neighborhoods? Are other factors at play? Should the City strategically address this? How?

3:20 **ISSUES ON THE HORIZON**

 Council

- What are other issues of interest for possible future Council discussions?
- We won’t discuss them today, just list them to highlight potential interest in addressing these issues in the future.

3:25 **WHAT ARE WE TAKING AWAY FROM THE 2020 SUMMIT?**

 Council / Leadership Team

- Looking back on the day, what is most important or meaningful to you about this year’s summit?

3:30 **ADJOURN**
Review Purpose and Goals
No attachments

Review Agenda and Ground Rules
No attachments

Who’d You Like to Dine With?
No attachments
Identify Major Accomplishments of 2019
## 2019 Summit Action Items

*Action Items from the 2019 City Council Summit, updated 1/15/20*

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<th>Item</th>
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<tr>
<td>1. Police</td>
<td>Present to council sustainable revenue options that would allow us to hire additional police officers.</td>
<td>Regan, Casey and Andy have discussed and will present to council at the 2020 summit.</td>
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<td>2. Funding</td>
<td>Hire a consultant to study and develop a plan that educates the public on the need for additional public safety and parks and their associated funding. Finalize the plan and present it to council. (Amended at the 2/26/19 council meeting from the original action item to conduct a community wide survey)</td>
<td>Staff has met internally to discuss the RFP. We reached out to several other cities and Karla is coordinating creation of the RFP with related departments. The RFP was sent out and submissions are due January 3, 2020. We hope to have a consultant under contract by Feb. 11, 2020.</td>
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<td>3. Communications</td>
<td>Develop an inclusive communications plan to educate the public on city services and operations using multiple forms of communication platforms.</td>
<td>Karla and Regan have discussed multiple times and the communications plan is now complete and ready to launch at the start of the new year (2020).</td>
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<td>4. Communications</td>
<td>Providing Councilmembers and Commissioners with talking points would ensure that they are on the same page when messaging to the public the importance of city services.</td>
<td>Karla, with the help of staff from each department, put together these talking points to be updated roughly each quarter.</td>
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<td>5. Parks</td>
<td>Monitor the parks maintenance needs as parks continue to grow. If preferred levels of service exceed current levels, then staff will present the budget levels that would be required to support preferred levels of service.</td>
<td>Park maintenance levels of service decreased with the opening of CCP phase 2. Consequently, staff assessed needs and prepared a budget requests for 1 FTE for a Parks Maintenance Worker. The approved budget included 0.5 FTE for a Parks Maintenance Worker.</td>
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<td>6. Community</td>
<td>Consider leveraging “Make a Difference” day or another civic engagement/community service day for cleanup efforts in parks and for sidewalks.</td>
<td>We developed an event held on Make a Difference Day (Oct. 26, 2019) dubbed “Love the Cov” that included volunteer projects at Covington Community Park and the Adopt-A-Street program. We will explore future additional events in 2020.</td>
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| 7. MPD  
Ethan, Casey | Consider creating a Regional Parks District (Metro Parks District) with the cities of Maple Valley and Black Diamond as a way to construct and operate a regional community center that includes a pool. | This will best be considered as part of the aquatic center feasibility study that is scheduled for 2020. |
| --- | --- | --- |
| 8. Parks  
Ethan | Evaluate the feasibility of implementing an “Adopt-a-Park” program as a means of increasing funding support. | The City collected over $38K in sponsorships for athletics and events in 2019 (up from $33K in 2018); a new sponsorship program would likely compete with these sponsorship programs for giving from the business community. Other concerns include sustainability of this funding source, LOS expectations and a risk that the cost for developing/administering this program would exceed the benefit. The recommendation is to continue to pursue sponsorships for athletics and events, but not for park maintenance. |
| 9. Streets  
Don, Karla | Add street maintenance costs, labor hours, and trends data to the City’s website.  
• Provide the public with more information about how funds are being spent.  
• Illustrate to the public the need for new revenue streams to support transportation projects and street maintenance, including asphalt overlays.  
• Provide context, such as explaining how patch repair hours are a result of no funding for asphalt overlays. | Public Works is putting this information together and will be working with Karla in order to put on the City’s website. The work we hire the consultant for on number 2 of this document will include this action item in the work they provide as well. |
| 10. Adopt a Street  
Don | Maintain our current Adopt a Street program. | See Adopt a Street Reports for 2018 and 2019. |
| 11. Gateway Sign  
Gina, Karla | The Council agreed that a temporary gateway banner should be placed at the Soos Creek property, using the same sign design as the Covington Community Park sign. The City will then informally assess the appropriateness of the spot for a potential permanent sign. | Done. |
| 12. Muckleshoot Tribe  
Ethan, Regan | Identifying Cultural Interests of the Community for future events (e.g. storytelling): An idea was suggested that Covington work with Muckleshoot Tribe representatives to discuss the interest in incorporating the Tribe’s culturally important stories into Covington Days. | Ethan and Regan met with the Tribe and worked on ideas for incorporation into our events. Staff has had additional meetings and the tribe will be participating in our events in one way or another this year and hopefully more so in coming years. |
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**TOTAL** | **124** | **21.75** | **133**
Tracking Progress; Strategic Planning
VISION

Covington: Unmatched quality of life

MISSION

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

GOALS

ECONOMIC DEVELOPMENT

Goal Statement: 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.

Objectives:

• Promote and assist local business retention and expansion.
• Grow Covington as a destination city.

Actions:

1. Establish a development plan between the city and a developer and between the city and a higher education institution.
2. Convene a meeting with our Town Center partners to develop and reach agreement on a set of shared interests and goals and to review and pursue the recommendations contained in the Higher Education Needs Assessment.
3. Task CEDC with the development of a business outreach plan that assesses current business attitudes regarding doing business in Covington.
4. Develop a community wide branding strategy in collaboration with CEDC.
5. Evaluate the General Commercial Zone to determine the transportation and infrastructure impacts of the development of light manufacturing within that zone.

THE TOWN CENTER

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

Objectives:

• Make Town Center the social and cultural focal point of the city.
• Develop a strong mixed use and pedestrian friendly Town Center.
• Foster Town Center development and branding.
**Actions:**
1. Execute a development agreement with a Town Center developer specifically addressing the desired development to take place in the future Town Center.
2. Work collaboratively with local higher education institutions on facilitating the creation of job related training and job creation in Covington.
3. Task the Arts Commission with developing a Town Center public art plan that could be used and incorporated into the Town Center design and construction.
4. Work with the Town Center Developer to design a community gathering place within the Town Center development and to determine the best location for a community holiday tree to be used for the Community Tree Lighting Festival.
5. Lobby the state legislature for capital funding to develop a civic plaza.
6. Develop a report on how a levy lid lift could impact public safety and the construction of a police department/city hall.
7. Analyze downtown zoning districts to potentially add appropriate incentives for developing sit-down restaurants and entertainment that would contribute to bringing evening visitors to our Town Center.

**COMMUNITY**

**Goal Statement:** Provide city services, programs, and facilities that emphasize and meet the needs of our Covington Community.

**Objectives:**
- Continue to develop and improve city services and programs that meet community needs.
- Provide facilities that enhance quality of life.

**Actions:**
1. Create and hire an Emergency Manager position to better educate and prepare the community for emergency events. Partner with surrounding cities and agencies to share resources that help fund the position to meet the needs of the community on a sub-regional basis.
2. Explore and plan for the possibility of transforming the Covington Days festival or creating a new event that will serve as a more regional draw to the community.
3. Research and identify any event needs and cultural interests of the community for planning future programs and events.
4. Facilitate a joint venture with CEDC and the Covington Chamber of Commerce to expand our Play Unplugged program by increasing business participation by 30%.
5. Determine feasibility and best options for at least one new annual tournament to be part of the city’s athletics program.
6. Complete a master plan process for Jenkins Creek Park. Pursue funding and development of Jenkins Creek Park pursuant to the master plan.
7. Open an accessible community resource center to link businesses and residents to crime prevention and other police related services.
8. Invite local chemical dependency resource providers to an opioid discussion with the Human Services Commission.
9. Select and install public art at Covington Community Park, in accordance with the City’s Art Project Priority List.
NEIGHBORHOODS

Goal Statement: Foster community cohesiveness, communications, and cooperation, and maintain neighborhoods that offer a variety of housing options that are diverse, safe, accessible, and well-designed.

Objectives:
- Diversify our housing market.
- Participate in and support neighborhood events.
- Foster safe and desirable neighborhoods.

Actions:
1. Diversify housing types through creative land use and zoning policies.
2. Stay connected to and involved with neighborhood and Homeowners Associations planned events.
3. Expand city department participation in National Night Out.
4. Increase public education regarding proper use of code enforcement and public safety services.
5. Seek funding to provide better pedestrian connectivity between neighborhoods.
6. Host a crime prevention summit for businesses and community Homeowners Associations.
7. Improve follow up and advocacy for victims of crime.

MUNICIPAL SERVICES

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

Objectives:
- Ensure high quality capital infrastructure to match our growth.
- Provide sustainable municipal services that meet community needs.
- Foster regional and state relationships in support of our provided municipal services.

Actions:
1. Establish desired level of service for public safety.
2. Complete Covington Community Park phase 2 project.
3. Purchase identified parcels 2 and 3 for the future South Covington Park (SoCo).
4. Hire a financial strategist to link the city’s strategic mission and vision to measurable financial objectives and determine whether current and long-range strategies are financially supportable given the city’s capital and operational capacity.
5. Identify location and develop a new maintenance facility adequately sized to handle future growth.
6. Establish desired level of service for maintenance of community parks with adequate funding to support our growing parks infrastructure.
7. Complete State Route 516 widening from Jenkins Creek to 185th Avenue SE
8. Complete the 164th Avenue SE Pedestrian Project.
9. Develop a public works sustainable equipment replacement and maintenance fund.

CUSTOMER SERVICE
**Goal Statement:** 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.

**Objectives:**
- Maintain a positive and supportive people-focused organization.
- Recruit and retain the very best employees and volunteers.
- Provide outstanding customer service to the Covington community.

**Actions:**
1. Implement an online employment and volunteer application process.
2. Improve online registration process for recreation activities.
3. Create a staff leadership development program.
4. Complete a staffing analysis to determine appropriate staffing levels.
5. Ensure competitive compensation through timely comparable market surveys, as well as cost-effective, flexible approaches to both tangible and intangible benefits.
6. Maintain dynamic employee programs such as the wellness program, recognition program, and informal small meetings with the city manager to help ensure employee engagement.
7. Develop and promote citywide Core Values and Culture Statements focused on values of a high-performing organization; promote the statement among staff; build individual demonstration of values into a newly revised Employee Evaluation format.
### 2019 Summit Action Items

**Action Items from the 2019 City Council Summit, updated 1/15/20**

<table>
<thead>
<tr>
<th>Item</th>
<th>Task</th>
<th>Status</th>
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<tbody>
<tr>
<td>1. Police</td>
<td>Present to council sustainable revenue options that would allow us to hire additional police officers.</td>
<td>Regan, Casey and Andy have discussed and will present to council at the 2020 summit.</td>
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<td></td>
<td><strong>Casey, Regan, Andy</strong></td>
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<td>2. Funding</td>
<td>Hire a consultant to study and develop a plan that educates the public on the need for additional public safety and parks and their associated funding. Finalize the plan and present it to council.</td>
<td>Staff has met internally to discuss the RFP. We reached out to several other cities and Karla is coordinating creation of the RFP with related departments. The RFP was sent out and submissions are due January 3, 2020. We hope to have a consultant under contract by Feb. 11, 2020.</td>
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<td><strong>Karla, Casey, Regan</strong></td>
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<td>3. Communications</td>
<td>Develop an inclusive communications plan to educate the public on city services and operations using multiple forms of communication platforms.</td>
<td>Karla and Regan have discussed multiple times and the communications plan is now complete and ready to launch at the start of the new year (2020).</td>
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<td><strong>Karla</strong></td>
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<td>4. Communications</td>
<td>Providing Councilmembers and Commissioners with talking points would ensure that they are on the same page when messaging to the public the importance of city services.</td>
<td>Karla, with the help of staff from each department, put together these talking points to be updated roughly each quarter.</td>
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<td><strong>Karla and LT</strong></td>
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<td>5. Parks</td>
<td>Monitor the parks maintenance needs as parks continue to grow. If preferred levels of service exceed current levels, then staff will present the budget levels that would be required to support preferred levels of service.</td>
<td>Park maintenance levels of service decreased with the opening of CCP phase 2. Consequently, staff assessed needs and prepared a budget requests for 1 FTE for a Parks Maintenance Worker. The approved budget included 0.5 FTE for a Parks Maintenance Worker.</td>
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<td><strong>Ethan, Don</strong></td>
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<td>6. Community</td>
<td>Consider leveraging “Make a Difference” day or another civic engagement/community service day for cleanup efforts in parks and for sidewalks.</td>
<td>We developed an event held on Make a Difference Day (Oct. 26, 2019) dubbed “Love the Cov” that included volunteer projects at Covington Community Park and the Adopt-A-Street program. We will explore future additional events in 2020.</td>
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<td><strong>Karla, Don</strong></td>
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<td>7. MPD</td>
<td>Consider creating a Regional Parks District (Metro Parks District) with the cities of Maple Valley and Black Diamond as a way to construct and operate a regional community center that includes a pool.</td>
<td>This will best be considered as part of the aquatic center feasibility study that is scheduled for 2020.</td>
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<td>8. Parks</td>
<td>Evaluate the feasibility of implementing an “Adopt-a-Park” program as a means of increasing funding support.</td>
<td>The City collected over $38K in sponsorships for athletics and events in 2019 (up from $33K in 2018); a new sponsorship program would likely compete with these sponsorship programs for giving from the business community. Other concerns include sustainability of this funding source, LOS expectations and a risk that the cost for developing/administering this program would exceed the benefit. The recommendation is to continue to pursue sponsorships for athletics and events, but not for park maintenance.</td>
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</table>
| 9. Streets | Add street maintenance costs, labor hours, and trends data to the City’s website.  
- Provide the public with more information about how funds are being spent.  
- Illustrate to the public the need for new revenue streams to support transportation projects and street maintenance, including asphalt overlays.  
- Provide context, such as explaining how patch repair hours are a result of no funding for asphalt overlays. | Public Works is putting this information together and will be working with Karla in order to put on the City’s website. The work we hire the consultant for on number 2 of this document will include this action item in the work they provide as well. |
| 10. Adopt a Street | Maintain our current Adopt a Street program. | See Adopt a Street Reports for 2018 and 2019. |
| 11. Gateway Sign | The Council agreed that a temporary gateway banner should be placed at the Soos Creek property, using the same sign design as the Covington Community Park sign. The City will then informally assess the appropriateness of the spot for a potential permanent sign. | Done. |
| 12. Muckleshoot Tribe | Identifying Cultural Interests of the Community for future events (e.g. storytelling): An idea was suggested that Covington work with Muckleshoot Tribe representatives to discuss the interest in incorporating the Tribe’s culturally important stories into Covington Days. | Ethan and Regan met with the Tribe and worked on ideas for incorporation into our events. Staff has had additional meetings and the tribe will be participating in our events in one way or another this year and hopefully more so in coming years. |
Review

Vision, Mission, Goals
Vision
Covington: Unmatched quality of life

Mission
Covington is a destination community where neighbors, 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.

Community: Provide city services, programs, and facilities that emphasize and meet the needs of our Covington Community.

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.
Options to Fund Public Safety
Options to Fund Public Safety

Why is Covington Contemplating a Finance Strategy?

City Council to better understand:

- What is the underlying short- to longer-term fiscal position?
- What are the public safety needs of the City today?
- What are they projected to be in the next ten years?
  - If Council is interested in a consistent and sustainable funding source for public safety, what are the options?
  - What are the pros and cons of each option?
  - What are the Council’s reactions and thoughts?
Basic assumptions about the city:
- City is in sound financial position.
- Future operating environment will be different from the current situation.
- Council members desire a fact driven analysis of options for the city’s financial decisions.
- City leadership will need to find an impactful way to communicate to voters why and how spending (and resources) are necessary.

Challenges to Public Safety:
- Growing economy, new businesses, new residents, more visitors
- Existing levels of service
- Calls for service
- Financial sustainability
- Timing of proposition to voters
Why is Covington Contemplating a Finance Strategy?

- Increasing calls for service, up 28% from 2012 by 2017

![Bar chart showing dispatched calls for service from 2012 to 2017.](chart1)

- Increasing city resources committed to public safety priorities

![Bar chart showing police services cost from 2010 to 2020.](chart2)
Why is Covington Contemplating a Finance Strategy?

- Public safety remains a large share of general fund expenditures

![Bar chart showing Public Safety as a % of Total General Fund Expenditures from 2012 to 2020.]

- Enhanced public safety levels of service grow demand on revenues (6 FTEs thru 2029)

![Bar chart showing Public Safety as a % of Tax Revenues and Enhanced Public Safety as a % of Tax Revenues from 2006 to 2025.]

growing toward greatness.
Why is Covington Contemplating a Finance Strategy?

- $2.3 million increase in annual costs by 2035

Options to Meet Future Public Safety Needs

- Voted measures: Expansion of existing city statutory limitations.
  - Property tax – levy lid lifts (4 different types)
  - Public safety sales tax
- Councilmanic
  - B&O tax – referendum required for 0.2% (above 0.2% requires voter approval)
  - Reduce expenditures elsewhere
Options to Meet Future Public Safety Needs

Levy Lid Lifts

- If collecting less than its max statutory levy rate.
- Requires simple majority of voters.
- "Lifts" the total levy amount collected from current assessed valuation by more than 1%.
- Levy lid lifts may generate revenue for any purpose (capital or operating).
- Two different types (with two "flavors" each).

Levy Lid Lifts (continued)

- Single-year lifts
  - Temporary: exceed the 1% annual limit for one year only (specified amount), and then future increases are limited to 1% (or inflation) for the remainder of the levy (any number of years). At the end, reverts back to statutory maximum.
  - Permanent: exceed the 1% annual limit for one year only (specified amount), and then future increases are limited to 1% (or inflation). Never reverts and becomes permanent levy.

- Multiple-year lifts
  - Temporary: exceed the 1% annual limit for 6 years (specified amount in first and subsequent years). At the end, reverts back to statutory maximum.
  - Permanent: exceed the 1% annual limit for 6 years (specified amount in first and subsequent years). At the end, does not revert and the maximum levy is then used as the base to calculate all future 1% levy limitations.

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growing toward greatness.
### Levy Lid Lifts - Summary

[Graph showing the timeline and financial implications of different levy lid lifts, including temporary and permanent single-year and multi-year lifts, with the projected budget impact over the years from 2019 to 2031.]

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### Acquire Options

**Levy Lid Lifts (continued)**

Best one to use – it depends...

- Purpose – operation or debt coverage
- Revenue sufficiency
- Voter receptiveness – tax burden
- Ballot information required

- For public safety increases, the multi-year permanent levy fits the best – revenues escalate with cost increases
  - The measure requires voter approval, and may only be submitted at a primary or general election and may not be submitted at a February or April special election.

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Options to Meet Future Public Safety Needs

Levy Lid Lifts – examples for public safety
- Bothell
- Medina
- Shoreline
- Stanwood
- Lake Forest Park
- Tumwater

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Options to Meet Future Public Safety Needs

Public Safety Sales Tax
- A local sales and use tax will increase one-tenth of one percent (.001). The tax may be used for criminal justice and public safety purposes.
- Tax proceeds received by a city imposing a tax under this section must be shared between the county and city as follows: Fifteen percent must be distributed to the county and eighty-five percent is retained by the city.
- The measure requires voter approval, and may only be submitted at a primary or general election and may not be submitted at a February or April special election.

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Public Safety Sales Tax – examples

- Kirkland (2018)

Options to Meet Future Public Safety Needs

Business and Occupation Taxes

- Business and occupation (B&O) taxes are levied at a percentage rate on the gross receipts of the business.
- Businesses are put in different classes such as manufacturing, wholesaling, retailing, and services.
- Within each class, the rate must be the same, but it may differ among classes.
- All ordinances that impose this tax for the first time or raise rates must provide for a referendum procedure.
- Any city may levy a rate higher than 0.2 percent, if it is approved by a majority of the voters.
**Options to Meet Future Public Safety Needs**

**Comparison**
- Public safety sales tax (full 0.1% on taxable retail sales)
- Levy lid lift – multiyear (35% of current levy in initial year)
- B&O Tax (0.1% on gross receipts)

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**Tax burden impact**
- Public safety sales tax
  - Household may have $10,000 in taxable retail sales in the city
  - 0.1% tax increase will cost a resident $8 a year
  - Most burden of tax likely paid by non-residents and businesses
- Levy lid lift – multiyear (35% of current levy in initial year)
  - Median value home of $413,000
  - Rate increase of $0.39 per $1000 of assessed value
  - Tax increase will cost about $160 a year
  - Some burden will be paid by commercial assessed valuation
- B&O Tax (0.1% on gross receipts)
  - A typical small business may have $2 million in gross receipts
  - Rate increase of 0.1% will cost a business $2,000 a year
  - All tax burden on businesses

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**Growing toward greatness.**
Council and Commission Interactions
Covington Commissions

- **Arts Commission**
  - 7 members
    - 5 must live or work in the city
    - 2 may live within a 3-mile radius
    - 2 may be youth
  - 3-year terms

- **Human Services Commission**
  - 7 members
    - 3 must be adults that live or work in the city
    - 2 may live within a 3-mile radius
    - 2 must be youth
  - 3-year terms for adults
  - 1-year terms for students, plus 1-year optional extension

- **Parks & Recreation Commission**
  - 7 members
    - 5 must live or work in the city
    - 2 may live within a 3-mile radius
    - 2 may be youth
  - 3-year terms

- **Planning Commission**
  - 7 members
    - 5 must live or work in the city
    - 2 may live within a 3-mile radius
  - 4-year terms

- **Covington Economic Development Council**
  - 10 members
    - No residency requirements
  - 2-year terms

- **Covington Youth Council**
  - 15 members maximum, between the ages of 15 and 18
    - reside or attend school within the City of Covington or a 3-mile radius of city limits
  - 1-year term
Quiz

No Attachments
Internal and External Communications
Don’t include detailed public comment in meeting minutes

MRSC post from Ann Macfarlane

Robert’s Rules of Order offers a simple guideline: minutes should record what is done, not what is said. The minutes should include decisions made, postponements, referrals to committee. They may also include a note that discussion was held, if the group wants to have it clear that they did their due diligence on a given issue. By keeping the minutes to this core of essential facts, energy and effort can be devoted to the larger issues that face all our civic bodies today.

By Ann Macfarlane | March 21, 2018 | 6

When city councils, school boards or other public bodies hold their meetings, it is usual to reserve a time in the meeting for members of the public to speak to their elected officials. One common name for this is the public comment period.

We recommend that detailed public comment should not be included in the body’s minutes. For background, read our suggestions about how to conduct the public comment period.

What is the purpose of meeting minutes?

According to Robert’s Rules of Order, and the common understanding of parliamentary procedure, minutes are a record of the decisions made by the body. They are supposed to include “what is done,” and not “what is said.” Personal comments and observations made by elected officials should not be included in the minutes.

What is the purpose of the public comment period?

The purpose of the public comment period is for members of the public to inform the body of their views. This is an important function and it is critical for the elected officials to listen with care to the public, and to consider what they hear in their deliberations. Just as with the elected officials themselves, however, there is no need to make a permanent written record of the public’s observations.

Public hearings are different from the public comment period

Note that public hearings, formal structured events required by law for certain kinds of local government decisions, are different from the public comment period. It is characteristically a requirement that testimony provided at a public hearing should be recorded. This article is not about public hearings.
How should you record public comment?

Here are some different ways to record public comment:

- **Public comment was given.**
- **Public comment was given by Resident Smith and Resident Valdez.**
- **Public comment was given.** Residents expressed their appreciation for the work done by the board, expressed concern about the headquarters building, and asked the board to consider employee welfare in the current negotiations.
- **Public comment was given as follows:**

  - Resident Green said the board was doing a great job.
  - Resident Khan expressed concern about the cost of the new building.
  - Resident Robinson asked the board to consider employee welfare in the current negotiations.

Don’t record detailed public comment like this

- Resident Jones said that she was very concerned about her latest water bill. She only uses water for basic functions of cooking and cleaning, and a person ought to be able to do that without paying $40/month. She didn’t understand why the board had decided to raise the rates when the district was clearly doing very well financially. After all, commissioners had found the money to attend the state-wide conference last month, and what was the point of all that gallivanting about anyway? Surely in these days of online learning, people can get what they need for training over the Internet...and so on...

Avoid these pitfalls of recording detailed public comment

Recently we’ve seen instances where detailed public comment in the minutes led to problems. During public comment, a resident objected to the way his comments at the previous meeting had been recorded. The body postponed approval of the minutes in order to redraft the comments to the resident’s satisfaction. This was a waste of public time and money.

In another instance, the secretary was asked to include a notation in the minutes correcting a statement, made by a resident during the public comment period, which was considered to be erroneous. This violates the purpose of minutes, which is to create a record of the meeting itself.

In yet another instance, the resident himself recognized that his remarks sounded foolish in the detailed record and agreed that a change in practice was desirable.
COMMUNICATIONS MISSION
To tell the city of Covington story.

COMMUNICATIONS PRINCIPLES
Be Proactive
Be Responsive
Be Timely
Be Transparent
Be Positive

GOALS
- Enhance Covington’s Brand Image and Perception
- Expand Community Outreach, Involvement and Engagement
- Build Awareness of City Responsibilities, Services, Programs and Issues

COMMUNICATIONS ROLES
Staff and council members inherently serve as ambassadors for Covington. It is important to empower them to be excellent communicators and help tell Covington’s story. They also serve an integral role in carrying out the communications plan.

City Council: Share city communications through their respective platforms; support and participate in community engagement programs, campaigns and events.

City Staff: Report newsworthy topics to communications manager; provide regular updates on major projects; provide photos for use in communications; support and participate in community engagement efforts.

Communications Manager: Carry out the communications plan; ensure alignment with strategic plan and council goals; provide media relations services; assist all departments with marketing.

TARGET AUDIENCES
Residents
Businesses
Developers
Media
Neighbors

Visitors
Commissioners
Legislators
Partner Organizations

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GOALS & OBJECTIVES

GOAL #1: Enhance Covington’s Brand Image and Perception

OBJECTIVE: Achieve coordinated and consistent communications across platforms

TACTICS:

- Develop editorial calendar(s)
  - To establish a consistent schedule of communicating
  - To determine relevant topics and content
- Reinforce brand guidelines
  - Update and re-distribute brand guidelines to staff
  - Monitor brand use by departments and third parties for accuracy
- Help departments produce collateral materials
  - Offer design expertise or staff training
  - Review department-created materials before distribution
- Develop and adhere to key messages
  - Periodic review of key messages for updating
- Integrate city ambassador (Karma the Chameleon)
  - Identify opportunities/events to utilize Karma

OBJECTIVE: Elevate professionalism of Covington brand

TACTICS:

- Develop dynamic communications and collateral materials
  - Utilize video, digital and multimedia content to enhance communications
  - Attend training/professional development classes (i.e. videography)
- Re-establish city photo library
  - Coordinate photo archiving with departments/staff
  - Establish electronic library system for easy access
- Continue brand integration (signage, collateral, etc.)
  - Identify any lingering materials needing integrated
  - Utilize tagline more often where appropriate
- Upgrade outdated processes
  - Transfer fillable PDFs into online form submission program

GOAL #2: Expand Community Outreach, Involvement and Engagement

OBJECTIVE: Keep residents informed about city programs and events

TACTICS:

- Keep city website up-to-date and accurate
  - Establish schedule for updating static web pages
- Promote e-notify subscriptions
  - Aim to increase amount of subscribers for online news updates
- Utilize paid social media advertising
  - Experiment with Facebook and Instagram advertising of events
- Establish and utilize hashtags
  - Create and promote hashtags for major special events including Covington Days, KidsFest, Sausage & CiderFest
– Establish and promote hashtags for special projects or initiatives (i.e. #whereskarma, #lovethecov, etc)

- Consider new and emerging media for communications
  - Monitor the media landscape and regularly review best practices for new or cutting edge opportunities to utilize to tell our stories

OBJECTIVE: Increase dialogue and involve residents in city programs
TACTICS:
- Continue to promote Covington Connects App (SeeClickFix)
  - Ensure the communications loop is being “closed”
- Conduct surveys or polls through social media
  - To solicit ideas or measure opinions
- Utilize community sourcing
  - Photos for city communications like Facebook cover, website rotating images, advertising pieces, recreation guides, etc.
- Create interactive social media campaign(s)
  - I Love Covington, Explore Covington, Where’s Karma, etc.
  - Partner with local social media influencers to tell our stories
- Call to action on all materials
  - Encourage residents to respond and take action
- Highlight community stories
  - Cultivate stories about community successes, highlight extraordinary individuals doing good work in Covington, etc.

GOAL #3: Build Awareness of City Responsibilities, Services, Programs and Issues
OBJECTIVE: Educate target audiences about city services, programs and issues
TACTICS:
- Hire consultant to develop a public education plan
  - City staff to execute plan
- Communicate decisions made by city council
  - Social media posts after council meetings
- Re-establish Mayor’s article in the Reporter Newspaper
  - Focus on timely topics as often as on a monthly basis
- Develop and update talking points
  - Update on a quarterly basis
- Create project sheets
  - For major projects when appropriate (i.e. Lakepointe, SR516, etc.)
- Showcase city progress in communication materials
  - Project progress reports
  - Highlight council, commissioners or staff
- Public service announcements
  - Communicate on public safety or other important and timely topics
- Arrange speaking engagements
  - Presentations to HOAs, service clubs, schools, etc.
- Attend non-city public events
- Identify and attend events that would be good outlets for sharing our stories and materials
  - Host community meetings
    - When appropriate, regarding hot topics, big projects, etc.

**EVALUATION METHODS**

Website analytics (visits, time on, links)
Social media outcomes (engagements, shares, likes, followers)
Tone of dialogue (positive, negative, etc.)
Surveys
Event attendance
Advertising reach
Equivalent ad values
Outreach quantities (# of releases, pitches, posts, subscribers, etc.)
Hashtag use
Media inquiries
Solicited and unsolicited feedback
Communications audits
Community and Neighborhood Issues
Issues on the Horizon

No attachments

What Are We Taking Away From the 2020 Summit?

No attachments