2019 SUMMIT
Covington City Council’s Annual Strategic Planning Meeting

Saturday, 26 January, 8:00 a.m. to 3:30 p.m.
Meridian Valley Country Club, 28430 136th Ave. SE, Kent, WA 98042

AGENDA

01.10.19 10:58 A.M. EDITION

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NOTE: Refreshments will be served at 7:30. Please arrive early to enjoy them so that we can convene the meeting precisely at 8:00.

8:00 Welcome! Review Today’s Purpose
Mayor Jeff Wagner

8:05 Review Agenda and Guidelines for the Discussions
Facilitator Jim Reid

8:10 Identify MAJOR Accomplishments of 2018
Council and Leadership Team

Jim Reid will ask this question of each Council member. After all seven have answered it, he will ask each Council member the same question once more. Then he’ll ask each Leadership Team member to answer it.

▪ What is one major accomplishment of the City in 2018 that you believe was particularly impressive and noteworthy?

8:30 Discuss Finances and Funding
Council / Regan Boll, City Manager, and Rob Hendrickson, Finance Director

Two themes underline today’s discussion: 1) How does the City determine the optimum levels of service that the people of Covington expect and need? 2) What funding structure is necessary and feasible to allow the reserve funds to grow while sustaining the established optimum levels of service?
LEVELS OF SERVICE

▪ Is Council interested in establishing level of service standards, including for police, parks, and streets?

PUBLIC SAFETY - ANDY McCURDY, CHIEF OF POLICE

▪ What are the public safety needs of the City today and what are they projected to be in the next 3-5 years?
▪ If the City is interested in a predictable, consistent, and sustainable funding source for public safety, what are the options?
▪ What are the pros and cons of each option?

PARKS MAINTENANCE - ETHAN NEWTON, PARKS AND RECREATION DIRECTOR, AND DON VONDREN, PUBLIC WORKS DIRECTOR

▪ To what level should the parks be maintained? Should different park sites have different levels of maintenance?
▪ What is the future vision for maintaining parks? Does keeping our parks “clean, green and safe” resonate as an approach towards park maintenance?

STREETS MAINTENANCE - DON

▪ Given increasing traffic in Covington, what are the projected street maintenance needs in the next 3-5 years?
▪ In light of the failure of Prop 1, what are the options to fund needed transportation improvements? What are the pros and cons of each potential strategy?

THE CITY’S FINANCIAL MODEL - ROB

▪ Rob will present the newly developed City Financial Model to help summarize the discussions about levels of service and sustainably funding City services.
▪ In this discussion, some Council members have asked to address the potential impacts on City revenues and services of declining home prices and/or a recession.

11:45 Lunch

12:30 Lessons Learned from the Love of Covington Event
COUNCIL / KARLA SLATE, COMMUNICATIONS AND MARKETING MANAGER

▪ By everyone’s definition the Love of Covington event was hugely successful. What did it take to make this event succeed?
▪ What are Council’s specific ideas or takeaways from the event?
▪ Going forward, what might we do to build even more engagement in and support from the business community, particularly small businesses, in City events?

1:00 Miscellaneous Items
COUNCIL / GINA ESTEP, COMMUNITY DEVELOPMENT DIRECTOR, AND KARLA

▪ Gateway Sign at 272nd: Is the Council still interested in funding a City gateway sign on the corner of the Soos Creek property? What does the Council envision for the type/style of the sign, keeping in mind the budget? (For example, does Council prefer a simple sign produced with a lower budget or a more intricate and unique design that could require a larger budget?)
- **Affordable Housing**: This issue is one of our State Legislative priorities. Is the 2019 session of the Washington State Legislature addressing it? What is the status of the discussion and proposed legislation? Is the Council interested in doing anything more to address affordable housing in Covington?

- **Plastic Bag Ban**: There has been talk that the legislature may take up this issue? What’s the status of discussions in Olympia or proposed legislation? Is the Council interested in doing anything more to address this issue?

- **Fireworks Ban**: Is the Council interested in discussing in 2019 the possibility of banning fireworks?

- **Council Policy Training**: City attorney Kathy Hardy will provide training on pertinent Council policy issues.

- **Council Email Adjustment**: Emails to the Council could be directed to Sharon and Regan initially and we would copy Council on our reply. As it stands, Council gets the initial email and then our responses. Would Council appreciate just receiving our response or do you want to receive the initial email as well?

2:00 Break

2:10 Tracking Our Progress Since Last Year’s Summit
**COUNCIL AND LEADERSHIP TEAM**

- What has the City accomplished from the action items of the January 2018 Summit?

2:30 Review the Strategic Plan
**COUNCIL AND LEADERSHIP TEAM**

- What is on the docket for 2019?
- Are there any refinements needed to the existing plan?
- Do any elements need to be added to make it even more valuable and useful?

2:50 Review Vision, Mission, Goals
**COUNCIL AND LEADERSHIP TEAM**

- In light of today’s discussions, are the vision and mission statements still taking the City in the right direction? If not, how should we revise them?
- Are our current Council goals still valid as strategies to achieve our vision? If not, how should we revise them?

3:05 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 as a way of highlighting potential interest in addressing these issues in the future.

3:20 Wrap-up: Final Thoughts
COUNCIL AND LEADERSHIP TEAM

What are we taking away from this year’s summit?

3:30 Adjourn
Welcome!
Review Today’s Purpose
No attachments

Review Agenda and Guidelines
No attachments
Identify Major Accomplishments of 2018

No attachments
Discuss Finances and Funding
2019 Covington City Council Annual Strategic Planning Meeting- PUBLIC SAFETY

CURRENT STAFFING
Chief

Sergeant
SRO
Traffic
Detective

Days 6am-4pm
3 dayshift Deputies

Swings 1pm-11pm
1 early overlap Deputy
3 swingshift Deputies
1 late overlap Deputy

Nights 8pm-6am
3 nightshift Deputies

FUTURE STAFFING
Chief

Sergeant
SRO
Traffic
Detective

Lakepoint
2 dayshift Deputies
2 swingshift Deputies

4 dayshift Deputies (6am-4pm)
4 swingshift Deputies (2pm-12am)
4 nightshift Deputies (8pm-6am)

2 Deputy minimum 10am-11pm. Sometimes only 1 Deputy working 11pm-10am. Overlap between shifts allows for completion of paperwork, jail transports, and other admin duties. Most training, sick leave, and vacation requires overtime.

Adding one Deputy to the city will allow us to have a 2-officer minimum 24/7 and have double-up days and overlap between shifts when we can do training, vacation, and other with minimal overtime.

Projected residential and retail growth will require adding approximately 5 Deputies in the next ten years (add 1 deputy for every added 1,000 residents plus at least 4 Deputies to police Lakepoint).
<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
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</thead>
<tbody>
<tr>
<td>Natural Turf Care</td>
<td>2 times/week minimum</td>
<td>1 time/week</td>
<td>1 time every 1-2 weeks</td>
<td>1 time/month maximum</td>
<td>Minimal, when necessary</td>
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<tr>
<td>Irrigation</td>
<td>Controlled irrigation so turf remains green year round</td>
<td>Typically irrigated as needed</td>
<td>Irrigated as needed by water truck</td>
<td>Not irrigated</td>
<td>Not irrigated</td>
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<tr>
<td>Tree &amp; Shrub Care</td>
<td>Preventative care; mostly weed free, scheduled fertilizer, annually mulched</td>
<td>Lower level of preventative care from level 1</td>
<td>Typically maintained once/year</td>
<td>Prioritized by safety</td>
<td>Prioritized by safety</td>
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<tr>
<td>Garbage Pickup</td>
<td>Daily</td>
<td>2 times/week average</td>
<td>1 time/week average</td>
<td>1 time/week or less</td>
<td>Litter pickup by complaint</td>
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<tr>
<td>Facilities/restrooms</td>
<td>Daily servicing</td>
<td>1-2 times/week Honey buckets</td>
<td>No restrooms, other facilities inspected 1 time/week</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Repairs</td>
<td>Immediately</td>
<td>Prioritized by safety, function, and appearance</td>
<td>Prioritized by safety and function</td>
<td>Prioritized by safety and function</td>
<td>Prioritized by safety and function</td>
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</table>
2016 Labor Hours for each City Park

- Covington Community Park: 1.19K (39.25 %)
- Kentwood Fields: 30 (1.49 %)
- Evergreen Park: 338 (1.68 %)
- Wingfield Open Space: 44.5 (2.21 %)
- Jenkins Creek Trail: 57.5 (2.85 %)
- Rainier Vista Open Space: 60.5 (3.00 %)
- Friendship Park: 66.8 (3.31 %)
- Crystal View Park: 101 (5.03 %)
- Covington Aquatic Center: 108 (5.36 %)

Jenkins Creek Park: 187 (9.27 %)
Gerry Crick Skate Park: 131 (6.52 %)
2017 Labor Hours for each City Park

Covington Community Park: 1,34K (50.69 %)
Jenkins Creek Park: 281 (10.61 %)
Rainier Vista Open Space: 245 (9.24 %)
Crystal View Park: 189 (7.12 %)
Mattson Fields: 10 (0.38 %)
Evergreen Park: 11.5 (0.43 %)
Jenkins Creek Trail: 45.5 (1.72 %)
Covington Aquatic Center: 67.5 (2.55 %)
Wingfield Open Space: 76 (2.87 %)
Gerry Crick Skate Park: 77 (2.91 %)
Kentwood Fields: 82.5 (3.12 %)
Friendship Park: 93.5 (3.53 %)
South Covington Park: 128 (4.83 %)
2018 Labor Hours for each City Park

Covington Community Park: 1,824 (61.08%)
Jenkins Creek Park: 221 (7.41%)
Crystal View Park: 200 (6.72%)
Jenkins Creek Trail: 73.5 (2.47%)
Mattson Fields: 2 (0.07%)
Evergreen Park: 28.5 (0.96%)
South Covington Park: 45.5 (1.53%)
Wingfield Open Space: 46 (1.55%)
Rainier Vista Open Space: 50 (1.68%)
Gerry Crick Skate Park: 70.5 (2.37%)
Kentwood Fields: 111 (3.71%)
Covington Aquatic Center: 149 (4.99%)
Friendship Park: 163 (5.48%)
2016 CCP Labor Hours

- Mow Lawn: 490 (41.01%)
- Maintain Flowers Bed Areas: 14 (1.17%)
- Goal Maintenance: 23 (1.93%)
- Gate Open / Close: 10 (0.84%)
- Field Striping: 26.5 (2.22%)
- Event Activities: 77.5 (6.49%)
- Community Event Signs Install/Take Down: 21 (1.76%)
- Chemical Application: 12 (1.01%)
- Building/Picnic Structure Work: 3 (0.25%)
- Work on Water Fountain: 15.5 (1.30%)
- Work on Irrigation System: 34.5 (2.89%)
- Surface Repair: 36 (3.02%)
- Sports Field Maintenance: 358 (30.00%)
- Park Inspection: 57.5 (4.82%)
- Park Sign Maintenance: 2 (0.17%)
- Pickup Litter and Debris: 4 (0.34%)
- Prune: 3 (0.25%)
- Repair: 6.5 (0.54%)
2017 CCP Labor Hours

- Mow Lawn: 421 (31.37%)
- Park Inspection: 62 (4.62%)
- Park Sign Maintenance: 19 (1.42%)
- Pickup Litter and Debris: 4 (0.30%)
- Remove Graffiti: 2 (0.15%)
- Set Up: 18 (1.34%)
- Sports Field Maintenance: 322 (23.99%)
- Maintain Flowers Bed Areas: 42 (3.13%)
- Goal Maintenance: 25 (1.86%)
- Gate Open / Close: 40 (2.98%)
- Field Striping: 79 (5.89%)
- Event Activities: 69.5 (5.18%)
- Community Event Signs Install/Take Down: 31 (2.31%)
- Chemical Application: 8 (0.60%)
- Building/Picnic Structure Work: 7 (0.52%)
- Ball Field Prep: 18 (1.34%)
- Work on Water Fountain: 9 (0.67%)
- Work on Irrigation System: 105 (7.79%)
- Surface Repair: 61 (4.55%)
2018 CCP Labor Hours

Parks

- Maintain Flower Bed Areas: 73 (4.01%)
- Mow Lawn: 395 (21.69%)
- Park Inspection: 265 (14.57%)
- Park Sign Maintenance: 8 (0.44%)
- Pickup Litter and Debris: 1 (0.05%)
- Prune: 16 (0.88%)
- Repair: 9 (0.49%)
- Sports Field Maintenance: 299 (16.44%)
- Goal Maintenance: 30.5 (1.68%)
- Gate Open / Close: 21.5 (1.18%)
- Field Striping: 104 (5.69%)
- Event Activities: 78 (4.29%)
- Empty Garbage Cans: 4 (0.22%)
- Community Event Signs Install/Take Down: 20 (1.1%)
- Chemical Application: 25 (1.37%)
- Building/Picnic Structure Work: 107 (5.88%)
- Blow Park Areas: 47 (2.58%)
- Work on Water Fountain: 18 (0.99%)
- Work on Irrigation System: 184 (10.12%)
- Wash: 16 (0.88%)
- Surface Repair: 98.5 (5.42%)
## Level of Service Matrix - Streets

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
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<tbody>
<tr>
<td>Snow &amp; ice/Storm</td>
<td>✔️</td>
<td></td>
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<td>response</td>
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<tr>
<td>Potholes</td>
<td></td>
<td>✔️</td>
<td></td>
<td></td>
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<tr>
<td>Asphalt overlays</td>
<td></td>
<td>✔️</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Litter/Garbage</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>pickup</td>
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<tr>
<td>Vegetation control</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Watering</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Repair sidewalks</td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
2016 Labor Hours for Streets

Streets - 2016

- Mow Lawn: 890 (31.89 %)
- Repair Sidewalk: 26 (0.93 %)
- Grade Shoulder: 29 (1.04 %)
- Roadside Spraying: 35 (1.25 %)
- Chemical Application: 76.1 (2.73 %)
- Watering: 38 (1.36 %)
- Coordinate Repair: 38.5 (1.38 %)
- Plow Snow: 54 (1.93 %)
- Prune: 56 (2.01 %)
- Patch Asphalt: 118 (4.23 %)
- Seal Cracks: 148 (5.30 %)

- Pickup Litter and Debris: 379 (13.58 %)
- Sight Distance/Vegetation Control Management: 334 (11.97 %)
- Downtown Run: 297 (10.62 %)
- Temporary Patch: 273 (9.78 %)
2017 Labor Hours for Streets

Mow Lawn: 431 (16.94 %)
Plow Snow: 237 (9.31 %)
Sight Distance/Vegetation Control Management: 231 (9.08 %)
Downtown Run: 170 (6.66 %)
Watering: 168 (6.60 %)
Pickup Litter and Debris: 165 (6.48 %)
Temporary Patch: 453 (17.79 %)
Deice Road: 37 (1.45 %)
Install Tree: 40 (1.57 %)
Patch Asphalt: 50 (1.96 %)
Slope Mowing: 52 (2.04 %)
Grade Shoulder: 91 (3.58 %)
Repair Sidewalk: 126 (4.93 %)
Chemical Application: 131 (5.15 %)
Seal Cracks: 164 (6.44 %)
2018 Labor Hours for Streets

Streets - 2018

- Mow Lawn: 434 (13.61 %)
- Downtown Run: 326 (10.22 %)
- Sight Distance/Vegetation Control Management: 316 (9.91 %)
- Install Tree: 228 (7.15 %)
- Remove Tree: 31 (0.97 %)
- Blow Street Surface: 37 (1.16 %)
- Patch Asphalt: 48 (1.50 %)
- Plow Snow: 67.5 (2.12 %)
- Coordinate Repair: 75 (2.35 %)
- Slope Mowing: 85 (2.66 %)
- Prune: 148 (4.64 %)
- Chemical Application: 187 (5.86 %)
- Watering: 208 (6.52 %)
- Temporary Patch: 561 (17.59 %)
- Pickup Litter and Debris: 439 (13.75 %)
Lessons Learned from the Love of Covington Event

No attachments
Miscellaneous Items

No attachments
Tracking Our Progress
# 2018 Summit Action Items

Action Items from the 2018 City Council Summit *(updated 01/17/2019)*

<table>
<thead>
<tr>
<th>Item</th>
<th>Task</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Provide ECONorthwest’s financial planning report to council prior to them meeting with ECONorthwest.</td>
<td>The report was brought to council in the fall of 2018 and used at a subsequent meeting and will be used at the 2019 annual summit.</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>• Make edits to dates&lt;br&gt;• Give each goal its own page</td>
<td>• Spreadsheet was created and action items were assigned to quarterly implementation targets.&lt;br&gt;• Each goal has its own page on the spreadsheet.</td>
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<tr>
<td>Taxes</td>
<td>Provide 2015 information about the comparison of taxes in neighboring cities</td>
<td>• Done.</td>
</tr>
<tr>
<td>Youth Council/Commissions</td>
<td>Assist Councilmembers Harto and Smith in scheduling times to visit local schools to recruit for CYC &amp; Commissions</td>
<td>• Councilmember Harto visited two leadership classes at Kentwood High School on April 20.</td>
</tr>
<tr>
<td>Town Center</td>
<td>• Finalize short plat with KSD&lt;br&gt;• Purchase property from KSD.</td>
<td>• Worked with KSD through the spring and in May they submitted to boundary line adjustment to the City for review.&lt;br&gt;• The short plat review process by the city is completed and approved. We have returned the plat to the District for recording. They should give us a copy of the recorded documents shortly. Once that is completed we can proceed with purchasing the identified parcel.&lt;br&gt;• KSD would not move on selling the property, but the pieces are in place.&lt;br&gt;• WE have since heard from KSD and we are renewing our ROFO and they indicated their willingness to sell the property spring 2019.</td>
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<tr>
<td>Covington Elementary School</td>
<td>Hire a consultant following the purchase of the property to assess repurposing the school and to identify the costs associated with repurposing and maintaining the school and school grounds.</td>
<td>This item is on hold until we actually purchase the property and have title.&lt;br&gt;• Is the council still desiring this to happen?</td>
</tr>
<tr>
<td>Aquatics Center</td>
<td>Hire a consultant to conduct a condition assessment of the Aquatics Center</td>
<td>• Consultant was hired and condition assessment is scheduled for council review at their 7/24/18 meeting.&lt;br&gt;• Completed.&lt;br&gt;• Shared with MV and BD as well.</td>
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</table>
| Tri-Cities Meeting | Try placing on the agenda:  
• Regional community/aquatic center.  
• Transportation (SEAL-TC).  
• Emergency Management Coordination.  
• Human Services (what we learned about safe car parking). | We successfully placed each of these items on the 2018 Tri-Cities meeting agenda that was held on May 23, 2018. |
<table>
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<tbody>
<tr>
<td>Regional Involvement</td>
<td>Provide timely information to councilmembers regarding regional boards. Specifically, PSRC Executive Board, GMPC, PSRC's Transportation Policy Board (TBP); and the King County Growth Management Planning Council (GMPC)</td>
<td>• Completed and given to council for review and discussion.</td>
</tr>
</tbody>
</table>
| TBD               | • Explore the proper timing for placing this proposal on the ballot  
• Submit to the voters a proposition that calls for the car tab fee to be replaced by the sales tax of two-tenths-of-one-percent | • In May presented the timeline to council and received consensus approval to move forward.  
• A resolution approving a ballot measure is scheduled for council approval on 7/24/18.  
• Pro/Con committee applicants are scheduled for Council appointment on 7/24/18.  
• Measure was placed on the 2018 November ballot.  
• Regan, Sharon, Karla and Natalya worked in their free time to promote and advance this ballot measure. |
| Public Safety     | Post crime prevention tips on website and/or social media. | Have been doing this periodically |
| Council Policies & Procedures | • Multiple changes/edits will be made to better reflect current law and the council’s intent.  
• Once the Emergency Management Coordinator is on board, hold a Council discussion about whether or not the Mayor should be able to act unilaterally in extreme circumstances during emergencies. Related to 4.2.5. | Complete. Council discussed proposed edits to the Council Policies and Procedures at the 2018 Council Summit meeting. We completed the edits and the amended procedures were adopted at the March 13, 2018 Council Meeting. |
| Issues on the Horizon (things to work on as time allows) | • Garbage rates, every-other-week service, mini garbage cans (10 gallons), senior discounts, and the ability to opt out of service. | • On 3/13 there was council consensus for staff to work with Republic Services on every other week service/mini cans. Staff has meet with Republic to discuss mini cans, every other week service, and senior discounts. Republic would be seeking a different CPI inflator than what is currently in the contract in order to provide Mini Can and |
- The future of Camp McCullough, the eighteen-acre site on Pipe Lake.
- The lack of office space in Covington, including the lack of space for medical offices.
- The housing stock: its age, condition, and diversity.
- A lecture by and discussion with Peter Kageyama, the author of “For the Love of Cities.”

Senior discounts. They also informed us that they are having an issue with getting 10-gallon carts. They may be able to get a 13-gallon cart. Scheduled presentation to council on the impacts of China Sword. After which we will work to amend the contract.

- Contacted Camp McCullough and they were not interested in talking about the possibility of a right of first offer or something similar that might allow the city to purchase the property should they ever sell it.
- Love of Covington event was held on April 5, 2018. $500 project was selected and staff is working with winning citizen to implement. Winners of the $500 challenge were unable to follow through on their idea, so staff implemented the rain art instead. Event posters have been framed and are hanging in the lobby.
Review the Strategic Plan
## GOAL: Economic Development

<table>
<thead>
<tr>
<th>ACTIONS:</th>
<th>DEPT:</th>
<th>UPDATES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a development plan between the city and a developer and</td>
<td>Regan CD</td>
<td>At the 2018 Summit it was decided that we should just focus on purchasing the property and wait until Lakepointe begins to develop so we can utilize revenue from Lakepointe. Therefore, no development plan was established. However, Staff have stayed in contact with developers and gives periodic updates on the project.</td>
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<td>between the city and a higher education institution.</td>
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<td>Convene a meeting with our Town Center partners to develop and reach</td>
<td>Regan CD</td>
<td>These meetings were held between the city and Green River College. GRC, with the city’s assistance, conducted business and community surveys to build a student cohort around the highest demand programs. Classes began in fall semester of 2018.</td>
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<tr>
<td>agreement on a set of shared interests and goals and to review and</td>
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<td>pursue the recommendations contained in the Higher Education Needs</td>
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<td>Assessment.</td>
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<td>Task CEDC with the development of a business outreach plan that</td>
<td>Regan</td>
<td>This was on CEDC’s work plan to be accomplished after approval of the</td>
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<td>assesses current business attitudes regarding doing business in</td>
<td></td>
<td>mascot and Play Unplugged were completed. However, council asked</td>
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<tr>
<td>Covington.</td>
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<td>CEDC to go back to the drawing board with the mascot and that process</td>
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<td>extended to the end of the year and a plan has not been established.</td>
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<td>Could be a good goal for 2019.</td>
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<td>Develop a community wide branding strategy in collaboration with</td>
<td>Karla</td>
<td>Completed comprehensive mascot development process and adopted new city</td>
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<tr>
<td>CEDC.</td>
<td></td>
<td>mascot.</td>
</tr>
<tr>
<td>Evaluate the General Commercial Zone to determine the</td>
<td>CD PW</td>
<td>PW and CD started this effort through the Concurrency update in 2018.</td>
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<td>transportation and infrastructure impacts of the development of light</td>
<td></td>
<td>Currently, a Commercial Site Development permit has been applied on two</td>
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<tr>
<td>manufacturing within that zone.</td>
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<td>of the parcels located south of Hwy 18, which are heavily encumbered by</td>
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<td>the BPA/PSE lines. The proposal includes distribution and boat/rv</td>
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<td>storage. If the proposed development continues forward, the remaining</td>
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<td>developable parcels would be separated by Hwy 18.</td>
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## GOAL: Town Center

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<tr>
<th>ACTIONS:</th>
<th>DEPT:</th>
<th>UPDATES:</th>
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<tbody>
<tr>
<td>Execute a development agreement with a Town Center developer</td>
<td>Regan CD</td>
<td>Due to the uncertainty of when Town Center will be developed the focus</td>
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<tr>
<td>specifically addressing the desired development to take place in the</td>
<td>Kathy</td>
<td>was on getting a short plat completed and the purchase of the property.</td>
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<tr>
<td>future Town Center.</td>
<td></td>
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<tr>
<td>Work collaboratively with local higher education institutions on</td>
<td>Regan CD</td>
<td>GRC, with the city’s assistance, conducted business and community</td>
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<tr>
<td>facilitating the creation of job-related training and job creation in</td>
<td>Kathy</td>
<td>surveys to build a student cohort around the highest demand programs.</td>
</tr>
<tr>
<td>Covington.</td>
<td></td>
<td>Classes began in fall semester of 2018.</td>
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<tr>
<td>Task the Arts Commission with developing a Town Center public art</td>
<td>Ethan</td>
<td>The Arts Commission has put together an art plan for the Town Center.</td>
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<tr>
<td>plan that could be used and</td>
<td></td>
<td>Given that the development of the town center is likely</td>
</tr>
<tr>
<td></td>
<td></td>
<td>several years out, the recommendation is to continue development</td>
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incorporated into the Town Center design and construction. of this art plan at a later date to coincide with the development timeline.

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. Given that the development of the town center is likely several years out, the recommendation is to move this action item to a later date to coincide with the development timeline.

Lobby the state legislature for capital funding to develop a civic plaza. We were awarded $1.2 million.

Develop a report on how a levy lid lift could impact public safety and the construction of a police department/city hall. This information is included in the report provide by ECONorthwest. We will also be reviewing the forecast which includes this information at the summit. We are in the process of contacting agencies who have passed a criminal justice sales tax levy to see how their experiences relate to the City of Covington.

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. This work is planned for 2019 along, a possible overlay zone specific to the future City parcels and adjoining lands. The goal will be to create a pedestrian oriented and independent business incubator zone, aimed at cultural entertainment (live theater, art galleries, wine tasting, brew pubs, and pedestrian commerce, boutique independents).

GOAL: Community

**ACTIONS:**

| 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 that meet the needs of the community on a sub-regional basis. | Noreen PW | Andy Jenkins was hired in 2018 as our new Emergency Management Coordinator through the Regional Fire Authority. This is a 0.50 FTE position. Andy has been reaching out to neighboring cities and agencies in developing a coordinated effort in emergency management. |
| 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. | P&R | Growing Covington Days or creating a larger regional event is not feasible given the constraints of the current location and no other alternative location options. New locations could become available as town center and/or Lakepointe develop. If a larger, regional event is a goal of the City Council, it is recommended that planning of the town center and/or Lakepointe include capacity for a large, regional event. In the meantime, it is recommended to continue forward with Covington Days as a community event. |
| Research and identify any event needs and cultural interests of the community for planning future programs and events. | P&R Karla | With the Margaret Harto Pavilion being added to Covington Community Park, the summer concert series will move to the pavilion in 2019. Also, an additional concert/event (possibly Shakespeare in the Park or something similar) will be added to the event line-up in 2019. Culturally, the 2018 Arbor Day event included a partnership with the Muckleshoot Tribal School and the Arts |
Commission has engaged with the Muckleshoot Tribe to provide input on the Jenkins Creek Bridge design related to the Hwy 516 project. With Covington’s history being somewhat limited, it is recommended to focus on making history (similar to the approach in developing the Covington Chameleon) as well as engage with the Muckleshoot Tribe when relevant.

Facilitate a joint venture with CEDC and the Covington Chamber of Commerce to expand our Play Unplugged program by increasing business participation by 30%.

Regan  
CEDC worked to accomplish this but did not reach the 30% increase in business participation. However, the chamber has now become a much larger contributor and is taking on a lot more work with Play Unplugged. I believe this will have a positive impact on the 2019 participation.

Determine feasibility and best option for at least one new annual tournament to be part of the city’s athletics program.

P&R  
Completed. Starting in 2019, the City will host a volleyball tournament.

Complete a master plan process for Jenkins Creek Park. Pursue funding and development of Jenkins Creek Park pursuant to the master plan.

P&R  
The master plan was completed. Prioritization of funding will be incorporated into the Parks CIP, which is being updated in 2019. The earliest that funding would be pursued, would be 2020 to coincide with WA RCO grant fund programs.

Open an accessible community resource center to link businesses and residents to crime prevention and other police related services.

Police  
Due to staffing issues the office is only open by appointment.

Invite local chemical dependency resource providers to an Opioid discussion with the Human Services Commission.

Noreen  
This was the Human Services Commission’s initial idea that was meant to be a community discussion but was replaced by a Human Services/Police outreach event held at Polaris to make residents aware of all the resources and services available (which the commission felt would provide a broader and more tangible use).

Select and install public art at Covington Community Park, in accordance with the city’s art project priority list.

P&R  
An art graphic has been selected to wrap the storage shed at CCP, which will occur in 2019. A signature art sculpture will also be selected to display at the park, which is also scheduled for 2019.

**GOAL: Neighborhoods**

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<td>Diversify housing types through creative land use and zoning policies.</td>
<td>CD</td>
<td>CD is currently evaluating implementing possible Residential Design Standards that would break up the “sea of same” or “cookie cutter” look.</td>
</tr>
<tr>
<td>Stay connected to and involved with neighborhood and HOA planned events.</td>
<td>Police Karla</td>
<td>National Night Out has continued to grow and we are attending more HOA and other community group events.</td>
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<tr>
<td>Expand city department participation in National Night Out.</td>
<td>Police PW</td>
<td>Public works has participated in the National Night Out for the last couple of years. They will continue to be a part as we go forward.</td>
</tr>
<tr>
<td>Increase education regarding proper use of code enforcement and public safety services.</td>
<td>Police CD</td>
<td>Covington Connects (SeeClickFix) has become a good platform for communicating with the public about complaints. City branding is working to market and bring awareness to Covington Connects.</td>
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<tr>
<td>Seek funding to provide better pedestrian connectivity between neighborhoods.</td>
<td>PW</td>
<td>Public Works has submitted applications for grant funding, a portion of which would benefit pedestrian mobility. Although these did not receive funding, we will continue to seek additional funding.</td>
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<tr>
<td>Host a crime prevention summit targeting businesses and community Homeowners Associations.</td>
<td>Police</td>
<td>Retail business summit scheduled for Spring 2019.</td>
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<tr>
<td>Improve follow up and advocacy for victims of crime.</td>
<td>Police</td>
<td>Advocates at CPD have seen an increase in traffic. We are bringing on a new volunteer who plans to help with follow up materials.</td>
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### GOAL: Municipal Services

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<tr>
<td>Establish desired level of service for public safety.</td>
<td>Police</td>
<td>As of 2019 we should have adequate staff for a 2-officer minimum 24/7.</td>
</tr>
<tr>
<td>Complete Covington Community Park phase 2 project.</td>
<td>P&amp;R</td>
<td>CCP Phase 2 is largely complete. Remaining punch list items will be completed in 2019.</td>
</tr>
<tr>
<td>Purchase identified parcels 2 and 3 for the future South Covington park (SoCo).</td>
<td>P&amp;R</td>
<td>Purchase of SoCo Park parcels #2 and #3 will need to be moved to 2019. The current owners of the properties were not willing to sell in 2018 but have indicated that they will be willing to sell in 2019.</td>
</tr>
<tr>
<td>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.</td>
<td>Rob</td>
<td>ECONorthwest was hired in 2017 to develop a strategic finance plan. We will be reviewing the financial model at the Council Summit in January 2019.</td>
</tr>
<tr>
<td>Identify location and develop a new maintenance facility adequately sized to handle future growth.</td>
<td>PW</td>
<td>Staff has been working on feasibility locations for a maintenance facility. We have been looking in the city limits and in the surrounding areas of unincorporated King County. Funded has been added to the 2019 budget to develop a maintenance facility once a location is found.</td>
</tr>
<tr>
<td>Establish desired level of service for maintenance of community parks with adequate funding to support our growing parks infrastructure.</td>
<td>P&amp;R PW</td>
<td>This is a discussion item at Council’s 2019 Summit.</td>
</tr>
<tr>
<td>Complete 516 widening from Jenkins Creek to 185th.</td>
<td>PW</td>
<td>This project has been delayed due to environmental permitting. It is our understanding that we should be receiving our permit soon. The plan is to complete ROW acquisition and go out for bid in late 2019.</td>
</tr>
<tr>
<td>Complete the 164th Pedestrian Project.</td>
<td>PW</td>
<td>This project is slated to go out for bid in March of 2019. The necessary ROW and easements are being wrapped up and will be ready to go.</td>
</tr>
<tr>
<td>Develop a public works sustainable equipment replacement and maintenance fund.</td>
<td>PW Rob</td>
<td>This is scheduled to be discussed and developed as part of the 2020 budget.</td>
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### GOAL: Customer Service

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<td>Implement an online employment and volunteer application process.</td>
<td>Noreen</td>
<td>Applications that are fillable online are now on the City’s website.</td>
</tr>
<tr>
<td>Improve online registration process for recreation activities.</td>
<td>P&amp;R</td>
<td>This has been completed. Online registration fees to the public have been eliminated, improving the online registration process for the public.</td>
</tr>
<tr>
<td>Create a staff leadership development program.</td>
<td>Noreen</td>
<td>This is currently in process.</td>
</tr>
<tr>
<td>Complete a staffing analysis to determine appropriate staffing levels.</td>
<td>Noreen</td>
<td>This was scheduled for and is planned to be completed in 2019.</td>
</tr>
<tr>
<td>Ensure competitive compensation through timely comparable market surveys, as well as cost-effective, flexible approaches to both tangible and intangible benefits.</td>
<td>Noreen</td>
<td>The salary survey was completed in 2018 and implementation was approved/adopted as part of the 2019 budget. Implementation will be complete by the end of the first pay period in February 2019. Medical benefits and recommendations were made that were implemented in the 2017 budget process. A review of remaining tangible and intangible benefits is planned to take place in 2019.</td>
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<td>Maintain dynamic employee programs such as the wellness program, recognition program, and informal small meetings with the city manager to help ensure employee engagement.</td>
<td>Noreen</td>
<td>The CHEW (Covington Healthy Employees Wellness) Program continues to be dynamic and consistently win AWC’s annual WellCity Award. An employee recognition preference survey was conducted in 2018 and, subsequently, a committee was convened to develop a fresh program that will be rolled out in the first quarter (either January or February) of 2019. Regan continues to hold “Chocolate and Chit Chat” meetings with several staff members on a rotating basis.</td>
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<tr>
<td>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.</td>
<td>Noreen Regan Karla</td>
<td>Produced and provided ceramic coasters listing core values to all employees for their desks. Integrated core values as a measurement standard into the newly developed employee recognition program.</td>
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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.
Issues on the Horizon

No attachments
Wrap-up

Final Thoughts

No attachments