

AGENDA

**DES MOINES CITY COUNCIL
STUDY SESSION
City Council Chambers
21630 11th Avenue S, Suite C.
Des Moines, Washington
Thursday, March 6, 2025 - 6:00 PM**

City Council meeting can be viewed live on the City's website, Comcast Channel 21/321 or on the City's [YouTube](#) channel.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

CORRESPONDENCE

COMMENTS FROM THE PUBLIC

Comments from the public must be limited to the items of business on the Study Session Agenda. Please sign in prior to the meeting and limit your comments to three (3) minutes.

DISCUSSION ITEMS

- Item 1. DAY TO REMEMBER MASTER POLICE OFFICER STEVEN J. UNDERWOOD PROCLAMATION
Motion is to approve the Proclamation recognizing March 7, 2025 as a day to remember Master Police Officer Steven J. Underwood.
[Day to Remember Master Police Officer Steven J. Underwood Proclamation](#)
- Item 2. DISCUSSION ON DEVELOPING A STRATEGIC PLAN
[Discussion on Developing a Strategic Plan](#)
- Item 3. DISCUSSION ON CITY COUNCIL COMMITTEES AND APPOINTIVE COMMITTEES
[Discussion on City Council Committees and Appointive Committees](#)

EXECUTIVE SESSION

PERFORMANCE OF A PUBLIC EMPLOYEE RCW 42.30.110(1)(g) –
30 Minutes

NEXT MEETING DATE

March 13, 2025 City Council Regular Meeting

ADJOURNMENT

[Projected Future Agenda Items](#)

A G E N D A I T E M

BUSINESS OF THE CITY COUNCIL
City of Des Moines, WA

SUBJECT: Day to Remember Master Police Officer Steven J. Underwood Proclamation

FOR AGENDA OF: March 6, 2025

DEPT. OF ORIGIN: Administration

ATTACHMENTS:
1. Proclamation

DATE SUBMITTED: February 26, 2025

CLEARANCES:

- City Clerk *JK*
- Community Development _____
- Courts _____
- Emergency Management _____
- Finance _____
- Human Resources _____
- Legal */s/TG*
- Marina _____
- Police *[Signature]*
- Parks, Recreation & Senior Services _____
- Public Works _____

APPROVED BY CITY MANAGER

FOR SUBMITTAL: *Katherine Coffey*

Purpose and Recommendation

The purpose of this item is to proclaim March 7, 2025 as a day to remember Master Police Officer Steven J. Underwood, a dedicated public servant, devoted son, loving husband and father.

Suggested Motions

Motion 2: "I move to approve the Proclamation recognizing March 7, 2025 as a day to remember Master Police Officer Steven J. Underwood."

Background

In the early morning hours of March 7, 2001, Des Moines Master Police Officer Steven J. Underwood was killed in the line of duty while working to protect and serve our community. MPO Underwood served the Des Moines Police Department for six years. He is survived by his wife and son.

Approving the Proclamation would formally recognize March 7, 2025 as a day to remember Master Police Officer Steven J. Underwood.



City of Des Moines

CITY COUNCIL
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DES MOINES, WASHINGTON 98198-6398
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WHEREAS, while patrolling the City in the early hours of March 7, 2001, Des Moines Master Police Officer Steven J. Underwood stopped to question four juvenile suspects on Pacific Highway S.; and

WHEREAS, Master Police Officer Underwood recognized one person as wanted for an outstanding felony warrant; and

WHEREAS, upon initial contact, Master Police Officer Underwood was senselessly attacked and struck by gunfire, causing his tragic death; and

WHEREAS, Master Patrol Officer Underwood was taken instantly from his family and our community; and

WHEREAS, he was a dedicated public servant, devoted son, loving husband and father; and

WHEREAS, the City of Des Moines continues to remember the life and the loss of Master Police Officer Steven J. Underwood, after 24 years, you are not forgotten,

NOW THEREFORE, the Des Moines City Council wishes to recognize March 7, 2025, as a day to remember Master Police Officer Steven J. Underwood. His service to our community and department will never be forgotten.

SIGNED this 7th day of March, 2025.

Traci Buxton, Mayor

The Waterland City

AGENDA ITEM

BUSINESS OF THE CITY COUNCIL
City of Des Moines, WA

SUBJECT: Discussion on Developing a Strategic Plan

FOR AGENDA OF: March 6, 2025

DEPT. OF ORIGIN: City Manager

ATTACHMENTS:

DATE SUBMITTED: 02/27/25

1.

CLEARANCES:

- City Clerk _____
- Communications _____
- Community Development _____
- Courts _____
- Emergency Management _____
- Finance _____
- Human Resources _____
- Legal _____
- Marina _____
- Police _____
- Parks, Recreation & Senior Services _____
- Public Works _____

APPROVED BY CITY MANAGER
FOR SUBMITTAL: _____

Purpose and Recommendation

The purpose of this item is to discuss the development of a Strategic Plan for the City of Des Moines. In November 2024, the City Council established the City’s Mission, Vision, and Values. The next step is to define key priorities, objectives, and specific action items to guide the City’s work in the coming years.

At the March 6 Study Session, staff will present an overview of Strategic Plans, including their essential components and effective development strategies. Staff are requesting feedback on the preferred components and approach for Des Moines' Strategic Plan from the City Council.

What is a Strategic Plan:

A Strategic Plan is a multi-year roadmap that defines a city's direction and guides resource allocation to achieve its vision. It establishes long-term goals, identifies key objectives, and prioritizes actions to drive progress. While a Strategic Plan outlines the city's overall vision, goals, and priorities, a comprehensive land use plan focuses on how land will be developed and utilized. A Strategic Plan

ensures that government actions and resources align with community priorities by providing clarity and focus. It also serves as a decision-making framework, helping local governments allocate limited resources effectively.

Several factors can hinder the successful execution of a Strategic Plan, including: an excessive number of goals, unrealistic expectations, misalignment between goals and available resources, or the absence of a system to track progress. To be effective, priorities should be specific and attainable. While priorities and objectives should be set at the policy level, staff should be responsible for developing the corresponding action items.

Process:

To establish a strong foundation, staff will collaborate with the City Council to define the purpose and scope of the Strategic Plan, including its timeline (e.g., 2–4 years or 5 years) and its role in guiding decision-making. Staff recommends hiring a trained and experienced facilitator to support the Council and staff throughout the Strategic Planning process. Staff recommends the City undergo a selective procurement process.

Once a facilitator is engaged, they will work with the City Council to identify key priorities and objectives at the policy level. After the Council reaches a consensus on these priorities, staff will develop specific actions and milestones for implementation and present them for review. These action items will form the staff's plan to operationalize the city's strategic goals.

Following adoption, staff will provide regular updates on progress toward the established goals. The Strategic Plan will also be aligned with the City's budget and incorporated into future budgeting processes to ensure effective implementation.

Public Engagement in Strategic Planning:

Public engagement is essential to understanding community needs and building trust between the City and its residents. Opportunities for public input can occur at various stages of the process, such as the kickoff, mid-way review, or conclusion of the process. The timing of engagement should be determined by how the input will be used to shape the plan.

Effective public engagement strategies may include:

- **Community Surveys** – Collecting broad input on residents' priorities.
- **Public Forums & Meetings** – Providing opportunities for discussion and feedback.
- **Online Engagement Platforms** – Offering digital tools for participation.
- **Citizen Advisory Committees** – Engaging a representative group to inform the plan.

By integrating public input into the strategic planning process, the City can ensure that its priorities align with community needs while fostering transparency and collaboration.

Timeline & Cost:

The scope of a Strategic Plan directly influences its overall cost and timeline. At a minimum, completing a Strategic Plan requires approximately six months and costs around \$15,000. A more comprehensive

plan—such as those developed for Sugar Land or Issaquah—can exceed \$50,000 and take up to a year to complete.

The primary factors affecting cost and duration include the extent of public engagement, the depth of performance measurement reporting, and the amount of time the City Council wishes to dedicate to the process. Since the City of Des Moines is creating a plan from the ground up rather than updating an existing one, staff recommends a balanced approach. This would involve incorporating some level of public engagement and progress reporting while recognizing that the City may not currently have the resources to implement and sustain an advanced performance measurement dashboard.

Feedback Sought:

Staff seeks input on the information presented and the Council’s thoughts on the proposed process and approach.

Below are links to strategic plans from various cities to help inform the discussion. These examples, which vary in scope and detail, offer perspective and ideas for consideration.

[Shoreline Vision 2029](#) (Click “full Vision Statement” within the text)

[Bothell Road Map](#) 2017-2018

[Cedar Park City Council Strategic Goals](#) 2024-2026 [Performance Dashboard](#)

[Renton Business Plan](#) 2024-2029 Goals

[Issaquah Strategic Plan](#) 2024 Update & associated [Performance Dashboard](#)

[Richland Strategic Plan & Dashboard](#) 2024-2026

[Sugarland, Texas 2025-2027 Strategic Action Plan](#) (Click read the report button)

A G E N D A I T E M

BUSINESS OF THE CITY COUNCIL
City of Des Moines, WA

SUBJECT: Discussion on City Council
Committees and Appointive Committees

FOR AGENDA OF: March 6, 2025

DEPT. OF ORIGIN: City Manager

ATTACHMENTS:
1.

DATE SUBMITTED: 02/27/25

CLEARANCES:

- City Clerk _____
- Communications _____
- Community Development _____
- Courts _____
- Emergency Management _____
- Finance _____
- Human Resources _____
- Legal _____
- Marina _____
- Police _____
- Parks, Recreation & Senior Services _____
- Public Works _____

APPROVED BY CITY MANAGER
FOR SUBMITTAL: _____

Purpose and Recommendation

This item addresses the use of City Council Committees and Council-Appointed Committees. Staff was asked to review the current committee structure and provide recommendations for consideration.

Council Committees

The City Council currently operates six committees, each consisting of three Council members. Each committee is supported by a staff member, a representative from the Legal department, an IT staff member, and a representative from the City Clerk’s office. Discussions with City Council members and staff liaisons to the Council Committees revealed several key concerns:

- Items presented in committee can feel redundant when later brought before the full Council.

- Councilmembers who are not part of a specific committee may miss out on in-depth presentations or opportunities to provide feedback on key issues.
- The current structure requires staff to prepare and post up to nine agendas per month, placing a significant strain on staff time and resources.

Recommended Approach

To address these concerns, staff recommends modifying the monthly Study Session on the first Thursday of each month to begin at 5:00 PM. The first hour (5:00–6:00 PM) would function as a "Council of the Whole," where items and staff reports typically handled by Council Committees would instead be presented to the entire Council.

If the Council determines that further discussion or committee-level focus is necessary, the item can then be referred to a specific committee. This change means that Council Committees would only convene when a particular issue requires their attention.

This approach would:

- Ensure all Councilmembers receive presentations and have the opportunity to provide input.
- Streamline the use of Council Committees, making them more effective.
- Optimize staff resources by reducing the number of required agenda preparations.

If the City Council wished to implement this process, it could do so as a pilot. The Council could try this approach for several months and then assess whether it wanted to make it permanent. If the Council were to make it permanent, the City Council Protocol Manual would need to be amended to reflect this new practice.

Appointive Committees

The City of Des Moines currently has seven Appointive Committees:

- Arts Commission
- Citizens Advisory Council
- Civil Service Commission
- Human Services Advisory Board
- Lodging Tax Advisory Committee
- Police Advisory Committee
- Senior Services Advisory Committee

Additionally, the City Council recently instructed staff to create two new Boards involving citizens: the Airport Committee and the Planning Commission. Of the existing Appointive Committees, each requires one staff member to support the Board, including agenda creation, posting, and record keeping.

A review of these Committees revealed several recurring concerns:

- Committees met infrequently, in some cases due to a lack of material or items to discuss or work on.
- The role and purpose of a Committee were not always well understood by its members, or members felt they were underutilized.
- The current structure requires staff to support numerous Committees, which significantly consumes staff time and resources.

Several committees are mandated by State code, so staff do not recommend modifying their current processes or roles. Additionally, in cases where feedback indicates that a group is useful and productive, staff also do not recommend any changes.

No changes recommended:

- Citizens Advisory Council
- Civil Service Commission
- Lodging Tax Advisory Committee
- Police Advisory Committee

Based on the concerns regarding the remaining Appointive Committees and the Council's recent directive to create two additional citizen-involved Boards, staff recommend that the Arts Commission, Human Services Advisory Board, and Senior Services Advisory Board merge to become a Community Enrichment Board. The purpose and role of the Community Enrichment Board would encompass the primary functions of the three individual boards while presenting opportunities for new projects and initiatives in this area.

This approach would:

- Allow members of the Board to meet regularly, as there would be enough projects and work for the entire year, thus making the experience of serving on this Board more rewarding.
- Optimize staff resources by reducing the required agenda preparations, especially considering the new Airport Committee and Planning Commission, which will be established later this year.

If the City Council wished to implement this process, the Council would need to amend several chapters in DMMC Title 4 (Councils and Appointive Committees) to reflect the new committee formations.

Additionally, many members of the existing Appointive Committees have expired terms. Staff recommends that the unexpired-term members of the Arts Commission, Human Services Advisory Board, and Senior Services Advisory Board be given the opportunity to serve on the new Community Enrichment Board. As those terms expire, members can reapply, or vacancies will open for new members.

Review of Other Cities:

Additionally, staff reviewed committee practices in nearby cities, including Burien, Federal Way, SeaTac, and Tukwila.

<u>City of SeaTac</u>	<u>Council Only</u>	<u>Citizens Only</u>	<u>Both Council and Citizens</u>
https://www.codepublishing.com/WA/SeaTac/#!/html/SeaTac02/SeaTac0215.html			
Administration and Finance (A&F) Committee,	X		
Planning and Economic Development (PED)	X		
Public Safety and Justice (PS&J) Committee	X		
Transportation and Public Works (T&PW) Committee	X		
Parks and Recreation (P&R) Committee	X		
Arts, Culture & Library Advisory Committee		Individuals who work or reside in the City, one of which can be a youth member	
Community Services Advisory Committee		Individuals who work or reside in the City, one (1) of which can be a youth member.	
Senior Citizen Advisory Committee		Residents fifty-five (55) years of age or older at the time of appointment	
Tree Board			1 Councilmember, 1 Resident, and 3 City Employees
StART Committee	Not a SeaTac Committee; however, residents are appointed by the Mayor confirmed by the Council		
Hotel/Motel Tax Advisory Committee			1 Councilmember plus People involved in activities authorized to be funded by revenue received from the Lodging Tax AND Representatives of businesses required to collect tax
Planning Commission		If qualified candidates are available, one (1) member should represent each of the following interests: a. Homeowner, two (2) members preferred.	

		<p>b. Renter, two (2) members preferred.</p> <p>c. Owner, operator, or employee of a small business within the City limits.</p> <p>d. Representative of the construction community, such as builders, architects, engineers, urban planners, and designers.</p>	
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<u>City of Burien</u>	<u>Council Only</u>	<u>Citizens Only</u>	<u>Both Council and Citizens</u>
https://www.codepublishing.com/WA/Burien/#!/Burien02/Burien0250.html#2.50			
Planning Commission		Members must be Burien residents	
Airport Committee			1 Councilmember Sarah Moore - 2 Staff - 4 Citizens
Human Services Commission		At least five of the appointed members must be Burien residents and the other two members shall be community stakeholders	
Parks and Recreation Board		Members must be Burien residents	
Arts Commission		Arts Commission. Members must be Burien residents	
Business and Economic Development Partnership		Members must be Burien business owners, managers, and employees; commercial property owners; Chambers of Commerce and merchants' associations; residents; employment and job training services; educators; and other stakeholders	

<u>City of Tukwila</u>	<u>Council Only</u>	<u>Council & Residents/ Others</u>	<u>Citizens Only</u>	<u>No Council – but more than just Tukwila Residents</u>	<u>Requirements</u>	<u>Numbers</u>

<https://records.tukwila.gov/WebLink/1/edoc/54057/Tukwila%20Municipal%20Code%20-%20Title%202%20-%20Administration%20and%20Personnel.pdf>

Planning & Community Development Committee	X					3 Councilmembers
Community Services & Safety Committee	X					3 Councilmembers
Transportation & Infrastructure Services Committee	X					3 Councilmembers
Finance & Governance Committee	X					3 Councilmembers
Arts Commission				X	resident and/or own/work at business within Tukwila city limits (and student rep)	5-7 members... three must be involved in instruction or professionally engaged in visual or performing arts when possible plus student rep
Civil Services Commission			X		Citizen of USA, resident of Tukwila minimum of 3 years, registered voter	3 members
Community Oriented Policing Citizen Advisory Board				X	Resident, Business, Board Member or Employee of Faith-based or Non-Profit in city, School District	8 members with minimum of 5 residents, 2 business, and 1 school.
Equity & Social Justice Commission		X			Council Rep, City Employees, Residents or Business Owner/Worker, Education Worker (and student rep)	9 members: 2 City employees, 1 Councilmember, 3 community members meet resident OR business criteria, 3 representing education field plus student rep
Human Services Advisory Board				X	Medical/Health, School District, Resident, Business, Faith-Based	7 members: 1 business, 1 faith-based or non-profit, 3 community members, 1

						school district, 1 medical health community
Landmark Commission			X		Resident with demonstrated interest in historic preservation	1 member (serves as special member of KC Landmark Comm)
Library Advisory Board			X		City resident (and student rep)	5-7 members plus student rep
Lodging Tax Advisory Committee		X			Council, Businesses Collecting Tax (hotels and motels), Businesses Funded by Tax (restaurants, museums, sports facilities, commercial property owners, retailers, etc.)	7 total – 1 elected, 3 collect, 3 received.
Park Commission				X	Resident or own/work at business in Tukwila (and student rep)	5-7 members plus student rep
Planning Commission				X	Resident, Business Owner, or Operator/Management Level Employee	6 residents, 1 business owner/management level
SeaTac Airport Stakeholder Advisory Round Table				X	Community, Non-Elected Staff	3 members – 2 non-elected staff and community/business member
King County Airport Roundtable			X		Appointed by King County (city recommends)	1 member

<u>City of Federal Way</u>	<u>Council Only</u>	<u>Citizens Only</u>	<u>Both Council and Citizens</u>
https://www.codepublishing.com/WA/FederalWay/#!/FederalWay02/FederalWay02.html			
Art Commission		Persons appointed to serve on the arts commission shall reside within the corporate limits of the city during the members' term.	
Diversity Commission		All persons appointed to serve on the commission shall reside within the corporate limits of the city.	
Disability Board			2 Council Members, 1 Law Enforcement Officer, 2 residents, the Mayor or an

			appointed employee
Ethics Board		X	
Historic Landmarks Committee		X	
Human Services Commission		Persons appointed to serve on the human services commission shall reside within the corporate limits of the city.	
Independent Salary Commission		(No city officer, official, or employee of the city or any of their immediate family members may serve on the commission)	
Lodging Tax Advisory Committee			The membership of the lodging tax advisory committee is governed by RCW 67.28.1817 and shall consist of at least five members appointed by the city council: one member shall be an elected official of the city who shall serve as the chair; at least two members shall be representatives of businesses required to collect the tax, and at least two members shall be persons involved in activities authorized to be funded by revenue received from the tax
Parks & Recreation Commission		Persons appointed to serve on the commission shall reside within the corporate limits of the city during the members' terms.	
Planning Commission		The planning commission shall consist of up to seven voting members and up to three alternate members appointed by city council who are residents of the city with interest in land use and planning issues and a commitment to the planned development of the community.	
Senior Advisory Commission		Persons appointed to serve on the commission shall reside within the incorporated city limits.	

Youth Commission		Persons appointed to serve on the commission shall reside within the city of Federal Way city limits, attend high school within the city limits, or attend a high school within the Federal Way public school district during the members' terms.	
Finance, Economic Development & Regional Affairs Committee	Council President appoints – 2 year terms; 3 voting members; other Councilmembers usually also attend		
Lodging Tax Advisory Committee			X – Council President appoints Chair (Councilmember) for 2-year term
Land Use & Transportation Committee	Council President appoints – 2 year terms; 3 voting members; other Councilmembers usually also attend		
Parks, Recreation, Human Services & Public Safety Committee	Council President appoints – 2 year terms; 3 voting members; other Councilmembers usually also attend		

Feedback Sought:

Staff is seeking input on the information presented and the Council's thoughts on the proposed process and approach.