

## 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](#)  
[Discussion on Developing a Strategic Plan PowerPoint](#)
- Item 3. DISCUSSION ON CITY COUNCIL COMMITTEES AND APPOINTIVE COMMITTEES  
[Discussion on City Council Committees and Appointive Committees](#)  
[Discussion on City Council Committees and Appointive Committees PowerPoint](#)

### 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](#)

[Public Comment 01.09.2025](#)

**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  
21630 11TH AVENUE SOUTH, SUITE A  
DES MOINES, WASHINGTON 98198-6398  
(206) 878-4595 T.D.D.: (206) 824-6024 FAX: (206) 870-6540



**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 7<sup>th</sup> 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)





# DISCUSSION ON DEVELOPING A STRATEGIC PLAN

CITY COUNCIL STUDY SESSION

MARCH 6, 2025





# OVERVIEW

- What is a Strategic Plan
  - Examples
- Process
- Public Engagement in Strategic Planning
- Discussion & Next Steps



## FEEDBACK REQUESTED

- Does the Council want to develop a Strategic Plan?
- Feedback on the breadth and depth of Plan?
- Desired level of community engagement? (Can also get proposed engagement strategy from consultant)
- Other feedback



## Mission & Vision

Des Moines is a waterfront community committed to maintaining a safe, sustainable environment, while ensuring a high quality of life for all to live, work and play.

### VISION

To be the premiere waterfront destination in the Pacific Northwest.

### VALUES

Core Values of the City of Des Moines are:

- Safety
- Sustainability
- Integrity
- Transparency
- Innovation

# WHAT IS A STRATEGIC PLAN?

- Long-term vision outlining a City's priorities and goals
- Identifies most important issues and set action items for addressing them
- Reflective of a City's vision, mission and values– but articulates specific policy objectives to achieve the vision and mission
- Includes measurable goals
- Ensures City's limited resources are put in the priority areas
- Guides decision making
- Different from a City's Comprehensive Plan (land use)

The screenshot shows the cover and first page of the City of Savage Minnesota Strategic Plan. The header includes the City of Savage logo and the title "Strategic Plan". Below the header, the "Vision" and "Mission" statements are presented. A central banner features the tagline "Naturally Resourceful". The "Guiding Principles" section lists six areas: Public Safety, Natural Resources & Recreation, City Services, Community Identity, Transportation & Transit, and Planning & Development. The "2022-2025 Strategic Priorities" section lists four key areas: Community Identity, Planned Redevelopment & Downtown Renewal, Maintain & Enhance Parks, Recreation, Trails, and Natural Resources, and Workforce Capacity. Each principle and priority is accompanied by a small icon and a brief description.



## WHY NOW?

- Heard this desire from Council and public during interview process
- Council wants to make progress on important goals
- Desire from community for more input and opportunities to engage
- Ongoing financial challenges make it more important than ever to ensure we clearly define our priorities and that our resource investments align with those priorities.



# Framework GOALS

The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.

- FG 1:** Continue to support exceptional schools and opportunities for lifelong learning.
- FG 2:** Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.
- FG 3:** Support the provision of human services to meet community needs.
- FG 4:** Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.
- FG 5:** Encourage an emphasis on arts, culture and history throughout the community.
- FG 6:** Make decisions that value Shoreline's social, economic, and cultural diversity.
- FG 7:** Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.
- FG 8:** Apply innovative and environmentally sensitive development practices.
- FG 9:** Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.
- FG 10:** Respect neighborhood character and engage the community in decisions that affect them.
- FG 11:** Make timely and transparent decisions that respect community input.
- FG 12:** Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.
- FG 13:** Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.
- FG 14:** Designate specific areas for high density development, especially along major transportation corridors.
- FG 15:** Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.
- FG 16:** Encourage local neighborhood retail and services distributed throughout the city.
- FG 17:** Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.
- FG 18:** Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.






**2040** CITY COUNCIL VISION

"For a day or a lifetime, no matter who you are or where you've come from, Bothell is everyone's hometown."



## CONNECTING NEIGHBORHOODS FOR ONE CITY

Bothell is a community with housing available at all income levels. Our neighborhoods are connected by sidewalks, transit, trails, and roads that allow us to gather for fun and enrichment. Retaining their identities, our neighborhoods work and volunteer together. From singlehood to retirement, and from startups to Fortune 500, our land use allows flexibility for residents to build families and economic futures. We have town squares north and south and walkable access to grocery, retail, and healthcare. Bothell is a place to live, work, play, learn, and rest, where we respect each other and leave room for ingenuity.



## CONNECTING NEIGHBORHOODS FOR ONE CITY

1	Develop a housing strategy incorporating opportunities for a variety of housing types to serve all income levels
2A	Conduct an assessment to identify our neighborhoods and inventory their assets and gaps
2B	Using the (2A) assessment, develop a plan to address needs including infrastructure, housing, transportation, parks, and community spaces



## ECONOMIC VITALITY

1	<p>Create an economic vitality plan to enhance business growth including:</p> <ul style="list-style-type: none"> <li>• A commercial facility inventory to identify needs for new commercial space/buildout</li> <li>• Strategies to attract and retain Bothell-resident owned businesses</li> <li>• Identify neighborhoods with potential economic generators</li> <li>• Strategies that will bring us abundant small commercial spaces in every neighborhood</li> <li>• Strategies to attract and retain large and medium employers</li> <li>• Identify code amendments and rezoning to encourage walkable retail</li> </ul>
2	Working closely with Cascadia College and the University of Washington – Bothell, collaborate to develop strategies and programs that contribute to economic and cultural vitality
3	Develop a long range financial plan for budget stabilization





## Service and Fiscal Excellence

Deliver high-value public services in a fiscally prudent and sound manner to meet the needs and expectations of our community and enhance the quality of life.

Objectives	Strategies
<b>A. Government Operations:</b> Ensure government operations, practices and procedures result in high quality and resident-focused services throughout our city.	i. Responsibly plan for and deploy resources and staff using best practices, needs assessments, and fiscal modeling
	ii. Identify and pursue process improvements and opportunities for increased efficiency, effectiveness and cost savings
	iii. Identify key citywide goals and performance measures and share results with the public
	iv. Assess community satisfaction through the biannual community survey related to services and changes in service demands with growing population and shifting demographics
	v. Strengthen organizational culture of innovation and research best practices to encourage innovation
	vi. Evaluate and respond to City service demands of increased visitors related to projects, development and events
	vii. Formulate and execute effective communication strategies for informing the public of issues, progress and other City matters

Objectives	Strategies
<b>B. Financial Strength:</b> Maintain and enhance strong financial management to capitalize on City's fiscal strength and provide value for tax dollars.	i. Maintain effective fiscal models and contingency plans to respond to various economic conditions
	ii. Responsibly administer current and future bond programs for capital needs
	iii. Continue debt management in a financially prudent and strategic manner and take advantage of market conditions when present
	iv. Maintain financial policies and procedures that have earned the City high bond ratings through review, analysis and updates where necessary
	v. Analyze, manage and adequately fund self-funded health insurance and retiree health benefits
<b>C. Workforce:</b> Invest in the recruitment and retention of a talented and professional workforce for the delivery of excellent services.	i. Provide training and development opportunities to stay current of trends, skills and best practices and engage regional education partners for advanced training needs
	ii. Enhance organizational development programs and efforts to attract, hire and retain a diverse, highly skilled workforce
	iii. Update and modernize human resource policies and programs
	iv. Evaluate and develop a plan for competitive compensation and benefits program
	v. Design strategies for succession planning at various levels of the organization to develop the workforce and maintain direction and management
	vi. Research effective employee retention programs and resources for implementation
<b>D. Technology:</b> Ensure sound technology systems and resources to support and enhance reliable 24/7 Operations.	i. Evaluate and make recommendations for replacement of computer-aided dispatch system and other public safety technologies
	ii. Evaluate Enterprise Resource Planning system as long-term software solution optimization of business operations
	iii. Remain proactive with cybersecurity issues, technologies and best practices to keep systems operations and data safe and reliable
	iv. Connect public facilities and infrastructure with an enhanced fiber network to leverage technology for efficient and effective service delivery



CITY OF RENTON

# Business Plan 2024-2029 GOALS



**VISION** Renton: The center of opportunity in the Puget Sound Region where families and businesses thrive

**MISSION** The City of Renton, in partnership and communication with residents, businesses, and schools, is dedicated to:

- Provide a safe, healthy, vibrant community
- Promote economic vitality and strategically position Renton for the future
- Support planned growth and influence decisions to foster environmental sustainability
- Build an inclusive informed and hate-free city with equitable outcomes for all in support of social, economical, and racial justice
- Meet service demands and provide high-quality customer service with measurable outcomes

### Provide a safe, healthy and vibrant community

- Promote safety, health, and security through effective communication and service delivery
- Facilitate successful neighborhoods through community involvement
- Encourage and partner in the development of quality housing choices for people of all ages and income levels
- Support the growing need of human services funding to address the challenges of housing and mental health
- Promote a walkable, pedestrian and bicycle-friendly city with complete streets, trails, and connections between neighborhoods and community focal points
- Provide opportunities for communities to be better prepared for emergencies

### Promote economic vitality and strategically position Renton for the future

- Promote Renton as the progressive, opportunity-rich city in the Puget Sound region
- Actively seek grants and other funding opportunities
- Capitalize on opportunities through bold and creative economic development strategies
- Recruit and retain businesses to ensure a dynamic, diversified employment base
- Nurture entrepreneurship and foster successful partnerships with businesses and community leaders
- Leverage public/private resources to focus development on economic centers

### Support planned growth and influence decisions to foster environmental sustainability

- Foster development of vibrant, sustainable, attractive, mixed-use neighborhoods in urban centers
- Uphold a high standard of design and property maintenance
- Advocate Renton's interests through state and federal lobbying efforts, regional partnerships and other organizations
- Pursue transportation and other regional improvements and services that improve quality of life
- Assume a critical role in improving our community's health and environmental resiliency by addressing impacts of climate change for future generations
- Pursue initiatives to increase mobility, promote clean energy in our existing buildings and in new development, preserve and expand open spaces and tree coverage, and other efforts to reduce CO<sub>2</sub> and greenhouse gas emissions

### Build an inclusive, informed and hate-free city with equitable outcomes for all in support of social, economic, and racial justice

- Achieve equitable outcomes by eliminating racial, economic and social barriers in internal practices, city programs, services, and policies such as hiring and contracting
- Improve access to city services, programs and employment, provide opportunities and eradicate disparities for residents, workers and businesses
- Promote understanding and appreciation of our diversity through celebrations, educational forums and festivals
- Seek out opportunities for ongoing two-way dialogue with ALL communities, engage those historically marginalized, and ensure that we lift every voice, listen and take action on what we learn
- Build capacity within the city to implement inclusion and equity by providing the knowledge, skills, awareness, and tools to integrate anti-racist approaches into daily work

### Meet service demands and provide high-quality customer service

- Plan, develop, and maintain quality services, infrastructure, and amenities
- Prioritize services at levels that can be sustained by revenue
- Retain a skilled workforce by making Renton the municipal employer of choice
- Develop and maintain collaborative partnerships and investment strategies that improve services
- Respond to growing service demands through partnerships, innovation, and outcome management

## PLAN ON A PAGE

### VISION

Issaquah thrives as a welcoming community creating a sustainable legacy for future generations that honors its rich history and passion for the natural environment

### MISSION

Foster a safe, vibrant, livable, and inclusive community through effective stewardship and quality public services

### GUIDING PRINCIPLES

#### PEOPLE

Foster community pride, engagement, strong and safe neighborhoods, and diverse opportunities

#### ENVIRONMENT

Effectively steward our natural environment to ensure a sustainable legacy for future generations

#### COMMUNITY PROSPERITY

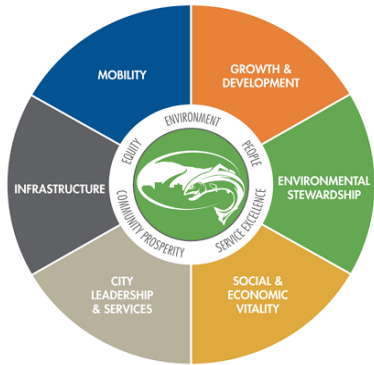
Sustain a vibrant place to live and work with a stable and robust economy, an engaging civic culture, and an integrated transportation system

#### SERVICE EXCELLENCE

Deliver proactive, efficient, and effective public services for residents, businesses, and visitors

#### EQUITY

Ensure that Issaquah's services and outstanding quality of life are accessible to everyone



### GOALS

#### MOBILITY

Getting around town is easier for people who live, work, and play here

#### GROWTH & DEVELOPMENT

Growth is proactively managed, planned and communicated in a responsible way that retains our strong sense of community and livability

#### ENVIRONMENTAL STEWARDSHIP

Environmental resources are proactively enhanced, protected, and stewarded

#### SOCIAL & ECONOMIC VITALITY

An economically vital and diverse community is supported by robust businesses, affordable housing and supportive services

#### CITY LEADERSHIP & SERVICES

Leadership and accountability is provided in the delivery of public services for our growing and diversifying community

#### INFRASTRUCTURE

An infrastructure system that is planned, designed, built, and maintained well supports current and future community needs

OUR ISSAQUAH STRATEGIC PLAN | 5

## CITY LEADERSHIP & SERVICES

Our Goal: Leadership and accountability in the delivery of public services for our growing and diversifying community

[Home](#)

[Back](#)

**Directions:** Click on a measure to the left to be taken to the performance data for that measure. For some measures, you will be able to explore up to six years of historical data. For others, data collection has only begun recently.

Click the [Home](#) button in the top right corner from any page to return to the main page.

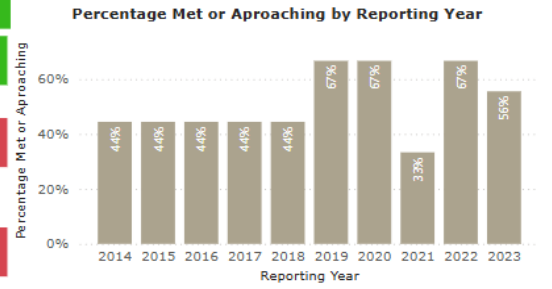
Click the [Back](#) button in the top right corner of any page to return to the previous page.

Bond rating	Target Met	Volunteer involvement in Parks & Community Service programs	Target Met
Debt per capita	N/A	Police response time	Target Met
Racial equity and implicit bias training	Not Met	Resident perceptions of public safety	Not Met
Demographics of City applicants, staff, Board & Commission members	Not Met	Resident perceptions of overall City services	Not Met
Language accessibility in City-produced materials	Approaching		

Percentage of Targets Met or Approaching

Reporting Year: 2023

**56%**



**How are we doing?**  
The visuals above show, by year, how many targets we've met or are approaching. You can filter the card by year using the dropdown menu.





## PROCESS

- Understand Council's desired purpose and scope of a Strategic Plan
- Assemble the right facilitation team
- Determine timeline and cost for Plan
- Council Strategic Planning Retreat
  - Pre-interviews
  - Determine priorities and goals at policy level
- Staff Strategic Action Item Sessions
  - Determine the specific actions to make progress on priorities and goals
- Full plan comes back to Council for review and adoption
- ...then we implement!



## PROCESS: IMPLEMENTATION

- Plan serves as foundation for all operational Work Plans & sub-plans (i.e. Downtown Master Plan, Marina 10 Year Plan)
- Track progress
- Transparently provide updates to Council and public
- Aligns with City's budget and resources– integrates into future budgets
- ...It's a living document– review and update regularly!

# PUBLIC ENGAGEMENT

- Can be done at various parts of process depending on overall scope
- Know what specific feedback you want from the public and then determine best method
  - i.e. Want input on the priorities → Community Survey at beginning
  - i.e. Want Plan to be driven by the public → Citizen Advisory Committee
  - i.e. Want public to see our progress on action items → Performance Dashboard
- Builds trust with the community and buy-in from the workforce



## TIMELINE & COST

- Depending on the breadth and depth of how Council wants to proceed, the cost can be between \$15,000-\$50,000+
- Timeline: 6 months to 1 year
- What drives cost and time?
  - Amount of public engagement
  - Level of performance management reporting (dashboard)
  - Amount of time City Council wants to devote to process



## DISCUSSION & NEXT STEPS

- Council feedback on Strategic Plan- Process and approach
- Procurement for Strategic Planning and Facilitation services



**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 \_\_\_\_\_
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- 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>
<a href="https://www.codepublishing.com/WA/SeaTac/#!/html/SeaTac02/SeaTac0215.html">https://www.codepublishing.com/WA/SeaTac/#!/html/SeaTac02/SeaTac0215.html</a>			
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>
<a href="https://www.codepublishing.com/WA/Burien/#!/Burien02/Burien0250.html#2.50">https://www.codepublishing.com/WA/Burien/#!/Burien02/Burien0250.html#2.50</a>			
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 &amp; 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.tukwilawa.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>
<a href="https://www.codepublishing.com/WA/FederalWay/#!/FederalWay02/FederalWay02.html">https://www.codepublishing.com/WA/FederalWay/#!/FederalWay02/FederalWay02.html</a>			
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 <a href="#">67.28.1817</a> 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.



# DISCUSSION ON CITY COUNCIL COMMITTEES & APPOINTIVE COMMITTEES

CITY COUNCIL STUDY SESSION

MARCH 6, 2025



## BACKGROUND

- Staff were asked to review existing Council Committee & Appointive Committee structure
- Recommendations made tonight are an initial place for discussion
- Council recently authorized creation of:
  - Airport Committee (Council & Citizen- 3/13)
  - Planning Commission (Citizen, later this year)

## COUNCIL COMMITTEES

- Six Council Committees meet monthly
- Each has an agenda, packet, staff liaison, rep from Legal, City Clerk, IT staff support
  
- Economic Development
- Finance
- Public Safety
- Municipal Facilities
- Environment
- Transportation

# COUNCIL COMMITTEES

- Feedback received:
  - Items can feel redundant: Presented at Committee, then presented at Council
  - Not all Councilmembers can give early feedback or input if not on the committee
  - Not insignificant impact on staff time and resources
  - Pressure to “fill the agenda”
  
- Proposal:
  - Monthly Study Session starts at 5 PM--- use 5-6 PM as “Committee of the Whole”
    - Staff presentations on items, projects
    - Receive feedback from whole Council
  - If item needs more in-depth review or discussion, send to Council Committee
  - Council Committees only meet when needed rather than by default

## APPOINTIVE COMMITTEES

- Seven Appointive Committees...plus 2 more
- Each has an agenda, packet, staff liaison
  
- Arts Commission
- Citizens Advisory Council
- Civil Service Commission
- Human Services Advisory Board
- Lodging Tax Advisory Board
- Police Advisory Board
- Senior Services Advisory Board

## APPOINTIVE COMMITTEES

- Feedback received:
  - Committees meet infrequently– lack of material or items to discuss
  - Many terms are expired
  - Role and purpose of the Committees not always well understood, or members felt they were underutilized
  - Staff time and resource impact
- No change recommended to Committees required by State Code, or in which feedback indicated group was useful and productive

# APPOINTIVE COMMITTEES

- Proposal:
  - Merge Arts Commission, Human Services & Senior Services
  - New: Community Enrichment Board
  - Would encompass primary functions of the 3 separate boards, plus opportunity for new role and initiatives (parks and rec)
    - Human Services Advisory Duties:
      - Determine the priorities for human service needs within the city
      - Evaluate and recommend funding for human service requests submitted to the City Council
      - Assess and review the performance of individual human service organizations and agencies within the city.
    - Senior Services Advisory Duties:
      - Review federal, state, and county laws and regulations, as well as proposed legislation, and advise the city council on the potential impact of such laws and regulations on senior services.
    - Arts Commission Duties:
      - Inform, assist, sponsor, or collaborate with arts organizations, artists, and other stakeholders working toward the cultural advancement of the community.
      - Assist with Summer Concert Series artist selection



## APPOINTIVE COMMITTEES

- **Current committee Information:**
  - 5 expired and vacant seats on the Human Services Advisory Board
  - 6 seated members and 1 vacant seat on the Senior Services Advisory Board
    - One seat has a 12/31/2025 term expiration date, three have a 12/31/2026 term date and two will term out on 12/31/2027.
  - 4 seated members on the Arts Commission and 1 vacant seat.
    - Two seats have a term date of 12/31/2026 and two have a term date of 12/31/2027.
- If Council interested in merging the committees, then staff could bring back proposed bylaws and creation process
  - Could offer initial seats to current members of Human Services, Arts, and Senior Services with unexpired terms



## APPOINTIVE COMMITTEES

- New committee structure would allow Board to meet regularly
  - Full body of work (projects, tasks) to make serving more rewarding



## DISCUSSION & FEEDBACK

# CITY COUNCIL STUDY SESSION



## Speaker Sign-Up Sheet

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.

March 06, 2025

NAME (PLEASE PRINT)	ADDRESS	TOPIC	PHONE/E-MAIL ADDRESS
✓ Victoria Andrews	815 S 216 <sup>th</sup> St. 6134	CAC	206-870-4134
✓ Colleen Gants	23460 - 7 <sup>th</sup> Ave. S.	CAC	206-465-2311
✓ Bethina Carey	506 S. 222 <sup>nd</sup>	CAC	206-349-4297

**Comments on the Citizens Advisory Committee, 3-6-25**

Good evening, Mayor, Deputy Mayor, Councilmembers, staff and neighbors. For the record, I'm Victoria Andrews, resident of Des Moines.

I am excited and encouraged by tonight's agenda. I realize most of the items on it are just the beginning of a long process, but by the end the city will have a strategic plan so that all the players – councilmembers, staff and residents – will have a roadmap of agreed-upon priorities, how to pay for them and how long they will take.

I'm here tonight to thank the city manager and council for that, and also to advocate for the Citizens Advisory Council. We have been advised that re-establishing a planning commission will take months, and patience has never been an attribute anyone would say I possess. However, the Citizens Advisory Committee can and should be able provide some of the same functions in the interim. This group represents fairly well the city's geographic and ethnic diversity and a wide variety of educational backgrounds. I am sure Deputy Mayor Steinmetz, who chaired the committee last year, would agree that these individuals are knowledgeable, passionate and willing to do more. The CAC wants our city to function well for all of its residents and to be a source of pride in its staff and elected leaders. This group can be an excellent sounding board as you work your way through budget and project constraints.

It may not be possible for the CAC to meet more than 3-4 times a year because of staffing and time constraints. But if there is a creative way to allow for monthly, or at minimum, bi-monthly meetings, you will get real-time input as issues need addressing. Perhaps the chair can piggy-back on upcoming chats with the mayor and meet, on off-months of evening meetings, with available CAC members before or after. The discussion could be recorded on the chair's phone, no staff or meeting room required. The city manager or one of you might have better ideas.

If you truly want to encourage more two-way communication, I ask you to please tap into the CAC. Thank you.