

AGENDA

**DES MOINES CITY COUNCIL
RETREAT
City Council Chambers
21630 11th Avenue S, Des Moines, Washington
Thursday, November 14, 2024 - 5:00 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

DISCUSSION ITEMS

- Item 1. CITY COUNCIL "MISSION, VISION, VALUES" RETREAT DISCUSSION
[City Council "Mission, Vision, Values" Retreat Discussion](#)
[City of Des Moines 11-14-24 Council Retreat](#)

EXECUTIVE SESSION

NEXT MEETING DATE

November 21, 2024 City Council Regular Meeting

ADJOURNMENT

AGENDA ITEM

BUSINESS OF THE CITY COUNCIL City of Des Moines, WA

SUBJECT: City Council “Mission, Vision, Values” Retreat Discussion

FOR AGENDA OF: November 14, 2024

DEPT. OF ORIGIN: Administration

ATTACHMENTS:

1. Retreat Agenda
2. 2018 Council Vision, Mission Statement, Goals, Objectives.

DATE SUBMITTED: November 5, 2024

CLEARANCES:

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

APPROVED BY CITY MANAGER

FOR SUBMITTAL: *Katherine Coffey*

Purpose:

The purpose of this agenda item is for the City Council to hold a retreat to discuss the Council’s “Mission, Vision, Values.”

Suggested Motion

MOTION: None.

Background

The City retained Andrew Ballard of Marketing Solutions, Inc to facilitate a City Council retreat to discuss the Council's "Mission, Vision, Values." The retreat agenda was previously approved by the City Council and is included as Attachment 1.

The City Council last updated their "Vision, Mission Statement, Goals, Objectives" document was in February of 2018. This document is included for reference as Attachment 2.

City of Des Moines Council Retreat

November 14, 2024 Meeting Agenda

<i>Activities</i>	<i>Timeline</i>
<p>1. Welcome</p> <ul style="list-style-type: none"> 1.1. Opening remarks – Mayor & City Manager 1.2. Review agenda – Andrew 1.3. Preliminaries – Andrew 	<p>5:00 PM</p>
<p>2. City Mission</p> <ul style="list-style-type: none"> 2.1. Answer: who, what, whom 2.2. Select key information 2.3. Write/rewrite statement 	<p>5:15 PM</p>
<p>3. City Vision</p> <ul style="list-style-type: none"> 3.1. Headlines exercise 3.2. Consolidate list 	<p>6:30 PM</p>
<p><i>Evening Break</i></p>	<p><i>7:00 PM</i></p>
<p>3. City Vision (Continued)</p> <ul style="list-style-type: none"> 3.3. Prioritize 3.4. Frame 	<p>7:15 PM</p>
<p>4. City Values</p> <ul style="list-style-type: none"> 4.1. Brainstorm attributes 4.2. Consolidate list 4.3. Prioritize 4.4. Frame 	<p>7:45 PM</p>
<p>5. Wrap Up</p> <ul style="list-style-type: none"> 5.1. Next steps 5.2. Evaluation 5.3. Closing remarks – City Manager & Mayor 	<p>8:45 PM</p>
<p><i>Adjourn</i></p>	<p><i>9:00 PM</i></p>

Vision

Create a vibrant, inviting, livable, safe and sustainable waterfront community, while embracing change for the future and respecting our history.

Mission Statement

Encourage growth; and protect, respect, promote, and improve the community by providing leadership and services that reflect the pride of our City and honor our citizens.

Goals

- Protect people and property
- Promote economic stability, growth and vibrancy
- Improve and enhance the City's transparency through community communications
- Maintain, and when possible, enhance the City's infrastructure
- Provide efficient and effective customer-oriented City Services
- Preserve and celebrate the historic elements of the City
- Encourage community involvement
- Preserve livability for all generations
- Participate in regional and state issues and decisions
- Protect the natural environment

Strategic Objectives

Short Term

- Aggressively remediate nuisance properties
- Update, implement and practice the City's Emergency Management Plan
- Adopt and implement a Comprehensive Marina District and Redondo Business Plan
- Ensure that infrastructure is in place to support development
- Continue to recognize community members/organizations and City staff
- Continue to improve and enhance the City's communications plan and strategy
- Develop and implement an economic development strategic plan
- Continue to work on developing the best possible transit service
- Continue to support appropriate development opportunities in Des Moines
- Enhance public safety through appropriate hiring, staffing and technology; and continued focus on prevention, community engagement, and education
- Develop a capital replacement program for all the City facilities

- Continue opposition of expansion or increase of operations at Sea-Tac International Airport, and encourage siting of an additional airport in a location that does not negatively impact the City
- Adopt policies that further Council Legislative Priorities and Intergovernmental Positions
- Partner and collaborate with local, state and federal agencies in working to mitigate negative environmental, financial, and livability impacts

Long Term

- Support on-going programs to improve public safety
- Aggressively remediate nuisance properties
- Pursue mass transit and other multi-modal transportation options
- Maintain the Police Department's accreditation
- Develop and implement an economic development strategic plan
- Continue and enhance the City's collaborations with the educational communities
- Develop and comprehensive replacement and maintenance plan for facilities, infrastructure and technology to include collaboration with other community partners/entities
- Continue to educate the business and development community to City improvements and innovations
- Continue to work with the State Department of Transportation in the design and completion of State Route 509
- Adequately fund and support programs preserving livability for all generations
- Continue opposition of expansion or increase of operations at Sea-Tac International Airport and encourage siting of an additional airport in a location that does not negatively impact the City
- Adopt policies that further Council Legislative Priorities and Intergovernmental Positions

Process

- Educational Communities
- Neighborhood Advisory Committee/Community Engagement
- Communications/Civic Engagement/User Interactions
- Study Sessions (Series); Utilities (needs/process); Community Groups

Adopted by the Des Moines City Council at an open public meeting on February 15, 2018



City of Des Moines

2024 Council Visioning Retreat

November 14, 2024



Preliminaries

- > Opening Remarks – Mayor & City Manager
- > Review Agenda
- > Preliminaries



Guiding Principles

> Roles & Responsibilities

- Participants (agree on agenda)
 - Participate vs. dominate (practice active listening)
 - Disagree vs. disagreeable (civil discourse)
- Facilitator (authority based on agenda)
 - Keep us focused and on track (topics & time)
 - Limit side-bars, keep conversation at a strategic level (be respectful)
- Parking Lot
 - Ideas and issues not covered in today's agenda
 - Ambitious agenda, move to committee/consultant if necessary



Building Consensus

> Definition

- General agreement, not 100%, most like it/can live with it
- If high centered, thumbs technique (up, sideways, down)

> Nominal Group Technique

- Involves problem or opportunity identification, solutions generation, and moving from discussing to decision-making
- Everyone's opinion is heard and equal, vote to prioritize top solutions (priorities), majority rules



Best Practice for Successful Retreat

- > Everyone participates, do not sit on the sidelines**
- > After agreement, move on, don't second guess**
- > Do not reverse engineer the process or product**
- > Visioning is the foundation of a strategic plan**
- > After visioning comes goal setting, guided by the vision**
- > Ultimately, MVV connects to and prioritizes service areas**



Visioning Session Objectives

Establish the City's Mission, Vision and Values



Definitions

> Mission Statement

- A self-imposed **Purpose or Duty** serving as the NorthStar for planning and is used as a lens to focus on appropriate activity.

> Vision Statement

- Intelligent foresight or a mental image of achievement resulting in a **Desired Future** and the legacy your City will leave.

> Values Statement

- The core and guiding principles and a **Code of Conduct** the City will employ in your daily actions and interactions.



Mission Statement Exercise



Mission Statement

> Developing a Mission

- Qualities of a well-crafted mission statement
 - Time orientation: present day
 - Defines who you are, what you do, whom you serve
 - 25 words or less, contains a citizen benefit



Mission Statement Examples

- > As a full-service agency, Marketing Solutions develops and implements research-based growth strategies that help small businesses accelerate revenue generation. (19)
- > The City of Maple Valley fosters a safe and welcoming community by providing services that improve quality of life, empower businesses, and support environmental stewardship. (25)



Mission Statement Exercise

> Three Step Process

1. Answer these questions with words and phrases
 - Who we are
 - What we do
 - Whom we serve
2. Identify the most important content
 - Circle the key words and phrases
 - Put them together in one paragraph
3. Rewrite the statement
 - Rewrite (3 to 5 times) for final statement



Vision Statement Exercise



Vision Statement Exercise

- **Qualities of a Well-Crafted Vision Statement**
 - Time orientation: 20 years out
 - Short and very easy to recall (15 words or less)
 - Communicates City's desired future
- **Developing a Vision**
 - Abandon current reality, create preferred future
 - Think big, outside the box, don't worry about how
 - Think about the legacy you will leave



Vision Statement Examples

- > To be the leader in marketing innovation and resources for small businesses. (**Marketing Solutions**)
- > To be the world's most desired and successful premium car brand. (**Ford**)
- > To create a city that is the crown jewel of the Pacific Northwest. (**City of Maple Valley**)



Vision Statement Exercise

> Three Step Process

1. Brainstorm about your future – 20 years out
 - Develop headlines the media will be writing about you
 - Fast pace, no bad ideas or judgment
2. Consolidate the brainstormed list
 - Delete and group duplicates and similar ideas
 - Vote to surface the top vision phrase (not a headline)
3. Choose and rewrite the statement
 - Based on the chosen phrase, rewrite into a vision statement
 - Should be a concise and inspiring statement



Evening Break



Vision Exercise Continued

> Three Step Process

1. Brainstorm about your future – 20 years out
 - Develop headlines the media will be writing about you
 - Fast pace, no bad ideas or judgment
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Core Values Exercise



Core Values

> Developing a set of Core Values

- Qualifies of well-crafted Values Statement
 - The time orientation: perpetual
 - Short, single-line bullets anchored by adjectives & attributes
 - Define the City's character and code of conduct



Core Values Example

> City of Maple Valley

- We will focus on diversity, equity, and *inclusion*.
- We will provide programs, services, and resources for a *healthy* community.
- We will be good *stewards* of the resources entrusted to us.
- We will be *authentic* in our intentions, decisions, and actions.



Core Values Exercise

> Three Step Process

1. Brainstorm qualities and characteristics
 - Develop a list of 20-25 single-word adjectives
 - 10-minutes fast paced, no judgments or discussion
2. Consolidate brainstormed list
 - Delete and group duplicates or similar words
 - Vote to surface the top four to six words
3. Write core value statements
 - Create short bullets based on each anchor word
 - Should be consistent in style and arrangement



Wrap Up

- > Next steps
- > Evaluation
- > Closing Remarks – Mayor