



**CITY OF COVINGTON
SPECIAL MEETING AGENDA
CITY COUNCIL VISION, MISSION & GOALS WORKSHOP**

www.covingtonwa.gov

Friday, October 8, 2021, 1:00 p.m.

City Council Chambers, 16720 SE 271st Street

Saturday, October 9, 2021, 9:00 a.m.

Suite 100, Covington, WA 98042

In-person and Virtually/Telephonically via Zoom Platform

In compliance with state legislative and executive actions responding to the COVID-19 emergency, this city council special meeting will be held in a hybrid format with in-person, telephonic, and virtual options for public viewing and participation. All individuals must wear face coverings and practice social distancing from non-household members.

The Vision, Mission, & Goals Workshop will be held in-person and virtually/telephonically as follows:

October 8, 2021, 1:00 p.m.

Join in-person: City Council Chambers, 16720 SE 271st Street, Suite 100, Covington, WA 98042

Join Online: <https://us02web.zoom.us/j/83724770844?pwd=aG1VekJEdGdWa2cydlhXTUpveURSUT09>

Passcode: CovGoals1

Join by Telephone: 253-215-8782

Webinar ID: 837 2477 0844

Passcode: 829551146

October 9, 2021, 9:00 a.m.

Join in-person: City Council Chambers, 16720 SE 271st Street, Suite 100, Covington, WA 98042

Join Online: <https://us02web.zoom.us/j/82623878561?pwd=K2svcTduZEZrSFI3MldUQnFrbkRkdz09>

Passcode: CovGoals2

Join by Telephone: 253-215-8782

Webinar ID: 826 2387 8561

Passcode: 057330566

GENERAL INFORMATION:

The workshop is an informal meeting involving discussion between and among the city council, commissioners, and city staff regarding a potential update to the city's vision, mission, and goals. The workshop may involve presentations, feedback, brainstorming, and other techniques, which will provide direction for future work to be done by city staff on key policy matters.

CALL CITY COUNCIL WORKSHOP TO ORDER

ROLL CALL/INTRODUCTIONS

APPROVAL OF AGENDA

PUBLIC COMMENT Speakers will state their name, address, and organization. Comments are directed to the City Council, not the audience or staff. Comments are not intended for conversation or debate and are limited to no more than four minutes per speaker. Speakers may request additional time on a future agenda as time allows.

NOTICE to all participants: Pursuant to state law, RCW 42.17A.555, campaigning for any ballot measure or candidate in City Hall and/or during any portion of the council meeting, including the audience comment portion of the meeting, is PROHIBITED.

ITEMS FOR DISCUSSION

1. Why Mission Matters
2. Mission & Goal Making
3. Vision Making
4. Implementation & Outcomes
5. Next Steps & Close

PUBLIC COMMENT Speakers will state their name, address, and organization. Comments are directed to the City Council, not the audience or staff. Comments are not intended for conversation or debate and are limited to no more than four minutes per speaker. Speakers may request additional time on a future agenda as time allows.

NOTICE to all participants: Pursuant to state law, RCW 42.17A.555, campaigning for any ballot measure or candidate in City Hall and/or during any portion of the council meeting, including the audience comment portion of the meeting, is PROHIBITED.

ADJOURN

Americans with Disabilities Act – reasonable accommodations provided upon request a minimum of 24 hours in advance (253-480-2400).

Preliminary Work

The preliminary reading and activity must be completed prior to workshop session 1.

Please bring the finished preliminary activity (in paper or electronic form) with you on Friday.

Preliminary Reading: Drucker on Mission

Attachment 1a

Mission-Making Preliminary Activity

Attachment 1b

Adapted from

Management: Revised Edition, 2008

By Peter F. Drucker with Joseph A. Maciariello

Common vision, common understanding, and unity of direction and effort of the entire organization require definition of “what our mission is and what it should be.”

Nothing may seem simpler or more obvious than to know what an organization’s mission is. A steel mill makes steel; a school teaches students; a department of community services provides services to the community. Actually, “What is our mission?” is almost always a difficult question and the right answer is usually anything but obvious.

The answer to the question “What is our mission?” is the first responsibility of management. That the organization’s purpose and mission are so rarely given adequate thought is perhaps the most important single cause of organizational frustration and failure. Conversely, in outstanding organizations success always rests to a large extent on clearly and deliberately raising the question, “What is our mission?” and answering it thoughtfully and thoroughly.

Excerpted from

Innovation and Entrepreneurship, 1985

By Peter F. Drucker

First, the public-service institution needs a *clear definition of its mission*. What is it trying to do? Why does it exist? It needs to focus on objectives rather than on programs and projects. Programs and projects are means to an end. They should always be considered temporary, and, in fact, short-lived.

Second, the public-service institution needs a *realistic statement of goals*. It should say, “Our job is to assuage famine,” rather than, “Our job is to eliminate hunger.” It needs something that is genuinely attainable and therefore a commitment to a realistic goal, so that it can say eventually, “Our job is finished.” Most objectives can and should be phrased in optimal rather than in maximal terms. Then it is possible to say, “We have attained what we were trying to do.”

Third, failure to achieve objectives should be considered an indication that the *objective is wrong or at least defined wrongly*. If an objective has not been attained after repeated tries, one has to assume that it is the wrong one. Failure to attain objectives is a *prima facie* reason to question the validity of the objective—the exact opposite of what most public-service institutions believe.

Mission-Making Preliminary Activity

In the space below, please list 10 things the City Government of Covington does. Try to include both blunt details (i.e. We fix potholes) and general concepts (We try to attract new businesses). Please bring the completed form (physically or electronically) with you to the workshop on October 8.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

In the space below, please list two additional things you think the City Government of Covington could/should be doing.

- 1
- 2.

Workshop Attachments

These worksheets will be completed during the workshop.
Paper worksheets will be provided by the facilitator.

Vision: Headlines

Attachment 2.1

Vision: What We'll See

Attachment 2.2

Vision: By the Numbers

Attachment 2.3

Mission Making

Attachment 2.4

Mission-Objectives- Work with KPIs

Attachment 2.5

Vision: Headlines

Imagine that it's five to seven years from now and the City of Covington has successfully pursued and achieved its mission and goals. Write four "headlines" that capture what we'd be hearing about in the local news.




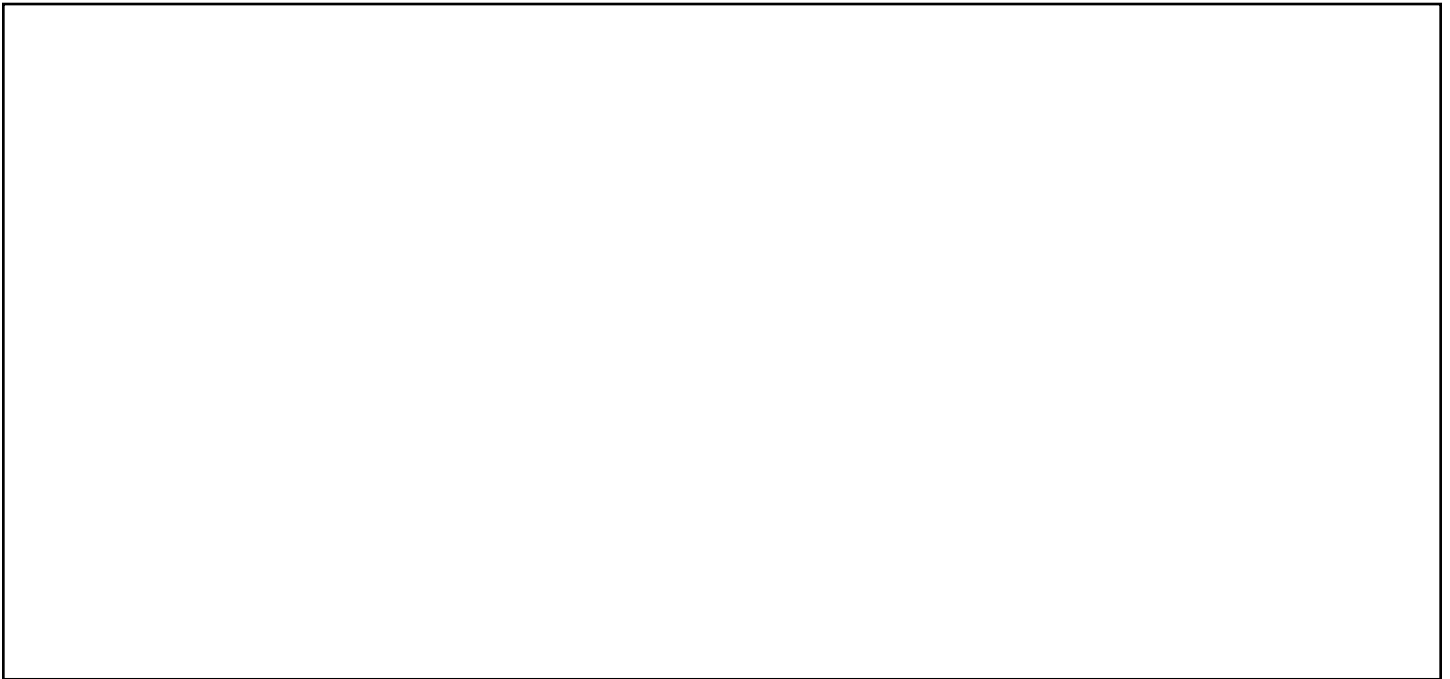


Vision: What We'll See

“A vision statement [pictures] a future when the organization’s goals are achieved and its mission accomplished.”

Peter F. Drucker

In the spaces below, draw two images to capture what we will see in five to seven years if Covington’s “goals are achieved and its mission accomplished.”



Vision: By the Numbers

“The ultimate test is not the beauty of the mission statement. The ultimate test is your performance.” Peter F. Drucker

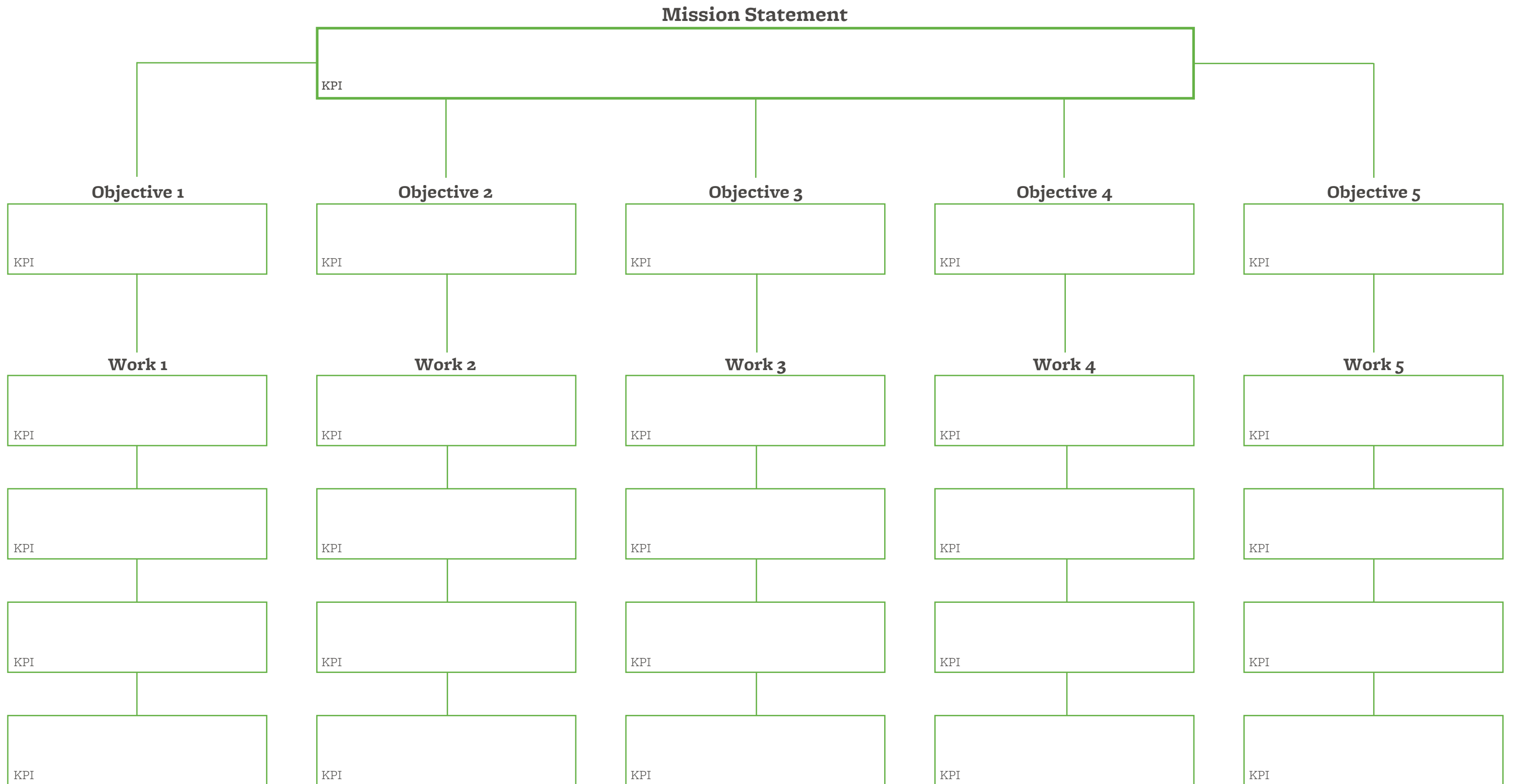
In the grid below, fill in some numbers (measures of performance) you’d expect to see if Covington is effective in meeting its mission and goals. Use the space on the right to provide any additional explanation for the numbers you’ve chosen.

Notes

| | | |
|--|--|--|
| | | |
| | | |
| | | |

| What We Do | What We Want |
|------------|--------------|
| | |

Use your ideas above to produce some draft mission statements below.



Mission-Objectives-Work: Work Items—Continued

