

# MAYOR'S INTRODUCTION

I am pleased to announce the publication of the City of Kirkland's 2012 Performance Measures Report.

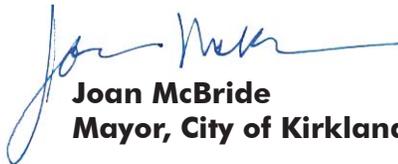
The report is designed around the City Council's ten goals for Kirkland—Balanced Transportation, Dependable Infrastructure, Economic Development, Human Services, Neighborhoods, Public Safety, Parks, Recreation and Open Space, Financial Stability and the Environment—and the long-term goals associated with each of those goal-areas.

Our hope is that you will use this report to not only stay connected to City programs and services, but also to connect to other members of the community and get involved with the City's community-based initiatives. One of those initiatives is Kirkland's public involvement campaign: "Kirkland 2035: Your Voice. Your Vision. Your Future." City leaders are developing that outreach campaign to hear how they would steer Kirkland into the next two decades. The contents of this report provide some context about where we are now as a City and how we should grow into the future.

The City Council and staff use this report to budget, develop business strategies, and to prioritize work projects. From public works to information technology, these measures stretch across all of our departments and service areas. Every City budget includes a copy of the performance measure report.

The Performance Measures Report is compiled each year to assess how the City is doing to achieve the community's vision of being "an attractive, vibrant, and inviting place to live, work and visit."

As I noted last year, we are excited to share our report card with you and look forward to improving every day to enhance Kirkland as a wonderful place to live, work and play.

  
**Joan McBride**  
**Mayor, City of Kirkland**



# CITY COUNCIL VALUES AND GOALS

The purpose of the City Council Goals is to articulate key policy and service priorities for Kirkland. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community towards the stated goals. Council goals are long term in nature. The City's ability to make progress towards their achievement is based on the availability of resources at any given time. Implicit in the allocation of resources is the need to balance levels of taxation and community impacts with service demands and the achievement of goals. In addition to the Council goal statements, there are operational values that guide how the City organization works toward goal achievement:

- **Regional Partnerships** – Kirkland encourages and participates in theregional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond our boundaries.
- **Efficiency** – Kirkland is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment. We believe that a culture of continuous improvement is fundamental to our responsibility as good stewards of public funds.
- **Accountability** – The City of Kirkland is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals. Performance measures will be both quantitative and qualitative with a focus on outcomes. The City will continue to conduct a statistically valid citizen survey every two years to gather qualitative data about the citizen's level of satisfaction. An annual Performance Measure Report will be prepared for the public to report on our progress.
- **Community** – The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals will be respectful of neighborhood identity while supporting the needs and values of the community as a whole.

The City Council Goals are dynamic. They should be reviewed on an annual basis and updated or amended as needed to reflect citizen input as well as changes in the external environment and community demographics.

**Kirkland is an attractive, vibrant and inviting place to live, work and visit. Our lakefront community is a destination for residents, employees and visitors. Kirkland is a community with a small-town feel, retaining its sense of history, while adjusting gracefully to changes in the twenty-first century.**

## NEIGHBORHOODS

The citizens of Kirkland experience a high quality of life in their neighborhoods.

**Council Goal:** Achieve active neighborhood participation and a high degree of satisfaction with neighborhood character, services and infrastructure.

## PUBLIC SAFETY

Ensure that all those who live, work and play in Kirkland are safe.

**Council Goal:** Provide for public safety through a community-based approach that focuses on prevention of problems and a timely response.

## HUMAN SERVICES

Kirkland is a diverse and inclusive community that respects and welcomes everyone and is concerned for the welfare of all.

**Council Goal:** Support a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity.

## BALANCED TRANSPORTATION

Kirkland values an integrated multi-modal system of transportation choices.

**Council Goal:** Reduce reliance on single occupancy vehicles and improve connectivity and multi-modal mobility in Kirkland in ways that maintain and enhance travel times, safety, health and transportation choices.

## PARKS AND RECREATION

Kirkland values an exceptional park, natural areas and recreation system that provides a wide variety of opportunities aimed at promoting the community's health and enjoyment.

**Council Goal:** Provide and maintain natural areas and recreational facilities and opportunities that enhance the health and well being of the community.

## HOUSING

The City's housing stock meets the needs of a diverse community by providing a wide range of types, styles, size and affordability.

**Council Goal:** Ensure the construction and preservation of housing stock that meets a diverse range of incomes and needs.

## FINANCIAL STABILITY

Citizens of Kirkland enjoy high quality services that meet the community's priorities.

**Council Goal:** Provide a sustainable level of core services that are funded from predictable revenue.

## ENVIRONMENT

We are committed to the protection of the natural environment through an integrated natural resource management system.

**Council Goal:** Protect and enhance our natural environment for current residents and future generations.

## ECONOMIC DEVELOPMENT

Kirkland has a diverse, business-friendly economy that supports the community's needs.

**Council Goal:** Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents.

## DEPENDABLE INFRASTRUCTURE

Kirkland has a well-maintained and sustainable infrastructure that meets the functional needs of the community.

**Council Goal:** Maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.