Your City Council’s guiding principle is: **Plan the Work; Work the Plan.**

Each year, with the help of a dedicated staff, we develop a work plan to successfully keep our City moving forward by establishing defined targets, setting concrete goals and reporting back to you, our community, so that you can judge how we are doing.

This Performance Measures Report illustrates the path we have chosen and fills in the details of our journey to get things done. We design the report around the Council’s ten goals:

- Balanced Transportation
- Dependable Infrastructure
- Attracting Economic Development
- Coordinated Human Services
- Housing for Diverse Income & Needs
- Neighborhood Participation
- Public Safety
- Parks, Recreation and Open Space
- Financial Stability
- Environmental Protection

The City Council and staff use this report to inform budgets, prioritize projects and establish business strategies. These performance measures are City-wide which means they encompass every department and service from Parks and Recreation to Public Safety. These goals drive our commitment to responsive, decisive action united with fiscal responsibility in every work plan and budget.

This issue of the Performance Report shares the challenges and successes in 2016 that are the building blocks of a foundation for growth and connection. 2016 has been truly a year of foundation building as we ready the City for growth. The Kirkland Urban and Totem Lake projects include not only new business and residential opportunities, but new opportunities for our community to connect through parks and open spaces.

As I shared in my State of the City address, Kirkland is a city that is blossoming. Downtown businesses are flourishing. But that growth provides challenges like parking and mobility. We strive to meet these challenges head on with innovative solutions while maintaining a sustainable financial plan. Our 2017-2018 budget is balanced and we continue to put aside funds into reserves. One of our most fervent goals remains to keep our community engaged and connected through our changing times and grow together. We have planned our work and are working our plan to keep Kirkland a vibrant, livable city even in the midst of our growth.
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 toward 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 regional 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 community survey every two years to gather qualitative data about the resident’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 resident 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.

**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.

**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.

**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.

**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.

**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.

**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.

**FINANCIAL STABILITY**
Residents 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.

**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.

**NEIGHBORHOODS**
The residents 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.

**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.