



CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.ci.kirkland.wa.us

MEMORANDUM

To: Dave Ramsay, City Manager
From: Marilynne Beard, Assistant City Manager
Date: November 5, 2009
Subject: COUNCIL GOALS

RECOMMENDATION:

City Council receives an update on Council Goals.

BACKGROUND DISCUSSION:

At the September 15, 2009 meeting, the City Council finalized the Council Goal statements including introductory language. Related performance measures were not finalized at that time. The purpose of this report is to provide a status on this project and to present a format for presentation of the goal statements.

Presentation

The City Council had asked staff to prepare a more formal presentation of the Council Goals. Attachment A is formatted, one-page version of the goal statements that will be posted to the City's website and will be included in appropriate City documents.

Performance Measures

Since the September 15 meeting, the City Manager's Office has been working with department staff to refine the proposed performance measures. A portion of this work has related to aligning the upcoming citizen survey questions with the performance measures that are based on survey data. Staff has also worked to define targets for each measure (e.g. percentages of respondents). We anticipate this work to be completed before the end of 2009.

Vision Statement

At the City Council retreat, the Council discussed a "short" vision statement for Kirkland (referred to as a "vision elevator speech" in the retreat follow-up notes). This short vision statement would be placed on Council Agendas, on the Council Goals statement, etc. The City Manager offered a series of options in the staff reports. The following option was based on the longer vision statement contained in the Comprehensive Plan. It was referred to as "Option Two" in the staff report and read as follows:

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.

The Council was unable to reach consensus on the final wording of a short vision statement. Most of Council discussion revolved around the term "small-town feel" as opposed to "strong sense of community" and recognizing the diversity of neighborhoods.

One alternative statement that incorporates some of the discussion is:

Kirkland is an attractive, desirable and vibrant place to live, work and visit. With diverse neighborhoods, an inviting downtown and a small-town sense of community, Kirkland is able to preserve its sense of history while adjusting gracefully to change.

Council may want to take up this discussion again to finalize the short vision statement.



CITY OF KIRKLAND

CITY COUNCIL 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 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 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.

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: To support a coordinated system of human services designed to meet the special needs of our community and remove barriers to opportunity.

BALANCED TRANSPORTATION

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

Council Goal: To reduce reliance on single occupancy vehicles.

PARKS, OPEN SPACES AND RECREATIONAL SERVICES

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: To provide and maintain natural areas and recreational facilities and opportunities that enhance the health and well being of the community.

DIVERSE HOUSING

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

Goal: To ensure the construction and preservation of housing stock that meet 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: To protect 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: To 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: To maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.