

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

MEMORANDUM

To: Kirkland City Council

From: Dave Ramsay, City Manager
Marilynne Beard, Assistant City Manager

Date: June 1, 2006

Subject: COUNCIL RETREAT FOLLOW-UP

A variety of follow-up items emerged from the City Council's annual retreat held in March. Staff has been working on some items and others are recommended for follow-up some time later this year. A list of follow-up items and proposed due dates is attached.

One of the follow-up items was a "SWOT" analysis on the City Council's ten priority areas. "SWOT" stands for Strengths, Weaknesses, Opportunities and Threats. The Strengths and Weaknesses analysis looks inward at the organization's strengths and weaknesses relative to the identified priority area. The Threats and Opportunities look at the external environment. The SWOT analysis helps us evaluate strategies that take advantage of existing strengths and opportunities and recognize weaknesses and threats that need to be overcome. As requested by Council, the directors conducted a SWOT analysis and the preliminary results are attached. The next step is to develop specific strategies going forward for the higher priority areas (the top four or five) which would include:

- Economic Development
- Neighborhoods
- Housing
- Environmental Stewardship
- Long Range Planning

2006 CITY COUNCIL RETREAT FOLLOW-UP

Follow-up	Staff	Due/Status
Financial Status		
1. Prepare white paper on development services including such issues as staffing levels, processing standards and performance, contracting and employee options and overtime.	Planning, Building and Public Works	Include in budget process. Will service packages be requested? 9/1 for service packages and 9/22 for white paper
2. Break out the Juanita area for sales tax	Finance	Done
3. Prepare a white paper on the Two Year Budget dealing with whether it should be approached as two budgets of one year each or a budget of two years.	CMO and Finance	Include in mid-year budget review packet
4. Prepare a report showing where productivity has increased or other improvements implemented.	CMO and Directors	Include in budget process (due 9/22)
5. Prepare a report on business starts and closures (including why they closed).	Finance and CMO/ Economic Development	Prepare a report for reading file by July.
6. Prepare a report on accounting for Other Post Employment Benefits.	Finance	Done
Community Survey		
1. More information is needed on the following areas: zoning, emergency preparedness, street maintenance (including bike lanes, trails and sidewalks), environmental stewardship and business support. Strategies need to be designed to obtain this information.	Planning, Fire, Public Works and CMO/ Economic Development (CMO will coordinate)	Include as white paper in budget process. (due 9/22)
2. More community education is needed for the topics of the Growth Management Act and the value of businesses to the community.	Planning and CMO/ Economic Development	Prepare strategy paper for reading file by September.
3. A multi-dimensional approach to public information needs to be pursued including consideration of renewing the City Newsletter, sending out postcards (similar to DOT's) and driving everyone to the City's website.	CMO and IT	Prepare white paper for budget process. (due 9/22)
4. Customer satisfaction information (kept by departments) should be reported to the Council.	CMO and Directors	Prepare for reading file by September.
5. For the next survey, consider getting data that is statistically valid by neighborhood	CMO	Include in 2008 survey.

Follow-up	Staff	Due/Status
Outside Agency Funding		
1. An evaluation of the agency's past performance should be included in the information presented to Council when funding requests are considered.	CMO	Include in budget process (due 9/22 with outside agency funding recommendation)
2. A report should be prepared presenting options for providing skill training for neighborhood leaders.	CMO/Neighborhood Services	Prepare for joint study session with KAN (October 17)
3. Information on in-kind and City costs should be included in the grant requests.	CMO	Include in budget process (due 9/22)
4. A report should be prepared on the option of doing outside agency grants on a one or two year cycle.	CMO and Finance	Include in budget process. (discuss recommendation with Council as mid-year budget review)
5. An inflation factor should be added to the funding available for grants (currently \$60,500)	Finance	Include in budget process. (include with budget targets)
6. The category should state "Leadership Training" not "Leadership Eastside."	CMO	Done
Goals		
1. The Council Philosophy Statement should be revised to include the following: <ul style="list-style-type: none"> - add a section on economic development - add a section on the Decency Principles including housing, health care, livable wages, human services - add a section on a healthy City of Kirkland - include open communications - include regional partnerships - include leadership development of citizens - include sustainability - include financial stability 	CMO	Include in budget process. (due August)
2. The recording of Council's comments on each of the goal areas should be written-up and brought back to Council. (see attachment)	CMO	Include on Council agenda by July.
3. A SWOT (strengths, weaknesses, opportunities and threats) analysis should be done on each of the goal areas	CMO and Directors	Include on Council agenda by July

Follow-up	Staff	Due/Status
<p>4. The results of the priority dot exercise for the goals were:</p> <ul style="list-style-type: none"> 5 – economic development 4 – neighborhoods 4 – housing 3 – environmental stewardship 3 – long-range planning 2 – community involvement 2 – annexation 1 – public safety 0 – transportation 0 – human services 	CMO	Include on Council agenda by July.
<p>5. A list of potential park and other bond projects should be developed and more information should be prepared on the “menu approach.” The list of potential projects should include: Public Safety Building, Indoor Recreation Community Center, BNSF Trail, Lakeshore Plaza and future park projects.</p>	Parks, Public Works and CMO; Finance.	Include as white paper in budget process. (due 9/22)
Economic Development		
<p>1. A report should be prepared on car dealers including background information (size of dealerships, own or lease land etc.) and strategy options for retention and expansion.</p>	CMO/Economic Development and Planning	Prepare for Council reading file by September.
<p>2. The development of a marketing plan that positions Kirkland should be a top priority.</p>	CMO/Economic Development	Prepare for Council agenda by August.
<p>3. Additional strategies and the necessary funding should be considered in the upcoming budget process.</p>	CMO/Economic Development	Include in budget process as a service package. (due 9/1)
<p>4. A report should be prepared on how to approach a limited (“tight”) revisit of the Downtown Strategic Plan and a reorganization of the DAT.</p>	CMO/Economic Development and Planning	Prepare for Council agenda by July.
<p>5. A strategy needs to be developed for implementing a “Doing Business in Kirkland” information service that is web page based.</p>	CMO/Economic Development and IT	Prepare for Council agenda by August.

COUNCIL PRIORITY S.W.O.T. ANALYSIS

ECONOMIC DEVELOPEMENT

S trength	Council support – has Council's attention Teamwork (Totem Lake Mal) Zoning starting to change to support economic development (e.g. NE 85 th corridor)
W eaknesses	We're still not sure what we want to be when we grow up Picky – we may be too selective in businesses we are trying to attract Lack of funding Training of staff (other than Ellen) No coherent plan Zoned commercial area is limited
O pportunities	Strong technology sector Attractiveness of Kirkland Unique niche Demographics Attract upscale companies 405 improvements New Microsoft employees coming
T hreats	Perception of parking problem downtown Neighborhoods versus business interests Bellevue (aggressive neighboring cities) Land availability Land values Transportation system Affordability to live here – limited labor pool due to cost of living

NEIGHBORHOODS

S trengths	Neighborhood Program – Kari Page Neighborhoods are recognized in Comp. Plan Neighborhood Connections Neighborhood Services Team Neighborhood Council Meetings (because they attract larger audience) Neighborhood U List-serv works well as communication device
W eaknesses	Neighborhood Associations may not represent everyone in the neighborhood (but that's who we communicate with)
O pportunities	Neighborhoods are very engaged Woodlands Park Project (shows a different kind of engagement) Breeding ground for community leaders Neighborhood Associations could be made more effective & then would be better venue for communication Good organization mode for disaster preparedness
T hreats	NIMBY Lack of unified neighborhood voice (13 Neighborhoods is sometimes like having 13 cities) Limited Neighborhood Association involvement (# of people that attend meetings)

HOUSING

Strengths	Good housing stock Affordable housing incentives – more bonuses ARCH Staff willing & able to work with programs Council engaged
Weaknesses	Lack of funding (subsidized housing) Need more staff to dedicate to housing
Opportunities	Innovative housing Mixed use development Affordable housing – more different people could live & work in Kirkland Diversity Annexation – (ability to subdivide)
Threats	Don't have a transportation system that links jobs to housing Affordability Rising property values NIMBY Not all citizens are engaged or accept problem Fear of density

ENVIRONMENTAL STEWARDSHIP

S trengths	Fleet purchases (hybrids and electric vehicles) Recycling program Council support Green space in Kirkland Good environmental policies Natural Resources Management Team Green Kirkland Every dept. is focusing on Open space acquisition
W eaknesses	Resources to maintain sustainable forest Dispersed approach to environmental policy
O pportunities	King Conservation District funding Community values (support) Kyoto Protocols endorsement Green buildings/roofs Alternative fuels CLC partnerships Engaged public through education & participation Youth employment program funding
T hreats	Global warming Initiative 933 – property rights initiative Invasive plants

LONG RANGE PLANNING

S trengths	Individual strategic plans (some depts.) Biennial budget Public involvement Community conversations Internal skills to do planning
W eaknesses	Don't have city-wide strategic plan Difficulty sustaining vision when people change (staff, council, stakeholders) Can't afford to fund strategic plans Time to plan Long time to make decisions Length of time to do plans Annexation potentially impacts future (hard to plan with that uncertainty)
O pportunities	Long range financial plan to address operating and capital needs Comprehensive update of vision statement Use of outside consultants (brings different perspective and credibility)
T hreats	Pace of change Eymanization of government Taxpayer fatigue Lack of guiding principles (doing what's in the community's best interest vs. reacting to the voice of public)

COMMUNITY INVOLVEMENT

S trengths	Strong organizational value of involvement Council cares about involving the community Enthusiasm around involvement Technology available for communications
W eaknesses	Seldom fund dollar or provide time to do community involvement as a regular part of project planning Don't know when to say no (need to manage expectations) No public information officer (staff) Don't know when to stop getting input (react to squeaky wheel) We reward late-comers
O pportunities	Use technology more New position Increase staff training & resources Public process policy & Council buy-in to roles
T hreats	Squeaky wheels Bowling alone (less & less involvement by people in general) Get same people (usual suspects) NIMBY Late-comers to the process

ANNEXATION

S trengths	Experience (we've done it before) City staff is problem solvers
W eaknesses	Staffing levels to plan for annexation Long Term Funding Facilities (especially Public Safety Building)
O pportunities	Support of PAA residents (per survey) Untapped community involvement potential Larger City can lead to greater regional influence King County funding
T hreats	Legislative actions that eliminate funding Possible lack of support at 60% level Unknown level of support in Kirkland community

PUBLIC SAFETY

S trengths	Acknowledge importance of Labor Relations in providing services Staff has good equipment to work with Public Safety Departments get along with each other Good personnel Professional staff Council supports public safety Kirkland is an organization that people want to be a part of (so we can attract recruits) Accreditation of Police Department Improving labor relations
W eaknesses	Staffing levels Don't meet our own standards Funding Public Safety Building Lack of uncommitted officer time Disaster preparedness
O pportunities	Community feels safe NORCOM Focus on disaster awareness CERT Regional partnerships Public sees Public Safety as important service
T hreats	Limited pool of qualified candidates (police) Mandatory Arbitration leads to higher cost of personnel Meth ID thefts – Electronic accessibility to IDs Internet crime

TRANSPORTATION

S trengths	NTCP Transportation Commission Quality of streets (condition) Increasing alternative transportation modes Mary-Alyce on Sound Transit Board Quality staff
W eaknesses	Lack of funding Potential concurrency failures
O pportunities	ITMS (Intelligent Transportation Management System) Lobbyists and State Representatives Sound Transit More mixed-use development Price of gas Alternative fuels
T hreats	Disconnect between public wants vs. willingness to pay Regional topography Lack of regional leadership Lack of good regional transit system Taxpayer fatigue Initiatives

HUMAN SERVICES

S trengths	Human Services Advisory Board Support for human services is a strongly-held value Council support Dedicated staff Youth and Senior Councils Per capita commitment
W eaknesses	Limited staffing overseeing Limited Funding
O pportunities	Tent City Regional Human Service Forum participation Kirkland is considered a regional leader in Human Services
T hreats	Decreased federal funds (CDBG) Donor fatigue (disaster relief) Fear of Tent City Changing demographics (greater diversity in populations served) Number of competing demands