



CITY OF KIRKLAND
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MEMORANDUM

To: Dave Ramsay, City Manager
From: Marilynne Beard, Assistant City Manager
Date: January 4, 2007
Subject: COUNCIL GOALS

RECOMMENDATION:

City Council continues their discussion regarding priority areas established at the 2006 City Council Retreat and review draft amendments to the Council Philosophy statement.

BACKGROUND DISCUSSION:

At their 2006 retreat, the City Council devoted a portion of the retreat to discussing their Council Philosophy statement and establishing priority focus areas for the coming biennial period. A number of edits and additions were suggested for the Council Philosophy. Dee Endelman of KEYS Organizational Consulting facilitated the session. Notes from the retreat were developed and are included as Attachment A to this memo.

Subsequent to the retreat, a draft incorporating the requested edits is included as Attachment D to this memo. Staff will work with individual Council members over the coming month to obtain feedback about the draft and to prepare an amended draft for Council consideration.

The Council also identified and prioritized key issues for the coming biennium. The focus areas are listed below in priority order:

- Economic Development
- Neighborhoods
- Housing
- Environmental Stewardship
- Long Range Planning
- Community Involvement
- Annexation
- Public Safety
- Transportation
- Human Services

Later in the year, the department directors conducted a "SWOT" analysis of each area to identify strengths, weaknesses, opportunities and threats they felt existing in the organization and community. The SWOT analysis was intended to assist us in considering needed actions and budget requests that could be developed in support of the priority areas. The results of the SWOT analysis are included as Attachment B.

During the 2007–2008 Budget process, a number of service package requests were funded to support the priority areas. In addition to service packages, a variety of department work program activities and capital projects will also support the priority areas. Attachment C is a listing of approved service packages and other planned activities for 2007-2008 that support the priority areas.

At this time, staff is suggesting that further articulation of the priority issues in terms of goal statements would assist the Council and organization in determining whether the planned activities for 2007 and 2008 will achieve the desired outcomes and identify additional activities needed to further the council's goal. The January 17th study session will begin this process, with the assistance of Dee Endelman. Ms. Endelman has suggested a process for developing goal statements. Given the limited amount of time available in the study session (one hour), the plan is to define a goal statement for at least the top priority area and assess whether our short term activities are moving us the right direction. If time allows, discussion can take place on the next priority area.

Ms. Endelman's suggested agenda is shown below including the types of questions she will pose to Council:

Purpose: *To work on setting goals for our major priorities*

Desired Outcomes:

- *Big Picture Goal set for at least our first priority area*
- *A review of the actions we should take during this budget cycle to move towards that goal*
- *An assessment of how this goal setting process worked*
- *Next steps, if any*

Topics

- *Welcome, agenda review and ground rules for this session*
- *Review of Top Five Priorities set at last retreat*
- *Setting a Big Picture Goal for the first priority: Economic Development*
 - *Examples of Big Picture Goals from other organizations*
 - *Council conversation on the following questions:*
 - *In the long range, what do we want to achieve in this area?*
 - *How will we know when we are there?*
 - *Summary: what were the common themes and what do they tell us about our Big Picture Goal in this area?*
- *Action steps to begin accomplishing the Goal*
 - *What do we have planned in this budget cycle?*
 - *Council conversation on the following questions:*
 - *Based on the Goal, are these still the right next steps?*
 - *Are there things we should be doing in addition?*
- *(If time) Setting a Big Picture Goal for the second priorities: Neighborhoods and Housing*
- *Assessment of this process*
 - *Did it work?*
 - *How could we improve it?*
 - *Would you like to continue this? If so, how?*

At the end of the session, Council will have an opportunity to evaluate whether this approach is effective so that additional sessions can be scheduled.

NOTES FROM 2006 COUNCIL GOAL SETTING SESSION

What do you want out of the goal setting session?

- Agreement on Council philosophy, including changes (if any)
- Council areas of priority for the coming two years
- Action plan for next steps, including how to deal with longer-range planning issues

What is your highest hope for the City of Kirkland?

- To be a good city
- To remain a good place for a wide variety of people
- Even with development, preserve charm
- Stay as great – quality of life, ordinary people can live here
- To be the most progressive and welcoming city
- Be proud of home town in all aspects
- Stand the test of time – these people really knew what they were doing

What changes should be made to the Council philosophy statement?

- Economic development should be added – create right kind of businesses
- Developing citizen leaders of tomorrow
- Reference to decency principles
- Communications with citizens
- Regional partnerships
- Recreation and physical activities (parks)
- Environmental stewardship (global concerns)
- Sustainability (environmental/economic)
- Council philosophy should be
 - Basic values, philosophies, principles we can all agree to (core values)
 - Used as a filter for decision making
- Re-look at headings

Why are these topics on your priority list to discuss in the goal setting session? What is important to you about this topic? (*)indicate number of dots received by topic area)**

ECONOMIC DEVELOPMENT*****

- Fiscal management (revenue, services, jobs)
- Smart growth
- Business environment
- Paradigm shift to urban center (Totem Lake)
- Social environment
- Business starts and retention

NEIGHBORHOODS****

- Need better connection between
- People need to feel connected to community
- Character of neighborhoods (trees, etc.)
- Changing character of neighborhoods (housing targets)
- Maintaining quality of neighborhoods
- Enhance communications with neighborhoods
- Relationship with businesses

HOUSING****

- Cost of housing
- Aging population
- Pricing people out of market
- Affordable for low/medium income
- Choices – land use
- Housing for least affluent reveals the soul and face of a community
- Foundation of character of neighborhoods
- Public lands

COMMUNITY INVOLVEMENT**

- Inform better
- We need to do better (see survey)
- Need two-way communication (need staff person?)
- Need public involvement strategies for every project
- Leadership development/diversity of thought
- Add new people
- 40 gates (there are many ways to enter involvement)
- Economic development (people need to know why)

ANNEXATION**

- Expectation under GMA
- Adds 35,000 people
- 7.5 square miles (we can do better as larger city)
- Effect on level of service
- How to retain core values
- Cost/benefit
- Price our city pays
- Lots of work

TRANSPORTATION

- Affects everyone
- Need mechanism to make decisions regarding transportation growth
- Options (e.g. bikes, other)
- Land use issues
- Traffic/regional issues
- Congestion
- Safety
- Price of transportation solutions

ENVIRONMENTAL STEWARDSHIP***

- Citizen expectation
- So important to quality of life and health
- Core values – leadership/model regional
- Preservation
- Development/”green buildings”
- Alternative energy sources
- Protect water through public stewardship
- Open space

PUBLIC SAFETY*

- New building
- Primary purpose of government
- Strategic plan needs to move forward
- Need better jail
- Standards?
- Needs to grow with City of Kirkland
- Not easy or cheap

LONG RANGE PLANNING***

- Future of the City – decisions we need to make today for the future
- Can't afford not to
- Marilynne's diverging lines

HUMAN SERVICES

- Responsible development
- We are a leader on the eastside
- Need to pursue being decent (decency principles)
- Spend money in the most effective ways
- City would need to pay
- Federal/State safety net in shreds

What should we do to support long-range planning?

- Develop a list of long-range projects (e.g. parks, sidewalks, public safety building, community center, lakeshore plaza, BNSF trail, etc)
- Hold a community needs assessment process

Other Issues

- Vision of downtown
- Drill down to specifics beyond vision

Actions Coming out of Council goal setting session.

- Council philosophy – staff to make minor adjustments to reflect ideas from this discussion
- Priorities – staff to do SWOT analysis

Council Retreat Follow-up Items

Financial Status

1. Prepare memo regarding business starts and closures (why they closed)
2. Put memo regarding accounting for Other Post Employment Benefits in Council reading file (reference to amount needed to contribute to LEOFF I long term care reserve)

Citizen Survey

3. For next survey, ask more detailed question about street maintenance
4. For next survey, consider getting data that is statistically valid by neighborhood (what is the added cost?)
5. As there a difference between overall satisfaction levels from the last survey and this survey?

Goal Setting

6. Redraft Council Philosophy based on input from retreat
7. Staff to conduct SWOT analysis on all priority areas
8. Prepare a menu of major projects and funding alternatives (bonds and alternative financing) for use in a possible community needs assessment

Outside Agencies

9. Leadership Eastside should not be funded as a partner agency at this time – use \$6,000 allocated to Human Resources for tuition/scholarships for both Leadership Eastside and for general leadership/skill building training for neighborhood leaders
10. Prepare options for providing leadership and skill development training for neighborhood leaders (including a communication plan)

Economic Development

11. Prepare ED work plan with prioritization of Totem Lake and also incorporating: KEP/Advocate Analysis, strategies for facilitating City/business transactions; a marketing plan for Kirkland; an ED toolbox aimed at recruitment/retention of key business clusters and the economic health of business districts
12. Prepare an ED budget recommendation for 2007/2008

COUNCIL GOALS—SWOT ANALYSIS

ECONOMIC DEVELOPMENT

S trength	Council support – has Council’s attention Teamwork (Totem Lake Mall) 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 HCC as competing interest Limited Neighborhood Association involvement (# of people that attend meetings)

HOUSING

S trengths	Good housing stock Affordable housing incentives – more bonuses ARCH Staff willing & able to work with programs Council engaged
W eaknesses	Lack of funding (subsidized housing) Need more staff to dedicate to housing
O pportunities	Innovative housing Mixed use development Affordable housing – more different people could live & work in Kirkland Diversity Annexation – (ability to subdivide)
T hreats	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 Elymanization 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 Gang activity 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) Larry Springer Lobbyists 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

**COUNCIL GOALS AND SUPPORTING SERVICE PACKAGES AND PLANNED ACTIVITIES
2007-2008**

ECONOMIC DEVELOPMENT*****

- *Fiscal management (revenue, services, jobs)*
- *Smart growth*
- *Business environment*
- *Paradigm shift to urban center (Totem Lake)*
- *Social environment*
- *Business starts and retention*

Outside Agency Funding (LTAC, KDAKPC, Tourism)	\$ 460,500
Economic Development Professional Services (e.g. PARMAC)	25,000
Economic Development Marketing and Promotion (website, video and print material development)	25,000
Economic Development Doing Business in Kirkland (e.g. on-line tax calculator and toolkit)	14,000
Economic Development Program Update Business Retention Specialist contract	98,400
Special Projects Coordinator (Tourism and Special Events)	40,368
Development Services Staffing (customer service response)	<u>1,111,625</u>
	\$1,774,893

Other Planned Activities:

- Business Roundtable (business cluster coordination and development)
- Totem Lake Mall Development facilitation
- Downtown Strategic Plan Update
- Green Kirkland (Sustainable September, definition of green district)
- ED Toolkit (business and development incentives, technical assistance to businesses)
- ED Report Card (performance measure including casework outcomes from retention efforts)
- Monitoring of emerging development opportunities
- City Council discussion regarding business recruitment targets (which types of businesses do we want to target in recruitment)

NEIGHBORHOODS****

- *Need better connection between*
- *People need to feel connected to community*
- *Character of neighborhoods (trees, etc.)*
- *Changing character of neighborhoods (housing targets)*
- *Maintaining quality of neighborhoods*
- *Enhance communications with neighborhoods*
- *Relationship with businesses*

Neighborhood Plan Updates	\$ 12,000
Neighborhood Traffic Control Program Support	<u>57,293</u>
	\$ 69,293

Other Planned Activities:

- Training for neighborhood leaders on communication, effective meetings, etc.
- Neighborhood Services program evaluation
- Documentation of neighborhood meeting process and timeline
- Joint meeting with KAN
- Innovation housing and affordable housing discussions

HOUSING****

- *Cost of housing*
- *Aging population*
- *Pricing people out of market*
- *Affordable for low/medium income*
- *Choices – land use*
- *Housing for least affluent reveals the soul and face of a community*
- *Foundation of character of neighborhoods*
- *Public lands*

ARCH	\$166,000
Affordable Housing Incentives and Regulations	<u>12,000</u>
	\$178,000

Other Planned Activities:

- Study session on innovation housing program
- Council retreat session on affordable housing

ENVIRONMENTAL STEWARDSHIP***

- *Citizen expectation*
- *So important to quality of life and health*
- *Core values – leadership/model regional*
- *Preservation*
- *Development/"green buildings"*
- *Alternative energy sources*
- *Protect water through public stewardship*
- *Open space*

Field Arborist	\$ 109,120
Recycling Program and Educational Outreach Coordinator	124,053
Commercial Organics Recycling Program	160,000
Community Outreach and Education	<u>43,210</u>
	\$ 436,383

Other Planned Activities:

- "Green Kirkland" activities including informal staff group
- Council retreat white paper regarding coordination of citywide activities

LONG RANGE PLANNING***

- *Future of the City – decisions we need to make today for the future*
- *Can't afford not to*
- *Marilynne's [Tracey's] diverging lines*

Other Planned Activities:

- Comprehensive Update of Capital Improvement Program
- Council retreat session on long range capital planning
- Council retreat session on financial planning and communication/involving Kirkland residents in financial issues facing the City

COMMUNITY INVOLVEMENT**

- *Inform better*
- *We need to do better (see survey)*
- *Need two-way communication (need staff person?)*
- *Need public involvement strategies for every project*
- *Leadership development/diversity of thought*
- *Add new people*
- *40 gates (there are many ways to enter involvement)*
- *Economic development (people need to know why)*

Community Survey	\$ 35,000
Communications Program Manager	190,254
Web Production Assistant	65,328
Videographer	140,395
Currently Kirkland	<u>16,229</u>
	\$447,206

ANNEXATION**

- Expectation under GMA
- Adds 35,000 people
- 7.5 square miles (we can do better as larger city)
- Effect on level of service
- How to retain core values
- Cost/benefit
- Price our city pays
- Lots of work

ANNEXATION SERVICE PACKAGES PENDING COUNCIL REVIEW

Public Safety Building Feasibility Study	\$ 50,000
Annexation Coordination	175,000
Communications and Outreach	53,800
Administrative Support	109,242
Human Resources Analyst	55,276
Legal Services	80,000
Development Services Assessment	50,000
Fiscal Services Resources	111,812
Planning Department Support	171,857
Police Recruitment Support and Liaison	102,598
GIS Mapping	<u>210,960</u>
	\$1,170,545

PUBLIC SAFETY*

- *New building*
- *Primary purpose of government*
- *Strategic plan needs to move forward*
- *Need better jail*
- *Standards?*
- *Needs to grow with City of Kirkland*
- *Not easy or cheap*

Corrections Officers	\$ 745,401
Electronic Ticketing	134,146
Tablet PC's for Motorcycle Officers	51,383
Crime Scene Vehicle	34,120
Police Accreditation	25,480
NORCOM Feasibility	47,407
Finn Hill Fire Station Bridge Funding	700,000
Wildland Firefighting Equipment	10,171
Think Again Program	11,088
Personal Protective Clothing	23,622
Fire Training Overtime	100,000
NIMS Compliance and Emergency Preparedness Training	189,540
Reserve Vehicles for Disasters	14,800
Probation Officer	91,178
Judicial Hours	56,396
Parking Garage Lighting	<u>40,000</u>
	\$2,274,732

TRANSPORTATION

- *Affects everyone*
- *Ned mechanism to make decisions regarding transportation growth*
- *Options (e.g. bikes, other)*
- *Land use issues*
- *Traffic/regional issues*
- *Congestion*
- *Safety*
- *Price of transportation solutions*

Flexpass for City Employees	\$ 42,630
BKR Model Support	20,000
Traffic Counts	30,000
Transportation Management Plans Support	20,000
Neighborhood Traffic Control Support	57,293
Outside Agencies (Feet First, Transp. Choices)	2,500
Non-Motorized Plan Update	<u>50,000</u>
	\$222,423

HUMAN SERVICES

- *Responsible development*
- *We are a leader on the eastside*
- *Need to pursue being decent (decency principles)*
- *Spend money in the most effective ways*
- *City would need to pay*
- *Federal/State safety net in shreds*

Human Services Per Capita Funding	\$247,996
Senior Council Programming and Services	19,000
Older Adult Wellness Programs	7,500
All City Youth Summit	4,000
ARCH	<u>216,000</u>
	\$494,496

PROCESS IMPROVEMENT/EFFICIENCY/REVENUE GENERATION

Automate Personnel Action Form	\$ 6,720
Respiratory Fit Machine	11,540
Convert Waterfront Parks Irrigation Systems	131,902
Marina Park Dock Master	48,833
Record Drawing Scanning Project	5,000
Building Fee Study	18,000
Electronic Ticketing	134,146
Tablet PC's for Motorcycles	51,383
Fire Overhaul Equipment	<u>5,500</u>
	\$413,024

CITY OF KIRKLAND

COUNCIL PHILOSOPHY

UNIQUE COMMUNITY CHARACTER

We recognize that Kirkland is a special place. The City is endowed with a beautiful physical setting, a strong sense of history, attractive neighborhoods, vibrant business districts and an exceptional park system.

A SAFE COMMUNITY

We place a strong emphasis on ensuring that all those who live, shop, work and play in Kirkland feel safe. This is done through a community-based approach that focuses on the prevention of police, fire, emergency medical and code enforcement related problems.

ENVIRONMENTAL STEWARDSHIP

We commit to the proactive protection of our environment and support sustainability initiatives. We will provide An integrated system of natural resource management that focuses on the preservation of wetlands, trees, open space and other sensitive areas, water quality, clean air and waste reduction.

COMMUNITY INVOLVEMENT

We value the meaningful participation of the community in City decision-making processes and services. By providing information in a variety of formats and providing diverse and accessible forums for open communications, key stakeholder groups and individual residents are encouraged to get involved.

INVESTMENT IN THE INFRASTRUCTURE

We recognize that high-quality infrastructure is fundamental to our quality of life. An integrated system of a balanced transportation strategy, comprehensive parks program, city buildings and water and sewer facilities require both a commitment to significant capital expenditures and on-going maintenance costs.

HUMAN SERVICES

We care about the well being of all those in our diverse community. In addition to providing high quality services to all of Kirkland, there is particular attention focused on those with special needs including seniors, youth, minorities, disabled, low-income and the challenge of affordable housing. We endorse decency principles including support for livable wages, accessibility to health care and housing for all populations and we reflect those principles in our decisions.

FINANCIAL STABILITY

We endorse a set of fiscal policies that ensure the prudent management of City resources. By proactively planning for the City's need and s, establishing sound budgetary practices, focusing on business retention

~~and encouraging responsible economic development,~~ the city is able to provide both high quality infrastructure and services.

ORGANIZATIONAL VALUES

We believe that our employees are the City's most important assets in the provision of high quality services to the community. In addition to providing them with the needed resources, a workplace environment is maintained that values effective communication, mutual respect, inclusion, and integrity. We develop proactive strategies for issues that emphasize effective planning, participation and results.

ECONOMIC DEVELOPMENT

We believe that economic development is an essential strategy in ensuring a strong and diverse economic base for the community. By attracting and retaining businesses in Kirkland, we can promote job creation, provide services to our citizens and maintain an adequate revenue base to support city services.

HEALTHY COMMUNITY

We believe that the health of individual citizens creates a healthier community. We will emphasize programs, promote active lifestyles and provide recreational opportunities that support the health of our citizens.

REGIONAL PARTNERSHIPS

We support effective and efficient public services through participation in regional partnerships. We are committed to maintaining effective and cooperative working relationships with all levels of government so that the interests of Kirkland citizens are met.