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MEMORANDUM

To: Kirkland City Council

From: David Ramsay

Date: February 29, 2008

Subject: **City Council Goals**

The challenge for any organizational goal setting process is twofold. First, is balancing the need to provide a conceptual framework (i.e. strategic) with the desire to actually get things done (i.e. tactical). Secondly, is to find ways to integrate these goals into the organization's on-going decision making processes (e.g. Comprehensive Plan and City Budget) so that they actually have an impact. The aim of the attached "City Council Goal Statement" is to find the proper balance that is a relevant guide for decision making and achieving meaningful results.

In the preparation of this report, we have used the following definitions for the key terms.
Vision – The place or thing that you want to become; what you will look like in the future if you have successfully attained your goals; a picture in your mind of how you want things to be.
Mission – What you do and for whom; the reason for your existence; the framework for what you are doing.
Core Functions – The basic services that are provided in order to accomplish your mission.
Values – Statements about what you believe about specific elements of your vision and mission; commonly held truths that guide your decisions and goals.
Goals – Specific statements about what you are striving to achieve; together your goals will move you toward your vision; your goals are in keeping with your values.

Under this proposed format, the foundation for the conceptual framework is provided by both the suggested vision and mission statements. As you will see in the attached report, a number of options are provided for each. (In addition, examples from other organizations are also attached.) The next step is a series of "core functions" (what the City does) and organizational values (how we do it) that have been developed to support the vision and mission. These are:
Core Functions

1. High Quality Neighborhoods
2. Strong Economic Base
3. Public Safety
4. Dependable Infrastructure
5. Diverse Housing

6. Environmental Stewardship
7. Balanced Transportation System
8. Supportive Human Services
9. Quality Parks and Recreational Opportunities

Organizational Values

1. Encouraging community involvement
2. Showing that we care
3. Insuring financial integrity
4. Providing high quality customer service
5. Maintaining a positive and safe work environment
6. Working as a team
7. Thinking ahead
8. Participating in regional partnerships

A suggested value statement and a goal have been developed for each of the core functions. The combination of the vision, mission, core functions with the value statements and goals along with the organizational values is designed to provide the overall conceptual framework. The actual services, programs and projects will be identified through the development of a "City Council Agenda" for each core function. (Other terms that could be used include "Work Program" or "Work Plan.") This agenda would consist of short-term (1 year), medium-term (2 – 5 years) and long-term (6 – 10 years) items. Both services/programs (i.e. new and/or improved) and capital projects should be included.

There would be two methods to assure accountability for core function performance. The first would be an annual assessment of the City Council Agenda in order to determine if the identified agenda items were accomplished as scheduled and/or if adjustments are needed. Secondly, would be a series of performance measures for each core function that would be evaluated annually. The attached report contains examples of potential performance measures.

Under this goal setting format, the City Council with staff support would work through a process of establishing a "City Council Agenda" for each core function. A suggested first step would be a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of each core function. Such a SWOT analysis was prepared for a previous Council Retreat item on goal setting and is attached. This could be used as a starting place for this exercise. A professional facilitator could be helpful in moving this process along and achieving consensus. Once the initial set of agendas was established, the Council would review them annually (e.g. at the Council Retreat) and make needed adjustments.

A companion process would be needed to develop "agendas" for each of the organizational values. It is suggested that this process be assigned to City staff that would prepare a draft for Council's review. This process could be initiated at the upcoming Management Retreat in April.

If this document is to provide meaningful guidance, it is essential that it be fully integrated into the key processes of the City. These would include:

- Comprehensive Plan

- City budget process
- Departmental strategic plans
- Financial reporting
- City web page
- Key City documents (e.g. Council agenda and business cards)
- Employee performance evaluations

Attached are several examples of how cities are attempting to achieve this integration.

Questions and Discussion Items

For the Council Retreat, there are a number of policy issues and questions that could be discussed. These include:

1. Is this overall approach to "goal setting" acceptable to Council? If yes; are there changes/improvements to the proposed system that need to be made? If not; are there other systems that should be considered?
2. Which, if any, of the suggested vision and mission statements work best for Council? Do Council Members have some other alternatives or are there elements of these statements that should be combined into new options?
3. Are the suggested core functions and organizational values the appropriate ones? Are there ones that should be added, modified or deleted? Are there changes that need to be made to the suggested value statements for each core function?
4. Is the concept of a "City Council Agenda" acceptable to Council including the use of short, medium and long-term items?
5. Is this process suggested for developing the "City Council Agendas" for each core function acceptable? If so, would the Council like to use a facilitator? Does the Council want to some initial work on the agendas at this retreat (e.g. brainstorming)? Follow-up options could include: scheduling another "mini-retreat" for this purpose, scheduling this item for future study sessions, including this item on upcoming Council meeting agendas (i.e. working through them one at a time). Which of these options are preferable or are there other approaches that should be considered?
6. Are the suggested performance measures the appropriate ones? Are there changes that need to be made? How should they be used?
7. Is it appropriate to refer the organizational values to City staff for some initial work on developing agendas for each value or would Council prefer a different approach?
8. What are some good ways to make effective use of the organizational values both for City employees and in the community?
9. How can the results of this goal setting be integrated into key City decision making processes?

CITY COUNCIL GOAL STATEMENT

VISION

Option 1

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, exceptional park system, a real sense of community and high quality city services. (Based on the "Council Philosophy" statement)

Option 2

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. (Based on the Comprehensive Plan)

Option 3

We recognize that Kirkland is a special place that has a strong sense of history and community resulting from a unique combination of an ideal location, vibrant neighborhoods and business districts including a charming downtown, a strong sense of community and high quality city services.

Option 4

Kirkland is a special place that is endowed with a beautiful physical setting. Our lakefront community is a destination place for residents, employees and visitors. We have a strong sense of history and value our neighborhoods with their sense of community, vibrant business districts and abundant natural resources.

Option 5

Kirkland is an attractive, vibrant and inviting place to live, work and visit.

MISSION

Option 1

We provide a place that people want to be.

Option 2

To create a City that is attractive, vibrant and an inviting place to live, work and visit.

Option 3

We are committed to the enhancement of Kirkland as a community for living, working and leisure with an excellent quality of life that preserves the City's existing charm and natural amenities.

Option 4

We recognize that Kirkland is a very special place and feel privileged to serve its citizens. We are committed to preserving its unique identity, enhancing its natural beauty and fostering a sense of community. This is accomplished by efficiently providing high quality services, encouraging participation and inclusiveness and serving as careful stewards of our environment.

CORE FUNCTIONS

We accomplish our vision and mission by providing value-based services for the following "core functions." We set goals for each of these functions and we hold ourselves accountable by continually measuring our performance.

High Quality Neighborhoods

Value Statement

Kirkland is made up of distinct neighborhoods each with its own unique character. We celebrate this while striving to maintain an overall sense of community.

Goal

To work closely with each neighborhood to ensure that high quality services are provided, neighborhood associations are supported and issues are responsively addressed.

City Council Agenda

Short-term (1 year)

Medium-term (2- 5 years)

Long-term (6 – 10 years)

Performance Measures

1. At least 90% of residents rate their neighborhood as a very good place to live.
2. At least 90% of residents participating in Neighborhood Services' programs rate them as good or excellent.
3. At least 90% of Neighborhood Association Chairs feel very well supported by the Neighborhood Services Program.

Strong Economic Base

Value Statement

Kirkland's diverse economy provides a variety of employment opportunities, a broad range of goods and services and a strong tax base (Comp.Plan FG-4) that supports the provision of high quality City services. Our business environment represents a distinct niche in the Central Puget

Sound market. Each of our business districts plays a unique role in the City's economic structure.

Goal
To develop an environment that recognizes the value of Kirkland businesses, encourages entrepreneurship and supports their efforts with business-friendly investments, policies and strategies.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Measures
1. The number of jobs in Kirkland will increase by at least 1% each year.
2. Revenue from sales tax will increase annually by 5% based on a five year rolling average.
3. At least 80% of Kirkland businesses rate Kirkland as a very good place to do business.

Public Safety

Value Statement
Fundamental to our high quality of life is the strong emphasis placed on ensuring that all those who live, work, shop, play and visit in Kirkland feel safe. This is achieved through a community-based approach to police, fire, emergency medical, municipal court, emergency preparedness and code enforcement services that focuses on both the prevention of problems and a timely response when they do occur.

Goal
Plan for and implement public safety systems that promote a strong sense of safety in our community.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Measures
1. At least 60% of building fires are contained to the area of origin

2. At least 90% of Kirkland residents feel safe walking in their neighborhoods after dark.
3. At least 90% of all EMS response times are under 5 minutes.

Dependable Infrastructure

Value Statement
It is essential that the City have a well-maintained infrastructure consisting of an integrated system of roads, sidewalks, water, sewer and surface water systems, parks, technology systems and City buildings. This requires both a commitment to making long-term capital improvement investments and on-going attention to systems maintenance.

Goal
To maintain the appropriate level of investment in the City's infrastructure that protects the value of existing assets and provides new assets to meet the growing needs of the community.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Measures
1. The condition of the City's streets is maintained at a Pavement Management System rating of at least 70.
2. 95% of Kirkland residents rate the condition of the City's parks as very good.
3. Something to do with a percentage of investment (of total value of infrastructure) through CIP projects in the water, sewer and surface water systems.

Diverse Housing

Value Statement
The City's housing stock should meet the needs of a diverse community by providing a wide range of types, styles, size, and affordability. The City's housing policies, strategies and investments should be forward looking in order to achieve the desired level of housing diversity and meet the housing unit targets consistent with the Growth Management Act.

Goal
To develop and implement strategies that promote the development and maintenance of a housing stock that meets a diverse range of incomes and needs.

City Council Agenda

Short-term (1 year)

Medium-term (2 years)

Long-term (3 years)

Performance Measures

1. X% of the City's housing units should be affordable to those at 80% of King County's median household income.
2. The City and ARCH working with developers and human service agencies will produce 60 units of low-income (50% of median income) and 42 units of moderate-income (80% of median income) housing annually.
3. The City meets the housing unit targets consistent with the Growth Management Act as set forth by the x.

Environmental Stewardship

Value Statement

We are committed to the protection of our natural environment. A natural resource management system must recognize the interdependence of sensitive areas including wetlands and the urban forest and their role in water quality, clean air and wildlife preservation. Integral to this effort will be strategies focusing on sustainable development standards, waste reduction and cleaner air through reductions in miles driven and emissions.

Goal

To practice and promote sustainable practices that protect our environment for current residents and future generations.

City Council Agenda

Short-term (1 year)

Medium-term (2 - 5 years)

Long-term (6 – 10 years)

Performance Standards

1. At least 75% of single family residence waste and 25% of multi-family residence waste will be diverted from the landfill and the City's total waste will be reduced by at least x% a year.
2. The City's water quality index will be maintained at least x.
3. The City's carbon emissions will be reduced by at least x% each year towards a goal of y by the year 2020.

Balanced Transportation System

Value Statement

Key to the effective movement of people and goods is an integrated multi-modal transportation system. This system must provide alternatives to the single occupancy vehicle travel including pedestrian, bicycle and transit facilities. The design should facilitate connections between the neighborhoods, public spaces, businesses and the regional transportation system.

Goal
To develop and maintain an integrated, multi-modal transportation system that provides options for the efficient movement of people and materials.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Standards
1. The percentage of Kirkland residents who commute to work in other than a single occupancy vehicle will increase x% each year towards a goal of y%.
2. The 10 largest employers in Kirkland will have a transportation mode split of at least x.
3. Pedestrian paths will be increased by x miles and bicycle paths will increase by y miles each year.

Supportive Human Services

Value Statement
We care about the health and well-being of everyone in our diverse community. In addition to providing high quality services to all of Kirkland, there is a particular attention focused on those who have special needs including older adults, youth, immigrants, disabled and low-income residents. Partnering with human service and faith-based organizations is integral to the effectiveness of these services.

Goal
To provide a coordinated system of human services designed to meet the special needs of our community.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Standards
1. 100% of the agencies receiving City funding will demonstrate measurable results in improving the health and well-being of Kirkland residents.
2. City staff will conduct monitoring visits to 100% of the funded agencies to ensure compliance with their established performance measures.
3. At least 95% of Kirkland's human service agencies feel well-supported by the City.

Quality Parks and Recreational Opportunities

Value Statement
Our exceptional park and recreation system is integral to the high quality of life in Kirkland. The park system and its facilities contain a balance of programmed areas for organized activities and open space including unique natural areas. A wide variety of recreational services are provided aimed at promoting the community's health and enjoyment.

Goal
To meet the leisure needs of the community, provide recreational opportunities and promote the community's health.

City Council Agenda

Short-term (1 year)

Medium-term (2 – 5 years)

Long-term (6 – 10 years)

Performance Standards
1. The percentage of Kirkland residents that evaluate the City's parks as very good is at least 90%
2. There is at least x acres of natural areas restored annually.
3. The number of participants in Kirkland recreational programs increases by at least 5% annually.

ORGANIZATIONAL VALUES

We are committed to the following values in the accomplishment of our mission.

Encouraging community involvement
We value the meaningful participation of the community in City decision-making processes and services and recognize that fair and equal access is the most effective means of building trust and credibility. By providing information, discussing issues and receiving input through a variety of formats, individuals and key stakeholder groups are encouraged to be informed and get involved.

Showing that we care
We are a caring organization that is concerned about the well-being of all our citizens and employees; particularly those who are in need. We are thoughtful stewards of our environment and value the natural beauty of our community.

Insuring financial integrity
We endorse a set of fiscal policies that ensure the prudent management of City resources and services. By engaging in long-term financial planning, sound budgetary practices and thorough auditing, we can meet both the City's current financial needs and long-term investment responsibilities.

Providing high quality customer service
We recognize that our primary role is that of a service provider to the community. To insure that these services are "Kirkland Quality," we are committed to the design of customer-based service delivery systems, responsiveness and continuous improvement.

Maintaining a positive work environment
We believe that our employees are the City's most important assets and are the key to providing high quality services. In order to attract and retain outstanding staff, we are committed to a work place that in addition to fair compensation values integrity, safety, working hard, communication, participation, having fun and respect.

Working as a team
We believe that integral to our effectiveness is the belief in the importance of team work. Participation can range from teams within departments to inter-departmental efforts to those involving both City staff and the community and other agencies. Knowing how to be a good team player is an essential skill for all Kirkland employees.

Thinking ahead
We understand that in order to maintain our current levels of service quality and improve them; whenever possible we anticipate rather than react. This will require that all departments regularly engage in long-range planning and continuous improvement to on-going operations processes.

Participating in regional partnerships
We recognize the value of pursuing opportunities for regional partnerships with other cities and public agencies, non-profits organizations and the private sector. Such relationships have the potential to increase efficiency through an economy of scale and offer the ability to share specialized and often costly services, equipment and facilities.

LIST OF ATTACHMENTS

1. City of Kirkland Council Philosophy Statement
2. City of Kirkland Comprehensive Plan – Vision/Framework Goals
3. City of Kirkland SWOT Analysis (from 2006 Retreat)
4. Examples of Vision and Mission Statements
5. Examples of Performance Measurement models

Attachment 1

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. An integrated system of natural resource management 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, 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.

FINANCIAL STABILITY

We endorse a set of fiscal policies that ensure the prudent management of City resources. By proactively planning for the City's needs, 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.

II. Vision/Framework Goals

A. Vision Statement

Welcome to Kirkland sign

The Vision Statement is a verbal snapshot of Kirkland in the year 2022. It summarizes the desired character and characteristics of our community. It provides the ultimate goals for our community planning and development efforts.

The Vision Statement is an outgrowth of a community visioning process that occurred in 1992 and then again in 2002. The process in 1992 involved a series of community workshops in which approximately 250 Kirkland citizens worked to articulate commonly held desires for the Kirkland of the future. In 2002, the City sponsored an outreach program called "Community Conversations – Kirkland 2022." The program centered around a video produced by the City about Kirkland's past, present and future with three questions focusing on a preferred future vision. Nearly 1,000 people participated in one of the 51 conversations held by a wide range of groups in the community to discuss their preferred future in 20 years. In addition, individuals participated by viewing the video program on the City's cable channel or on the City's Internet web site and responding to the questions by mail or e-mail to the City. The responses from all three formats were summarized into major themes reflecting commonly held desires and formed the basis for the Vision Statement. The community visioning program was awarded the Puget Sound Regional Council's 2020 Vision Award for its high level of innovation, creativity and success.

The Vision Statement is intended to set a direction instead of being a mere prediction. Rather than describing the features of Kirkland as we think they are likely to be, it expresses what we would like our community to become and believe we can achieve. It acknowledges past and current trends and Kirkland's relationship to external factors, but also assumes an ability to shape the future in a positive way. The Vision Statement, therefore, is optimistic, affirming and enhancing the best of our attributes, past and existing, and aspiring for those we hope to have.

A Vision for Kirkland

Kirkland in 2022 is an attractive, vibrant, and inviting place to live, work and visit. Our lakefront community, with its long shoreline, provides views and access to the lake and is a destination place for residents 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 City is a place where people are friendly and helpful, ideas are respected and action is taken based on collaborative decisions. We have a diverse population made up of various income and age groups from various ethnic and educational backgrounds. We are committed to developing and strengthening a healthy community by creating programs that assist those in need, encourage individual expressions, provide enrichment opportunities for an increasingly diverse population, and promote healthy lifestyles. High quality local schools are important to us. Our neighborhood, business, and civic associations; our faith-based groups; and our school organizations have strong citizen involvement.

Our neighborhoods are secure, stable and well-maintained, creating the foundation for our high quality of life. Each neighborhood has its own character which is a community asset. People from all economic, age, and ethnic groups live here in a variety of housing

types. Our residential areas are well-maintained with single-family and multifamily homes and include traditional subdivisions, waterfront-oriented neighborhoods, urban villages and an equestrian community. We have worked to increase diversity and affordability, such as smaller homes on smaller lots, compact developments and accessory housing units. Mixed land uses in neighborhoods help to minimize driving. Many of our apartments and condominiums are close to commercial areas and transportation hubs.

Kirkland's economy is strong and diverse. A healthy mix of businesses provides valuable economic returns including varied employment opportunities and high wages, a strong tax base with sustainable revenues that help fund public services, and a broad range of goods and services. Our business districts are attractive, distinctive and integral to the fabric of the City. Many serve as community gathering places and centers of cultural activity. Businesses choose to locate in Kirkland because of our innovative and entrepreneurial spirit and because they are regarded as valued members of the community.

Downtown Kirkland is a vibrant focal point of our hometown with a rich mix of commercial, residential, civic, and cultural activities in a unique waterfront location. Our Downtown maintains a human scale through carefully planned pedestrian and transit-oriented development. Many residents and visitors come to enjoy our parks, festivals, open markets and community events.

Totem Lake Urban Center is an economic and employment center with a wide range of retail, office, industrial and light manufacturing uses as well as a regional medical center surrounded by related services. It is a compact mixed-use urban village with extensive pedestrian- and transit-oriented amenities, higher intensity residential development, public gathering places and cultural activities.

We accommodate growth and change while maintaining strong linkages with our past. Important historic landmarks are preserved, and new development occurs in a manner that is compatible with and respectful of its historic context.

Our transportation system offers a variety of ways to meet our mobility needs and provides efficient and convenient access to all areas of Kirkland and regional centers. Improved transit service and facilities allow us to commute within Kirkland and to other regional destinations without overburdening our neighborhood streets. The City is pedestrian-friendly. Paths for safe pedestrian, bicycle and other transportation modes interconnect all parts of the City. In addition to the transportation functions they provide, our streets and paths are people-friendly and provide public spaces where people socialize.

The City has excellent police and fire protection, dependable water and sewer service, and well-maintained public facilities. Emergency preparedness for natural or manmade disasters is a high priority. We work closely with other jurisdictions on regional issues that affect our community. For recreation, we like to bike or walk to one of our many parks. We have well-maintained playgrounds, play fields, sport courts, indoor facilities and trails in or near each neighborhood. Our recreational programs offer a variety of year-round activities for all ages. Public access to our waterfront is provided by an unparalleled and still-expanding system of parks, trails, and vistas.

We preserve an open space network of wetlands, stream corridors, and wooded hillsides. These natural systems provide habitat for fish and wildlife and serve important biological, hydrological and geological functions. Streets are lined with a variety of trees, and vegetation is abundant throughout the City. The water and air are clean. We consider community stewardship of the environment to be very important.

Kirkland in 2022 is a delightful place to call home.

B. VISION/FRAMEWORK GOALS

INTRODUCTION

The Framework Goals express the fundamental principles for guiding growth and development in Kirkland over the 20-year horizon of the Comprehensive Plan. They are based on and provide an extension of

the aspirations and values embodied in the Vision Statement. By nature they are forward-looking and future-oriented. Even so, they were developed with a keen awareness of Kirkland's history and a strong appreciation for the high quality of life which that history has given us. The Framework Goals address a wide range of topics and form the foundation for the goals and policies contained in other elements of the Comprehensive Plan. Although all of the Framework Goals broadly apply to all Comprehensive Plan elements, some of the Framework Goals are more applicable to some elements than others. Each element identifies the Framework Goals that are particularly relevant to that element.

Public art in Downtown Kirkland

All Framework Goals are intended to be achievable. They are not prioritized to give importance to some goals over others. Tradeoffs among goals will be necessary as they are applied to particular circumstances; but over time, it is intended that an appropriate balance will be achieved.

FG-1: Maintain and enhance Kirkland's unique character.

Discussion: To those who come to Kirkland to live, work, shop, or play, Kirkland is a unique and special place. Each of the City's neighborhoods and business districts has its own distinctive identity. A prime goal is to protect and improve those qualities that make our neighborhoods and our business districts so attractive. Some of the important characteristics are a small-town feel; strong sense of place; waterfront orientation; long shoreline with public views and access; pedestrian- and transit-friendly business districts; a human-scale downtown; a thriving urban center, numerous and diverse parks; neighborhoods with a variety of housing types, styles, and ages; abundant open space; historic structures; and a network of bike and pedestrian paths. The Comprehensive Plan must seek to support these and any other features which significantly contribute to the City's desired character.

FG-2: Support a strong sense of community.

Discussion: Kirkland is far more than a product of its physical features. We have a strong sense of community supported by friendly and helpful people, a network of neighborhood, business, homeowners and civic associations, good schools and recreational opportunities. A wide range of human services and enrichment opportunities are available to encourage a stable and healthy community. New ideas are respected and shared to improve the quality of life in Kirkland and the region. Parks, outdoor markets, festivals, community events and neighborhood retail districts foster good will and provide an opportunity for people to mingle and converse. Continued support of these attributes is important.

FG-3: Maintain vibrant and stable residential neighborhoods and mixed-use development, with housing for diverse income groups, age groups, and lifestyles.

Discussion: Maintaining vibrant and safe neighborhoods as desirable places to live is a high priority. Part of the appeal of existing neighborhoods is their diversity, in terms of housing types, size, style, history, maturity, and affordability. An essential part of this diversity is maintaining the integrity of existing single-family neighborhoods. We have experienced changes in the composition of our population. These changes include an aging population, smaller households, racial and ethnic diversity and a broader range of household income. At the same time, Kirkland has experienced rising housing costs, making it increasingly difficult to provide low- and moderate-cost housing. To meet the needs of Kirkland's changing population, we

must encourage creative approaches to providing suitable housing by establishing varied and flexible development standards and initiating programs which maintain or create housing to meet specific needs. Mixed-use and transit-oriented neighborhood retail are encouraged and integrated with our neighborhoods.

FG-4: Promote a strong and diverse economy.

Carillon Point public access areas

Discussion: Kirkland's economy provides a variety of employment opportunities, a broad range of goods and services, and a strong tax base. We are fortunate to have a diversity of successful business sectors, including retail services, offices, industrial and high technology companies, medical and educational institutions, and home-based businesses. A large number of creative and innovative entrepreneurs are attracted to Kirkland by our many cultural, recreational and civic activities and our beautiful setting.

Numerous commercial districts offer distinctive business locations. Our historic Downtown is an attractive lakeside pedestrian-oriented district. Our largest commercial area, Totem Lake, is a vibrant regional retail and employment center. Other significant business nodes are located in Rose Hill, Juanita, Houghton, Yarrow Bay and Bridle Trails. These districts are integrated into the fabric of the community in a manner that respects and complements the character of our neighborhoods and the quality of the natural environment.

To protect and strengthen our economy, public and private interests must work together to create a climate that allows existing businesses to prosper and attract new businesses compatible with Kirkland's economic goals and character.

FG-5: Protect and preserve environmentally sensitive areas, and a healthy environment.

Discussion: In addition to Lake Washington, Kirkland contains a variety of natural features which, through a mixture of circumstance and conscious action, have been preserved in a natural state. Features such as wetlands, streams and smaller lakes play an important role in maintaining water quality, preventing floods, and providing wildlife habitat. Vegetation preservation throughout the City, particularly on steep hillsides, helps provide soil stability and oxygen to our ecosystem, and prevent erosion. Apart from their biological, hydrological, or geological functions, natural areas also make a significant contribution to Kirkland's unique identity. They provide visual linkages with the natural environment, accentuate natural topography, define neighborhood and district boundaries, and provide visual relief to the built environment. Maintaining clean air and water provides the community with a healthy environment. Efforts to maintain significant sensitive areas, natural features, the urban forest and vegetation, clean air and water through active community stewardship is critical to our quality of life.

FG-6: Identify, protect and preserve the City's historic resources, and enhance the identity of those areas and neighborhoods in which they exist.

Discussion: Kirkland is fortunate to have a richness and quality based on its long and colorful history. The numerous historic buildings, sites and neighborhoods reflect various stages of the City's development. These resources provide evidence of the community's

historical continuity, and contribute to Kirkland's identity. They are important visible reminders of where we have been and they deserve active protection and enhancement.

FG-7: Encourage low impact development and sustainable building practices.

Discussion: As Kirkland develops and rebuilds, we have an opportunity to create a healthier and more environmentally sensitive community and to save energy and building costs. Low impact development practices strive to mimic nature by minimizing impervious surface, infiltrating surface water through bio-filtration and bio-retention facilities, retaining contiguous forested areas and maintaining the character of the natural hydrologic cycle. Sustainable building practices cover all aspects of development, including site preparation and layout, material selection and building construction, operation and maintenance.

Utilizing these practices has many benefits: construction and maintenance costs are lowered; water quality and efficiency are improved; surface water runoff is reduced and treated; stream and fish habitat impacts are lessened; native trees and other vegetation are preserved; and recycled materials are used. Some examples of the practices include integrated building and site design, vegetated roofs, reduced impervious surface, reused waste water for irrigation, alternative heating and cooling systems, and recycled building materials and landscaping used to reduce heat emissions and to treat surface runoff. The practices may evolve over time as the market, science and technology changes.

Kirkland encourages many of these practices through our sensitive area ordinance, projects to restore our natural systems, recycling programs and public education.

FG-8: Maintain and enhance Kirkland's strong physical, visual, and perceptual linkages to Lake Washington.

Discussion: Kirkland's history, identity and character are strongly associated with its proximity and orientation to Lake Washington. The City is famous for its system of waterfront parks, which provide a broad range of passive and active recreational activities and environmental protection. Complementing the parks is a system of shoreline trails that has been installed as lakefront properties develop or redevelop. West-facing slopes have afforded lake and territorial views from public spaces within many neighborhoods. Downtown Kirkland strongly benefits from its adjacency to Moss Bay. Linkages to the lake in the Juanita and Yarrow Bay business districts are limited with existing development blocking most of the shoreline. Opportunities should be pursued to increase public access to the lake in these districts. Maintaining and improving these linkages to the lake, requiring paths to complete the shoreline trail system and continuing to obtain waterfront parks where feasible are important.

Lake Washington

FG-9: Provide safety and accessibility for those who use alternative modes of transportation within and between neighborhoods, public spaces, and business districts and to regional facilities.

Discussion: An important part of Kirkland's existing character is its safety and accessibility for pedestrians, bicyclists and alternative modes of transportation. Such alternatives provide an opportunity for daily exercise which promotes a healthy lifestyle and results in a reduction in vehicle emissions and cleaner air. To meet this goal, we need a completely connected system of pathways for pedestrians, bicyclists and alternative mode users that is safe and convenient. Such pathways can take a variety of forms, ranging from concrete sidewalks, bike lanes, and bridges to unimproved trails. The need for pedestrian pathways and bike lanes is especially important to the most common destinations, such as schools, parks, public buildings, transportation, and business districts. Also important in fostering pedestrian and bike accessibility are land use patterns, site designs, and building designs which encourage and facilitate access for pedestrians, bicyclists and other users. The paths should also be designed to provide public spaces where people socialize and should connect to the regional pedestrian and bicycle trail systems.

FG-10: Create a transportation system which allows the mobility of people and goods by providing a variety of transportation options.

Discussion: The increase in employment, housing and total population both within Kirkland and throughout the region has increased the use of our roads. Historically, there is also a dependence on car ownership and the number of miles most people drive alone each week. At the same time, road building has been slowed because of insufficient funds, an unwillingness to disrupt established neighborhoods, and doubts about the effectiveness of road building to solve congestion.

There will be no single or simple solution to the congestion problems that decrease our mobility. Greater emphasis than in the past is placed on providing viable alternatives to driving, or at least driving alone. Although some road widening may be necessary, mobility options should include better transit, more car pooling, greater pedestrian, bicycle and other modes of mobility, better street connections, and land use strategies which reduce the need to drive, such as mixing uses and locating shops and services close to home. In addition, because Kirkland's transportation system is but a small part of a complex regional network, it is necessary for our transportation planning to be closely coordinated with neighboring jurisdictions and regional plans.

The street system and transit centers provide an opportunity to add to our sense of community. These facilities should be people-friendly and provide public spaces where people socialize.

FG-11: Maintain existing park facilities, while seeking opportunities to expand and enhance the current range of facilities and recreational programs.

Marina Park in Downtown Kirkland

Discussion: Kirkland is regionally known for its outstanding park system. Kirkland's parks also provide a prominent source of community identity and pride. The City is perhaps best known for its extensive and diverse system of lakefront parks. In addition, Kirk-

land has a rich variety of well-maintained parks, including neighborhood playgrounds, ballfields, tennis, basketball and skate courts, walking trails, natural and landscaped open spaces, an outdoor swimming pool, indoor community centers, and senior citizen and youth centers. Recreational programs offer year-round, low cost or free activities for all age groups. It has been a long-standing City policy that the range and quality of park facilities and programs now available to Kirkland residents keep pace with future population growth. To ensure wise use of available resources, planning for future park facilities must be coordinated with other public and private providers of recreation services. Where possible, multiple use of public facilities, such as City-school park partnerships, should be sought. At a minimum, park facilities should be maintained close to current levels of service. Because of the importance of parks in defining Kirkland's character and promoting a healthy community, the City also should continue to explore ways to enhance the park system beyond the needs generated by new growth, including additional funding sources such as grants, special property tax levies or impact fees.

FG-12: Ensure public safety.

Discussion: Police and fire protection are essential to the community's quality of life. Prompt response times with appropriate resources are critical. The City-operated municipal court is convenient and cost-effective. The City also has a central role in emergency preparedness and responding to natural and manmade disasters. Plans should be in place and well-coordinated with local hospitals, schools, communication systems and other jurisdictions.

FG-13: Maintain existing adopted levels of service for important public facilities.

Discussion: Facilities and services for transportation, police and fire protection, water supply, sanitary sewer, and surface water control are essential for the day-to-day functioning of the City. The levels of service now provided by these facilities are generally satisfactory. Maintaining the adopted level for these services as growth occurs is a high priority, and construction of required capital facilities must be phased accordingly. Similarly, some localized deficiencies exist in the sanitary sewer and water supply systems that will require correction. Where possible, we should continue to improve all of these facilities and services above the minimum adopted level of service to preserve our quality of life and the environment. The City should also explore additional ways to fund needed improvements, such as through grants, special property tax levies and/or impact fees. In planning for public facilities, the interrelationship of Kirkland's facilities to regional systems must be recognized.

FG-14: Plan for a fair share of regional growth, consistent with State and regional goals to minimize low-density sprawl and direct growth to urban areas.

Discussion: Although Kirkland is a unique and special place, it is not isolated. Kirkland is part of a large and growing metropolitan area. Regional planning policies seek to direct growth to existing and emerging urban areas within the metropolitan region. Consequently, Kirkland must accommodate a fair share of such growth. To do so, development in Kirkland must use land efficiently. Fortunately, Kirkland's development pattern is already well established and has accommodated compact developments at many locations. Accepting a fair share of regional growth, therefore, will not require fundamental shifts in the City's overall pattern or character of development. Even so, careful attention must be paid to ensure that growth is accommodated in a manner that complements rather than detracts from Kirkland's unique character while being consistent with State and regional goals to minimize low-density sprawl and direct growth to urban areas.

FG-15: Solve regional problems that affect Kirkland through regional coordination and partnerships.

Discussion: Many challenges facing Kirkland and other local communities may only be solved through regional planning, funding and action. Transportation, affordable housing, employment, and natural resource management are just a few of the issues that need regional coordination. A city-by-city approach often results in impacts on neighboring communities. Interlocal cooperation, consistent standards and regulations between jurisdictions and regional planning and implementation are important to solving these regional issues.

FG-16: Promote active citizen involvement and outreach education in development decisions and planning for Kirkland's future.

Discussion: Kirkland's future will be determined by a myriad of independent actions taken by individuals and groups who live, work, shop, and play here. Planning for the future offers the opportunity for all community members to cooperatively identify a vision for the City's future and to coordinate their actions in achieving that vision. If such planning is to have meaning, however, a broad base of credibility and responsibility must be established. To ensure that this occurs, the City should actively encourage community participation from all sectors of the City in the ongoing preparation and amendment of plans and implementing actions. This involvement should also include community outreach educational programs to inform and solicit ideas. For development decisions, the City should actively encourage collaboration and consensus with the community, stakeholders and developers to assure predictable and timely results.

FG-17: Establish development regulations that are fair and predictable.

Discussion: Achieving the desired future for Kirkland will depend on actions undertaken by both governmental agencies and private property owners. To ensure that public and private actions support the Comprehensive Plan and are consistent with public health, safety, and welfare, governmental regulation of development will continue to be necessary. Such regulation, however, must fairly balance public interests with private property rights. It is important also that regulations be clearly written to assure predictable results, fair and cost-effective, and that they be administered expeditiously to avoid undue delay.

Attachment 3

ECONOMIC DEVELOPMENT

Strength	Council support – has Council's attention Teamwork (Totem Lake Mal) Zoning starting to change to support economic development (e.g. NE 85th corridor)
Weaknesses	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
Opportunities	Strong technology sector Attractiveness of Kirkland Unique niche Demographics Attract upscale companies 405 improvements New Microsoft employees coming
Threats	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

Strengths	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
Weaknesses	Neighborhood Associations may not represent everyone in the neighborhood (but that's who we communicate with)
Opportunities	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
Threats	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

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

Strengths	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
Weaknesses	Resources to maintain sustainable forest Dispersed approach to environmental policy
Opportunities	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
Threats	Global warming Initiative 933 – property rights initiative Invasive plants

LONG RANGE PLANNING

Strengths	Individual strategic plans (some depts.) Biennial budget Public involvement Community conversations Internal skills to do planning
Weaknesses	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)
Opportunities	Long range financial plan to address operating and capital needs Comprehensive update of vision statement Use of outside consultants (brings different perspective and credibility)
Threats	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

Strengths	Strong organizational value of involvement Council cares about involving the community Enthusiasm around involvement Technology available for communications
Weaknesses	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
Opportunities	Use technology more New position Increase staff training & resources Public process policy & Council buy-in to roles
Threats	Squeaky wheels Bowling alone (less & less involvement by people in general) Get same people (usual suspects) NIMBY Late-comers to the process

ANNEXATION

Strengths	Experience (we've done it before) City staff is problem solvers
Weaknesses	Staffing levels to plan for annexation Long Term Funding Facilities (especially Public Safety Building)
Opportunities	Support of PAA residents (per survey) Untapped community involvement potential Larger City can lead to greater regional influence King County funding
Threats	Legislative actions that eliminate funding Possible lack of support at 60% level Unknown level of support in Kirkland community

PUBLIC SAFETY

Strengths	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
Weaknesses	Staffing levels Don't meet our own standards Funding Public Safety Building Lack of uncommitted officer time Disaster preparedness
Opportunities	Community feels safe NORCOM Focus on disaster awareness CERT Regional partnerships Public sees Public Safety as important service
Threats	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

Strengths	NTCP Transportation Commission Quality of streets (condition) Increasing alternative transportation modes Mary-Alyce on Sound Transit Board Quality staff
Weaknesses	Lack of funding Potential concurrency failures
Opportunities	ITMS (Intelligent Transportation Management System) Larry Springer Lobbyists Sound Transit More mixed-use development Price of gas Alternative fuels
Threats	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

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

Sample Vision Statements

1. City of Pasadena, CA

Pasadena is a world-class model of a successful urban community. Pasadena's distinctive quality of life is exemplified by its unparalleled physical beauty, culture and diversity. People are its greatest resource. City employees are involved in an active partnership with Pasadena citizens to foster educational, cultural and economic opportunities in a safe, vibrant and healthy community.

The City of Pasadena supports outstanding learning opportunities in the information age, critical to an informed citizenry. Its commitment to excellence, innovation and service, combined with sound fiscal management, will ensure Pasadena's prominence in the 21st century.

2. City of Des Moines, IA

We aspire to be the city of choice for ourselves and future generations - beautiful, clean and safe.

We will achieve our vision through a healthy economy, strong businesses, vital neighborhoods, excellent schools, a vibrant downtown, and extensive recreational and cultural opportunities.

We will preserve our City's friendly, hometown atmosphere and celebrate the
diversity of its people.

We require innovative governance that is accessible, accountable, and efficient with a system of funding that is fair, affordable, and stable.

3. City of Durham, NC

Durham will be North Carolina's leading City in providing an excellent and sustainable quality of life.

4. City of Des Moines, WA

A friendly and safe waterfront community embracing the future while preserving our past

5. City of Covington, WA

The City of Covington is a place where community, businesses and civic leaders are partners in building a city that is family-oriented, safe and pedestrian-friendly. A community that proudly invests in enhancing our small town character and natural environment, and provides diverse recreational opportunities, as well as remaining financially responsible.

6. University of WA

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship. **Discovery is at the heart of our university.** We discover timely solutions to the world's most complex problems and enrich people's lives throughout our community, the state of Washington, the nation, and the world.

7. Cit of Woodinville, WA

Woodinville is a safe, friendly, family-oriented community that supports a successful balance of neighborhoods, parks and recreation, tourism and business. We have preserved our Northwest woodland character, our open space, and our clean environment. We have enhanced our ability to move freely throughout the community by all modes of travel. Woodinville is a pleasant place in which to live, work, play, and visit, with a compact, inviting downtown that is attractive and functional.

8. City of Sammamish, WA

The vision of Sammamish is a community of families. A blend of small-town atmosphere with a suburban character, the city also enjoys a unique core of urban lifestyles and conveniences. It is characterized by quality neighborhoods, vibrant natural features, and outstanding recreational opportunities. A variety of community gathering places provide numerous civic, cultural, and educational opportunities. Residents are actively involved in the decisions that shape the community and ensure a special sense of place.

Accordingly, the city's Comprehensive Plan, adopted by the City Council on September 25, 2003, is intended to:

- Maintain a small-town atmosphere and suburban character so that new development will complement Sammamish's existing character as well as allow for diversity and creativity;
- Provide a family friendly, kid safe community;
- Encourage community gathering spaces which invite human presence, arouse curiosity, pique interest and allow for the interaction of people;
- Establish a unique sense of place for visitors and residents;
- Respect the character and integrity of existing neighborhoods;
- Preserve trees and green ways by encouraging the preservation or development of large areas of greenery which provide a visual impact as opposed to creating small areas of unusable residue;
- Protect and enhance streams, wetlands and wildlife corridors;
- Maintain a harmonious relationship between the natural environment and future urban development;
- Create a safe and interesting network of trails for hiking, biking and horseback riding;
- Establish a park and recreation system that meets the high standards of the community;
- Provide accessible, quality government service and encourage active, involved citizens;
- Develop civic and cultural opportunities and experiences.

9. Washington County, VA

A RICH PAST, A PROMISING FUTURE - A Vision for Washington County

Washington County distinguishes itself as the fastest growing, most progressive County in Southwest Virginia. While always looking to the future, we value the preservation of our heritage and character and foster and support all the things that make us special as a people. We want newcomers and natives alike to value and appreciate what makes us unique in character and to actively work to preserve our traditions and customs. We have varied opportunities for past-time pursuits, employment, outdoor recreation, and choices in residential living. We

maintain and promote an effective mix of vocations to provide diversity in our employment base. Of paramount importance is the protection of our natural beauty: our farmlands and mountains, breathtaking and serene rural landscapes and moderate seasonal climate. We place special emphasis on culture and education, and work diligently to distinguish the County as a regional destination for recreation, cultural heritage, shopping, and as a hub of governmental activity and professional services. We take great pride in our reputation as a role model for all counties in Southwest Virginia and throughout the Commonwealth.

For the purpose of keeping our citizens informed, involved, and believing in what we are doing, the Board of Supervisors has articulated this Vision for Washington County which will be achieved through a focus on the following outcomes:

10. City of Edgewood, WA

As we look into the future five, ten, fifteen years from now, we see Edgewood as...

- community that has preserved its rural and historical character, as evidenced by low densities, open spaces, farm lands and farm animals
- community that has concentrated higher intensity uses where services and required buffers can be adequately provided
- community with clear design standards that emphasize our unique rural character
- community where new development pays for the costs associated with that development
- community that encourages business development consistent with this vision
- community that lives within the capacity of its natural systems (septic, storm-water, etc.), promotes a clean and green environment and protects environmentally sensitive areas
- community that conservatively utilizes its financial and human resources
- community that is pedestrian friendly
- safe community and family-oriented community
- community where the use of ones property does not unreasonably infringe upon their neighbors
- community with quality schools that promote educational opportunities for all ages
- community with active citizens who involve themselves in shaping our future

11. WA State Patrol

To be the best public safety agency in the United States.

12. Eastlake High School

Eastlake High School is a community of learners in which every person is known well and valued for his/her intrinsic worth. Eastlake students conduct themselves with dignity, exhibit the highest personal standards of behavior, and demonstrate personal initiative in their education. Eastlake institutional structures center on what is best for students, promote creativity and excellence, and allow students to view knowledge as interconnected. Eastlake graduates possess the necessary skills and knowledge to empower their success in our diverse and interdependent world.

City Vision Statement

Durham will be North Carolina's leading City in providing an excellent and sustainable quality of life.

City Mission Statement

The City of Durham is dedicated to improving the quality of life in our community by delivering cost-effective, highly responsive services with integrity and friendliness.

Council Goals

- All Durham citizens are safe.
- Every citizen in Durham has access to adequate, safe, and affordable housing.
- Durham enjoys a prosperous economy.
- Durham citizens enjoy a healthy environment.
- Durham citizens enjoy sustainable, thriving neighborhoods with efficient and well-maintained infrastructure.
- Durham citizens enjoy a City rich in aesthetic beauty.
- Durham citizens enjoy a vibrant City that embraces and promotes its cultural diversity and heritage.
- Durham citizens enjoy an efficient and accountable City government.

About The Cover

The cover depicts different ways your tax dollars can be seen at work within the City of Durham. The City is responsible for ensuring that the infrastructure is solid. The photos display City of Durham workers diligently providing services for the citizens of Durham, North Carolina. The photographs are provided by Kim Walker of Public Affairs.

THE VISION

We aspire to be the city of choice for ourselves and future generations - beautiful, clean and safe.

We will achieve our vision through a healthy economy, strong businesses, vital neighborhoods, excellent schools, a vibrant downtown, and extensive recreational and cultural opportunities.

We will preserve our City's friendly, hometown atmosphere and celebrate the diversity of its people.

We require innovative governance that is accessible, accountable, and efficient with a system of funding that is fair, affordable, and stable.

CITY OF DES MOINES MISSION STATEMENT

To provide and maintain essential services that meet the collective basic needs of the citizens of Des Moines and to identify and seize opportunities for a higher quality of life.

CITY OF DES MOINES GOAL STATEMENTS

Entertainment Destinations
Des Moines will be an entertainment hub for all ages and will attract visitors from the metro regic beyond.

Fair Distribution of Government Costs
City services will be provided through stable, diverse revenue streams that reduce reliance on pr taxes.

Great Customer Service and Communication
The City will proactively communicate information about services and policies to all in Des Moines. will receive accurate, timely, and courteous responses to their requests for information and serv

Inclusive Community
Des Moines will celebrate the rich diversity of our community by welcoming residents of all ages cultures and encouraging their civic involvement.

Neighborhood Commercial/Retail Districts
Neighborhoods throughout Des Moines will experience expanded and enhanced commercial/r businesses.

Pride in Community Assets
The City will set the standard for constructing and maintaining attractive buildings, parks, and infras that represent our world-class city and generate civic pride.

Public Safety
Residents and visitors will experience a sense of safety in all neighborhoods and in all activiti

Quality Jobs of the Future
Des Moines will encourage a balanced, diversified economy and increase the number of jobs tha good wages and benefits.

Sustainable Green Community
Des Moines will be a leader in setting policies and practicing service delivery innovations that pr environmental sustainability. Des Moines will offer safe, reliable, and convenient transportation alte that reduce reliance on automobiles and parking facilities.

Vibrant Downtown Area
Downtown Des Moines will be a “24-7” city within a city, with a strong employment base, entertainn recreation opportunities, housing, and retail.

World-Class, Lifelong Learning Opportunities
The City will work with public and private schools, higher education institutions, and others to c exceptional learning opportunities for all ages.

Youth as Community Stakeholders
Des Moines will be a supportive community for young people and families.

City of Des Moines, Iowa
400 Robert D. Ray Drive
Des Moines, Iowa 50309-1891
Phone: (515) 283-4500
E-Mail: Information Center
Web Site: www.dmgov.org

Vision Statement

The City of Covington is a place where community, businesses and civic leaders are partners in building a city that is family-oriented, safe and pedestrian-friendly. A community that proudly invests in enhancing our small town character and natural environment, and provides diverse recreational opportunities, as well as remaining financially responsible.

We believe that the following elements are necessary to achieve this Vision.

DOWNTOWN Covington will have a downtown that is well designed and pedestrian-friendly with a permanent combination of commercial and residential areas.

RESIDENTIAL Covington residential areas will be safe, diverse, and accessible and will have well-maintained neighborhoods that instill a sense of community.

CITIZEN input is an integral part of the shaping of our community.

FAMILIES & YOUTH Covington will help instill a sense of responsibility and provide opportunities for a variety of cultural and recreational activities for all ages.

HUMAN SERVICES will address local needs by encouraging a partnership between private and public organizations.

CITY GOVERNMENT will remain efficient, accessible, responsive, accountable, and financially responsible to the community.

BUSINESSES will be in partnership with the community and have a long-term commitment to Covington.

Our **ENVIRONMENT** will be preserved with responsible limitations while enhancing the areas natural beauty.

DESIGN STANDARDS Covington will have high-quality design and construction standards that give buildings and structures a sense of permanence and provide for an aesthetically pleasing skyscape in our community.

PARKS AND OPEN SPACE are an important part of our community's future and quality of life.

City Government
→ City Council
Council Members
Goals & Objectives
(PDF, 179 KB)
→ Vision
Commissions

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CITY OF CASTLE ROCK

Vision Statement for Castle Rock

The City of Castle Rock developed the following Vision Statement as part of its Community Action Plan (download the complete report). The goal of this effort was to develop a community-supported road-map for the future.

Castle Rock: Where Past, Present and Future Come Together

Castle Rock is a wonderful place to live, work and play. It's a community where the people are as resilient and vibrant as the natural features that surround their home; a place where life-long residents and visitors alike feel they are part of the same tight-knit family.

Castle Rock values and celebrates its historical roots, while always planning for and embracing its future.

Over the years, community organizations and volunteers have joined forces with local government to create an impressive menu of year-round recreational activities, town festivals and cultural attractions. They have helped make Castle Rock a place where people not only want to come … but a place people want to stay.

Citizens and government work in partnership with business and industry to support and enhance the city's diverse economic base. The fruit of their efforts can be seen in a thriving downtown core, bustling I-5 business district and an ever expanding mix of employment opportunities. People in Castle Rock understand that a balanced, prosperous economy fuels a healthy social environment.

The community places a premium on life-long learning. Schools enjoy strong public support, and extended education opportunities – from specialized vocational training to personal-enrichment courses – are available to people of all ages.

Castle Rock is a place people are proud to call home; a place where each generation works to pass along to their children the sense of safety and comfort provided by their own parents. It's a place where the past, present and future come together.

Link to Castle Rock's Community Action Plan

Awards

Castle Rock's community projects and volunteers have received the following recognitions:

U.S. Forest Service Rural Community Assistance National Action Award

'In The Spirit Of Working Togeth For Rural America' for outstandi accomplishments for recognizing the need and leading change to diversify the economy, improve t quality of life, and meet the need citizens of all ages.

Association of Washingto Cities Municipal Achievement Gold Medal Award

Awarded to the Riverfront Trail project.

Congratulations!

City of Castle Rock, 141 "A" Street SW, PO Box 370, Castle Rock, WA 98611
Phone: (360) 274-8181 Fax: (360) 274-4876
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WASHINGTON STATE PATROL

Mission, Vision, Values and Goals

FORMS & PUBLICATIONS

Mission Statement

The Washington State Patrol makes a difference every day, enhancing the safety and security of our state by providing the best in public safety services.

Vision

To be the best public safety agency in the United States.

Values

Every employee is a critical member of a team committed to:

- Strong leadership
- Effective partnerships
- Professional excellence
- Acting with integrity and accountability
- Respecting and protecting individual rights
- Earning the trust and confidence of the public

Goals

Goal 1	Make Washington roadways and ferries safe for the efficient transit of people and goods.
Goal 2	Reduce our citizens' vulnerability to fire, crime, terrorism, and natural hazards.
Goal 3	Meet the growing need for law enforcement, forensic, investigative, and other public safety services statewide.
Goal 4	Leverage technology to enhance and sustain business processes, public safety infrastructure, and statewide emergency communications interoperability.
Goal 5	Provide critical leadership, tools, and resources to foster an ethical, innovative, knowledgeable, and diverse workforce.

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Find-It! Washington

City of
Edgewood, WA

2221 Meridian Avenue East, Edgewood, WA 98371 - Ph: 253.952.3299 Fax: 253.952.3537

Edgewood Vision Statement

As we look into the future five, ten, fifteen years from now, we see Edgewood as...

- *A community that has preserved its rural and historical character, as evidenced by low densities, open spaces, farm lands and farm animals*
- *A community that has concentrated higher intensity uses where services and required buffers can be adequately provided*
- *A community with clear design standards that emphasize our unique rural character*
- *A community where new development pays for the costs associated with that development*
- *A community that encourages business development consistent with this vision*
- *A community that lives within the capacity of its natural systems (septic, storm-water, etc.), promotes a clean and green environment and protects environmentally sensitive areas*
- *A community that conservatively utilizes its financial and human resources*
- *A community that is pedestrian friendly*
- *A safe community and family-oriented community*

- *A community where the use of ones property does not unreasonably infringe upon their neighbors*
- *A community with quality schools that promote educational opportunities for all ages*
- *A community with active citizens who involve themselves in shaping our future*

City of Woodinville
Washington

Council Vision, Mission, & Goals

Woodinville's Mission Statement

As the elected representatives of Woodinville, the City Council understands that the purpose of the City is to fairly and equitably represent the interests of the citizens of Woodinville, and to carry out its lawful duties on behalf of citizens of Woodinville.

Council, staff, Boards and Commissions honor our commitment to serve the Woodinville community by:

Providing customer service that is:
Efficient - Personalized - Consistent - Responsive -Educational

Encouraging partnerships with:
Citizens - Neighborhoods - Business communities - Educational and social networks

Protecting and enhancing:
Quality of life - public health, safety and welfare - natural and built environment - spirit of neighborhood character

Balancing:
Public expectations and resources - Economic well-being and environmental protection - individual and community interests

Woodinville's Vision Statement

" Woodinville is a safe, friendly, family-oriented community that supports a successful balance of neighborhoods, parks and recreation, tourism and business. We have preserved our Northwest woodland character, our open space, and our clean environment. We have enhanced our ability to move freely throughout the community by all modes of travel. Woodinville is a pleasant place in which to live, work, play, and visit, with a compact, inviting downtown that is attractive and functional."

2005-2006 City Council Goals & Objectives

2006-2007 Council Action Plan

Central Goal

Establish goals for the City that rest firmly on the foundation of the Comprehensive Plan, that support the City's Vision and Mission Statements, and that are implemented using the City's Guiding Principles.

Objectives:

Revisit Vision Statement, Mission Statement, and Guiding Principles on an annual basis.

Review Guiding Principles and include expression of commitment to staff.

I. Land Use Goal Establish land use patterns and guide population growth in a manner that maintains or improves Woodinville's quality of life, environmental attributes, and northwest woodland character. Continue to plan, refine, and define the development characteristics of Woodinville through master and sub-area planning.

A. **Adopt Downtown Little Bear Creek Master Plan** *(Community Development)*

1. Regulatory update (2005)

2. Initial Implementation (2005)

a. Conduct implementation studies as directed by City Council

b. Conduct a downtown parking study (2005)

B. Complete City-wide Strategic Visioning Plan *(Community Development)*

1. Consultant Selection (January, 2005)

2. Plan Development (April, 2005)

3. Plan Adoption (September/2005)

C. **Complete an Economic Development Study** *(Community Development)*

1. Assure economic development study and strategic visioning plan are coordinated

2. Assure other anticipated sub-area plans are considered, especially Tourist District Plan Update

D. North Gateway Subarea/Master Planning *(Community Development)*

1. Grace Annexation: Determine whether to proceed with any sections of Grace *(2005)*

2. North Industrial Subarea Plan *(2006)*

E. **Valley Gateway Subarea/Master Planning** *(Community Development)*

1. Tourist District Master Plan Update *(2005)*

a. Coordinate work plan with Tourism Task Force and task group with participation

2. Northwest Gateway *(2006)*

3. Valley Industrial *(2007)*

II. Housing Goal

Preserve existing housing and neighborhoods, and provide a diversity of housing types that promotes housing opportunities for all economic segments of the City's population .

A. Assure a variety of housing options and types are addressed in deliberations of the Downtown Master Plan (Community Development, 2005)

B. Continue study of Transit Oriented Housing Development for Woodinville (Community Development, 2005)

1. Analyze impacts on Downtown-LBC Corridor Master Plan elements

2. Compare against alternatives to achieve affordable housing *(Planning Commission)*

C. Review conditional/temporary use permitting process for homeless encampment/temporary housing (Community Development & Executive 2005)

1. Develop new criteria for permit process

2. Participate with ARCH in short-term preparation and long-term effort

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III. Human Services Goal Promote a variety of human services that reflect and respond to human needs of the community.

A. Conduct an assessment of service gaps left in Woodinville by King County and Seattle budget reductions *(2005, Executive, Parks & Recreation, City Council)*

1. Remain plugged into regional decision-making that may impact area service provision *(Ongoing)*

a. Explore interest in sub-regional options is regional safety net weakens *(Ongoing)*

b. Mayor to send letter of concern to ARCH cities *(2005)*

B. Conduct an assessment of Woodinville's ability to meet its human service needs through traditional means of investing in providers and more creative means of direct or procured services delivered in Carol Edwards Center buildings. *(2005, Executive, Parks & Recreation)*

1. Report on first year outcome of City-based English As Second Language (ESL) program. *(Parks & Recreation 2005)*

2. Evaluate potential, cost effective, in-house or contracted human services that could be offered at the Carol Edwards Center. *(Parks & Recreation – Executive 2005)*

3. Include Human Service delivery analysis of Tent City 4 to determine if other needs exist *(Executive, 2005*)

IV. Economic Development Goal

Take a positive partnership role in retaining and enhancing the existing diverse and vital economic base in the City.

A. Assure that economic diversity and opportunity are addressed in the Downtown/Little Bear Creek Corridor Master Plan, toward creating an economically balanced community. *(Community Development, 2005)*

B. Continue to collaborate with the Tourism Task Force *(Community Development, Executive, ongoing)*

C. Develop Downtown linkage – cooperate with Tourist District Master Plan and Tourism Task Force to make sure economic development goals are closely coordinated so areas give each other customers.

D. Review options to secure economic development assistance via employee, shared employee, consultant or public agency, such as the Seattle/King County Economic Development Council and Puget Sound Regional Council.

E. Continue to evaluate multi-agency opportunities such as Redmond Tourism Initiative.

F. Complete an Economic Development Study *(Community Development)*

1. Coordinate with Strategic Visioning Plan.

2. Coordinate with Tourist District Master Plan update.

V. Parks, Recreation, and Open Space Goal

Provide quality parks, open space, plus adequate and enriching recreational activities for Woodinville's citizens and visitors.

A. Study and design Civic Center parking, field and interim improvements identified as priorities by CIP process. *(Parks & Recreation)*

1. Consultant/designer under contract by end of 2004;

a. Design input and policy decisions to Council *(July, 2005)*

2. Financing draft plan to City Council *(May, 2005)*

B. **Continue to investigate opportunities to land bank key parcels for future**

planned parks & facilities. *(Parks & Recreation, ongoing)*

1. Recommend types of property and areas of need as implementation task of PRO Plan *(2005)*

2. Staff and agent analyze key GIS, critical area data and agency comprehensive plans to inform this process (*Public Works, Parks & Recreation, Executive*)

a. Work with property acquisition specialist to acquire available parcels

3. Assist the Council in developing neighborhood land banking opportunities.

4. Identify system deficiencies

a. Analyze key parcels

b. improve pedestrian circulation

c. provide views

d. increase neighborhood parks

e. protect open space

f. preserve neighborhood character

C. Formalize Small Neighborhood Action (Parks) Project (SNAP) Program *(Parks & Recreation)*

1. Develop neighborhood application & Commission recommendation process

2. Coordinate public outreach for park SNAP projects.

D. Assist the Council in implementing the DTLBCMP Park Elements. *(Parks & Recreation)*

1. Review zoning and ordinance changes needed to realize Council vision.

2. Collaborate with Community Development Department to draft potential development incentive packages.

3. Study methods for reducing the City's share of investment in the park elements.

4. Explore "festival street" concept

E. Assist the Council in expanding the use of the Carol Edwards Center through development and implementation of a Business Plan. *(Parks & Recreation)*

1. Coordinate Business Plan with Interim Improvements for Sustainable Growth

2. Expand teen offerings

3. Improve Outdoor Basketball Court

4. Create Facility Rental Marketing Tools to Support Interim Improvements.

F. Coordination implementation of online registration through E-Gov system for Myparksandrec.com *(Parks and Recreation, Executive)*

G. Continue promotion of public art through the Public Art Advisory Committee.

VI. Community Design Goal

Promote a visually cohesive community that preserves and enhances the Northwest Woodland character, the heritage of Woodinville, and creates a human scale, pedestrian friendly environment in its community design.

A. Develop design and streetscape standards for approved Downtown/Little Bear Creek Corridor Master Plan. *(2005, Community Development)*

VII. Transportation Goal

Establish and maintain a transportation system that supports the land use plan and incorporates transportation/land use linkages.

A. **Adopt a Non-motorized Transportation Plan** *(Public Works, Parks & Recreation, 2005)*

1. Review and identify funding strategy

2. Develop early-action, quick turnaround, small projects to connect areas.

B. **Evaluate Citywide traffic circulation planning**

1. Develop new Concurrency Ordinance *(2005, Public Works)*

2. Evaluate and model CIP's to assist City Council in identifying tentative priority and schedule. *(2005, Public Works)*

3. Review feasibility of AM peak modeling to help identify potential relief projects in selected areas

4. Continue to develop use of modeling to educate public and to assist in project priority selection.

VIII. Capital Facilities Goal

Enhance the quality of life in Woodinville through the planned and coordinated provision of public and private capital facilities.

A. **Develop a review of Capital Improvement Plan (CIP) methodology for City Council discussion and direction** *(Executive, January, 2005)*

B. **Develop a set of criteria for investment in downtown grid roads** *(Executive, Public Works, January 2005)*

C. **Review potential funding CIP streams and borrowing opportunities to give City Council its options to incur non-voted and voted debt to achieve capital**

projects *(Executive, Administrative Services, May, 2005)*

D. **Analyze Utility Tax flexibility as a CIP funding source and determine whether utilization should sunset with current projects, should be expanded to city-wide capital, should be used as a fund source for debt service or should be used for operating costs.** *(Executive, Administrative Services, May, 2005)*

E. **Review existing CIP Projects and analyze current trends in construction pricing. Re-evaluate currently funded and proposed projects to update project cost estimates.** *(Executive, Public Works, P&R, March 2005)*

IX. Utilities Goal

Enhance the efficiency and quality of service from public and private utility providers through the coordination of utility, land use, and transportation planning.

A. **Participate in the Woodinville Water District Comprehensive Plan process. Analyze opportunities and threats to City policy trajectories** *(Public Works, 2005)*

B. **Analyze potential for right of way user impact fees for reducing life of pavement.** *(Analyze 2005, Implement 2006, Public Works)*

X. Environment Goal

Create a community that reduces waste stream, promotes energy conservation, preserves and enhances aquatic and wildlife habitat, protects and improves water quality, and protects the public from natural hazards.

A. **Remain an active partner in the WRIA Region 8 effort to develop, fund and implement early action strategies.** *(Community Development, City Council, Ongoing)*

B. **Work collaboratively through WRIA 8 with NMFS, State, tri-county and other public and private partners to develop a recovery plan for Puget Sound Chinook salmon.** *(Ongoing, Community Development)*

1. Work with Council, Commissions and Salmon Task Force to review and respond to the WRIA 8 Draft Salmon Conservation Plan. (Community Development, Public Works, Executive)

2. Evaluate current mapping of Critical Aquifer Recharge Areas (CARA) in Woodinville and determine need for additional study and mapping, including identification of any fuel storage tanks (Community Development, Public Works

a. Consider policy to ban fuel storage tanks in CARA's.

XI. Budget

Support the programs and services of Woodinville with well-conceived budget policies.

A. Conduct a strategic budgeting review process & develop a strategic budgeting plan. (Admin Services/Finance, 2005)

1. Use study to inform on sustainability of overall staffing levels

B. Analyze and develop a response strategy to streamlined sales tax initiative. (Finance, 2005-2006)

C. Conduct an analysis of new City structures constructed since incorporation and determine whether there is an unfunded liability for system repair and replacement.

D. Conduct an analysis of the Equipment Replacement Fund and the replacement set-aside methodology to determine whether replacement is properly reserved and funded.

E. Conduct an analysis of inter-fund charges and overhead to make sure that capital, enterprise and other funds are fairly compensating the Current Expense Fund for services received.

F. Conduct a financial analysis of future pay and benefit projected costs, highlighting significant trends, and bring a comprehensive assessment to the City Council of a Total Compensation approach to employee compensation. (*Exec, Admin, June, 2005)*

G. Prepare a briefing for the Finance Committee and City Council on the 2006 changes in public sector accounting requirements, including any recommended adjustments to the biennial budget, and other areas *(Admin, June, 2005)*

XII. Operations

Continue to define, improve, and enhance the operational and service-level environment of Woodinville.

A. **Conduct study of development services departments to identify systemic changes and improvements and to inform about right staffing levels** *(Executive, 2005)*

1. Analyze option of enterprise fund for Permit Center

B. **Review effectiveness, development and enhancement of communications with citizens.** *(Executive)*

1. Proactively tell positive City story; address topical community issues through communications programs *(Ongoing)*

2. Develop Government Access Channel television Implementation Plan *(2005)*

C. **Continue to facilitate meaningful interaction among our citizens.** *(Executive, Ongoing)*

1. Examine methods to have quicker, lower maintenance, high-contact interactions with citizens.

2. Increase Council and Commission member participation in city and community events and public outreach.

3. Launch simple electronic distribution of City information (e-alerts)

D. **Use surveys and other methods to determine levels of citizen understanding of City programs and projects.** *(Ongoing, Executive)*

1. Review options for statistically valid surveys including means other than telephone due to refusals and diminishing number of land lines *(Executive, Ongoing)*

2. Continue to develop multi-lingual options and outreach (i.e. brochures, web, recordings, language banks)

E. **Continuous improvement of Emergency Management capabilities.** *(Ongoing, Emergency Manager)*

1. Participate in King County Region 6 Emergency Management Exercise,

F. **Support sustainable growth of the Carol Edwards Center Operations within the budget and service level prioritization process.**

G. **Implement IT Strategic Plan.** (*Executive, 2005)*

1. Discuss and prioritize IT Strategic Plan initiatives

a. Determine in-house vs. out-sourced solutions.

2. Develop and adopt a program to coordinate information storage and maintenance between departments.

3. Develop and adopt a decision-making process for technology acquisition and oversight.

a. Evaluate the impact of technology purchases on existing operations and maintenance.

b. Establish defined performance measures and post-implementation review.

c. Review business practices to justify IT purchases to avoid costly customization.

4. Finalize and test emergency operations procedures.

5. Continue to enforce hardware, software and data standards and naming conventions.

6. Continue to identify and eliminate redundant databases and processes.

7. Consider a separate replacement fund for server and network infrastructure during the bi-annual budget review to ensure that upgrades continue to be a planned process rather than a reactive event.

XIII. Regulatory

Continue to define, improve, and enhance the regulatory environment of Woodinville.

A. **Conduct study of Development Services to determine best practices and**

best staffing configuration. *(Executive, 2005)*

B. **Examine feasibility of disguised cell towers.** *(Community Development)*

C. **Review options to have compatibility with adjacent jurisdictions.** *(Community Development, Ongoing)*

D. **Sign Code: Develop sign code update program and study options with Planning Commission and City Council, including:** *(Community Development)*

1. Billboard Amortization: Further analysis and fiscal analysis

2. A Board Signs: Analyze options for use; present Report to City Council *(2005)*

3. Complete review of subdivision signs in Right-of-Way

XIV. Regional/Interlocal

Maintain an active posture on regional issues affecting Woodinville and represent the interests of Woodinville on agency interactions and services within Woodinville.

A. **Brightwater Regional Wastewater Facility** *(Executive, Parks & Recreation, Community Development)*

1. Permit review and mitigation plan.

B. **Be an active participant in the Parks & Recreation Service Area study to resolve area aquatics needs.** *(Parks & Recreation)*

C. **Be an active participant in response to jail, court, and solid waste service provision issues.** *(Executive, Police & Administrative Services, Ongoing)*

D. **Be active in the development of partnership options to meet the service gap in playing fields .** *(Parks & Recreation, Ongoing,)*

Sample Mission Statements

1. City of Arcadia, CA

Provide effective and fiscally responsible municipal services in a manner which promotes this high standard of community life.

2. City of Dana Point, CA

The City of Dana Point encourages community involvement and is committed to:

- Develop and ensure the highest possible quality of life for our residents, businesses and visitors..
- Provide a safe and healthy environment within a sound economic atmosphere.
- Provide an efficient and effective government which is open and responsive to the needs of the community and works for the benefit of all.

3. City of Pasadena, CA

We are a model city. We provide progressive, effective government for all of Pasadena. We offer unmatched customer service in an environment of sound fiscal management. We balance economic prosperity and the preservation of our neighborhoods and natural resources. Safe, healthy neighborhoods are our hallmark.

We honor our past and work to shape our future. We draw from the lessons of the past to define our future. Hard work, perseverance and the competitive spirit are the enduring values from the past. Respect for all culture is the foundation of our future, and information, language and technology are the tools with which we build it.

People are our most important resource. We value the people who live and work in Pasadena as our greatest asset. Their ethnic and economic diversity provide the living fabric that binds Pasadena together. We welcome the involvement and commitment that produces a greater quality of life with citizens and city government working in partnership.

4. City of Des Moines, IA

To provide and maintain essential services that meet the collective basic needs of the citizens of Des Moines and to identify and seize opportunities for a higher quality of life.

5. City of Durham, NC

The City of Durham is dedicated to improving the quality of life in our community by delivering cost-effective, highly responsive services with integrity and friendliness.

6. Manhattan, KS

The mission of the City is to sustain order and protect public safety, promote public health, preserve the built and natural environment, and enhance economic vitality. The City of Manhattan supports a regional community in which individuals and families develop and thrive.

7. City of Des Moines, WA

We enrich the community by providing leadership, administration, and services reflecting the pride and values of Des Moines.

8. City of North Bend, WA

To create a highly livable community by working in partnership with our citizenry to blend and balance the following principles:

- Provide high levels of police, fire and emergency medical services.
- Build and maintain adequate infrastructure.
- Deliver quality public services.
- Encourage a strong local economy.
- Preserve the rural character of the community.

9. City of Camas, WA

The City of Camas is committed to preserving its heritage, sustaining and enhancing a high quality of life for all of its citizens and developing the community to meet the challenges of the future. We take pride in preserving a healthful environment while promoting economic growth.

We encourage citizens to participate in government and community, assisting the City in its efforts to provide quality services consistent with their desires and needs.

10. City of Olympia, WA

Our mission is to improve the quality of life and to enhance the spirit of the community through personalized services, citizen involvement, planning for the future, and a commitment to timely action

11. City of Woodinville, WA

As the elected representatives of Woodinville, the City Council understands that the purpose of the City is to fairly and equitably represent the interests of the citizens of Woodinville, and to carry out its lawful duties on behalf of citizens of Woodinville.

Council, staff, Boards and Commissions honor our commitment to serve the Woodinville community by:

Providing customer service that is:
Efficient - Personalized - Consistent - Responsive -Educational

Encouraging partnerships with:
Citizens - Neighborhoods - Business communities - Educational and social networks

Protecting and enhancing:
Quality of life - public health, safety and welfare - natural and built environment - spirit of neighborhood character

Balancing:
Public expectations and resources - Economic well-being and environmental protection - individual and community interests

12. WA State Patrol

The Washington State Patrol makes a difference every day, enhancing the safety and security of our state by providing the best in public safety services.

2008 Bellingham City Council Goals and Performance Objectives

Preamble:

These goals and the objectives adopted to achieve them, are intended to identify the City Council's priorities for 2008, ensure resources are used efficiently and effectively, and establish a basis for measuring the City's success. The goals and performance objectives shown here are representative only, not intended to be a complete or prioritized list, and are numbered for discussion purposes.

Goal 1: Maintain or improve the current level of City services, ensure that all City programs and services help protect or enhance the quality of life in Bellingham and assure that the City's financial and human resources are allocated to achieve the Council's Goals.

Performance Objectives for 2008:

- Focus on maintaining and improving existing services,
- Anticipate the impact of pending annexation requests and possible fluctuations in the economy.
- Conduct Council review of performance measures.
- Explore methods for periodic, city wide performance audits of departments and programs.
- Address Council staffing needs, resources, ongoing training, and orientation for new members.

Goal 2: Protect and improve the quality of drinking water in the Lake Whatcom Reservoir.

Performance Objectives for 2008:

- Establish policy to restrict development, minimize impacts from development, and manage protected lands in the watershed.
- Establish performance criteria for Goal 2.
- Enable the City's Transfer of Development Rights.
- Reactivate City effort to seek federal and state funding for watershed protection.
- Revisit the need to increase land acquisition funding.

Goal 3: Continue to develop a vibrant downtown that includes a mix of residential, commercial, educational, retail, and cultural uses and amenities with connections between the downtown and waterfront areas.

Performance Objectives for 2008:

- Implement parking capacity improvements planned in 2007.
- Identify the Parking Commission's short-range plans and long-range plans and initiate early action items.
- Identify sites and begin planning for a parking facility.
- Implement Public Facilities District work focus to support downtown core and Arts District work.
- Increase active involvement of the business community in planning.
- Explore the implementation of an entertainment district for downtown.

Goal 4: In partnership with the Port of Bellingham and the broader community, establish and implement a plan to redevelop the central waterfront to substantially reduce contaminants and improve environmental health, increase living-wage jobs, provide public access, recreation and housing, and complement the downtown core and the City's other neighborhoods.

Performance Objectives for 2008:

- Integrate the Waterfront to the downtown core and other neighborhoods.
- Advance bike/pedestrian routes to Waterfront in early planning and design.
- Complete development agreement with the Port of Bellingham.

Goal 5: Develop and implement plans that preserve and shape Bellingham as a city of neighborhoods that work together and function interdependently as a vibrant, livable community with a distinct sense of place.

Performance Objectives for 2008:

- Revisit the issue of a Landlord Accountability ordinance.
- Plan for more neighborhoods working interdependently on broad issues, e.g., transportation.
- Examine the schedule for neighborhood plan updates and address issues of equity in timing of plan updates.
- Increase number of neighborhood plan updates.
- Be ready to implement neighborhood plan updates.
- Emphasize historic preservation.
- Plan for annexations.

Goal 6: Protect and enhance the City's cultural, educational, recreational, and environmental assets.

Performance Objectives for 2008:

- Develop proposal for percentage of fund allocation for the arts.
- Implement next steps on Cultural District and MBT improvements.
- Review the history and criteria for hotel/motel tax allocation decisions.

Goal 7: Improve coordination of transportation, parking and land use decisions to provide a system that effectively moves people and goods through and around the City.

Performance Objectives for 2008:

- Research and direct staff to bring a proposal for a Transportation Advisory Committee.
- Assess and prioritize locations for safe routes to schools improvements.

Goal 8: Support development of a more diverse and sustainable economy by providing services that maintain a high quality of life. Work with businesses and agencies to support economic development activities that increase living-wage jobs in Bellingham.

Performance Objectives for 2008:

- Follow up on actionable items from 2007 business survey.
- Identify the City's most effective role to improve business.
- Finalize the economic development strategy and explore creating an Economic Development element for Bellingham's Comprehensive Plan.
- Involve the business community in neighborhood planning.
- Facilitate cooperation among the Downtown Renaissance Network, Lettered Streets and Cornwall neighborhoods on the Fountain District village center.

Goal 9: Improve communication between the City and its citizens about all goals, priorities, and challenges.

Performance Objectives for 2008:

- Ensure that BTV10 programs are directly tied to the city's priorities.
- Explore use of BTV10 for emergency notification.
- Review plan for taping of afternoon council committee presentations and other special meetings.
- Consider establishing a citizen outreach review board for BTV10.

Goal 10: Support programs and provide facilities that serve low income families and individuals.

Performance Objectives for 2008:

- Consider the implementation of the Affordable Housing Task Force recommendations.
- Work with the Association of Washington Cities to promote increased federal funding for the Community Development Block Grant program.
- Consider the implementation of the recommendations by the Whatcom Prosperity Project Advisory Committee based on the report, “Experiences of Poverty in Whatcom County” which was coordinated by the Whatcom Coalition for Healthy Communities.

Goal 11: Improve the City’s disaster preparedness and response capability.

Performance Objectives for 2008:

- Implement emergency preparedness education at the neighborhood level.
- Continue outreach and coordination with Whatcom County.

C I T Y O F S A N C A R L O S

STRATEGIC PLANNING RETREAT

February 26, 2007 * Library Meeting Room

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 967-9169

MISSION STATEMENT

The City of San Carlos provides high quality services and facilities in a fiscally sustainable, responsive and friendly manner to foster a safe and healthy community.

CORE VALUES

not in priority order

The City of San Carlos values…

Fiscal responsibility and sustainability

Protecting our environment

Strategic thinking and planning for the future

High ethical standards

Community involvement

High quality customer service

A strong sense of community

Public safety

THREE-YEAR GOALS

2006-2009 * not in priority order

? ***Increase economic development and sources of revenue***

? ***Update the General Plan and the Eastside Specific Plan***

? ***Maintain and enhance public safety***

? ***Improve the infrastructure***

? ***Enhance internal and external communication and customer service***

City Council Goal Setting Process

- City Council Goals
- Major Goal Accomplishments
- Goal Setting Process
- Organization Philosophy

Every two years, the City Council adopts goals for the City organization. Citizens, boards and commissions, Council Members and City staff are all solicited for input into the goal setting process. The City Council reviews all of this input and selects a relatively small number of top priority five-year goals for the City. They also identify several actions for the next one - two years to address each goal.

The City Council Goals provide direction in determining how limited financial and staff resources are allocated. Staff prepares implementation plans for each City Council Goal Action, and written evaluations are conducted periodically to measure progress on each.

Advantages of Goal Setting

The City Council Goal Setting process has been in use since 1986 and has yielded the following benefits:

- A better understanding by citizens and staff of the City Council's plans for the future of the City
- More priority projects have been completed successfully
- Staff is more focused and effective in addressing City Council priorities
- Staff is more accountable to the City Council for achieving City Council Goals
- City Council and staff are less inclined to be side-tracked by less important activities or projects
- Formally adopted City Council Goals provide staff official direction to plan and organize resources to ensure their completion

Champaign Vision 2020

Champaign is a vibrant midwestern city with an active center city and healthy neighborhoods.

The City is designed for quality and sustainability and has a growing local economy.

City residents are safe, enjoy a great quality of life, first class educational opportunities and easy mobility.

Champaign is an inclusive community that welcomes all.

© 2008, City of Champaign

CITY GOVERNMENT : CITY COUNCIL : 2006 CITY COUNCIL GOALS

- City Council Goals
- Major Goal Accomplishments
- Goal Setting Process
- Organization Philosophy

Our Community Has Quality City Government

Actions:

- Evaluate development review, permitting and compliance processes and implement actions to respond to customer needs and assure high quality development.
- Complete master plans for all infrastructure systems.
- Complete a cost of services study and adopt policies to appropriately charge fees to recover service costs.
- Adopt and implement a long-term funding plan to construct and maintain quality infrastructure systems throughout the City.
- Update the Public Communications Plan and implement actions to improve communication with citizens.
- Complete a management succession plan to prepare current employees and recruit highly qualified applicants for upcoming staff vacancies.
- Approve and implement a Disadvantaged Business Enterprise program.
- Complete the Public Works facility and financing plans.
- Monitor pension funding levels and adopt financial policies to address unfunded obligations.
- Revise the City's Financial Policies to define a target property tax range for future financial planning and identify how funds levied can be used to achieve City goals.
- Develop a program to audit retailers' compliance with the City's Food & Beverage and Hotel-Motel taxes.
- Complete and implement strategic plans for Fire, Public Works, and administrative services departments.
- Complete and implement the fire station location study.
- Evaluate the fire services agreement with the University of Illinois and update as needed.
- Develop a long term funding plan for METCAD in cooperation with the METCAD partner agencies.
- Adopt emergency management policies and plans that are coordinated with the University of Illinois and other municipalities in the region.
- Complete City Council redistricting based on the 2006 Special Census.
- Prepare a plan to address the long-term space needs of departments currently located in the City Building.

Our Community has a High Quality of Life – People Enjoy Living Here

Actions:

- Complete a study for providing parks, trails, and open space in new growth areas in partnership with area cities and park districts.
- Assist the Unit 4 School District to complete a strategic plan to achieve quality education for all students and high quality school facilities.
- Implement programs and strategies to reduce crimes against persons and violent crimes.
- Work with Unit 4 Schools, the Park District, and nonprofit agencies to evaluate youth programming and implement actions to address unmet needs.
- Adopt a policy to encourage City support for arts and culture.
- Complete a Telecommunication Master Plan.
- Negotiate a cable franchise agreement jointly with the City of Urbana and prepare for the AT & T video service rollout.
- Plan and develop a park and ride facility in cooperation with the CU-MTD.
- Apply for Safe School Routes grants to improve pedestrian safety in areas surrounding Champaign schools.
- Support the Economic Development Corporation and the Convention and Visitors Bureau to improve their effectiveness in implementing economic development and tourism programs.

Our Community has Healthy Neighborhoods

Actions:

- Adopt a vacant structures ordinance and implement strategies to promote building safety and encourage reuse and redevelopment.
- Complete a comprehensive housing strategy and long-term funding plan.
- Support the Housing Authority of Champaign County in preparing a redevelopment plan for Dorsey Homes.
- Develop a redevelopment plan for Bristol Place neighborhood.
- Continue operation of the Garden Hills Neighborhood Action Team and implement actions to address neighborhoods needs.
- Evaluate neighborhood infrastructure conditions and adopt a funding strategy to address unmet needs.
- Complete implementation of the Beardsley Park Plan.
- Develop a funding and staffing plan for ongoing implementation of the multi-family common area inspection program.

Our Community has Balanced and Sustainable Growth

Actions:

- Adopt a funding plan for arterial street improvements, addressing the current backlog and the needs of future growth.
- Complete a fiscal impact analysis of new development and adopt a development cost recovery policy.
- Develop strategies to ensure high quality, reliable, and reasonably priced water and electric utility services.
- Implement a plan to ensure quality development of property adjacent to the I-57/Curtis Road Interchange.
- Prepare and implement a redevelopment plan for the Country Fair area.
- Work with IDOT to resolve policy and funding issues limiting the installation of pedestrian and bicycle facilities on new interstate bridges.
- Complete landfill closure and reuse plans.
- Develop land use and development policies to positively impact the environment and promote long-term sustainability.
- Conduct an environmental assessment of City facilities and services and implement actions to promote energy conservation and minimize environmental impacts.
- Implement programs and strategies to increase commercial and residential infill development.
- Complete and implement the Transportation Master Plan.
- Complete the Staley/Rising Road Corridor Study.
- Complete the Comprehensive Plan update.
- Prepare and implement a Neil Street Corridor Development and Streetscape Plan.

Our Community Has a Vibrant Center City - Downtown To Campustown

Actions:

- Adopt and implement the Downtown Parking Plan.
- Develop a plan and funding strategy for streetscape maintenance.
- Support the Park District to develop a long range plan and funding strategy for the Virginia Theatre.
- Provide support to Christie Clinic for their expansion or the redevelopment of the downtown clinic location.
- Update and implement the University District Action Plan.
- Complete the Public Works Facility & Financing Plans.
- Complete viaduct improvement plans, including both short and long term actions.
- Develop and implement a pedestrian-oriented Downtown Intersection Design Plan.
- Complete a University Avenue corridor study in cooperation with the City of Urbana and University Avenue businesses.
- Conduct an inventory of Center City Housing and develop policies to encourage residential development.
- Complete a redevelopment plan for First Street from University Avenue to Green Street.

Our Community Is The Home of the UI — A World Class University

Actions:

- Develop a strategic plan for airport governance and services in cooperation with the University of Illinois and other area jurisdictions.
- Complete an annexation agreement for Phase 4 of the South Research Park.
- Implement the recommendations of the Campus Area Transportation Plan.
- Implement the Campus Area Transportation Study.
- Develop a joint City-University public education campaign to market the University's assets to City residents and promote the community to students, parents, and faculty.
- Implement crime control strategies for the campus area.
- Identify new opportunities for cooperation and improve communications between the City and University of Illinois.

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MEETING NOTES

Olympia City Council
Yearly Priority-Setting Retreat

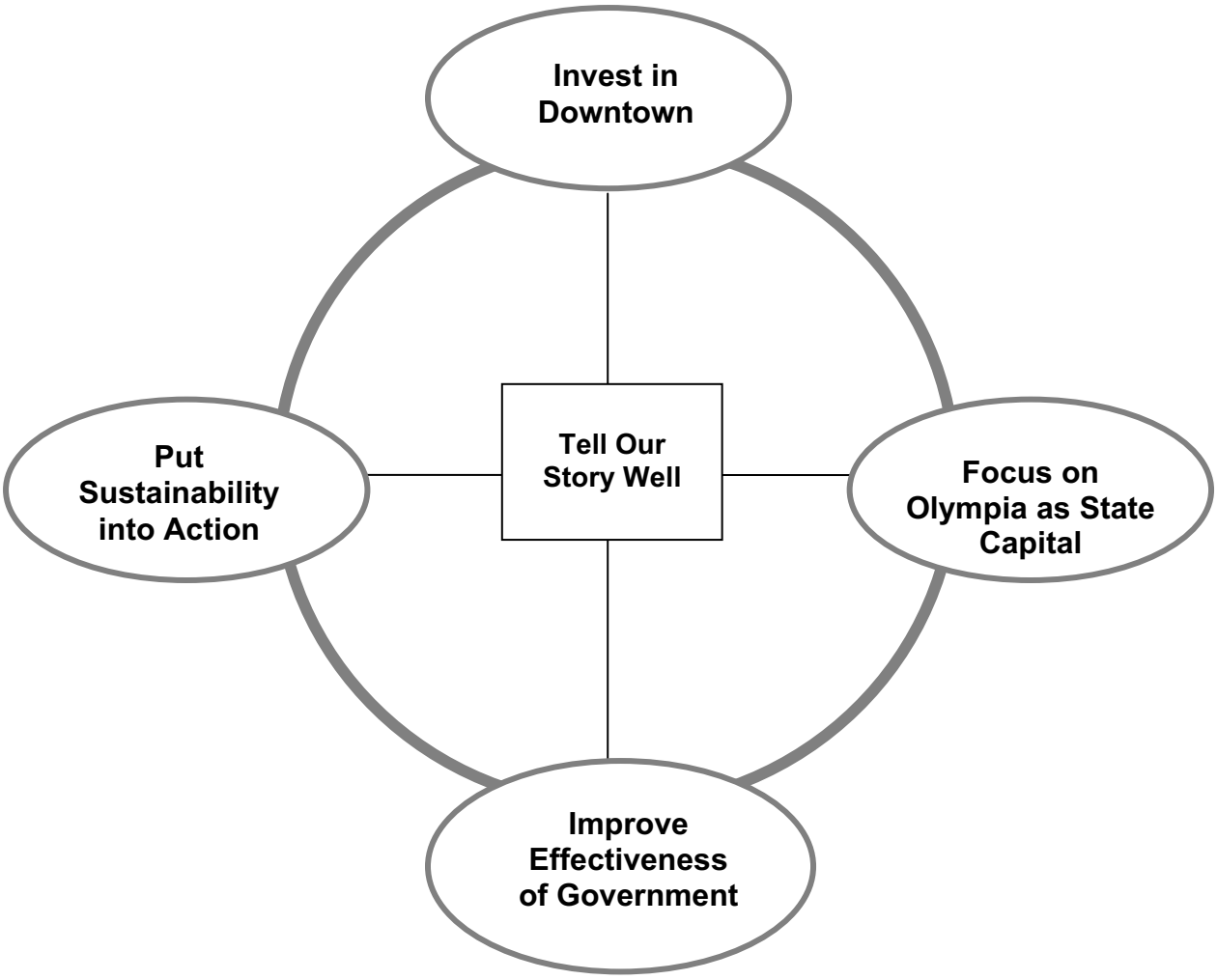
January 13 & 14, 2007
The Evergreen State College

Prepared by:

NEXT STEPS

Actions	Complete By	Lead Person
Retreat Notes documented	1/20	Larry & Subir
Selected staff meet to scope out deliverables and make recommendations	1/22	Steve/Subir
Determine who will serve as liaison to oversee each of the deliverables	?	Committee of Chairs
Approve scope and oversight recommendations for each ’07 deliverable	2/27/07	Council/Committees
Put newly adopted Council processes into handbook	1/31/07	Subir/Mary
Arrange for Council members to meet with staff groups to brief them on goals and deliverables for ‘07	1st Quarter 2007	Steve/Cathie

COUNCIL GOALS FOR '07



EFFECTIVE GOVERNMENT

Deliverable for '07	Comments	Council Focus Level	Already on Work Plan?
Mobility Infrastructure: Boulevard Road and other mobility infrastructure priorities need funding. Complete funding and planning of overall mobility so that all transportation plans and decisions fit together.	▪ Find out what other cities have been successful with mobility planning and implementation ▪ Scope with Land Use Committee and other key functions (Randy's upcoming presentation may be a starting point) ▪ Bring new approaches and ideas – improved decision processes	High Involvement	Partially
Complete 5-year sustainable financial strategy, defining revenue, expenditures, priorities as a basis for going to the voters.	▪ Includes description of what we are going to the voters for ▪ When we are going ▪ What form we will ask for	High Involvement	Yes
Implement the interim parks and pathways plan.	▪ Finish the acquisitions (get back on schedule through use realtor) ▪ Use what we've got ▪ Tell our story to the community about what we have achieved relative to the plan	High Involvement	Yes
Tell our story about how city hall contributes to effective government		Moderate Level	Partially
Neighborhood planning		Monitor	Yes
Encourage diversity		Monitor	Yes

OLYMPIA AS CAPITAL CITY

Deliverable for '07	Comments	Priority Level	Already on Work Plan?
Enhance use of VCB and marketing dollars for visitors to the capital city.	▪ Brief Council on what is currently being done ▪ Explore whether Olympia needs its own VCB or dedicated resource	High Involvement	Yes
Commitment to advocate for and assist permitting for new DIS building (with parking structure) in Olympia	▪ Legislative support needed to help with funding ▪ Staff role to assist DIS with good public process and permitting	High Involvement	Yes
Tell our story as capital city on our own terms.	▪ Integrate tag-line: "the capital city" with our brand	High Involvement	Yes
Host a summit on sustainability in '08		Monitor	No
Challenge other WA cities to competition on sustainability, wellness, energy, etc. at the AWC conference.		Monitor	Yes
Seek funding for Percival Landing and bike/ pedestrian access across the 5th Avenue dam		Monitor	Yes
Designate lead Councilmembers to serve as liaisons with State leaders		Monitor	Yes

PUT SUSTAINABILITY INTO ACTION

Deliverable for '07	Comments	Priority Level	Already on Work Plan?
Community Forum on sea level rise in which research presented and range of options explored	▪ Gather existing knowledge and update existing study on topic ▪ Impact of climate change on downtown – focus on sea level ▪ Get citizens involved ▪ Al Gore as convener ▪ To be scoped by Steve and Staff	High Involvement	No
Enhance citizens' ability to take action and influence sustainability (e.g., water conservation, energy, recycling, etc.) by neighborhood	▪ Report measures of progress using key neighborhood and city-wide indicators	Monitor	Yes
Adopt a program that makes heroes of citizens and local businesses that make an impact on sustainability		Monitor	No
Bring sustainability issues to our inter-jurisdictional partnerships	▪ Frame as "stewardship" ▪ Advocate a "green" category for EDC Awards and position Olympia as a magnet for green business ▪ Participate in "New Renaissance" programming	Modest Involvement	No

INVEST IN DOWNTOWN

Deliverable for '07	Comments	Priority Level	Already on Work Plan?
Break ground on new housing project (not counting Capital Center)	▪ Hire marketing consultant to recruit developers ▪ Identify and reduce barriers to builders ▪ Be willing to use new approaches and talent	High Involvement	Partially
Complete site selection and property acquisition for parking structure	▪ Use what we learn to develop long range plan for parking system ▪ This effort coincides with work of Parking Advisory Committee ▪ Can include City Hall	High Involvement	Yes
Site for City Hall has been identified and timeline is on track	▪ Map out what the total investment looks like and tell the story to citizens ▪ Paint the vision for the community – inclusive of all segments of downtown ▪ Define what we mean by "downtown" and be consistent in our language	High Involvement	Yes
Complete site selection for Children's Museum	▪ Decision set for February 2007	High Involvement	Yes
Develop menu of options for addressing dilapidated properties and apply to resolve Griswalds property and others	▪ Identify all options with varied time horizons, costs, and risks	High Involvement	Yes

INVEST IN DOWNTOWN

Deliverable for '07	Comments	Priority Level	Already on Work Plan?
Acquire permits and funding for Percival Landing	▪ Request federal earmarks ▪ 30% design and permitting	High Involvement	Yes
Mobility Plan – scoped and funded for '08		Monitor	Probably
Wayfinding – Phases 1 and 2 signs are up / Phase 3 plan developed and funded		Monitor	Yes
Streetscapes – Details worked out regarding pedestrian ordinance		Monitor	Yes
Downtown is a WiFi hot spot		Monitor	No - Contract out to VCB/EDC

Clearwater Community Vision Workshops
Final Report

City of Clearwater, Florida
January 2006

HDR

Clearwater Community Vision Workshops

August - December 2005

FINAL REPORT

23 January 2006

City of Woodinville
Washington

You are here > Home

Council Vision, Mission, & Goals

Woodinville's Mission Statement

As the elected representatives of Woodinville, the City Council understands that the purpose of the City is to fairly and equitably represent the interests of the citizens of Woodinville, and to carry out its lawful duties on behalf of citizens of Woodinville.

Council, staff, Boards and Commissions honor our commitment to serve the Woodinville community by:

Providing customer service that is:
Efficient - Personalized - Consistent - Responsive -Educational

Encouraging partnerships with:
Citizens - Neighborhoods - Business communities - Educational and social networks

Protecting and enhancing:
Quality of life - public health, safety and welfare - natural and built environment - spirit of neighborhood character

Balancing:
Public expectations and resources - Economic well-being and environmental protection - individual and community interests

Woodinville's Vision Statement

" Woodinville is a safe, friendly, family-oriented community that supports a successful balance of neighborhoods, parks and recreation, tourism and business. We have preserved our Northwest woodland character, our open space, and our clean environment. We have enhanced our ability to move freely throughout the community by all modes of travel. Woodinville is a pleasant place in which to live, work, play, and visit, with a compact, inviting downtown that is attractive and functional."

2005-2006 City Council Goals & Objectives

2006-2007 Council Action Plan

Central Goal

Establish goals for the City that rest firmly on the foundation of the Comprehensive Plan, that support the City's Vision and Mission Statements, and that are implemented using the City's Guiding Principles.

Objectives:

Revisit Vision Statement, Mission Statement, and Guiding Principles on an annual basis.

Review Guiding Principles and include expression of commitment to staff.

I. Land Use Goal Establish land use patterns and guide population growth in a manner that maintains or improves Woodinville's quality of life, environmental attributes, and northwest woodland character. Continue to plan, refine, and define the development characteristics of Woodinville through master and sub-area planning.

A. **Adopt Downtown Little Bear Creek Master Plan** *(Community Development)*

1. Regulatory update (2005)

2. Initial Implementation (2005)

a. Conduct implementation studies as directed by City Council

b. Conduct a downtown parking study (2005)

B. Complete City-wide Strategic Visioning Plan *(Community Development)*

1. Consultant Selection (January, 2005)

2. Plan Development (April, 2005)

3. Plan Adoption (September/2005)

C. **Complete an Economic Development Study** *(Community Development)*

1. Assure economic development study and strategic visioning plan are coordinated

2. Assure other anticipated sub-area plans are considered, especially Tourist District Plan Update

D. North Gateway Subarea/Master Planning *(Community Development)*

1. Grace Annexation: Determine whether to proceed with any sections of Grace *(2005)*

2. North Industrial Subarea Plan *(2006)*

E. **Valley Gateway Subarea/Master Planning** *(Community Development)*

1. Tourist District Master Plan Update *(2005)*

a. Coordinate work plan with Tourism Task Force and task group with participation

2. Northwest Gateway *(2006)*

3. Valley Industrial *(2007)*

II. Housing Goal

Preserve existing housing and neighborhoods, and provide a diversity of housing types that promotes housing opportunities for all economic segments of the City's population .

A. Assure a variety of housing options and types are addressed in deliberations of the Downtown Master Plan (Community Development, 2005)

B. Continue study of Transit Oriented Housing Development for Woodinville (Community Development, 2005)

1. Analyze impacts on Downtown-LBC Corridor Master Plan elements

2. Compare against alternatives to achieve affordable housing *(Planning Commission)*

C. Review conditional/temporary use permitting process for homeless encampment/temporary housing (Community Development & Executive 2005)

1. Develop new criteria for permit process

2. Participate with ARCH in short-term preparation and long-term effort

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III. Human Services Goal Promote a variety of human services that reflect and respond to human needs of the community.

A. Conduct an assessment of service gaps left in Woodinville by King County and Seattle budget reductions *(2005, Executive, Parks & Recreation, City Council)*

1. Remain plugged into regional decision-making that may impact area service provision *(Ongoing)*

a. Explore interest in sub-regional options is regional safety net weakens *(Ongoing)*

b. Mayor to send letter of concern to ARCH cities *(2005)*

B. Conduct an assessment of Woodinville's ability to meet its human service needs through traditional means of investing in providers and more creative means of direct or procured services delivered in Carol Edwards Center buildings. *(2005, Executive, Parks & Recreation)*

1. Report on first year outcome of City-based English As Second Language (ESL) program. *(Parks & Recreation 2005)*

2. Evaluate potential, cost effective, in-house or contracted human services that could be offered at the Carol Edwards Center. *(Parks & Recreation – Executive 2005)*

3. Include Human Service delivery analysis of Tent City 4 to determine if other needs exist *(Executive, 2005*)

IV. Economic Development Goal

Take a positive partnership role in retaining and enhancing the existing diverse and vital economic base in the City.

A. Assure that economic diversity and opportunity are addressed in the Downtown/Little Bear Creek Corridor Master Plan, toward creating an economically balanced community. *(Community Development, 2005)*

B. Continue to collaborate with the Tourism Task Force *(Community Development, Executive, ongoing)*

C. Develop Downtown linkage – cooperate with Tourist District Master Plan and Tourism Task Force to make sure economic development goals are closely coordinated so areas give each other customers.

D. Review options to secure economic development assistance via employee, shared employee, consultant or public agency, such as the Seattle/King County Economic Development Council and Puget Sound Regional Council.

E. Continue to evaluate multi-agency opportunities such as Redmond Tourism Initiative.

F. Complete an Economic Development Study *(Community Development)*

1. Coordinate with Strategic Visioning Plan.

2. Coordinate with Tourist District Master Plan update.

V. Parks, Recreation, and Open Space Goal

Provide quality parks, open space, plus adequate and enriching recreational activities for Woodinville's citizens and visitors.

A. Study and design Civic Center parking, field and interim improvements identified as priorities by CIP process. *(Parks & Recreation)*

1. Consultant/designer under contract by end of 2004;

a. Design input and policy decisions to Council *(July, 2005)*

2. Financing draft plan to City Council *(May, 2005)*

B. **Continue to investigate opportunities to land bank key parcels for future**

planned parks & facilities. *(Parks & Recreation, ongoing)*

1. Recommend types of property and areas of need as implementation task of PRO Plan *(2005)*

2. Staff and agent analyze key GIS, critical area data and agency comprehensive plans to inform this process (*Public Works, Parks & Recreation, Executive*)

a. Work with property acquisition specialist to acquire available parcels

3. Assist the Council in developing neighborhood land banking opportunities.

4. Identify system deficiencies

a. Analyze key parcels

b. improve pedestrian circulation

c. provide views

d. increase neighborhood parks

e. protect open space

f. preserve neighborhood character

C. Formalize Small Neighborhood Action (Parks) Project (SNAP) Program *(Parks & Recreation)*

1. Develop neighborhood application & Commission recommendation process

2. Coordinate public outreach for park SNAP projects.

D. Assist the Council in implementing the DTLBCMP Park Elements. *(Parks & Recreation)*

1. Review zoning and ordinance changes needed to realize Council vision.

2. Collaborate with Community Development Department to draft potential development incentive packages.

3. Study methods for reducing the City's share of investment in the park elements.

4. Explore "festival street" concept

E. Assist the Council in expanding the use of the Carol Edwards Center through development and implementation of a Business Plan. *(Parks & Recreation)*

1. Coordinate Business Plan with Interim Improvements for Sustainable Growth

2. Expand teen offerings

3. Improve Outdoor Basketball Court

4. Create Facility Rental Marketing Tools to Support Interim Improvements.

F. Coordination implementation of online registration through E-Gov system for Myparksandrec.com *(Parks and Recreation, Executive)*

G. Continue promotion of public art through the Public Art Advisory Committee.

VI. Community Design Goal

Promote a visually cohesive community that preserves and enhances the Northwest Woodland character, the heritage of Woodinville, and creates a human scale, pedestrian friendly environment in its community design.

A. Develop design and streetscape standards for approved Downtown/Little Bear Creek Corridor Master Plan. *(2005, Community Development)*

VII. Transportation Goal

Establish and maintain a transportation system that supports the land use plan and incorporates transportation/land use linkages.

A. **Adopt a Non-motorized Transportation Plan** *(Public Works, Parks & Recreation, 2005)*

1. Review and identify funding strategy

2. Develop early-action, quick turnaround, small projects to connect areas.

B. **Evaluate Citywide traffic circulation planning**

1. Develop new Concurrency Ordinance *(2005, Public Works)*

2. Evaluate and model CIP's to assist City Council in identifying tentative priority and schedule. *(2005, Public Works)*

3. Review feasibility of AM peak modeling to help identify potential relief projects in selected areas

4. Continue to develop use of modeling to educate public and to assist in project priority selection.

VIII. Capital Facilities Goal

Enhance the quality of life in Woodinville through the planned and coordinated provision of public and private capital facilities.

A. **Develop a review of Capital Improvement Plan (CIP) methodology for City Council discussion and direction** *(Executive, January, 2005)*

B. **Develop a set of criteria for investment in downtown grid roads** *(Executive, Public Works, January 2005)*

C. **Review potential funding CIP streams and borrowing opportunities to give City Council its options to incur non-voted and voted debt to achieve capital**

projects *(Executive, Administrative Services, May, 2005)*

D. **Analyze Utility Tax flexibility as a CIP funding source and determine whether utilization should sunset with current projects, should be expanded to city-wide capital, should be used as a fund source for debt service or should be used for operating costs.** *(Executive, Administrative Services, May, 2005)*

E. **Review existing CIP Projects and analyze current trends in construction pricing. Re-evaluate currently funded and proposed projects to update project cost estimates.** *(Executive, Public Works, P&R, March 2005)*

IX. Utilities Goal

Enhance the efficiency and quality of service from public and private utility providers through the coordination of utility, land use, and transportation planning.

A. **Participate in the Woodinville Water District Comprehensive Plan process. Analyze opportunities and threats to City policy trajectories** *(Public Works, 2005)*

B. **Analyze potential for right of way user impact fees for reducing life of pavement.** *(Analyze 2005, Implement 2006, Public Works)*

X. Environment Goal

Create a community that reduces waste stream, promotes energy conservation, preserves and enhances aquatic and wildlife habitat, protects and improves water quality, and protects the public from natural hazards.

A. **Remain an active partner in the WRIA Region 8 effort to develop, fund and implement early action strategies.** *(Community Development, City Council, Ongoing)*

B. **Work collaboratively through WRIA 8 with NMFS, State, tri-county and other public and private partners to develop a recovery plan for Puget Sound Chinook salmon.** *(Ongoing, Community Development)*

1. Work with Council, Commissions and Salmon Task Force to review and respond to the WRIA 8 Draft Salmon Conservation Plan. (Community Development, Public Works, Executive)

2. Evaluate current mapping of Critical Aquifer Recharge Areas (CARA) in Woodinville and determine need for additional study and mapping, including identification of any fuel storage tanks (Community Development, Public Works

a. Consider policy to ban fuel storage tanks in CARA's.

XI. Budget

Support the programs and services of Woodinville with well-conceived budget policies.

A. Conduct a strategic budgeting review process & develop a strategic budgeting plan. (Admin Services/Finance, 2005)

1. Use study to inform on sustainability of overall staffing levels

B. Analyze and develop a response strategy to streamlined sales tax initiative. (Finance, 2005-2006)

C. Conduct an analysis of new City structures constructed since incorporation and determine whether there is an unfunded liability for system repair and replacement.

D. Conduct an analysis of the Equipment Replacement Fund and the replacement set-aside methodology to determine whether replacement is properly reserved and funded.

E. Conduct an analysis of inter-fund charges and overhead to make sure that capital, enterprise and other funds are fairly compensating the Current Expense Fund for services received.

F. Conduct a financial analysis of future pay and benefit projected costs, highlighting significant trends, and bring a comprehensive assessment to the City Council of a Total Compensation approach to employee compensation. (*Exec, Admin, June, 2005)*

G. Prepare a briefing for the Finance Committee and City Council on the 2006 changes in public sector accounting requirements, including any recommended adjustments to the biennial budget, and other areas *(Admin, June, 2005)*

XII. Operations

Continue to define, improve, and enhance the operational and service-level environment of Woodinville.

A. **Conduct study of development services departments to identify systemic changes and improvements and to inform about right staffing levels** *(Executive, 2005)*

1. Analyze option of enterprise fund for Permit Center

B. **Review effectiveness, development and enhancement of communications with citizens.** *(Executive)*

1. Proactively tell positive City story; address topical community issues through communications programs *(Ongoing)*

2. Develop Government Access Channel television Implementation Plan *(2005)*

C. **Continue to facilitate meaningful interaction among our citizens.** *(Executive, Ongoing)*

1. Examine methods to have quicker, lower maintenance, high-contact interactions with citizens.

2. Increase Council and Commission member participation in city and community events and public outreach.

3. Launch simple electronic distribution of City information (e-alerts)

D. **Use surveys and other methods to determine levels of citizen understanding of City programs and projects.** *(Ongoing, Executive)*

1. Review options for statistically valid surveys including means other than telephone due to refusals and diminishing number of land lines *(Executive, Ongoing)*

2. Continue to develop multi-lingual options and outreach (i.e. brochures, web, recordings, language banks)

E. **Continuous improvement of Emergency Management capabilities.** *(Ongoing, Emergency Manager)*

1. Participate in King County Region 6 Emergency Management Exercise,

F. **Support sustainable growth of the Carol Edwards Center Operations within the budget and service level prioritization process.**

G. **Implement IT Strategic Plan.** (*Executive, 2005)*

1. Discuss and prioritize IT Strategic Plan initiatives

a. Determine in-house vs. out-sourced solutions.

2. Develop and adopt a program to coordinate information storage and maintenance between departments.

3. Develop and adopt a decision-making process for technology acquisition and oversight.

a. Evaluate the impact of technology purchases on existing operations and maintenance.

b. Establish defined performance measures and post-implementation review.

c. Review business practices to justify IT purchases to avoid costly customization.

4. Finalize and test emergency operations procedures.

5. Continue to enforce hardware, software and data standards and naming conventions.

6. Continue to identify and eliminate redundant databases and processes.

7. Consider a separate replacement fund for server and network infrastructure during the bi-annual budget review to ensure that upgrades continue to be a planned process rather than a reactive event.

XIII. Regulatory

Continue to define, improve, and enhance the regulatory environment of Woodinville.

A. **Conduct study of Development Services to determine best practices and**

best staffing configuration. *(Executive, 2005)*

B. **Examine feasibility of disguised cell towers.** *(Community Development)*

C. **Review options to have compatibility with adjacent jurisdictions.** *(Community Development, Ongoing)*

D. **Sign Code: Develop sign code update program and study options with Planning Commission and City Council, including:** *(Community Development)*

1. Billboard Amortization: Further analysis and fiscal analysis

2. A Board Signs: Analyze options for use; present Report to City Council *(2005)*

3. Complete review of subdivision signs in Right-of-Way

XIV. Regional/Interlocal

Maintain an active posture on regional issues affecting Woodinville and represent the interests of Woodinville on agency interactions and services within Woodinville.

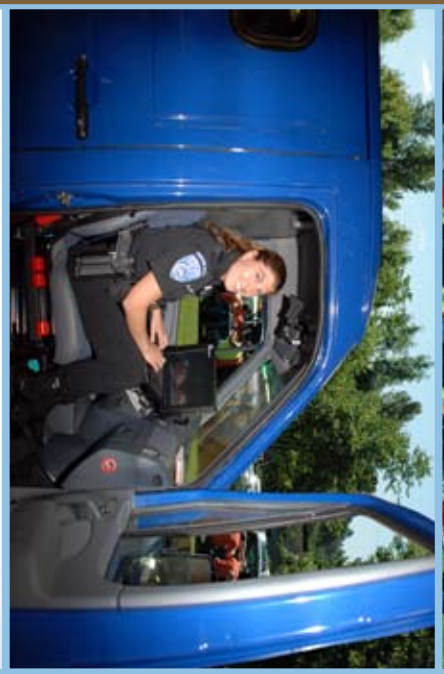
A. **Brightwater Regional Wastewater Facility** *(Executive, Parks & Recreation, Community Development)*

1. Permit review and mitigation plan.

B. **Be an active participant in the Parks & Recreation Service Area study to resolve area aquatics needs.** *(Parks & Recreation)*

C. **Be an active participant in response to jail, court, and solid waste service provision issues.** *(Executive, Police & Administrative Services, Ongoing)*

D. **Be active in the development of partnership options to meet the service gap in playing fields .** *(Parks & Recreation, Ongoing,)*



performance measures

city of kirkland • december 2007

CITY OF KIRKLAND WASHINGTON

city of kirkland performance measures guide - 2007

Since 2004, the City of Kirkland has been monitoring key performance measures in six service areas: Fire and Emergency Medical Services; Streets; Information Technology; Police; Parks and Recreation; and Recycling. This guide book includes a report on the key performance measures for each of these service areas along with examples of service provided. As we continue to monitor these key measures over time, we will have a good indicator of how much progress the City is making in meeting our goals for providing high quality services in a cost-effective way. The booklet is intended to show the citizens of our community how we are doing on the following goals:

kirkland's core performance measurement goals

Fire and Emergency Medical Services:
Preserve lives and protect property through high quality response to fire and emergency medical incidents.
Key measures: Emergency Response Times and Effectiveness in Containing Fires

Streets:
Construct and maintain the public infrastructure of the City and ensure efficient and reliable public streets to Kirkland residents.
Key measures: Pavement condition rating and citizen rating of street maintenance.

Information Technology (IT):
Proactively provide cost effective, reliable, standardized, and current information technology tools, systems, and services including customer focused support.
Key measures: Share of the City's business that is conducted through E-Commerce and rating of IT services

Police:
Reduce crime and increase the community perception of safety through high quality law enforcement services.
Key measures: Crime rates and citizen ratings of safety in their neighborhoods.

Parks and Recreation:
Enrich and enhance Kirkland's quality of living by effectively managing our public lands and serving the leisure needs of all residents.
Key measures: Citizen rating of the City's parks and recreation programs and citizen enrollment in recreation classes.

Recycling:
Reduce waste generated by Kirkland residents and businesses by recycling, reducing, and reusing materials.
Key Measures: Citizen rating of recycling services and tons of recycling material collected.

key findings

Some notable findings of the Performance Measures Guide are:

- Total fire incidents per 1,000 population increased by nearly 23% and total non-fire incidents per 1,000 population increased by nearly 44%, yet the percent of fire response times under 5.5 minutes kept pace with a 3% decrease in times that met the department target of under 5.5 minutes.
- In the 2006, citizen survey 95% of residents rated road maintenance as satisfactory or better.
- Parks and Recreation on-line registration increased by 30%, more than doubling 2005 online registrations.
- 98% of respondents to the 2006 Citizen Survey rated their overall satisfaction with parks as satisfactory or better, a 3% increase in satisfaction since the 2004 Citizen Survey.
- Recycling rates continued to exceed City's single family recycling diversion goal of 52% (60% diversion in 2005 & 62% in 2006).
- Garbage rates continued to surpass City's waste generation goal of less than 33 lbs. of garbage per household per week among single family residents (27.30 lbs/wk in 2005 & 25.5 lbs/week in 2006).

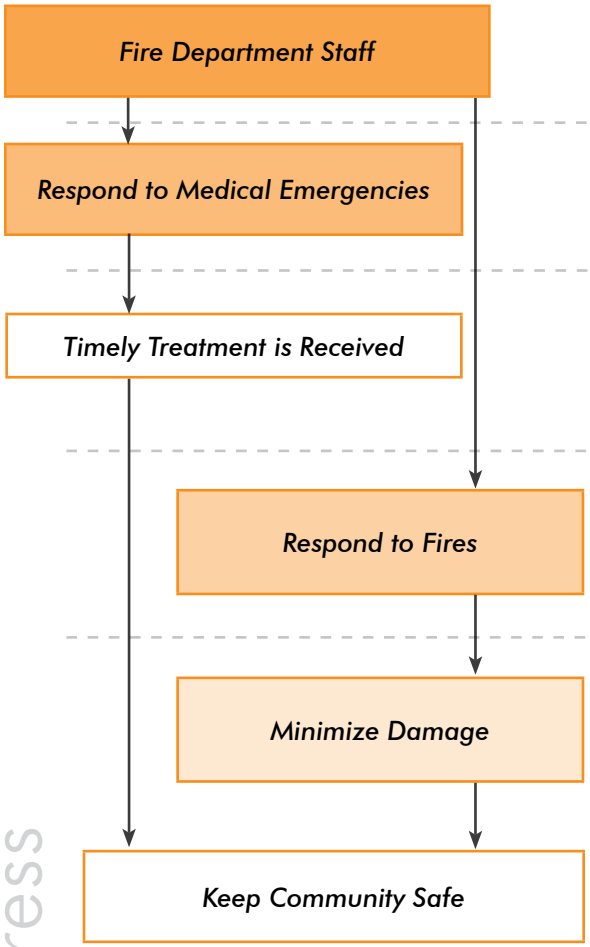
We hope you will find this guide a helpful tool for reviewing and understanding the services provided by the City of Kirkland.

fire and emergency medical services

goals

When Fire and Emergency Medical Services employees respond to fires and medical emergencies, they strive to preserve lives and protect property. Their goal is to provide effective and efficient services that enhance a safe environment for the public.

measuring progress



MEASURE	2004	2005	2006
Paid fire and EMS staffing per 1,000 population served	.89	.93	1.0
EMS responses per 1,000 population served (BLS and ALS)[1]	66.2	65.2	66.9
Average EMS response times (BLS and ALS)	4:36 min	4:29 min	4.34 min
% of EMS response times under 5 minutes	53%	52%	51%
Total fire incidents per 1,000 population	27.4	26.6	34.4
Total non-fire incidents per 1,000 population	12	9.6	17.0
Average fire (emergency) response times	5:58 min	5:53 min	6:02 min
% of fire response times under 5.5 minutes	43%	49%	46%
% of building fires confined to area of Origin	58%	67%	44.8%

[1] *BLS = Basic Life Support and ALS = Advanced Life Support*

analysis

- Total fire incidents per 1,000 population increased by nearly 23% and total non-fire incidents per 1,000 population increased by nearly 44%, yet the percent of fire response times under 5.5 minutes kept pace with a 3% decrease in times that met the department target of under 5.5 minutes.
- Average EMS and fire (emergency) response times have remained fairly stable over the past three years.

next steps

- Continue working on increasing the percent of fire response times under 5.5 minutes. The goal is 90%.
- Continue working on increasing the percent of EMS response times under 5 minutes. The goal is 90%.
- Continue working on increasing the percent of fires contained to room of origin to 60%
- Implement a new Paging & Alerting system to reduce the time it takes to notify firefighters of emergencies.
- Continue with the planning phase of consolidating two fire stations into a single facility to provide better fire response times in the Finn Hill area.
- Move from planning to implementation of NORCOM911 Regional Public Safety Communications Center.

Life vests should be worn at all time on the water! After falling in, it's too late to put them on. Once cold and fatigue set in, people reach a point where they can no longer move their limbs. That is when they sink and drown. The two young men who fell in were fortunate. Had two strong swimmers not been present, one of them might not have survived. Please make safety your priority when you enjoy water sports!

The Call of Duty

On May 24, 2006 the Fire crew at the Forbes Creek fire station in Kirkland responded to pounding on the station door. At the door, a young man stood wet, shivering, wearing only his shorts. He was yelling that his boat had capsized and his buddy was still out in the lake and needed to be rescued.

Battalion Chief Haschak went into action and quickly located the young man in the lake. From the Juanita Beach Park dock B.C. Haschak could see the young man in a canoe completely filled with water.

Suddenly, the canoe capsized and the young man ended up fully in the water, hanging onto the side of the boat. B.C. Haschak knew the man had been out there a long time and if he went under, he might not come up again. He and Firefighter Jeff Endsley were the strongest swimmers, on the scene and they prepared themselves to enter the water.

B.C. Haschak grabbed a torpedo tube (which can be wrapped around someone as a life preserver) and swam out. Firefighter Endsley followed, with a second tube and the end of a rope that would be used to tie off the boat. Both the B.C. and the Firefighter had life jackets on when they made the rescue.

B.C. Haschak reached the young man first and wrapped the tube around him. Firefighter Endsley tied off the boat and joined Haschak in bringing the young man in. Both young men were treated for a mild case of hypothermia, wrapped in blankets in a warmed room until they were doing well.

Through efforts of the whole Fire crew, a man was saved from possibly drowning. This is a memorable example of how the well-trained personnel of the Kirkland Fire Department respond effectively and efficiently to emergencies.

streets

goals

The Streets Division of the Public Works Department is responsible for keeping City-owned streets and landscaped surfaces maintained in an excellent manner. The work includes keeping roads repaired, landscapes aesthetically pleasing, and streets swept often to keep debris from entering the storm system and to improve water quality. A few of the Streets Division responsibilities include the maintenance, operation, and minor construction of roadways and roadsides, traffic signals and signs, alleys, public parking, sidewalks, paths and trails, crosswalks, and also to sweep streets and maintain street trees. The Streets Division works to provide the infrastructure for the City to ensure safe, attractive, efficient and reliable public streets and rights-of-way for Kirkland residents.

measuring progress

Street Maintenance Crew

MEASURE	2004	2005	2006
Roads are Repaired			
Total paved lane miles	351.1	351.8	352.3
Road rehab expenses per paved lane mile	$4,310	$3,471	$4,919
Roads are well maintained			
Pavement condition index (PCI)[1]	70	*	*
Percentage of lane miles assessed as fair or better[2]	90%	*	*
Citizen ratings of road maintenance (satisfactory or better)[3]	94%	*	95%
Sweep Streets			
Street sweeping expenditures per capita	$3.12	$4.42	$4.12
Steet sweeping (tons)	592	517	497
Streets are clean and storm drains are clear			
# of lane miles swept: Commercial Business District (Per Year)	500	500	500
# of lane miles swept: Residential (Per Year)	3,744	3,744	3,432
Safe streets and improved surface water quality			

1. The City of Kirkland uses the Washington State DOT method for objectively rating the pavement condition based on factors including cracking, patching, weathering, and rutting. Every 3 to 4 years the PCI ratings for the entire City's street network are updated. The last survey was performed in 2004.
2. Based on 2004 PCI survey data; "fair or better" equates to a PCI of 40 or better
Pavement Condition Index (PCI) is a rating of the general condition of pavements and is based on a scale of 0 to 100. A PCI of 100 represents a newly constructed road with no distresses; a PCI below 10 corresponds to a failed road requiring complete reconstruction.
3. Survey completed every other year

analysis

- In 2006, the City of Kirkland invested a significant amount in the pavement overlay program resulting in an increase of 29% in expenditures.

next steps

- Maintain a Pavement Condition Index (PCI) of at least 70.
- Enhance central business district maintenance effort.
- Complete Non-motorized Plan Update.

"The Central Way project fixed the broken sidewalks and with the in-pavement lights it makes it easier and safer for pedestrians to get around downtown. The Central Way renovation is a great improvement for the community and for business."

--Dick Beazell

After

Before

Central Way Project

Dick Beazell, Executive Director of the Kirkland Downtown Association, knows how important it is for businesses to have well maintained roads and sidewalks. He recognizes the 2006 Central Way renovation as "a great improvement for the community and for business."

Central Way has an average daily travel of 20,000 cars and has a significant amount of foot and bike traffic. The City worked to ensure Central Way is a safe place for pedestrians through installation of new sidewalks and crosswalks with in-pavement lights.

Other citizen comments on the Central Way Project:

"My commute to and from work regularly includes walking across Central Way at 4th Street. During the winter, this was often done in the dark. Recently, the City installed in-pavement flashing crosswalk lights at this crosswalk, and the difference is night and day! Thank you!"

"I love the no-longer bumpy sidewalk on Central….Great work."

"On behalf of the Sylvan S. Shulman Company, I would like to thank you for your hard work in ensuring the ease of ingress and egress for Kirkland Park Place during the construction on Central Way. As a result of your efforts we have seen no appreciable loss in customer traffic or sales volume. Your diligence and excellent communication have ensured the Central Way business owners continue economic viability."
--Michael Shulman

information technology services

internal goals

Proactively provide cost effective, reliable, standardized, and current information technology tools, systems, and services including customer focused support. Provide responsive customer service to more than 400 city employees by maintaining a dependable computer network and creating technology tools to enhance productivity.

measuring progress

	MEASURE	2004	2005	2006
IT Department	Total Apps / Network and Ops IT Staff	4.5/5	5/6	6.75/6
Provide IT tools	# of help desk calls per # of help desk employees	*	*	1,193
	# of help desk calls per # of city employees	*	*	7.67
Training, tech support, telephone, desktop maintenance	Help Desk calls resolved	3,398	3,835	3,580
	Total training sessions provided	33	37	9
	# of employees that took an IT Training class	*	*	53
Increase staff productivity / efficiency	Number of intranet user sessions	229,320	252,588	250,716
Staff more efficient and satisfied	Internal customer satisfaction: general IT services	*	*	3.6/4.0

* - *Information not collected*

analysis

- There has been a 76% decrease in staff training sessions provided by IT. This decrease is due to an increase in support needs of various technology programs the City implemented in 2006 including free wireless, the RAIN network to help police officers share data between jurisdictions, implementation of online utility bill payment and online permit status and the creation of a GIS and IT Strategic Plans.

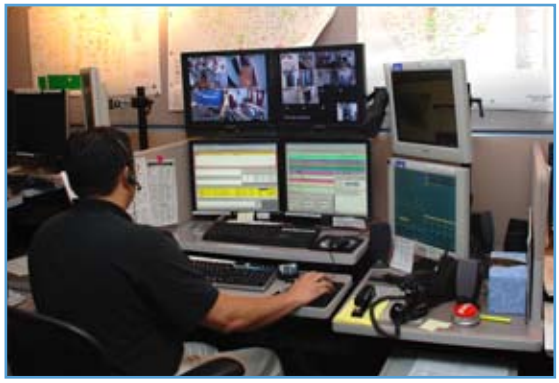
next steps

- Enhance capability of police systems through support for regional dispatch or implementation of new capabilities for the existing police Computer Aided Dispatch, Records Management System, mobile, and jail system.
- Implement automated public safety scheduling and call out system.
- Establish a more robust disaster recovery plan for core critical systems which are not covered by current plans.
- Change IT Infrastructure to support new systems and new demands for data storage.
- Provide mobile computer access to City systems for inspectors and other field staff.
- Begin helping the City better manage records and paper through implementation of an electronic records system.

Police Technology

Rex Caldwell with the City of Kirkland Police Department recognizes the important role the Information Technology (IT) Department plays in keeping the community safe and City services running efficiently. In a recent interview he identified IT as playing a major role in supporting Police Services and ensuring that he can perform his job.

"We simply could not do our jobs effectively without the support of technology" Said Rex. "From GIS mapping of crime statistics to mobile computers in the police cars, the IT Department supports our critical work to ensure community safety." Other areas of IT assistance identified by Rex include computer aided dispatch of 911 calls, records management and communications.



Municipal services are very dependent on IT to ensure services are delivered efficiently and effectively.

information technology services

external goals

The City wants to make it easy for citizens to access services, so it provides useful online options.

	MEASURE	2004	2005	2006
IT Department	Total Apps / Network and Ops IT Staff	4.5/5	5/6	6.75/6
Usability of Website	Average weekly hours upating site	15	15	17.5
	Number of user sessions per year	367,388	452,560	448,100
Citizens & Business Informed, Acess to Government Anytime and Anywhere	Percentage of Building Permits applied for online that are available online	*	30%	45%
	Percentage of Parks & Recreation registration online that is available online	28%	30%	60%
	E-Gov transactions dollar amount	$318,569	$434,469	$746,426
Citizens satisfied with City website	% of citizens who have visited the website[1]	44%	*	56%

1. *Based on 2004 & 2006 Citizen Surveys*

measuring progress

analysis

- Through website promotion and enhancement the City of Kirkland has been able to significantly improve online services for residents. This improvement and easy access is evidenced by significant increases in usage including a 15% increase in building permit transactions, a 30% increase in on-line Parks and Recreation registration and an increase of more than 40% for financial transactions.

next steps

- Enhance the eCityGov applications mybuildingpermit.com, nwmaps.net, myparksandrecreation.com, and nwproperty.net per the direction of the operating and executive boards.
- Develop recommendations for the next steps (expand, keep, discontinue, change) after the Kirkland Free Wireless program is through its pilot period.
- Encourage more debate and community input via our television stations so that they are more of an interactive medium and less like infomercials for the city.
- Help facilitate the technology decisions around creating a regional public safety dispatch center

Free Wireless

In 2005, the City Council approved a pilot project for wireless (WiFi) in public spaces, primarily in Peter Kirk and Marina parks and the system was installed in summer, 2006.

Users of the service are generally supportive and find it a tremendous service to the community. One user wrote to the City: "I wanted to thank you for the free WiFi project. I'm a real estate appraiser who is constantly in the field. I have a laptop so that I can keep my work moving even when I'm away from my home office, but I often need to do research on the internet and am constantly on the look out for a WiFi connection.

I was very excited when I discovered that I can work anywhere in/around your downtown area. It definitely saved the day, when I needed to put some finishing touches on a report and get it emailed out to the client on-time. Best of luck to you on this trial project, I hope it becomes permanent and sets the bar for other cities in the Puget Sound area."

This is just one of the services the IT department provides the City of Kirkland community.

Free Wireless Area in Downtown Kirkland

police services

goals

The Kirkland Police Department strives to provide quality law enforcement that builds trust, confidence and respect throughout the community. The Police Department places a strong emphasis on ensuring that all those who live, shop, work, and play in Kirkland feel safe. The Police Department prevents and responds to crime so that Kirkland remains safe for all community members.

measuring progress

Police Department

	MEASURE	2004	2005	2006
Prevent and respond to crime	Total calls for service	*	43,120	43,682
	Average # of Calls For Service per shift	*	59.1	59.8
	Total 911 calls received	*	27,962	28,249
	Average # of Patrol contacts per shift	9.63	8.82	8.84
	Criminal Citations	*	1,468	1,775
	Infractions	*	8,618	7,516
	Collisions w/enforcement action	*	*	668
Keep city safe	Sworn FTE's per 1,000 population[1](authorized)	1.36	1.39	1.45
	Average # of Officers per shift	7.09	6.49	6.59
	Total Arrests per 1,000 population	51.5	42.6	50.9
	DUI Arrests per 1,000 population	10.9	9.0	5.5
	Total Part I Violent Crimes per 1000 population[2]	1.7	1.6	1.9
	Total Part I Property Crimes per 1000 population[3]	37.1	39.0	40
Citizens feel safe[4]	Citizen rating of safety in their neighborhood during the day	*	*	Very safe 89% Somewhat safe 9%
	Citizen rating of safety of their neighborhoods after dark	*	*	Very safe 54% Somewhat safe 29%

1. *Increased personnel provide for additional patrol coverage, investigations & other police services that keep the community safe.*
2. *Part 1 violent crimes include: murder and non-negligible manslaughter, forcible rape, robbery and aggravated assault.*
3. *Part 1 property crimes include: burglary, larceny-theft, motor vehicle theft and arson.*
4. *2006 Citizen Opinion Survey rated Police services as one of the top 5 most important services.*

analysis

- Recruitment challenges have resulted in a 14% decrease in officers per shift since 2004. The Police Department is exploring innovative ways to recruit new officers.
- In 2006 there was a 39% decrease in DUI arrests per 1000 population, Police Department education and outreach efforts to downtown restaurants and drinking establishments may have had an impact.

next steps

- Continue 24/7 coverage of our city to protect the lives and property of our citizens.
- Emphasize enforcement on dangerous driving that can cause collisions and on alcohol related driving offenses.
- Continue the effort against domestic violence through our Family Violence Detective and civilian Domestic Violence Advocate. This unit works with the court system to make sure victim rights are protected.

School Crossing Guard

Volunteer Pete Quarre has been working with the Kirkland Police Department and Lake View Elementary for the past eight years to ensure a safe pedestrian environment, especially the safety of children and their parents walking to and from school. Pete uses a radar and speed display board, purchased with grant money from the Washington Traffic Safety Commission, to monitor traffic and later traffic violators are mailed warning notices.

In his volunteer uniform, Pete is a familiar and welcome sight for the parents and children walking to and from school at Lake View Elementary. The community is safer for pedestrians because of volunteers like Pete. Pete and the Police Department are not alone in their efforts to keep pedestrians and children walking to school safe. There are forty youth volunteers that work as crossing guards before and after school to ensure safe street crossing. Youth that work as crossing guards apply for the opportunity through a program operated by school personnel and the school district. The police department provides the crossing guard program assistance and support as needed.

In 2006, Teacher Charity Shallock, the school crossing guard program coordinator, Traffic Sergeant Ursino, Traffic Officer Evans and Pete provided a lunch hour presentation for the youth crossing guards on pedestrian and crossing guard safety. Later the forty youth toured the Police Department where they received additional information on pedestrian safety and bully prevention.

Safety programs are one of many ways the Police Department works to keep the community safe.

parks and recreation

goals

The City strives to provide high quality parks, facilities, and programs to support citizens in increasing their health and activity. The City Parks and Community Services Department wants to enrich and enhance Kirkland's quality of living by effectively managing our public lands and serving the leisure needs of all residents to make Kirkland the place to be.

measuring progress

	MEASURE	2004	2005	2006
Parks & Recreation Staff	Total staff for parks maintenance and recreation programs	55.8	59.8	70.89[1]
	Park maintenance FTE's per 100 acres developed land	15.5	14.8	19.99
	Number of volunteers/ volunteer hours	508/1,200	711/2,115	455/1,240
Maintain parks and provide recreation programs	Total O&M for recreation programs	$1,501,826	$1,659,619	$1,663,761
	Recreation O&M per capita	$32.80	$36.28	$35.26
	Total O&M for parks maintenance	$2,217,657	$2,446,832	$2,643,047
	Parks maintenance O&M per capita	$48.42	$53.49	$56.02
Provide high quality parks and recreation programs	Developed park acreage per 1000 population	4.6	4.6	4.38
	Citizen ratings of appearance of Parks & Recreation facilities - satisfactory or better[2]	*	*	98%
	Citizen ratings of the quality of Parks & Recreation programs - satisfactory or better[2]	*	*	89%
	Recreation classes offered	2,868	2,812	2,741
Increase citizens' health, activity and quality of life	Citizen's enrollment in classes	16,030	18,104	18,067
Citizen satisfaction	Citizen ratings of overall satisfaction with Parks & Recreation - satisfactory or better[3]	95%	*	98%

1. *Increased staffing due to increased programs and park development*
2. *2006 Citizen Opinion Survey results reflect Parks and Community Services as one of the top 5 services offered by the City.*
3. *Citizen Opinion Surveys are completed every other year.*

analysis

- In 2006 there was a 15% increase in parks maintenance and recreation staffing due to major park improvement projects including Heritage Park and Juanita Beach Park.
- 98% of respondents to the 2006 Citizen Survey rated their overall satisfaction with parks as satisfactory or better, a 3% increase in satisfaction since the 2004 Citizen Survey.

next steps

- Complete highest priority Green Kirkland Partnership natural area restoration projects by removing invasive plants and replanting native vegetation
- Implement Public-Private Partnership policy in order to contribute to the health and vitality of our parks and recreation programs.

City volunteers after removing ivy from the base of a tree at Carillon Woods Park.

Restoration of Urban Forests

Kirkland's Green Kirkland Partnership depends on volunteers like Robin Jenkinson to be successful. Encouraged by the participation of her friend Jenny Schroder, the Parks Director, Robin decided to give volunteering with the partnership a try. One Saturday at Kiwanis Park, Robin, along with other volunteers, attacked blackberry canes with pruning shears, rakes, and pitch forks (everything but torches). Even though there was just a handful of people, including the City Mayor, the progress and improvement was amazing. Robin said, "It was a great aerobic workout and very satisfying. One of the neighbors brought homemade cookies and the Park neighbors whom I met were most appreciative."

Before

After

Robin said her second foray was to help remove invasive plants, including Laurel and Holly, along the trail down to Lake Washington. "The Parks Department brought along a very cool piece of equipment that you clamp onto the offending shrubs and trees and pull them right out of the ground. This was even more satisfying than the blackberry wars" "Kiwanis Park is on my regular running route and now when I go by I feel good about seeing how much better it looks."

The Green Kirkland Partnership is in the process of building a collaborative community volunteer base to sustain the program for the long term. Already from 2005 through mid-June 2007, a total of 767 volunteers have contributed 2,400 hours to removing invasive plants.

For more information, visit: http://www.ci.kirkland.wa.us/depart/parks/Green_Kirkland.htm

refuse & recycling

goals

The City encourages residents to participate in recycling. Recycling reduces the amount of garbage that the community produces so that the life span of our local landfill can be extended. Recycling can help protect the environment and reduce the costs of garbage disposal.

measuring progress

Recycling Program

MEASURE	2004	2005	2006
Residents participate			
Participation rate SFR[1]	66.3%	64.3%	84%
Participation rate MFR[2]	94%	95%	95%
Minimize garbage output			
Total tons of garbage collected - SFR & MFR	31,213 tons	33,000 tons	33,690 tons
Average pounds of garbage collected per week per SFR account	32 lbs	27.30 lbs	25.5 lbs
Actions that the City has taken to promote product stewardship and to reduce the generation of waste	Major expansion of recycling program, including food waste and electronics	Pilot commercial food waste recycling program	Commercial organics and residential food waste, MFR outreach
Divert waste from landfill			
Total tons of recycled material	9,154 tons	8,713.8 tons	8,906 tons
Diversion rate SFR[3]	60.1%	59.8%	62.5%
Diversion rate MFR[3]	12.1%	16.4%	16.9%
Total tons of SFR food & yard waste collected	7,346.31 tons	6,663.74 tons	7,099.08 tons
Extend landfill life			
Expected life span of Cedar Hills Landfill	2015	2015	2016

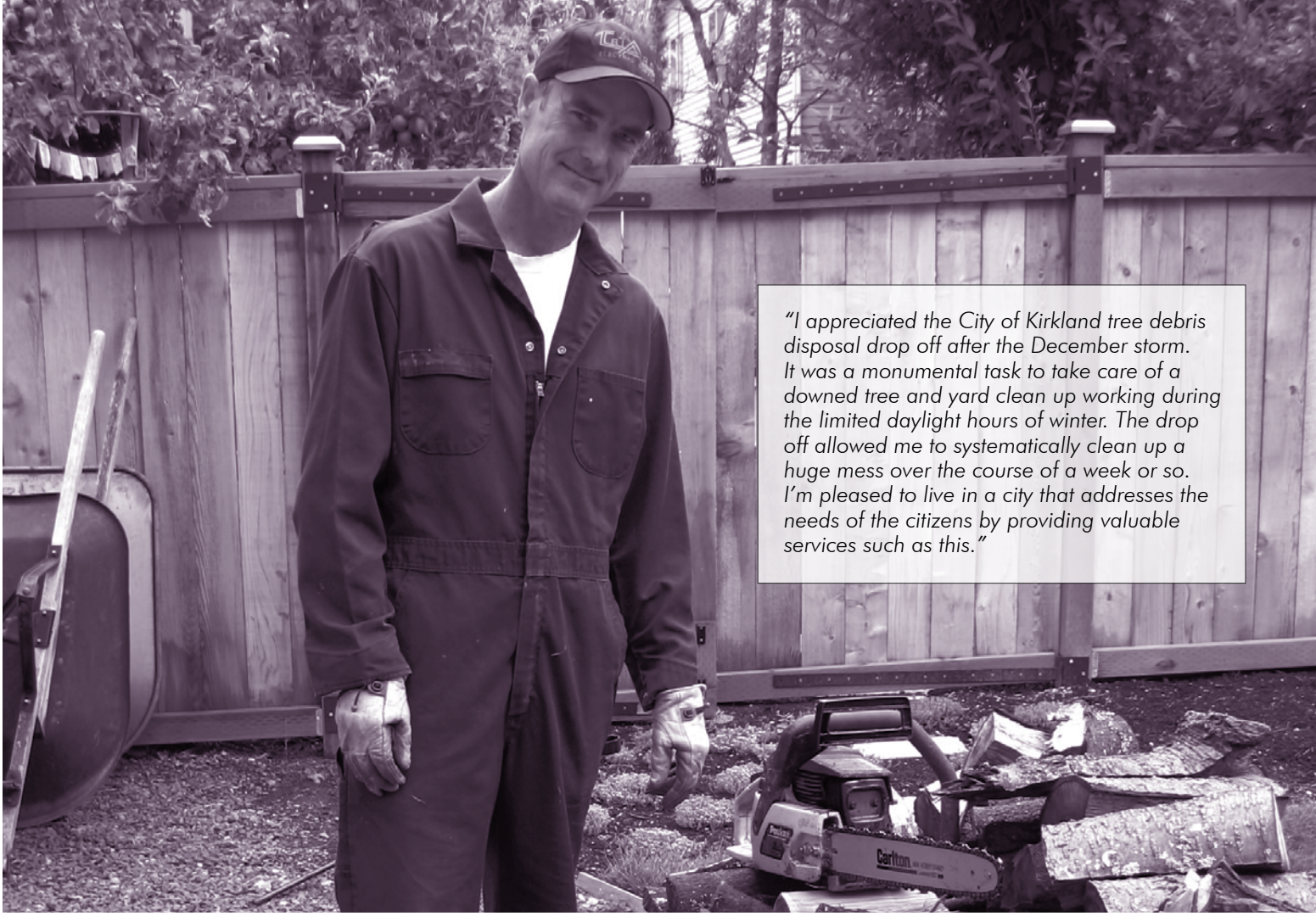
1. *SFR — Single Family Residence*
2. *MFR — Multi-Family Residence*
3. *Diversion Rate — the percent of waste materials diverted from the landfill or incineration to be recycled, composted or reused. SFR — includes yard waste, MFR — does not include yard waste.*

analysis

- Over the past two years the City of Kirkland population has increased by approximately 2.9% and the average pounds of garbage collected per week per SFR account has decreased by approximately 20%. Through efforts of the whole City more recycling is being diverted from the landfill and the life expectancy of the landfill has been extended, this shows that the City recycling program is working.

next steps

- Conduct two residential recycling collection events, Include fluorescent light disposal service at the fall residential recycling collection event
- Conduct one business recycling collection event (to be held September 20, 2007)
- Create a commercial foodwaste recycling program in order to divert organic materials from burial in the landfill and, instead, turn the materials into compost for landscaping.
- Participate in regional solid waste planning to update King County's 2001 Solid Waste Comprehensive Plan and prepare the system for the eventual closure of the Cedar Hills Landfill (currently expected in 201



"I appreciated the City of Kirkland tree debris disposal drop off after the December storm. It was a monumental task to take care of a downed tree and yard clean up working during the limited daylight hours of winter. The drop off allowed me to systematically clean up a huge mess over the course of a week or so. I'm pleased to live in a city that addresses the needs of the citizens by providing valuable services such as this."

Refuse & Recycling

Day 2

Day 1

On December 14-15, 2006 the Puget Sound region experienced the worst windstorm to hit the region since the Inauguration Day storm of 1993, breaking an all-time record with wind gusts of 69 miles per hour. The storm left hundreds of thousands of people without electricity, toppled trees, blew down tree branches and in some cases completely covered yards with debris.

The aftermath of the storm left many Kirkland residents with an abundance of tree debris. The City of Kirkland responded with a program wherein residents were given the option to bring their tree debris to two area parks, and the City would pay for its removal and recycling. This collaborative effort between the Public Works Department and the Parks Department was well received by the citizens who participated.

The debris drop off site remained open for three weeks due to the extensive need of Kirkland residents. During the three weeks more than 3,500 cubic yards of material was received or about 1,750 full size pick up truck beds full to the top of the bed.

Public Works Refuse and Recycling Program received many compliments on the responsiveness of the City and how easy it was to participate in the free program.