



CITY OF KIRKLAND
City Manager's Office
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MEMORANDUM

To: Kirkland City Council

From: David Ramsay

Date: January 12, 2009

Subject: 2009 City Council Retreat

The 2009 City Council Retreat is planned for March 20 – 21. One of the decisions made during the recent budget process was to hold the retreat locally. We have selected a couple of options for Council's consideration. They are: the Evergreen Medical Center and the Seattle Times facility in Bothell.

Initial direction from Council regarding the agenda for the retreat was to limit the number of topics. With this in mind, we are recommending that the agenda be limited to the following two issues.

- Budget Update and Financial Planning
- City Council Goals and Performance Measurement

The budget update would focus on an analysis of current performance and trends. The financial planning discussion would include such issues as the upcoming utility tax vote, potential impact of the Federal economic stimulus package and contingency-based strategy options (i.e. dependent on budget performance).

The City Council Goal session would provide the opportunity to really focus on this issue. Some progress has been made in previous attempts to establish these goals and develop a related system that would guide the City's decision making. Please find attached several reports regarding these previous efforts. The first is a summary from the 2006 Retreat of the "Focus Areas" selected by the City Council. As you will see, the Council selected 10 focus areas and supplemented these with specific comments.

The issue of Council goals was re-visited at the 2008 Retreat (report attached). A framework was suggested that included a series of "core functions" (similar to the focus areas) each with their own value statement, goals (short, medium and long) and performance measures. The format for such a document was recognized as being particularly important. An example from the City of Gresham, Oregon was of particular interest (attached).

We have done some initial work on a goal format based on the 2008 Retreat. Please find attached a rough draft that begins to fill-in the goal framework with some suggestions for the vision and mission statements and the value and goal statements for each service area. A very important missing piece is the actual Council goals which would be included in the "City Council Agenda." The purpose of this rough draft would be to help facilitate the Council's goal discussion.

Council's direction at this time regarding both the retreat topics and the site would be appreciated. Staff will then proceed to developing the background information for the retreat notebooks.

2006 Council Retreat Focus Areas in Order of Priority

ECONOMIC DEVELOPMENT*****

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

NEIGHBORHOODS****

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

HOUSING****

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

ENVIRONMENTAL STEWARDSHIP***

- Citizen expectation
- So important to quality of life and health
- Core values – leadership/model regional
- Preservation
- Development/”green buildings”
- Alternative energy sources

- Protect water through public stewardship
- Open space

LONG RANGE PLANNING***

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

COMMUNITY INVOLVEMENT**

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

ANNEXATION**

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

PUBLIC SAFETY*

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

TRANSPORTATION

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

HUMAN SERVICES

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



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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.

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

II. VISION/Framework GOALS

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

II. VISION/Framework GOALS

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 orienta-

tion; 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

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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

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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.

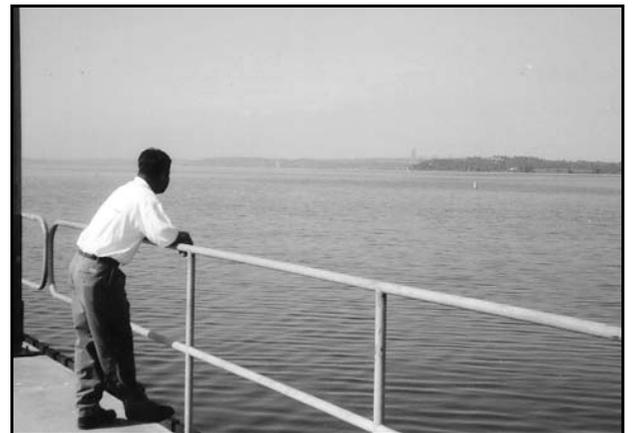
Discussion: As Kirkland develops and rebuilds, we have an opportunity to create a healthier and more environmentally sensitive community and to save energy and building costs. Low impact development practices strive to mimic nature by minimizing impervious surface, infiltrating surface water through 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

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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-

II. VISION/Framework GOALS

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.

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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.

Vision Statement

Kirkland is an attractive and inviting community in which to live, work and visit.

CITY OF KIRKLAND

CITY COUNCIL GOALS

Mission Statement

To provide high quality services by being responsive, efficient, caring and inclusive.

SERVICE AREAS	NEIGHBORHOODS	ECONOMIC DEVELOPMENT	PUBLIC SAFETY	DEPENDABLE INFRASTRUCTURE	DIVERSE HOUSING
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.	Kirkland’s diverse economy provides a variety of employment opportunities, a broad range of services and a strong tax base 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.	Fundamental to our high quality of life is the strong emphasis placed on ensuring that all 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 focus on both the prevention of problems and a timely response when they do.	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.	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 work closely with each neighborhood to ensure that high quality services are provided, neighborhood associations are supported and issues are responsibly addressed.	To develop an environment that recognizes the value of Kirkland businesses, encourages entrepreneurship and supports their efforts with business-friendly investments, policies and strategies.	Plan for and implement public safety systems that promote a strong sense of safety in our community.	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.	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 (2-5 years) Long term (6-10 years)	Short term (1 year) Medium term (2-5 years) Long term (6-10 years)	Short term (1 year) Medium term (2-5 years) Long term (6-10 years)	Short term (1 year) Medium term (2-5 years) Long term (6-10 years)	Short term (1 year) Medium term (2-5 years) Long term (6-10 years)
PERFORMANCE MEASURES	<ul style="list-style-type: none"> •At least 90% of residents rate their neighborhood as a very good place to live. •At least 90% of residents participating in Neighborhood Services Programs rate them as good or excellent. •At least 90% of Neighborhood Association chairs feel very well supported by the Neighborhood Services Program. 	<ul style="list-style-type: none"> •The number of jobs in Kirkland will increase by at least 1% each year. •Revenue from sales tax will increase annually by 5% based on a five year rolling average •At least 80% of Kirkland businesses rate Kirkland as a very good place to do business. 	<ul style="list-style-type: none"> •At least 60% of building fires are contained to the area of origin. •At least 90% of Kirkland residents feel safe walking in their neighborhoods after dark. •At least 90% of all EMS response times are under 5 minutes. 	<ul style="list-style-type: none"> •The condition of the City’s streets is maintained at a Pavement Management System rating of at least 70. •95% of Kirkland residents rate the condition of the City’s parks as very good. •Something to do with a percentage of investment (of total value of infrastructure) through Capital Improvement Projects in the water, sewer and surface water systems. 	<ul style="list-style-type: none"> •X% of the City’s housing units should be affordable to those at 80% of King County’s median household income. •The City and A Regional Coalition for Housing (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. •The City meets the housing targets consistent with the Growth Management Act as set forth by the X.

SERVICE AREAS	ENVIRONMENTAL STEWARDSHIP	BALANCED TRANSPORTATION	SUPPORTIVE HUMAN SERVICES	PARKS & RECREATION
VALUE STATEMENT	<p>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.</p>	<p>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 neighbors, public spaces, businesses and the regional transportation system.</p>	<p>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.</p>	
GOAL	<p>To practice and protect our environment for current and future residents.</p>	<p>To develop and maintain an integrated, multi-modal transportation system that provides options for the efficient movement of people and materials.</p>	<p>To provide a coordinated system of human services designed to meet the special needs of our community.</p>	
CITY COUNCIL AGENDA	<p>Short term (1 year) Medium term (2-5 years) Long term (6-10 years)</p>	<p>Short term (1 year) Medium term (2-5 years) Long term (6-10 years)</p>	<p>Short term (1 year) Medium term (2-5 years) Long term (6-10 years)</p>	<p>Short term (1 year) Medium term (2-5 years) Long term (6-10 years)</p>
PERFORMANCE MEASURES	<ul style="list-style-type: none"> 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. The City's water quality index will be maintained at least X. The City's carbon emissions will be reduced by at least X% each year towards a goal of Y by the year 2020. 	<ul style="list-style-type: none"> 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%. The 10 largest employers in the City of Kirkland will have a transportation mode split of at least X. Pedestrian paths will be increased by X miles and bicycle paths will increase by Y miles each year. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">



CITY OF GRESHAM

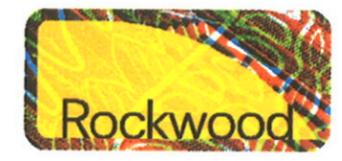
PROGRESSIVE AND RESPONSIVE GOVERNMENT

FAIR, EFFECTIVE AND EFFICIENT SERVICES

SERVICE AREAS	BUSINESS AND ECONOMIC DEVELOPMENT	PEOPLE AND COMMUNITY	GOVERNANCE AND SERVICE	GROWTH AND DEVELOPMENT
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STATEMENTS OF PUBLIC INTEREST AND BENEFIT

- Through urban renewal, support the development of businesses that create family wage jobs and advance the quality of housing and community for current and future Rockwood residents (GRDC).
- Stabilize and recruit industry and business to create family wage jobs.



- Create a safe Gresham through public safety programs tailored to meet the changing needs of the community.
- Advance and encourage a wide range of parks, recreation, and creative activities.
- Build and promote the community's sense of identity and pride.



- Strengthen Gresham's relationships with local, regional, state, and federal governments to develop the partnerships needed to advance the City's interests.
- Cultivate and mentor informed decision makers for sustained and effective leadership.
- Promote, enhance, and encourage public dialogue and meaningful participation in City government.
- Develop and foster a skilled workforce that reflects Gresham's diversity.
- Explore partnerships and options for alternative funding sources.
- Effectively manage resources to help preserve the City's financial stability.
- Be active in planning for Gresham's future

- Foster a distinctive, attractive community with a strong sense of place.
- Preserve and protect natural resources and vital environmental areas.
- Encourage a wide variety of transportation options.



2008 COUNCIL WORK PLAN PROJECTS

- Rockwood Cultural Marketplace
- Economic Development Strategy
- Industrial Land Use Assessment
- Financial Planning for Rockwood/West Gresham Urban Renewal Area

- Public Safety Funding Strategy
- Sports Park
- Rental Housing Inspection Program
- Affordable Housing Policies
- Center for the Arts
- Parks, Recreation, Trails and Natural Areas System Plan
- Public Safety Facility and Staffing Study
- Station 31 Replacement/Remodel

- East County Justice Center
- Annual Citizen Survey
- Business Income Tax
- Budget Process and Long Term Financial Plan
- Bureau of Emergency Communications (BOEC) Funding
- Development Review Process Improvement
- Legislative Priorities
- Regional Issues Agenda

- Centers Parking Strategy
- Civic Light Rail Station and Plaza
- Civic Metro Site Development
- Development Code Improvement Project
- Kane Road Improvements
- Kelly Creek Headwaters Urbanization Planning
- Natural Resource and Urban Forestry Management (Metro Title 13)
- Regional Center Planning Implementation
- Residential Districts Review
- Springwater Annexation and Development Strategy
- Sustainability Policy Implementation
- Transportation Maintenance Funding Strategy

PERFORMANCE MEASURES

- Active recruitments locating in Gresham
- Active recruitments locating in Oregon, but not Gresham
- Active recruitments locating in Portland, but not Gresham
- Economic Development partnerships formed or strengthened
- Number of employees working for businesses located within the City of Gresham
- Industrial site development – number of sites
- Industrial site development – number of acres
- Number of shovel ready sites

- Percentage of citizens surveyed who feel safe in Gresham
- Type 1 person crimes per 1,000 population
- Police response times to priority 1 and 2 calls
- EMS total emergency response time
- Percentage of fires contained to room of origin
- Percentage of citizens surveyed who said that Gresham is a good/excellent place to live
- Parks accessibility

- Accounts payable turn rate
- Avg. workers comp. claim cost
- Closed utility account delinquency rate
- General fund debt service
- Facilities maintenance effort
- Revenue/debt affordability ratios
- Net direct debt per capita
- Cash liquidity
- Fund balance reserves
- Annual rate of return on City investments
- CIP Performance
- Grant dollars as percentage of actuals (Parks, Transportation, Police, Fire)
- Percentage of Gresham citizens in poverty
- Volunteer hours contributed to the City
- Percentage citizens satisfied with use of tax dollars

- Percentage citizens believe govern. keeps promises
- Percentage citizens agree opportunity for public input
- Percentage of voters voting in Fed/State elections
- Percentage of voters voting in local elections
- Percentage citizens rate Gresham good/excellent place to live & work
- Sick leave usage
- Number of Workers Comp. Claims (back, training, unrelated to primary job function, by Dept.)
- Percentage minority applicants
- Percentage minorities hired
- Training for City staff
- Avg. number or weeks to fill a position
- Workforce turnover rate
- Internal candidates hired

- Arterial performance – community indicator rating
- Traffic safety crash rating
- Pavement conditions index rating
- Global warming emissions from City operations
- Impervious surfaces constructed with Green Development Practices
- Percentage of businesses located in the City of Gresham that are certified as GREAT
- Average number of days to process single family residential permit
- Average number of days to process Type I and II land use permits
- Average number of days to process commercial structure building permits
- Rental Housing Inspection Program – measures to be determined