



CITY OF KIRKLAND

CITY COUNCIL GOALS

The purpose of the City Council Goals is to articulate key policy and service priorities for Kirkland. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community towards the stated goals. Council goals are long term in nature. The City's ability to make progress towards their achievement is based on the availability of resources at any given time. Implicit in the allocation of resources is the need to balance levels of taxation and community impacts with service demands and the achievement of goals.

In addition to the Council goal statements, there are operational values that guide how the City organization works toward goal achievement:

- **Regional Partnerships** – Kirkland encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond our boundaries.
- **Efficiency** – Kirkland is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment. We believe that a culture of continuous improvement is fundamental to our responsibility as good stewards of public funds.
- **Accountability** – The City of Kirkland is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals. Performance measures will be both quantitative and qualitative with a focus on outcomes. The City will continue to conduct a statistically valid citizen survey every two years to gather qualitative data about the citizen's level of satisfaction. An annual Performance Measure Report will be prepared for the public to report on our progress.
- **Civic Engagement and Community** – The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals will be informed by civic engagement and will be respectful of neighborhood identity while supporting the needs and values of the community as a whole.

The City Council Goals are dynamic. They should be reviewed on an annual basis and updated or amended as needed to reflect citizen input as well as changes in the external environment and community demographics.

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

NEIGHBORHOODS

The citizens of Kirkland experience a high quality of life in their neighborhoods.

Council Goal: Achieve active neighborhood participation and a high degree of satisfaction with neighborhood character, services and infrastructure.

PUBLIC SAFETY

Ensure that all those who live, work and play in Kirkland are safe.

Council Goal: Provide for public safety through a community-based approach that focuses on prevention of problems and a timely response.

HUMAN SERVICES

Kirkland is a diverse and inclusive community that respects and welcomes everyone and is concerned for the welfare of all.

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

BALANCED TRANSPORTATION

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

Council Goal: To reduce reliance on single occupancy vehicles and improve connectivity and multi-modal mobility in Kirkland in ways that maintain and enhance travel times, safety, health and transportation choices.

PARKS, OPEN SPACES AND RECREATIONAL SERVICES

Kirkland values an exceptional park, natural areas and recreation system that provides a wide variety of opportunities aimed at promoting the community's health and enjoyment.

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

HOUSING

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

Council Goal: To ensure the construction and preservation of housing stock that meet a diverse range of incomes and needs.

FINANCIAL STABILITY

Citizens of Kirkland enjoy high-quality services that meet the community's priorities.

Council Goal: Provide a sustainable level of core services that are funded from predictable revenue.

ENVIRONMENT

We are committed to the protection of the natural environment through an integrated natural resource management system.

Council Goal: To protect and enhance our natural environment for current residents and future generations.

ECONOMIC DEVELOPMENT

Kirkland has a diverse, business-friendly economy that supports the community's needs.

Council Goal: To attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents.

DEPENDABLE INFRASTRUCTURE

Kirkland has a well-maintained and sustainable infrastructure that meets the functional needs of the community.

Council Goal: To maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.

CITY OF KIRKLAND · PLAN THE WORK, WORK THE PLAN

2012 KIRKLAND WORK PLAN

Task Completed

- 1. Implement Totem Lake regulatory changes, Phase II flooding projects and NE 120th Street construction.
- 2. Complete a Development Agreement and permit process for Park Place redevelopment.
- 3. Complete design and permitting of the Public Safety Building and initiate construction bidding.
- 4. Complete Phase I utility undergrounding of the 85th Street Corridor Project.
- 5. Resolve each of the four currently open Collective Bargaining Agreements in 2012.
- 6. Develop partnership initiatives with employees to achieve sustainability of wages and benefits.
- 7. Adopt a 2013-2014 budget that demonstrates efficient, cost effective services.
- 8. Evaluate Kirkland's tax and regulatory environment to identify and remove barriers and spur jobs and economic recovery.
- 9. Initiate a review of Kirkland's planning, building and development services to facilitate predictable, effective planning and permitting for economic growth.
- 10. Initiate a Master Plan and community vision of the Cross Kirkland Corridor.
- 11. Evaluate and potentially implement a street maintenance funding initiative.
- 12. Evaluate and potentially implement parks capital project and maintenance ballot measures.

2013-2014 KIRKLAND WORK PLAN

Task Completed

(Changed to a biennial work plan to match budget)

- 1. Revitalize Totem Lake Business District through continued implementation of the Totem Lake Action Plan.
- 2. Partner with private sector to attract tenants to Kirkland's major business districts.
- 3. Reenergize neighborhoods through partnerships on capital project implementation.
- 4. Complete Comprehensive Plan update and incorporate new neighborhoods into all planning documents.
- 5. Implement Development Services Organizational Review recommendations and simplify Zoning Code.
- 6. Develop City-wide Multimodal Transportation Master Plan.
- 7. Achieve Kirkland's adopted legislative agendas, with emphasis on securing transportation revenues and funding for the NE 132nd Street ramps to I-405. (Now an annual initiative)
- 8. Complete Cross Kirkland Corridor Master Plan and construction of the Interim Trail.
- 9. Develop cost effective 2015-2016 Budget that maintains Kirkland's AAA credit rating and implements an improved performance management system.
- 10. Continue partnership initiatives with employees to achieve sustainability of wages and benefits.
- 11. Complete construction and occupy Public Safety Building.
- 12. Continue to implement Fire Strategic Plan recommendations, including evaluation of a Regional Fire Authority and resolution of a consolidated Finn Hill Fire Station.
- 13. Partner with Lake Washington School District and other interested public and private organizations to explore options for replacing the Juanita Aquatic Center by 2017.

2015-2016 KIRKLAND WORK PLAN

Task Completed

(Changed to a biennial work plan to match budget)

- 1. Continue to implement Cross Kirkland Corridor Master Plan.
- 2. Complete Comprehensive Plan Update and Transportation Master Plan.
- 3. Complete comprehensive update of the Capital Improvement Program.
- 4. Invest Fire District #41 funds and City revenues to improve fire and emergency medical services to Finn Hill, Juanita, and Kingsgate, site new north end fire stations and improve existing stations and operations.
- 5. Continue annexation-related facility investments by renovating City Hall, enhancing customer service and identifying expansion for Parks and Public Works Maintenance Centers.
- 6. Implement capital, financial, legislative and organizational actions for redevelopment of Parkplace and Totem Lake Mall.
- 7. Provide Kirkland residents an opportunity to vote on a ballot measure in 2015 or 2016 to fund an Aquatics, Recreation, and Community Center replacing the Juanita Aquatic Center.
- 8. Engage Sound Transit Board to ensure any ballot measure connects Totem Lake to High Capacity Transit.
- 9. Convert all employees of the City to an email archiving system improving City responsiveness and transparency while reducing the cost and complexity of storing email data.
- 10. Partner with A Regional Coalition for Housing and non-profit organizations to site a permanent Eastside women's shelter in Kirkland.
- 11. Implement the Healthy Kirkland Plan, including establishing an employee clinic.

2017-2018 KIRKLAND WORK PLAN

Task Completed

Task Underway

Task Deferred

(Changed to a biennial work plan to match budget)

- 1. Renovate Fire Station 25
 - Construct new Station 24, and site new Station 27
- 2. Explore potential ballot measures for Fire Station modernization and public safety operations.
- 3. Facilitate Community Policing through implementation of Police Strategic Plan.
- 4. Fund capital investments to support growth in Totem Lake Urban Center.
- 5. Partner with Sound Transit, the State Department of Transportation and King County Metro Transit to ensure that investments along I-405 serve Kirkland's mobility needs.
- 6. Partner with A Regional Coalition for Housing, churches and non-profits to construct a permanent women and family shelter in Kirkland.
- 7. Implement the Cross Kirkland Corridor Master Plan focused on the Totem Lake Connector and South Kirkland Park and Ride connection.
- 8. Expand Maintenance Center capacity to meet the service needs of the larger City.
- 9. Procure a new solid waste contract and engage King County and Kirkland residents to determine the future of the Houghton Transfer Station and Houghton Landfill.
- 10. Replace the City's core financial and human resources software.
- 11. Enhance resident and business engagement in Kirkland through community-based initiatives that foster a safe, inclusive and welcoming City and a love of Kirkland.