



2021 - 2022

# City Council Goals

*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.*

City Council Goals articulate key policy and service priorities for Kirkland and guide the allocation of resources. The City's ability to make progress towards the achievement of these long-term goals is based on the availability of resources at any given time and the need to balance levels of taxation and community impacts with service demands and the achievement of goals.

Operational values 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 community input as well as changes in the external environment and community demographics.

	<p><b>Inclusive and Equitable Community:</b> Kirkland is a diverse and inclusive community that is concerned for the welfare of all community members and where everyone is respected, valued, and has a sense of belonging.</p> <p><b>Council Goal:</b> Protect and serve all those who live in, work in or visit Kirkland without regard for race, religion, color, national origin, gender identity, age, income or economic status, political affiliation, military status, sexual orientation, or physical, mental or sensory ability; strive for equitable access to justice and eliminate systemic barriers to equality.</p>
	<p><b>Vibrant Neighborhoods:</b> Kirkland community members experience a high quality of life in their neighborhoods.</p> <p><b>Council Goal:</b> Achieve active neighborhood participation and a high degree of satisfaction with neighborhood services and infrastructure.</p>
	<p><b>Community Safety:</b> Ensure that all those who live, work and play in Kirkland are safe.</p> <p><b>Council Goal:</b> Provide public safety services through a community-based approach that focuses on prevention of problems and a timely and appropriate response.</p>
	<p><b>Supportive Human Services:</b> Kirkland supports a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity.</p> <p><b>Council Goal:</b> Meet basic human needs, help people through economic and personal crises, help individuals thrive, and strive to remove barriers to allow all equal opportunities to succeed.</p>
	<p><b>Balanced Transportation:</b> Kirkland values an integrated multi-modal system of transportation choices.</p> <p><b>Council Goal:</b> 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.</p>
	<p><b>Abundant Parks, Open Spaces, and Recreational Services:</b> 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.</p> <p><b>Council Goal:</b> Provide and maintain natural areas and recreational facilities and opportunities that enhance the health and wellbeing of the community.</p>
	<p><b>Attainable Housing:</b> Kirkland's housing stock meets the need of a diverse community by providing a wide range of types, styles, sizes and affordability.</p> <p><b>Council Goal:</b> Provide access to housing and encourage the construction and preservation of housing stock that meet a diverse range of incomes and needs.</p>
	<p><b>Financial Stability:</b> Kirkland community members enjoy high-quality services that meet the community's priorities.</p> <p><b>Council Goal:</b> Provide a sustainable level of core services that are funded from predictable revenue.</p>
	<p><b>Sustainable Environment:</b> Kirkland is committed to the protection of the natural environment through an integrated natural resource management system.</p> <p><b>Council Goal:</b> Protect our natural environment through sustainable goals and practices to meet the needs of community members for a healthy environment and clean energy without compromising the needs of future generations</p>
	<p><b>Thriving Economy:</b> Kirkland has a diverse, business-friendly economy that supports the community's needs.</p> <p><b>Council Goal:</b> Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for community members.</p>
	<p><b>Dependable Infrastructure:</b> Kirkland has a well-maintained and sustainable infrastructure that meets the functional needs of the community.</p> <p><b>Council Goal:</b> Maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.</p>

# CITY OF KIRKLAND

## Plan the Work, Work the Plan

### 2013-2014 KIRKLAND WORK PLAN Task Completed

- 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

- 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 Completed
- Task Underway
- Task Deferred

- 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.

### 2019-2020 KIRKLAND WORK PLAN Task Completed

- Task Completed
- Task Underway
- Task Deferred

- 1. Improve Fire and Emergency Medical Services by constructing a new Station 24, securing a site for a new Station 27, and exploring a potential ballot measure in 2020 to fund fire station modernization and enhanced operations.
- 2. Implement "Enhanced Police Services and Community Safety" ballot measure funding to facilitate Community Policing, improve school safety, reduce gun violence, and foster a safe, inclusive and welcoming city.
- 3. Construct the Totem Lake Connector and continue capital investments to support growth throughout the City to ensure that Kirkland is a city where growth occurs by design.
- 4. Ensure that investments along I-405 serve Kirkland's mobility needs and maximize the benefit of Sound Transit's NE 85th Street Bus Rapid Transit interchange project by completing land use, zoning and economic development plans for areas adjacent to the project.
- 5. Support construction and operation of a permanent shelter in Kirkland for women and families with children experiencing homelessness.
- 6. Implement strategies from the Housing Strategy Plan, prioritizing affordable housing and "missing middle" housing.
- 7. Renovate the new Parks Maintenance Center building to meet the service needs of the larger city.
- 8. Complete major park improvement projects to preserve and enhance quality of life in Kirkland, including Juanita Beach Park, Totem Lake Park, and 132nd Square Park
- 9. Develop and adopt a Sustainability Master Plan Kirkland
- 10. Develop a 'Safer Routes to School Action Plan' for each school in Kirkland.
- 11. Prioritize Information Technology stabilization and migrate appropriate City applications and information to the Cloud to improve resiliency and disaster preparedness.
- 12. Prepare for the 2021 Annexation Sales Tax Credit expiration by developing specific strategies to sustain prioritized programs during development of the biennial budget.