



**CITY OF KIRKLAND**  
**City Manager's Office**  
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## **MEMORANDUM**

**To:** Kirkland City Council  
**From:** Kurt Triplett, City Manager  
**Date:** February 1, 2021  
**Subject:** FEBRUARY 5, 2021 COUNCIL RETREAT

### **RECOMMENDATION:**

That the City Council reviews this memo and the attached documents in preparation for the February 5, 2021 Council retreat.

### **BACKGROUND DISCUSSION:**

At the January 19, 2021 City Council meeting, the Council reviewed and approved the retreat topics and agenda for the February 5, 2021 Council retreat. The retreat will be facilitated by Marilynne Beard, retired Kirkland Deputy City Manager and Principal of MMB Consulting. The retreat will be conducted virtually over Zoom and all Councilmembers, staff, and any member of the public who wishes to attend will participate remotely. Consistent with past practice for Council retreats, the meeting will not be televised or recorded. The retreat agenda is included as Attachment 1.

#### *Welcome and Overview*

Marilynne Beard will summarize feedback from her interviews with Councilmembers. She will also facilitate a brief discussion of the communication styles "colors" training provided by Rhonda Hilyer of Agreement Dynamics. A summary of the primary color styles of each Councilmember and Director is included as Attachment 2.

#### *Council Goals and Draft City Work Program*

The purpose of this section of the retreat is to review the Council's operational values and goals for relevance and completeness and identify potential revisions. The current values and goals were last updated by the Council in January of 2019 and are included as Attachment 3.

The Council will be deliberating the 2021-2022 Draft City Work Program at the February 2, 2021 Council meeting. There is time set aside on the morning of the retreat to continue that discussion if needed. The memo and 2021-2022 Draft City Work Program are included as Attachment 3A. Any changes from the February 2nd Council meeting will be incorporated for the retreat.

## *City Council Meeting Policies and Procedures*

The purpose of this discussion is to review potential updates to the Council Policies and Procedures to improve the effectiveness and efficiency of the City Council meetings. Small group work sessions will be used during this section. The City Attorney has provided a draft update to the Policies and Procedures document (Attachment 4) that is shown in "track changes" mode. A "clean" version of the document is included as Attachment 4A. Many of the edits are minor clarifications and updates, but there are several key proposed changes:

- Under Section 3.09 "Regional and Committee Reports" the proposed language encourages limiting individual Councilmember reports to three minutes, to be consistent with the time provided to the public under "Items from the Audience."
- Under Section 3.20 "City Staff Attendance at Meeting" updated language is included to clarify that Directors and other staff are allowed to participate remotely rather than "be in attendance." This practice of allowing Directors and presenters to be remote is something the City Manager proposes to continue even after Council meetings return to being live in the Council Chambers.
- A new Section 3.27 is proposed as a response to the Council's request for a more defined process by which new initiatives that are not in the City Work Program, budget or department work plans are introduced by Council, evaluated by staff, and priorities determined. The proposal is centered around creation of a "Legislative Impact Analysis" that must be authorized by the Council by motion during the "Calendar Update" portion of the meeting. The legislative impact analysis will be a high-level summary prepared by staff, similar to state legislative review, that would evaluate:
  - Potential costs and benefits of the proposal
  - How the proposal supports the Council vision and goals
  - Potential stakeholders impacted
  - Potential outreach needed
  - Potential staff resources needed
  - Whether current staff resources and budget authority could accommodate the request.
- After receiving the legislative impact analysis, the Council would vote by motion whether to authorize staff to proceed with further evaluation of the initiative.
- The primary goals of the legislative impact analysis are to ensure there is both Council support and sufficient staff capacity and financial resources to pursue the new initiative.

Ms. Beard will facilitate a discussion of the proposed changes and an updated version of the Policies and Procedures will be brought to the February 16, 2021 Council meeting for approval.

### *Break for Lunch*

There will be a 45-minute lunch break and the City will provide a box lunch for all retreat participants.

### *Board and Commission Discussion*

The purpose of this portion of the retreat will be to deliberate:

- How the City's Boards and Commissions can best support the City Council;
- Improvements to how the City recruits talented, diverse community members to serve;
- Any other Board and Commission issues Council wishes to discuss;

Small group work sessions will be used, and each group will report out, followed by a general discussion of all participants.

The City Clerk's office has provided a memo with background on each Board and Commission included as Attachment 5. For each Board and Commission there is a summary that includes the following information:

- Purpose
- Responsible department and staffing
- Whether the body is required by State Law
- Date the body was established and any related code citations
- How members are appointed, the number of members and the term served
- Meeting schedule
- Whether the body is recorded and how minutes are kept

In 2018/2019, the Council approved a "lean" process of evaluation for both Council Committees and Boards and Commissions to determine value added to Council decision making. Phase 1 was a review of Council committees and the Council ultimately determined to end the Committee process starting on January 1, 2020. Phase 2 was intended to review the Boards and Commissions in 2020. This review was put on hold by the COVID-19 pandemic. The lean charter for the Board and Commission review is included as Attachment 5B.

### *Council Potpourri*

The purpose of this section of the retreat is to be an informal but facilitated discussion of items of interest from the Council for possible future deliberation and/or action. Topics could include:

- Questions Councilmembers have for the City Manager and Directors
- Potential legislation that might be reviewed using the legislative impact analysis
- Regional issues of interest
- Challenges and opportunities Councilmembers see facing Kirkland in the near future
- Potential ballot measures that should be explored
- Any other item of interest to the Council

### *Adjourn*

The retreat is scheduled to end at 4PM, but the Council may finish sooner or may extend the time if the Council potpourri discussion warrants it. Action items from the retreat will be documented by staff and will be brought back to the Council for review and deliberation in future Council meetings or retreats.

# CITY OF KIRKLAND CITY COUNCIL

Penny Sweet, Mayor • Jay Arnold, Deputy Mayor • Neil Black • Kelli Curtis  
Amy Falcone • Toby Nixon • Jon Pascal • Kurt Triplett, City Manager



## *Vision Statement*

*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.*

## **Virtual/Kirkland City Hall Friday, February 5, 2021 9:00 a.m. AGENDA**

- |  |                    |
|--|--------------------|
| 1. Call to Order   | 9:00 a.m.          |
| 2. Roll Call   |                    |
| 3. Agenda Overview   |                    |
| 4. Council Goals Check-In  | 9:15 – 10:00 a.m.  |
| a. To Review Current Council Values and Goals for Relevance and Completeness and Identify Potential Revisions  |                    |
| 5. City Council Meeting Policies and Procedures  | 10:00 – 11:30 a.m. |
| a. To Discuss the Effectiveness and Efficiency of the City Council's Meetings with Special Attention to:   |                    |
| i. Study Session Format  |                    |
| ii. Council Reports  |                    |
| iii. Process by Which New Initiatives are Introduced by Council, Evaluated by Staff, and Legislative Priorities are Determined   |                    |
| <i>BREAK FOR LUNCH</i>   | 11:30– 12:45 p.m.  |
| 6. Boards and Commissions Discussion   | 12:45 – 1:30 p.m.  |
| a. To Discuss How the City's Board and Commissions Can Best Support the City Council, and Improvements to How the City Recruits Talented, Diverse Community Members to Serve |                    |
| 7. Report Out and Council Discussion   | 1:30 – 2:30 p.m.   |
| <i>BREAK</i>   | 2:30 – 2:45 p.m.   |
| 8. Council Potpourri   | 2:45 – 4:00 p.m.   |
| a. To Discuss Items of Interest from the Council for Possible Future Deliberation and/or Action  |                    |
| 9. Good of the Order   | 4:00 p.m.          |
| 10. Adjourn  | 4:00 p.m.          |

Times provided are our best estimate. The order of items is subject to change during the Retreat.

## Dominant Color Styles January 2021

**Councilmembers**

**Penny Sweet:** Red → blue/green  
**Jay Arnold:** Blue → green  
**Neal Black:** Blue/green  
**Kelli Curtis:** Blue/brown  
**Amy Falcone:** Blue → brown/green  
**Toby Nixon:** Green  
**Jon Pascal:** Green/brown/blue

**Directors**

**Kurt Triplett:** Blue → brown  
**Joe Sanford:** Blue → brown/green/red  
**Julie Underwood:** Blue → brown/red  
**Kevin Raymond:** Blue  
**Michael Olson:** Blue → green  
**Jim Lopez:** Red → green

**Tracey Dunlap:** Brown → green  
**Adam Weinstein:** Brown → green  
**Anh Hoang:** Brown → green  
**Cherie Harris:** Brown → green  
**Smitha Krishnan:** Brown → green  
**Lynn Zwaagstra:** Brown → blue/red

**To Communicate with Blue Style**

<b>To Communicate with Blue Style</b>		<b>To Communicate with Brown Style</b>	
<b>Do</b>	<b>Don't</b>	<b>Do</b>	<b>Don't</b>
<ul style="list-style-type: none"> <li>• Connect</li> <li>• Be Friendly</li> <li>• Trust – assume the best intentions</li> <li>• Be transparent</li> <li>• Come clean</li> <li>• Consider human impact</li> <li>• Be collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• Yell</li> <li>• Be passive-aggressive</li> <li>• Assume the worst</li> <li>• Bully</li> <li>• Lie or mislead</li> <li>• Make it too complex</li> <li>• Be bossy</li> </ul>	<ul style="list-style-type: none"> <li>• Provide options with the decision to be made (backed with analysis)</li> <li>• Get it done, be accountable</li> <li>• Be concise</li> <li>• Have a goal (why am I talking to you?)</li> <li>• Be prepared to answer questions</li> </ul>	<ul style="list-style-type: none"> <li>• Whine</li> <li>• Be emotional</li> <li>• Be offended if I solve your problem or tell you what to do</li> <li>• Make us wait to get to the point</li> <li>• B.S.</li> <li>• Bring something half-baked</li> </ul>

**To Communicate with Red Style**

<b>To Communicate with Red Style</b>		<b>To Communicate with Green Style</b>	
<b>Do</b>	<b>Don't</b>	<b>Do</b>	<b>Don't</b>
<ul style="list-style-type: none"> <li>• Engage me (spirited conversation is okay)</li> <li>• Authentic communication regardless of power dynamics</li> <li>• Be willing to take a risk</li> <li>• Be solution oriented</li> <li>• Be direct</li> </ul>	<ul style="list-style-type: none"> <li>• Yell (be mean)</li> <li>• Be disrespectful</li> <li>• Lie to me</li> <li>• Assume bad intent</li> <li>• Bore us</li> </ul>	<ul style="list-style-type: none"> <li>• Give us data – both supportive and opposing with alternatives</li> <li>• Make an organized logical argument</li> <li>• Give us time to process, iterate and imagine</li> </ul>	<ul style="list-style-type: none"> <li>• Jam us</li> <li>• Rely solely on emotional appeals (passion is okay, but should not be crux)</li> <li>• Hide adverse information or alternatives</li> </ul>



# 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.