
CITY OF KIRKLAND

CITY COUNCIL



Amy Walen, Mayor • Jay Arnold, Deputy Mayor • Dave Asher • Tom Neir
Toby Nixon • Jon Pascal • Penny Sweet • 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.

2018 KIRKLAND CITY COUNCIL RETREAT I

Kirkland City Hall

123 5th Avenue

Peter Kirk Room

Friday, February 23, 2018

8:00 a.m. – 3:45 p.m.

AGENDA

- | | |
|--|------------|
| 1. Call to Order | 8:00 a.m. |
| 2. Roll Call | |
| 3. Breakfast and Agenda Overview | 8:00 a.m. |
| 4. Current Strategic Planning Cycle | 8:15 a.m. |
| • Strategic Planning Cycle | |
| • Alignment of City Processes to the Cycle | |
| • Council Goal Review | |
| • Council Community Engagement Strategies | |
| 5. Budget Process Review and Budget Outreach Plan | 10:00 a.m. |
| 6. Lunch | 11:45 a.m. |
| 7. Council Committee Structure | 12:15 p.m. |
| • Role of Committees | |
| • Three members: Opportunities, Limitations and Expectations | |
| 8. Council Policy Priorities | 1:00 p.m. |
| • Fire, Police | |
| • Parks, Transportation, Housing | |
| • Previous Retreat Lists | |
| 9. General Brainstorming | 2:00 p.m. |
| 10. Next Steps and Adjourn | 3:45 p.m. |

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

Supplemental Attachments

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

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001

www.kirklandwa.gov

MEMORANDUM

To: City Council

From: Kurt Triplett, Kirkland City Manager

Date: February 20, 2018

Subject: POLICY RETREAT PURPOSE AND STRUCTURE

Retreat Goals

- Review current strategic planning cycle. Affirm or modify.
- Review current 2017-2018 City Work Program status.
- Review current Council Goals. Affirm or modify.
- Review Council outreach options. Provide direction.
- Review current budget and CIP process. Affirm or modify.
- Review current public outreach plan for 2019-2020 budget. Provide direction.
- Review current Council Committee structure and protocols. Affirm or modify.
- Review current policy/budget priorities identified by the Council and previous Council brainstorm list.
- Identify, discuss and prioritize new policy initiatives.

Council Strategic Planning and Budget Cycle, City Work Program and Council Goal Review

2018 is a budget year for Kirkland. As the City Manager interviewed the new Council in preparation for the policy retreat, it became clear that the Council is energized and interested in making new investments in the quality of life of the City and exploring new initiatives. The critical next step will be for the Council to collectively decide how to prioritize the budget and policy initiatives. Policy and budget priorities are currently allocated through a strategic planning process that includes adoption of the budget and CIP as well as a City Work Program. While this framework has worked well for the past years, there are other valid frameworks for prioritizing funding. Therefore, with the new Council, it is important to review the current prioritization processes and then affirm or modify those processes.

The first part of the retreat will highlight the current strategic planning cycle, resource allocation process, Work Program implementation and provide a short review of performance management. The current financial forecast and the proposed 2019-2020 Budget and CIP calendar will also be discussed. There will then be a facilitated discussion about whether the Council wishes to modify any of these processes in light of potential policy priorities. There will also be a discussion of the current Council Goals to see whether the Council agrees with the current Goals or whether a more detailed Goal review should happen at a later date. Finally there will be a discussion of Council community engagement options and budget communications. A second policy retreat may be necessary to complete these discussions.

Council Structure, Policy Priority Discussions, and Brainstorming

The second portion of the retreat will start with a review of the current Council committee structure. Committees are currently one key way in which policy priorities are vetted. The new Council should decide whether to continue with Committees as constituted. Council will review the current structure and expectations and then have a facilitated discussion about whether any modifications are necessary. The final segment will be a facilitated discussion of Council policy priorities and brainstorming. The priority topics previously identified by the Council will be discussed. Short background memos on these topics are provided as part of the retreat packet. Also included is a summary of topics identified at previous policy retreats. Under the "brainstorming" session, new topics will be identified by the Council and prioritized.

To help the Council prepare for the retreat, staff has prepared background materials. There are seventeen short memos (not counting this one) and then supplemental attachments with additional information. The Council only needs to review the memos prior to the retreat.

The documents are clustered into four main categories (plus supplemental attachments):

Current Strategic Planning Cycle

- Strategic Planning Cycle
- Alignment of City Processes to the Cycle
- Review of City's Performance Management And Next Steps by CIA
- City Work Program Status Report
- Council Goals
- Council Outreach Strategies and IAP2 Spectrum of Involvement

Budget Review

- General Fund Forecast, One Time Expenditures and Budget/CIP Calendar
- Annexation Sales Tax Credit Expiration Strategy update
- Revenue Options Overview
- Council Budget Communication Strategies

Council Policy Priorities

- Council Policy Priorities Summary Memos (Fire, Police, Parks, Transportation, School Walk Routes, Housing Strategies)
- Previous Brainstorming Session List

Council Committees

A brief memo regarding the current Council committee structure is included. A full copy of the current Council policies and procedures is also part of the supplemental attachments.

The final section of the packet includes various supplemental attachments to the memos.

The retreat will conclude with a decision as to whether a second policy retreat should be scheduled prior to the Council's May financial retreat.



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MEMORANDUM

To: Kurt Triplett, City Manager
From: Marilynne Beard, Deputy City Manager
Date: February 14, 2018
Subject: THE STRATEGIC PLANNING CYCLE

The Strategic Planning Cycle

Strategic planning is one way of characterizing the cycle of establishing a vision for the community and moving through a series of progressively focused activities to incrementally move the community toward that vision. Most cities have similar cycles that are largely driven by the State's Growth Management Act and the requirement for an adopted comprehensive plan. Although state law doesn't require all the phases described in the diagram below, contemporary city management practices follow this general cycle.

STRATEGIC PLANNING PROCESS



The City Council is ultimately the authorizing body that moves the organization and the community through this process. For instance, the comprehensive plan update process begins and ends with the City Council with ongoing check-ins and involvement of the community. The diagram shows the steps in the cycle and provides examples of how those steps are manifested through the adoption and implementation of plans and authorizing documents such as adopted master plans, the budget and work plans. Below is a description of the purpose of each step in the process.

- **Community Vision** – The vision is a statement of what the community wants to be. It is both a statement of what the community is now as well as what it hopes to be in the future. It is a broad statement of values and priorities that is supported by the more detailed chapters in the comprehensive plan. It can be updated with the comprehensive plan that occurs every eight to ten years, but typically is not radically different. Think of it as a compass point on the horizon that the City Council and staff are continuously moving toward. As the community moves closer to the vision, it may be modified to adjust the course to a new point on the horizon. The development of the vision statement includes broad community involvement.
- **Council Goals** - Goals are the City Council’s statements about how they will achieve the vision by setting standards for City service areas. The goals are also general, broad statements that are achieved over time through various initiatives and policies. If the

City is consistently working toward the goals the vision will be achieved over time. Goals are not changed frequently but the underlying objectives and work program activities that support the goals do. Changes in the external environment and local conditions may necessitate adjustment to the goals or the addition of new goals.

The current City Council goals were adopted in 2009 after a lengthy Council process. The Council Goals serve as policy guidance for development of the biennial budget. The goals, that address "what" the City does, are accompanied by a series of operational values that describe "how" the City will conduct its business. The operational values include regional partnerships, efficiency, accountability and community. A discussion of examples of how the City demonstrates these values is included at the end of this document.

- Strategic and Master Plans – The City adopts a variety of medium-term plans (5 to 10 years) that provide a policy basis for major service areas and a road map for achieving the recommendations contained in the plans. The Kirkland 2035 comprehensive plan process included concurrent update of major functional plans that were needed to reflect the post-annexation city (e.g. Parks, Recreation and Open Space Plan, Transportation Master Plan, Surface Water Master Plan). Other strategic planning efforts have taken the form of external evaluation of operating functions (e.g. Fire Strategic Plan, Development Services Review, Police Strategic Plan). Strategic and master plans are implemented over time as resources allow with plan recommendations emerging as service packages in the budget process and capital projects in the CIP. Master plans and strategic plans are adopted by City Council resolution. Periodic updates regarding the status of implementation are provided to the City Council.
- Resource Allocation – The preparation of the biennial budget and CIP is where the City Council establishes shorter term (two-year) priorities for the government. Medium term strategic and master plans are not necessarily accompanied by a funding plan or new sources of revenue. Consequently, the City Council is tasked with balancing competing priorities from long and medium-term plans as well as emerging needs that arise over the course of the previous two years. As a rule, there is not sufficient resources to provide funding for every request, whether it is adopted as part of a plan or requested from the staff, Council or the public at the outset of the budget process. The budget process (and accompanying CIP) does provide a larger context for considering individual funding requests than would otherwise be available by considering one request at a time outside of the budget process. Periodic adjustments to the budget may be necessitate to recognize unforeseen circumstances or needs that occur outside the budget preparation period. Use of "off-cycle" budget adjustments to fund new initiatives and programs should generally be used only when a funding request has a timeliness factor that makes the need for action before the next biennial budget cycle.
- Work Programs – At the conclusion of each budget cycle, the City Council adopts a work program that focuses organizational effort on the most important policy areas funded in the approved budget and CIP. The work program is generally supplemental to the day-to-day work of City departments. Once the work plan is adopted, new proposed policy initiatives or programs that arise outside the budget process are weighed against available organizational capacity and whether they represent a higher priority for the organization than the adopted work program. The work program may be amended by

the City Council by adding new work items with the possibility of the need to defer other work program items.

- Accountability (“Report Back”) – The fundamental question that must be asked is whether all of the actions arising from adopted plans, policies, programs and initiatives are accomplishing the Council Goals and moving the community closer to its vision. The City uses a variety of tools to measure progress. The “strategic anchors” referenced in the budget process includes the results of the biennial community survey, the financial forecast, the City’s bond rating and the “price of government.” In addition, the City produces biennial performance measure and work program reports as well as accountability reports. These measurement tools provide both qualitative and quantitative measures of results.
- Community Involvement – Public participation is an overlay in each phase of the strategic planning process. Community input is provided through a variety of forums, workshops and surveys as well as through City advisory boards and commissions. Public involvement efforts range from educating the public, to seeking feedback on proposed policies and projects or asking the public to collaborate with the City on policy decisions and projects. An important consideration in public involvement is early discernment among the Council about which, if any, decisions have already been made, what policy guidance is already established and what elements of the decision or problem the community can influence through their involvement. Once public input has been received and a decision has been made, it is important to tell the public how their input influenced the decision. The International Association for Public Participation (IAP2) describes a continuum of public involvement where the level of public involvement sought is appropriate for the decision to be made. A copy of the IAP2 Spectrum of Involvement is included at the end of this section.

The strategic planning cycle requires that the City is constantly ensuring that City efforts are consistent with the adopted budget and CIP, medium term plans, Council Goals and the adopted vision statement. At this point in time, the City Council retreat is focusing on how the City Council works together and how the budget process will incorporate Council initiatives. A second retreat will be held in May that will begin the resource allocation process (the budget and CIP preparation and adoption). At the May retreat the Council will receive the community survey results, an updated financial forecast and an overview of the City’s financial condition. Council will be asked for policy direction on items that should be addressed in the budget as well as general guidance for preparation of the City Manager’s Preliminary Budget Recommendation.

At February retreat, the Council will discuss the Council Goals to determine whether there are any changes or updates needed to the adopted goals. Prior to the Council retreat, please consider the following questions. You will be asked to share your thoughts about which statement best reflects your thoughts and why:

1. The Council Goals are fine as is. Council focus should be on specific objectives and actions that are needed over the coming biennium to support the goals.

2. The Council goals are generally fine. The Council should devote some time to discussing possible modifications, additions or deletions.
3. The Council should begin the process of identifying and adopting a new set of Goals.

Operationalizing Values

The following table describes examples of how the City currently practices the values articulated in the City Council Goals:

<p>Regionalism</p> <p>EPSCA/PSERN ARCH eCityGov Alliance Eastside Metro Training Consortium Suburban Cities Participation Zone 1 Chiefs WRIA Innovation Triangle Professional Associations</p>	<p>Efficiency</p> <p>Customer Service Initiative</p> <ul style="list-style-type: none"> - Customer Queueing - Development Services Customer Areas - Customer Relations Manager (Planned) <p>Field-based Technology</p> <ul style="list-style-type: none"> - Police Smart Phones - Inspection IPads - Fire Department Laptops - Lucity Work Order Requests and Monitoring <p>Public Records Portal</p>
<p>Community</p> <p>Neighborhood Association Support Neighborhood Safety Program Neighborhood Plans For the Love of Kirkland Inclusion Network Neighborhood Council Meetings National Night Out</p>	<p>Accountability</p> <p>Performance Report Community Survey Strategic Anchors Department Studies and Plans CRM Customer Service Accountability Audits Accountability Reports</p>



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MEMORANDUM

To: Kurt Triplett, City Manager

From: Tracey Dunlap, Deputy City Manager
Jim Lopez, Assistant City Manager

Date: February 14, 2018

Subject: CITY PROCESSES AND THE STRATEGIC PLANNING CYCLE

Alignment of City Processes with the Strategic Planning Cycle

With the adoption of the City Council Goals in 2010, the City undertook an in-depth look at its budget process during 2011-2012. This evaluation took place in two phases. In 2011, staff did an in-depth review of the budget practices and processes being used by neighboring jurisdictions including:

- Redmond Budgeting by Priorities (also similar to the Budget One Process used by Bellevue)
- King County Blue Ribbon Panel
- Shoreline Citizens Advisory Group

At the 2011 City Council Retreat, representatives from Redmond and Shoreline presented highlights of their approach to the Council. After that retreat, the City Manager interviewed individual Councilmembers to assess their satisfaction with the budget process. The results of those interviews concluded that the Council did not have concerns with the budget development process itself, but wanted to change the budget messaging and communications. Staff examined how the results of those processes were communicated to help inform possible changes to Kirkland's process.

In 2012, staff conducted an assessment of public involvement, which included focus groups of residents selected to match the demographics of Kirkland in terms of age and gender, representing both the newly annexed areas and the previous City limits and had not attended a City Council, board or commission meeting in the past year. Eighteen people were selected to participate in two focus groups. The key findings included:

- A few participants were mildly aware of the City Council's budgeting priorities, while most participants said they did not know about the Council's budgeting process or budgeting goals.
- Many participants said what information they did know about the budget came from an experience when budget reductions adversely impacted them.
- Participants agreed that setting City goals is a good method to approaching tough budgeting decisions and most participants indicated that recent years' budgeting decisions aligned with their priorities.

- Some participants expressed interest in prioritizing cuts to programs and services offered before making cuts to people employed by the City.
- Based on high levels of confidence with the City Council's recent financial decisions, participants were generally satisfied with their low level of involvement in the budgeting process. However, if information were more accessible, several participants indicated they would be more involved.
- Participants indicated lack of time was a significant barrier to their involvement, expressing that they do not have time to seek out information on the City Council's budgeting process. They suggested that more people would be involved if the information was made easily accessible and if it was clearer how to give input.

This information resulted in changes to the budget process for the 2013-2014 Biennium. Additional communications were added to the process including:

- E-mail lists,
- A budget blog,
- A series of videos about the services the City provides,
- More targeted messaging in the Kirkland Reporter as the most frequently cited information source, and
- Additional public hearings.

In addition, staff evaluated how to incorporate the Goals and other metrics to better tell the budget story. Three key strategic anchors were incorporated into the Budget Message:

- The 6-year Financial Forecast, which illustrates the diverging lines that characterize that the City's revenues generally grow slower than the City's expenditures, coupled with maintaining the City's AAA credit rating (an external measure of the City's financial strength). The forecast is a measure of financial sustainability;
- The Price of Government, based on the book "The Price of Government" by Osborne and Hutchinson, a metric used by the City of Redmond that shows total revenues as a percent of aggregate personal income, a measure of affordability, and
- The Kirkland Quad, citizen survey results related to the importance versus performance graphic for the City's priority areas coupled with the City's investments in those priority areas, a measure of the City's decisiveness and responsiveness.

These anchors are not viewed alone in evaluating decisions, but rather are viewed together to determine the balance among them. Measuring the change in each strategic anchors resulting from the adopted budget provides an overall framework for the discussion and the Council Goals provide a structure for communicating specific actions. Incorporating these elements resulted in significant changes to elements of the budget process to better reflect priorities, including:

- A new structure to the [budget message](#) (page 9) incorporating the strategic anchors and presenting the results by Goal Area (rather than by department, fund, etc.),
- Focusing [department overviews](#) (page 97-98) on the mission, functions, and presenting highlights in relationship to Goal Areas.
- Revamping the [Budget-in-Brief](#) to be more visually appealing and reflect the strategic anchors, and
- Culminating in the draft City Work Program.

The changes to the messaging and communication resulted in the 6-hour budget study session being completed in 4 hours and unanimous adoption of the budget.

In 2015, a similar process was applied to development of the Capital Improvement Program (CIP). The City Council provided guiding principles for the development of the CIP through [Resolution R-5118](#). The key principles included:

- Sustains and enhances public safety, including bicycle and pedestrian safety.
- Invests in projects that facilitate near term economic development to help address the gap between revenues and expenditures as identified in the most recent five-year General Fund Forecast.
- Creates measureable progress toward achieving the City Council's ten goals.
- Implements the 2015-2016 City Work Program.
- Improves services identified in both the "Imperatives" and "Stars" sections of the most recent Kirkland Quad.
- Improves efficiency of existing facilities and maintains integrity of existing infrastructure.
- Sequences projects in a manner that advances the Vision Statement and Guiding Principles of the Kirkland 2035 Comprehensive Plan.
- Maximizes the benefit to the community within a given level of funding.

This was an ideal time to revisit the CIP as most of the major master plans (Transportation, Parks, etc.) had been updated as part of the Kirkland 2035 process. The [CIP Summary document](#) (pages 7-35) was revamped to focus on how the proposed CIP was consistent with those principles.

The 2015-2016 Budget Process also included the following a graphic representation of the budget planning that illustrates how the pieces work together in assessing the "Wants, Needs,

	2014	2015	2016	2017	2018	2019	2020	2021
Citizen Survey	✓		✓		✓		✓	
Budget	Adopt 2015-2016 Budget	Mid-biennial Adjustments	Adopt 2017-2018 Budget	Mid-biennial Adjustments	Adopt 2019-2020 Budget	Mid-biennial Adjustments	Adopt 2021-2022 Budget	Mid-biennial Adjustments
Goals & Work Program	Amended 9/27/13	Adopt 2015-2016 Goals & Work Program	Review & Update Goals	Adopt 2017-2018 Goals & Work Program	Review & Update Goals	Adopt 2019-2020 Goals & Work Program	Review & Update Goals	Adopt 2021-2022 Goals & Work Program
Capital Improvement Program	CIP Update	Adopt 2015-2021 CIP Project List (Off-cycle)	Adopt 2016-2022 CIP Project List	CIP Update	Adopt 2018-2024 CIP Project List	CIP Update	Adopt 2020-2026 CIP Project List	CIP Update

and Resources.”

How Do We Know How We Are Doing?

These changes have continued to be part of the City’s process since that time, and staff has continued to enhance the process and assess how we are doing. Several key components contribute to that process:

- The City's Annual Performance Report has been in place since the early 2000's and was well-regarded but not integrated into the budget discussion. In 2012, the report was expanded to incorporate all of the City goals and subsequent documents included the strategic anchors. The 2016 Performance Report is available [here](#).
- In 2012, the City had successful Parks and Transportation Levy Lid Lift votes to restore service levels reduced during the Great Recession and focus on taking care of what we have. Pursuing those levy votes was informed in part by the City's low Price of Government and by an extensive public process to set priorities. Since those votes, annual [Accountability Reports](#) have been published to keep the community informed on our progress on the promises made as part of those levies.
- The City Work Program is linked with the Council Goals and is an integral part in communicating how we are carrying out the Council and community's priorities. The Work Program is a key measure of the City's accomplishments, embodied in "[Plan the Work, Work the Plan](#)".

As part of the 2017-18 budget process, Council set aside resources¹ and requested that the City hire a consultant to evaluate the status of our performance management framework, and offer recommendations on the best way to move forward concerning the City's performance management agenda. Because the Annual Performance Report, and the City's goals and priority areas have become so closely embedded in the budget process, staff thought it appropriate to include an update to Council's request in this paper.

In 2017, staff attended a major performance management conference to network and get a first-hand view of some of the best practices being employed across the country in the field. Following the conference, the City reached out to several subject matter experts for additional guidance and then conducted a formal selection process to hire the consultant. As a result of this effort, staff selected the Change and Innovation Agency (C!A).

C!A is led by Ken Miller, author of many books aimed at improving performance in the public sector including the popular *We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving*. The methodologies utilized at C!A are focused directly on public agencies and the challenges presented when attempting to measure and improve performance in government work. C!A offerings include project oversight, on-site training in their proprietary methodologies, and opportunities for one on one learning sessions. As noted in more detail below, C!A has developed an expertise in both community engagement and facilitation as well internal process improvement strategies.

The City selected C!A as our consultant for several reasons. First, their approach to performance management is flexible. The C!A approach does not require a defined structure, or a specific framework for goals and measures. This is important because staff is aware that Council is evaluating our existing framework and we didn't want to hire a consultant that couldn't adapt to new ideas or approaches on measuring the City's performance. As their first assignment, C!A did evaluate Kirkland's existing performance system and provided a very favorable opinion of the current approach (see letter from C!A that follows this discussion). However, nothing about the decision to engage C!A limits the City's ability to get value from their services should the Council change our existing framework.

¹ The Council allocated \$50,000 for this project.

Second, staff was impressed with CIA's focus on community engagement. An integral part of CIA's approach is to involve the community in the performance improvement process via focus groups, one on one communications and other community observations. Importantly, their focus is not on discovering community *complaints*. Rather, this methodology seeks to find clarity on community *expectations*.

Understanding community expectations aligns directly with the insight staff received back in 2011 to focus on messaging and communications as a key strategy in budgeting process. Staff also sees an ongoing neighborhood focus group program targeted to performance goals and priority areas as complimentary to the higher level survey data compiled every two years for the Kirkland Quad. When combined with survey data, neighborhood level community conversations could provide much needed insight into what communities really mean when they evaluate a given priority area. As part of our contract with CIA, as many as 30 employees will be trained on their engagement methods, and a CIA consultant will oversee a pilot project to enhance our learning experience.

Having a defined method of further engaging the community that is hard wired into the performance management process at the neighborhood level could become a critical way the Council and the city manager help ensure Kirkland is not just delivering on programs and initiatives consistent with community expectations, but also prioritizing the right programs and initiatives in the first place. A goal Peter Drucker described as not only "doing things right" but also "doing the right things."

Finally, staff saw real benefit in CIA's focus and expertise on taking insights from the community and using that insight to improve internal processes as a way of ultimately satisfying constituent expectations. One of CIA's core beliefs is to look beyond the structural differences between governments and the private sector, and focus instead on utilizing the same "systems based" improvement methods that have worked so well in non-government contexts:

[T]he operations of government—and the issues plaguing the operations – are no different than those faced in manufacturing, health care, education or the private sector. All organizations are collections of systems (processes that produce 'widgets' for 'customers' in order to achieve results.) These systems are easy to see in manufacturing, where the factory, widget, customers and bottom line are all tangible. They are harder to see in government because we often produce invisible things for people who don't want them... . When we change this mindset and make our systems visible, we can more easily identify and implement solutions that vastly improve our processes. *Change and Innovation Agency*.

CIA's plan is to make our government systems more "visible" to employees so that we can find ways to make them function in a way that best satisfies our community expectations. CIA has pledged to train four employees in their internal systems improvement methods so that the City will become self-sufficient as we use their framework as part of our performance management and budget process. Part of the reason this approach is so attractive is that in one system, both community engagement and the process improvement systems are linked. When successfully applied, this approach could further connect the performance of key items such as the City's Work Program more directly to *defined process improvement initiatives* that can be evaluated as part of each department's annual performance.

Community Policing As Community Engagement Pilot

Once the employees are trained, the first area staff will pilot is the community policing elements of the new Police Strategic Plan. Staff will use the methodologies to work with the Police Department and the public to identify community expectations for community policing, and then develop measures of success for community policing that can be tracked over time.

February 15, 2018

Mr. Kurt Triplett
City Manager
123 5th Avenue
Kirkland, WA 98033

Dear Mr. Triplett,

The Change & Innovation Agency's (CIA) goal is to help government increase its capacity to do more good. As a company, we work only with government agencies to apply the best practices in management and process improvement to areas such as human services, transportation, public safety, health, and community development. We are dedicated to sharing what we have learned working in and with all levels of government to help the public sector improve and operate efficiently and effectively.

Several months ago, we began a dialog with the City of Kirkland focused on the development and use of their performance measures. Having reviewed the previous two reporting cycles, it is apparent that the city has taken great effort to objectively and transparently demonstrate how operations are working to meet the goals of the City Council and deliver quality services to community members.

The logic model used to develop these reports provides a wonderfully detailed story of how areas such as budget and planning are used to determine actionable steps that eventually lead to broader goals that are designed to make Kirkland the safe, vibrant, attractive, green, and welcoming place to live, work, and play as laid out in the City Council's vision statement.

The wealth of information in each key area is valuable for understanding how today's budgets, service usage rates, and initiatives are moving the city toward their vision as well as providing the foundation for strategic direction and planning. By tracking the data over several years, progress is easily defined, and leadership can review direction and identify trends.

Overall, the performance measures offer a balanced look at the city and provide an abundance of critical data in an easy-to-follow, easy-to-understand format. Many government organizations struggle to provide even the most basic measures and tie them to strategic goals in a meaningful way, and with this report the City of Kirkland continues to make admirable strides in being open and accessible.

While the data in this report ties outputs to vision and is key to sharing the story annually with residents, it is the operational performance measures that drive true improvement within the departments. Leaders within the city ranks need day-to-day measures of workflow and capacity in order to fully understand and manage their areas. The first evolution of measurement in government is to enhance our big picture metrics with operational process-based knowledge that leads to improvements and efficiencies.

The next evolution is to exploit the work done to date in order to drive efficiencies and increase constituent satisfaction. Measures, when used correctly, can educate us on current performance, but the act of measuring alone does not increase performance or productivity. Increased performance only comes from changing the way in which the work is being done. The measures, in turn, reflect the changes and can give us an accurate look at how our efforts are paying off. While the measures help you manage performance, in order to drive community satisfaction, you need a command understanding of what residents require of government and an intimate knowledge of their expectations.

One of the unique things about government work is the symbiotic relationship we have with constituents and community members. Unlike the private sector, where the key motivating factor is to get customers to spend money in order to make profit, government does not

measure success purely in dollars. Success is measured in matters such as safe and healthy communities, educated children, prosperous cities, strong infrastructure, and clean air and water. These outcomes are harder to measure than dollars and require a different type of community involvement. Providentially, our constituents almost universally desire these same outcomes and want government to be successful in providing them. This creates a unique relationship rarely seen outside of government. When you go to buy a car, you want to spend the least amount of money for the car you chose, so you spend all your time negotiating with a company who is trying to get the most money out of you. You argue over the outcome. When you go to a clinic to get your child vaccinated, everyone agrees that we want the same outcome: a healthy community. What we end up arguing about is how to get there.

The vast majority of complaints we hear about government have nothing to do with the outcomes we want to accomplish. Commonly, we hear government is too slow, too costly, too bureaucratic, and too antiquated to be productive, but these generalizations are vague and only address past interactions. If we want to enhance the symbiotic relationship, we have to change the conversation from what is not working to how we can work together to achieve more. Measuring true community member satisfaction is not about keeping a scorecard or collecting surveys on past performance, but about building relationships with residents to fully understand expectations and then changing our work to better meet the needs of our community.

The first step is understanding who our community members really are. While everyone living in Kirkland is a member, you are only a customer when you are using a service or product of the city. For example, while every resident and visitor benefits from the work fire marshals do to inspect businesses and new construction, most of these people are not the customer of the final report. That report is for building owners, and construction foremen, to make changes in order to be compliant with current fire codes. If we want more buildings to be compliant, we must focus on building the relationship between fire marshals, building owners, and builders. Customers are defined by the service or product being used. To fully understand their expectations, we need to be sure we are talking to the right community

members to understand what they need to make our systems produce more of the outcomes we both want.

The second step is to engage with your constituents in order to gain a better understanding of their priority outcomes and attributes. This can be done through focus groups, interviews, and interactive observation. How and when we talk to these community members is less important than what we talk to them about. In the second step, we need to get past the complaints of how things are done today and move the conversation to what our constituents need in order to do more. In the example of the fire marshal, both government and community agree we want safe buildings in which to live and work. If that is the goal, then the conversation needs to focus on what a successful fire inspection looks like from the customer's point of view. Often these conversations yield information such as, "inspections are consistent, timely, and easy to understand."

Step three is defining these attributes in measurable terms and defining community member-based satisfaction targets when applicable. For "timely," members may want to measure the number of days from request for an inspection until the inspection is completed. They might then set a target of 10 days or less. For "easy to understand," they may want to measure the number of findings they can correct the first time with a goal of 100%. As we gather this information, patterns will emerge and give the fire marshals a better understanding of what their customer would like to see.

Step four takes these community member-based measures and compares them to current performance. The fire marshal may pull the last 20 inspections and see that it took an average of 50 days to complete the reports. The gap between the customer target of 10 and current performance of 50 suggests that in order to improve satisfaction we need to develop a process that cuts as many of those days as possible.

That leads to step five, running process improvement teams to close the gap. Process improvement teams are a group of content experts facilitated by a trained Change Agent tasked with redesigning a process. The tools and methodology used may vary based on

what the team is trying to accomplish, but the goal is to change how we work to get as close to the expectation as possible. For the fire marshal, a redesigned process may include new ways of scheduling inspections, working with builders up front to increase the number of inspections that pass the first time, training additional staff to conduct inspections, new standardized reporting templates, and more thorough recommendations to achieve compliance.

The final step is adding system-specific performance measures that ensure the new processes are closing the gaps and educating managers on how well the work is flowing. It's these measures, combined with the operational measures you already have in place, that move your organization forward and can clearly demonstrate how your efforts are impacting your outcomes, your community expectations, and your operations.

In order to grow from the outcome and output measures you have in place to community member-driven improvements and process performance measures, you need two critical resources: Community Engagement Specialists to facilitate customer relationships and Change Agents to lead teams.

Community Engagement Specialists need to be trained in identifying key processes, defining customer groups, setting up and leading focus groups and interviews, and developing community member-based measures. C!A will conduct a workshop for a set of Kirkland employees covering the tools and methodology outlined in Ken Miller's "The Change Agent's Guide to Radical Improvement" that will ready them to facilitate their first focus group within a month of completing the training. C!A will also help mentor participants from setting up their first real focus group to turning the information into community member-based measures of satisfaction.

When choosing employees to participate in this workshop, the city should look for individuals who are comfortable speaking in front of groups of people, can remain neutral during debate, are organized, and who have a pattern of consistently following through on tasks such as follow-up phone calls, writing meeting synopses, and addressing questions in

a timely fashion. The skillset needed to become an internal Change Agent can be taught, but it also requires experience to master. Finding radical improvement opportunities and reengineering processes is both a science and an art.

To share the science of improvement, CIA will teach Kirkland staff how to:

- + Charter a project with leadership
- + Pick productive team members
- + Map workflow and measure work time and elapsed time
- + Identify improvement opportunities
- + Brainstorm improvement recommendations
- + Build a compelling case for change
- + Present recommendations to leadership
- + Develop effective implementation plans
- + Develop process-based performance measures that ensure proper workflow

Honing the art of improvement comes from experience using the tools and working with teams over several projects. To jump start this learning, potential Change Agents will work alongside a skilled CIA specialist as they facilitate an improvement effort for the city. By seeing the tools in action and living through a team progression from chartering through implementation, participants should be prepared to run their first improvement team within days of completion.

Best regards,

Bill Bott
Consulting Partner
Change & Innovation Agency

2017-2018 City Work Program Status

Item	Status as of February 2018	Additional Funding Needed
Renovate Fire Station 25, construct new Station 24, and site new Station 27. <i>Goal: Public Safety and Dependable Infrastructure</i>	FS25 renovations are underway and expected to be completed by August 2018. The eminent domain process to acquire the property for new FS24 is in progress and design is underway. A potential settlement offer with Rite-Aid is under consideration. Given the anticipated cost of the FS24 property, the funding to purchase a new FS27 site was reallocated to that project. Staff is negotiating a right-of-first-refusal agreement with the ownership of the target FS27 location.	The cost estimates to purchase the property and construct new FS24 will require \$3.5-4.5 million in additional funds, as well as on-going funds for any new staffing. Potential purchase of a new site for FS27 is anticipated to be funded by a potential ballot measure if approved.
Explore potential ballot measures for Fire Station modernization and public safety operations. <i>Goal: Public Safety, Dependable Infrastructure and Financial Stability</i>	On December 12, 2017, the City Council approved Resolution R-5290 deleting this item from the Work Program and deferring a potential ballot measure recognizing the delay in Fire Station 24 construction due to the eminent domain proceedings related to the site and other jurisdiction tax increases.	No additional funding needs anticipated at this time.
Facilitate Community Policing through implementation of Police Strategic Plan. <i>Goal: Public Safety and Neighborhoods</i>	The Police Department continues to pursue actions to facilitate Community Policing, including establishing the Animal Services Program, Coplogic on-line reporting, enhanced Public Information Officer (PIO) capacity, Coffee with a Cop, and additional community training.	Major recommendations from the Strategic Plan require new funding. For example, addition of the 11 new positions plus completing the ProAct unit is estimated to have an annual cost of over \$2 million
Fund capital investments to support growth in Totem Lake Urban Center. <i>Goal: Economic Development, Balanced Transportation, Parks, Open Spaces and Recreational Services</i>	The Capital Improvement Program includes a variety of investments to support growth in the Urban Center including a series of transportation-related projects and development of Totem Lake Park. The City continues to pursue grants that are assumed in the project funding and has success in securing grant funds to date.	There are currently unfunded project totaling over \$100 million in the CIP related to supporting the Totem Lake Urban Center.
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. <i>Goal: Balanced Transportation and Economic Development</i>	Sound Transit, Metro and WSDOT are planning significant investments in Totem Lake area and along the I-405 corridor. Staff is carefully monitoring and actively participating in regional discussions, however, the need for additional resources to support this effort has been identified.	Staff is evaluating options of how to best participate in these efforts. Additional funding may be needed depending on the chosen scenario.
Partner with ARCH, churches and non-profits to construct a permanent women and family shelter in Kirkland. <i>Goal: Human Services and Housing</i>	On February 6, 2018, the Council authorized the City Manager to purchase the property for the shelter, which is anticipated to close in late February/early March. Funding for the project has been approved by ARCH and the City of Kirkland, funding applications are pending with the State and King County, and fundraising efforts are underway. If State and County funding occur in the next couple of months, the project could be completed in mid-2019.	No additional funding needs anticipated at this time.
Implement the Cross Kirkland Corridor Master Plan focused on the Totem Lake Connector and South Kirkland Park and Ride connection. <i>Goal: Balanced Transportation, Parks, Open Spaces and Recreational Services, Economic Development and Neighborhoods</i>	The design of the Totem Lake Connector is funded and underway. Grants are being pursued to fund construction. Permitting of the South Kirkland Park and Ride connection is almost complete, but currently funding falls well short of projected costs.	Additional funding of \$3.5 million is required to complete the SKPR connection. If grants are not secured for construction of the TL Connector, additional City funds will be required for construction (\$10-11 million).
Expand Maintenance Center capacity to meet the service needs of the larger City. <i>Goal: Dependable Infrastructure, Parks, Open Spaces and Recreational Services</i>	On February 6, 2018, the Council authorized the City Manager to execute an agreement to acquire the current Parks Maintenance Center property from the King County Housing Authority. Staff continues to evaluate options for additional space for maintenance needs, however all options under consideration require additional funding.	Under any of the options under consideration, additional funding of \$5-7 million will likely be required for acquisition purposes (or revenue to support debt in that amount)
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. <i>Goal: Environment, Operational Values of Efficiency and Accountability</i>	Staff has recommended extension of the Waste Management contract for two years and is actively participating in King County efforts related to the Houghton facilities.	No additional funding needs anticipated at this time.
Replace the City's core financial and human resources software. <i>Goal: Financial Stability</i>	The implementation of Tyler Munis software is well underway, with Phase 1 Core Financials expected to go-live in August 2018 and Phase 2 HR/Payroll scheduled for January 2019.	No additional funding needs anticipated at this time.
Enhance resident and business engagement in Kirkland through community-based initiatives that foster a safe, inclusive and welcoming City and a love of Kirkland. <i>Goal: Public Safety, Neighborhoods and Economic Development</i>	Staff has convened the Inclusion Network and provided support materials to outreach efforts. Development of the Spark grant program process is almost complete and additional events are in the planning stages.	No additional funding needs anticipated at this time.



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.
- **Community** – The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals 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

City Manager's Office

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001

www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: David Wolbrecht, Neighborhood Services Outreach Coordinator
Kathy Cummings, Communications Program Manager

Date: February 8, 2018

Subject: COMMUNITY ENGAGEMENT OPPORTUNITIES

RECOMMENDATION:

That the Council reviews the ideas for direct Council/community engagement and provides direction to staff on which initiatives the Council finds most compelling and worth further development.

BACKGROUND DISCUSSION:

The culture of the City of Kirkland involves a vibrant public participation process. Throughout Kirkland's history, various methods of civic engagement have become embedded into the work processes of the City. These methods range from:

- Long-term commitments through advisory roles, sometimes providing substantive decision-making (e.g. Boards and Commissions);
- Deliberative civic engagement to garner community recommendations (e.g. updates to the Comprehensive Plan, Neighborhood Safety Project, or the recent Housing Strategy Plan Advisory Group);
- Open house or town hall style events with supporting online surveys (e.g. public comment on the Totem Lake Connector Bridge or energizing the community at *For the Love of Kirkland*); and
- General notifications through City communication channels (e.g. email listservs, social media, cable stations, website, neighborhood meetings);

Engagement with Council

Public participation in the City of Kirkland has been prioritized to include the City Council directly in various programs. Doing so allows for a direct feedback loop between the residents of Kirkland and their elected officials. Current opportunities for residents to engage directly with the Council consist of:

- Public hearings and items from the audience at Council meetings;
- City Council Meetings in the Neighborhoods;
- The Mayor's State of the City address to the Neighborhoods;
- Informal attendance by Councilmembers at Neighborhood Association or Kirkland Alliance of Neighborhoods meetings;
- Town Hall style or other structured, special events (e.g. ST3, Kirkland 2035);
- Interactions at community events, both City-sponsored events (e.g. City Hall for All, ribbon cuttings) and other community events (e.g. Kirkland Uncorked); and
- Direct correspondence via email, phone, social media or in-person.

Exploring alternative options

In an effort to explore other programmatic ways to broaden Council's engagement with the community, staff corresponded over the phone, in person or via email with outreach staff in neighboring and regional jurisdictions, including the Cities of Seattle, Tacoma, Bellevue, Everett, Shoreline, Kent, Renton, Tukwila, Redmond, Bothell, Woodinville, Kenmore and Eugene (Oregon), as well as Clark County. From this research, staff compiled a list of program options and wrote brief descriptions of each. These are seed ideas that staff could develop further working with KAN and the neighborhoods as we move forward at the direction of Council. It is important to acknowledge the impact of these methodologies on the time and energy of both Councilmembers and staff. There is not capacity at the staff level or in Councilmember schedules to do all of these effectively in addition to current efforts. If Council is interested in one or more of these, it might be necessary to revisit current methodologies and modify or eliminate them in favor of new options.

List of engagement ideas:

- A. Neighborhood Block Walks with Council
- B. Neighborhood Association Meeting Attendance by Individual Councilmembers
- C. Video Interviews with Councilmembers on Current Issues
- D. Councilmember Office Hours
- E. Council Dinner and Mingle with Neighborhood Leaders
- F. Councilmembers in the Neighborhood Plan Process
- G. Neighborhood Leaders Gathering
- H. City Council Meeting with the Neighborhood Association
- I. Council Booth at Community Events
- J. Other Attendance at Community Events

Description of engagement ideas:

A. Neighborhood Block Walks with Council

This loosely structured event would consist of neighbors, City staff and one (or more) Councilmember(s) walking through a neighborhood to identify both those physical elements that highlight the character of the neighborhood (successes), as well as deficiencies that might be good candidates for the Neighborhood Safety Program (NSP), Capital Improvement Program (CIP) or School Walk Routes. Staff would work with the Neighborhood Association leadership to determine a good walk route. Key staff from various departments could attend (e.g. Public Works, Police, Parks, Planning).

This option provides support to the Neighborhood Association structure. Residents have the opportunity to learn more about the City's funding processes and relative project costs while also sharing about their neighborhood. The informal nature of the walk and talk provides opportunities for Councilmembers to dialogue directly with residents.

Similar programs:

- Seattle (Mayor always attends and often some Councilmembers)
- Everett (Mayor only)
- Renton (neighbors only at this point, but having City staff involvement is the goal)

B. Neighborhood Association Meeting Attendance by Individual Councilmembers

This program would assign each Councilmember to attend one or more Neighborhood Association meetings a year. Neighborhood Services staff could assist in determining a calendar with Councilmember assignments. Similar to the current City Council Meetings in the Neighborhoods, staff could work with Neighborhood Association leaders to solicit questions ahead of time or could determine if a presentation on a particular topic would be relevant for that neighborhood. Time for a Q&A open forum could also be included. Neighborhood Services staff could attend to support Councilmembers however would be helpful.

This option provides a direct feedback loop between individual Councilmembers and residents while simultaneously adding legitimacy to the Neighborhood Associations. If Councilmember attendance at Neighborhood Association meetings is promoted, it may support increased resident attendance.

Similar programs:

- Shoreline (individual Councilmember attends each "KAN" meeting)
- Everett (each Councilmember acts as a Liaison to two or more neighborhoods)
- Kirkland (councilmembers do this informally now)

C. Video Interviews with Councilmembers on Current Issues

This option provides the City Council with a direct method of addressing a current topic of concern in the community. Whether responding to specific questions in the community or proactively trying to raise awareness of an issue, interviews can be setup as needed and with little lead time. Additionally, videos could consist of a Councilmember and a Director (or other staff member) as needed.

This option is a method of informing residents of information or perspectives from the City. Although online comments are possible, there is little other direct dialogue.

Similar program:

- Everett (podcasts on social issues)

D. Council Dinner and Conversations with Neighborhood Leaders

This annual event would consist of a catered dinner at City Hall that occurs before a City Council Meeting. The registered leaders of the Neighborhood Associations would be invited, which includes the Association Chairs, Co-Chairs, Boards, and Kirkland Alliance of

Neighborhoods representatives. As needed, topics or questions could be provided on the open-seating tables to spark conversation. This dinner would serve the dual functions of being an acknowledgement of appreciation to the Neighborhood Leaders for their dedication to civic participation as well as providing an informal way for those leaders to get to know Councilmembers individually.

This program would lend support to the Neighborhood Association structure and has the potential to bolster the moral of the Neighborhood Leaders. It also provides an informal atmosphere for Councilmembers to get to know Neighborhood Leaders and vice versa.

Similar program:

- Shoreline (dinner held before the December City Council Meeting)
- Kirkland (volunteer appreciation dinner)

E. Councilmember Office Hours

Each participating Councilmember has regular office hours at City Hall in the Council Study. The hours for each Councilmember would be posted on the website. Meetings with residents could be drop in or by appointment (or both).

This option would allow for one-to-one or one-to-few ratios of Council/resident interaction. Being available on a drop-in or appointment basis would communicate Council's interest in public accountability and transparency.

Similar programs:

- Seattle
- Bothell

F. Councilmembers in the Neighborhood Plan Process

This option arose from neighborhood leader feedback given to staff. One or two Councilmembers could attend a Neighborhood Association meeting that is used as part of the Neighborhood Plan Update process. At the meeting, Councilmember(s) could act as facilitating support and could help answer resident's questions about the process. Having a Councilmember present may also lend incentive for residents to attend the meeting and participate. Attending the meeting would also provide Councilmembers with direct resident input during the process.

Attendance at this meeting could coincide with the previously mentioned "**Neighborhood Association Meeting Attendance by Individual Councilmembers**" option.

This option adds support to the Neighborhood Associations and also to the participatory Neighborhood Plan update process. It provides a direct feedback loop between individual Councilmembers and residents and also can provide residents with information about what the Councilmembers are considering from the City-wide and regional perspective.

Similar programs:

- none from staff research

G. Neighborhood Leaders Gathering

This event, which could be done as part of City Hall for All or as a standalone event, involves two minute presentations from each Councilmember on their work in regional partnership organizations, current community topics of interest or other areas of interest. After these short presentations, each Councilmember goes to a different table or area, thereby allowing residents to ask questions directly of the Councilmembers based on each resident's interest. Department Directors could also be involved in the event. Given the total number of Directors plus Councilmembers, splitting the Directors and the Council into separate events might be advisable.

This option allows for an informal (yet structured) way for residents to ask questions of their elected officials and hear direct answers. Councilmembers could also use this opportunity to learn more from residents by asking the residents questions instead.

Similar program:

- Bellevue (Directors only, not Council; neighborhood and community leaders invited; held once or twice a year)

H. City Council Meeting with the Neighborhood Association

This is currently one of the City Council's direct outreach methods with the Neighborhood Associations and is included for reference. The Council attends four Neighborhood Association meetings a year, with a cyclical schedule resulting in each neighborhood being visited once every three years. As residents arrive, they are asked to nominate topics of interest from a broad selection of possibilities. Staff then compile the topics into a timed agenda through which the Mayor guides the Town Hall style question and answer session. In addition to the City Council, the City Manager, Deputy City Managers, Directors and Neighborhood Services staff attend as event support and content experts for answers. Attendance at these meetings has generally been in decline.

This program provides a feedback loop for informing residents directly on issues related to their neighborhood. It also adds support to the Neighborhood Associations. Alternatives to requiring the presence of the entire Director level of staff could be explored.

Similar program:

- Everett (just the Mayor)
- Redmond (Neighborhood Conversation in schools)
- Kirkland (City Council meetings in the Neighborhood)

I. Council Booth at Community Events

One or more Councilmembers could attend both City sponsored and non-City sponsored community events. Councilmembers could be stationed at a booth or other location, and staff could attend to provide logistical support and informational flyers or maps as determined ahead of time.

This option allows for an informal way for residents to ask questions of their elected officials and hear direct answers. Councilmembers could also use this opportunity to learn more

from residents by asking the residents questions instead. The visibility of Councilmembers being out at events could support Council's support of being accessible to residents.

Similar program:

- Redmond
- Kirkland (hot chocolate at Winterfest)

J. Other Attendance at Community Events

Instead of a booth, Councilmembers could attend community events "at large" and informally as they are inclined. Staff could prepare a list of upcoming community events which would be presented at City Council meetings or by another method.

This option allows for a very informal way for residents to ask questions of their elected officials and hear direct answers. Councilmembers could also use this opportunity to learn more from residents by asking the residents questions instead. Councilmembers could continue to wear the "Ask Me" buttons at these events.

Similar programs:

- Bellevue
- Bothell
- Kirkland

SUMMARY:

Each of the above programs provides a possible programmatic solution to one or more outreach goals that Council may be interested in prioritizing. As Council considers broadening direct community engagement, it will be helpful for staff to be clear on what the Council's goals are for the program(s).

Considerations for Council:

1. What are Council's goals for direct Council/community engagement?
2. What degree of public interaction is the Council seeking in support of Council's goals?
3. Is Council seeking a better platform for informing residents and answering their questions? Or is Council wanting to have a way to receive feedback from residents on specific issues? Or both?

How much does Council want to be directly involved in these activities as opposed to having staff provide these functions?

IAP2 Spectrum of Public Participation

Increasing Level of Public Impact 

Public participation goal

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Michael Olson, Director of Finance and Administration
Tom Mikesell, Financial Planning Manager

Date: February 23, 2018

Subject: 2019-2020 BUDGET PREVIEW

RECOMMENDATION:

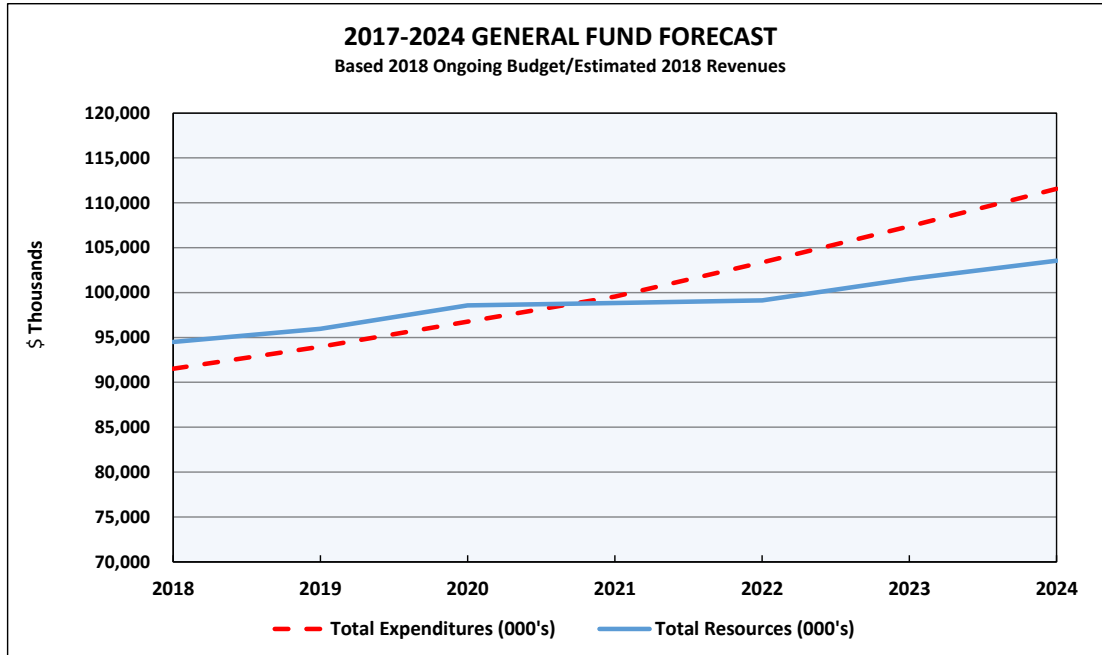
City Council receive an update on the preliminary General Fund forecast, listing of one-time commitments in the 2017-2018 Budget that are currently unfunded in 2019-2020, and the 2018 Operating Budget and Capital Improvements Program Calendar as reviewed by the Finance and Administration Committee.

BACKGROUND:

While the full General Fund forecast will be updated as part of the City Council retreat in May, Financial Planning staff have completed a preliminary review of the General Fund financial projection based on currently approved ongoing expenditures in 2018, and revised revenue estimates, excluding the modified two-year lag assumption. This baseline has then been adjusted for select future additions to include:

- Completion of all phases of Totem Lake and Kirkland Urban Developments; and,
- Enhanced sales tax revenue from the taxation of remote sellers and marketplace facilitators as provided by EHB 2162 as approved in the 3rd Special Session of the 65th State Legislature.

While this update indicates the availability of near term resources, over the financial planning horizon the biennial deficit climbs to \$13.9 million in 2023-2024. This is shown in the graph on the next page. The major assumptions used for this projection are included below the graph.



	2018	2019	2020	2021	2022	2023	2024
Total Expenditures (000's)	91,510	93,969	96,752	99,545	103,374	107,385	111,577
Total Resources (000's)	94,505	95,958	98,571	98,837	99,142	101,517	103,544
Net Resources (000's)	2,996	1,989	1,820	(708)	(4,232)	(5,868)	(8,033)
Biennium Total (000's)	3,072		3,809		(4,940)		(13,901)

Major Baseline Assumptions:

Revenues:

- No financial recession
- Sales Taxes: 3% per year
- Property Taxes: 2% per year (1% statutory, 1% new construction)
- Public Utility Taxes: 2% per year
- Private Utility Taxes: range from -2% to -1%; declines in Telephone and Cable more than offset growth in electric and gas
- Fines, Fees Forfeitures: flat from 2017 levels
- Development Fees: 2% per year

Expenditures:

- Wages/Salaries: 3% per year in 2019-2020; 4% per year thereafter.
- Benefits: 6.1% per year
- Supplies: 1% per year
- All other (Excluding planned transfers/deposits to reserves): 2%
- Transfers: Includes all planned sinking fund transfers, planned debt service, transfers to CIP, and replenishment of General Purpose reserves by 2019

Additions:

- EHB 2163 –Remote Sales/Marketplace facilitators: ~\$360 k per year by 2024
- Totem Lake/Kirkland Urban: grow to ~\$2.5 m per year by 2022.

It bears mention that this projection does not include a number of one-time spending commitments that are included in the 2017-2018 budget. These items have been funded in

recent biennial budgets with one-time resources generated through a combination of underspending and through revenue over budget generated from the Modified Two-Year Lag.

These 2018 one-time items are shown in the following list:

Recurring Policy Issues	2017 OT	2018 OT
2018 Community Survey	-	30,000
4Culture Arts Sustained Support	8,000	8,000
ARCH Housing Trust Fund Addition	415,000	415,000
AWC Membership Dues Increase	-	1,531
CIP Outreach Outreach Coordinator	67,090	67,509
Communications Staffing	45,613	46,881
Community Programs and Events	64,000	48,000
Commute Trip Reduction Enhancements-ORCA	43,125	86,250
Commute Trip Reduction Incentives - Outside Businesses	-	60,000
Constituent Relationship Management (CRM)	-	55,000
Contract Jail Costs	-	250,000
Council work program - Emergency Prep Coordinator	-	44,422
Court Security	111,768	108,441
Eastside Timebank Operating Support	3,000	3,000
Employee Bus Pass Adjustment	5,750	11,500
Engineering Program Assistant	49,223	49,508
Grant Support for Capital Engineering	30,000	30,000
Human Services Commission	4,164	6,199
Human Services Option 3	85,430	87,139
Innovation Internships	-	65,887
Jail Administration	85,719	82,999
Jail Administration Electronic Home Detention	10,000	10,000
Kirkland Performance Center (KPC) Operating Support	50,000	50,000
Leadership Eastside Leadership Enrichment Program	12,000	12,000
Learning Management System LMS	13,011	13,011
Monetary Recovery - Pilot Program	5,000	5,000
Neighborhood Services Matching Grant -One-time 30 percent Increase	5,101	5,101
Neighborhood Traffic Control Coordinator	67,090	67,509
Police Officer Over Hire	-	68,613
Professional Services: Contract Arborist for Development Services	64,000	56,000
State Legislative Advocacy Services	60,000	60,000
Supplemental Human Services Grant Funding	84,865	84,865
Temporary Code Enforcement Officer	-	124,766
Temporary HR Analyst	34,439	35,053
Temporary Police Support Associate	83,674	81,859
Transportation Planner	128,603	135,055
WCIA Training for Fire Department Supervisors	-	13,000
Wildland Equipment and Training	-	39,755
Grand Total	1,635,665	2,418,853
Less Green Highlighted Items	1,571,665	2,116,719

The following calendar charts the deliberative process for the 2019-2020 Biennial Budget and 2019-2024 Capital Improvements Program.

JANUARY

Calendar to Fin & Admin Comm Jan 30

FEBRUARY

City Council Retreat Feb 23

APRIL

Finance Committee – Fire Fees Apr 24

MAY

CIP Priorities - Resolution May 1

City Council Retreat May 24

JUNE

Study Session - Fire Development Fees June 5

Mid-Year Budget Adjustments to Council June 19

CIP to Finance & Admin Committee June 26

JULY

CIP Update – Council meeting July 17

CFP Amendment to Council July 17

Proposed Utility Rates to
Finance & Admin Committee July 31

SEPTEMBER

Proposed Utility Rates to Council Sept 4

PH – Proposed Revenue Sources Sept 18

OCTOBER

Utility Rates Adoption Oct 2

City Manager's Proposed Budget to
City Council & Public Oct 23

Fin & Admin Committee -
Review of Budget Issues & Process Oct 30

Council Budget Work Session (3-9pm) Oct 30

NOVEMBER

Council Study Session – Budget Nov 7*

PH – Budget Input Nov 7*

Special Study Session – Budget
(if needed) Nov 13*

PH – Budget Nov 20

Preliminary Property Tax Levy Nov 20

PH – Prelim Property Tax Nov 20

DECEMBER

CIP Update Adoption Dec 11*

CFP Adoption Dec 11*

Budget Adoption Dec 11*

Final 2017-2018 Budget Adjs Dec 11*

Final Property Tax Levy Adoption Dec 11*



CITY OF KIRKLAND
Department of Finance & Administration
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Michael Olson, Director of Finance and Administration
Tom Mikesell, Financial Planning Manager

Date: February 23, 2018

Subject: PLANNING FOR EXPIRATION OF ANNEXATION SALES TAX

RECOMMENDATION:

City Council receive update on steps taken in the budget to plan for expiration of the Annexation Sales Tax on June 30, 2021.

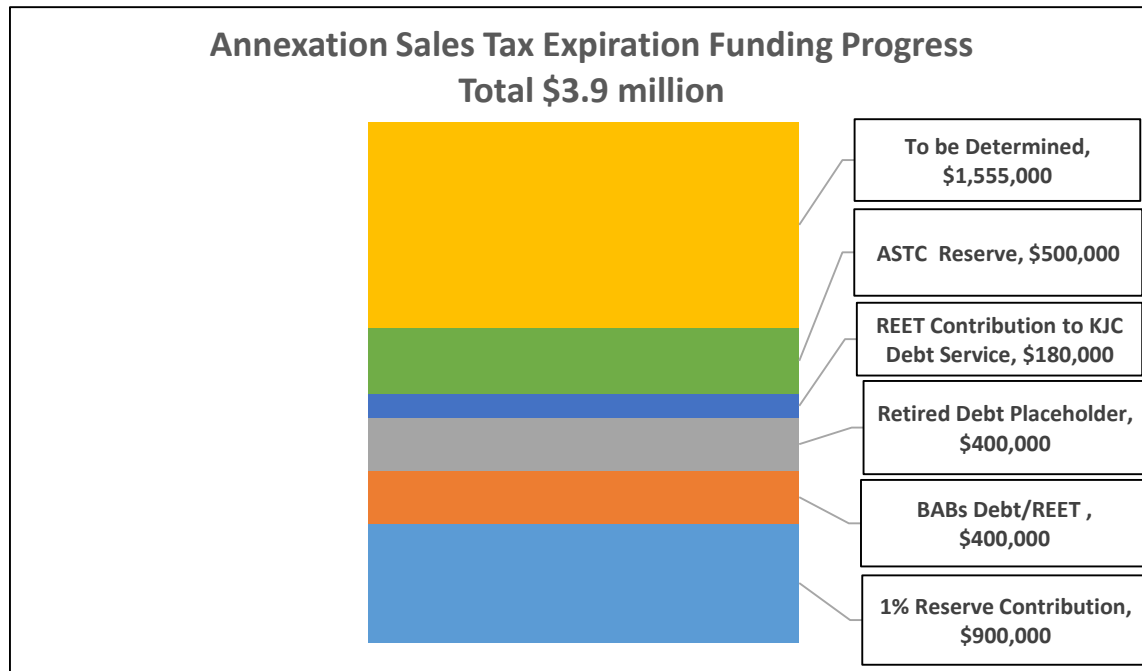
BACKGROUND:

An important part of the implementation strategy for the 2011 annexation was the use of the annexation state sales tax to assist the City in providing municipal services in the area where the revenues are not yet sufficient to fund those services. The 10 year annexation sales tax provides \$3.935 million per year in the current budget to cover the gap between revenues and expenditures in the annexation area. The City's General Fund forecast includes revenue from the annexation sales tax through its expiration in June 2021.

By way of planning for the expiration of the tax, a number of measures have been taken by the City, including:

- Overall non-voted general fund debt service, including the bonds used to finance the Public Safety Building, decreased by \$400,000 in 2014 and will decrease by another \$400,000 in 2021. Funds freed up from these decreases are intended to offset the loss of the ASTC upon expiration and should not be re-appropriated to other on-going needs. However, funds from these sources have been set aside through 2019 toward the Walkable Kirkland project in the Capital Improvements Program. An additional \$180,000 of the debt service is planned to be funded from REET 1 beginning in 2022;
- The adopted budget assumes that 1% of revenues would go toward reserve replenishment until reserves reach their targets, which is projected in 2019. Once the reserves targets are fully met, the ongoing operating budget will decrease by approximately \$900,000 a year, continuing through the expiration of the ATSC; and,
- A \$500,000 Annexation Sales Tax Reserve was created from ongoing revenue in 2018.

As shown in the graph below, these measures combine to backfill approximately \$2.4 million of the future revenue loss, leaving the balance of \$1.6 million to be identified.



Use of REET to Limit Debt Service

Another strategy the City has utilized is to minimize as much as possible the debt service necessary to make the City's obligated contribution of \$15 million dollars towards public assets in the Village at Totem Lake. This financial contribution is required as part of the City's development agreement with CenterCal, the owner and developer of the Village at Totem Lake. The City has set aside \$7.5 million in unallocated REET funds that are significantly above previous projections in order to avoid issuing as much debt. Not every project the City is investing in under the development agreement qualifies for REET funds, so the final "pay as you go" option will be a combination of REET funds and general fund revenues. But avoiding debt service payments will allow some of the new revenues from the project to be used to help close the gap instead.

Economic Development and New Revenue Generation

The final major part of the sales tax credit expiration strategy is the generation of additional revenue through economic development. The City in particular targeted the redevelopment of Parkplace in downtown Kirkland and the Totem Lake Malls as the priority locations for new retail tax revenue and business license fee generation. Since 2011 the City has invested tens of millions of dollars in park, transportation and utility infrastructure in both locations to catalyze redevelopment. Redevelopment of both areas as mixed-use urban centers with retail, office and housing is well underway, with Kirkland Urban replacing Parkplace and The Village at Totem Lake replacing the malls. Both projects are scheduled to be completed prior to the expiration of the annexations sales tax credit. It is too soon to know how much revenue these two redevelopments will produce, but it is within the range of some potential financial projections that these projects will generate sufficient revenue to close the remaining gap.

However, some of the Villages at Totem Lake revenue must be dedicated to whatever debt service remains to fulfill the City's \$15 million dollar financial obligations under the existing development agreement. In addition, there is still an on-going structural gap between revenues and expenditures that must be dealt with even if the sales tax gap is eliminated.



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MEMORANDUM

To: Kurt Triplett, City Manager

From: Michael Olson, Director of Finance and Administration
Tom Mikesell, Financial Planning Manager

Date: February 23, 2018

Subject: REVENUE OPTIONS OVERVIEW

RECOMMENDATION:

City Council receive information on potential revenue sources for the 2019-20 Biennial Budget process.

BACKGROUND:

Financial Planning staff have researched a number of options for select revenue sources. At a high level, these options include:

- *Revisit Sales Tax two-year lag policy:* While not new revenue, removing the two-year lag policy would allow potential sale tax revenue growth in FY 2019-2020 to be budgeted as part of the budget process, rather than relying on a zero percent growth assumption: \$225,000 for every one percent of projected growth;
- *Seek voter approval of a property tax increase, to support either operations or debt service for capital projects:* Based on the latest assessed value (AV) figures for Kirkland from the King County Assessor, each \$0.01/\$1,000 AV increase in the property tax rate would generate approximately \$252,000 per year in new revenue;
- *Activate \$20 car tab for Transportation Benefit District (TBD):* the City created a TBD in 2014 but has not yet charged the \$20 car tab. Formally adopting the car tab would generate approximately \$1.37 million per year;
- *Increase Revenue Generating Regulatory Tax (RGRL):* Each \$5 increase in the RGRL would generate approximately \$149,000 per year;
- *Enact a tax on sugar-sweetened beverages:* Revenues from a \$0.01/ounce tax on sugar sweetened beverages could generate approximately \$1.1 million to \$2.1 million per year;

- *Increase Utility Tax Rates:* Each nominal one percent increase in utility tax rates would generate the following revenues:
 - Private Utilities (subject to voter approval):
 - Electric: \$652,335
 - Gas: \$244,722
 - Telephone: \$407,474
 - Cable: \$267,935
 - City Owned Utilities:
 - Water: \$115,944
 - Sewer: \$133,236
 - Surface Water: \$98,319
 - Solid Waste: \$162,933

- *Recover greater share of Development Services' cost from fees:* Based on results from the 2017 fee study, development fees currently recover 80.7 percent of the cost of Development Services work, with the remainder (\$2.01 million) being supported by the General Fund (\$1.7 million) and City Utility Funds (\$250,000). Recovering more of the cost from fees would reduce the General Fund and Utility Fund share of the cost.

- *Recover more revenue from Parks program fees and athletic field use fees:* During the joint session with the Park Board, the City Council authorized the Board and the Parks Department to conduct a cost of service study for recreational programs and field use. The results of that study will be presented to the Council later this year and the Council could decide to change programming fees and field use fees based on those results.

Details on the each revenue option, including how revenue estimates are calculated, comparative information from neighboring cities, and general steps necessary to implement the option, are included in the remainder of this memorandum.

Sales Tax Modified Two-Year Lag

Recent biennial budgets have employed a "Modified Two-Year Lag" approach, which sets the sales tax revenue budget in the next two years of the biennium in an amount equivalent to the total expected sales tax revenue collected in the prior year. Actual collections above the budgeted amount are then available for programming on a one-time basis in successive budgets. Revising this policy would not generate any additional revenue; though it would make revenue available sooner, assuming actual collections meet forecasted amount. Conversely, if revenues do not meet the forecast, for example in the event of a recession, expenditure reductions could be necessary to keep in line with the lower revenues.

The projected difference for every one percent of projected revenue above the Modified Two-Year Lag is approximately \$225,000 per year.

Property Tax Levy Lid Lift

Property taxes are the single largest revenue source for the City and the second largest source of revenue in the General Fund behind sales taxes. They are the largest revenue source for the Street Operating Fund, and the primary source of revenue in the Parks Maintenance and Parks Levy Funds. State statute limits the annual increase in the regular property tax levy to the

lesser of one percent or the Implicit Price Deflator (an inflation factor published by the Bureau of Economic Analysis). The City is also provided an allowance for new construction, which entitles the City to the property tax revenue generated by newly constructed businesses and homes. The City's budget and long range General Fund forecast assumes a 2 percent increase per year, which include the one percent inflation factor and one percent for new construction growth.

The City can only exceed the limitation on the levy with the approval of voters or by using levy capacity from prior years that was "banked" for future specified purposes. The City has used all of the banked levy; therefore, the only remaining way to raise revenue from property taxes above the limit is through a public vote to 'lift' the levy lid.

The Parks Maintenance Fund was created in 2003 as a result of a levy lid lift approved by voters in November 2002 to fund maintenance and operations for new parks. Another parks levy lid lift was approved by voters in November 2012 and it funds parks maintenance, some recreation programming (accounted for in the Parks Levy Fund), and provides funding for parks capital projects. Voters also approved a street maintenance and pedestrian safety levy in November 2012, which funds street preservation and maintenance projects in the Street Operating and Transportation Capital Projects funds. According to the Municipal Research Service:

"There are two types of levy lid lifts: single-year lifts (sometimes known as "one-year," "one-bump," "basic," or "original" lifts) and multi-year lifts." While all levy lid lifts share the common features that they increase revenue from property taxes and require voter approval, they vary in a number of ways including:

- Duration;
- Amount of revenue raised;
- Election timing; and,
- Ballot measure requirements.

Attachment 1 is an excerpt from the MRSC website explaining the various types of lid-lifts in detail.

In terms of potential new revenue from a property tax increase, based on 2018 Assessed Valuation (AV) figures from the King County Assessor of \$25,233,434,063, a \$0.01/\$1,000 AV increase in City property taxes would generate approximately \$252,000 per year. In terms of the impact to property owner, a \$0.01/\$1,000 AV increase would result in an annual property tax bill increase of \$5 based on the 2017 median assessed value home of \$516,000.

Attachment 2 is the 2017 Cities and Towns Tax Rates and Levies information from the King County Assessor. The City of Kirkland information includes the rate and levy information for pre-annexation Kirkland and the new neighborhoods; the difference is that the former includes taxes to repay a General Obligation bond that was issued prior to annexation.

Transportation Benefit District

On February 10, 2014 after conducting a Public Hearing, the City Council adopted Ordinance 4435, which created a Transportation Benefit District (TBD) with boundaries equal to the City of Kirkland boundaries. Attachment 3 includes the supporting Staff Summary and Ordinance Language supporting the creation of the district. In simple terms, a TBD is an independent taxing district which exists for the sole purpose of acquiring, constructing, improving, providing and funding "transportation improvements" within the district. The TBD is governed by the

legislative authority proposing to establish the TBD; in this case the TBD would be governed by the City Council.

The TBD was created with the authority to collect a \$20 per vehicle car tab fee for renewals of motor vehicle registrations, though this revenue option has not yet been exercised. Recent changes to the TBD statute allow for an increased car tab of \$40 after 24 months have passed from the adoption of the \$20 tab, and an additional increase to \$50 after 24 months have passed from the adoption of the \$40 tab. These revenue increases can be made without a public vote. The increase above \$40 is subject to voter referendum.

The TBD may impose an additional vehicle renewal fee of up to \$80 per vehicle (\$100 total) or seek other sources of funding, subject to voter approval.

According to DOL, there are 68,252 vehicle registration renewals in Kirkland that would be subject to the new car tab, if enacted. This number of vehicles would generate \$1.37 million of revenue at the \$20 car tab amount, \$2.73 million at the \$40 amount, and \$3.41 million at the \$50 amount.

After holding a public hearing, the City Council, as the legislative authority for the TBD, through a majority vote can authorize collecting the \$20 car tab. Subsequent to Council adoption of the new fee, City staff would notify the Department of Licensing (DOL) and submit the approved ordinance; the DOL would draft a contract with the City to cover fee collection, and would begin the necessary programming in the fee collection system. City staff would also be required to contact the Office State Treasurer with information provided by the DOL. State law requires that the fee cannot be collected until six months after approval. It is important to adhere to the strict timeline, as the new fee would be included on vehicle renewal notices that are sent 120 days prior to expiration of tabs.

Revenue Generating Regulatory Tax

The City levies a business license fee consisting of two parts: a base fee of \$100 and a revenue generating regulatory license (RGRL) of \$105 per full time employee (FTE). For businesses with annual gross receipts of less than \$12,000, only a registration fee of \$50 is due; no base fee or RGRL would be due in this case. Total revenue from the RGRL in 2017 was \$3.12 million; of this amount \$270,000 was programmed in the Street Preservation Capital Improvement Project, and the remainder was collected in the General Fund.

The City most recently raised the RGRL to \$105 from \$100 as part of the 2017-2018 Biennial Budget. The proceeds of this fee increase were used to fund 1.0 ProAct Police Officer. In terms of regional comparisons, the following table compares our business licensing revenue structure with those of Redmond, Bellevue and Seattle, and includes a simulated estimated annual payment for different types of businesses. Redmond charges an FTE-based fee similar to Kirkland's, while Bellevue and Seattle levy a Business and Occupations Tax on gross receipts and/or square feet of businesses.

Business Size	Business Type	Full Time Employees (FTE's)	Kirkland	Redmond	B & O Tax		Estimated Gross Receipts or Square Feet
			Business License Tax	Business License Tax	Bellevue	Seattle	
Small	Retail	4	\$ 520	\$ 436	419	\$ 723	\$ 280,000
Medium	Restaurant	18	\$ 1,990	\$ 1,962	1,646	\$ 2,519	\$ 1,100,000
Large	Headquarters	70	\$ 7,450	\$ 7,630	18,913	\$ 33,950	19,371 sq ft or \$8 m
Large	Retail	90	\$ 9,550	\$ 9,810	23,936	\$ 35,150	\$ 16,000,000

Staff estimates that each \$5 increase in the RGRL would generate approximately \$149,000 per year in new revenue. To implement this change, Council would adopt an ordinance revising the current fee, and staff would notify businesses of the change in annual renewals.

Sugar Sweetened Beverages Tax

A tax on sugar-sweetened beverages is a fairly new type of excise tax recently enacted in the City of Seattle. A similar tax was first enacted in the City of Berkeley, California in 2015, and at least 6 other cities in the United States have similarly enacted taxes in the intervening years. In 2017, the City of Seattle enacted a similar tax at a rate of \$0.0175/ounce, with a reduced rate of \$0.01/ounce for certain manufacturers (gross global sales of less than \$5 million but greater than \$2 million).

Rather than a tax on the retail sales of sugar-sweetened beverages, a sugar-sweetened beverage tax is collected from the distributor of these products. The taxes are stated in terms of cents per unit of volume. Similar to the taxes on tobacco products, the tax serves the dual purpose of generating public health benefits from reducing consumption of the taxed commodity, while also generating revenue. The types of beverages that are commonly taxed include the following:

- Carbonated soft drinks
- Fruit drinks
- Sports drinks
- Ready-to-drink tea
- Energy drinks
- Enhanced water
- Ready-to-drink coffee

In terms of potential revenue from this type of tax, first full-year (March 2015 to February 2016) collection results in Berkeley indicated total revenue of \$1.563 million from a \$0.01/ounce tax. Berkeley's 2016 population was 121,241 according to the 2016 American Community Survey (ACS) report from the U.S. Census Bureau. This represents a per capita consumption of 10 gallons per person per year, which is roughly equivalent to two 12 ounce drinks per person per week on average. Extrapolating these results to Kirkland, assuming a population of 87,672 according to the most recent ACS figures, results in a revenue estimate of \$1.13 million.

The City of Boulder, Colorado began collecting revenues from its \$0.02/ounce tax in July 2017. Through November, Boulder's collections have totaled \$2,117,981, which annualizes to approximately \$5.1 million in revenue. Based on Boulder's population estimate of 108,108, and extrapolating the revenue base from the revenue estimate under a \$0.02 tax, this would indicate consumption of sugar sweetened beverages in Boulder equivalent to 18 gallons per person per year. At this level of consumption, a \$0.01 tax would generate approximately \$2.1 million per year.

As both Berkeley and Boulder are homes to major public universities, the demographic characteristics are not directly comparable with Kirkland's. However, there is limited real-world collections data other than at these two cities. Given the wide range in estimates, any decision to deploy this type of tax should favor the low end of the range until a revenue trend is established, in light of the potential impact of price elasticities of demand from this type of tax.

In terms of implementation, Seattle collects its tax concurrent with its business and occupations tax; it is possible that Kirkland could follow a similar course. However, with the transition to state administration of the City's business license program beginning at the end of this year, it would need to be clarified with the Department of Revenue if collection/administration of a sugar sweetened beverage excise tax could be part of this transition. If not, City administration would be required, which could result in additional staff needs.

Utility Taxes

Utility taxes are levied on the gross operating revenues that public and private utilities earn from operations within the boundaries of the City. This applies to electric, natural gas, water, sewer, surface water, solid waste, telephone, and cable TV utilities. Legislation passed in 1982 limits the tax rate on electric, gas, steam, and telephone utilities to six percent. The Cable Communication Policy Act of 1984 states that cable tax rates should not be higher than tax rates on other utilities. Currently, a six percent tax rate applies to both residential and commercial customers of these utilities.

There are no restrictions on the tax rates for water, sewer, surface water, and solid waste utilities. A Washington State Supreme Court decision ruled that fire hydrant maintenance must be paid from taxes rather than water utility rates. As a result, water rates were reduced to remove the costs of the protection and the water utility tax rate was increased as of 2011 to pay for hydrant maintenance from the General Fund.

The current effective tax rates for both residential and commercial customers for City utilities are as follows:

- Surface Water utility: 7.5 percent
- Sewer and Solid Waste: 10.5 percent
- Water: 13.38 percent (reflects the impact of hydrant charges mentioned above)

Any increase in the utility tax (above 6%) on electricity, gas, steam and telephone utilities requires voter approval. For other utilities, a referendum clause may need to be included in the ordinance pursuant to RCW 35.21.706, which provides the option of filing a petition to place the tax increase on the ballot.

Based on 2017 utility taxes, a 1% nominal rate increase would generate additional revenue as shown in the table on the following page:

City of Kirkland Utility Tax Revenues					
	Current	2017 Kirkland	Calculated 2017	Additional Tax Revenue with	
	Rate	Tax Revenue	Tax Base	1% Rate Increase	1% Increase with Approval*
Electric*	6.0%	\$ 3,914,012	\$ 65,233,532		\$ 652,335
Natural Gas*	6.0%	\$ 1,468,332	\$ 24,472,197		\$ 244,722
Telephone*	6.0%	\$ 2,444,841	\$ 40,747,357		\$ 407,474
Cable TV*	6.0%	\$ 1,607,608	\$ 26,793,465		\$ 267,935
Water	13.4%	\$ 1,551,333	\$ 11,594,420	\$ 115,944	
Sewer	10.5%	\$ 1,398,981	\$ 13,323,627	\$ 133,236	
Surface Water	7.5%	\$ 737,389	\$ 9,831,853	\$ 98,319	
Solid Waste	10.5%	\$ 1,710,799	\$ 16,293,325	\$ 162,933	
		\$ 14,833,295	\$ 208,289,776	\$ 510,432	\$ 1,572,466

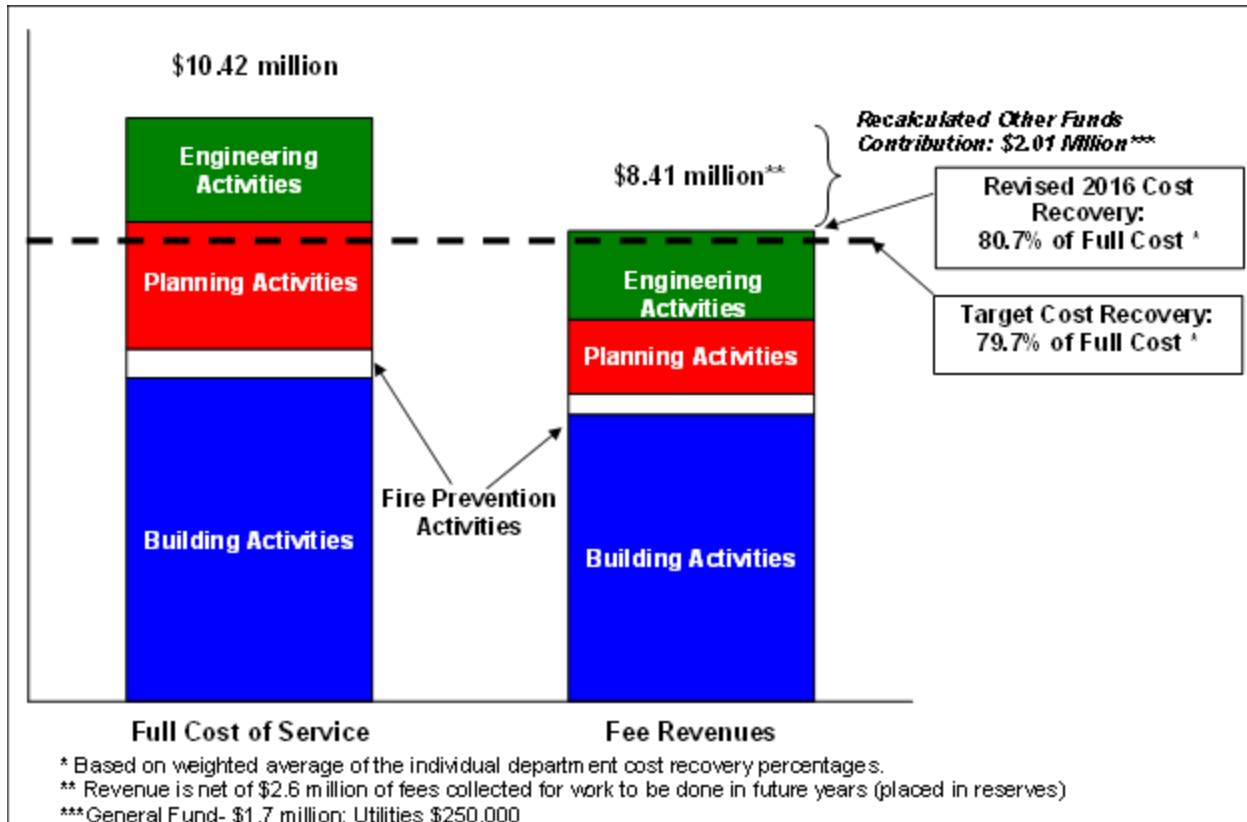
*6% is the maximum allowed without voter approval

The following table includes the utility tax rates charged by comparable cities in the region:

Utility Tax Rates									
City	Population	Electric	Natural Gas	Telephone	Cable TV	Water	Sewer	Surface Water	Solid Waste
Kirkland	86,080	6.0%	6.0%	6.0%	6.0%	13.4%	10.5%	7.5%	10.5%
Bellevue	140,700	5.0%	5.0%	6.0%	n/a	10.4%	5.0%	5.0%	4.5%
Redmond	62,110	6.0%	6.0%	6.0%	3.0%	n/a	n/a	n/a	6.0%
Bothell	44,370	6.0%	6.0%	6.0%	6.0%	11.2%	6.0%	6.0%	5.0%
Woodinville	11,660	2.0%	2.0%	4.0%	n/a	n/a	n/a	n/a	4.0%
Renton	102,700	6.0%	6.0%	6.0%	6.0%	6.8%	6.8%	6.8%	6.8%
Federal Way	96,350	7.8%	7.8%	7.8%	7.8%	n/a	n/a	7.8%	7.8%
Auburn	78,960	6.0%	6.0%	6.0%	6.0%	7.0%	7.0%	7.0%	7.0%
Sammamish	62,240	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Development Fees Full Cost Recovery

At the September 5, 2017 Study Session, the City Council was presented with a review of the City's Development Fees according to the three-year review schedule in the City's Financial Policies. Based on the Council feedback from that review, a number of targeted Planning fee increases were recommended by staff and ultimately adopted by Council at its November 8, 2018 Regular Meeting. As shown in the following graph, the cost recovery was revised to 80.7% of full cost, which is slightly higher than the target cost recovery.



After the adopted fee change, it was estimated that approximately \$2.1 million of development services cost was covered by non-development revenues, including \$1.7 million from the General Fund and \$250,000 from City Utility funds. At a high level, a policy of full cost recovery could eliminate this subsidy, allowing these funds to be deployed for other City programs. It is worth noting that the policy of recovering an amount less than the full cost of development services is the result of a number of specific historical policy decisions according to cost layer and line of business. The following table demonstrates this:

Service Cost Layer	Building Services	Fire Prevention	Planning	Engineering	Overall
Direct Services	100%	100%	80%	80%	89%
Code Enforcement	0%	0%	0%	0%	0%
Public Information	50%	50%	20%	50%	40%
Policy Development	20%	20%	20%	20%	20%
Department & City Overhead	as others	as others	as others	as others	as others
2016 Updated Target Recovery	88%	89%	69%	76%	80%

Given the intricacy of these individual policy choices, a full cost recovery approach should review individual cost recovery decisions by line of business, similar to the approach last fall.

Recover more revenue from Parks program fees and athletic field use fees

More information about this option will accompany the cost of service study results that will be presented to the Council later this year.



CITY OF KIRKLAND
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MEMORANDUM

To: Kurt Triplett, City Manager
From: Kathy Cummings, Communication Program Manager
Date: February 8, 2018
Subject: 2019/2020 Budget Communication Plan for Public Comment

RECOMMENDATION:

That the City Council gives input on the 2019/2020 Budget Communication Plan for Public Participation in the budget process.

BACKGROUND DISCUSSION:

The goal of the Budget Communication Plan is to seek public input on the City's budget priorities so that the Council hears from a diverse mix of voices in the City to understand the needs of the community and align Council budget priorities to meet those needs.

Over the years the City communication team has tried various methods to get the public involved in the budget process including:

- Conducting a City Survey every two years which asks residents to rank the importance of Kirkland's various services and the City's performance in delivering those services
- Holding public hearings on the budget
- Organizing budget focus groups to generate ideas from residents
- Offering a six-session Civics Academy to inform residents on how the budget is created
- Writing articles in the City newsletter, *City Update*
- Creating a budget newsletter called *Budget Bylines*
- Creating a series of videos with the City Manager explaining the priorities on which the budget is built

Some of these methods will be used again in the communication plan for the 2019/2020 budget. New ideas will also be brought into the mix with a special emphasis on bringing in the diverse voices that truly represent the City's population.

The following plan presents a strategy to place stories in local media and on City channels. Direct public interaction is also sought through meetings, public comment and direct outreach.

Each story told will be posted on social media to amplify the message and broaden the reach. Social media commenting will allow for a feedback loop to supplement in person public participation. Stories will be used to remind residents of the work the Council has planned over the previous years and how the successes derived from planning the work and working the plan has increased the success of the Council's initiatives. Residents will be reminded of the progress that has been made, so that when it comes to the new budget, trust and confidence will guide community reaction.

CONSIDERATIONS FOR EARLY BUDGET COMMUNICATION

In order to lay the groundwork for budget communication, a few considerations should be kept in mind.

First, it should be noted that most budget communication efforts over the years have not resulted in broad public participation. The years in which the City has heard the most from residents on budget issues were ones in which property taxes were raised. While this upcoming budget will most likely not see a rise in property taxes from the City of Kirkland, residents will be seeing much higher tax bills starting in 2018 because of the Sound Transit 3 tax increases and consequences resulting from the McCleary decision on school funding. Those hikes in taxes could inspire residents to take more interest in the City's budget during the upcoming cycle.

With this in mind, it will be important to provide understanding on where property taxes go and the percentage of property taxes that go into the City budget.

The property tax increases could very easily turn public sentiment against local governments, so it will also be important to remind residents of the work Kirkland has done over the previous years to produce a budget that works, including:

- Determining the affordability of city services by using the model presented in The Price of Government
- Aligning the budget to Council Goals and citizen survey priorities through the Kirkland Quad
- Targeting density and development to specific parts of the city i.e. The Village at Totem Lake and Kirkland Urban, while preserving single family neighborhoods

THE PARTICIPATION STRATEGY

The participation strategy begins with a clear definition of which parts of the budget the public has input on during this process, and which parts are not being considered for major change and why. The participation strategy then centers on the intersection where the budget meets Kirkland residents. Using plain language, and drawing from the top quadrants of the Kirkland Quad, the emphasis will initially be on public safety; streets and sidewalks; parks and recreation; human services; recycling and garbage; and emergency preparedness.

The strategy focuses on *three tiers of engagement*:

1. Social media, informational collateral (brochures, booklets, etc.), newsletter articles

2. Press releases, Op-eds and other press imprints, videos produced by the City, local TV station spots, reports back to the community
3. In person events, such as Neighborhood Association meetings, farmers market booths, City Hall for All, Town Halls and other opportunities as they arise

THE TOOLS

Tier 1	Social Media (Facebook, Twitter, NextDoor) City Update newsletter
Tier 2	Local Media (Kirkland Reporter, Kirkland Views, Kirkland Patch - editorials/articles/advertisements) Reports Back to the Community Videos
Tier 3	The Community Survey (phone and online) Focus Groups Presentations to Kirkland Alliance of Neighborhoods Presentations to Neighborhood Associations Presentations to the Chamber of Commerce and business forums Presentations to civic groups like Kiwanis and Rotary City Hall for All The Budget Game The Money Puzzle Public hearings/Items from the audience

Tier 1- Laying the Groundwork to Inform our Residents

Tier 1 communication consists of the City informing residents of the budget, how the budget process works, what the City has been doing and the plans for the future. The Work Plan and Council Goals will guide all communication to tell the story of Kirkland – where we are and where we want to be.

Social Media and awareness collateral

Use social media to create a slow drumbeat of messages reminding people of the work of Kirkland's local government. This is aimed at raising awareness about the budget process and how the budget affects residents' lives. Each message will be aesthetically consistent and involve a puzzle piece motif, so that residents gradually recognize the information. An accompanying website with supporting awareness collateral (Budget in Brief -style preview document) can also be created. Each puzzle piece message could align with a Council goal, with examples being:

- Kirkland has xxx police officers and xxx firefighters protecting and serving the public

- Fifty-three parks, 17 that are waterfront, are maintained to promote a healthy community and a high quality of life
- Kirkland dedicates two full time employees to educate residents about opportunities for recycling
- Kirkland has a AAA credit rating and a very low Price of Government

These puzzle piece factoids will be released on social media 2 times a week between the months of March and September (48 factoids).

Tier 2 - Informing the Public through Wider Outreach

The purpose of Tier 2 communications is to mark milestones in the public participation process by informing the public through external channels and in multimedia methods. It is also the means for closing the feedback loop of how the resident's input was used.

Print opportunities

Editorials in Kirkland Reporter

What is the Price of Government?

Where the City is on the Work Plan

How we listen to understand community concerns

The budget is the adopted document that ensures that Council goals align with the residents' needs and priorities

This is Us – what our budget reveals about our community

Strategic articles in print

Kirkland Reporter

Shelter/New Bethlehem

Opening of renovated fire station 25

Preparedness efforts in the City

How the new finance system will create efficiencies

And more...

Television spots

Local stations (story examples to be pitched)

Intelligent transportation

Totem Lake

Kirkland Urban

Water rescue craft

Kirkland Television

One on one video interviews with Councilmembers and the Mayor talking about why the budget matters to the community

Milling Machine story

Sign shop

Emergency Preparedness
And more....

Reports Back to the Community

Posting a reader-friendly synopsis of the data collected by each public participation method and summarizing the results. All the data will be available as appendices for readers to peruse as desired. There will be a web version and a PDF version of the Reports Back.

Tier 3 - Direct Community Involvement

Tier 3 communication methods are in person events or meetings. They are the primary method beyond the Community Survey in which public participation feedback is collected. A variety of facilitation styles and activities will be developed to consult the community. These can include:

Presentation to Kirkland Alliance of Neighborhoods (KAN) - City staff will present the public participation strategy and plan to KAN at their March meeting and request feedback on other ways to engage with the Neighborhood Associations beyond those presented.

Focus groups

To be used early on if we feel we need them

Presentations to the Chamber of Commerce, Kiwanis, Rotary and other Stakeholders - - City staff will present the public participation strategy and plan to these groups and request feedback on other ways to engage with their memberships beyond those presented.

City Hall for All

Using the same model as presented in July 2017, this interactive day where the community is invited into City Hall can be an opportunity to present information on the budget, a chance for residents to play the Budget Game and use the Money Puzzle. Public feedback will be collected.

The Money Puzzle at Farmers Markets and other Community Events

Two or three appearances at each of the Kirkland farmers markets and possibly other community events. Public input is solicited by way of a simple exercise with the symbolic metaphor of an actual, physically-present puzzle (the Puzzle Exercise).

About the Money Puzzle: The communication team, in collaboration with teams from the Finance and Administration Department, will design an actual puzzle that will be present at the Farmers Market booths and available for other events.

The puzzle will consist of a colored collage, with each color representing a different budget category (public safety, infrastructure, etc.). The proportion of colors will be accurate to the size of each of the actual budget categories, data courtesy of Finance. The collage will also include all 48 of the puzzle piece factoids mentioned above in Tier 1. This collage graphic will be made into a puzzle for community interaction. Before the booth events, staff will glue together the extent of the City budget that is set and on which the public isn't being asked to consult. Extra pieces of a variety of colors will be printed for the incomplete section of the puzzle. These remaining pieces will be used as a way to communicate to residents how the Council is seeking public feedback about what should be budget priorities. A simple feedback form will be used by staff at the booth to collect each resident's perspective on what the missing puzzle piece colors (i.e. budget priorities) should be.

As this will be used at the Farmers Market and possibly other venues where children may be present, kid-friendly puzzles will also be available for a volunteer to entertain children so their parents can discuss the City's budget.

Fact sheets and other supporting documentation will be available at the booth for distribution.

The Budget Game

Developing a game for residents to make choices and understand what is necessary vs. what can be influenced (remake of previous game developed for CIP budget)

We take this game to several small gatherings at a couple of fire stations, to a park and beach. Then the neighborhood associations use the game to draw in new people to their meetings in either May or June.

Accompanying the game is a feedback form that staff can use to collect public feedback on the budget based on their experience of the game.

Neighborhood Block Walks with Council and City Staff

Do three walks to illustrate what has been done and hear back from residents to ensure the change is working. They can also serve as a kick-off for the Neighborhood Safety Program. These walks will be covered by Kirkland TV and perhaps by local media.

1. Walking the line of an Intelligent Transportation System.
2. School walk route
3. Cross Kirkland Corridor to see care for the natural environment and non-motorized transportation.

Inclusion Network

Encourage these diverse, involved groups to participate in the process, invite Councilmembers to their meetings and reprint editorials and articles in their publications.

Public Hearings

Provide residents the opportunity to comment at hearings.

Other Strategies

Staff is seeking input from the Council on additional strategies and venues for public outreach around the budget process.



CITY OF KIRKLAND
Department of Finance & Administration
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Kathi Anderson, City Clerk
Kevin Raymond, City Attorney
Michael Olson, Director of Finance and Administration

Date: February 15, 2018

Subject: City Council Committees

RECOMMENDATION:

Council discuss their current City Council Committee structure, intent and purpose.

BACKGROUND DISCUSSION:

The City Council began formalizing three member committees as part of the Policies and Procedures update approved as Resolution R-4960 at their January 15, 2013 regular meeting. Further updates related to committee structure were reviewed by the Finance and Administration Committee at its January 6 and February 25, 2015 meetings and discussed by the full Council at its February 3, 2015 meeting. This led to further committee structure updates approved as Resolution R-5145 at the Council's September 1, 2015 regular meeting, resulting in committee meetings fully open to the public effective January 1, 2016.

Occasionally, non-committee-member Councilmembers have attended committee meetings, the legal effect of which is the creation of a quorum of the full Council. When this occurs, in accordance with the Open Public Meetings Act (Chapter 42.30 RCW), the committee meetings become Special City Council meetings, requiring staff to prepare and submit a legal advertisement for publication providing legal notice to the City's official newspaper and the public at least 24 hours in advance of the meeting, and also to prepare a set of City Council special meeting minutes. While not specifically required by state law, it is a common practice for meeting minute notes to reflect those members attending, absent and excused. In these circumstances, it is therefore possible a member of the public could draw an incorrect inference from committee meeting minutes reflecting the "absence" of non-committee-member Councilmembers not in attendance.

In January 2018, two of the four committee meetings held became Special City Council meetings. This is considered atypical when compared to past practices. Staff is seeking Council discussion and direction as to whether the current committee structure continues to reflect Council's intent and purpose.

Additional Policy and Procedure topics will be presented for discussion at the February 27, 2018 Finance and Administration Committee meeting, including Council meeting procedures for escalating disruptions and circumstances, and the practice of allowing statements in support of or in opposition to candidates at Council meetings.

Excerpt from Council Policies and Procedures:

CHAPTER 7: COUNCIL COMMITTEES

7.01 Purpose and Relationship to City Council. Committees are advisory and do not take action on behalf of the Council. The purpose of Council Committees is to review matters in detail and to make reports to the full Council for possible Council actions. Council Committees may be standing committees or ad hoc committees which are appointed for special or time-limited subjects. Ad hoc committees are disbanded when they complete their assigned task.

There are four standing Council Committees:

- Finance and Administration
- Public Safety
- Planning and Economic Development
- Public Works, Parks and Human Services

7.02 Council Committee Topics. Committee topics are developed through a collaborative process between the City Council and staff or by referral by the City Council. Council Committees will be assigned an agenda topic when it supports a policy or budget decision that will come before the City Council in the near future. Agenda items may be:

- Identified by the Committee and approved by the City Council;
- Referred by City Council to a committee for monitoring or input, or;
- Referred by the City Manager for early input prior to presentation to the City Council.

New topics requested by a Councilmember that involve more than four hours of staff time should be reviewed by the City Manager for staff impacts. All topics referred to Council Committees will have final consideration before the full Council after receiving a report from the Council Committee regarding all policy options presented. The chair of each Council Committee is responsible for reporting to the City Council, at a regular meeting, new or significant items discussed at the committee's most recent meeting. Meeting minutes for every Council Committee meeting will be posted to the City's webpage and the Council's internal web page along with a list of current and future topics being discussed by each committee. The topic lists will also indicate when and by whom the topics were initiated. Pending agenda topics for Council Committees will be reviewed at least annually by the full Council when outdated or unnecessary topics may be eliminated unless the City Council decides to carry over a particular topic into the next year.

7.03 Council Committee Meetings. The regular time and location of standing Council Committee meetings will be posted on the City's website. Special meetings and/or changes in the date, time or location will also be posted.

Finance and Administration	Monthly, last Tuesday, 9 a.m.	City Hall - 123 5 th Ave.
Planning and Economic Development	Monthly, 2 nd Monday, 3 p.m.	City Hall - 123 5 th Ave.
Public Works, Parks and Human Services	Monthly, 1 st Wednesday, 10 a.m.	City Hall - 123 5 th Ave.
Public Safety	Monthly 3 rd Thursday, 8:30 a.m.	City Hall - 123 5 th Ave.

Standing Council Committee meetings are open to the public. Members of public may attend standing Council Committee meetings, but may not provide testimony or participate in the meeting discussion. Unless a quorum of the Council is in attendance, ad hoc meetings of Council Committees, such as tours or meetings with other elected officials, do not need to be posted the City's website.

If a committee member is unable to attend the committee meeting in person, they may attend by speaker phone provided that adequate notice is provided to the Chair and the City Manager.

7.04 Council Committee Appointments. Council Committee appointments are generally for a two-year period. Unless a vacancy occurs, Council Committee appointments are made every even-numbered year to coincide with the Council selection of the Mayor. Immediately following the first regular Council meeting in even-numbered years, City Council members should let the Mayor know about their interest in serving on the various City Council and regional committees. The Mayor and Deputy Mayor will then meet to consider committee appointments and they will develop a recommended list of committee appointments. This list of recommended appointments will then be presented at the second City Council meeting in January for Council's consideration at which time the committee appointments will be made by the City Council.

If a vacancy should occur during the year, this appointment opportunity should be announced at a Council meeting. Those Council members interested in filling this position should let the Mayor know before the next City Council Meeting. The Mayor and Deputy Mayor will make a recommendation for City Council's consideration to fill this vacancy at that following Council meeting.

7.05 Council Standing Committees.

Committee/Topic Areas	Staff
<p>Finance and Administration</p> <ul style="list-style-type: none"> • Finance and budget • Utility rates • Human Resources and Performance Management • Technology • Public Records • Council Policies and Procedures 	<p><i>Deputy City Manager and Director of Finance and Administration</i></p>
<p>Public Safety</p> <ul style="list-style-type: none"> • Police • Fire and Emergency Medical Services • Municipal Court • Emergency Management • Code Enforcement 	<p><i>Deputy City Manager</i></p>
<p>Planning and Economic Development</p> <ul style="list-style-type: none"> • Business Retention and Recruitment • Business Roundtable • Tourism • Events • Development Services (permitting) • Long Range Planning • Housing 	<p><i>Planning and Community Development Director and Economic Development Manager</i></p>

<p>Public Works, Parks and Human Services</p> <ul style="list-style-type: none"> • Public Works operations and CIP • Parks Operations and CIP • Parks planning • Environment • Utilities • Facilities and Fleet • Human Services 	<p><i>Public Works Director and Parks and Community Services Director</i></p>
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7.06 Council Intermittent Committees

Committee/Topic Areas	Staff
<p>Legislative</p> <ul style="list-style-type: none"> • State and Federal Legislative Agenda and Monitoring • Liaison with State and Federal Elected Officials 	<p><i>Intergovernmental Relations Manager</i></p>



CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Joseph Sanford, Fire Chief
Date: February 14, 2018
Subject: FIRE STRATEGIC PLAN UPDATE

The 2012 Fire Department Strategic Plan contained 90 recommendations to improve a wide variety of issues. Staff has worked under Council direction to complete the majority of the initiatives. The remaining recommendations have either not yet been started or are in process and fall under the following categories:

1. Develop a capital plan for rebuild/replacement of Stations 25 and 27
 - a. Station 25 funded and in process. Station 27 not yet funded.
2. Initiate industry standards into Bureau of Fire Prevention
 - a. Complete annual Fire and Life Safety Inspections of all commercial and multi-family residential occupancies
 - b. Develop self-inspections program for low risk occupancies
 - c. Develop and deliver juvenile fire setter program and counseling
 - d. Develop proactive media messaging plan
 - e. Develop, adopt, publish and implement Public Education Plan
 - f. Integrate pre-fire incident planning of target hazards into Training activities
 - g. Adopt residential sprinkler ordinance for new construction
 - h. Expand Chapter 1.35A of KMC to include response to repeat false and malicious fire alarms
3. Work to fulfill requirements for CPSE Accreditation

Funding for a new Fire Station 27 has been discussed and is continuing. Staffing options for both a new Station 27 and the new Station 24 will be presented at a future meeting.

Major developments have pulled inspectors into other areas for some time now, primarily plans review. As such, additional inspectors are required to complete basic fire and life safety inspections. Staff is looking at suggesting permit fee schedules be brought into line with neighboring jurisdictions to raise additional revenue in support of additional staff.

A complete list of Fire Strategic Plan recommendations can be found at:
<http://www.kirklandwa.gov/Assets/Fire+and+Building/Fire+PDFs/Fire+Stategic+Plan+Recomm+endation+Response+Matrix.pdf>



CITY OF KIRKLAND

City Manager's Office

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MEMORANDUM

To: Kurt Triplett, City Manager
From: Cherie Harris, Police Chief
Date: February 14, 2018
Subject: POLICE STRATEGIC PLAN UPDATE

The Police Department participated in the formulation of a Strategic Plan in 2016 that was conducted by BERK Consulting. While BERK analyzed the entire Department, special emphasis was placed on a patrol staffing study and making recommendations to improve jail procedures. After the Strategic Plan was adopted by the City Council, the original steering committee, as well as a wide variety of other Department members were assigned to develop and implement the recommendations included in the consultant's report.

The Department maintains a master list of all the recommendations made by the consultants that includes "working notes" that are updated by the steering committee members as items are completed or partially completed. Many recommendations have been incorporated into current practice or procedure. A clean copy of the recommendations are in the process of being posted to the Police Department website.

The Department considers the following recommendations as priorities to be completed in 2018:

- Continued focus on recruitment & retention of Staff
- Incorporate the Mission, Vision & Values into performance standards, processes & procedures
- Further implement recommendations made in LEAN Patrol process
- Destruction of records beyond their PDR retention schedule
- Develop guiding principles for Corrections Staff
- Security Audit of the Corrections Facility
- Remodel of the 2 "detox" cells in the Corrections Facility

The Department has identified a number of Strategic Plan Recommendations that will need City Council support to complete and includes the authorization of additional resources:

- **Strategic Plan Recommendation #3 – "Align the Patrol Policing model with an increased focus on crime prevention and community policing".** The focus of community policing is to enhance trust, increase community satisfaction and build community partnerships that employ proactive problem solving to reduce crime. To

provide effective community policing, Officers must have time for positive interactions with community members, must be data driven in determining where crimes are occurring while having the time and resources to dedicate Officers to those areas. This shift would focus the Department on community-based policing and proactive crime prevention.

- **Strategic Plan Recommendation #4 – “Increasing Patrol capacity to create time for preventative, data driven policing and directed patrol”**. A workload-based assessment of the Patrol Division found that additional capacity, equal to 11 additional full-time officers, over current authorized levels (60 Officers) would be required to create time for community policing, including community relationship building.
 - 11 Police Officer FTE’s should be added to the Patrol Division.
 - 2 PROACT Officer FTE’s & 1 Civilian FTE Crime Analyst/Support - Proactive crime prevention – hiring additional Officers to provide a fully staffed Kirkland PD PROACT unit which would require a minimum of five FTE’s and a civilian.

Costing New Officers in the First Year												
	Officer Expenditures								Vehicles			Total
	Salary	Benefits	Background/ Testing	Uniforms	Equipment	Training	IT Rates	Sinking Fund Costs	Purchase Price	Vehicle Equipment	Rates (IT & Fleet)	
Officer (1)	67,932	34,987	5,987	2,157	4,555	3,500	8,794	596	-	-	-	128,508
ProAct (2)	171,311	74,961	11,973	4,315	8,820	7,000	18,188	1,192	60,000	4,000	39,400	401,160
Officers (11)	747,252	384,857	65,853	23,732	50,104	38,500	96,734	6,554	160,000	44,776	158,996	1,777,358
Crime Analyst (1)	48,166	32,250	2,000	-	-	-	9,094	-	-	-	-	91,510

- **Recommendation #11, #25 – Technology Improvements “...Conduct a Lean analysis of Records, archiving, evidence and others to identify opportunities to create more efficient process...”**
 - Evidence Tracking & Digital Evidence Software system
- **Recommendation # 9 – “Assess community traffic enforcement priorities”**
 - Safety camera programs in designated school zones

Over all, there have been important recommendations that were completed in 2017 with a number of others that have had substantial steps taken and are well under way. The Department would like to recognize the City Council for their continued support in improving the law enforcement services provided to the Kirkland community through the use of this strategic plan.



CITY OF KIRKLAND
 Department of Parks & Community Services
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To: Kurt Triplett, City Manager

From: Lynn Zwaagstra, Director, Parks and Community Services

Date: February 23, 2018

**Subject: Parks and Community Services:
 Opportunities, Priorities and Challenges**

Parks and Community Services is a comprehensive department offering parks, waterfront amenities, ball fields, rental facilities, community centers, recreation programs, health and wellness services, special event coordination, human services and environmental restoration and management. The department has experienced some instability over the years; the economic downturn caused a reduction in programs and services, the elimination of numerous positions and a consolidation of functions. Concurrently, the City annexed new property, which added numerous parks, open spaces and trails and over 32,000 new resident participants to be served. The 2012 Levy restored basic park maintenance services, funded the Green Kirkland Partnership and provided money for park acquisition and development. However, several department services and positions were not restored by the levy. This combination of new facilities, growing population and soaring public expectations are consuming the levy proceeds much faster than anticipated and are now straining the Department staff and budget. The following presents a brief bulleted overview of policy level opportunities, priorities and challenges.

Opportunities and Priorities - *"It doesn't matter where you are, you are nowhere compared to where you can go."* - Bob Proctor

- Enhancing the role as the face of the City
 - Entrepreneurial strategies to re-engage the community with health and wellness programming, programming in parks and engaging events and activities.
 - Strategic approach to contracting for valued added services in parks by looking at the park system holistically and targeting various types of service contractors and locations.
 - Improved reporting and communication with the community, including outreach and education on the benefits of parks and recreation and various ways to engage in health and wellness opportunities.
- Financial policy and stability
 - Cost recovery and financial policy that can provide justifiable, articulated and agreed upon pricing rationale that can be used to allocate resources and provide service levels that most effectively meet the community needs and aligns with the department's mission and vision.
 - Direction on future use of the Park Levy Fund. The Park Levy Fund was sized for a smaller department and originally intended to be a renewable levy that could be resized over time. While the permanent nature of the levy provides a stable base, the need to maintain the expanded park system and the completion of

promised levy acquisitions and capital projects are exhausting the levy's current capabilities.

- Explore interest in bonding or a levy lid lift to achieve the vision outlined in the PROS Plan, including more open space, expanded indoor recreation space, community space and an indoor aquatics facilities. These may be combined.
- Infrastructure
 - Creation of a strategic approach to add all-season fields in Kirkland.
 - Respond to the community's desire for a recreation and aquatics center by exploring various strategies that could provide these needed services.
 - Creation of a plan to add active recreation amenities throughout the parks.

Challenges and Priorities – *"A year from now you will wish you had started today."* - Karen Lamb

- Meeting the increasing expectation
 - Need to rebalance staffing levels and resources with service levels provided.
 - Increasing demand for park improvements, active recreation amenities and additional recreation and community services. The changing need and demographics is causing an increasing disparity between the expectation and the actual.
- Indoor recreation space
 - Kirkland has no city-owned gym space for sports or recreation programming and the school gyms are becoming increasingly inaccessible. Several currently available gyms will be eliminated with the rebuild of Kamiakin Middle School.
 - Multi-purpose rooms in community centers are programmed to capacity and there are hundreds of participants routinely on waiting lists for programs each season.
- Infrastructure
 - Kirkland is experiencing an aging infrastructure such as the shorelines, docks, piers, playgrounds and restrooms. Even the community centers are aging and beginning to show need for major repairs and renovations.
 - The community centers and parks meet basic accessibility standards; however, there continue to be barriers to participation. The department needs to complete its ADA plan and move forward with facility and park accessibility projects and increase its park and playground standards to universal and inclusive design.
 - The parks maintenance center is below City standards and is causing inefficiencies, increased financial burden due to security issues and imparts in staff a feeling of being devalued.

"The best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing." - Theodore Roosevelt



Regional Transportation Opportunities

COUNCIL RETREAT DISCUSSION:

With the recent approval of funding for regional transportation investments in the Puget Sound Area, the City of Kirkland is presented a unique opportunity to address long-standing needs in our community. Hundreds of millions of dollars will be invested by regional transportation agencies over the next few years in Kirkland, providing the chance of a lifetime to address long-standing transportation needs, while achieving multiple other policy goals. A focused, well-planned effort from the City, as a key partner on interagency teams, is critical to the City's ability to effectively grasp this opportunity.

POLICIES AND FUNDING

Policies: The Transportation Master Plan (TMP) and subsequent 2015-2020 Capital Improvement Program (CIP) shifted Kirkland's transportation system focus from automobile capacity to a comprehensive, multi-modal approach. Kirkland's policy-makers recognize that as the region continues to grow and develop, traffic congestion cannot be addressed by simply adding more lanes for automobile traffic. Adding automobile traffic capacity is not only impractical from a cost standpoint; it is also contrary to many of the values held by our City, such as environmental sustainability and natural beauty, walkable communities, and vibrant neighborhoods.

Additionally, Kirkland is striving to fulfill the community vision of Kirkland 2035. Our vision includes knitting Kirkland's communities together with seamless, pleasant, and safe walking and biking routes; creating opportunities for affordable housing; linking land use with transportation; and keeping pace with the needs of our growing community. Opportunities for fulfilling these many goals are presented to us through the following regional projects and programs:

- **Kingsgate Park and Ride Expansion and Transit Oriented Development:** A net 400-stall expansion of the Kingsgate Park and Ride is funded as part of ST3. At the same time, this site, owned by the Washington State Department of Transportation (WSDOT), is ideally suited for a Transit Oriented Development (TOD). A feature of a TOD on the site could be affordable housing. Pedestrian and bike connections to the site could also be improved. WSDOT, Sound Transit, and King County Metro are all poised to partner with the City of Kirkland to create a vibrant new hub at this location.
- **NE 132nd Interchange:** Half-diamond on and off ramps at I-405 and 132nd street is a funded project in WSDOT's capital program. With the tremendous growth in Totem Lake, this new interchange provides the opportunity to create a new regional gateway to the City's Totem Lake Urban Center. At the same time, improved pedestrian and bike connections can be made, as well as environmental improvements to a stream.
- **NE 128th Street Station and Transit Center:** ST3 includes funding for a new Bus Rapid Transit (BRT) station on NE 128th Street, over I-405. The current bus facility, although functional, is not particularly pedestrian friendly, nor is it easy to use. Improved walkability, bicycling amenities, wayfinding, connections to the Urban Center, and better use of the existing nearby transit center and planned TOD are all possible within the scope of this project.

- **NE 85th Street BRT Station:** This site provides the greatest opportunities and greatest challenges of this suite of regional projects in Kirkland. The existing interchange creates a gigantic barrier, making it a formidable – and, for some, impassible – obstacle for pedestrian and bicyclists. The geometry of the landscape makes construction of the BRT station particularly challenging. Although a challenging site, the project provides a truly once-in-a-lifetime opportunity to create a meaningful pedestrian and bicycle connection across the freeway; to create a connection between the Cross Kirkland Corridor and the regional BRT system; to knit together the communities east and west of the freeway; and, potentially to create direct access to the Interstate toll lanes. Additionally, this project includes funding for dedicated transit/multi-modal connections to and from the site.
- **SR 520 Route Restructure:** Given the travel patterns of Kirkland residents, businesses, and employees, the SR 520 Route restructure is critical to Kirkland. Efficient, safe travel to and from Seattle is imperative to our community.
- **Metro Connects and other Regional Transportation Plans:** As King County Metro moves forward with its Metro Connects long-range plan, it is in Kirkland’s best interest to be poised and ready to partner in planning and execution of transit improvements.

Funding: All of the above-listed projects come with significant and secured external funding. All are on extremely tight timelines. The regional agencies leading these efforts are ready and willing to partner with Kirkland to meet as many of our needs and to achieve as many of our policy goals as possible...as long as we don’t slow down their schedules or exceed their budgets. Attachment 4 lists the regional projects and efforts, as well as the project timelines.

Public Works staff has been working with our partner agencies to create agreed-upon Outcome Goals for each of the Regional Project sites. The goals for NE 85th Street have been agreed upon; the goals for the NE 132nd Street Interchange have been drafted. Staff’s intent – and our partner agencies have agreed in concept – is to have Outcome goals for all sites by this spring. Attachments 5 and 6 contain the Outcome goals for NE 85th Street and NE 132nd Street.

In spite of the approved funding and willingness of our partner agencies to work with the City of Kirkland, staff is struggling with remaining as engaged as necessary in project planning, preliminary design, permitting, and other pre-design activities. Additionally, there will undoubtedly come a time on at least some of these projects, where trade-offs will need to be negotiated. Investment in adequate staffing at appropriate levels is critical to our success. Attachment 4 lists (for staff purposes, in great detail) Public Works’ current staffing plan for these regional projects. In creating the staffing matrix, it became readily apparent that additional staffing resources are needed now, at this critical stage, before regional project schedules are simply too far down the road for Kirkland to have a significant voice in shaping the projects.

MOVING FORWARD:

Staff is preparing a staffing request, consisting of temporary transportation and policy professionals, for the City Manager’s and Council’s consideration. Funding for the temporary staff will come from several sources:

- **Existing CIP funds** planned and budgeted for support of regional transportation projects.

- **Development fees** for components of the work that are related to existing and planned growth and development.
- **Reimbursable permitting costs** that Sound Transit staff have indicated a willingness to fund, to the extent it can help move projects more quickly through City permitting process. A formal agreement would be needed for this funding source.
- **Surface Water Utility Funds** for components of the projects that could benefit the City's surface water programs, beyond those project elements that are required outright.
- **General Fund** for any amounts not covered.
- **Grant Funds.** Staff will include components of the regional projects, or ancillary work in the City, in the forefront as grants are pursued. It is unlikely that grant funding will be available for staffing the current planning effort, but it is possible that grants could fund some of the concepts identified through the effort. Attachment 7 is a brief memo describing the status of the Public Works grant strategy.

Supplemental Attachments:

Attach 4 Regional Transportation Planning Gantt Chart

Attach 5 NE 8th Street BRT Station Objectives

Attach 6 NE 13th Street Objectives & Design Ideas

Attach 7 2018 City Council Retreat Grant Strategy Update



School Walk Routes

COUNCIL RETREAT DISCUSSION:

The current City of Kirkland School Walk Route Plan is drawing to a close, with identified projects planned for completion by the end of 2019. The focus of discussion in the February 2018 Council Retreat will be on lessons learned and the approach for the City's next School Walk Route Plan, which may also be a subset of a larger School Safety Action Plan should the Council choose to pursue a broader strategy.

POLICIES AND FUNDING

Policies: The Transportation Master Plan (TMP) and subsequent 2015-2020 Capital Improvement Program (CIP) shifted Kirkland's transportation system focus from automobile capacity to a comprehensive, multi-modal approach. Kirkland's policy-makers recognize that as the region continues to grow and develop, traffic congestion cannot be addressed by simply adding more lanes for automobile traffic. Adding automobile traffic capacity is not only impractical from a cost standpoint; it is also contrary to many of the values held by our City, such as environmental sustainability and natural beauty, walkable communities, and vibrant neighborhoods.

In addition, because of the many benefits of walking, encouraging children to walk to school is a long-standing priority of the Kirkland City Council and a Goal in the current Active Transportation Plan (ATP). As a result, school walk route improvements are a significant focus of the recently adopted TMP and subsequent CIPs. The following three statements from the TMP and ATP represent the key policy direction for school walk route improvements.

- Transportation Master Plan: Develop a method of prioritizing sidewalk projects within the CIP. Locations should be prioritized using the established criteria (see Prioritization section below).
- Transportation Master Plan: Areas without sidewalk or where walkers are separated from auto traffic by an extruded curb are not considered complete. *However, as an interim measure staff and the City Council have deemed extruded curb to be an acceptable interim measure.*
- Active Transportation Plan: Complete sidewalk on one side of all school walk route segments of all arterials and collector streets by 2019. *(This goal was based on completing the existing school walk route needs as defined within the City limits at the time of the adoption of the ATP in 2009).*

Current Funding and Staffing Assumptions: Although the City was clear in its policy statements regarding its intent to complete its School Walk Route Plan, a clear and reliable funding strategy was not set forth at the inception of the Program. Thus, the Program stalled for several years while staff struggled unsuccessfully to secure external grant funding for the planned projects. Additionally, there was no specific staffing plan for the program.

Several corrective actions took place in the 2015-2020 and 2017-2022 CIPs to make the completion of the above ATP goal obtainable:

- **Appropriation from Additional Funding Sources:** Debt savings from the parking garage were allocated to the Walkable Kirkland program, of which the School Walk Route Plan is a component. This resource will not be available for the School Walk Route Plan past 2020, because it will be used to offset the loss of Annexation Sales Tax Credit revenues.
- **Use of Sidewalk Maintenance Budget:** The Sidewalk Maintenance program in the CIP was re-allocated to the School Walk Route Plan in 2017 and 2018. This action helped to complete the Plan as promised to the community, but further increased the growing backlog of sidewalk repair needs.
- **CIP-Development Collaboration:** As a best business practice, Public Works has put in place a practice of close coordination and collaboration between the CIP and Development and Environmental Engineering divisions. Through a concerted, interdisciplinary effort focused on completing needed infrastructure, many CIP projects have been paired with development work to construct complete infrastructure that would not have been possible by either program area on their own. In this way, more School Walk Route and Neighborhood Safety projects have been completed. (Note that, in the case of School Walk Routes, the development work has been in the form of small segments of larger projects, as properties along project routes develop. Thus, there are no specific dollar amounts reflected in the tables below.)
- **Dedicated Staffing:** As part of an overall staffing adjustment that balanced project management resources to the size of the CIP in 2015, project management staff was specifically assigned to deliver the School Walk Route projects, as planned.
- **Maximizing Grants:** The Public Works Department's approach to CIP grant application strategy has been modified to maximize potential success in acquiring grants. Unfortunately, many of the projects identified as priorities through the City's outreach efforts when the School Walk Route Plan was developed do not stack up well against granting agencies' criteria. Public Works staff are working with a grant strategy consultant to maximize grant success for School Walk Route projects, as well as other projects. If unplanned grant funding is received for other projects, it might be possible to reallocate funding to the School Walk Route projects. It should be noted that the few remaining projects on the School Walk Route Plan list still do not align with School Walk Route grant criteria, yet the funding plan still relies heavily on grants to complete this work.

Tables 1 and 2 below show the breakdown between local and grant funds in the current CIP.

Table 1 – CNM 0087 000 City-wide School Walk Route Enhancements – Funding Matrix

Source of Funds	2016	2017	2018	2019	2020	2021	2022
Street Levy-Safe School Walk Routes	\$ 150,000	\$ 150,000	\$ 150,000	\$0	\$0	\$0	\$0
Walkable Kirkland - one time debt saving from retiring debt which goes away when annexation sales tax is complete	\$ 200,000	\$ 109,200	\$ 39,000	\$ 50,000	\$0	\$0	\$0
Unsecured Grants (TBD)	\$0	\$0	\$0	\$ 300,000	\$ 400,000	\$ 150,000	\$ 150,000
Secured Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Re-appropriation of Sidewalk Maintenance	\$0	\$ 200,000	\$ 200,000	\$0	\$0	\$0	\$0
Development (Impact Fees)	\$0	\$0	\$0	\$0	\$0	\$ 150,000	\$ 150,000
REET 1 + 2 and/or REET Reserves	\$ 550,000	\$ 330,000	\$880,000	\$ 500,000	\$0	\$0	\$0
Surface Water	\$ 100,000	\$ 75,000	\$0	\$0	\$0	\$0	\$0
CIP Totals (\$4,983,200)	\$ 1,000,000	\$ 864,200	\$ 1,269,000	\$ 850,000	\$ 400,000	\$ 300,000	\$ 300,000

Table 2 – Juanita/Finn Hill/Kingsgate (JFK) School Walk Route Enhancements – Funding Matrix

Source of Funds	2016	2017	2018	2019	2020	2021	2022
Street Levy-Safe School Walk Routes	\$0	\$0	\$0	\$150,000	\$150,000	\$0	\$0
Walkable Kirkland - one time debt saving from retiring debt which goes away when annexation sales tax is complete	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Unsecured Grants (TBD)	\$0	\$0	\$0	\$350,000	\$235,400	\$0	\$0
Secured Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Re-appropriation of Sidewalk Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development (Impact Fees)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REET 1 + 2 and/or REET Reserves	\$0	\$0	\$0	\$0	\$14,600	\$0	\$0
Surface Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CIP Totals (\$1,000,000)	\$0	\$0	\$0	\$500,000	\$500,000	\$0	\$0

The City has applied for \$500,000 in 2018 State Appropriations funding for each of the following three school walk route improvements in the Finn Hill Neighborhood. Other projects including the Intelligent Transportation System on Juanita Drive, and extruded curb replacement on NE 131st Street/90th Avenue NE are also competing for these funds.

- NE 132nd Street between 84th and 87th Avenue NE; or
- NE 134th Street between 87th Avenue NE and 88th Place NE; or
- 90th Avenue NE from NE 138th Street to NE 134th Street

The Washington State Department of Transportation (WSDOT) School Walk Route grant cycle is every two years. In 2016, none of the City's school walk route grant requests received funding. Staff is preparing for the 2018 WSDOT cycle this spring.

Prioritization: The TMP calls for establishing clearly defined criteria for prioritizing sidewalks improvements in order to fund the worthiest projects. The TMP provides the following direction on the prioritization of school walk route and other sidewalk improvements.

- **Improve safety**—Prioritize locations based on crash history and indicators of crash risk like adjacent street auto volume, speed and number of lanes.
- **Link to Land Use**—Choose sidewalks that expand and enhance walkability and places where current pedestrian volumes are high.
- **Connect to the Cross Kirkland Corridor**—Make numerous strong links to the CKC.
- **Make Connections**—Give high priority to projects that fill gaps by connecting existing sidewalks.
- **Connect to Transit**—Complete walkways that allow easy access to transit, particularly regional transit.
- **Community input**—Because of the scale of pedestrian projects, gathering on-the-ground knowledge through community input is particularly important in selecting pedestrian projects.
- **Cost/likeness to receive grant funding**—Projects that have lower cost or that are good candidates for grant funding should generally have a higher priority. However, caution must be exercised so that high cost, high value projects are also considered.

In 2017, staff created rigorous school walk route improvement prioritization criteria using the elements listed in the TMP above and incorporating WSDOT school walk route grant criteria. For example, the criteria gives priority to improvements with a higher potential to affect community health, that serve populations at a higher risk for inactivity and/or poor health outcomes, including people living in poverty, racial/ethnic minority groups, the elderly, and/or people with disabilities. The specific criteria were reviewed by the Transportation Commission and City Council in previous briefings. The School Walk Route criteria mimic many of the elements in the Neighborhood Safety Program project criteria. (See the School Walk Route criteria in Attachment 8.)

FILLING THE GAPS:

Top Priority School Walk Routes: In 2001, staff led an extensive community effort to review and inventory the walkability and safety of Lake Washington School District's recommended school walk routes. This resulted in a list of over 55 needed improvements (sidewalk segments, traffic control devices, and maintenance items). A total of 39 of those were school walk route sidewalk improvements (i.e., gaps in the goal of completing sidewalks on at least one side of all school walk routes on collectors and arterials). To date, 33 of the 39 are now complete. Two of the remaining will be complete in 2018 and the final four are in design and scheduled to be complete in 2019. These projects are listed in Table 3 below (see Attachment 9 for a map of all school walk route projects listed on Table 3 and 4).

Table 3 – Top Priority School Walk Routes

Priority Score	Project Number	Description of sidewalk section	School	Linear Feet	Estimated Cost
58	MT3	South side of NE 104th Street (132nd Avenue NE to 126th Avenue NE - intermittent) –2019 construction	Mark Twain	1700	\$794,400
52	MT6	West side of 126th Avenue NE (NE 90th Street to NE 94th Way) - intermittent) –2019 construction	Mark Twain	600	\$333,600
48	AGB2	East side of 108th Avenue NE (NE 112th Street to NE 116th Street) –2018 construction	AG Bell	1200	\$639,900
47	JN2	East side of 94th Avenue NE (NE 124th Street to NE 128th Street - intermittent) –2018 construction	Juanita	620	\$366,750
39	PK8	South side of NE 95th Street (116th Avenue NE to 112th Avenue NE) –2019 construction	Peter Kirk	1300	\$668,400
31	PK11	East side of 111th Avenue NE (NE 100th Street to existing sidewalk south of NE 104th Street) –2019 construction	Peter Kirk	1000	\$595,050
Total				7220	\$3,398,100

Second Priority Gaps on Collectors and Arterials: The top priority list from the 2001 community process did not include all of the missing sidewalk segments on collectors and arterials -- nor did it include the new neighborhoods. The remaining segments to complete the ATP goal of “complete sidewalk on one side of all school walk route segments of all arterials and collector streets,” including the new neighborhoods are listed in Table 4. Their priority score is shown on the left side of the table. These projects rank higher than many of the projects on the 2001 community list above.

Table 4 – Active Transportation Plan Goal Projects

Priority Score	Project Number	Description of sidewalk section	School	Linear Feet	Estimated Cost
60	MT4	NE 90th Street (124th Avenue NE to 126th Lane NE)	Mark Twain	400	\$240,000
60	MT4A	NE 90th Street (126th Avenue NE to 128th Lane NE)	Mark Twain	600	\$360,000
52	CS2	NE 132nd Street (87th Avenue NE to 86th Place NE)	Carl Sandberg	200	\$120,000
50	RH1	126th Ave NE (NE 73rd Street to NE 80th Street)	Rose Hill	850	\$510,000
49	MT3	132nd Avenue NE (NE 95 Street to NE 100th Street)	Mark Twain	280	\$168,000
49	MT5	132nd Avenue NE (NE 104th Street to NE 110th Place - intermittent)	Mark Twain	840	\$504,000
48	CS1	NE 122nd Place (some existing extruded curb - NE Juanita Drive to NE 124th Street)	Carl Sandberg	725	\$435,000
Total				3895	\$2,337,000

Priority Score	Project Number	Description of extruded curb section	School	Linear Feet	Estimated Cost
Not scored	Extruded curb	84th Avenue NE (existing extruded curb – intermittent from City limits to NE 122 nd Place)	Carl Sandberg		Not estimated
Not scored	Extruded curb	87th Avenue NE (NE 132nd Street to NE 137th Street)	Carl Sandberg		Not estimated
Not scored	Extruded curb	112th Avenue NE (NE 87th Street to NE 88th Street) <i>Pending potential private development partnership.</i>	Peter Kirk	530	\$318,000

Gaps on Neighborhood Streets: In addition to the school walk route gaps identified on collectors and arterials, there are also many missing sidewalk segments on residential streets. Residents have requested sidewalks along many of these missing sidewalk segments over the years. Attachment 10 is a map of the residential streets with missing sidewalk segments on school walk routes.

PUBLIC INPUT:

Community input: There are many channels for the public to become involved in not only identifying the gaps but also in the prioritization of improvements.

- **Suggest A Project:** The interactive “Suggest a Project” map is used as the central clearing house for all public suggestions made in each neighborhood. This tool has been a popular means of communication for Kirkland citizens, resulting in more than one thousand requests. A spreadsheet is used to track the status of suggestions from the public. The volume of input indicates the success of the program in terms of soliciting public input.
- **CIP Update Process:** Residents will be invited to participate in the CIP update process this year. The CIP Outreach staff is coordinating with the City’s Communications Program Manager on a robust outreach for this year’s budget process.
- **Active Transportation Plan Update Process:** In late 2018, staff will begin an update of the 2009 ATP. This update will expand the ATP to include the neighborhoods of Finn Hill, North Juanita and Kingsgate; which were not included in the original Plan. The ATP bridges the gap between the goals, policies and actions included in the Transportation Master Plan and the implementation of active transportation related projects as part of capital and development projects. The ATP will be updated to reflect the TMP which was adopted in 2015. The ATP will include the many new advancements in best practices related to pedestrian and bicycle facilities. These practices will help guide the allocation of resources for school walk route enhancements. For example, the Finn Hill, North Juanita and Kingsgate neighborhoods have extruded curbs along some of their school walk routes and the ATP process will help determine the relative priority for replacing those segments with standard sidewalks. The update process for the ATP will include a community involvement process, which will include neighborhood associations, advocacy groups, businesses and the community at large.
- **Neighborhood Safety Program:** As part of the NSP process, neighborhoods are asked to suggest sidewalk improvements along school walk routes each year. Below is a recent list of suggested sidewalk improvements from the neighborhoods who submitted them. In 2016, staff began scoring these neighborhood-suggested improvements against the known gaps along collectors and arterials. See Attachment 11 for a map of the neighborhood project suggestions. Some suggestions are on collectors and arterials and others on residential streets.
 - A.G. Bell
 - 108th Avenue NE from NE 112th Street to NE 116th Street (*on top priority list with score of 48*).
 - Juanita Elementary
 - Sidewalk: NE 134th Street from 98th Avenue NE to trail easement (plus signage) (*score of 62*).
 - Sidewalk: 98th Avenue NE from NE 137th Street to NE 134th Street (plus signage) (*score of 62*).

- Sidewalk: NE 135th Street/NE 136th Street from 91st Place NE to existing sidewalk on NE 136th Street (*score of 62*).
- Peter Kirk Elementary
 - Sidewalk: 4th Street between 18th and 19th Avenues (*score of 29*).
 - Sidewalk: 19th Avenue between Market and 4th Streets (*score of 51*).
- Carl Sandburg Elementary
 - Sidewalk and lighting: 122nd Place from Juanita Drive to 84th Avenue NE (*score of 48*).
 - Sidewalk: 132nd Street between 84th and 87th Avenues NE (*score of 52*).
- Mark Twain Elementary
 - Sidewalk: N.E. 90 Street from 128 Avenue N.E. to 124 Avenue N.E. (*score of 60*).
- Helen Keller Elementary
 - Sidewalk: NE 136th Place from Juanita/Woodinville Way NE to 108th Avenue NE (*score of 56*).

MOVING FORWARD:

As the City wraps up the current School Walk Route Plan, and contemplates launching a subsequent program, staff recommends consideration of the following lessons learned:

- **Community expectations should align with funding:** While it is important to hear from the community regarding their priorities, the City should be clear in its communications regarding funding. Transparency is critical regarding projected revenues, likely project costs, cost risks, and the likelihood – or unlikelihood – of securing grant funding. Projects that do not align with granting criteria should be clearly identified, so there is no expectation that gaps in funding can easily be filled with grants.
- **Continue staffing strategies:** Having dedicated staff assigned the Program was crucial to the success of recent years, after many years of the Program “stalling.” This practice should continue.
- **Continue strategies to reduce overhead:** Public Works is pursuing strategies to reduce overhead costs on all “small scale” CIP projects, including School Walk Routes. The use of in-house design, programmatic permitting, and maximizing work done by in-house crews are examples of these strategies.
- **Continue collaboration between CIP and Development Review:** Every time a private development can construct a portion of a school walk route, it contributes to the success of the Program. Staff will continue this best business practice into the future.
- **Continue opportunities to maximize grant funding:** Both within the School Walk Route Program, or as a means to “free up” other funding by seeking grants on projects more likely to receive awards, even if they are outside of the School Walk Route Program. Attachment 6 is a memo briefly summarizing the status of Public Works’ grant strategy.

Discontinue use of Sidewalk Maintenance Funds: Prior to completion of the City’s sidewalk inventory, condition rating, and maintenance prioritization, a re-allocation of

sidewalk maintenance funds was appropriate and necessary to complete the work that was promised through the School Walk Route program, and to accomplish the policy goals set forth in the TMP and ACT for School Walk Routes. The City now has a prioritized inventory of badly needed sidewalk repair work. Moving forward, staff recommends that future policy and program commitments for School Walk Routes be funded through other means.

Supplemental Attachments:

Attach 8 School Walk Routes Criteria

Attach 9 Top Priority and Second Priority School Walk Route Gaps

Attach 10 School Walk Route Gaps on Neighborhood Streets

Attach 11 Neighborhood Suggested School Walk Route Projects on All Streets

Attach 7 2018 City Council Retreat Grant Strategy Update



CITY OF KIRKLAND

Planning and Building Department
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Dawn Nelson, Planning Supervisor
Eric Shields, Planning and Building Director
Arthur Sullivan, ARCH Program Manager
Mike Stanger, ARCH Associate Planner

Date: February 14, 2018

Subject: HOUSING STRATEGY PLAN UPDATE

The Housing Strategy Advisory Group (HSAG) has met approximately once per month since March 2017. They will be presenting their draft Housing Strategy Plan Report to the City Council at its March 6, 2018 study session.

The HSAG consists of 16 community members from a variety of backgrounds. Some represent neighborhoods, while others represent businesses of various sizes, institutions and standing City boards and commissions. Their work has focused on developing strategies to implement the three goals in the Housing Element of the City's Comprehensive Plan. Those goals are:

Goal H-1: Maintain and enhance the unique residential character of each City neighborhood.

Goal H-2: Ensure that Kirkland has a sufficient quantity and variety of housing to meet projected growth and needs of the community.

Goal H-3: Promote affordable and special needs housing throughout the City for all economic segments of the population.

The Strategy Plan will include strategies for each of these areas, as well as action ideas for the City to undertake in the next three to five years to implement the strategies. The Housing Strategy Plan process is designed to be iterative – once the top priority strategies have been addressed, a longer list of ideas is available for the City to consider what its next steps should be.

The full process that the HSAG undertook to reach its recommendation will be documented in their report. Public input has been sought in several different ways, including discussions with focus groups, an on-line community survey that received over 1,400 responses, and a public workshop that was attended by about 60 community members.

The Planning Work Program, scheduled to be adopted by the City Council on February 20, includes a task to work on a limited number of housing strategies this year, the number depending on the complexity of the tasks selected.



CITY OF KIRKLAND

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MEMORANDUM

To: Kurt Triplett, City Manager

From: Marilynne Beard, Deputy City Manager

Date: January 23, 2018

Subject: CITY COUNCIL RETREAT BRAINSTORMING UPDATE

The City Council asked staff to provide an updated summary of brainstorming items from prior retreats. A similar summary was provided in 2017. The following update includes items from the 2017 retreat and provides an updated status for items that have since been completed or started and in progress. Notes in italics are comments provided by staff.

Items are shown by year in three categories:

- "Complete" refers to items that are finished product, new programs or initiatives that were started and are ongoing or items that were discussed by the City Council with a decision to take no further action.
- "In Progress" refers to program or initiatives that were begun and are actively being pursued (but are not completed).
- "Other Non-Ranked Items" refers to items that were raised by a Councilmember but which did not receive any votes or "dots" to pursue further in the City's work plan or budget process. Staff has interpreted this to mean Council has not prioritized any of the non-ranked items and so no work is being done on them. However, non-ranked items may be raised at a later point by Council or completed as part of another program or initiative. If they were reinitiated, they were moved to "Complete" or "In Progress" as appropriate.

The ratio of completed to in progress/other non-ranked items shifts over time with earlier retreats showing a larger percentage of completed items and with the most recent list (2017) showing the least progress. This reflects the efforts of staff to try to address items of Council interest when resources or capacity allow.

**CITY COUNCIL BRAINSTORMING SUMMARY
2011 TO 2017**

Year	Item
2011	<p>Complete</p> <ul style="list-style-type: none"> • What do we need to make Totem Lake go? <ul style="list-style-type: none"> ○ Conduct outside assessment of Totem Lake (e.g. ULI TAPS -- technical assistance panel) ○ Focus Economic Development Manager on Totem Lake ○ Convene a Totem Lake citizen Advisory Committee ○ Discuss Totem Lake with Park Board ○ Locate City facilities in Totem Lake (City Hall) ○ Housing ○ Do a traffic study ○ Study access issues – refer to Transportation Commission ○ Create a positive view of Totem Lake by talking about it in positive terms <ul style="list-style-type: none"> ▪ <i>Items not on the original list, but currently underway:</i> ▪ <i>Strategic Plan for Totem Lake Evolution: Identifying goals for look, feel of urban design and multimodal transportation. (Alta study currently underway and almost done.)</i> ▪ <i>Integrate regional transportation projects into overall strategic plan for Totem Lake. (Kingsgate P&R TOD, 128th BRT, 132nd Ramps, partnership with Evergreen Health on Transportation/Traffic study, ERC, TLC).</i> ▪ <i>Totem Lake Gateway projects and need to develop funding plan for TLC</i> • Impact of state actions on our roads (e.g. tolling) • Strategic involvement on regional boards • State underfunding of pension commitments • Ballot measures -- menu of options on ballot • Discuss instituting Transportation Benefit District (at more than \$20) • Civic Education especially for annexation area -- partner with media • Proceed with BNSF Corridor – discuss possible uses • Review Council subcommittee assignments • Timely distribution of subcommittee minutes • Open subcommittee meetings to public

	<ul style="list-style-type: none">• Restore neighborhood traffic control program – use TBD to fund?• Make sure annexation residents feel welcome, empowered and heard• Open business roundtable to anyone that wants to come
	<p>In Progress</p> <ul style="list-style-type: none">• Make progress on Fire/EMS response -- improve response times• Mobility improvements within city• Streamline Business operations/best practices• Communications - how to reach the most people• 85th Street Corridor -- make an activity center to increase transportation funding, look at private sector<ul style="list-style-type: none">○ <i>The focus is now on the ST3 Projects and maximizing the opportunity to meet multiple City goals in partnership with WSDOT, ST, and Metro.</i>

2012	Complete <ul style="list-style-type: none">•Partnerships/relationships with other cities, special districts•Kirkland Commons (Economic Development Committee)•Fund Council training to attend conferences•Public records (Gold Bar ordinance)•Council Committee work vetting process – how, when, should be public process?•Council Committee structure•Antique Mall Zoning•Provide staff recommendation in Council memos•Contract with smaller cities (assist them)•Initiative and Referendum Power for Kirkland residents•Totem Lake as CBD
	In Progress <ul style="list-style-type: none">• How Council communicates with the public – as a group versus individual• CBD zoning code (retail/office) (Planning commission work program)• Fire Strategic Plan Implementation (Public Safety Committee)• Ordinances – when should they change to reflect current practice versus when should practices change to reflect ordinance

<p>2013</p>	<p>Complete</p> <ul style="list-style-type: none"> • Proclamation Process • Blog Postings and Email Policy • Budget adds and process • Neighborhood plans -- Can we contract for annexation neighborhoods? • Economic Development - Monitor as part of Comp Plan Update • JHS Pool -- What is the City's plan short term and long term • How we partner with Lake Washington School District on facility use • Opening Council committee meetings to the public • More opportunity for Council general discussion at study sessions • Council committees -How recommendations are brought forward • Possible new committees (PW/PKS, Planning) • Role of Committees/Charter
	<p>In Progress</p> <ul style="list-style-type: none"> • Vertical banners <ul style="list-style-type: none"> ○ <i>Staff have run into some snags with availability of products</i> • Regional thinking • Labor policies/employee benefits • Preservation of existing affordable housing • Possible human services partners for winter shelter • 8-year strategy to address annexation sales tax credit loss • Technology sector potential • Developing business clusters

<p>2014</p>	<p>Complete</p> <ul style="list-style-type: none"> • Plastic Bag Ban • Human services policies in 2035 plan • I502 Updates for 2015 Session • Neighborhood Connections (re-establish) • Zoning at Antique Mall • Flashing yellow left turn signals • Joint meetings with other adjacent City Councils and special district • Formalized process for use of Waste Management funding for community events • Height of fences along 108th Ave • Undergrounding of utilities creative financing mechanisms • Solar Panels – freestanding and fees • Developer tour of Totem Lake • Continuity of governance in disaster
	<p>In Progress</p> <ul style="list-style-type: none"> • Parking: how policies are working, discussion of new idea • Planned action EIS for Totem Lake • Customer Service Initiative • Shared cars <ul style="list-style-type: none"> ○ <i>Item has been expanded into Shared, Electric, and/or Autonomous vehicles.</i> • School zone speeding cameras <ul style="list-style-type: none"> ○ <i>Staff from Police, Public Works, Court and CMO are preparing a report on school zone speeding cameras</i>

<p>2015</p>	<p>Complete</p> <ul style="list-style-type: none"> • Recovery of credit card charges • Data retention and privacy policy • Human services advisory committee -enhanced role • Other options for Women’s Shelter • Enhanced Arts Commission support • SCA Rise presentation on healthcare initiative • Broadband and conduit policy (PW standard for new development) • Charge for nursing care calls for non-medical problems
	<ul style="list-style-type: none"> • In Progress • Real estate A-board signs for other communities • More information to neighborhood on major projects – signage • Shuttles for supplementing bus service/neighborhood circulators/partner with private service (e.g. Mountain View) • Parking downtown • Second or more transit oriented developments • Disability and accessibility report status and implementation • Reclaimed water study • Demolition fee for affordable housing • Urban tree canopy protection • Bike share program <ul style="list-style-type: none"> ○ <i>This is ongoing. Was put on hold due to legal and feasibility issues with Seattle’s program. It’s back on the front burner again.</i>

<p>2016</p>	<p>Complete</p> <ul style="list-style-type: none"> • Mandate residential sprinklers (Council elected not to pursue) • Community Foundation (City Council conversation) • ST3 check-in with Council • Improve fireworks enforcement • Covering PK Pool • Re-evaluate fire code for events on Park Lane • Make Marina Park fountain work • Locker & shower privacy—compliance with transgender rules • Council host/serve underserved group (e.g., strawberry short cakes) • Better parking payment systems • Reduce marijuana buffers • Community solar conversations • Airbnb lodging tax • Video recording of Council Retreat <ul style="list-style-type: none"> ○ <i>Retreats are recorded as requested by Council</i>
	<p>In Progress</p> <ul style="list-style-type: none"> • What to do with Lake & Central • Upgrade electric car chargers to Level 3 • New NE transfer station in Kirkland and options for lease of old transfer station • Increase outreach to different ethnicity and religious groups • Council regional reports— make more efficient • Community task force affordable housing strategies • Encourage tiny homes and mobile homes • Uses for landfill property (including Transfer Station) • Update social media strategy • Review affordable housing requirements in CBD and other gaps • Moving the quad dots • Community conversation re: housing and labor market (i.e., lack of affordable housing)

	<ul style="list-style-type: none">• Increase Multi-family recycling above 50%• Increase diversity on Boards & Commissions• City blog: conversations– answers
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2017	<p>Complete</p> <ul style="list-style-type: none"> • Make Council Agenda calendar more visible on web • Council committee topic list on Council Committee pages • Council Chamber art above dais (logo/seal) • Decide early which August meeting to cancel • Promote community gardening, edible Kirkland, more pea patches <ul style="list-style-type: none"> ◦ <i>Eight new pea patches at McAuliffe</i> • Work on Finn Hill Middle School field maintenance soon
	<p>In Progress</p> <ul style="list-style-type: none"> • Juanita corridor improvements (seek grants) • Parking garage security • How to define public Benefits, PUD criteria • Trail wayfinding – finding trails and finding services from trails • School zone cameras with expanded hours, not just school hours • Improve integration with schools on field maintenance Parking under Peter Kirk Park and turf on top • Love of Kirkland next steps • All-season fields in city, athletic field use • Events on CKC – community building events • Technology and transportation opportunities (Uber, Google car sharing, regulate to facilitate options) • Waste to energy -- take a public position?, send to PW/Parks/Community Services Committee • 2017 CC meetings – update ordinances to reflect routinely cancelled meetings • Southbound 116th right turn pocket at NE 124th • Create “fun grants” program – quick easy process • Right turn lane at 108th/NE 132nd • How to be more successful with grants • Work toward partial cost recovery on private amendment requests • Map of permits and development activity

	<ul style="list-style-type: none">• Impact of state initiative on minimum wage and paid sick leave<ul style="list-style-type: none">○ <i>Assessed for 2018 by PCS/HR/Finance, PCS 2019/20 assessment in progress</i> • Incorporate art in infrastructure (community created art ala Love of Cities presentation)
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<p>All Years</p>	<p>Other Non-Ranked Items</p> <p>2011</p> <ul style="list-style-type: none"> • Diverging lines – look at wages and benefits, develop labor policies • Phase in fees/taxes (e.g. head tax) to encourage businesses to locate • Regional opportunities (joint ventures) • Neighborliness -- find our own solutions to providing human services • Do quarterly Council check-ins (what’s on people’s minds) <p>2012</p> <ul style="list-style-type: none"> • Suburban to Urban codes (“end of the 20’ setback”) • When/how to have public process • Speakers’ bureau • Appraisal of city properties • Decision making process for Council • Establish regular process for updating City goals • Economic Development Zone (TMZ?) • Council Decision Processes – too reactive? • Best practices for city operations <p>2013</p> <p>2014</p> <ul style="list-style-type: none"> • No new work for 2014 • How well are we meeting needs of domestic violence victims? • Use of city owned properties for human services providers in partnership w/ Eastside human services forum • Reporting on environmental stewardship – gaps/successes • Policy on use of public wi-fi access points • Annexation of Bridle Trails State Park • Beach cams • Parking supply as opportunity with City Hall remodel <p>2015</p> <ul style="list-style-type: none"> • Sustainability program coordinator
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- Develop green codes phase two
- Sustainability advisory committee
- Enforcement of multi-family parking capacity post certificate of occupancy
- Requirement for public parking in new development
- Paid sick and safe leave
- No idling policy (especially around schools)
- Sister City presentation
- Sustainability standard for all public improvements
- Walking access to Lake in front of single family homes with redevelopment

2016

- Two town hall meetings/year citywide not topic-specific
- Improve community perception of “bang for the buck”
- Federal reform of marijuana taxation laws
- Underground utility boxes on corners
- Televisе all Boards & Commissions meetings. All packets available before meeting
- Strengthening City privacy policy (e.g. drones)
- Seven-day parking enforcement
- Street camping regulations
- Reduce lot coverage requirements (better fit of house for property)
- Reduce City energy use by 15% next four years
- Public funding for local elections
- Public fingerprinting service
- Proliferation of store signs in downtown
- Policy to reduce Styrofoam take out containers
- Options on properties to control development
- Open collective bargaining sessions to public
- Local drone regulations
- Leveraging Uber for transportation in Kirkland
- Joint meeting with Boards & Commissions/Council Committee
- Integrate religious organizations with neighborhood associations
- Incentives for green buildings

- Fountain in Lake Washington as tourist attraction
- Edible Kirkland update
- Driveway consolidation incentives (primarily on arterials)
- Building affordable housing above south parking lot at City Hall
- Council liaison to Boards & Commissions
- Create urban rest stop in Kirkland (homeless refresh facility)
- Civility—Items from the audience*
- City purchase buffers around urban streams—100-year deed

2017

- Combine Parks and PW Maintenance
- Solve Fire overtime problem
- Focus on environmental initiatives (future)
- Opioid checklist of action items
- How to have informal CC conversations – no agenda
- Expanding traffic enforcement (crosswalk enforcement), send to Public Safety Committee
- Open labor negotiations to public
- Inventory of city owned land and plans for them – current use, what's allowed, what to do with them
- Annual downtown parking pass
- Alternative gift fair hosted at City facility
- Community event funding post waste management contract
- Open gate at Big Finn Hill in snow events
- Update Tent City ordinance
- Revisit residential suites
- Fire safety training in elementary schools
- KPD to patrol Big Finn Hill Park
- ARC – can we keep Juanita High School (new pool)
- Public fingerprinting services for a fee
- Seismic early warning system – resolution to Congress for funding
- Dynamic downtown parking signage
- Assume ownership of Big Finn Hill Park

Levy Lid Lifts

This page provides an overview of the property tax levy lid lift for all cities, counties, and special purpose districts in Washington State, including informational graphics and sample documents.

Overview

The passage of Initiative 747 in 2001 established a “101% levy limit” limiting the amount that any taxing jurisdiction can increase its regular property tax levy (the total amount of revenue collected) from current assessed valuation (excluding new construction) without voter approval. The state Supreme Court struck down the initiative in 2007, but the legislature reinstated it.

The levy limit is as follows:

- **Taxing districts under 10,000 population** may not increase the *total levy amount* collected from current assessed valuation by more than 1% annually (the “levy lid”).
- **Taxing districts with a population of 10,000 or more** may not increase the *total levy amount* collected from current assessed valuation by more than 1% annually or the rate of inflation, whichever is lower. However, if the inflation rate is below 1%, these jurisdictions may adopt resolutions of “substantial need” to increase the levy up to 1 percent. For more on the inflation rate and resolutions of substantial need, see our page on the [Implicit Price Deflator](#).

Note: These tax limits apply only to current assessed valuation and do not affect property tax levies from new construction or increases in state-assessed utility valuation.

The 101% limit obviously restricts revenue growth, especially for jurisdictions that are heavily dependent on property taxes and whose costs are increasing more than 1% per year due to inflation, labor and pension costs, and other factors. (To see property tax vs. sales tax reliance for all cities and towns in Washington, see our [Tax Reliance Map](#).)

If property values are increasing more than 1% per year within a jurisdiction, the 1% levy limit also puts downward pressure on the maximum allowable levy rates (the tax rate per \$1,000 assessed value), forcing the jurisdiction to collect a lower rate than it used to.

Example of How the 101% Limit Affects Property Tax Rates

Year	Current Assessed Valuation (excluding new construction), assumes 2% annual increase	Maximum Allowable Levy (1% annual increase)	Maximum Allowable Levy Rate/\$1,000 AV
1	\$100,000,000	\$150,000	\$1.50

Year	Current Assessed Valuation (excluding new construction), assumes 2% annual increase	Maximum Allowable Levy (1% annual increase)	Maximum Allowable Levy Rate/\$1,000 AV
2	\$102,000,000	\$151,500	\$1.49
3	\$104,040,000	\$153,015	\$1.47
4	\$106,120,800	\$154,545	\$1.46
5	\$108,243,216	\$156,091	\$1.44

However, there are two ways for a jurisdiction to increase its regular levy above the 1% limit:

- **Banked capacity:** A jurisdiction may take *less* than the maximum increase in any given year and “bank” the remaining capacity to use in the future. For more information on banked capacity, see our page [Property Tax in Washington State](#). If you do not know whether your jurisdiction has banked capacity that it can use, ask your county assessor.
- **Levy lid lift:** A taxing jurisdiction may seek voter approval to increase its levy more than 1%, up to the statutory maximum rate, for a specified amount of time. However, you must use your banked capacity *before* using additional capacity gained through a lid lift.

Most jurisdictions may also submit a special, or excess, levy to their voters to temporarily increase their taxes above the statutory maximums ([RCW 84.52.052](#) for most agencies and [RCW 84.52.130](#) for fire protection districts). However, this is separate from the regular levy, expires after one year for all agencies except fire protection districts, and requires a 60% majority.

What is a Levy Lid Lift?

A taxing jurisdiction that is collecting less than its maximum statutory levy rate may ask a simple majority of voters to “lift” the total levy amount collected from current assessed valuation by more than 1% ([RCW 84.55.050](#) – also see [WAC 458-19-045](#), which provides a better understanding of the process than the statute). The new levy rate cannot exceed the maximum statutory rate.

Levy lid lifts may generate revenue for any purpose, but if the amount of the increase for a particular year would require a levy rate above the statutory maximum tax rate, the assessor will levy only the maximum amount allowed by law.

There are two types of levy lid lifts: single-year lifts (sometimes known as “one-year,” “one-bump,” “basic,” or “original” lifts) and multi-year lifts. However, these names can be confusing, since “single-year” levy lid lifts typically last for multiple years too.

A good way to think of the difference between “single-year” and “multi-year” lid lifts is: How many years can your total levy increase by more than 1 percent?

With a single-year lid lift, you can exceed the 1% annual limit for one year only, and then future increases are limited to 1% (or inflation) for the remainder of the levy. With a multi-year lid lift, you can exceed the 1% annual limit for up to 6 consecutive years.

Single-Year Levy Lid Lifts

The single-year (“one-bump”) lid lift is the original version created by Initiative 747 in 2001. It allows your jurisdiction to increase the maximum levy by more than one percent for *one year only*. That amount is then used as a base to calculate all subsequent 1% levy limitations for the duration of the levy.

Single-year lid lifts may be used for any purpose, including general government operations, and there are no supplanting limitations. One presumes, however, that citizens believe there will be no supplanting even when the statutes do not prohibit it, and that they will require some accounting from government officials.

Single-year levy lid lifts can be temporary or permanent.

Temporary Single-Year Lid Lifts

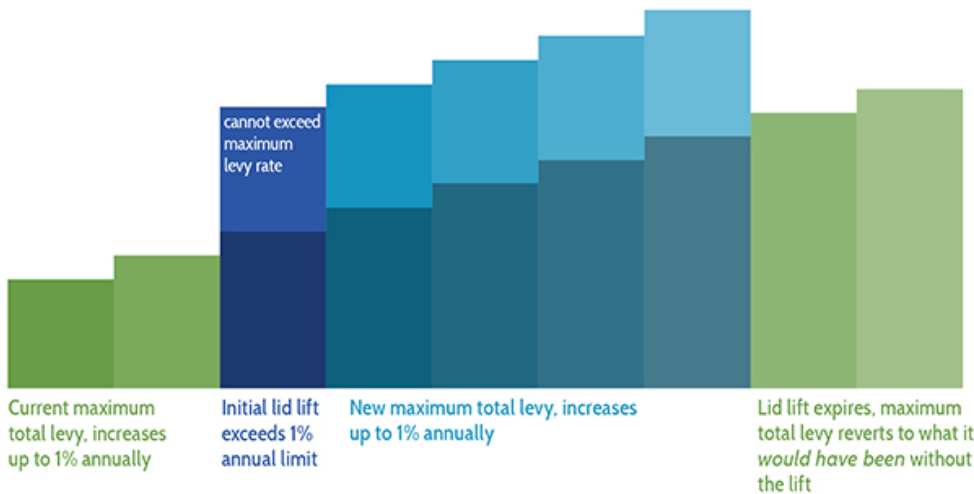
With a temporary single-year lid lift, the levy lid bumps up more than 1% in the first year, and then that amount is used to calculate all subsequent 1% levy limitations until the measure expires. A temporary lid lift can be used for any purpose and last for any number of years, but if used to pay debt service it may not exceed nine years (except Thurston County, which may increase the levy lid for 25 years – see [SHB 1344](#)).

When the lid lift expires, the levy lid reverts to what it *would have been* if the levy lid lift never existed and the jurisdiction had increased its levy by the maximum allowable amount each year in the meantime ([RCW 84.55.050\(5\)](#)).

See below for a conceptual example ([click on the image to download a larger version](#)).

Single Year (One-Bump) Levy Lid Lift – Temporary
RCW 84.55.050(1)

Any number of years
Cannot exceed 9 years for debt service*



*Except Thurston County

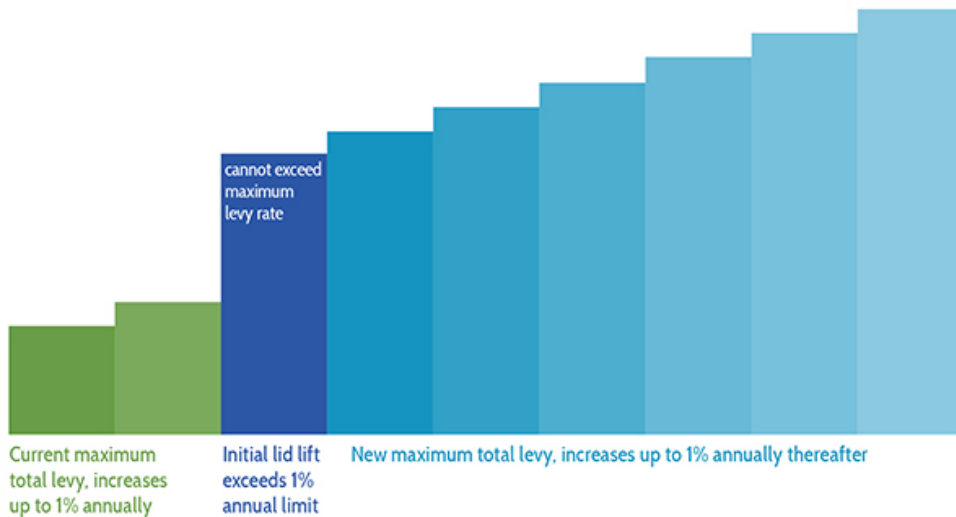
Permanent Single-Year Lid Lifts

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With a permanent single-year lid lift, the levy lid bumps up more than 1% in the first year, and then that amount is used to calculate all future 101% levy limitations. The measure never expires and the levy lid never reverts. However, future annual increases may not exceed 1% without going to the voters for another lid lift. A permanent lid lift may be used for any purpose except debt service.

See below for a conceptual example (*click on the image to download a larger version*).

Single Year (One-Bump) Levy Lid Lift – Permanent RCW 84.55.050(1)

Cannot be used for debt service



Multi-Year Levy Lid Lifts

The state legislature added the “multi-year” levy lid lift option in 2003. Unlike the single-year (“one-bump”) levy lid lift, which bumps up once and is then used to calculate the 1% limitation for the remainder of the levy, a multi-year levy lid lift authorizes a jurisdiction to bump up or exceed the 1% limitation *each year* for up to six consecutive years.

A multi-year levy lid lift may be used for any purpose, but the ballot must state the limited purposes for which the increased levy will be used (unlike a single-year lid lift, where there is no requirement to state the purpose).

The lift must state the total tax rate *for the first year only* – it *cannot* state the maximum rate in future years. For all subsequent years, the measure must identify a maximum “limit factor” which the total levy amount may not exceed (stated as an annual percent increase or a specific inflation index). The limit factor does not have to be the same for each year.

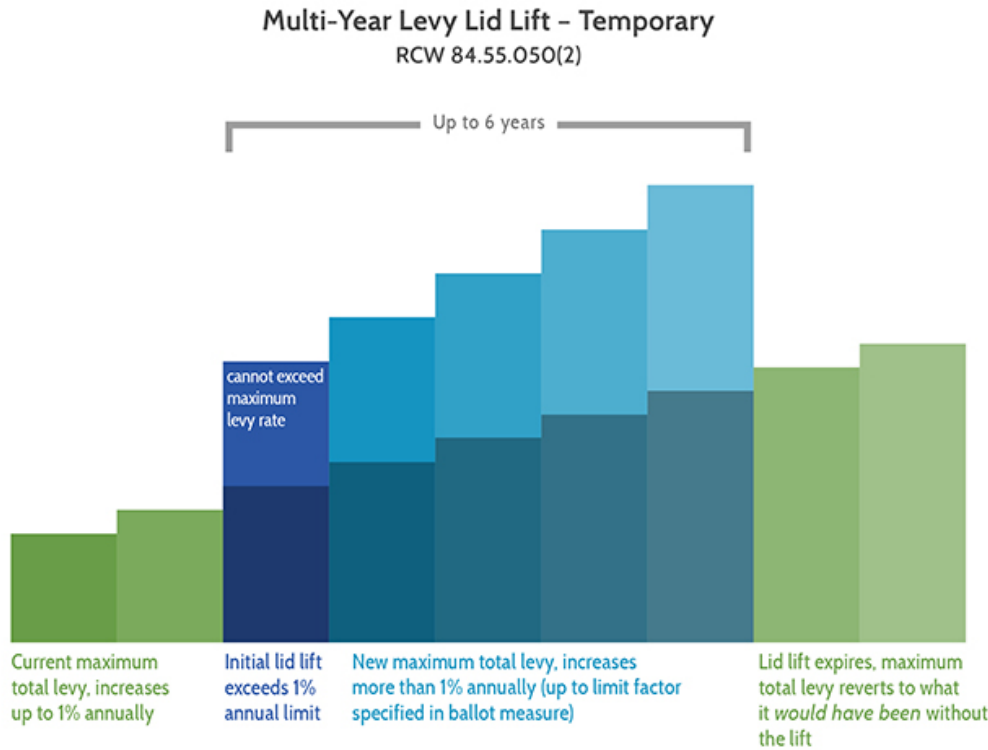
For instance, the limit factor might be 3% annually, 6% annually for the first two years and 4% annually after that, or the annual inflation increase as measured by an index such as the Consumer Price Index (CPI).

Multi-year lid lifts may be temporary (up to six years) or permanent. Multi-year lid lifts may also be used for debt service for up to nine years, in which case they may fall somewhere in between “temporary” and “permanent.”

Temporary Multi-Year Lid Lifts

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With a temporary multi-year lid lift, the levy lid bumps up more than 1% each year (subject to the limit factor) for up to six years. When the lid lift expires, the levy lid reverts to what it *would have been* if the levy lid lift never existed and the jurisdiction had increased its levy by the maximum allowable amount each year in the meantime (RCW 84.55.050(5)).

See below for a conceptual example (*click on the image to download a larger version*).

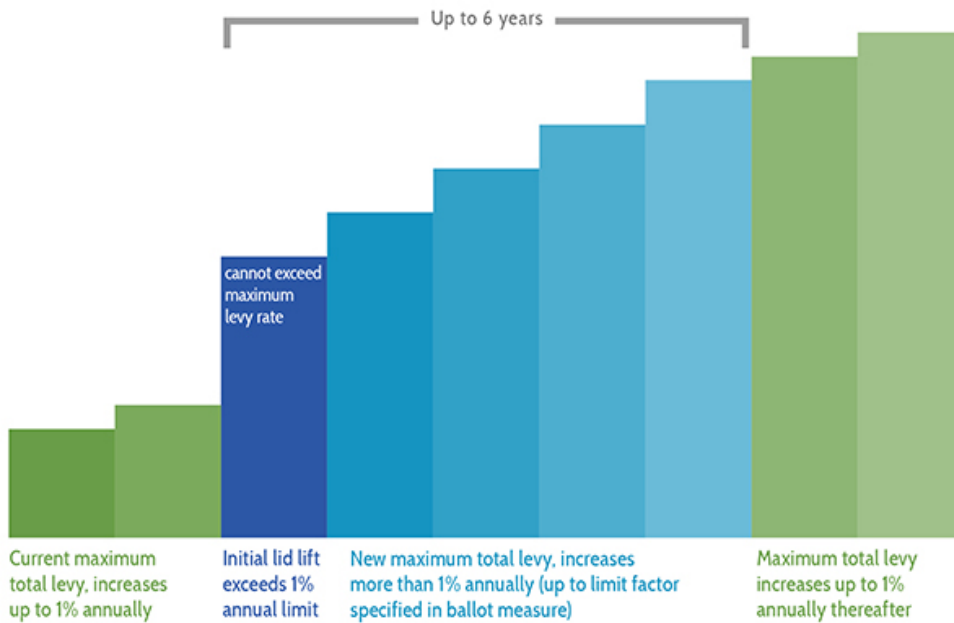


Permanent Multi-Year Lid Lifts

Similarly, with a permanent multi-year lid lift the levy lid bumps up more than 1% each year (subject to the limit factor) for up to six years. However, the lid lift does not revert and the maximum levy is then used as the base to calculate all future 1% levy limitations.

See below for a conceptual example (*click on the image to download a larger version*).

Multi-Year Levy Lid Lift – Permanent RCW 84.55.050(2)



Multi-Year Lid Lifts for Debt Service

If a multi-year lid lift is used to pay debt service, the increased levy may not last for more than 9 years total (25 years for Thurston County – see [SHB 1344](#)). The multi-year lid lift would exceed the 1% limit for up to 6 years, and then the lid would increase up to 1% annually for the remaining years. After no more than nine years, the levy would expire and the levy lid would revert to what it would have been without the lid lift. In this way, a multi-year lid lift for debt service falls somewhere between a temporary (six year maximum) and permanent lid lift.

Choosing a Multi-Year Limit Factor/Inflation Index

A multi-year lid lift must identify a maximum “limit factor” which the total levy amount may not exceed in subsequent years (stated as an annual percent increase or a specific inflation index). The limit factor does not have to be the same for each year.

The main factor to consider when choosing an inflator is how much your assessed valuations are increasing. For instance, if a city seeks to raise its levy lid to its maximum statutory rate of \$3.10 per \$1,000 assessed value, and assessed valuations are rising about 6% annually, the city might want to establish an annual limit factor of 6% (sometimes expressed as 106%) in an attempt to maintain the \$3.10 levy rate. (If the city uses a limit factor of less than 6% in that situation, the levy rate will likely fall in subsequent years as the increase in current assessed valuation outpaces the annual levy lid increase.)

If using an inflation index such as the Consumer Price Index, it is crucial to correctly identify the one you want to use in your ballot measure, since these will vary every year and are beyond the jurisdiction’s control.

Practice Tip: The considerations for choosing an inflation index are the same as choosing a consumer price index for a labor contract. See the Bureau of Labor Statistics webpage on [How to Use the Consumer Price Index for Escalation](#).

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Figure out when you will want the information, for budgeting purposes, on how much your property tax levy can be increased. Then make certain that the CPI index you have chosen will be available by that date. For example, the U.S. CPI figures are published monthly between the 15th and 20th following the end of the previous month, while the Seattle-Tacoma-Bremerton index is published bimonthly in odd-numbered months (for the preceding even-numbered month). The Portland-Salem CPIs are only published twice a year; numbers for the first half of the year are published in mid-August, and numbers for the second half of the year are published in mid-February of the following year.

For more information on the CPI, including recent inflation rates, see our [Consumer Price Index](#) page.

Supplanting Restrictions for Multi-Year Lid Lifts

There are no supplanting limitations for jurisdictions outside King County. One presumes, however, that citizens believe there will be no supplanting even when the statutes do not prohibit it, and that they will require some accounting from government officials.

For jurisdictions in King County only, new funds raised through a multi-year lid lift may not supplant existing funds ([RCW 84.55.050\(2\)\(b\)](#)). For instance, a city in King County may not use a levy lid lift for a popular program such as emergency medical services while moving existing EMS funds to pay for a less popular program such as new computer systems. For supplanting purposes, “existing funds” means the actual operating expenditures for the calendar year in which the ballot measure is approved by voters.

However, jurisdictions in King County *may* use a multi-year levy lid lift to replace lost funding due to lost federal funds, lost or expired state grants or loans, extraordinary events not likely to reoccur, changes in contract provisions beyond the jurisdiction’s control, and major nonrecurring capital expenditures.

Election Dates

When deciding on an election date for a levy lid lift, there are a number of factors to consider. Single-year lid lifts may be submitted to the voters at any special, primary, or general election, but multi-year lid lifts are limited to the primary or general election.

Your election date will determine (assuming the measure passes) when you will get your first tax receipts. Levy lid lifts must be submitted no more than 12 months before the levy is made (the date your budget is certified), and taxes levied in November are first due on April 30 of the following year. This means to receive increased tax revenues next year, your election can be no later than November of the current year.

Below are the filing deadlines by which your county auditor must receive your ballot measure resolution ([RCW 29A.04.321](#)):

- **Special election (February or April):** 60 days before the special election
- **Primary election (August):** the Friday before the first day of regular candidate filing
- **General election (November):** the date of the primary election

If you wait until September or October, during budget discussions, to begin discussing a levy lid lift for the coming year, it is too late because the general election deadline has passed. It pays to plan ahead!

Practice Tip: Councils and commissions should ask around to find out what other elections will be coming up during the coming year. You may not want to go head-to-head with a school levy election or a voted bond issue.

Ballot Measure Requirements

All levy lid lifts require a simple majority. However, there are slightly different ballot requirements for single-year and multi-year lid lifts.

Remember, local governments are limited in what they can do to support a ballot measure. For more information, see our page on [Use of Public Facilities to Support or Oppose Ballot Propositions](#).

Single-Year Lid Lift Ballot Requirements

A single-year lid lift ballot measure must:

- State the *maximum tax rate* to be imposed in the first year (for instance, \$1.50 per \$1,000 AV).
- If temporary, state the total duration of the levy (number of years).
- If permanent, state that it is permanent or that the dollar amount of the levy will be used for the purpose of computing the limitations for subsequent levies.
- Be no longer than 75 words ([RCW 29A.36.071](#))

The ballot measure does not have to state:

- The purpose, although doing so is a good idea
- The *increase* in the levy rate (for instance, an increase of \$0.20 per \$1,000 AV), although some jurisdictions do so
- The maximum total levy *amount* (for instance, a total levy amount of \$300,000)

Multi-Year Lid Lift Ballot Requirements

A multi-year lid lift ballot measure must:

- State the total levy duration (number of years)
- If permanent, state that it is permanent or that the dollar amount of the levy will be used for the purpose of computing the limitations for subsequent levies.
- State the maximum tax *rate* to be collected in the first year (for instance, \$1.50 per \$1,000 AV)
- State the *limit factor* to be used for all subsequent years (stated as an annual percent increase or inflation index). The amounts do not need to be the same for each year.
- Be no longer than 75 words ([RCW 29A.36.071](#))

The ballot measure *cannot* state the maximum levy *rate* for subsequent years after the first year.

Which Option is Better?

The answer, of course, is “it depends”. There are several factors that may impact the decision of single-year vs. multi-year lid lifts. Here are a few to consider:

- How much money you need to raise
- What you need the revenue for, and for how long (for instance, continued operating costs versus a capital project that will only last a few years)
- How quickly your costs, and property values, are increasing
- Your desired election date (special, primary, or general)
- How you think voters will respond to the different alternatives (for instance, a permanent versus temporary tax)

Technically, the multi-year lid lift is more restrictive in its uses, since the purpose must be stated in the ballot title and, for jurisdictions in King County, it cannot be used to supplant existing funds. However, this “restrictiveness” may be more true in theory than in practice – as stated earlier, it is a good idea to state the purpose even if it is not required, and one presumes that citizens believe there will be no supplanting even when the statutes do not prohibit it.

Levy Lid Lift Election Results

Want to know how other recent lid lifts have been structured or fared at the polls? Use our [Local Ballot Measure Database](#) to find out! Select “Filter by Ballot Categories” and, under “Funding Type/Statutory Authority,” select “Levy Lid Lift.” You can further refine your search by government type, subject matter, county, and years, if desired.

In recent years, about 75% of levy lid lifts have passed, although of course the individual results can vary widely depending on local circumstances. Lid lifts are most commonly submitted by fire protection districts and cities. Other local governments that have attempted lid lifts recently include counties, port districts, public hospital districts, library districts, park districts, and even a cemetery district.

Examples of Levy Lid Lifts

Below are examples of levy lid lift resolutions, along with supporting information such as staff reports, ballot resolutions, and fact sheets.

Single-Year Temporary Lid Lifts

- [Bellingham Ordinance No. 2012-06-033](#) (2012) – 7-year levy for affordable housing, combining a single-year lid lift with an affordable housing levy under RCW 84.52.105
- [Duvall Resolution No. 16-13](#) (2016) – Single-year lid lift (9 years) for debt service on ballfields, as well as a full-time school resource officer and IT infrastructure improvements
- [San Juan County Resolution No. 33-2014](#) (2014) – Single-year lid lift (6 years) for a wide variety of county services, canceling an existing levy lid lift

Single-Year Permanent Lid Lifts

- [Cheney Ordinance No. W-68](#) (2015) – Single-year lid lift (permanent) for public safety, governmental services, communications/technology upgrades, and capital facilities.

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- **Clark County Fire District No. 6 Resolution No. 2015-04 (2015)** – Single-year lid lift (permanent) for fire and EMS
 - [YouTube: 2015 Levy Lid Lift – 9-minute recorded presentation](#)
 - **Eatonville Ordinance No. 2008-10 (2008)** – Single-year lid lift (permanent) for the town's fire and EMS, including transition from an all-volunteer fire department to a part volunteer/part full-time department
 - **Kitsap Regional Library Resolution 2017/04 (2017)** – Single-year lid lift (permanent) to maintain and improve library services and prevent service cuts over the next five years
 - **Port of Klickitat Resolution No. 5-2012 (2012)** – Single-year lid lift (permanent) for development and expansion of port district's industrial facilities and properties, replacing an expiring industrial development district levy
 - **West Richland Resolution No. 25-16 (2016)** – Single-year lid lift (permanent) for library services, replacing an existing 2.5% utility tax
 - [Staff Report](#)
 - [Fact Sheet Mailer](#)
 - [Library Funding Tax Calculator](#) – Interactive tool that residents can use to calculate their tax bills under the utility tax compared to the levy lid lift

Multi-Year Temporary Lid Lifts

- **Port of Klickitat Resolution No. 2-2013 (2013)** – Multi-year levy lid lift for port district operations, offsetting an expired industrial development district levy. 6 years, limit factor of 3%.
 - [Levy Lid Lift Fact Sheet](#)

Multi-Year Permanent Lid Lifts

- **Island County Resolution No. C-54-10 (2010)** – Multi-year lid lift to retain public safety and other essential services following significant budget cuts due to the Great Recession. 5 years/permanent, limit factor tied to Seattle CPI-U index.
 - [Frequently Asked Questions](#)
- **Lake Forest Park Resolution No. 1202 (2010)** – Multi-year lid lift for public safety, parks, and other governmental services, as well as replenishing the “rainy day” reserve fund and/or restoring eliminated positions and services. 6 years/permanent, limit factor tied to Seattle CPI-U index.
 - [Frequently Asked Questions](#)
- **Shoreline Resolution No. 389 (2016)** – Multi-year lid lift for police, parks and recreation, and community services. 6 years/permanent, limit factor tied to Seattle CPI-U index.
 - [Staff Report](#)
 - [Where Do Your Property Taxes Go?](#)
 - [Frequently Asked Questions](#)
 - [Mailer brochure](#)
 - [Community presentation](#) – PDF version of Prezi presentation
- **South Kitsap Fire & Rescue Resolution No. 2017-01 (2017)** – Multi-year lid lift for fire and EMS. 6 years/permanent, limit factor tied to Seattle CPI-W index.

- **Stanwood Resolution No. 2015-16** (2015) – Multi-year lid lift for contracted police, fire, and EMS services.
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6 years/permanent, limit factor of 6%.
 - [Staff Report](#)
 - [Frequently Asked Questions](#)
 - **Tumwater Ordinance No. O2011-005** (2011) – Multi-year lid lift for police and fire services and facilities.
6 years/permanent, limit factor tied to Seattle CPI-U index.
 - [Frequently Asked Questions](#)
 - [PowerPoint Presentation](#)
-

Recommended Resources

- **WA Department of Revenue Ballot Measure Requirements for Voted Property Tax Levies** – Explains the requirements taxing districts must follow to create property tax ballot measures, including levy lid lifts
- **Stradling Attorneys at Law: Comparison of Levy Lid Lift Mechanisms** (2016) – One-page table comparing single-year and multiple-year lid lifts
- **MRSC: Lessons Learned from Two Successful Levy Lid Lifts** (2013) – Advisor column written by Tracey Dunlap, Finance Director for Kirkland, based on her experience passing two simultaneous levy lid lifts
- **MRSC: Use of Public Facilities to Support or Oppose Ballot Propositions** – Information on what local governments can and can't do to support a ballot measure

Last Modified: January 24, 2018

2017 CITIES AND TOWNS TAX RATES AND LEVIES

District	EXPENSE		VOTED*		VOTED BONDS		TOTAL	
	Levy Rate	Tax Levy	Levy Rate	Tax Levy	Levy Rate	Tax Levy	Levy Rate	Tax Levy
Seattle.....	\$1.34558	\$249,885,351	\$1.11177	\$206,373,943	\$0.16592	\$30,688,512	\$2.62327	\$486,947,806
Algona.....	1.53541	694,614	----	----	----	----	1.53541	694,614
Auburn.....	2.19668	18,760,376	----	----	----	----	2.19668	18,760,376
Beaux Arts.....	1.14123	169,676	----	----	----	----	1.14123	169,676
Bellevue.....	0.78419	38,716,701	0.35702	17,624,287	----	----	1.14121	56,340,988
Black Diamond.....	2.12965	1,508,688	----	----	----	----	2.12965	1,508,688
Bothell.....	1.78539	7,178,001	----	----	0.10670	427,272	1.89209	7,605,272
<i>Bothell-1.....</i>	<i>1.78539</i>	<i>2,000,927</i>	----	----	----	----	<i>1.78539</i>	<i>2,000,927</i>
Total Bothell.....	----	9,178,928	----	----	0.10670	427,272	----	9,606,199
Burien.....	1.36228	7,640,079	----	----	----	----	1.36228	7,640,079
Carnation.....	1.20256	307,588	----	----	----	----	1.20256	307,588
Clyde Hill.....	0.44646	1,012,679	----	----	----	----	0.44646	1,012,679
Covington.....	1.19511	2,631,507	----	----	----	----	1.19511	2,631,507
Des Moines.....	1.51076	4,825,818	----	----	----	----	1.51076	4,825,818
Duvall.....	1.65864	1,731,766	----	----	----	----	1.65864	1,731,766
Enumclaw.....	1.48170	1,871,955	----	----	----	----	1.48170	1,871,955
Federal Way.....	1.13118	10,657,115	----	----	----	----	1.13118	10,657,115
Hunts Point.....	0.28045	291,014	----	----	----	----	0.28045	291,014
Issaquah.....	0.94476	8,492,955	----	----	0.17853	1,599,999	1.12329	10,092,954
Kenmore.....	1.19805	4,677,050	----	----	0.34036	1,319,999	1.53841	5,997,049
Kent.....	1.41136	23,056,215	----	----	----	----	1.41136	23,056,215
Kirkland.....	1.27609	20,333,790	----	----	0.03670	582,868	1.31279	20,916,659
<i>Kirkland-1.....</i>	<i>1.27609</i>	<i>8,011,720</i>	----	----	----	----	<i>1.27609</i>	<i>8,011,720</i>
Total Kirkland.....	----	28,345,510	----	----	0.03670	582,868	----	28,928,378
Lake Forest Park.....	1.19055	3,110,827	----	----	----	----	1.19055	3,110,827
Maple Valley.....	1.12921	3,690,957	----	----	----	----	1.12921	3,690,957
Medina.....	0.75186	2,724,166	----	----	----	----	0.75186	2,724,166
Mercer Island.....	0.94458	11,413,738	0.13282	1,604,880	----	----	1.07740	13,018,618
Milton.....	1.47193	148,637	----	----	----	----	1.47193	148,637
Newcastle.....	1.75523	4,724,890	----	----	----	----	1.75523	4,724,890
Normandy Park.....	1.60000	2,294,989	----	----	----	----	1.60000	2,294,989
North Bend.....	1.28559	1,530,103	----	----	0.15107	179,140	1.43666	1,709,243
Pacific.....	1.46389	691,309	----	----	----	----	1.46389	691,309
Redmond.....	1.01088	18,834,062	0.33969	6,328,797	----	----	1.35057	25,162,859
Renton.....	1.60954	24,204,815	----	----	----	----	1.60954	24,204,815
Sammamish.....	1.92616	27,905,570	----	----	----	----	1.92616	27,905,570
Seatac.....	2.89429	15,645,315	----	----	----	----	2.89429	15,645,315
Shoreline.....	1.39000	12,299,529	----	----	0.19415	1,700,012	1.58415	13,999,541
Skykomish.....	1.74438	42,978	----	----	----	----	1.74438	42,978
Snoqualmie.....	2.78000	7,570,274	----	----	0.09116	247,956	2.87116	7,818,230
Tukwila.....	2.58592	14,869,800	----	----	0.47143	2,698,992	3.05735	17,568,792
Woodinville.....	0.95075	3,155,489	----	----	----	----	0.95075	3,155,489
Yarrow Point.....	0.52068	567,888	----	----	----	----	0.52068	567,888
TOTAL - Cities and Towns		\$569,880,920		\$231,931,907		\$39,444,750		\$841,257,576

*Voted Regular Levies: Temporary Lid Lifts: Bellevue, Mercer Island, Redmond, and Seattle



CITY OF KIRKLAND
Public Works Department
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Pam Bissonnette, Interim Public Works Director
Date: February 6, 2014
Subject: City of Kirkland Transportation Benefit District

RECOMMENDATION:

After conducting a public hearing, the City Council determines whether to approve the attached Ordinance which would establish a transportation benefit district to include the entire City of Kirkland. Staff recommends approval.

BACKGROUND DISCUSSION:

Countywide Transportation Benefit District

The City of Kirkland has long supported regional transportation, and in particular, transit. The King County Executive recently announced a proposal that a countywide transportation district (TBD) be formed pursuant to RCW 36.73 (Attachment A). Under the Executive's proposal, the members of the King County Council will become the governing board of the countywide TBD. The County Council will consider an ordinance to create the countywide TBD on February 10th. If approved, it is anticipated that the newly formed countywide TBD Board will place a transportation funding package on the ballot for a countywide vote in April of 2014. The measure would be for the purpose of funding transit and other transportation projects and programs within the County and cities in the event that the State Legislature does not act this session on a comprehensive transportation package. Voters would be asked to approve a \$60 vehicle license fee and a 0.1percent sales tax that would expire after ten years. The revenues are to be split 60 percent for transit and 40 percent for other transportation projects within cities and unincorporated King County based on population. King County maintains that without new funding, a \$75 million funding gap exists which will result in 600,000 hours of transit service being cut in the fall of 2014.

Kirkland learned of this proposal in early January and requested that King County representatives come and brief the Kirkland City Council regarding the elements of the County TBD proposal and funding package. On February 4th, at the regularly scheduled Council meeting, Diane Carlson, Director of Regional Initiatives for the Executive made a presentation on the countywide TBD to the City Council.

Background on Transportation Benefit Districts (TBDs)

RCW Chapter 36.73 provides for the establishment of transportation benefit districts and for the levying of additional revenue sources for transportation improvements within the district that are consistent with existing state, regional, and local transportation plans and necessitated by existing or reasonably foreseeable congestion levels.

One of the key findings of the Washington Transportation Plan 2030 adopted by the Washington State Transportation Commission was that the mobility of people and goods is fundamental to the functioning of society and that investment must shift from moving vehicles to moving people and products. The Puget Sound Regional Council, a regional planning agency, has adopted its long-range strategy, VISION 2040, and its metropolitan transportation plan, Transportation 2040, both of which call for the development of a transportation system that includes bicycle and pedestrian transportation improvements.

Transportation 2040 calls for creating a regionally integrated network of non-motorized facilities linking bicycle and pedestrian infrastructure within urban places and connecting these facilities to regional transit services. In addition, Transportation 2040 identifies ways to improve transportation system efficiency with intelligent transportation systems by managing congestion, increasing reliability and providing convenient connections for people and goods. Transportation 2040 calls for maintenance, preservation and operation of the transportation system as its highest priority and calls for projects and programs that promote transportation safety, demand management, and system management.

Kirkland's Capital Improvement Program, Transportation Improvement Plan, Active Transportation Plan, Transportation Element of the Comprehensive Plan, as well as the Transportation Master Plan and Cross Kirkland Corridor Master Plan currently under development, outline key strategies, objectives and investments for improving transportation safety, mobility, modal connectivity, and access by providing effective transportation choices. The City's transportation plans are consistent with the existing state and regional transportation plans described above.

King County previously formed a TBD within unincorporated King County without levying revenues. Eleven other cities in King County have already established TBDs within their own boundaries: Covington, Enumclaw, Kenmore, Maple Valley, North Bend, Auburn, Seattle, Burien, Shoreline, Des Moines, and Lake Forest Park.

Types of revenue authorized for a TBD include:

- a \$20 vehicle license fee by majority vote of its governing body;
- a voter approved additional vehicle license fee of up to \$80 (the combined total of vehicle license fees cannot exceed \$100, see above);
- a voter approved sales and use tax of up to 0.2 percent;
- a voter approved district ad valorem property tax in excess of the 1 percent limitation upon property within the district for a one-year period; and
- fees on building construction or land development by vote of its governing body.

Proposed Citywide TBD

The City of Kirkland has considered forming a local TBD within the boundaries of the City over the past several years as one of the important tools for phased funding of transportation improvements of which the voter approved street maintenance and pedestrian safety levy was the first phase. In November of 2012, Kirkland's residents recognized the need for additional local transportation funding and stepped up to approve Proposition 1, a permanent, nearly \$3 million property tax levy to make a significant down payment on City street maintenance and pedestrian safety needs. Despite this investment, the City still has \$249 million in unfunded street, bridge and sidewalk projects. These projects are crucial to the safety of our residents and to the economic vitality of the City.

The City is currently engaged in updating its Comprehensive Plan through 2035, including an updated Transportation Master Plan (TMP) which will further refine the projects and update the levels of investment needed to fund them. The TMP is expected to include a recommendation for funding tools for its implementation. It is essential that Kirkland have all the tools available to meet this crucial need for implementation of the TMP when adopted in 2015. A Kirkland TBD is intended to be one such tool for consideration.

RCW 35.21.225 authorizes the City Council to establish a transportation benefit district subject to the provisions of RCW 36.73. However, it is not clear under RCW 36.73 whether the establishment of a countywide TBD would preclude the City from later establishing its own TBD. Kirkland staff had originally intended to bring the issue of creating a Kirkland TBD to the City Council in March. The County's proposed TBD formation on February 10th has caused the City to accelerate its timetable for consideration of the establishment of its own TBD.

For these reasons staff is proposing that the Kirkland City Council create a Kirkland TBD coterminous with the existing boundaries of the City before King County acts. This requires the Kirkland City Council to approve formation of a Kirkland TBD boundary on the morning of February 10, 2014. Therefore, the City has called a Special Council Meeting at 9:00 a.m. on February 10th for the purpose of holding a public hearing to take and consider public testimony as to whether Kirkland should form a TBD. Forming a TBD at this time will preserve these funding options for future consideration within the context of the TMP. Following the hearing the Council will consider an ordinance to form a TBD. No TBD funding authorities are proposed to be implemented by this action.

Proposed Ordinance O-4355

Under the proposed ordinance, future funds generated by the Kirkland TBD may be used for any purpose allowed by law, including the operation of the TBD and to make transportation improvements that are consistent with existing state, regional and local transportation plans and necessitated by reasonably foreseeable congestion levels pursuant to RCW Chapter 36.73. Any transportation improvements funded by the TBD shall be made to preserve, maintain and operate transportation infrastructure, improve public safety, implement projects identified in the funded and unfunded projects of the Transportation Section of the adopted Capital Improvement Program, the Transportation Improvement Program, the non-motorized transportation facilities in the Active Transportation Plan, the Intelligent Transportation System Strategic Plan, and the Transportation Element of the Kirkland Comprehensive Plan, invest in bicycle and pedestrian mobility, including the Cross Kirkland Corridor, sidewalks, and transit enhancements, and to provide people with choices to meet their mobility needs. Additional

transportation improvement projects may be funded only after compliance with the provisions of RCW 36.73.050(b) following notice, public hearing and enactment of an authorizing ordinance.

The ordinance before the Council forms a Kirkland TBD and establishes a governing board consisting of the members of the Kirkland City Council. None of the available TBD revenue options would be levied or imposed by Council action approving the ordinance. The ordinance specifically provides that any time non-voter approved revenues are being considered to fund the Kirkland TBD transportation improvements, a public hearing shall be held first.

Staff is recommending approval of the formation of the Kirkland TBD to preserve future transportation funding options while not committing the Council to use any of those options.

Notice of the Public Hearing

Notice of the Council's public hearing was provided through distribution of a news release, legal notices placed in *The Seattle Times* and *Kirkland Reporter*, the City's homepage, and email through listserv to the neighborhood associations and all other subscribers.

Attachment:

- A. RCW 36.73 authorizing the establishment of Transportation Benefit Districts

Chapter 36.73 RCW**TRANSPORTATION BENEFIT DISTRICTS**Chapter Listing**RCW Sections**

- 36.73.010 Intent.
- 36.73.015 Definitions.
- 36.73.020 Establishment of district by county or city -- Participation by other jurisdictions.
- 36.73.030 Establishment of district by city.
- 36.73.040 General powers of district.
- 36.73.050 Establishment of district -- Public hearing -- Ordinance.
- 36.73.060 Authority to levy property tax.
- 36.73.065 Taxes, fees, charges, tolls, rebate program.
- 36.73.067 Vehicle fee rebate program -- Low-income individuals -- Report to legislature.
- 36.73.070 Authority to issue general obligation bonds, revenue bonds.
- 36.73.080 Local improvement districts authorized -- Special assessments -- Bonds.
- 36.73.090 Printing of bonds.
- 36.73.100 Use of bond proceeds.
- 36.73.110 Acceptance and use of gifts and grants.
- 36.73.120 Imposition of fees on building construction or land development.
- 36.73.130 Power of eminent domain.
- 36.73.140 Authority to contract for street and highway improvements.
- 36.73.150 Department of transportation, counties, cities, and other jurisdictions may fund transportation improvements.
- 36.73.160 Transportation improvement projects -- Material change policy -- Annual report.
- 36.73.170 Completion of transportation improvement -- Termination of district operations -- Termination of taxes, fees, charges, and tolls -- Dissolution of district.
- 36.73.180 Supplemental transportation improvements.
- 36.73.900 Liberal construction.

Notes:

Roads and bridges, service districts: Chapter 36.83 RCW.

36.73.010**Intent.**

The legislature finds that the citizens of the state can benefit by cooperation of the public and private sectors in addressing transportation needs. This cooperation can be fostered through

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enhanced capability for cities, towns, and counties to make and fund transportation improvements necessitated by economic development and to improve the performance of the transportation system.

It is the intent of the legislature to encourage joint efforts by the state, local governments, and the private sector to respond to the need for those transportation improvements on state highways, county roads, and city streets. This goal can be better achieved by allowing cities, towns, and counties to establish transportation benefit districts in order to respond to the special transportation needs and economic opportunities resulting from private sector development for the public good. The legislature also seeks to facilitate the equitable participation of private developers whose developments may generate the need for those improvements in the improvement costs.

[2005 c 336 § 2; 1987 c 327 § 1.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.015

Definitions.

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- (1) "City" means a city or town.
- (2) "District" means a transportation benefit district created under this chapter.
- (3) "Low-income" means household income that is at or below forty-five percent of the median household income, adjusted for household size, for the district in which the fees, taxes, or tolls were imposed.
- (4) "Rebate program" means an optional program established by a transportation benefit district that includes a city with a population of five hundred thousand persons or more for the purpose of providing rebates to low-income individuals for fees, taxes, and/or tolls imposed by such transportation benefit district for: (a) Vehicle fees imposed under RCW 36.73.040(3)(b); (b) sales and use taxes imposed under RCW 36.73.040(3)(a); and/or (c) tolls imposed under RCW 36.73.040(3)(d).
- (5) "Supplemental transportation improvement" or "supplemental improvement" means any project, work, or undertaking to provide public transportation service, in addition to a district's existing or planned voter-approved transportation improvements, proposed by a participating city member of the district under RCW 36.73.180.
- (6) "Transportation improvement" means a project contained in the transportation plan of the state, a regional transportation planning organization, city, county, or eligible jurisdiction as identified in RCW 36.73.020(2). A project may include investment in new or existing highways of statewide significance, principal arterials of regional significance, high capacity transportation, public transportation, and other transportation projects and programs of regional or statewide significance including transportation demand management. Projects may also include the operation, preservation, and maintenance of these facilities or programs.
[2012 c 152 § 1. Prior: 2010 c 251 § 2; 2010 c 105 § 1; 2006 c 311 § 24; 2005 c 336 § 1.]

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Notes:**Findings -- 2006 c 311:** See note following RCW 36.120.020.**Effective date -- 2005 c 336:** "This act takes effect August 1, 2005." [2005 c 336 § 26.]

36.73.020**Establishment of district by county or city — Participation by other jurisdictions.**

(1) The legislative authority of a county or city may establish a transportation benefit district within the county or city area or within the area specified in subsection (2) of this section, for the purpose of acquiring, constructing, improving, providing, and funding a transportation improvement within the district that is consistent with any existing state, regional, or local transportation plans and necessitated by existing or reasonably foreseeable congestion levels. The transportation improvements shall be owned by the county of jurisdiction if located in an unincorporated area, by the city of jurisdiction if located in an incorporated area, or by the state in cases where the transportation improvement is or becomes a state highway. However, if deemed appropriate by the governing body of the transportation benefit district, a transportation improvement may be owned by a participating port district or transit district, unless otherwise prohibited by law. Transportation improvements shall be administered and maintained as other public streets, roads, highways, and transportation improvements. To the extent practicable, the district shall consider the following criteria when selecting transportation improvements:

- (a) Reduced risk of transportation facility failure and improved safety;
- (b) Improved travel time;
- (c) Improved air quality;
- (d) Increases in daily and peak period trip capacity;
- (e) Improved modal connectivity;
- (f) Improved freight mobility;
- (g) Cost-effectiveness of the investment;
- (h) Optimal performance of the system through time;
- (i) Improved accessibility for, or other benefits to, persons with special transportation needs as defined in *RCW 47.06B.012; and
- (j) Other criteria, as adopted by the governing body.

(2) Subject to subsection (6) of this section, the district may include area within more than one county, city, port district, county transportation authority, or public transportation benefit area, if the legislative authority of each participating jurisdiction has agreed to the inclusion as provided in an interlocal agreement adopted pursuant to chapter 39.34 RCW. However, the boundaries of the district need not include all territory within the boundaries of the participating jurisdictions comprising the district.

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(3) The members of the legislative authority proposing to establish the district, acting ex officio and independently, shall constitute the governing body of the district: PROVIDED, That where a district includes area within more than one jurisdiction under subsection (2) of this section, the district shall be governed under an interlocal agreement adopted pursuant to chapter 39.34 RCW, with the governing body being composed of (a) at least five members including at least one elected official from the legislative authority of each participating jurisdiction or (b) the governing body of the metropolitan planning organization serving the district, but only if the district boundaries are identical to the boundaries of the metropolitan planning organization serving the district.

(4) The treasurer of the jurisdiction proposing to establish the district shall act as the ex officio treasurer of the district, unless an interlocal agreement states otherwise.

(5) The electors of the district shall all be registered voters residing within the district.

(6) Prior to December 1, 2007, the authority under this section, regarding the establishment of or the participation in a district, shall not apply to:

(a) Counties with a population greater than one million five hundred thousand persons and any adjoining counties with a population greater than five hundred thousand persons;

(b) Cities with any area within the counties under (a) of this subsection; and

(c) Other jurisdictions with any area within the counties under (a) of this subsection. [2010 c 250 § 1; 2009 c 515 § 14; 2006 c 311 § 25; 2005 c 336 § 3; 1989 c 53 § 1; 1987 c 327 § 2.]

Notes:

*Reviser's note: RCW 47.06B.012 was repealed by 2011 c 60 § 51.

Findings -- 2006 c 311: See note following RCW 36.120.020.

Effective date -- 2005 c 336: See note following RCW 36.73.015.

Severability -- 1989 c 53: "If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected." [1989 c 53 § 5.]

Transportation benefit district tax authority: RCW 82.47.020.

36.73.030

Establishment of district by city.

See RCW 35.21.225.

36.73.040

General powers of district.

(1) A transportation benefit district is a quasi-municipal corporation, an independent taxing "authority" within the meaning of Article VII, section 1 of the state Constitution, and a "taxing district" within the meaning of Article VII, section 2 of the state Constitution.

(2) A transportation benefit district constitutes a body corporate and possesses all the usual powers of a corporation for public purposes as well as all other powers that may now or

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hereafter be specifically conferred by statute, including, but not limited to, the authority to hire employees, staff, and services, to enter into contracts, to acquire, hold, and dispose of real and personal property, and to sue and be sued. Public works contract limits applicable to the jurisdiction that established the district apply to the district.

(3) To carry out the purposes of this chapter, and subject to the provisions of RCW 36.73.065, a district is authorized to impose the following taxes, fees, charges, and tolls:

(a) A sales and use tax in accordance with RCW 82.14.0455;

(b) A vehicle fee in accordance with RCW 82.80.140;

(c) A fee or charge in accordance with RCW 36.73.120. However, if a county or city within the district area is levying a fee or charge for a transportation improvement, the fee or charge shall be credited against the amount of the fee or charge imposed by the district. Developments consisting of less than twenty residences are exempt from the fee or charge under RCW 36.73.120; and

(d) Vehicle tolls on state routes, city streets, or county roads, within the boundaries of the district, unless otherwise prohibited by law. However, consistent with RCW 47.56.820, the vehicle toll must first be authorized by the legislature if the toll is imposed on a state route. The department of transportation shall administer the collection of vehicle tolls authorized on state routes, unless otherwise specified in law or by contract, and the state transportation commission, or its successor, may approve, set, and impose the tolls in amounts sufficient to implement the district's transportation improvement finance plan. The district shall administer the collection of vehicle tolls authorized on city streets or county roads, and shall set and impose the tolls in amounts sufficient to implement the district's transportation improvement plan. However, consistent with RCW 47.56.850, the vehicle toll, including any change in an existing toll rate, must first be reviewed and approved by the tolling authority designated in RCW 47.56.850 if the toll, or change in toll rate, would have a significant impact, as determined by the tolling authority, on the operation of any state facility.

[2008 c 122 § 17; 2005 c 336 § 4; 1989 c 53 § 3; 1987 c 327 § 4.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

Severability -- 1989 c 53: See note following RCW 36.73.020.

36.73.050

Establishment of district — Public hearing — Ordinance.

(1) The legislative authorities proposing to establish a district, or to modify the boundaries of an existing district, or to dissolve an existing district shall conduct a hearing at the time and place specified in a notice published at least once, not less than ten days before the hearing, in a newspaper of general circulation within the proposed district. Subject to the provisions of RCW 36.73.170, the legislative authorities shall make provision for a district to be automatically dissolved when all indebtedness of the district has been retired and anticipated responsibilities have been satisfied. This notice shall be in addition to any other notice required by law to be published. The notice shall, where applicable, specify the functions or activities proposed to be provided or funded, or the additional functions or activities proposed to be provided or funded, by the district. Additional notice of the hearing may be given by mail, by posting within the proposed district, or in any manner the legislative authorities deem necessary to notify affected

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persons. All hearings shall be public and the legislative authorities shall hear objections from any person affected by the formation, modification of the boundaries, or dissolution of the district.

(2)(a) Following the hearing held pursuant to subsection (1) of this section, the legislative authorities may establish a district, modify the boundaries or functions of an existing district, or dissolve an existing district, if the legislative authorities find the action to be in the public interest and adopt an ordinance providing for the action.

(b) The ordinance establishing a district shall specify the functions and transportation improvements described under RCW 36.73.015 to be exercised or funded and establish the boundaries of the district. Subject to the provisions of RCW 36.73.160, functions or transportation improvements proposed to be provided or funded by the district may not be expanded beyond those specified in the notice of hearing, unless additional notices are made, further hearings on the expansion are held, and further determinations are made that it is in the public interest to so expand the functions or transportation improvements proposed to be provided or funded.

[2007 c 329 § 3; 2005 c 336 § 5; 1987 c 327 § 5.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.060

Authority to levy property tax.

(1) A district may levy an ad valorem property tax in excess of the one percent limitation upon the property within the district for a one-year period whenever authorized by the voters of the district pursuant to RCW 84.52.052 and Article VII, section 2(a) of the state Constitution.

(2) A district may provide for the retirement of voter-approved general obligation bonds, issued for capital purposes only, by levying bond retirement ad valorem property tax levies in excess of the one percent limitation whenever authorized by the voters of the district pursuant to Article VII, section 2(b) of the state Constitution and RCW 84.52.056.

[2005 c 336 § 6; 1987 c 327 § 6.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.065

Taxes, fees, charges, tolls, rebate program.

(1) Except as provided in subsection (4) of this section, taxes, fees, charges, and tolls may not be imposed by a district without approval of a majority of the voters in the district voting on a proposition at a general or special election. The proposition must include a specific description of: (a) The transportation improvement or improvements proposed by the district; (b) any rebate program proposed to be established under RCW 36.73.067; and (c) the proposed taxes, fees, charges, and the range of tolls imposed by the district to raise revenue to fund the improvement or improvements or rebate program, as applicable.

(2) Voter approval under this section must be accorded substantial weight regarding the validity of a transportation improvement as defined in RCW 36.73.015.

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(3) A district may not increase any taxes, fees, charges, or range of tolls imposed or change a rebate program under this chapter once the taxes, fees, charges, tolls, or rebate program takes effect, unless authorized by the district voters pursuant to RCW 36.73.160.

(4)(a) A district that includes all the territory within the boundaries of the jurisdiction, or jurisdictions, establishing the district may impose by a majority vote of the governing board of the district the following fees and charges:

(i) Up to twenty dollars of the vehicle fee authorized in RCW 82.80.140; or

(ii) A fee or charge in accordance with RCW 36.73.120.

(b) The vehicle fee authorized in (a) of this subsection may only be imposed for a passenger-only ferry transportation improvement if the vehicle fee is first approved by a majority of the voters within the jurisdiction of the district.

(c)(i) A district solely comprised of a city or cities shall not impose the fees or charges identified in (a) of this subsection within one hundred eighty days after July 22, 2007, unless the county in which the city or cities reside, by resolution, declares that it will not impose the fees or charges identified in (a) of this subsection within the one hundred eighty-day period; or

(ii) A district solely comprised of a city or cities identified in RCW 36.73.020(6)(b) may not impose the fees or charges until after May 22, 2008, unless the county in which the city or cities reside, by resolution, declares that it will not impose the fees or charges identified in (a) of this subsection through May 22, 2008.

(5) If the interlocal agreement in RCW 82.80.140(2)(a) cannot be reached, a district that includes only the unincorporated territory of a county may impose by a majority vote of the governing body of the district up to twenty dollars of the vehicle fee authorized in RCW 82.80.140.

[2012 c 152 § 3; 2007 c 329 § 1; 2005 c 336 § 17.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.067

Vehicle fee rebate program — Low-income individuals — Report to legislature.

(1) A district that: (a) Includes a city with a population of five hundred thousand persons or more; and (b) imposes a vehicle fee under RCW 36.73.040(3)(b), sales and use taxes under RCW 36.73.040(3)(a), or tolls under RCW 36.73.040(3)(d), may establish a rebate program for the purposes of providing rebates of up to forty percent of the actual fee, tax, or toll paid by a low-income individual.

(2) Funds collected from a vehicle fee under RCW 36.73.040(3)(b), sales and use tax under RCW 36.73.040(3)(a) or tolls under RCW 36.73.040(3)(d) may be used for a rebate program established under this section.

(3) A district that establishes a rebate program is responsible for the development and

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administration of the program and all functions and costs associated with the rebate program.

(4) A district that establishes a rebate program under this section must report back to the legislature two years after the program takes effect. The report must include, but is not limited to, a detailed description of the structure of the program, the average rebate, the total amount of rebates issued, and the number of people that received rebates.

[2012 c 152 § 2.]

36.73.070

Authority to issue general obligation bonds, revenue bonds.

(1) To carry out the purposes of this chapter and notwithstanding RCW 39.36.020(1), a district may issue general obligation bonds, not to exceed an amount, together with any other outstanding nonvoter-approved general obligation indebtedness, equal to one and one-half percent of the value of taxable property within the district, as the term "value of taxable property" is defined in RCW 39.36.015. A district may additionally issue general obligation bonds for capital purposes only, together with any outstanding general obligation indebtedness, not to exceed an amount equal to five percent of the value of the taxable property within the district, as the term "value of taxable property" is defined in RCW 39.36.015, when authorized by the voters of the district pursuant to Article VIII, section 6 of the state Constitution, and may also provide for the retirement thereof by excess property tax levies as provided in RCW 36.73.060(2). The district may, if applicable, submit a single proposition to the voters that, if approved, authorizes both the issuance of the bonds and the bond retirement property tax levies.

(2) General obligation bonds with a maturity in excess of forty years shall not be issued. The governing body of the district shall by resolution determine for each general obligation bond issue the amount, date, terms, conditions, denominations, maximum fixed or variable interest rate or rates, maturity or maturities, redemption rights, registration privileges, manner of execution, manner of sale, callable provisions, if any, covenants, and form, including registration as to principal and interest, registration as to principal only, or bearer. Registration may include, but not be limited to: (a) A book entry system of recording the ownership of a bond whether or not physical bonds are issued; or (b) recording the ownership of a bond together with the requirement that the transfer of ownership may only be effected by the surrender of the old bond and either the reissuance of the old bond or the issuance of a new bond to the new owner. Facsimile signatures may be used on the bonds and any coupons. Refunding general obligation bonds may be issued in the same manner as general obligation bonds are issued.

(3) Whenever general obligation bonds are issued to fund specific projects or enterprises that generate revenues, charges, user fees, or special assessments, the district may specifically pledge all or a portion of the revenues, charges, user fees, or special assessments to refund the general obligation bonds. The district may also pledge any other revenues that may be available to the district.

(4) In addition to general obligation bonds, a district may issue revenue bonds to be issued and sold in accordance with chapter 39.46 RCW.
[2005 c 336 § 7; 1987 c 327 § 7.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

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36.73.080**Local improvement districts authorized — Special assessments — Bonds.**

(1) A district may form a local improvement district to provide any transportation improvement it has the authority to provide, impose special assessments on all property specially benefited by the transportation improvements, and issue special assessment bonds or revenue bonds to fund the costs of the transportation improvement. Local improvement districts shall be created and administered, and assessments shall be made and collected, in the manner and to the extent provided by law to cities and towns pursuant to chapters 35.43, 35.44, 35.49, 35.50, 35.51, 35.53, and 35.54 RCW. However, the duties devolving upon the city or town treasurer under these chapters shall be imposed upon the district treasurer for the purposes of this section. A local improvement district may only be formed under this section pursuant to the petition method under RCW 35.43.120 and 35.43.125.

(2) The governing body of a district shall by resolution establish for each special assessment bond issue the amount, date, terms, conditions, denominations, maximum fixed or variable interest rate or rates, maturity or maturities, redemption rights, registration privileges, if any, covenants, and form, including registration as to principal and interest, registration as to principal only, or bearer. Registration may include, but not be limited to: (a) A book entry system of recording the ownership of a bond whether or not physical bonds are issued; or (b) recording the ownership of a bond together with the requirement that the transfer of ownership may only be effected by the surrender of the old bond and either the reissuance of the old bond or the issuance of a new bond to the new owner. Facsimile signatures may be used on the bonds and any coupons. The maximum term of any special assessment bonds shall not exceed thirty years beyond the date of issue. Special assessment bonds issued pursuant to this section shall not be an indebtedness of the district issuing the bonds, and the interest and principal on the bonds shall only be payable from special assessments made for the improvement for which the bonds were issued and any local improvement guaranty fund that the district has created. The owner or bearer of a special assessment bond or any interest coupon issued pursuant to this section shall not have any claim against the district arising from the bond or coupon except for the payment from special assessments made for the improvement for which the bonds were issued and any local improvement guaranty fund the district has created. The district issuing the special assessment bonds is not liable to the owner or bearer of any special assessment bond or any interest coupon issued pursuant to this section for any loss occurring in the lawful operation of its local improvement guaranty fund. The substance of the limitations included in this subsection (2) shall be plainly printed, written, or engraved on each special assessment bond issued pursuant to this section.

(3) Assessments shall reflect any credits given by a district for real property or property right donations made pursuant to RCW 47.14.030.

(4) The governing body may establish, administer, and pay money into a local improvement guaranty fund, in the manner and to the extent provided by law to cities and towns under chapter 35.54 RCW, to guarantee special assessment bonds issued by the district.

[2005 c 336 § 8; 1987 c 327 § 8.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

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36.73.090**Printing of bonds.**

Where physical bonds are issued pursuant to RCW 36.73.070 or 36.73.080, the bonds shall be printed, engraved, or lithographed on good bond paper and the manual or facsimile signatures of both the treasurer and chairperson of the governing body shall be included on each bond. [1987 c 327 § 9.]

36.73.100**Use of bond proceeds.**

(1) The proceeds of any bond issued pursuant to RCW 36.73.070 or 36.73.080 may be used to pay costs incurred on a bond issue related to the sale and issuance of the bonds. These costs include payments for fiscal and legal expenses, obtaining bond ratings, printing, engraving, advertising, and other similar activities.

(2) In addition, proceeds of bonds used to fund capital projects may be used to pay the necessary and related engineering, architectural, planning, and inspection costs.

[2005 c 336 § 9; 1987 c 327 § 10.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.110**Acceptance and use of gifts and grants.**

A district may accept and expend or use gifts, grants, and donations.

[2005 c 336 § 10; 1987 c 327 § 11.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.120**Imposition of fees on building construction or land development.**

(1) Subject to the provisions in RCW 36.73.065, a district may impose a fee or charge on the construction or reconstruction of commercial buildings, industrial buildings, or on any other commercial or industrial building or building space or appurtenance, or on the development, subdivision, classification, or reclassification of land for commercial purposes, only if done in accordance with chapter 39.92 RCW.

(2) Any fee or charge imposed under this section shall be used exclusively for transportation improvements as defined in RCW 36.73.015. The fees or charges imposed must be reasonably necessary as a result of the impact of development, construction, or classification or reclassification of land on identified transportation needs.

(3) If a county or city within the district area is levying a fee or charge for a transportation improvement, the fee or charge shall be credited against the amount of the fee or charge imposed by the district.

[2010 c 105 § 2; 2007 c 329 § 4; 2005 c 336 § 11; 1988 c 179 § 7; 1987 c 327 § 12.]

Notes:

[Type text]

[Type text]

[Type text]

Effective date -- 2005 c 336: See note following RCW 36.73.015.
Severability -- Prospective application -- Section captions -- 1988 c 179: See RCW 39.92.900 and 39.92.901.

36.73.130

Power of eminent domain.

A district may exercise the power of eminent domain to obtain property for its authorized purposes in the same manner as authorized for the city or county legislative authority that established the district.

[2005 c 336 § 12; 1987 c 327 § 13.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.140

Authority to contract for street and highway improvements.

A district has the same powers as a county or city to contract for street, road, or state highway improvement projects and to enter into reimbursement contracts provided for in chapter 35.72 RCW.

[2005 c 336 § 13; 1987 c 327 § 14.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.150

Department of transportation, counties, cities, and other jurisdictions may fund transportation improvements.

The department of transportation, counties, cities, and other jurisdictions may give funds to districts for the purposes of financing transportation improvements under this chapter.

[2005 c 336 § 14; 1987 c 327 § 15.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.160

Transportation improvement projects — Material change policy — Annual report.

(1) The district governing body shall develop a material change policy to address major plan changes that affect project delivery or the ability to finance the plan. The policy must at least address material changes to cost, scope, and schedule, the level of change that will require governing body involvement, and how the governing body will address those changes. At a minimum, in the event that a transportation improvement cost exceeds its original cost by more than twenty percent as identified in a district's original finance plan, the governing body shall hold a public hearing to solicit comment from the public regarding how the cost change should be resolved.

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(2) A district shall issue an annual report, indicating the status of transportation improvement costs, transportation improvement expenditures, revenues, and construction schedules, to the public and to newspapers of record in the district.

[2005 c 336 § 18.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.170

Completion of transportation improvement — Termination of district operations — Termination of taxes, fees, charges, and tolls — Dissolution of district.

Within thirty days of the completion of the construction of the transportation improvement or series of improvements authorized by a district, the district shall terminate day-to-day operations and exist solely as a limited entity that oversees the collection of revenue and the payment of debt service or financing still in effect, if any and to carry out the requirements of RCW 36.73.160. The district shall accordingly adjust downward its employees, administration, and overhead expenses. Any taxes, fees, charges, or tolls imposed by the district terminate when the financing or debt service on the transportation improvement or series of improvements constructed is completed and paid and notice is provided to the departments administering the taxes. Any excess revenues collected must be disbursed to the participating jurisdictions of the district in proportion to their population, using population estimates prepared by the office of financial management. The district shall dissolve itself and cease to exist thirty days after the financing or debt service on the transportation improvement, or series of improvements, constructed is completed and paid. If there is no debt outstanding, then the district shall dissolve within thirty days from completion of construction of the transportation improvement or series of improvements authorized by the district. Notice of dissolution must be published in newspapers of general circulation within the district at least three times in a period of thirty days. Creditors must file claims for payment of claims due within thirty days of the last published notice or the claim is extinguished.

[2005 c 336 § 19.]

Notes:

Effective date -- 2005 c 336: See note following RCW 36.73.015.

36.73.180

Supplemental transportation improvements.

(1) In districts comprised of more than one member city, the legislative authorities of any member city that is located in a county having a population of more than one million five hundred thousand may petition the district to provide supplemental transportation improvements.

(2) Upon receipt of a petition as provided in subsection (1) of this section for supplemental transportation improvements that are to be fully funded by the petitioner city, including ongoing operating and maintenance costs, the district must:

(a) Conduct a public hearing, and provide notice and opportunity for public comment consistent with the requirements of RCW 36.73.050(1); and

[Type text]

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[Type text]

(b) Following the hearing, if a majority of the district's governing board determines that the proposed supplemental transportation improvements are in the public interest, the district shall adopt an ordinance providing for the incorporation of the supplemental improvements into any existing services. The supplemental transportation improvements must be in addition to existing services provided by the district. The district shall enter into agreements with the petitioner city or identified service providers to coordinate existing services with the supplemental improvements.

(3) Upon receipt of a petition as provided in subsection (1) of this section for supplemental transportation improvements proposed to be partially or fully funded by the district, the district must:

(a) Conduct a public hearing, and provide notice and opportunity for public comment consistent with the requirements of RCW 36.73.050(1); and

(b) Following the hearing, submit a proposition to the voters at the next special or general election for approval by a majority of the voters in the district. The proposition must specify the supplemental transportation improvements to be provided and must estimate the capital, maintenance, and operating costs to be funded by the district.

(4) If a proposition to incorporate supplemental transportation improvements is approved by the voters as provided under subsection (3) of this section, the district shall adopt an ordinance providing for the incorporation of the supplemental improvements into any existing services provided by the district. The supplemental improvements must be in addition to existing services. The district shall enter into agreements with the petitioner city or identified service providers to coordinate existing services with the supplemental improvements.

(5) A supplemental transportation improvement must be consistent with the petitioner city's comprehensive plan under chapter 36.70A RCW.

(6) Unless otherwise agreed to by the petitioner city or by a majority of the district's governing board, upon adoption of an ordinance under subsection (2) or (4) of this section, the district shall maintain its existing public transportation service levels in locations where supplemental transportation improvements are provided.

[2010 c 251 § 3.]

36.73.900

Liberal construction.

The rule of strict construction does not apply to this chapter, and this chapter shall be liberally construed to permit the accomplishment of its purposes.

[1987 c 327 § 16.]

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ORDINANCE O-4435

AN ORDINANCE OF THE CITY OF KIRKLAND ENACTING A NEW CHAPTER 19.22 OF THE KIRKLAND MUNICIPAL CODE ENTITLED "KIRKLAND TRANSPORTATION BENEFIT DISTRICT"; ESTABLISHING A TRANSPORTATION BENEFIT DISTRICT; SPECIFYING THE BOUNDARIES FOR THE TRANSPORTATION BENEFIT DISTRICT; SPECIFYING THE AUTHORITY OF THE DISTRICT; SPECIFYING THE TRANSPORTATION IMPROVEMENTS TO BE FUNDED BY THE DISTRICT; DECLARING AN EMERGENCY; PROVIDING FOR SEVERABILITY; AND, ESTABLISHING AN IMMEDIATE EFFECTIVE DATE.

WHEREAS, the City Council of the City of Kirkland has the responsibility under the Constitution of the State of Washington for the improvement, maintenance, protection and operation of public ways within the corporate limits of the City pursuant to RCW 35A.11.020 and Chapter 35A.47 RCW; and

WHEREAS, Chapter 36.73 RCW provides for the establishment of transportation benefit districts and for the levying of additional revenue sources for transportation improvements within the district that are consistent with existing state, regional, and local transportation plans and necessitated by existing or reasonably foreseeable congestion levels; and

WHEREAS, one of the key findings of the Washington Transportation Plan 2030 adopted by the Washington State Transportation Commission was that the mobility of people and goods is fundamental to the functioning of society and that investment must shift from moving vehicles to moving people and products; and

WHEREAS, the Puget Sound Regional Council, a regional planning agency, has adopted its long-range strategy, VISION 2040, and its metropolitan transportation plan, Transportation 2040, both of which call for the development of a transportation system that includes bicycle and pedestrian transportation improvements; and

WHEREAS, Transportation 2040 calls for creating a regionally integrated network of non-motorized facilities linking bicycle and pedestrian infrastructure within urban places, and connecting these facilities to regional transit services; and

WHEREAS, in addition, Transportation 2040 identifies that one way to improve transportation system efficiency is with intelligent transportation systems, by managing congestion, increasing reliability and providing convenient connections for people and goods; and

WHEREAS, Transportation 2040 calls for maintenance, preservation and operation of the transportation system as its highest priority, and calls for projects and programs that promote transportation safety, demand management and system management; and

WHEREAS, the City's Capital Improvement Program, Transportation Improvement Plan, Active Transportation Plan, Transportation Element of the Comprehensive Plan, and the Transportation Master Plan and Cross Kirkland Corridor Master Plan which are currently being developed, outline key strategies, objectives and investments for improving safety, mobility, modal connectivity, and access through providing effective transportation choices; and

WHEREAS, the City's transportation plans are consistent with the existing state and regional transportation plans described above; and

WHEREAS, RCW 35.21.225 authorizes the City Council to establish a transportation benefit district subject to the provisions of Chapter 36.73 RCW; and

WHEREAS, the City of Kirkland has explored the establishment of a transportation benefit district since at least 2010 and included the potential revenues from a transportation benefit district in the 2011-2016 Capital Improvement Program; and

WHEREAS, King County officials recently announced a proposal to create a countywide transportation benefit district, including the City of Kirkland, and it is not clear under state law whether the establishment of a countywide transportation benefit district would preclude the City from later establishing its own transportation benefit district; and

WHEREAS, the County's proposed transportation benefit district has caused the City to accelerate its timetable for consideration of the establishment of its own transportation benefit district; and

WHEREAS, the City Council finds that establishing a stable local funding mechanism for funding a portion of transportation improvements is essential to the continued mobility and the economic health and quality of life of Kirkland; and

WHEREAS, the City Council now desires to form a transportation benefit district which includes the entire City of Kirkland; and

WHEREAS, upon proper notice describing the functions and purposes of the proposed transportation benefit district, the City Council conducted a public hearing and took public comment; and

WHEREAS, the City Council finds it in the best interest of the City to establish a citywide transportation benefit district as one tool for the funding and implementation of the transportation improvements described in the funded and unfunded projects in the Transportation Section of the adopted 2013-2018 Capital Improvement Program, the Transportation Improvement Program, the non-motorized transportation facilities in the Active Transportation Plan, Intelligent Transportation System Strategic Plan, and the Transportation Element of the Kirkland Comprehensive Plan; and

WHEREAS, the City Council of the City of Kirkland shall be the governing body for the transportation benefit district acting in an ex officio and independent capacity;

NOW, THEREFORE, the City Council of the City of Kirkland do ordain as follows:

Section 1. Purpose. The purpose of this Ordinance is to establish a transportation benefit district pursuant to RCW 35.21.225 and Chapter 36.73 RCW. The City Council finds it is in the public interest to provide adequate levels of funding for the purposes of implementing and funding transportation improvements that preserve, maintain and, as appropriate, construct or reconstruct the infrastructure of the City of Kirkland, consistent with Chapter 36.73 RCW.

Section 2. Creation of New City Code Chapter Providing for the Establishment of a Transportation Benefit District. A new chapter is added to the Kirkland Municipal Code as follows:

Chapter 19.22 Kirkland Transportation Benefit District

19.22.010 Transportation benefit district established.

There is established a transportation benefit district to be known as the Kirkland Transportation Benefit District "District" with geographical boundaries comprised of the corporate limits of the City of Kirkland as they currently exist.

19.22.020 Governing board.

a. The governing board "Board" of the Transportation Benefit District shall be the Kirkland City Council acting in an ex officio and independent capacity, which shall have the authority to exercise the statutory powers set forth in Chapter 36.73 RCW.

b. The treasurer of the transportation benefit district shall be the City Director of Finance and Administration.

c. The Board shall develop a material change policy to address major plan changes that affect project delivery or the ability to finance the plan, pursuant to the requirements set forth in RCW 36.73.160(1).

d. The Board shall issue an annual report, pursuant to the requirements of RCW 36.73.160(2).

19.22.030 Authority of the District.

The Board shall have and may exercise any powers provided by Chapter 36.73 RCW to fulfill the functions of the District.

19.22.040 Transportation improvements funded.

The funds generated by the Transportation Benefit District may be used for any purpose allowed by law including the operation of the District and to make transportation improvements that are consistent with existing state, regional and local transportation plans and necessitated by reasonably foreseeable congestion levels pursuant to Chapter 36.73 RCW. The transportation improvements funded by the District shall be made in effort to preserve and maintain and operate transportation infrastructure, improve public safety, implement projects identified in the funded and unfunded projects in the Transportation Section of the adopted Capital Improvement Program, the Transportation Improvement Program, the non-motorized transportation facilities in the Active Transportation Plan, the Intelligent Transportation System Strategic Plan, and the Transportation Element of the Kirkland Comprehensive Plan, invest in bicycle and pedestrian mobility, including the Cross Kirkland Corridor, sidewalks, and transit enhancements, and to provide people with choices to meet their mobility needs. Additional transportation improvement projects may be funded only after compliance with the provisions of RCW 36.73.050(b) following notice, public hearing and enactment of an authorizing ordinance.

19.22.050 Public hearing before imposing fee or charge.

Prior to imposing a District fee or charge for funding transportation improvements that does not require voter approval, the Board shall hold a public hearing to solicit comment from the public on the proposed fee or charge.

19.22.060 Dissolution of District.

The Transportation Benefit District shall be dissolved when all indebtedness of the District has been retired and when all of the District's anticipated responsibilities have been satisfied.

Section 3. Declaration of Emergency. Based upon the recitals set forth above, the City Council declares a public emergency exists requiring that this ordinance take effect immediately.

Section 4. Severability. If any provision of this ordinance or its application to any person or circumstance is held invalid, the

remainder of the ordinance, or the application of the provision to other persons or circumstances is not affected.

Section 5. Effective Date. This ordinance shall be in force and effect immediately upon passage by the Kirkland City Council.

Section 6. Publication. Publication of this ordinance shall be pursuant to Section 1.08.017, Kirkland Municipal Code in the summary form attached to the original of this ordinance and by this reference approved by the City Council.

Passed by majority vote of the Kirkland City Council in open meeting this ____ day of _____, 2014.

Signed in authentication thereof this ____ day of _____, 2014.

MAYOR

Attest:

City Clerk

Approved as to Form:

City Attorney

PUBLICATION SUMMARY
OF ORDINANCE O-4435

AN ORDINANCE OF THE CITY OF KIRKLAND ENACTING A NEW CHAPTER 19.22 OF THE KIRKLAND MUNICIPAL CODE ENTITLED "KIRKLAND TRANSPORTATION BENEFIT DISTRICT"; ESTABLISHING A TRANSPORTATION BENEFIT DISTRICT; SPECIFYING THE BOUNDARIES FOR THE TRANSPORTATION BENEFIT DISTRICT; SPECIFYING THE AUTHORITY OF THE DISTRICT; SPECIFYING THE TRANSPORTATION IMPROVEMENTS TO BE FUNDED BY THE DISTRICT; DECLARING AN EMERGENCY; PROVIDING FOR SEVERABILITY; AND, ESTABLISHING AN IMMEDIATE EFFECTIVE DATE.

SECTION 1. States the purpose of the ordinance to establish a Transportation Benefit District.

SECTION 2. Creates a new City Code Chapter providing for establishment of a Transportation Benefit District.

SECTION 3. Declares that a public emergency exists requiring that the ordinance take effect immediately.

SECTION 4. Provides a severability clause for the ordinance.

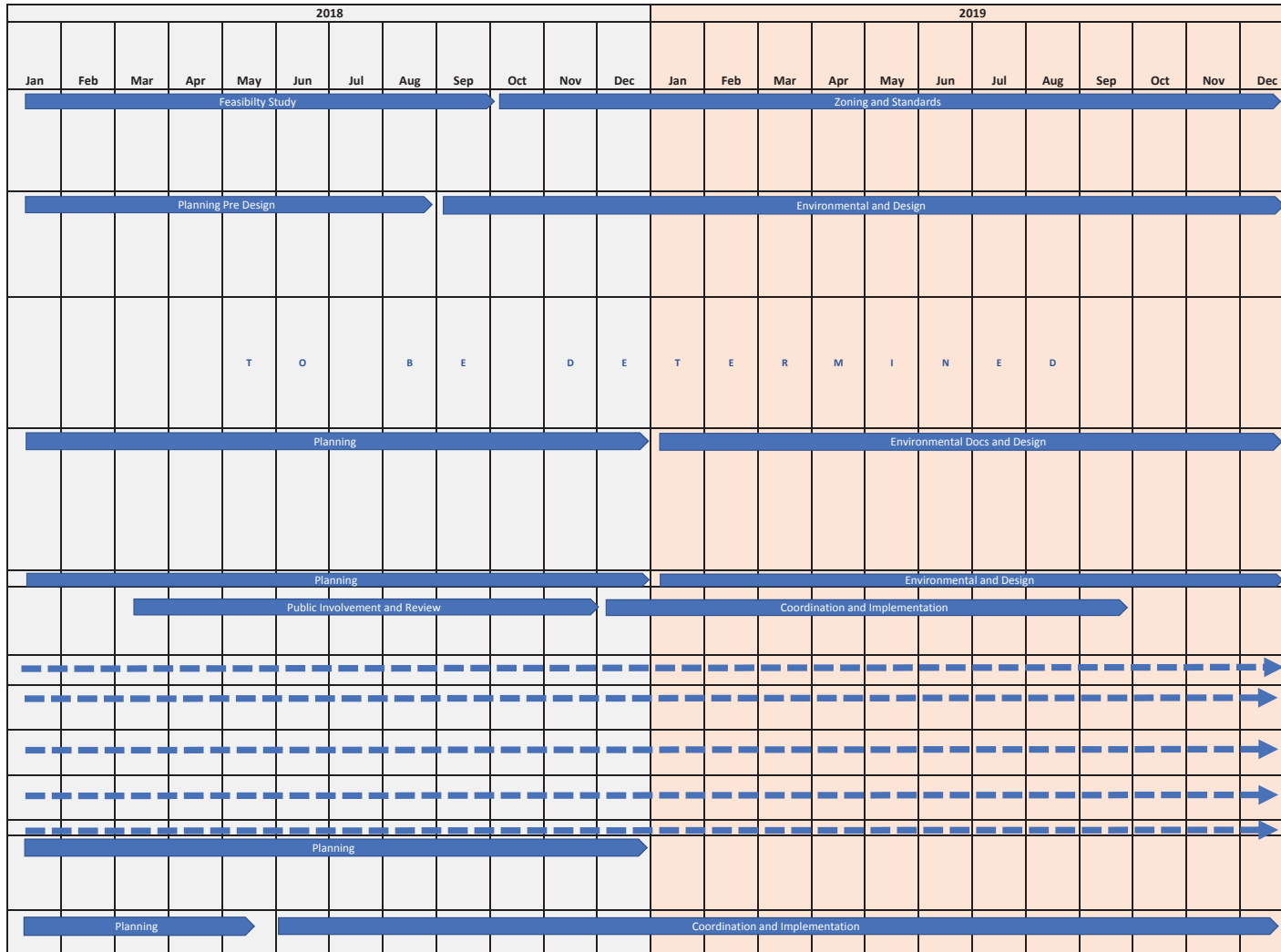
SECTION 5. Establishes the effective date as immediately upon passage by the Kirkland City Council.

SECTION 6. Authorizes publication of the ordinance by summary, which summary is approved by the City Council pursuant to Section 1.08.017 Kirkland Municipal Code.

The full text of this Ordinance will be mailed without charge to any person upon request made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City Council at its meeting on the _____ day of _____, 2010.

I certify that the foregoing is a summary of Ordinance _____ approved by the Kirkland City Council for summary publication.

City Clerk



NE 85th St BRT Station Objectives – December 4, 2017**DRAFT**

Create an I-405 Bus Rapid Transit Station at NE 85th St that meets the following objectives regarding:

- **Connectivity**
 - Transit connections to Kirkland Transit Center, Kirkland Urban, 6th St Corridor, NE 85th St east of 405 and downtown Redmond
 - Optimize ped-bike connections to Downtown Kirkland and NE 85th St corridor along NE 85th St and Central Way, consistent with Downtown Kirkland Plan
 - Optimize ped-bike connections to businesses & educational institutions along Cross Kirkland Corridor, consistent with the CKC Master Plan
 - Ped-bike access to NE 85th Station from surrounding residential neighborhoods
- **Station and Interchange Operations**
 - NE 85th St needs to work for all modes
 - Create a station that encourages people to ride transit
 - Improve transit operations along the NE 85th St corridor
 - Direct access to and from Express Toll Lane
 - Don't break traffic – urban levels traffic congestion, but not gridlock
- **Customer Experience and Environment**
 - Seamless and intuitive transfer environment between I-405 BRT and NE 85th St transit service
 - Comfortable waiting environment for transit
 - Distinctive - Create something cool that is transformative for the corridor
 - A connection that is a place unto itself; that is creative, inspiring and fun; and encourages tourism and economic development
 - Look better than it does today and a gateway for the City
- **Partnership**
 - We are open to the option that best meets these objectives within the available budget, but maybe with partnerships/opportunities to stretch funding further.

Additionally, the project objectives and outcomes should rest on the following planning basis:

- **Comprehensive Plan**
 - Downtown Plan
 - Transportation Master Plan
- **Cross Kirkland Corridor Master Plan**
- **Metro Connects**
- **ST3 System Plan**
- **405 Master Plan**
- **Kirkland Urban Site Plan**

DRAFT NE 132nd St Interchange Project Objectives and Design Ideas**February 5, 2018****Objectives**

- Connectivity/Accessibility (*may not be the right word*)
 - Optimize ped-bike connections to Totem Lake and NE 132nd St corridor, consistent with Totem Lake Business District Plan
 - Optimize ped-bike connections to businesses & educational institutions in Totem Lake and surrounding area.
 - Bike and ped connections are different – north-south and east-west through interchange is important
 - Bike route should be accessible for all ages, all abilities with clear wayfinding
 - Ped-bike access to NE 128th St Station and Kingsgate Park and Ride from surrounding residential neighborhoods
 - Safety – multiple threat and getting people to stop
 - Assumption: Majority of transit service will use NE 128th St, NE 132nd St is not a major transit corridor.
- Interchange Operations
 - Don't break traffic – urban levels traffic congestion, but not gridlock
 - Minimize negative traffic impacts on surrounding neighborhoods from shifting traffic patterns
 - Accommodate Fire Station #27 and emergency hospital access
- Customer Experience and Environment
 - Distinctive - Create something cool that is transformative for the corridor
 - A connection that is a place unto itself; that is creative, inspiring and fun; and supports economic development
 - Look better than it does today and a gateway for the Totem Lake and the City
- Partnership
 - Outreach should include an explanation of the benefits of the interchange for Totem Lake.
 - Work together to fund other supporting NE 132nd St improvements (108th WB RTL, 100th and 132nd extend WB RTL)
 - We are open to the option that best meets these objectives within the available budget, but maybe with partnerships/opportunities to stretch funding further.
- Surface Water
 - Don't flood areas downstream or at the site
 - Don't create vulnerabilities with tight bends and places where debris would get stuck
 - Ensure that daylighting the creek is an enhancement to stream water quality
 - Ensure adequate conveyance capacity to accommodate future peak flows
- Stream Habitat
 - Fish passage
 - Enhance riparian habitat at the site and down stream
 - Low maintenance, should look nice with little or no maintenance
 - Don't create conflicts between other infrastructure and transportation, and habitat
 - Riparian habitat should consider that this is a gateway to the Totem Lake Urban Center (should look nice) good for people and fish

- Don't increase downstream erosion, unless mitigated by the project
- Design to be beaver resilient
- Development
 - Coordinate with TOD
 - Implement wayfinding and ensure consistent with other design elements in Totem Lake
 -

Design Ideas

- Street lighting – pedestrian scale and vehicle scale lighting, lighting should be used to make the path under the bridge inviting and interesting
- Streets
 - East side to Totem Lake Blvd should meet minimum 10' and 4' planter (Totem Lake Plan Standard)
 - Southbound second lane on Totem Lake Blvd, is it necessary? Two way left turn lane instead?
 - Sidewalk standards should be accomplished on all streets
 - Single side sidewalk under bridge should be 12' minimum
- Walls should be decorative and have a design that relates them to Kirkland and the Totem Lake area – This is a gateway
- Landscaping – Make the area look green, plant selection is important and landscape architecture should be used to hide structures but celebrate ped network and natural sections of the creek
- Southbound second lane on 116th Ave NE – Is it necessary? I don't think so. Could be used to add bike lanes to this section of the corridor and more room for wider sidewalks
- How much bike lane and where do we put it? In front of curb, behind curb? Buffered?
- Stormwater – Is it important to Kirkland to keep WSDOT and Kirkland water separate?
- Size of median refuges in roundabout – Are they big enough for somebody with a stroller or bike to wait?
- Share NE 132nd St Standard
- Pedestrian counts?
- Coordinate breaks in access in advance if there are any needed.
- Intelligent transportation elements – cameras, system loops for us.
- NOTE: WSDOT wants to get ROW early in the process.

Additionally, the project objectives and outcomes should rest on the following planning basis:

- Comprehensive Plan
 - Totem Lake Business Plan
 - Transportation Master Plan
- Totem Lake Urban Center Enhancement and Multimodal Transportation Network Plan
- Metro Connects
- 405 Master Plan
- ST3 System Plan
- NE 132nd St Corridor Study



CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Kathy Brown, Director of Public Works
Kyle Butler, Sr. Operations & Finance Analyst

Date: February 16, 2018

Subject: Grant Strategy Update – 2018 February Council Retreat

Public Works has continued to work with our grant consultant, Performance Plane, LLC, and is leading an inter-departmental effort with Parks and Finance to enhance the City's CIP grant strategy in preparation for the 2019-24 CIP.

Background

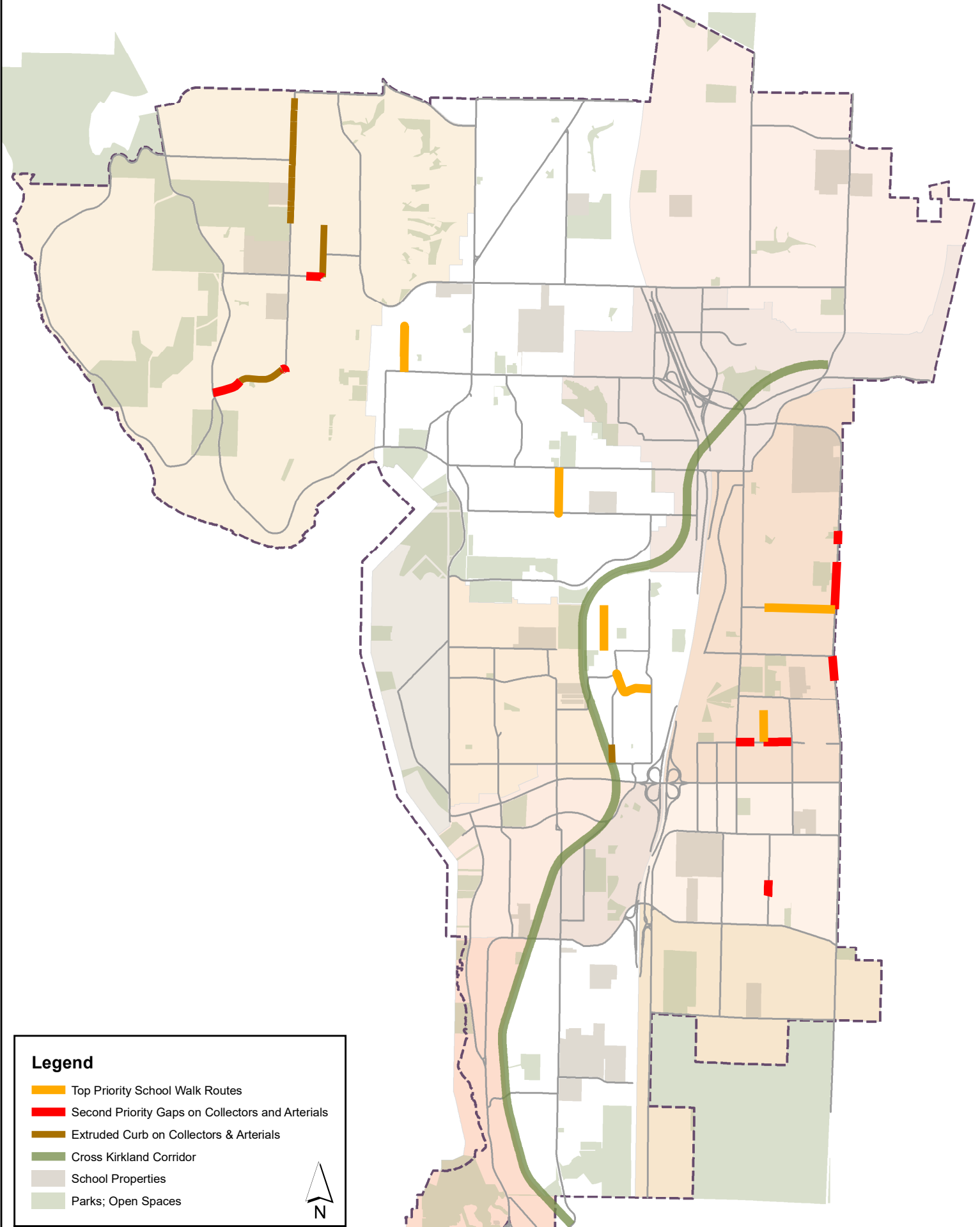
Council's approved grant consulting service package gave Public Works resources that were used to contract with Performance Plane, LLC, which assisted the City in performing a grant fitness analysis of the CIP for 2017 grant opportunities, resulting in the application and award of two Transportation Improvement Board grants, the Totem Lake Blvd Roadway Reconstruction project (\$4,830,000) and the 124th Ave NE Sidewalk project (\$275,000).

Building on that success, the consulting work has continued into the 2018 grant cycle and the City's 2019-24 CIP process. Public Works is working closely with Parks and Finance to identify opportunities to structure the CIP to highlight the strongest grant candidate projects while also applying risk countermeasures to make sure that priority projects have alternative options available to reach completion in those cases where grant funding is not awarded.

We will be evaluating projects to see where the City's existing needs align with the goals and trends of granting agencies throughout the development of the 2019-2024 CIP to make sure that our match money is maximizing its effectiveness. This will be accomplished by applying a "building blocks" approach to grant eligible projects that accounts for the funding history from each grant program and sizes planned grant requests to be in line with historical grant award levels for similar projects, potentially increasing the likelihood of success. Our grant consultant will also be assisting in grant writing and editing during the application process.

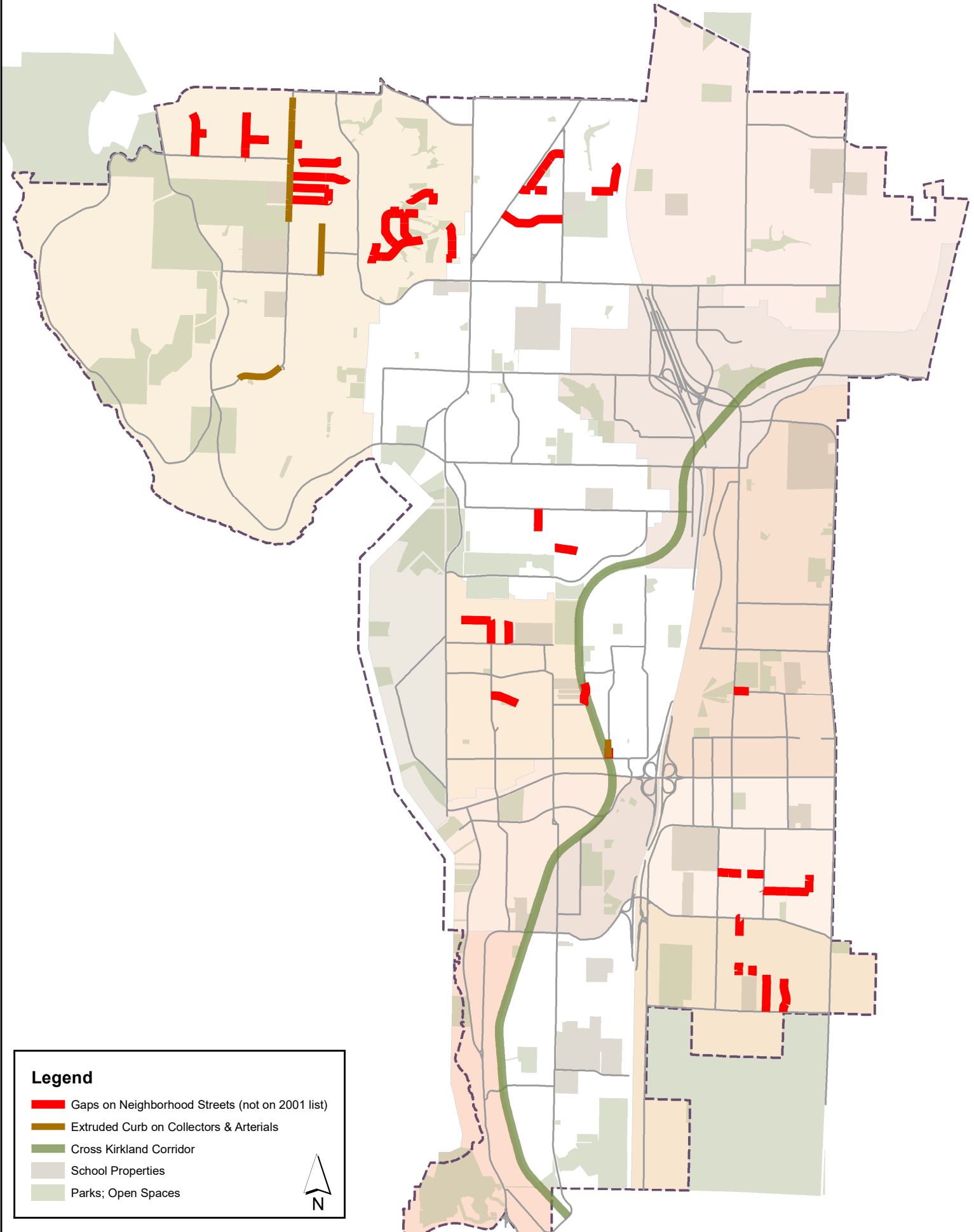
School Walk Route Staff Scoring

Transportation Master Plan Policy		100
Safe and convenient walkways of the appropriate size are a foundation for pedestrian activity. Kirkland’s existing codes call for sidewalks on both sides of almost all streets. Because of the high cost to construct sidewalks everywhere, they are missing in many points of Kirkland’s system, it is important that clear priorities are used to assign funding to the most worthy projects first. Locations should be prioritized using the following factors:		
Improve safety —Prioritize locations based on crash history and indicators of crash risk like adjacent street auto volume, speed and number of lanes.		38
Crashes: Based upon pedestrian/bicycle statistical maps from Transportation Group and WSDOT(0–14)	Ped/Bike (1=6, 1<=12) Vehicle (1=1, 1<=2)	12 2
Roadway Design: Based upon existing conditions of the roadway. (0–4)	No Sidewalk (0-2)	2
	Number of Lanes (2=1, 2<=2)	2
Volume: Based upon TMP 2 way 24-hour daily auto volume counts on selected roadways. Counts are made every other year. (0–6)	Under 3,000 average daily trips (0)	
	Between 3,001-15,000 average daily trips (3)	
	Over 15,001 average daily trips (6)	6
Roadway Speeds: Based upon posted speed limits, study data (when available), and some anecdotal information. (0–6)	Speed limit 25 MPH and under (0)	
	Speed limit 26–30 MPH (3)	
	Speed limit 30 MPH and above (6)	6
Motorized and Nonmotorized Safety: The project maintains or enhances the safety of the following modes. (0–8)	Bicycle (0-2)	2
	Pedestrian (0-2)	2
	Vehicular (0-2)	2
	Transit (0-2)	2
Make Connections —Give high priority to projects that fill gaps by connecting existing sidewalks.		16
Sidewalks: Existing sidewalk/gravel path (not applicable in park). There are 6 or 8 stages of completed facility. (0–16)	Sidewalk, paved shoulder, or gravel path on both sides (0)	
	Sidewalk, paved shoulder, or gravel path on one side (8)	
	No shoulder or sidewalk either side: must walk in vehicle lane (16)	16
Link to Land Use —Choose sidewalks that expand and enhance walkability and places where current pedestrian volumes are high. Connect to Transit —Complete walkways that allow easy access to transit, particularly regional transit. Connect to the Cross Kirkland Corridor —Make numerous strong links to the CKC.		20
Walkability: Based upon the TMP walkability scores for roadways in Kirkland. The walkability score is made up of the following factors: proximity to parks, transit, schools, certain kinds of retail (See policy T-5.1 in the Transportation Master Plan). (0-16)	Low—Walkability factor 1-5.5 (0)	
	Moderate—Walkability factor 6-9 (6)	
	High—Walkability factor of 9-13.5 (12)	
	Very High—Walkability factor of 13.5+ (16)	16
Link: The project connects to other multimodal facilities. (0–4)	No link to Pedestrian/Bicycle/Transit Facility (0)	
	Link to Pedestrian OR Bicycle OR Transit Facility (2)	
	Link to Pedestrian AND Bicycle AND Transit Facility (4)	4
Title VI —It is the City of Kirkland’s policy to ensure full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from programs and activities.		24
Equity and Social Justice: Based upon WSDOT ALPACA & OSPI Report Card. (0–24) Application for Local Planning and Community Accessibility http://www.wsdot.wa.gov/mapsdata/tools/communityaccessibility/ Office of Superintendent of Public Instruction http://reportcard.ospi.k12.wa.us/summary.aspx?groupLevel=District&schoolId=1519&reportLevel=School&year=2014-15	Minority (<12%=0; 12%-20%=2; 20%<=5)	5
	Free & Reduced Meals (<5%=0; 6%-24%=2; 25%<=5)	5
	Language Block Group (>6%=5)	5
	Disabled (<5%=0; 5%-7%=2; 7%<=5)	5
	Elderly % Over 65 (>10%=2)	2
	Veterans (>5%=2)	2
Community Input —Because of the scale of pedestrian projects, gathering the on-the-ground knowledge through community input is particularly important in selecting pedestrian projects.		2
Neighborhood Association Support: Project was reviewed by the Neighborhood Association and received a priority ranking and is identified on 2015-2020 CIP as a Potential Non-Motorized Project. (0–2)	Project Priority 1 (2)	2
	Project Priority 2 (0)	



Legend

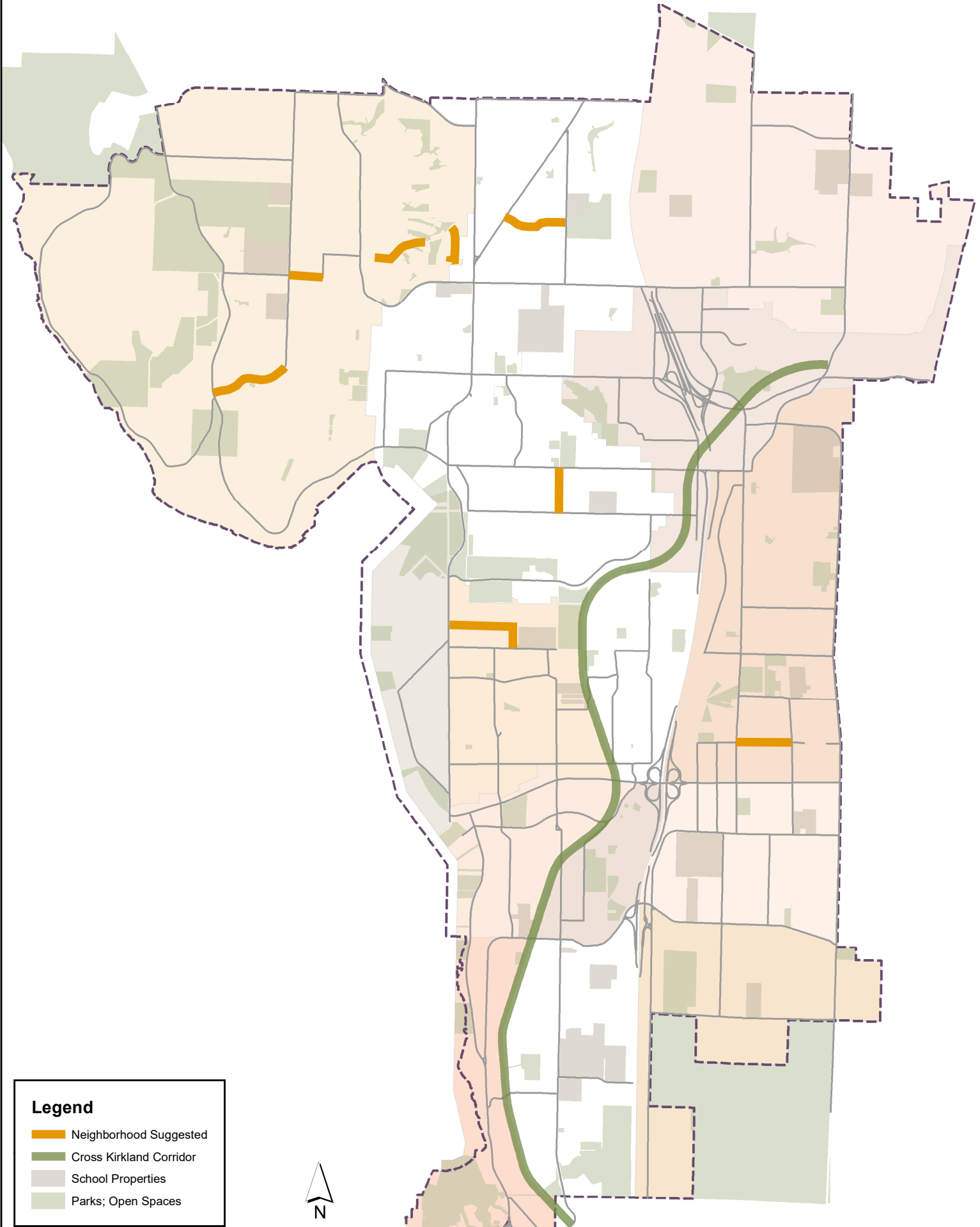
- Top Priority School Walk Routes
- Second Priority Gaps on Collectors and Arterials
- Extruded Curb on Collectors & Arterials
- Cross Kirkland Corridor
- School Properties
- Parks; Open Spaces



Legend

-  Gaps on Neighborhood Streets (not on 2001 list)
-  Extruded Curb on Collectors & Arterials
-  Cross Kirkland Corridor
-  School Properties
-  Parks; Open Spaces





Legend

- Neighborhood Suggested
- Cross Kirkland Corridor
- School Properties
- Parks; Open Spaces



CITY OF KIRKLAND CITY COUNCIL POLICIES AND PROCEDURES



October 2017

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CHAPTER 1: CITY COUNCIL VISION AND GOALS

1.01 Vision. 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.

1.02 Goals — Purpose. 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.

1.03 Operational Values. 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 the 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.
- **Community** – The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals 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.

1.04 City Council Goals

NEIGHBORHOODS

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

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

PUBLIC SAFETY

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

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

HUMAN SERVICES

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

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

BALANCED TRANSPORTATION

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

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

Value Statement: 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.

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

DIVERSE HOUSING

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

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

FINANCIAL STABILITY

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

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

ENVIRONMENT

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

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

ECONOMIC DEVELOPMENT

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

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

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

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

CHAPTER 2: CITY COUNCIL CODE OF CONDUCT

2.01 Code of Conduct for City Council and Boards and Commissions. The Code of Conduct is supplemental to the Kirkland Municipal Code and the Code of Ethics and applies to the City Council and all members of City advisory boards and commissions. The Code of Conduct describes how Kirkland officials treat each other and work together for the common good of the community. Conducting the City's business in an atmosphere of respect and civility is the underlying theme in this Code. City Officials are responsible for holding themselves and each other accountable for displaying actions and behaviors that consistently model the ideals expressed in the Code.

Implicit in the Code of Conduct is recognition of the worth of individual members and an appreciation for their individual talents, perspectives and contributions. The Code will ensure an atmosphere where individual members, staff and the public are free to express their ideas and work to their full potential.

As a City Official of the City of Kirkland, I agree to these principles of conduct:

We consistently demonstrate the principles of professionalism, respect and civility in working for the greater good of Kirkland.

We assure fair and equal treatment of all people.

We conduct ourselves both personally and professionally in a manner that is above reproach.

We refrain from abusive conduct, personal charges or verbal attacks on the character or motives of Council members, commissioners, staff and the public.

We take care to avoid personal comments that could offend others.

We show no tolerance for intimidating behaviors.

We listen courteously and attentively to all public discussions and treat all people the way we wish to be treated.

We serve as a model of leadership and civility to the community.

Our actions inspire public confidence in Kirkland government.

Keeping in mind the common good as the highest purpose, we will focus on holding efficient meetings that achieve constructive solutions for the public benefit.

We work as a team to solve problems and render decisions that are based on the merits and substance of the matter.

We respect differences and views of other people.

We adhere to the principles and laws governing the Council/Manager form of government and treat all staff with respect and cooperation.

We will refrain from interfering with the administrative functions and professional duties of staff.

We will not publicly criticize individual staff but will privately communicate with the City Manager any concerns about a department or department director or staff person.

We will refrain from negotiating or making commitments without the involvement and knowledge of the City Manager.

We will work with staff in a manner that consistently demonstrates mutual respect.

We will not discuss personnel issues, undermine management direction, or give or imply direction to staff.

We will communicate directly with the City Manager, department directors or designated staff contacts when asking for information, assistance or follow up.

We will not knowingly blindside one another in public and will contact staff prior to a meeting with any questions or issues.

We will not attend City staff meetings unless requested by staff.

CHAPTER 3: CITY COUNCIL MEETINGS

3.01 Rules Governing the Conduct of Meetings. The order of procedure contained in this Chapter shall govern deliberations and meetings of the Council of the City of Kirkland, Washington. *Roberts Rules of Order, Newly Revised*, shall govern the deliberations of the Council except when in conflict with any of the rules set forth in this Chapter.

3.02 Submittal of Council Agenda Items. Items of business to be considered at any Council meeting shall be submitted to the City Manager no later than the Wednesday morning prior to a scheduled Council meeting. A written agenda and informational material is to be prepared and sent the Friday preceding each meeting to each Councilmember. Urgent items arising after the regular agenda has been prepared may be placed on the agenda if the Councilmember or City Manager explains the necessity and receives a majority vote of the Council on a motion to add the item.

3.03 Regular Meetings. Regular meetings of the Council shall be held as provided for by ordinance.

3.04 Quorum. At all meetings of the Council, a majority of the Councilmembers shall constitute a quorum for the transaction of business, but a lesser number may adjourn from time to time to secure the attendance of absent members.

3.05 Order of Business. The order of business shall be as follows:

1. Call to Order
2. Roll Call
3. Study Session
4. Executive Session
5. Honors and Proclamations
6. Communications
 - a. Announcements
 - b. Items from the Audience (See Section 3.07 for the three minute limitation.)
 - c. Petitions
7. Special Presentations
8. Consent Calendar
 - a. Approval of Minutes
 - b. Audit of Accounts and Payment of Bills and Payroll
 - c. General Correspondence
 - d. Claims
 - e. Award of Bids
 - f. Acceptance of Public Improvements and Establishing Lien Periods
 - g. Approval of Agreements
 - h. Other Items of Business
9. Public Hearings
10. Unfinished Business
11. New Business
12. Reports
 - a. City Council Regional and Committee Reports
 - b. City Manager Reports

(1) Calendar Update

13. Items from the Audience
14. Adjournment

3.06 Consent Calendar. Any matter, which because of its routine nature, would qualify for placement on the Consent Calendar pursuant to section 3.05, may be included on the Consent calendar, notwithstanding action on the matter may, by law or otherwise, require adoption of a resolution or ordinance.

Any item may be removed from the Consent calendar and moved to the regular agenda upon the request of any Councilmember. All items remaining on the Consent calendar shall be approved by a single motion. Whenever an ordinance is included on the Consent calendar, approval of the calendar shall be by roll call vote.

3.07 Public Comment. The Council believes that the following procedure for public comment during regular City Council meetings will best accommodate the desires and concerns of the Council and the public:

1. During the time for "Items from the Audience," speakers may not comment on matters which are scheduled for a public hearing, or quasi-judicial matters. The Council will receive comments on other issues, whether the matter is on the agenda for the same meeting or not. When possible, items on the agenda will be marked with an asterisk when the Council cannot receive comments on such matters during the time for "Items from the Audience."

2. During the times for "Items from the Audience," whether at the beginning or end of the meeting, each speaker will be limited to three minutes. No more than three speakers may address the Council on any one subject. However, if both proponents and opponents wish to speak, then up to three proponents and up to three opponents of the matter may address the Council. Unless it is 10:00 p.m. or later, speakers may continue to address the Council during an additional Items from the Audience period at the end of the meeting; provided, that the total amount of time allotted for the additional Items from the Audience period shall not exceed 15 minutes. A speaker who addressed the Council during the earlier Items from the Audience period may speak again, and on the same subject, however, speakers who have not yet addressed the Council will be given priority.

3.08. Petitions. In the event that the City Council is presented with a petition from a citizen, the City Council will take a formal vote providing direction which may include any of the following options:

1. Accept the petition and refer the matter to a Council Committee for further study.
2. Accept the petition and refer to staff for follow-up.
3. Accept the petition and determine that no further action is needed.

Any petition referred to a Council Committee or staff will be presented at a subsequent regular meeting with an explanation of the resolution.

In order to be considered complete, a petition should include each signer's name and their city of residence.

3.09 Regional and Committee Reports. The Councilmember representative or chair of each respective regional or other committee, or the Councilmember acting for him/her in his/her place,

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Exhibit A

shall submit or make all reports to the Council related to new or significant items or when so requested by the presiding officer or any member of the Council.

3.10 Duties of the Presiding Officer. It shall be the duty of the presiding officer of the Council to:

1. Call the meeting to order.
2. Keep the meeting to its order of business.
3. Announce the agenda item and determine if the Council wishes to receive a staff report.
4. If, after presentation of the report or based upon the written report, action is desired, recognize Councilmember to make a motion to propose appropriate action. Require a second to each motion, for those motions which must be seconded.
5. Handle discussion in an orderly way:
 - a. Give every Councilmember who wishes an opportunity to speak.
 - b. Permit audience participation at appropriate times.
 - c. Keep all speakers to the rules and to the question.
 - d. Give pro and con speakers equal opportunity to speak.
 - e. Repeat motions, put motions to a vote and announce the outcome.
 - f. Suggest but not make motions for adjournment.
 - g. Appoint committees when authorized to do so.
6. Maintain order and decorum.

3.11 Rules for Councilmember Conduct.

1. No member shall speak more than twice on the same subject without permission of the presiding officer.
2. No person, not a member of the Council, shall be allowed to address the Council while it is in session without the permission of the presiding officer.
3. All questions on order shall be decided by the presiding officer of the Council with the right of appeal to the Council of any member.
4. Motions shall be reduced to writing when required by the presiding officer of the Council or any member of the Council. All resolutions and ordinances shall be in writing.

3.12 Voting. Each member present shall vote on all questions put to the Council. The duty to vote shall be excused when a Councilmember has a financial interest in the question or, in quasi-judicial matters, where a Councilmember has an appearance of fairness problem. When voting on any matter before the Council, a majority of the entire membership of the Council is required for passage of any ordinance, resolution or motion, provided that a simple majority of the members present shall be sufficient with respect to the following motions:

1. To adjourn, to table or continue a matter,
2. To go into or out of executive session,
3. To schedule a special meeting of the City Council,
4. To add or remove items on a future Council meeting agenda,
5. To approve or authorize the sending of a letter or other communication so long as the letter or communication sets forth a policy or position previously agreed to by a majority of the entire Council membership,

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6. To establish the date for a public hearing, unless such hearing is required to be set by ordinance or resolution,
7. To authorize call for bids or requests for proposals, and
8. To approve a Consent calendar, provided that any ordinance, any grant or revocation of franchise or license, or any resolution for payment of money included on the Consent calendar, has first been removed.
9. To authorize a Councilmember to serve as presiding officer in the event of the absence, extended unavailability or vacancies in the offices of both the Mayor and Deputy Mayor.

3.13 Tie Votes. A tie vote, on a matter requiring four affirmative votes for passage, shall not be dispositive of the matter voted upon, but shall be deemed to have tabled the matter until the next succeeding regular meeting at which all seven Councilmembers are present. At that meeting, any member may move to take the matter off the table.

3.14 Non-Tie Vote with Lack of Affirmative Votes. A non-tie vote which fails for a lack of four affirmative votes, as to a matter which requires four affirmative votes for passage, shall be deemed to defeat the matter voted upon. Any Councilmember may move to reconsider the matter at the next succeeding regular meeting at which all seven Councilmembers are present.

3.15 Motions to Reconsider. Except as provided in Section 3.14, motions to reconsider must be made by a member who votes with the majority, and at the same or next succeeding meeting of the Council.

3.16 Motions to Lay A Matter on the Table. Motions to lay any matter on the table shall be first in order; and on all questions, the last amendment, the most distant day, and the largest sum shall be put first.

3.17 Motion for Adjournment. A motion for adjournment shall always be in order.

3.18 Motions and Discussion by the Presiding Officer. The presiding officer, as a member of the Council may, at his or her discretion, call any member to take the chair, to allow the presiding officer to make a motion, but may otherwise discuss any other matter at issue subject only to such limitations as are imposed by these rules on other Councilmembers.

3.19 Suspension of Rules. The rules of the Council may be altered, amended or temporarily suspended by a vote of two-thirds of the members present; provided, that at least four affirmative votes be cast.

3.20 City Staff Attendance at Meeting. The City Manager, City Attorney, City Clerk, and such other officers and/or employees of the City of Kirkland shall, when requested, attend all meetings of the Council and shall remain in the Council chamber for such length of time as the Council may direct.

3.21 Minutes. The City Clerk shall keep correct minutes of all proceedings. The votes of each Councilmember on any ordinance and the ayes and nays on any other question shall be entered in the minutes. Copies of the minutes shall be made available to the members of the Council as part of the Council meeting packet prior to their next regular meeting.

3.22 Procedure for Considering Process IIA Appeals. The City Council shall consider a Process IIA appeal under Kirkland Zoning Code (KZC) Chapter 150 at one meeting, and shall vote on the appeal at the next or a subsequent meeting, in order for the Council to gather more information

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from the record and consider the appeal; provided, that the Council, by a vote of at least five members, may suspend this rule and consider and vote on the appeal at the first meeting. The Council's vote (to affirm, modify or reverse the decision of the Hearing Examiner, or direct the Hearing Examiner to hold a rehearing) shall occur within 60 calendar days of the date on which the letter of appeal was filed, pursuant to KZC 150.125.

3.23 Procedure for Considering Process IIB Applications. The City Council shall consider a Process IIB application under KZC Chapter 152 at one meeting, and shall vote on the application at the next or a subsequent meeting; provided, that the Council, by a vote of at least five members, may suspend this rule and consider and vote on the application at the first meeting. The Council shall first consider the application at a meeting held within 45 calendar days of the date of issuance of the Hearing Examiner's recommendations, pursuant to KZC 152.90.

3.24 Remote Attendance at Council Meetings. From time to time, a Council Member may not be able to be physically present at a Council meeting, but will want to be involved in the discussion and/or decision of all items on the agenda or only on particular agenda items. The procedure and guidelines for permitting a Council Member to attend a Council meeting by speakerphone or other audio/video equipment are as follows. Remote attendance should be the rare exception, not the rule, and requires the approval of the majority of the Council as provided for below.

1. Examples of situations where remote attendance would be appropriate include, but are not limited to:

- a. An emergency exists which prevents Council Members from attending in person and immediate action is needed.
- b. An agenda item is time sensitive, and remote attendance is needed for a quorum.
- c. An agenda item is of very high importance to the Council Member who cannot be physically present.
- d. It is important for all Council Members to be involved in a decision, but one Council Member is unable to be physically present.

2. Procedure and Guidelines. If a Council Member wishes to participate in Council meeting agenda items remotely, the Council Member should notify Council of his or her intent at the Council meeting prior to the meeting which they wish to attend remotely. If that is not possible, the Council Member should notify the City Manager not later than the business day prior to the Council meeting which the Council Member wishes to attend remotely. With less notice, it may not be possible to make the necessary arrangements to allow remote attendance. If the Mayor attends remotely, he or she may participate in discussions, but the Deputy Mayor, if physically present at the Council meeting shall be the presiding officer.

A Council Member may participate in some or all of the Council meeting remotely. When the portion of the Council meeting involving remote attendance is before the Council, the presiding officer shall inform all present of the intent to initiate a remote communication.

- a. The presiding officer shall confirm and announce that all present at the meeting and in the remote location can clearly hear all other parties and (as appropriate) access visual content that may be presented.

- b. With such confirmation, Council Members – whether they are physically at the meeting or at a remote location - constituting a majority may approve the use of remote communication for all or any specified portion of the meeting.
 - c. Unless the Council Member is participating remotely for the entire meeting, when the portion of the Council meeting for which remote attendance has been approved has concluded, the presiding officer shall announce the same and the attendance of the Council Member communicating remotely shall end. The City Clerk shall record the beginning and ending times of the remote attendance.
 - d. In the event that a remote communication link is broken or significantly degraded such that it no longer meets the full requirements of this section, the presiding officer shall confirm the loss of service and announce the close of the remote attendance. The attendance of the Council Member communicating remotely shall end. The City Clerk shall record the time of the closure.
3. Requirements of the System. The Council Member attending remotely must be able to hear the discussion on the agenda item taking place in the Council chambers, and must be able to be heard by all present in Council Chambers.
4. For purposes of voting, remote attendance at a Council meeting shall be considered equal to being physically present at the meeting. All votes conducted with a Council Member attending remotely shall be conducted by roll call.

3.25 Special Meetings and Emergencies. Special meetings, including dates, times and locations for meetings conducted during emergencies, shall be held in accordance with Chapter 42.30 RCW, the Open Public Meetings Act. Special meetings are held at the request of the Mayor or, in the event of the extended unavailability of the Mayor, the Deputy Mayor. In the event of the extended unavailability of both the Mayor and the Deputy Mayor, special meetings are held at the request of the Council Member designated by the Council as presiding officer in the extended unavailability or vacancies in the offices of the Mayor and Deputy Mayor or, if no Council Member has been so designated, then the Presiding Officer shall be the first available Council Member serving as Committee Chair of a Council Committee in the following order: (1) Public Safety; (2) Public Works and Finance; (3) Finance and Administration; or (4) Planning and Economic Development. When the unavailability of any Council Member becomes extended depends on the facts and circumstances but generally occurs when a special meeting needs to be scheduled and held on an urgent basis and such Council Member is not available for any reason other than vacancy. The extended unavailability of a Council Member does not, by itself, constitute a vacancy.

3.26 Vacancies. Vacancies on the Council created by operation of applicable state law shall be filled as follows in accordance with RCW 42.12.070:

1. Where one position is vacant, the remaining Councilmembers shall appoint a qualified person to fill the vacant position.
2. Where two or more positions are vacant and two or more Councilmembers remain in office, the remaining Councilmembers shall appoint a qualified person to fill one of the vacant positions, the remaining Councilmembers and the newly appointed person shall appoint another qualified person to fill another vacant position, and so on until each of the vacant positions is filled, with each of the new appointees participating in each appointment that is made after his or her appointment.

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3. If less than two Councilmembers remain in office, the King County Council shall appoint a qualified person or persons to the Council until the Council has two Councilmembers.
4. If the Council fails to appoint a qualified person to fill a vacancy within 90 days of the occurrence of the vacancy, the authority of the Council shall cease and the King County Council shall appoint a qualified person to fill the vacancy.
5. If the King County Council fails to appoint a qualified person within 180 days of the occurrence of the vacancy, the King County Council or the Council may petition the Governor to appoint a qualified person to fill the vacancy. The Governor may appoint a qualified person to fill the vacancy after being petitioned if at the time the Governor fills the vacancy the King County Council has not appointed a qualified person to fill the vacancy.
6. As provided for in Chapter 29A.24 RCW, each person who is appointed to the Council shall serve until a qualified person is elected at the next election at which a member of the Council normally would be elected. The person elected shall take office immediately and serve the remainder of the unexpired term.

CHAPTER 4: STUDY SESSIONS AND RETREATS

4.01 Study sessions. Study sessions shall be held as provided by Kirkland Municipal Code 3.10.020. Study sessions are used by the Council to review upcoming agenda items, current and future programs or projects, to discuss, investigate, review or study matters of City business for informational purposes. No final action is taken while in study session; however, the Council may provide direction to staff by consensus or vote. Council direction shall be summarized in writing and presented to the City Council at a regular meeting. Final action on direction provided at a study session will be scheduled for a regular or special council meeting.

4.02 Council retreats. Council retreats are held annually or semi-annually at the Council's discretion. The purpose of the retreats is to allow the Council to devote concentrated attention to single or multiple time consuming subjects. No final action is taken at retreats; however, the Council may provide direction to staff by consensus or vote. Council direction shall be summarized in writing and presented to the City Council at a regular meeting. Final action on direction provided at a Council retreat will be scheduled for a regular or special council meeting.

CHAPTER 5: COUNCIL COMMUNICATIONS

5.01 Written Correspondence. Access to the City Council by written correspondence is a significant right of all members of the general public, including in particular, residents of the City. The City Council desires to encourage the exercise of this access right by the general public to bring to the attention of the Council, matters of concern to Kirkland residents. In order to do this most effectively, some orderly procedure for the handling of written correspondence is essential. One concern of the City Council is application of the appearance of fairness doctrine to correspondence addressed to the Council, concerning matters which will be coming before the City Council in a quasi-judicial or land use hearing context. Special care in the way the content of those letters is brought to the attention of the individual members of the Council is essential in order that an unintended violation of the appearance of fairness doctrine does not result.

The Council believes that the following procedure for handling of written correspondence addressed to the Council will best accommodate the desires and concerns of the Council as set forth in this section:

1. Correspondence of an Information Only Nature — Correspondence which is purely of an informational nature and which does not require a response or action should not be placed on the Council meeting agenda by the City Clerk, but rather transmitted to the Councilmembers in the normal course of daily business.

2. Routine Requests — Items of a routine nature (minor complaints, routine requests, referrals, etc.) shall be answered by staff. Routine requests and staff responses shall be transmitted to the Councilmembers in the normal course of daily business.

3. Significant Correspondence — Correspondence that requires policy decision or approval by Council shall be placed by the Clerk on the regular Council agenda, either under New Business or if appropriate, under Unfinished Business, and shall be accompanied by staff report as are all other agenda items. Direct replies may be made by the City Manager if policy matters are not involved or the Council has previously provided policy direction. Replies shall be transmitted to the Councilmembers in the normal course of daily business.

4. Correspondence Directly Relating to Quasi-Judicial Hearing Matters — All such correspondence when so identified by the City Clerk shall not then be included within the agenda materials, but shall be placed in a City Council communication holding file, or directly into the appropriate hearing file, so that they will be circulated to City Councilmembers at the time that the matter comes before the City Council for its quasi-judicial consideration, and as a part of the hearing record for that matter. The City Clerk shall also advise the sender of each such letter, that the letter will be coming to the attention of the City Council at the time that the subject matter of the letter comes before the Council in ordinary hearing course.

5. Prompt Acknowledgments — The City Manager or designee will promptly acknowledge the receipt of all written correspondence and inquiries and, where appropriate, advise the writer of referral to the City Council or a City department.

5.02 Council Communications with the Public. The Kirkland City Councilmembers are committed to open and progressive communications in their capacity as elected officials. Individual Councilmembers use a variety of methods to communicate with the public, stakeholders, partners

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and the media. Social media platforms offer a way to deliver public information and customer service to constituents and give citizens another means to interact with their government. The purpose of this policy is to provide guidelines for Council communication with the public, when Councilmembers are acting in their official capacity or commenting on City government matters, through traditional media outlets or the use of social media platforms through personal accounts or pages.

The Council believes that the following guidelines will provide consistency in procedures and allow for use of more tools to communicate with the public.

1. The content and tenor of all public communications should model the same professional behavior displayed during Council meetings and community meetings and reflect well on the individual Councilmember, the City Council as a whole and the community.
2. The following disclaimers should be included in whole or referenced with a link to the disclaimers for all communications initiated by Councilmembers in open forums.
 - a. The views expressed represent the views of the author and may not reflect the views of the Kirkland City Council.
 - b. Responses to this communication by other Councilmembers may be limited by the provisions of the Open Public Meetings Act under which a policy discussion must be held in an open public meeting if a quorum of the City Council participates.
 - c. Comments posted in response to a Councilmember-initiated communication may be subject to public disclosure under the Public Records Act.
3. Media outlets such as newspapers, radio and television news coverage may be used as communications medium by individual Councilmembers provided that the communication clearly states that the views expressed do not represent those of the City Council or the City of Kirkland but the views of the individual Councilmember.
4. Communications Initiated by Councilmembers. Guest editorials, letters to the editor and blog posts published by Councilmembers should be provided to the full City Council at the same time they are delivered to the media outlet. Drafts of guest editorials, letters to the editor or blog posts may not be circulated for comment by a quorum of the Council prior to publication as this may violate the Open Public Meetings Act.
5. Use of Social Media. Posts to social media sites (Web 2.0) such as blogs, Facebook and Twitter may be used by individual Council members to communicate with the public provided the following guidelines are used:
 - a. Blog posts or other posts to social media sites should include, or reference by a link, the disclaimers listed in Section 2.
 - b. Social media sites are not to be used for the conduct of City Council business other than to informally communicate with the public. Public notices, items of legal or fiscal significance that have not been released to the public and discussion of quasi-judicial matters may not be included in Councilmembers social media posts. Councilmembers are encouraged to maintain social media sites with settings that can restrict users' ability to comment in order to avoid inadvertent

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discussions of these items. Unsolicited public comments on quasi-judicial matters must be placed on the record by the Councilmember at the time the matter is before the City Council for consideration.

- c. In order to demonstrate- openness and a willingness to listen to the entire community, Councilmember posts on social media sites should be made through a public-facing page or by marking individual posts as available to the public as a whole.
 - d. When commenting on a post or an article published by someone other than a Councilmember, a link to the standard disclaimers in Section 2 should be included within the thread.
6. If a Councilmember makes a factual error in a public communication, it should be corrected as soon the error comes to light. Blog posts may be corrected by amending a previous post with a note that a correction was made.
 7. Retention of Council Electronic Communications and Social Media Content. All email and text messages, files downloaded from outside sources and other electronic files, relating to the conduct of government or the performance of any governmental or proprietary function, are considered official City business records and are subject to the Washington State Public Records Act and the laws governing the retention and destruction of public records.¹
 - a. Email messages sent or received via City email addresses are captured by the City archiving system servers. Council communications are potentially archival and will be retained in accordance with the State retention schedule.
 - b. Email messages sent or received using personal addresses should be forwarded to the member's City account, but should also be maintained in their original form to preserve associated metadata. Attachments should be saved to City server drives as appropriate.
 - c. Text message records are maintained by the communications carrier/providers with varying policies and practices, and can be difficult to retrieve and to maintain in accordance with State law. At this time, Councilmembers should only use text messaging for transitory communications and not to discuss City business.
 - d. Social Media postings should be captured via screen shots which are emailed to, and retained in, the Councilmember's City email account as an interim archiving method pending selection of an appropriate social media archiving technology solution.
 - e. Members should consult with the City Clerk's Office for assistance with any retention questions.
 8. Use of City-owned equipment to update personal social media sites or email accounts is subject to Administrative Policy 7.1 which allows for incidental use of City equipment for personal needs provided the activity does not cause the City to incur additional cost or liability or pose additional risk to security, privacy or conflict with any other City policy.

¹ "Public record" is broadly defined in RCW 42.56.010(3) to include, ". . . any writing containing information relating to the conduct of government or the performance of any governmental or proprietary function prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics. . . "

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Use of City-owned equipment or email accounts for campaign purposes is prohibited by RCW 42.17A.555.

CHAPTER 6: PROCLAMATIONS

6.01 Proclamations. A proclamation is a formatted certificate, issued by the Mayor, to give recognition and support to ceremonial occasions and special events, or to raise awareness about concerns of interest to the community as a whole. Proclamations are symbolic; no official policy, action or legal act is imparted or intended as a result.

1. All proclamations will be issued at the discretion of the Mayor.
2. Proclamations can recognize international, national, state, and local events, as well as matters of historical interest, in order to bring them to the attention of Kirkland citizens. Proclamation content should relate to a public purpose or benefit.
3. A proclamation that has not previously been issued by the Mayor of Kirkland shall be reviewed by the Mayor and Deputy Mayor for content to ensure that it does not conflict with an adopted policy position of the Kirkland City Council.
4. The City Manager's Office will coordinate all requests for proclamations. Proclamation requests should be received no later than two weeks prior to a City Council Meeting to allow time for the proclamation to be prepared, reviewed, and added to the Council Agenda.
5. Proclamations shall be presented at Council Meetings only if a recipient is present in the audience or at the discretion of the Mayor. All other proclamations will be sent by mail to the recipient.

CHAPTER 7: COUNCIL COMMITTEES

7.01 Purpose and Relationship to City Council. Committees are advisory and do not take action on behalf of the Council. The purpose of Council Committees is to review matters in detail and to make reports to the full Council for possible Council actions. Council Committees may be standing committees or ad hoc committees which are appointed for special or time-limited subjects. Ad hoc committees are disbanded when they complete their assigned task.

There are four standing Council Committees:

- Finance and Administration
- Public Safety
- Planning and Economic Development
- Public Works, Parks and Human Services

7.02 Council Committee Topics. Committee topics are developed through a collaborative process between the City Council and staff or by referral by the City Council. Council Committees will be assigned an agenda topic when it supports a policy or budget decision that will come before the City Council in the near future. Agenda items may be:

- Identified by the Committee and approved by the City Council;
- Referred by City Council to a committee for monitoring or input, or;
- Referred by the City Manager for early input prior to presentation to the City Council.

New topics requested by a Councilmember that involve more than four hours of staff time should be reviewed by the City Manager for staff impacts. All topics referred to Council Committees will have final consideration before the full Council after receiving a report from the Council Committee regarding all policy options presented. The chair of each Council Committee is responsible for reporting to the City Council, at a regular meeting, new or significant items discussed at the committee's most recent meeting. Meeting minutes for every Council Committee meeting will be posted to the City's webpage and the Council's internal web page along with a list of current and future topics being discussed by each committee. The topic lists will also indicate when and by whom the topics were initiated. Pending agenda topics for Council Committees will be reviewed at least annually by the full Council when outdated or unnecessary topics may be eliminated unless the City Council decides to carry over a particular topic into the next year.

7.03 Council Committee Meetings. The regular time and location of standing Council Committee meetings will be posted on the City's website. Special meetings and/or changes in the date, time or location will also be posted.

Finance and Administration	Monthly, last Tuesday, 9 a.m.	City Hall - 123 5 th Ave.
Planning and Economic Development	Monthly, 2 nd Monday, 3 p.m.	City Hall - 123 5 th Ave.
Public Works, Parks and Human Services	Monthly, 1 st Wednesday, 10 a.m.	City Hall - 123 5 th Ave.
Public Safety	Monthly 3 rd Thursday, 8:30 a.m.	City Hall - 123 5 th Ave.

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Standing Council Committee meetings are open to the public. Members of public may attend standing Council Committee meetings, but may not provide testimony or participate in the meeting discussion. Unless a quorum of the Council is in attendance, ad hoc meetings of Council Committees, such as tours or meetings with other elected officials, do not need to be posted the City's website.

If a committee member is unable to attend the committee meeting in person, they may attend by speaker phone provided that adequate notice is provided to the Chair and the City Manager.

7.04 Council Committee Appointments. Council Committee appointments are generally for a two-year period. Unless a vacancy occurs, Council Committee appointments are made every even-numbered year to coincide with the Council selection of the Mayor. Immediately following the first regular Council meeting in even-numbered years, City Council members should let the Mayor know about their interest in serving on the various City Council and regional committees. The Mayor and Deputy Mayor will then meet to consider committee appointments and they will develop a recommended list of committee appointments. This list of recommended appointments will then be presented at the second City Council meeting in January for Council's consideration at which time the committee appointments will be made by the City Council.

If a vacancy should occur during the year, this appointment opportunity should be announced at a Council meeting. Those Council members interested in filling this position should let the Mayor know before the next City Council Meeting. The Mayor and Deputy Mayor will make a recommendation for City Council's consideration to fill this vacancy at that following Council meeting.

7.05 Council Standing Committees.

Committee/Topic Areas	Staff
Finance and Administration <ul style="list-style-type: none"> • Finance and budget • Utility rates • Human Resources and Performance Management • Technology • Public Records • Council Policies and Procedures 	<i>Deputy City Manager and Director of Finance and Administration</i>
Public Safety <ul style="list-style-type: none"> • Police • Fire and Emergency Medical Services • Municipal Court • Emergency Management • Code Enforcement 	<i>Deputy City Manager</i>
Planning and Economic Development <ul style="list-style-type: none"> • Business Retention and Recruitment • Business Roundtable • Tourism • Events • Development Services (permitting) • Long Range Planning • Housing 	<i>Planning and Community Development Director and Economic Development Manager</i>

<p>Public Works, Parks and Human Services</p> <ul style="list-style-type: none"> • Public Works operations and CIP • Parks Operations and CIP • Parks planning • Environment • Utilities • Facilities and Fleet • Human Services 	<p><i>Public Works Director and Parks and Community Services Director</i></p>
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7.06 Council Intermittent Committees

Committee/Topic Areas	Staff
<p>Legislative</p> <ul style="list-style-type: none"> • State and Federal Legislative Agenda and Monitoring • Liaison with State and Federal Elected Officials 	<p><i>Intergovernmental Relations Manager</i></p>

CHAPTER 8: BOARD AND COMMISSION APPOINTMENTS

It shall be the policy of the Kirkland City Council to make appointments to official advisory boards or commissions generally in accordance with the following:

8.01 Applicability/Definition. **Unless otherwise provided by statute or the Kirkland Municipal Code**, for the purposes of this policy, the term advisory board shall include the following appointed bodies:

Cultural Arts Commission
 Design Review Board
 Human Services Commission
 Park Board
 Planning Commission
 Library Board
 Tourism Development Committee (Lodging Tax Advisory Committee)
 Salary Commission
 Transportation Commission

8.02 Eligibility. Relatives, family members or domestic partners of Councilmembers will not be eligible to serve on City advisory boards. Members of the family of a City employee who works in a department, that provides staff assistance or support to an advisory board, shall not be eligible to serve on that board.

8.03 Non-Discrimination. The Council shall not discriminate on the basis of an applicant's race, ethnic background, creed, age*, sex, marital status, sexual orientation, or sensory or physical handicap in the making of appointments.

*City council has made age a qualification for specific seats on certain advisory bodies.

8.04 Concurrent Offices. At no time shall any person serve concurrently as a member of more than one of the above listed City Boards.

8.05 Terms. Appointments shall be made for four-year terms, unless otherwise provided by statute or Kirkland Municipal Code. Terms shall expire on the 31st of March of the applicable year. A member being appointed to fill a vacant position shall be appointed to fill the vacancy for the remainder of the unexpired term.

8.06 Term Limitations. No individual shall serve more than two full four-year terms as a member of a City of Kirkland appointed advisory board; provided, if an individual is appointed to fill 730 days or less of an unexpired term and serves that term, the individual is eligible to apply for and serve two additional four-year terms. If an individual is appointed to fill 731 days or more of an unexpired term and serves that term, the individual would be eligible to apply for and serve for only one additional four-year term.

8.07 Attendance. Appointees shall attend 80 percent of all meetings in any 12-month period for which there is no prearranged absence, but in any case shall attend no less than 60 percent of all meetings unless waived by the City Council.

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8.08 Appointment/Reappointment. An open competitive process will be used to fill vacancies. City Council will initiate an open and competitive application process and solicit applicants for the position(s). All advisory board members completing their term who are interested in and eligible for reappointment may be reappointed by the City Council for a second term without an open competitive process.

8.09 Criteria for Reappointment. Information will be sought from the Board/Committee Chairs and the City Manager (or appropriate staff) when considering reappointments. Reappointments are based on the following criteria:

Minimum performance – attendance, incumbent reads the materials, has a basic understanding of the issues and participates in discussion.

Performance – has well-thought-out arguments, logically presented, and is a good advocate. Shows ability to analyze complex issues and to judge issues on substantive grounds. Understands difference between quasi-judicial and legislative matters.

Personal relations – has good understanding of relative roles of Council, Commissioners and staff and is sensitive to staff's job. Is generally respectful of others' viewpoints. Is a good team player, shows willingness to compromise, work toward a solution, without sacrificing his/her own principles.

Growth/improvement – has shown personal and/or intellectual growth in the position. Has shown improved performance, has taken advantage of continuing education opportunities or other indicia of growth or improvement.

Public benefit – reappointment provides a benefit to the commission as a body; provides or enhances balance on the commission geographically and/or philosophically.

8.10 Reappointment Process. Prior to the beginning of the open competitive process, an ad hoc committee of the Council will be chosen, by lot, to review and recommend incumbents for a second term. The recommendations will be based upon past performance and made in consultation with the appropriate Board or Commission chair for presentation to the City Council at the next regular meeting.

8.11 Application Process. Openings for advisory board positions shall be widely advertised in local newspapers, as well as other means available and appropriate for this purpose. Applicants shall be required to complete a City application form provided for this purpose, and to submit a completed application by the specified recruitment deadline. Late applications will not be accepted; however, the City Council may choose to extend an application deadline, if necessary, to obtain a sufficient number of applicants for consideration. Copies of all applications will be provided to the City Council.

8.12 Appointment Process. Upon receipt of applications, the Council will review the applications and reduce the number of applicants for interview to three applicants for each vacancy. For example, if there were one vacancy on a board or commission, the Council would reduce the pool of applicants to be considered to three. If there were two vacancies, the Council would reduce the pool of applicants to be considered to six. In cases where the number of applicants for interview require a reduction from the number that have applied, the ad hoc committee of the Council will recommend to the entire Council those to be interviewed for each board or commission and those recommended not to be interviewed.

Interviews of applicants shall be conducted in open session. The chairperson of the respective advisory board (or a representative) will also be invited to attend the interviews, and may participate in the process to the degree desired by the Council. Upon completion of the interviews, the Council shall, in open session, make its reappointments of incumbents and appointments of new members and may designate alternates that could be considered for appointment in the event of a vacancy occurring within six months of the appointment through resignation or removal. Following appointment, the appointee and alternates, as well as all other candidates, will be notified in writing of the Council's decision.

8.13 Criteria for Removal. Failure to continue to meet the criteria for reappointment to boards and commissions and the attendance standard set forth above is cause for the removal of a member of a board or commission by a majority vote of the Council.

8.14 Open Government Training Requirement. Within 90 days of assuming their positions, all members of boards and commissions appointed by the City Council must receive the training required by the Open Government Trainings Act regarding the Open Public Meetings Act.



CITY OF KIRKLAND CODE OF CONDUCT FOR CITY COUNCIL AND BOARDS AND COMMISSIONS

The Code of Conduct is supplemental to the Kirkland Municipal Code and the Code of Ethics and applies to the City Council and all members of City advisory boards and commissions. The Code of Conduct describes how Kirkland officials treat each other and work together for the common good of the community. Conducting the City's business in an atmosphere of respect and civility is the underlying theme in this code. City Officials are responsible for holding themselves and each other accountable for displaying actions and behaviors that consistently model the ideals expressed in the code.

Implicit in the Code of Conduct is recognition of the worth of individual members and an appreciation for their individual talents, perspectives and contributions. The Code will ensure an atmosphere where individual members, staff and the public are free to express their ideas and work to their full potential.

As a City Official of the City of Kirkland, I agree to these principles of conduct:

We consistently demonstrate the principles of professionalism, respect and civility in working for the greater good of Kirkland.

We assure fair and equal treatment of all people.

We conduct ourselves both personally and professionally in a manner that is above reproach.

We refrain from abusive conduct, personal charges or verbal attacks on the character or motives of Council members, commissioners, staff and the public.

We take care to avoid personal comments that could offend others.

We show no tolerance for intimidating behaviors.

We listen courteously and attentively to all public discussions and treat all people the way we wish to be treated.

We serve as a model of leadership and civility to the community.

Our actions inspire public confidence in Kirkland government.

Keeping in mind the common good as the highest purpose, we will focus on holding efficient meetings that achieve constructive solutions for the public benefit.

We work as a team to solve problems and render decisions that are based on the merits and substance of the matter.

We respect differences and views of other people.

We adhere to the principles and laws governing the Council/Manager form of government and treat all staff with respect and cooperation.

We will refrain from interfering with the administrative functions and professional duties of staff.

We will not publicly criticize individual staff but will privately communicate with the City Manager any concerns about a Department or Department Director or staff person.

We will refrain from negotiating or making commitments without the involvement and knowledge of the City Manager.

We will work with staff in a manner that consistently demonstrates mutual respect.

We will not discuss personnel issues, undermine management direction, or give or imply direction to staff.

We will communicate directly with the City Manager, department directors or designated staff contacts when asking for information, assistance or follow up.

We will not knowingly blindside one another in public and will contact staff prior to a meeting with any questions or issues.

We will not attend City staff meetings unless requested by staff.

I acknowledge that I have received and read this Code of Conduct

Name

Date

DISCLOSURE STATEMENT City of Kirkland Boards and Commissions

For help completing this form, refer to the Disclosure Statement Worksheet.

MEMBER NAME: _____

BOARD OR COMMISSION: _____

I acknowledge that I have received, read, and understand the City of Kirkland Code of Ethics. I understand that the purpose of the Code of Ethics is to ensure the public's trust in government by requiring the disclosure of any conflicts an elected or appointed official has between their personal and/or financial interests and their service to City of Kirkland residents

I agree to abide by the Code of Ethics as a member of the _____
(board or commission) and I will timely disclose any real or potential conflicts I may have as a board or commission member for matters coming before the advisory body on which I serve by so stating such conflicts at an open meeting of the advisory body.

Signature: _____ Date: _____

Signed at _____, Washington
(City or other location must be filled in.)

This form is subject to disclosure under the Public Records Act, Chapter 42.56 RCW.

DISCLOSURE STATEMENT WORKSHEET

The Code of Ethics requires board and commission members to disclose real or potential conflicts of interest prior to participating in decision making. The following worksheet is intended to assist board and commission members in identifying conflicts that need to be disclosed to fellow board or commission members and the public. Disclosures are made verbally at an open meeting of the board or commission. The disclosure worksheet does not need to be filed with the disclosure.

A. Compensation, Gifts and Things of Value

You or a relative¹ receive compensation, gifts, or things of value from any individual, partnership, association, corporation, firm, institution or other entity engaged in any transaction with the City of Kirkland in which you participated or for which you had or will have responsibility as a board or commission member.

No Yes **If yes,** please disclose the following information at an open meeting of the board or commission on which you serve.

Name of each individual, partnership, association, corporation, firm, institution; or other entity engaged in any transaction with the City of Kirkland from whom the compensation, gift, or thing of value was received	Name of individual who received the compensation, gift, or thing of value and their relationship to you

B. Financial Interests

You or a relative possess a financial interest in any partnership, association, corporation, firm, institution or other entity engaged in any transaction with the City of Kirkland in which you participated or for which you had or will have a responsibility as a board or commission member.

No Yes **If yes,** please disclose the following information at an open meeting of the board or commission on which you serve.

Name of each partnership, association, corporation, firm, institution or other entity engaged in any transaction with the City of Kirkland in whom a financial interest was possessed	Name of individual who possessed the financial interest and their relationship to you

C. Real Estate

¹ "Relative" is defined in the Code of Ethics to mean "spouse or domestic partner, child, step-child, parent, step-parent, parent-in-law, grandparent, grandchild, sibling, aunt, uncle, niece, nephew, son- or daughter-in-law, brother- or sister-in-law."

You or a relative own or have a financial interest in that is the subject of a transaction or that is materially impacted by any transaction in which you participated or which you had or will have responsibility as a board or commission member

No Yes **If yes** please disclose the address or, if there is no address or if the address provides insufficient information to describe a large piece of property, description of each piece of Kirkland real property that you or a relative own or have a financial interest in at an open meeting of the board or commission on which you serve.

Address or description of real estate	Name of individual who possessed the financial interest and their relationship to you/type of financial interest

D. Outside Employers or Businesses

You or a relative are a member, official, or employee that engaged in any transaction with the City of Kirkland in which you participated or for which you had or will have responsibility as a board or commission member

No Yes **If yes**, disclose the names and address of the principal or local office of any outside employers or businesses from which you receive compensation for services rendered or goods sold or produced.

Name of each outside employer or business	Address of principal or local office

ORDINANCE O-4348

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO THE ESTABLISHMENT OF A NEW CHAPTER 3.14 IN THE KIRKLAND MUNICIPAL CODE, CODE OF ETHICS.

WHEREAS, the citizens and business of Kirkland are entitled to have fair, ethical and accountable local government that has earned the public's full confidence for integrity; and

WHEREAS, adopting a Code of Ethics for members of the City Council and the City's boards and commissions will promote public confidence in the integrity of local government and fair operation; and

WHEREAS, the Code of Ethics will provide the basis for education and training for City officials both elected and appointed, to ensure that the highest standards and best practices with regard to ethics will be followed;

NOW, THEREFORE, the City Council of the City of Kirkland do ordain as follows:

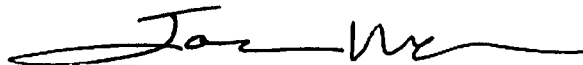
Section 1. The Code of Ethics is established as Chapter 3.14 of the Kirkland Municipal Code as set forth in the attached Exhibit "A."

Section 2. If any section, subsection, sentence, clause, phrase, part or portion of this ordinance is for any reason held to be invalid or unconstitutional by any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this ordinance.

Section 3. This ordinance shall be in force and effect five days from and after its passage by the Kirkland City Council and publication pursuant to Section 1.08.017, Kirkland Municipal Code in the summary form attached to the original of this ordinance and by this reference approved by the City Council.


Passed by majority vote of the Kirkland City Council in open meeting this 7th day of February, 2012.

Signed in authentication thereof this 7th day of February, 2012.



MAYOR

O-4348

Attest:


City Clerk

Approved as to Form:


City Attorney

O-4348

EXHIBIT A

Chapter 3.14 CODE OF ETHICS

3.14.010 - POLICY

(a) *Purpose.* The Kirkland City Council has adopted a Code of Ethics for members of the City Council and the City's boards and commissions to promote public confidence in the integrity of local government and its fair operation. This Code of Ethics will provide the basis for education and training for city officials, both elected and appointed, to ensure that the highest standards and best practices with regard to ethics will be followed.

(b) *Intent.* The citizens and businesses of Kirkland are entitled to have fair, ethical and accountable local government that has earned the public's full confidence. In keeping with the City of Kirkland's commitment to excellence, the effective functioning of democratic government therefore requires that:

- (1) public officials, both elected and appointed, comply with the laws and policies affecting the operations of government;
- (2) public officials be independent, impartial and fair in their judgment and actions;
- (3) public office be used for the public good, not for personal gain; and
- (4) public deliberations and processes be conducted openly, unless legally confidential, in an atmosphere of respect and civility.

3.14.020 - DEFINITIONS

(a) "**Official**" means a member of the City Council or a member of Council-appointed City boards and commissions and other Council-appointed task groups or committees, including youth members.

(b) "**Relative**" means spouse or domestic partner, child, step-child, parent, step-parent, parent-in-law, grandparent, grandchild, sibling, aunt, uncle, niece, nephew, son- or daughter-in law, brother- or sister-in law.

3.14.030 - PROHIBITED CONDUCT

(a) *Conflicts of Interest.* In order to ensure their independence and impartiality on behalf of the common good, Officials shall not participate in government decisions in which any of the following has a financial interest: (i) the Official, (ii) a Relative, (iii) an individual with whom the Official resides, or (iv) an entity that the Official serves as an officer, director, trustee, partner or employee. Officials shall abstain from participating in deliberations and decision-making where conflicts exist. This section shall not apply (i) to decisions regarding taxes or fees, (ii) if the financial interest is shared with more than ten percent of the City's population, or (iii) if the financial interest exists solely because of the Official's ownership of less than one percent of the outstanding shares of a publicly traded corporation.

(b) *Appearance of Conflict.* If it could appear to a reasonable person, having knowledge of the relevant circumstances, that the Official's judgment is impaired because of either (1) a personal or business relationship not covered under the foregoing paragraph, or (2) a transaction or activity engaged in by the Official, the Official shall make a public, written

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disclosure of the facts giving rise to the appearance of a conflict before participating in the matter.

(c) *Misuse of Public Position or Resources.* Except for infrequent use at little or no cost to the City, Officials shall not use public resources that are not available to the public in general, such as City staff time, equipment, supplies or facilities, for other than a City purpose.

(d) *Representation of Third Parties.* Except in the course of official duties, Officials shall not appear on behalf of the financial interests of third parties before the bodies on which the Officials serve or in interaction with assigned staff. However, the members of the City Council shall not appear on behalf of the financial interest of third parties before the Council or any board, commission or proceeding of the City, or in interaction with staff.

(e) *Solicitations of Charitable Contributions.* No Official may make direct personal solicitations for charitable contributions from City employees.

(f) *Gifts and Favors.* Officials shall not take any special advantage of services or opportunities for personal gain, by virtue of their public office, which are not available to the public in general. They may not solicit or receive any thing of monetary value from any person or entity where the thing of monetary value has been solicited, or received or given or, to a reasonable person, would appear to have been solicited, received or given with intent to give or obtain special consideration or influence as to any action by the Official in his or her official capacity; provided, that nothing shall prohibit campaign contributions which are solicited or received and reported in accordance with applicable law. They shall not accept or solicit any gifts, favors or promises of future benefits except as allowed by Kirkland Municipal Code 3.80.140.

(g) *Confidential Information.* Officials shall not disclose or use any confidential information gained by reason of their official position for other than a City purpose. "Confidential Information" means (i) specific information, rather than generalized knowledge, that is not available to a person who files a public records request, and (ii) information made confidential by law.

3.14.040 – FINANCIAL DISCLOSURE STATEMENTS

All Officials, except members of the City Council, shall file a City of Kirkland Disclosure Statement annually. In accordance with Chapter 42.17 RCW, members of the Kirkland City Council shall disclose investments, interests in real property, sources of income, and creditors through the filing of a Public Disclosure Commission Form F-1, "Personal Financial Affairs Statement." Members of boards and commissions shall be advised, as part of the application process, that they will be required to file the applicable City of Kirkland Disclosure Statement within ten days of appointment.

3.14.050 – ETHICAL STANDARDS

In addition to Section 3.14.030 of the Code of Ethics, which shall be administered by the Ethics Officer, Officials are also encouraged to comply with the following standards:

(1) *Compliance with other laws.* Officials shall comply with Federal, State and City laws in the performance of their public duties. These laws include, but are not limited to: the United States and Washington constitutions; laws pertaining to conflicts of interest, election campaigns, financial disclosures and open processes of government; and City ordinances and policies. See Appendix A. As required by RCW 42.17.750, no Official shall knowingly solicit or encourage, directly or indirectly, any political contribution from any City employee. Except under limited circumstances described in RCW 42.17.130, no Official may use or authorize the use of the facilities of the City for the purpose of assisting a campaign for the election of any

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person to any office, or for the promotion of or opposition to any ballot proposition in a manner not available to the general public on the same terms.

(2) *Personal integrity.* The professional and personal conduct of Officials must be above reproach and avoid even the appearance of impropriety. Officials shall refrain from abusive conduct, threats of official action, personal accusations or verbal attacks upon the character or motives of other members of Council, boards and commissions, the staff or public. Officials shall maintain truthfulness and honesty and not compromise themselves for advancement, honor, or personal gain. Additionally, Officials shall not directly or indirectly induce, encourage or aid anyone to violate the Code of Ethics and it is incumbent upon Officials to make a good faith effort to address apparent violations of this Code of Ethics.

(3) *Working for the Common Good.* Recognizing that stewardship of the public interest must be their primary concern, Officials will work for the common good of the people of Kirkland and not for any private or personal interest, and they will ensure fair and equal treatment of all persons, claims and transactions coming before the City Council, boards and commissions. Officials need to be mindful that making special requests of staff – even when the response does not benefit the Official personally, puts staff in an awkward position.

(4) *Respect for Process.* Officials shall perform their duties in accordance with the processes and rules of order established by the City Council and board and commissions governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the City Council by City staff.

(5) *Commitment to Transparency.* Transparency, openness, and accountability are fundamental values of the City – and are also required by the laws of the state of Washington. The public has a right to inspect and copy public records unless exempt by law from disclosure. All materials relating to the conduct of City government that are prepared, possessed, used or retained by any Official, including email and other electronic records, are subject to requirements for retention, protection, and disclosure. Officials may assume that all copies of materials received from City staff have already been archived and do not need to be retained. Officials shall not discard, damage, or destroy the original copy of any public record unless directed by the City Public Records Officer (the City Clerk), who has responsibility to ensure that the City complies with the record retention schedules established under Chapter 40.14 RCW. Officials shall promptly provide any records requested by the Public Records Officer in response to a disclosure request under the Public Records Act, Chapter 42.56 RCW. It is the responsibility for the Public Records Officer, together with the City Attorney, to decide which records meet the definition of “public record” and whether or not they are exempt from disclosure; Officials must not take it upon themselves to decide whether a record meets the definition of a public record, that a record is exempt from disclosure, or to otherwise conceal a record.

(6) *Conduct of Public Meetings.* Officials shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

(7) *Decisions Based on Merit.* Officials shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

(8) *Ex parte Communications.* In quasi-judicial matters, Officials shall publicly disclose substantive information that is relevant to a matter under consideration by the Council or boards and commissions, which they may have received from sources outside of the public decision-making process.

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(9) *Attendance.* As provided in RCW 35A.12.060, a Council Member shall forfeit his or her office by failing to attend three consecutive regular meetings of the Council without being excused by the Council. Unless excused, members of boards and commissions are expected to attend all meetings.

(10) *Nepotism.* The City Council will not appoint Relatives of City Council Members to boards or commissions or other appointed positions.

(11) *Advocacy.* When acting in an official capacity as a City Official representing the City, Officials shall represent the official policies or positions of the City Council, board or commission to the best of their ability when the City Council, board or commission has taken a position or given an instruction. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Kirkland, nor will they allow the inference that they do. Officials have the right to endorse candidates for all Council seats or other elected offices. It is inappropriate to make or display endorsements during Council meetings, board/commission meetings, or other official City meetings. However, this does not preclude Officials from participating in ceremonial occasions, community events, or other events sponsored by civic groups.

(12) *Policy Role of Officials.* Officials shall respect and adhere to the council-manager structure of Kirkland City government as outlined by Chapter 35A.13 RCW. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by the public, boards and commissions, and City staff. Except as provided by State law, Officials shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Council policy decisions.

APPENDIX A

Ch. 9A.72 RCW	Perjury and interference with official proceedings
RCW 35A.12.060	Vacancy for nonattendance
Ch. 35A. 13 RCW	Council-manager plan of government
RCW 35A.13.020	Incompatible offices
Ch. 40.14 RCW	Preservation and destruction of public records
RCW 42.17.130	Use of public office or agency facilities in campaigns – prohibition - exceptions
RCW 42.17.750	Solicitation of contributions by public officials or employees
Ch. 42.23 RCW	Code of ethics for municipal officers – contract interests
Ch. 42.36 RCW	Appearance of fairness doctrine - limitations
Ch. 42.56 RCW	Public records act
KMC 3.80.140	Kirkland code on acceptance of gifts
Ch. 3.12 KMC	Limitations on campaign contribution

3.14.060 – ETHICS OFFICER

(a) The City Council creates the position of Ethics Officer. The City Manager will contract with one or more agencies to fill this position. The Ethics Officer will provide for annual review of the Code of Ethics, review of training materials provided for education regarding the Code of Ethics, and advisory opinions concerning the Code of Ethics. The Ethics Officer shall also be responsible for the prompt and fair enforcement of its provisions when necessary.

(b) The Ethics Officer, in addition to other duties, may recommend changes or additions to this Code of Ethics to the City Council. The Ethics Officer shall provide input into and review the training materials and program developed for this Code of Ethics.

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3.14.070 – ADVISORY OPINIONS

(a) Upon request of any Official, the Ethics Officer shall render written advisory opinions concerning the applicability of Sections 3.14.030 and 3.14.040 of this Code to hypothetical circumstances and/or situations solely related to the persons making the request. The Ethics Officer will not render opinions on matters that are the purview of other government agencies or officials, e.g., the Public Disclosure Commission, the City Public Records Officer, etc.

(b) Upon request of any Official, the Ethics Officer may also render written advisory opinions concerning the applicability of the Code of Ethics to hypothetical circumstances and/or situations related to a matter of city-wide interest or policy.

(c) The Ethics Officer will endeavor to respond to requests for advisory opinions within forty-five (45) days of submission of the request, or more rapidly if the requester expresses urgency in the request.

(d) A person's conduct based in reasonable reliance on an advisory opinion rendered by the Ethics Officer shall not be found to violate this Code of Ethics, as long as all material facts have been fully, completely, accurately presented in a written request for an advisory opinion, the Ethics Office issues an advisory opinion that the described conduct would not violate the Code of Ethics, and the person's conduct is consistent with the advisory opinion. The Ethics Officer reserves the right to reconsider the questions and issues raised in an advisory opinion and, where the public interest requires, rescind, modify, or terminate the opinion, but a modified or terminated advisory opinion will not form the basis of a retroactive enforcement action against the original requestor. Advisory opinions will contain severability clauses indicating that should portions of the opinion be found to be unenforceable or not within the Ethics Officer's authority, the remainder of the opinion shall remain intact.

3.14.080 – COMPLAINTS, INVESTIGATIONS, HEARINGS AND ENFORCEMENT

The Ethics Officer shall resolve inadvertent and minor violations of the Code of Ethics informally and may resolve inadvertent or minor violations informally, unless the Ethics Officer determines that doing so would not serve the public interest. When a violation is neither inadvertent nor minor, the Ethics Officer may initiate an action in accordance with this section.

(1) COMPLAINT PROCESS

(A) *Complaint Requirements – Service.* Any person may submit a written complaint to the Ethics Officer alleging one or more violations of this Code of Ethics by an Official. The complaint must set forth specific facts with enough precision and detail for the Ethics Officer to make a determination of sufficiency. It must be signed under penalty of perjury by the person(s) submitting it in a manner consistent with Chapter 9A.72 RCW.

(B) *Finding of Sufficiency.* The Ethics Officer shall make a determination of sufficiency within thirty (30) days of receipt of the written complaint. A complaint shall be sufficient if the allegations, if established, would violate Section 3.14.030 or 3.14.040 of this Code. The Ethics Officer's determination is not reviewable. If the finding is one of sufficiency of the complaint, then the Ethics Officer shall investigate the complaint as set forth below.

(C) *Dismissal.* The Ethics Officer shall dismiss the complaint if the Ethics Officer determines that the violation was inadvertent and minor; or a violation occurred, but appropriate actions have been taken to fully address the allegedly unethical conduct.

(D) *Notice.* Notice of action by the Ethics Officer shall be provided as follows:

1. Notice of a finding of insufficiency or dismissal of a complaint by the Ethics Officer shall be sent to the person who made the complaint and the person complained against within seven (7) days of the decision by the Ethics Officer. A finding of insufficiency or dismissal of a

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complaint by the Ethics Officer is final and binding, and no administrative or other legal appeal is available through the Ethics Officer.

2. Within seven (7) days of the Ethics Officer rendering a finding of sufficiency, the City Clerk shall send notice to the person who made the complaint and the person complained against, of the Ethics Officer's determination. If, after investigation, the Ethics Officer has reason to believe that a material violation of Section 3.14.030 or 3.14.040 has occurred, the City Clerk shall give notice of the public hearing which will be held to determine if a violation has occurred. Notice shall be provided at least thirty (30) days prior to the date set for the hearing. The person complained against shall have the right to file a written answer to the charge and to appear at the hearing with or without legal counsel, submit testimony, be fully heard, and to examine and cross examine witnesses.

(E) *Stipulations.* At any time after a complaint has been filed with the Ethics Officer, the Ethics Officer may seek and make recommendations that the City Council enter into a stipulation with the person complained against. The recommended stipulation will include the nature of the complaint, relevant facts, the reasons the Ethics Officer thinks a stipulation is appropriate, an admission of the violation by the person complained against, a promise by the person complained against not to repeat the violation, and if appropriate, a recommended remedy or penalty. The recommended stipulation shall be sent to the person who made the complaint and the person complained against and forwarded to the City Council for action.

(2) CONDUCT OF HEARINGS

(A) All hearings on complaints found to be sufficient by the Ethics Officer shall be conducted by the Hearing Examiner. The hearing shall be informal, meaning that the Hearing Examiner shall not be bound by the strict rules of evidence prevailing in courts of law or equity. The Hearing Examiner may call witnesses on his or her own motion and compel the production of books, records, papers, or other evidence as needed. To that end, the Hearing Examiner shall issue subpoenas and subpoenas duces tecum. All testimony shall be under oath administered by the Hearing Examiner. The Hearing Examiner may adjourn the hearing from time to time to allow for the orderly presentation of evidence. The Hearing Examiner shall prepare an official record of the hearing, including all testimony, which shall be recorded by mechanical device, and exhibits; provided that the Hearing Examiner shall not be required to transcribe such records unless presented with a request accompanied by payment of the cost of transcription.

(B) Within thirty (30) days after the conclusion of the hearing, the Hearing Examiner shall, based upon a preponderance of the evidence, make and fully record in his or her permanent records, findings of fact, conclusions of law, and his or her recommended disposition. A copy of the findings, conclusions, and recommended disposition shall be sent to the person who made the complaint and to the person complained. Additional copies of the findings, conclusions, and recommendations shall be forwarded to the Ethics Officer and City Council.

(3) CITY COUNCIL ACTION

Final City Council action to decide upon stipulations and recommendations from the Ethics Officer and findings, conclusions, and recommendations from the Hearing Examiner shall be by majority vote in a public meeting. If the proceeding involves a member of the City Council, deliberations by the Council may be in executive session. The member of the Council against whom the complaint was made, will not participate in any executive session and shall not vote on any matter involving him or herself. However, upon request of the member of the Council against whom the complaint was made, a public hearing or public meeting before the Council will be held on the issue of penalties.

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(4) DISPOSITION

In the event the Hearing Examiner finds that the person against whom the complaint was made has violated the Code of Ethics, then the City Council may take any of the following actions by a majority vote of the Council. The action of the City Council shall be final and not subject to further review or appeal except as may be otherwise provided by law or as provided in Subsection 5 below.

(A) *Dismissal.* Dismissal of the complaint without penalties.

(B) *Referral.* A complaint may be referred to another agency with jurisdiction over the violation, such as the Public Disclosure Commission. Final action on the complaint may be stayed pending resolution of the matter by the agency to which it was referred.

(C) *Admonition.* An admonition shall be an oral non-public statement made by the Mayor, or his/her designee, or if the complaint is against the Mayor, the Deputy Mayor or his/her designee to the Official.

(D) *Reprimand.* A reprimand shall be administered to the Official by a resolution of reprimand by the City Council. The resolution shall be prepared by the City Council and shall be signed by the Mayor or, if the complaint is against the Mayor, the Deputy Mayor.

(E) *Censure.* A resolution of censure shall be a resolution read personally to the person in public. The resolution shall be prepared by the City Council and shall be signed by the Mayor or if the complaint is against the Mayor, the Deputy Mayor. The person shall appear at a City Council meeting at a time and place directed by the City Council to receive the resolution of censure. Notice shall be given at least twenty (20) calendar days before the scheduled appearance at which time a copy of the proposed resolution of censure shall be provided to the person. The resolution of censure shall be read publicly, and the person shall not make any statement in support of, or in opposition thereto, or in mitigation thereof. The resolution of censure shall be read at the time it is scheduled whether or not the Official appears as required.

(F) *Removal.* Member of Board or Commission or Other Appointed Task Group or Committee. In the event the individual against whom the complaint was made is currently a member of a City board or commission or other task group or committee, appointed by the City Council, the City Council may, in addition to other possible penalties set forth in this section, and notwithstanding any other provision of the Kirkland Municipal Code, by a majority vote remove the individual from such board or commission effective immediately.

(G) *Civil Penalties.* The City Council may assess a civil penalty of up to One Thousand Dollar (\$1,000.00) or three (3) times the economic value of anything received in violation of this Code of Ethics or three times (3) the economic value of any loss to the City, whichever is greater. Any monetary penalty assessed civilly shall be placed in the City's general fund.

(H) *Contract void.* As provided by RCW 42.23.050, any contract made in violation of Chapter 42.23 RCW, "Code of ethics for municipal officers – contract interests," is void.

(I) *Other penalties.* The City Council may impose a restriction, loss of a committee assignment, or loss of appointment as a representative of the City for any regional or multi-jurisdictional body or membership on any board or commission which requires an appointment or confirmation of an appointment by the City Council.

(5) REVIEW OF CIVIL PENALTIES

If the City Council orders an Official to pay a civil penalty, the Official may seek a writ of review from the superior court pursuant to Ch. 7.16 RCW, within thirty (30) days of the City Council's order.

(6) PROTECTION AGAINST RETALIATION

Neither the City nor any Official may take or threaten to take, directly or indirectly, official or personal action, including but not limited to discharge, discipline, personal attack, harassment,

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Intimidation, or change in job, salary, or responsibilities, against any person because that person files a complaint with the Ethics Officer.

(7) PUBLIC RECORDS

Records filed with the Ethics Officer become public records that may be subject to inspection and copying by members of the public, unless an exemption in law exists. To the extent required to prevent an unreasonable invasion of personal privacy interests protected by RCW 42.56.230(2), identity information may be redacted when an unsubstantiated complaint is made available in response to a public records request; however, in each case, the justification for the redaction shall be explained fully in writing. A finding by the Ethics Officer determining that a complaint is sufficient shall contain at the beginning the following specific language:

NOTICE: ANY PORTION OF THIS FINDING DETERMINING SUFFICIENCY OF ANY PORTION OF A COMPLAINT DOES NOT DETERMINE THE TRUTH OR FALSITY OF THE ALLEGATIONS CONTAINED IN THE COMPLAINT FILED WITH THE ETHICS OFFICER. THE ETHICS OFFICER HAS ONLY DETERMINED THAT IF CERTAIN FACTS CONTAINED IN THE COMPLAINT ARE FOUND TO BE TRUE DURING A LATER HEARING TO BE CONDUCTED BY THE HEARING EXAMINER, THEN VIOLATION(S) OF THE CODE OF ETHICS MAY BE FOUND TO HAVE OCCURRED.

The City shall release copies of any written reports resulting from an investigation of a sustained complaint, any Hearing Examiner orders, and any written censures or reprimands issued by the City Council, in response to public records requests consistent with Chapter 42.56 RCW and any other applicable public disclosure laws.

(8) LIBERAL CONSTRUCTION – LIMITATION PERIOD – EFFECTIVE DATE

(A) This Code of Ethics shall be liberally construed to effectuate its purpose and policy and to supplement existing laws that relate to the same subject.

(B) Any action taken under this Code of Ethics must be commenced within three years from the date of violation.

(C) This Code of Ethics shall take effect February 18, 2012.

RESOLUTION R-4889

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND
ADOPTING A CODE OF CONDUCT.

WHEREAS, the holding of public office and positions on City
Boards and Commissions is a public trust, and

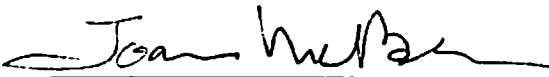
WHEREAS, the Kirkland City Council desires to ensure the
public's confidence in its elected and appointed representatives;

NOW, THEREFORE, be it resolved by the City Council of the
City of Kirkland as follows:


Section 1. The Code of Conduct attached as Exhibit A is
adopted.

Passed by unanimous vote of the Kirkland City Council in open
meeting this 6th day of September, 2011.

Signed in authentication thereof this 6th day of September,
2011.


MAYOR

Attest:


City Clerk

R-4889
Exhibit A

CITY OF KIRKLAND
CODE OF CONDUCT FOR CITY COUNCIL AND BOARDS AND COMMISSIONS

The Code of Conduct is supplemental to the Kirkland Municipal Code and the Code of Ethics and applies to the City Council and all members of City advisory boards and commissions. The Code of Conduct describes how Kirkland officials treat each other and work together for the common good of the community. Conducting the City's business in an atmosphere of respect and civility is the underlying theme in this code. City Officials are responsible for holding themselves and each other accountable for displaying actions and behaviors that consistently model the ideals expressed in the code.

Implicit in the Code of Conduct is recognition of the worth of individual members and an appreciation for their individual talents, perspectives and contributions. The Code will ensure an atmosphere where individual members, staff and the public are free to express their ideas and work to their full potential.

As a City Official of the City of Kirkland, I agree to these principles of conduct:

We consistently demonstrate the principles of professionalism, respect and civility in working for the greater good of Kirkland.

We assure fair and equal treatment of all people.

We conduct ourselves both personally and professionally in a manner that is above reproach.

We refrain from abusive conduct, personal charges or verbal attacks on the character or motives of Council members, commissioners, staff and the public.

We take care to avoid personal comments that could offend others.

We show no tolerance for intimidating behaviors.

We listen courteously and attentively to all public discussions and treat all people the way we wish to be treated.

We serve as a model of leadership and civility to the community.

Our actions inspire public confidence in Kirkland government.

R-4889
Exhibit A

Keeping in mind the common good as the highest purpose, we will focus on holding efficient meetings that achieve constructive solutions for the public benefit.

We work as a team to solve problems and render decisions that are based on the merits and substance of the matter.

We respect differences and views of other people.

We adhere to the principles and laws governing the Council/Manager form of government and treat all staff with respect and cooperation.

We will refrain from interfering with the administrative functions and professional duties of staff.

We will not publicly criticize individual staff but will privately communicate with the City Manager any concerns about a Department or Department Director or staff person.

We will refrain from negotiating or making commitments without the involvement and knowledge of the City Manager.

We will work with staff in a manner that consistently demonstrates mutual respect.

We will not discuss personnel issues, undermine management direction, or give or imply direction to staff.

We will communicate directly with the City Manager, department directors or designated staff contacts when asking for information, assistance or follow up.

We will not knowingly blindside one another in public and will contact staff prior to a meeting with any questions or issues.

We will not attend City staff meetings unless requested by staff.

I acknowledge that I have received and read this Code of Conduct

Name

Date

2017 - 2018 FINANCIAL OVERVIEW
CITY MANAGER
FINANCIAL SUMMARY BY OBJECT

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	1,947,718	2,359,407	2,449,247	2,508,501	2.42%
Benefits	681,576	887,288	975,961	968,520	-0.76%
Supplies	27,307	23,599	28,222	24,900	-11.77%
Other Services	929,185	1,287,931	1,260,378	1,156,636	-8.23%
Government Services	-	-	-	-	n/a
Capital Outlay	-	-	-	-	n/a
TOTAL	3,585,786	4,558,225	4,713,808	4,658,557	-1.17%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
City Manager	3,585,786	4,558,225	4,713,808	4,658,557	-1.17%
TOTAL	3,585,786	4,558,225	4,713,808	4,658,557	-1.17%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
City Manager	8.54	2.40	10.94	(0.50)	10.44
TOTAL	8.54	2.40	10.94	(0.50)	10.44

*0.50 FTE moved to Public Works

2017 - 2018 POSITION SUMMARY

CITY MANAGER

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017 - 2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
City Manager	1.00		1.00	15,850
Deputy City Manager	2.00		2.00	11,093 - 14,313
Economic Development Manager	0.85		0.85	8,539 - 11,018
Intergovernmental Relations Manager	1.00		1.00	7,448 - 9,610
Communications Program Manager	1.00		1.00	6,850 - 8,839
Neighborhood Outreach Coordinator*	1.00	(0.50)	0.50	6,467 - 7,608
Special Projects Coordinator	0.79		0.79	6,134 - 7,216
Customer Service Program Lead	1.00		1.00	5,516 - 6,489
Executive Assistant I	1.00		1.00	4,990 - 6,439
Administrative Assistant	0.80		0.80	4,834 - 5,687
Communications Program Specialist	0.50		0.50	4,590 - 5,400
TOTAL	10.94	(0.50)	10.44	

* 0.50 FTE moved to Public Works

2017 - 2018 FINANCIAL OVERVIEW

MUNICIPAL COURT**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	2,308,489	2,529,520	2,535,917	2,602,637	2.63%
Benefits	1,049,316	1,199,809	1,303,375	1,197,582	-8.12%
Supplies	24,295	30,718	21,000	22,000	4.76%
Other Services	1,004,350	1,089,595	1,128,304	1,187,148	5.22%
Government Services	-	-	-	-	n/a
Capital Outlay	-	-	-	-	n/a
TOTAL	4,386,450	4,849,642	4,988,596	5,009,367	0.42%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Municipal Court	4,386,450	4,849,642	4,988,596	5,009,367	0.42%
TOTAL	4,386,450	4,849,642	4,988,596	5,009,367	0.42%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Municipal Court	18.75	0.00	18.75	0.00	18.75
TOTAL	18.75	0.00	18.75	0.00	18.75

2017 - 2018 POSITION SUMMARY

MUNICIPAL COURT**POSITION SUMMARY BY CLASSIFICATION**

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Municipal Court Judge	1.00		1.00	12,503
Court Administrator	1.00		1.00	7,462 - 9,629
Probation Supervisor	1.00		1.00	5,463 - 7,049
Judicial Support Supervisor	1.00		1.00	5,402 - 6,970
Probation Officer	2.00		2.00	5,244 - 6,170
Judicial Support Associate Lead	1.00		1.00	4,699 - 5,528
Judicial Support Associate II	11.75		11.75	3,971 - 4,672
TOTAL	18.75	0.00	18.75	

2017 - 2018 FINANCIAL OVERVIEW

HUMAN RESOURCES**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	1,534,021	1,660,809	1,714,103	1,685,681	-1.66%
Benefits	674,430	676,902	755,290	684,806	-9.33%
Supplies	21,508	29,370	32,256	24,460	-24.17%
Other Services	391,073	548,466	540,440	700,059	29.54%
Government Services	709	-	-	-	n/a
Capital Outlay	-	-	-	-	n/a
TOTAL	2,621,741	2,915,547	3,042,089	3,095,006	1.74%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Human Resources	2,621,741	2,915,547	3,042,089	3,095,006	1.74%
TOTAL	2,621,741	2,915,547	3,042,089	3,095,006	1.74%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Human Resources	8.70	0.50	9.20	0.00	9.20
TOTAL	8.70	0.50	9.20	0.00	9.20

2017-2018 POSITION SUMMARY

HUMAN RESOURCES

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Director	1.00		1.00	10,065 - 12,987
Senior Human Resources Analyst	1.00		1.00	6,011 - 7,756
Human Resources Analyst	5.70		5.70	5,306 - 6,847
Safety/Risk Management Analyst	1.00		1.00	5,306 - 6,847
Human Resources Coordinator	0.00		0.00	4,716 - 6,085
Human Resources Assistant	0.50		0.50	4,273 - 5,513
TOTAL	9.20	0.00	9.20	

2017 - 2018 FINANCIAL OVERVIEW
CITY ATTORNEY
FINANCIAL SUMMARY BY OBJECT

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	903,871	970,129	955,843	975,024	2.01%
Benefits	327,139	364,470	362,309	395,926	9.28%
Supplies	5,673	25,437	28,600	28,900	1.05%
Other Services	1,413,667	1,093,865	1,100,882	1,011,127	-8.15%
Government Services	63	183	-	-	n/a
Capital Outlay	-	-	-	-	n/a
TOTAL	2,650,413	2,454,084	2,447,634	2,410,977	-1.50%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
City Attorney	2,650,413	2,454,084	2,447,634	2,410,977	-1.50%
TOTAL	2,650,413	2,454,084	2,447,634	2,410,977	-1.50%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
City Attorney	4.00	0.00	4.00	0.00	4.00
TOTAL	4.00	0.00	4.00	0.00	4.00

2017-2018 POSITION SUMMARY

CITY ATTORNEY

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
City Attorney	1.00		1.00	10,220 - 13,187
Assistant City Attorney	2.00		2.00	7,965 - 10,278
Legal Assistant	1.00		1.00	4,469 - 5,767
TOTAL	4.00	0.00	4.00	

2017 - 2018 FINANCIAL OVERVIEW***PARKS & COMMUNITY SERVICES*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	5,364,143	5,806,877	5,850,772	6,109,965	4.43%
Benefits	2,269,580	2,499,830	2,691,283	2,703,889	0.47%
Supplies	388,947	400,867	416,685	411,761	-1.18%
Other Services	6,489,609	7,339,698	7,364,816	7,082,696	-3.83%
Government Services	42,811	72,860	248,530	281,842	13.40%
Capital Outlay	-	2,648	-	55,781	n/a
TOTAL	14,555,090	16,122,780	16,572,086	16,645,934	0.45%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Administration	2,097,709	2,024,970	2,061,045	1,827,426	-11.33%
Parks Maintenance	5,726,903	6,411,425	6,614,575	6,725,606	1.68%
Community Services	2,329,857	2,862,621	3,029,586	2,914,211	-3.81%
Business Services	311,082	333,011	340,475	354,827	4.22%
Culture & Recreation	4,089,539	4,490,753	4,526,405	4,823,864	6.57%
TOTAL	14,555,090	16,122,780	16,572,086	16,645,934	0.45%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Administration	3.00	0.00	3.00	0.00	3.00
Parks Maintenance	16.00	1.00	17.00	1.00	18.00
Community Services	2.00	0.00	2.00	0.00	2.00
Business Services	1.00	0.00	1.00	0.00	1.00
Culture & Recreation	8.00	0.00	8.00	1.00	9.00
TOTAL	30.00	1.00	31.00	2.00	33.00

2017 - 2018 POSITION SUMMARY

PARKS & COMMUNITY SERVICES

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Director	1.00		1.00	10,079 - 13,005
Deputy Director	1.00		1.00	8,060 - 10,400
Parks Operations Manager	1.00		1.00	7,087 - 9,145
Recreation Manager	1.00		1.00	6,488 - 8,371
Parks Maintenance Supervisor	1.00		1.00	5,620 - 7,251
Special Projects Coordinator	1.00		1.00	6,134 - 7,216
Human Services Coordinator	1.00		1.00	6,100 - 7,177
Leadperson	2.00		2.00	5,439 - 6,563
Recreation Coordinator	4.00		4.00	5,540 - 6,518
Youth Services Coordinator	1.00		1.00	5,289 - 6,222
Field Arborist	1.00		1.00	4,677 - 6,042
Parks Coordinator	1.00		1.00	5,133 - 6,039
Senior Groundsperson	6.00	1.00	7.00	4,563 - 5,894
Parks Administrative Assistant	1.00		1.00	4,834 - 5,687
Recreation Systems Administrator	1.00		1.00	4,372 - 5,144
Community Center Program Assistant	1.00		1.00	4,269 - 5,022
Recreation Program Assistant	2.00	1.00	3.00	4,269 - 5,022
Groundsperson	3.50		3.50	3,592 - 4,940
Accounts Associate	0.50		0.50	4,089 - 4,811
TOTAL	31.00	2.00	33.00	

2017-2018 FINANCIAL OVERVIEW***PUBLIC WORKS*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Salaries and Wages	5,060,564	6,257,630	6,611,357	7,979,189	20.69%
Benefits	2,098,707	2,554,358	2,866,730	3,414,433	19.11%
Supplies	33,036	54,246	74,903	51,781	-30.87%
Other Services	1,704,267	1,815,695	1,852,836	2,401,420	29.61%
Government Services	148,487	3,438	2,600	69,600	2576.92%
Capital Outlay	-	180	-	-	n/a
TOTAL	9,045,061	10,685,547	11,408,426	13,916,423	21.98%

FINANCIAL SUMMARY BY DIVISION

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Engineering Policy & Prog.	1,550,189	1,450,385	1,502,958	1,540,286	2.48%
Capital Proj. Engineering	3,313,168	3,998,220	4,543,793	5,813,772	27.95%
Development Engineering	3,029,056	3,808,398	3,715,883	4,451,060	19.78%
Transportation Engineering	1,152,648	1,428,544	1,645,792	2,111,305	28.29%
TOTAL	9,045,061	10,685,547	11,408,426	13,916,423	21.98%

POSITION SUMMARY BY DIVISION

	2013-2014		2015-2016		2017-2018
	Actual	Adjustments	Budget	Adjustments	Budget
Engineering Policy & Prog.	3.05	0.05	3.10	0.00	3.10
Capital Proj. Engineering	13.20	4.00	17.20	0.30	17.50
Development Engineering	11.50	2.00	13.50	0.00	13.50
Transportation Engineering	3.20	0.25	3.45	0.00	3.45
TOTAL	30.95	6.30	37.25	0.30	37.55

2017 - 2018 POSITION SUMMARY

PUBLIC WORKS

POSITION SUMMARY BY CLASSIFICATION

Classification	2015-2016 Budget	Service Packages	2017-2018 Positions	Budgeted 2017 Salary Range
Director	1.00		1.00	10,211 - 13,175
Deputy Director	0.05		0.05	8,981 - 11,589
Development Engineering Manager	0.65		0.65	8,447 - 10,899
Capital Projects Manager	1.00		1.00	8,419 - 10,863
Transportation Engineering Manager	1.00		1.00	7,795 - 10,058
Development Engineer Supervisor	1.00		1.00	7,379 - 9,521
Capital Projects Supervisor	1.00		1.00	7,308 - 9,430
Senior Project Engineer	2.00		2.00	7,693 - 9,050
Transportation Engineer	3.00		3.00	7,079 - 8,328
Senior Capital Project Coordinator	1.00		1.00	7,069 - 8,316
Project Engineer	7.70	(0.70)	7.00	6,875 - 8,088
Development Engineer	3.00		3.00	6,586 - 7,748
Capital Project Coordinator	1.00		1.00	6,473 - 7,615
Sr. Neighborhood Outreach Coordinator*	-	1.00	1.00	TBD
Neighborhood Outreach Coordinator	0.50		0.50	6,467 - 7,608
Senior Operations & Finance Analyst	1.00		1.00	6,288 - 7,398
Senior Development Engineering Analyst	1.00		1.00	6,280 - 7,388
Senior Development Plans Examiner	1.00		1.00	6,174 - 7,263
Senior Construction Inspector	1.00		1.00	6,100 - 7,177
Construction Inspector	6.00		6.00	5,484 - 6,452
Engineering Technician	1.30		1.30	4,982 - 5,861
Senior Accounting Associate	0.05		0.05	4,899 - 5,764
Administrative Assistant	1.00		1.00	4,834 - 5,687
Public Works Office Specialist	1.00		1.00	3,935 - 4,629
TOTAL	37.25	0.30	37.55	

* 0.50 Neighborhood Services Coordinator position transferred from City Manager's Office

2017 - 2018 FINANCIAL OVERVIEW

FINANCE & ADMINISTRATION**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	4,787,895	5,002,871	5,084,144	5,331,764	4.87%
Benefits	2,085,273	2,290,523	2,530,028	2,528,795	-0.05%
Supplies	47,105	37,018	35,096	33,313	-5.08%
Other Services	1,384,643	1,607,336	1,626,297	1,575,999	-3.09%
Government Services	851,223	295,704	271,220	317,600	17.10%
Capital Outlay	-	-	-	-	n/a
TOTAL	9,156,139	9,233,452	9,546,785	9,787,471	2.52%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Financial Planning & Admin.	2,548,954	2,456,659	2,586,995	2,347,162	-9.27%
Treasury/Customer Services	2,327,417	2,561,441	2,613,211	2,903,013	11.09%
Financial Operations	2,534,845	2,875,719	2,952,083	3,114,153	5.49%
City Clerk	1,744,923	1,339,633	1,394,496	1,423,143	2.05%
TOTAL	9,156,139	9,233,452	9,546,785	9,787,471	2.52%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Financial Planning & Admin.	8.00	-1.00	7.00	0.00	7.00
Treasury/Customer Services	11.50	0.00	11.50	0.00	11.50
Financial Operations	10.50	1.50	12.00	0.00	12.00
City Clerk	3.80	1.00	4.80	0.00	4.80
TOTAL	33.80	1.50	35.30	0.00	35.30

2017 - 2018 POSITION SUMMARY

FINANCE & ADMINISTRATION

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Director	1.00		1.00	10,242 - 13,216
Financial Planning Manager	1.00		1.00	7,456 - 9,621
Accounting Manager	1.00		1.00	7,149 - 9,225
City Clerk	1.00		1.00	6,739 - 8,696
Senior Financial Analyst	1.00		1.00	5,757 - 7,428
Public Safety Senior Financial Analyst	1.00		1.00	5,757 - 7,428
Senior Accountant	2.00		2.00	6,140 - 7,224
Purchasing Agent	1.00		1.00	6,130 - 7,212
Customer Accounts Supervisor	1.00		1.00	5,570 - 6,963
Budget Analyst	2.00		2.00	5,626 - 6,619
Deputy City Clerk	0.80		0.80	5,626 - 6,619
Payroll Systems Coordinator	1.00		1.00	5,318 - 6,256
Buyer	1.00		1.00	4,981 - 5,859
Public Disclosure Analyst	1.00		1.00	4,932 - 5,802
Senior Accounting Associate	3.00		3.00	4,899 - 5,764
Finance Administrative Assistant	1.00		1.00	4,834 - 5,687
Customer Accounts Lead	1.00		1.00	4,699 - 5,528
Accounting Support Associate IV	3.00		3.00	4,402 - 5,178
Customer Accounts Associate Bus. Lic.	2.00		2.00	4,179 - 4,916
Customer Accounts Associate	7.00		7.00	4,126 - 4,854
Office Specialist	1.00		1.00	3,935 - 4,629
Receptionist/Administrative Clerk	0.50		0.50	3,386 - 3,983
Mail Clerk	1.00		1.00	3,386 - 3,983
TOTAL	35.30	0.00	35.30	

2017 - 2018 FINANCIAL OVERVIEW***PLANNING & BUILDING*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	7,353,365	9,268,062	9,410,197	10,293,025	9.38%
Benefits	2,871,286	3,920,845	4,291,812	4,778,842	11.35%
Supplies	85,000	115,065	101,042	64,619	-36.05%
Other Services	2,261,595	3,405,751	3,255,208	2,664,601	-18.14%
Government Services	246,703	827,159	374,138	209,400	-44.03%
Capital Outlay	-	-	-	-	n/a
TOTAL	12,817,949	17,536,882	17,432,397	18,010,487	3.32%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Administration	1,759,562	2,682,467	2,797,113	2,673,613	-4.42%
Land Use Management	3,497,494	3,778,856	3,838,331	4,370,188	13.86%
Policy and Planning	1,924,962	2,991,581	2,149,792	1,921,056	-10.64%
Building	5,635,931	8,083,978	8,647,161	9,045,630	4.61%
TOTAL	12,817,949	17,536,882	17,432,397	18,010,487	3.32%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Administration	3.85	0.50	4.35	0.00	4.35
Land Use Management	14.00	0.35	14.35	0.00	14.35
Policy and Planning	5.60	0.05	5.65	0.00	5.65
Building Services	22.78	5.72	28.50	0.50	29.00
TOTAL	46.23	6.62	52.85	0.50	53.35

2017 - 2018 POSITION SUMMARY

PLANNING & BUILDING

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Director	1.00		1.00	9,899 - 12,773
Building Official	1.00		1.00	8,103 - 10,456
Deputy Director	1.00		1.00	7,924 - 10,225
Development Services Manager	1.00		1.00	7,538 - 9,727
Planning Supervisor	2.00		2.00	6,958 - 8,978
Plan Review Supervisor	1.00		1.00	6,712 - 8,661
Fire Protection Engineer*	1.00		1.00	8,000
Inspection Supervisor	1.00		1.00	6,116 - 7,892
Senior Planner	5.00		5.00	6,683 - 7,862
Code Enforcement Officer	2.00		2.00	6,213 - 7,310
Urban Forester	0.50		0.50	6,058 - 7,127
Associate Planner	1.00		1.00	6,052 - 7,120
Applications Analyst	1.00		1.00	6,044 - 7,110
Plans Examiner II	6.00		6.00	5,962 - 7,014
Electrical/Building Inspector	8.00		8.00	5,797 - 6,821
Permit Tech Supervisor	1.00		1.00	5,251 - 6,775
Planner	5.00		5.00	5,643 - 6,638
Business Analyst	1.00		1.00	5,626 - 6,619
Planning Administration Supervisor	0.85		0.85	4,851 - 6,259
Assistant Planner	2.00		2.00	5,034 - 5,922
Permit Tech	6.00		6.00	4,585 - 5,394
Senior Office Specialist	1.00		1.00	4,380 - 5,153
Office Specialist	3.50	0.50	4.00	3,935 - 4,629
TOTAL	52.85	0.50	53.35	

*Salary for position is estimate only

2017 - 2018 FINANCIAL OVERVIEW***POLICE*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	23,280,908	24,308,213	24,992,124	25,361,416	1.48%
Benefits	9,486,308	9,733,020	10,352,207	10,529,942	1.72%
Supplies	485,727	715,902	662,452	671,520	1.37%
Other Services	7,434,819	8,714,958	8,745,002	9,077,674	3.80%
Government Services	7,177,684	5,425,142	5,448,468	5,219,285	-4.21%
Capital Outlay	-	166,910	124,440	-	-100.00%
TOTAL	47,865,446	49,064,145	50,324,693	50,859,837	1.06%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Administration	10,153,402	12,102,655	12,242,921	11,982,688	-2.13%
Police Investigation	4,476,986	4,569,924	4,698,018	4,827,031	2.75%
Patrol	18,943,756	19,720,428	19,756,128	19,891,603	0.69%
Traffic	2,654,828	2,668,031	2,871,963	2,803,400	-2.39%
Police Services	11,022,320	9,355,316	9,847,254	10,482,937	6.46%
Community Services	614,154	647,791	908,409	872,178	-3.99%
TOTAL	47,865,446	49,064,145	50,324,693	50,859,837	1.06%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Administration	11.00	1.00	12.00	0.00	12.00
Police Investigation	11.00	4.00	15.00	0.00	15.00
Patrol	71.00	-8.00	63.00	3.00	66.00
Traffic	6.00	1.00	7.00	0.00	7.00
Police Services	34.50	2.50	37.00	1.00	38.00
Community Services	2.00	0.00	2.00	0.00	2.00
TOTAL	135.50	0.50	136.00	4.00	140.00

2017 - 2018 POSITION SUMMARY

POLICE

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Chief	1.00		1.00	10,527 - 13,583
Captain	3.00		3.00	9,388 - 12,113
Corrections Manager	1.00		1.00	8,637 - 11,145
Lieutenant	5.00		5.00	7,976 - 10,292
Corporal/Detective	22.00		22.00	6,927 - 8,540
Police Officer	58.00	3.00	61.00	5,441 - 8,458
Sergeant	9.00		9.00	7,976 - 8,212
Police Analyst	1.00		1.00	5,184 - 6,472
Corrections Sergeant	2.00		2.00	5,003 - 6,246
Police Support Associate Supervisor	1.00		1.00	5,576 - 5,914
Family-Youth Advocate	1.00		1.00	4,733 - 5,909
Corrections Corporal	3.00		3.00	4,561 - 5,693
Administrative Assistant	1.00		1.00	4,366 - 5,451
Corrections Officer	14.00		14.00	4,152 - 5,184
Executive Assistant II	1.00		1.00	3,969 - 5,121
Police Support Associate Lead	1.00		1.00	5,084
Evidence Technician	2.00		2.00	4,013 - 5,010
Police Support Associate	7.00		7.00	3,789 - 4,729
Administrative Support Associate	1.00		1.00	3,672 - 4,585
Parking Enforcement Officer	2.00		2.00	3,507 - 4,378
Animal Control Officer	0.00	1.00	1.00	TBD
TOTAL	136.00	4.00	140.00	

2017 - 2018 FINANCIAL OVERVIEW***FIRE*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	23,413,088	24,672,665	24,389,391	24,163,460	-0.93%
Benefits	9,075,865	9,405,911	8,955,699	10,041,157	12.12%
Supplies	379,755	457,234	478,559	430,004	-10.15%
Other Services	5,565,069	6,216,867	6,352,833	6,843,740	7.73%
Government Services	949,209	1,165,657	1,150,013	1,072,705	-6.72%
Capital Outlay	-	-	-	4,600	n/a
TOTAL	39,382,986	41,918,334	41,326,495	42,555,666	2.97%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Administration	3,026,973	3,163,726	3,196,337	3,311,146	3.59%
Emergency Services	34,457,057	36,310,088	35,675,918	36,644,387	2.71%
Fire Prevention	1,608,840	1,900,364	1,906,336	2,052,593	7.67%
Emergency Management	290,116	544,156	547,904	547,540	-0.07%
TOTAL	39,382,986	41,918,334	41,326,495	42,555,666	2.97%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Administration	8.00	0.00	8.00	0.00	8.00
Emergency Services	92.00	5.00	97.00	3.00	100.00
Fire Prevention	4.00	1.00	5.00	0.00	5.00
Emergency Management	1.50	0.00	1.50	0.00	1.50
TOTAL	105.50	6.00	111.50	3.00	114.50

2017 - 2018 POSITION SUMMARY

FIRE

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range*</u>
Chief	1.00		1.00	10,452 - 13,487
Deputy Chief	2.00		2.00	9,146 - 11,801
Fire Marshal	1.00		1.00	10,289 - 10,807
Battalion Chief	4.00		4.00	9,845 - 10,363
City Emergency Manager	1.00		1.00	7,699 - 9,934
Assistant Fire Marshall	1.00		1.00	9,178 - 9,697
Captain	12.00		12.00	8,734 - 9,253
Fire Inspector	3.00		3.00	8,586 - 8,956
Lieutenant	11.00		11.00	8,142 - 8,512
Firefighter	71.00	3.00	74.00	5,477 - 7,402
Deputy Fire Marshal	0.00		0.00	6,785 - 6,935
Emergency Prep Coordinator	0.50		0.50	5,784 - 6,804
Plans Examiner I	0.00		0.00	5,264 - 6,193
Administrative Supervisor	1.00		1.00	4,851 - 6,259
Administrative Assistant	1.00		1.00	4,834 - 5,687
Office Specialist	2.00		2.00	3,935 - 4,629
TOTAL	111.50	3.00	114.50	

*IAFF Salary range based on 2014 salary schedules

2017 - 2018 FINANCIAL OVERVIEW

STREET OPERATING FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	2,739,953	3,232,699	3,325,051	3,321,096	-0.12%
Benefits	1,582,194	1,786,719	1,941,086	1,731,786	-10.78%
Supplies	833,429	1,108,844	1,119,708	1,008,883	-9.90%
Other Services	4,691,149	5,832,394	6,005,448	6,076,240	1.18%
Government Services	7,165,211	8,298,925	8,261,993	7,362,975	-10.88%
Capital Outlay	161,740	480,611	294,000	211,200	-28.16%
Reserves*	3,048,764	1,061,009	1,061,009	1,433,694	35.13%
TOTAL	20,222,440	21,801,201	22,008,295	21,145,874	-3.92%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Transportation Engineering	498,247	599,086	679,940	521,810	-23.26%
Maintenance	5,758,958	6,906,224	7,565,444	7,450,372	-1.52%
Administrative/General	13,965,235	14,295,891	13,762,911	13,173,692	-4.28%
TOTAL	20,222,440	21,801,201	22,008,295	21,145,874	-3.92%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Maintenance	18.40	1.50	19.90	0.25	20.15
Administrative/General	2.50	-0.61	1.89	0.00	1.89
TOTAL	20.90	0.89	21.79	0.25	22.04

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017-2018 POSITION SUMMARY

STREET OPERATING FUND**POSITION SUMMARY BY CLASSIFICATION**

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Deputy Director	0.24		0.24	8,981 - 11,589
Planning & Operations Manager	0.10		0.10	7,141 - 9,214
Street Division Manager	0.95		0.95	7,141 - 9,214
Management Analyst	0.30		0.30	5,928 - 6,974
Electronics Technician I	1.00		1.00	5,826 - 6,952
Leadperson	1.60		1.60	5,439 - 6,563
Electronics Technician II	2.00		2.00	4,723 - 6,344
Senior Maintenance Person	5.50	0.25	5.75	4,563 - 5,894
Yard Maint. & Inventory Control	0.25		0.25	4,563 - 5,894
Senior Craftperson	1.00		1.00	4,563 - 5,894
Senior Accounting Associate	0.05		0.05	4,899 - 5,764
Utility Craftsperson	0.10		0.10	4,253 - 5,437
Utilityperson	5.50		5.50	3,592 - 4,940
Grounds Technician	2.95		2.95	3,592 - 4,940
Public Works Office Specialist	0.25		0.25	3,935 - 4,629
TOTAL	21.79	0.25	22.04	

2017 - 2018 FINANCIAL OVERVIEW***CEMETERY OPERATING FUND*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	4,238	49,908	41,177	59,028	43.35%
Benefits	-	9,782	7,041	33,058	369.51%
Supplies	22,274	27,261	25,000	30,600	22.40%
Other Services	91,992	83,544	83,038	48,095	-42.08%
Government Services	54	150	200	200	0.00%
Capital Outlay	6,318	18,400	4,800	17,200	258.33%
Reserves*	689,447	727,390	727,390	751,435	3.31%
TOTAL	814,323	916,435	888,646	939,616	5.74%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Parks Maintenance	62,989	51,194	52,474	48,962	-6.69%
Customer Services	751,334	865,241	836,172	890,654	6.52%
TOTAL	814,323	916,435	888,646	939,616	5.74%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Parks Maintenance	0.00	0.00	0.00	0.00	0.00
Customer Services	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	0.00	0.00	0.00	0.00

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

**City of Kirkland
2017 - 2018 Budget
Revenues**

		2013 - 2014	2015 - 2016	2015 - 2016	2017 - 2018	Percent
		Actual	Estimate	Budget	Budget	Change
Fund:	Cemetery Operating (122)					
Charges for Goods and Services						
Sale of Markers	3436001	11,517	11,470	10,000	10,000	0.00%
Marker Setting Fee	3436002	20,210	14,280	16,000	14,000	-12.50%
Open and Close	3436003	80,404	75,630	48,000	56,000	16.67%
Cemetery Liner Fee	3436004	500	0	0	0	0.00%
Marker Engraving Fee	3436005	6,879	11,515	0	0	0.00%
Total for Charges for Goods and Services:		119,510	112,895	74,000	80,000	8.11%
Miscellaneous Revenues						
Investment Interest	3611101	7,283	10,492	10,119	12,849	26.98%
Total for Miscellaneous Revenues:		7,283	10,492	10,119	12,849	26.98%
Other Financing Sources						
Proceeds Sales of Fixed Assets	3951001	82,556	93,898	36,000	50,000	38.89%
Resources Forward	3999901	0	768,527	768,527	796,767	3.67%
Total for Other Financing Sources:		82,556	862,425	804,527	846,767	5.25%
Total for Cemetery Operating:		209,349	985,812	888,646	939,616	5.74%

2017 - 2018 FINANCIAL OVERVIEW

PARKS MAINTENANCE FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	1,105,199	1,069,138	1,116,337	1,150,844	3.09%
Benefits	524,225	577,895	654,746	659,462	0.72%
Supplies	100,992	135,777	162,340	152,340	-6.16%
Other Services	739,129	848,682	871,625	806,853	-7.43%
Government Services	19,355	2,230	1,700	1,700	0.00%
Capital Outlay	-	-	-	-	n/a
Reserves*	346,446	424,222	424,222	561,902	32.45%
TOTAL	2,835,346	3,057,944	3,230,970	3,333,101	3.16%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Parks Maintenance	2,835,346	3,057,944	3,230,970	3,333,101	3.16%
TOTAL	2,835,346	3,057,944	3,230,970	3,333,101	3.16%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Parks Maintenance	9.25	-0.75	8.50	0.00	8.50
TOTAL	9.25	-0.75	8.50	0.00	8.50

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017-2018 POSITION SUMMARY

PARKS MAINTENANCE FUND

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Leadperson	2.00		2.00	5,439 - 6,563
Groundsperson	6.00		6.00	3,592 - 4,940
Recreation Program Assistant	0.00		0.00	4,030 - 4,740
Parks Accounts Associate	0.50		0.50	4,089 - 4,811
TOTAL	8.50	0.00	8.50	

2017 - 2018 FINANCIAL OVERVIEW

2012 PARKS LEVY FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	1,045,864	1,300,613	1,284,219	1,385,863	7.91%
Benefits	425,463	559,549	639,441	573,898	-10.25%
Supplies	146,305	175,857	135,700	153,650	13.23%
Other Services	436,841	572,315	597,013	680,589	14.00%
Government Services	2,350,050	2,630,000	2,630,000	2,700,000	2.66%
Capital Outlay	-	-	-	16,000	n/a
Reserves*	232,585	403,548	403,548	358,104	-11.26%
TOTAL	4,637,108	5,641,882	5,689,921	5,868,104	3.13%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Parks Maintenance	4,482,503	5,450,229	5,481,192	5,639,953	2.90%
Community Services	154,605	191,653	208,729	228,151	9.30%
TOTAL	4,637,108	5,641,882	5,689,921	5,868,104	3.13%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Parks Maintenance	4.25	-0.75	3.50	0.00	3.50
Community Services	3.00	0.50	3.50	0.00	3.50
TOTAL	7.25	-0.25	7.00	0.00	7.00

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017 - 2018 POSITION SUMMARY

2012 PARKS LEVY FUND**POSITION SUMMARY BY CLASSIFICATION**

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Parks Maintenance Supervisor	1.00		1.00	5,620 - 7,251
Green Kirkland Partnership Sup.	1.00		1.00	5,620 - 7,251
Environ. Education & Outreach Spclst.	0.50		0.50	5,687 - 6,691
Green Kirkland Partnership Coordinator	1.00		1.00	5,289 - 6,222
Senior Groundsperson	1.00		1.00	4,563 - 5,894
Groundsperson	2.50		2.50	3,592 - 4,940
TOTAL	7.00	0.00	7.00	

2017-2018 FINANCIAL OVERVIEW

HEALTH BENEFITS FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	-	-	-	-	n/a
Benefits	-	-	2,963,630	-	-100.00%
Supplies	3,193	500	1,000	1,000	0.00%
Other Services	17,453,261	18,056,984	17,887,443	18,125,677	1.33%
Government Services	5,666	359,584	200,654	1,009,000	402.86%
Capital Outlay	-	-	-	-	n/a
Reserves*	3,495,856	5,819,853	5,819,853	6,165,064	5.93%
TOTAL	20,957,976	24,236,921	26,872,580	25,300,741	-5.85%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Health Benefits	20,957,976	24,236,921	26,872,580	25,300,741	-5.85%
TOTAL	20,957,976	24,236,921	26,872,580	25,300,741	-5.85%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Health Benefits	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	0.00	0.00	0.00	0.00

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017 - 2018 FINANCIAL OVERVIEW

INFORMATION TECHNOLOGY FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	4,997,336	5,540,203	5,496,570	5,859,601	6.60%
Benefits	1,936,459	2,256,209	2,350,374	2,425,881	3.21%
Supplies	735,384	547,065	561,097	712,960	27.07%
Other Services	2,021,996	2,674,604	2,888,591	3,183,192	10.20%
Government Services	164,300	1,148,600	1,148,651	1,300,289	13.20%
Capital Outlay	21,434	-	-	-	n/a
Reserves*	2,103,939	2,725,392	2,725,392	1,864,638	-31.58%
TOTAL	11,980,848	14,892,073	15,170,675	15,346,561	1.16%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Information Technology	11,980,848	14,892,073	15,170,675	15,346,561	1.16%
TOTAL	11,980,848	14,892,073	15,170,675	15,346,561	1.16%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Information Technology	24.70	2.00	26.70	0.50	27.20
TOTAL	24.70	2.00	26.70	0.50	27.20

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017 - 2018 POSITION SUMMARY

INFORMATION TECHNOLOGY FUND**POSITION SUMMARY BY CLASSIFICATION**

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Chief Information Officer	1.00		1.00	10,242 - 13,216
Network & Operations Manager	1.00		1.00	8,128 - 10,488
Enterprise Applications Manager	1.00		1.00	8,128 - 10,488
Spatial Systems Manager	1.00		1.00	8,128 - 10,488
Senior Applications Analyst	4.00		4.00	7,866 - 9,254
Webmaster	1.00		1.00	7,593 - 8,932
Network Engineer	2.00		2.00	7,249 - 8,528
Service Desk Supervisor	1.00		1.00	6,129 - 7,909
Network Analyst	1.00		1.00	6,298 - 7,410
Senior GIS Analyst	3.00		3.00	6,111 - 7,190
Desktop Systems Analyst	1.00		1.00	5,820 - 6,847
GIS Analyst	2.50	0.50	3.00	5,741 - 6,754
Video Production Specialist	1.00		1.00	5,494 - 6,464
Senior Design Specialist	1.00		1.00	5,366 - 6,313
Web & Multimedia Content Spec.	1.00		1.00	5,214 - 6,134
Service Desk Analyst	3.20		3.20	4,981 - 5,860
Administrative Assistant	1.00		1.00	4,834 - 5,687
TOTAL	26.70	0.50	27.20	

2017 - 2018 FINANCIAL OVERVIEW***FACILITIES MAINTENANCE FUND*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	958,542	1,200,393	1,168,705	1,188,223	1.67%
Benefits	476,528	586,152	622,761	618,099	-0.75%
Supplies	183,125	386,298	411,818	329,610	-19.96%
Other Services	2,738,494	3,073,477	3,826,746	4,099,781	7.13%
Government Services	1,338,493	4,539,719	4,444,374	1,049,714	-76.38%
Capital Outlay	-	43,094	-	-	n/a
Reserves*	6,526,484	6,013,024	6,013,024	7,191,717	19.60%
TOTAL	12,221,666	15,842,157	16,487,428	14,477,144	-12.19%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Facilities Services	11,951,934	9,815,793	16,170,977	14,160,144	-12.43%
Grounds Maintenance	269,732	6,026,364	316,451	317,000	0.17%
TOTAL	12,221,666	15,842,157	16,487,428	14,477,144	-12.19%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Facilities Services	7.05	-0.05	7.00	0.00	7.00
Grounds Maintenance	0.90	0.05	0.95	0.00	0.95
TOTAL	7.95	0.00	7.95	0.00	7.95

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017 - 2018 POSITION SUMMARY

FACILITIES MAINTENANCE FUND

POSITION SUMMARY BY CLASSIFICATION

Classification	2015-2016 Budget	Service Packages	2017-2018 Positions	Budgeted 2017 Salary Range
Street Division Manager	0.05		0.05	7,141 - 9,214
Facilities Services Manager	1.00		1.00	7,087 - 9,145
Leadperson	1.35		1.35	5,439 - 6,563
Facilities Services Technician I	1.00		1.00	4,677 - 6,042
Facilities Services Technician II	1.00		1.00	4,563 - 5,894
Yard Maint. & Inventory Control	1.00		1.00	4,563 - 5,894
Facilities Services Technician III	2.00		2.00	3,592 - 4,940
Grounds Technician	0.55		0.55	3,592 - 4,940
TOTAL	7.95	0.00	7.95	

2017 - 2018 FINANCIAL OVERVIEW***WATER/SEWER OPERATING FUND*****FINANCIAL SUMMARY BY OBJECT**

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Salaries and Wages	2,478,105	2,537,419	2,779,242	3,013,308	8.42%
Benefits	1,310,035	1,373,813	1,588,235	1,674,548	5.43%
Supplies	9,011,275	9,970,502	10,059,196	10,513,279	4.51%
Other Services	6,074,893	6,670,081	7,062,853	6,549,415	-7.27%
Government Services	30,359,233	31,976,562	32,292,614	35,014,240	8.43%
Capital Outlay	36,832	119,317	396,513	102,902	-74.05%
Reserves*	5,224,042	6,638,040	6,638,040	10,592,129	59.57%
TOTAL	54,494,415	59,285,734	60,816,693	67,459,821	10.92%

FINANCIAL SUMMARY BY DIVISION

	2013-2014 Actual	2015-2016 Estimate	2015-2016 Budget	2017-2018 Budget	Percent Change
Utility Operations/Maint.	29,097,204	30,898,398	31,510,018	32,882,173	4.35%
Administration	19,193,279	20,509,300	21,078,723	25,422,927	20.61%
Capital Construction	5,943,380	7,606,933	7,809,560	8,769,035	12.29%
Utility Joint Facilities	260,552	271,103	418,392	385,686	-7.82%
TOTAL	54,494,415	59,285,734	60,816,693	67,459,821	10.92%

POSITION SUMMARY BY DIVISION

	2013-2014 Actual	Adjustments	2015-2016 Budget	Adjustments	2017-2018 Budget
Utility Operations/Maint.	15.30	1.35	16.65	0.00	16.65
Administration	4.46	0.40	4.86	0.00	4.86
TOTAL	19.76	1.75	21.51	0.00	21.51

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017-2018 POSITION SUMMARY

WATER/SEWER OPERATING FUND

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Deputy Director	0.25		0.25	8,981 - 11,589
Utility Manager	0.40		0.40	7,202 - 9,293
Planning & Operations Manager	0.45		0.45	7,141 - 9,214
Utility Operations Supervisor	1.00		1.00	7,087 - 9,145
Management Analyst	0.50		0.50	5,928 - 6,974
Leadperson	1.25		1.25	5,439 - 6,563
Senior Craftsperson	1.00		1.00	4,563 - 5,894
Yard Maint. & Inventory Control	0.45		0.45	4,563 - 5,894
Senior Maintenance Person	3.50		3.50	4,563 - 5,894
Engineering Technician	0.40		0.40	4,982 - 5,861
Senior Accounting Associate	0.70		0.70	4,899 - 5,764
Utility Craftsperson	1.75		1.75	4,253 - 5,437
Permit Technician	0.00		0.00	4,585 - 5,394
Grounds Technician	0.10		0.10	3,592 - 4,940
Utilityperson	8.60		8.60	3,592 - 4,940
Public Works Office Specialist	1.16		1.16	3,935 - 4,629
TOTAL	21.51	0.00	21.51	

2017-2018 FINANCIAL OVERVIEW

SURFACE WATER MANAGEMENT FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Salaries and Wages	3,169,737	4,000,276	4,793,868	5,295,397	10.46%
Benefits	1,408,781	1,952,138	2,650,163	2,585,116	-2.45%
Supplies	398,338	489,543	623,802	626,301	0.40%
Other Services	4,301,105	5,120,986	5,320,244	5,430,696	2.08%
Government Services	8,297,433	7,445,553	7,363,849	7,640,435	3.76%
Capital Outlay	77,909	33,017	33,000	89,735	171.92%
Reserves*	3,352,761	4,139,412	4,139,412	5,444,832	31.54%
TOTAL	21,006,064	23,180,925	24,924,338	27,112,512	8.78%

FINANCIAL SUMMARY BY DIVISION

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Customer Service	3,071,094	3,675,483	3,828,845	3,573,390	-6.67%
Administration	8,762,498	11,514,124	11,672,779	13,818,149	18.38%
Capital Construction	6,422,454	4,760,118	4,880,926	5,130,889	5.12%
Operations and Maint.	2,750,018	3,231,200	4,541,788	4,590,084	1.06%
TOTAL	21,006,064	23,180,925	24,924,338	27,112,512	8.78%

POSITION SUMMARY BY DIVISION

	2013-2014		2015-2016		2017-2018
	Actual	Adjustments	Budget	Adjustments	Budget
Customer Service	7.75	1.00	8.75	0.00	8.75
Administration	1.64	1.16	2.80	0.00	2.80
Operations and Maint.	18.30	4.10	22.40	2.75	25.15
TOTAL	27.69	6.26	33.95	2.75	36.70

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017-2018 POSITION SUMMARY

SURFACE WATER MANAGEMENT FUND

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Deputy Director	0.41		0.41	8,981 - 11,589
Development Engineering Manager	0.25		0.25	8,447 - 10,899
Utility Manager	0.60		0.60	7,202 - 9,293
Planning & Operations Manager	0.20		0.20	7,141 - 9,214
Surface Water Engineer Supervisor	1.00		1.00	7,056 - 9,104
Senior Surface Water Engineer	1.00		1.00	7,562 - 8,896
Surface Water Utility Engineer	1.00		1.00	6,586 - 7,748
Water Quality Programs Coordinator	1.00		1.00	6,582 - 7,743
Surface Water Planner	1.00		1.00	6,387 - 7,514
Urban Forester	0.50		0.50	6,058 - 7,127
Management Analyst	0.20		0.20	5,928 - 6,974
SW Engineering Analyst	1.00		1.00	5,855 - 6,888
Water Quality Specialist	1.00		1.00	5,687 - 6,691
Education Outreach Specialist	1.00		1.00	5,687 - 6,691
Leadperson	1.80		1.80	5,439 - 6,563
Field Arborist	1.00		1.00	4,677 - 6,042
Senior Maintenance Person	9.00	0.75	9.75	4,563 - 5,894
Yard Maint. & Inventory Control	0.15		0.15	4,563 - 5,894
Engineering Technician	0.20		0.20	4,982 - 5,861
Senior Accounting Associate	0.10		0.10	4,899 - 5,764
Utility Craftsperson	0.15		0.15	4,253 - 5,437
Permit Technician	0.00		0.00	4,585 - 5,394
Utilityperson	9.90		9.90	3,592 - 4,940
Grounds Technician	0.40	1.00	1.40	3,592 - 4,940
Public Works Office Specialist	1.09		1.09	3,935 - 4,629
Laborer	0.00	1.00	1.00	3,187 - 3,860
TOTAL	33.95	2.75	36.70	

2017 - 2018 FINANCIAL OVERVIEW

SOLID WASTE FUND**FINANCIAL SUMMARY BY OBJECT**

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Salaries and Wages	418,421	499,973	504,494	488,390	-3.19%
Benefits	166,821	208,639	228,139	208,527	-8.60%
Supplies	49,402	44,198	59,500	48,300	-18.82%
Other Services	25,162,716	26,043,251	25,767,790	27,496,077	6.71%
Government Services	6,079,788	6,075,281	6,280,810	6,433,060	2.42%
Capital Outlay	-	-	-	-	n/a
Reserves*	442,428	1,451,861	1,451,861	1,750,610	20.58%
TOTAL	32,319,576	34,323,203	34,292,594	36,424,964	6.22%

FINANCIAL SUMMARY BY DIVISION

	2013-2014	2015-2016	2015-2016	2017-2018	Percent
	Actual	Estimate	Budget	Budget	Change
Solid Waste	32,319,576	34,323,203	34,292,594	36,424,964	6.22%
TOTAL	32,319,576	34,323,203	34,292,594	36,424,964	6.22%

POSITION SUMMARY BY DIVISION

	2013-2014		2015-2016		2017-2018
	Actual	Adjustments	Budget	Adjustments	Budget
Solid Waste	2.80	0.00	2.80	0.00	2.80
TOTAL	2.80	0.00	2.80	0.00	2.80

*2013-14 actual and 2015-16 estimates reserves are budgeted, but not spent

2017 - 2018 POSITION SUMMARY

SOLID WASTE FUND

POSITION SUMMARY BY CLASSIFICATION

<u>Classification</u>	<u>2015-2016 Budget</u>	<u>Service Packages</u>	<u>2017-2018 Positions</u>	<u>Budgeted 2017 Salary Range</u>
Development Engineering Manager	0.10		0.10	8,447 - 10,899
Solid Waste Program Supervisor	1.00		1.00	5,893 - 7,604
Recycling Programs Coordinator	1.00		1.00	5,687 - 6,691
Education Outreach Specialist	0.50		0.50	5,687 - 6,691
Engineering Technician	0.10		0.10	4,982 - 5,861
Senior Accounting Associate	0.10		0.10	4,899 - 5,764
TOTAL	2.80	0.00	2.80	