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I am pleased to share with you the City of Kirkland’s 2013 Performance Measures Report.

The report is designed around the City Council’s ten goals for Kirkland – Balanced Transportation, Dependable Infrastructure, Economic Development, Human Services, Housing, Neighborhoods, Public Safety, Parks, Recreations and Open Space, Financial Stability and the Environment – and the long term goals associated with each of these key areas. Each year the Performance Measures Report is compiled to assess how well the City is meeting these goals and to impart to you the changes, challenges and accomplishments.

The City Council and staff use this report to inform budgets, prioritize projects and design business strategies. These performance measures are City-wide which means they encompass every department and service from Parks and Recreation to Public Safety and these goals drive the commitment to decisive action united with fiscal responsibility in every work plan and budget.

The Performance Measures Report is an illustration of where we have been, where we are now and a focus for priorities to achieve the established targets. It is the City’s commitment to transparency and responsive government, sharing how we are meeting the goals the City Council.

We hope you use this report to inspire you to reveal the vision you have for your city through opportunities like the new “Kirkland 2035: Your Voice, Your Vision, Your Future” and to become an active participant in your neighborhood and other community-based initiatives.

As I shared with you in my State of the City address, Kirkland is poised to take on big issues and big ideas and move forward aligning our efforts and resources to the community’s vision of an attractive, vibrant and livable Kirkland.

Amy Walen
Mayor, City of Kirkland
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 the 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 an attractive, vibrant and inviting place to live, work and visit. Our lakefront community is a destination for residents, employees and visitors. Kirkland is a community with a small-town feel, retaining its sense of history, while adjusting gracefully to changes in the twenty-first century.

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.

DEPENDABLE INFRASTRUCTURE
Kirkland has a well-maintained and sustainable infrastructure that meets the functional needs of the community.
Council Goal: Maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.

BALANCED TRANSPORTATION
Kirkland values an integrated multi-modal system of transportation choices.
Council Goal: 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.

ECONOMIC DEVELOPMENT
Kirkland has a diverse, business-friendly economy that supports the community’s needs.
Council Goal: Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents.

PARKS AND RECREATION
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: Provide and maintain natural areas and recreational facilities and opportunities that enhance the health and well being of the community.

ENVIRONMENT
We are committed to the protection of the natural environment through an integrated natural resource management system.
Council Goal: Protect and enhance our natural environment for current residents and future generations.

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.

HUMAN SERVICES
Kirkland is a diverse and inclusive community that respects and welcomes everyone and is concerned for the welfare of all.
Council Goal: Support a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity.

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.

HOUSING
The City’s housing stock meets the needs of a diverse community by providing a wide range of types, styles, size and affordability
Council Goal: Ensure the construction and preservation of housing stock that meets a diverse range of incomes and needs.
Measuring performance provides a quantifiable way in which to see successes and areas in need of improvement. The City’s progress is measured against data from previous years, targets set in master plans and benchmarks with other communities. By measuring our programs using a variety of data, we can see how Kirkland’s present state relates to its past indicators and future plans.

Performance measures offer transparency and allow the public to hold the City accountable. The report provides insight into costs, successes, areas of improvement and citizen satisfaction as determined by the biennial community survey.

Over the past few years the City has been guided by three key performance measures that have been accepted by City Council as “strategic anchors” on which to base every major decision. The anchors keep the City grounded and on a path to success by considering whether the City is affordable, responsive to the needs of its residents, and financially sustainable. Visual representations and explanations of each strategic anchor follow:

**Affordable Government** – Price of government is the sum of all the taxes, fees and charges collected by the city divided by the aggregated personal income of its constituents. This yields a percentage that represents what citizens are willing to pay for government. A typical percentage for a Washington city is 5% to 6%. For the City of Kirkland the price of government is around 3%.

**Responsive and Decisive** - The “Kirkland Quadrant” represents eighteen key policy areas (Priority Areas) and the ranking by the citizens through a survey of their importance and the city’s performance levels. The dashed line represents the “goal” line to bring importance and performance into alignment. The City and staff use this Kirkland Quadrant to plan actions and budgets to better balance city efforts to citizen expectations.
Financially Sustainable – creating a balance to deal with the stresses to keep expenses in line with revenues. This means not only working to balance today’s budget, but keeping in view the future needs and opportunities to be ready to respond as good stewards.

These three strategic anchors ground the performance evaluation about the state of the City and they are used in conjunction with the ten goal areas set forth by the City Council to create a complete performance assessment of how resources have been used in response to citizen expectations.

**FORMAT OF REPORT**

Performance measures provide a logical connection between City resources and desirable community outcomes through a “so that” format. If the City devotes resources to a service area, then it should be able to achieve desired outcomes in line with the Council goal. Each service area includes a performance measures chart of City inputs, outputs, results and outcomes. Each section provides a description of why the specific measures were chosen, how the City is performing and how the City is working toward achieving the targets and a case study that highlights specific work for that goal. Data comes from budgeted funding in final budget and Capital Improvement Program documents, department program tracking, master plans and community and business surveys.

Performance measures are tracked over time to show efficiency, output and outcome measures. The report this year works to strike a balance between all three anchors to address not only “How are we doing?”, but “What are we doing?” and most importantly “How does this benefit the citizen?”

**FUTURE OF THE REPORT**

Kirkland is growing and changing, so the City’s performance measures will be growing and changing to better represent the values and concerns that the community has in regards to city services and functions. As the City establishes its updated Comprehensive Plan and obtains feedback from the Kirkland 2035 initiative, additional metrics may be included to assess not only output and efficiency, but outcomes to better answer the question, “Is anyone better off?” because of these actions.
### Key Findings - Council Goals

#### Public Safety
- CrimeMapping website equips citizens with tools to monitor crime
- Fire and EMS responses remain consistent with prior year. Dedication to inter-local training and cooperation

#### Dependable Infrastructure
- Pavement condition indexes improved for major and minor arterial streets
- Surface Water Master Plan Update begins

#### Balanced Transportation
- Intelligent Transportation Systems (ITS) phase one is complete
- Progress continues on the Cross Kirkland Corridor Interim Trail

#### Economic Development
- Decrease in office vacancy rate shows positive trend for business growth
- New business opportunities with Cross Kirkland Corridor

#### Parks & Recreation
- Volunteer program remains strong and vital source for parks program
- Continued increase in acreage of restored natural areas

#### Environment
- Green Business Program being revamped
- Tree Canopy goal met, focus now on maintainance and healthy cover

#### Financial Stability
- City retains its AAA Credit Rating
- City budget reflection of citizen needs and council priorities

#### Human Services
- Funding has increased for an expanding list of services
- More than 90% of funded agencies meet or exceed their target goals

#### Neighborhoods
- Connecting neighborhoods to Comprehensive Plan updates
- Neighborhoods participate in designing new Neighborhood Safety Program

#### Housing
- City creating many options for affordable housing possibilities
- City received 100% return on investment for low income housing units produced
The following is a list of the key initiatives that are the actions and work plans for the City based on the ten goals to protect and enhance Kirkland’s quality of life. These initiatives create a roadmap from the citizens’ expectations to performance results that tie into future planning, so that the vision we have for tomorrow is being addressed by our actions today.

**Key Initiatives for 2013**

- Comprehensive Plan Update
- Fire Strategic Plan
- Transportation Master Plan
- Climate Protection Plan Update
- Urban Forestry Management Plan
- Surface Water Master Plan
- Parks and Recreation and Open Space Plan
- Juanita Drive Corridor Study
- Transfer of Development Rights Study
- Streets and Parks Levy Implementation
- Cross Kirkland Corridor Master Plan
- Kirkland Justice Center
- Development Services Study and Zoning Code Simplification
**HOW DO WE MEASURE PUBLIC SAFETY?**

Staffing and funding help the City to provide timely responses to emergencies. Response times and containing fires to the area of origin are proxy measures for good performance. The likelihood of a successful outcome is higher the faster emergency services can reach the site of the emergency. Factors that affect response times include availability of personnel, the distances between a station and the incident, geographical barriers and traffic.

Measures from the Community Survey provide standard indicators of how citizens feel about public safety and how well they are prepared for emergencies.
In 2013 the Police Department continued its commitment to community-based policing utilizing high visibility strategies to reduce crime and maintain a high level of confidence in public safety. By utilizing data driven policing the police resources were utilized in the areas needing more attention without sacrificing services to less affected areas.

Funding and staffing levels for the Fire Department remained mostly consistent between 2012 and 2013, although there was a slight decrease in fire and EMS staffing per 1,000 people due to an increase in City population. 2013 EMS response times improved over the same period in 2012, but are below the department goal.

The Police Department was pleased to go live with Crimemapping.com, an interactive online crime mapping system designed to help the public stay informed about crime in their neighborhood. Through the use of this free program, citizens can view up to 180 days of crime data by various search parameters, including date range, crime type, or distance from a specific address. The crimes are then illustrated on a map with various icons, each containing general details of the incident as well as other useful links such as crime prevention tips. Community members are also able to develop queries specific to their own interests and set automatic e-mails to alert them to particular crime updates.

To keep up with the growing need for public safety, the construction of the new Kirkland Justice Center was started with a completion date of June 2014. The building is located more closely to the geographic center of Kirkland, and incorporates the Police Department, Jail Facility and the Municipal Court. The building eliminates the need for the transportation of misdemeanor inmates and provides for cost savings by retrofitting an existing building rather than constructing a new one. The building is designed to support more than 130 police and 20 court personnel and will include a 55-bed jail. The building will also include a community meeting room that will be available for public use.

The Kirkland Fire Department is a highly trained and well equipped organization, with the protection of our resident’s lives, property and the environment as its focus. The Fire Department provides fire prevention inspections of commercial properties, fire related plan checks, fire investigations activities, emergency medical response and transport, fire suppression, hazardous material release responses, technical and specialized rescue and emergency management to the over 80,000 residents of Kirkland. The members of the Kirkland Fire Department provide these services with the very highest degree of dedication and professionalism.

As a result the efficiency and the safety at emergency scenes is improved. When jurisdictions that respond and train together, skill levels improve, safety is increased and efficient scene management is obtained.

Some of the training provided to firefighters in 2013 includes:

- Mass Casualty Responses
- Command Post Training for Incident Commanders
- Live Fire Training
- Heavy Rescue Training
- Technical Rescue Training
- Water Rescue
- Hazardous Materials Training

The Kirkland Fire Training Division is responsible for the competency of the firefighters that serve the residents of Kirkland and the safety of the residents and firefighters. All actions taken by the training division relates directly to these responsibilities.

The training of Kirkland Firefighters never stops. Firefighters constantly participate in company level training, shift level training and Chief Officer training. These training events are given by the training division to the crews for completion on a quarterly basis.

In 2013, the Kirkland Fire Department along with the fire departments of Bellevue, Redmond, Mercer Island and Northshore formally formed the East Metro Training Group (EMTG). The formal signing of an inter-local agreement solidifies the commitment to joint training between partner agencies that had been ongoing for several years.

The East Metro Training Group is a 500 plus member training group. The benefits of this cooperative effort are numerous and significant. Interoperability is increased and as
Dependable Infrastructure

Maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.

HOW IS OUR PERFORMANCE?

The level of maintenance the City can perform is directly influenced by the availability of Capital Projects funding and manpower measured in full time equivalent (FTE) positions. Actual manpower time varies depending on turnover and position vacancies.

The pavement condition index (PCI) and the number of water main breaks and sewer obstructions demonstrate if the City is successfully maintaining infrastructure at desired levels of service.

Citizen satisfaction with streets helps determine whether or not the City is meeting the community’s infrastructure expectations. A citizen survey is conducted every other year to obtain feedback on citizen satisfaction.

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Capital Projects Funding</td>
<td>$6,666,200</td>
<td>$5,456,000</td>
<td>$11,515,600</td>
<td>$10,708,580</td>
<td>$12,848,300</td>
<td>N/A</td>
</tr>
<tr>
<td>Water/Sewer Capital Project Funding</td>
<td>$4,547,900</td>
<td>$2,001,300</td>
<td>$1,450,000</td>
<td>$2,850,000</td>
<td>$5,080,070</td>
<td>N/A</td>
</tr>
<tr>
<td>Street Maintenance FTE</td>
<td>12.3</td>
<td>12.3</td>
<td>19.3</td>
<td>16.25</td>
<td>19.65</td>
<td>N/A</td>
</tr>
<tr>
<td>Water/Sewer Maintenance FTE</td>
<td>16.2</td>
<td>16.2</td>
<td>20.3</td>
<td>19.81</td>
<td>19.66</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Pavement Condition Index for Major and Minor Arterial Streets
- 2009: 52
- 2010: 50.3
- 2011: 60.8
- 2012: 60.8
- 2013: 62.3
- Target: 70

Pavement Condition Index for Collectors and Neighborhood Streets
- 2009: 68
- 2010: 68
- 2011: 76.1
- 2012: 76.1
- 2013: 74.7
- Target: 65

Citizens surveyed rate street maintenance as satisfactory or better
- 2009: **
- 2010: 94%
- 2011: **
- 2012: 89%
- 2013: **
- Target: 90%

Sewer inflow and infiltration rate
- 2009: ***
- 2010: ***
- 2011: ***
- 2012: ***
- 2013: ***
- Target: ***

Water Main Breaks
- 2009: 0
- 2010: 1
- 2011: 1
- 2012: 2
- 2013: 2
- Target: 0

Sewer Obstructions
- 2009: 3
- 2010: 3
- 2011: 0
- 2012: 0
- 2013: 2
- Target: 0

*Pavement Condition Index (PCI) is a rating of the general condition of pavements based on a scale of 0 to 100. A PCI of 100 represents a newly constructed road with no distresses; a PCI below 10 corresponds to a failed road requiring complete reconstruction; a PCI of 41 or better equates to “fair or better”. Data: 2009 PCI based on 2008 survey; 2010 Collector PCI based on 2010 Collector survey and 2008 Neighborhood Street survey

**Community survey occurs in even years

***Measure being developed for future reports

+ City is reviewing measure to make recommendation to City Council on the relevancy and accuracy of data
After the Pavement Condition Index (PCI) fell below acceptable levels in 2010, voters passed the Proposition 1 Streets Levy in 2012. The overall city PCI improved with the addition of the annexation area, yet remained mostly unchanged in 2011 and 2012. In 2013, the PCI for major and minor arterial streets rose 1.5 points; however, the PCI for collector and neighborhood streets dropped slightly.

After a gap between performance and importance ratings in our 2012 citizen survey, resources were allocated from the Street Maintenance Levy to help improve street conditions by applying asphalt and slurry seal to extend the life of Kirkland’s streets.

The Public Works Department maintains a comprehensive system of roads and sidewalks. The Streets Levy is providing additional resources to reduce the backlog of deferred street maintenance and to install safety improvements that meet aggressive 20 year targets. In 2013, Streets Levy funding helped to apply over 10 miles of slurry seal to protect and extend the life of Kirkland’s streets. In addition, curb ramps that meet ADA standards have been installed in the same areas to improve access for everyone. Arterials with low PCI (Pavement Condition Index) ratings were overlaid. This robust street maintenance project was completed in 2013, and Street Levy resources enabled the City to almost double the improvements.

Professional personnel and reliable facilities ensure that citizens do not experience lapses in water or sewer service. Engineering staff are developing an updated Surface Water Master Plan that meets the requirements of the federal National Pollutant Discharge Elimination System (NPDES) permit as well as protecting the environment, homes, and businesses with surface water best management practices. By maintaining a safe and effective sewer system, wastewater and surface water employees improve the infrastructure for improved business vitality and growth as well as a healthy and clean quality of life for Kirkland’s residents.

All Capital Improvement projects are managed by a team of engineering professionals in the Capital Improvement Division who are currently working on high profile projects such as the Cross Kirkland Corridor Interim Trail and the construction of the NE 85th Corridor improvements in the Rose Hill neighborhood, as well as annual maintenance projects to improve water, sewer, and streets infrastructure.

The City Council continues to explore and implement ways to help the City keep pace with infrastructure needs. Kirkland citizens can expect to maintain a high quality of life because of professional, reliable, and cost effective management of the City’s infrastructure resources.

Left to its natural environment, the average neighborhood street would live about as long as the average dairy cow: 20 years. And the last of those years wouldn’t be too kind. Time, weather and traffic would wear potholes and alligator cracks into its surface.

The streets in Kirkland, however, tend to age more gracefully. And they last a little longer too—more than seven years longer. That’s because the City of Kirkland preserves each of its 400-plus lane miles of neighborhood roads with an asphalt armor that engineers call slurry seal. This mix of tiny gravel pieces and emulsified liquid asphalt—an oil-like substance—acts like sunscreen for these lightly trafficked roads—sealing out weather and moisture—thereby extending the lives of the roads by five to 10 years. And it does this at a rough cost of $1,600 per city block.

Kirkland has been using slurry seal to extend the lives of its roads for the last decade. And for much of that decade, Kirkland was able to treat roughly 15 lane miles of neighborhood roads every year—not nearly enough to keep up with the Kirkland road network’s growing demand for street maintenance and preservation.

Voters responded in 2012, however, by approving the Streets Levy. This $3 million annual levy has already enabled Kirkland to accomplish a lot of ambitious projects: installing Rapid Flashing Beacons, improving sidewalk access to residents who travel by wheelchair, and providing a street overlay for an additional 5.5 lane miles per year. The levy also enabled Kirkland in 2013 to preserve another 11 lane miles of neighborhood streets with slurry seal.
GOAL
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.

HOW DO WE MEASURE BALANCED TRANSPORTATION?

The Active Transportation Plan establishes specific transportation goals for sidewalk and bicycle facility completion. Measuring the funding levels and the amount of project completion demonstrates the City’s progress toward providing the infrastructure needed to create a balanced transportation system.

Measuring residents’ satisfaction with the maintenance of active transportation facilities (sidewalks, bike lanes, pedestrian flags, crosswalk technology, etc.) reveals its priority to the community at large. The number of crashes demonstrates the importance of building and maintaining these facilities in order to increase safety.
Most of the Intelligent Transportation Systems (ITS) Program built to date has been funded with federal grants. A second phase of ITS improvements is under design and will focus on the busy Totem Lake area. With the completion of the Traffic Management Center at City Hall, the City has now completed 37% of the proposed ITS improvements allowing for real-time monitoring of traffic in some busy Kirkland intersections.

The percentage of school walk routes with completed sidewalk construction on at least one side of the street has increased slightly. The percentage of completed bicycle network improvements (as measured against the 2009 Active Transportation Plan) has increased with approximately 2.3 miles of bike lanes added in 2013.

Automobile crashes involving bikes and pedestrians have remained about the same in 2012 and 2013. These numbers include the entire annexation area of Kirkland.

Kirkland’s Active Transportation Plan will be referenced in the Transportation Master Plan now under development and expected to be completed in 2015. This is part of a citywide initiative (Kirkland 2035) to update the Comprehensive Plan, and create a Transportation Master Plan part of which will become the Transportation Element of the Comprehensive Plan.

Providing a reliable, safe, and efficient transportation system in Kirkland is achieved by maximizing the efficiency of the existing transportation network and encouraging alternative modes of travel that help reduce congestion. One of the ways to increase mobility throughout the city is to utilize Intelligent Transportation System (ITS) technology to monitor traffic. ITS tools such as signal timing, traffic monitoring, real-time traffic information and transit signal priority give traffic engineering staff the information they need to make real-time adjustments during peak traffic times to improve traffic flow. The Transportation Management Center was completed in 2013, and a traffic engineer was hired to monitor and maintain the ITS system. Phase 2 of the ITS system will generate improvements in the Totem Lake area with signal technology at key intersections and commuter corridors.

The Proposition 1 Streets Levy that was passed in November 2012 is providing funding for several projects that will maintain and enhance safety and transportation choices. For example, the 2013 Crosswalk Initiative provided installation of 15 Flashing Beacons crosswalks near schools and busy intersections. This type of crosswalk has been proven to improve safety by increasing pedestrian visibility to drivers.

Significant progress was made in 2013 to the Cross Kirkland Corridor (CKC), a former railroad right-of-way purchased by Kirkland in 2012. (See story in right column.) The CKC Master Plan is under development at this time and is scheduled to be adopted in mid 2014.

Neighborhood traffic control has again emerged as a priority for citizens and businesses. A half time Traffic Control Coordinator has been hired through the end of 2014 to respond and work with people who have a parking or traffic issue in their neighborhoods. In 2013, a Memorial Sign program was established in the hope of raising driver awareness and encouraging careful driving habits.
## Economic Development

### Goal

Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents.

### Measure

<table>
<thead>
<tr>
<th>Measure</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses helped with consultant services</td>
<td>148</td>
<td>161</td>
<td>173</td>
<td>183</td>
<td>187</td>
<td>N/A</td>
</tr>
<tr>
<td>Office space vacancy rate</td>
<td>30.4%</td>
<td>24.2%</td>
<td>7.9%</td>
<td>8.4%</td>
<td>7.6%</td>
<td>Eastside: 12.9%**</td>
</tr>
<tr>
<td>Lodging tax revenue</td>
<td>$235,000</td>
<td>$265,000</td>
<td>$205,583</td>
<td>$220,145</td>
<td>$247,075</td>
<td>Increase</td>
</tr>
<tr>
<td>Net new businesses</td>
<td>606</td>
<td>469</td>
<td>1,475</td>
<td>471</td>
<td>641</td>
<td>Increase</td>
</tr>
<tr>
<td>Visits to ExploreKirkland.com</td>
<td>148,442</td>
<td>*</td>
<td>N/A</td>
<td>105,570</td>
<td>90,523</td>
<td>Increase</td>
</tr>
<tr>
<td>New Green Businesses</td>
<td>30</td>
<td>12</td>
<td>12</td>
<td>9</td>
<td>1#</td>
<td>Increase</td>
</tr>
<tr>
<td>Annual number of jobs</td>
<td>30,631</td>
<td>30,492</td>
<td>N/A</td>
<td>***</td>
<td>***</td>
<td>Increase</td>
</tr>
</tbody>
</table>

### Business and Resident Satisfaction

- Businesses are satisfied with Kirkland as a place to do business: ** 75%  **  ***  ***  ***  80%
- Residents are satisfied with the availability of goods and services in Kirkland: ** 76%  **  81%  **  80%

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* No data available due to website server crash
** Community survey occurs in even years
*** Business survey to be conducted in 2014
# Green Business program undergoing change (See Environment report for more details)
## Updated 10/22/2014 This percentage reflects the 2013 average office vacancy rate for the entire Eastside.

### How Do We Measure Economic Development?

Net new businesses and office space vacancy rates are both indicators of the health of the local business economy. Kirkland’s vacancy rates have decreased as the economy continues to recover from the recession. Lodging tax revenue measures the vitality of the hospitality industry, which in turn supports other tourism assets such as restaurants and retail shops. Internet visits to ExploreKirkland.com website demonstrate the public’s interest in Kirkland and often translate to actual visits and extended stays in our city. The City’s Green Business Program promotes business adoption of efficient and environmentally sound practices, hopefully resulting in more sustainable businesses that can weather difficult economic times and perpetuate stable City services.
The City helps to grow the Kirkland economy by recruiting and retaining businesses, promoting Kirkland as a business location, and supporting arts and tourism. Together, these activities enhance the quality of life that residents of Kirkland enjoy and have come to expect. The Kirkland Economic Development Program ministers to small and large businesses. It has invested in a Retention Consultant who provides free services to small businesses in the areas of permitting, marketing, networking and expansion. New businesses are welcomed and can take advantage of a monthly orientation program. Technical assistance is provided through individual work sessions and group seminars and periodic education and networking events. The City-staffed Kirkland Business Roundtable offers CEO-level networking and input on City policy through quarterly meetings. In the past years, the Roundtable has weighed in on the 2035 Comprehensive Plan Update Economic Development Element, Downtown vision, and the Cross Kirkland Corridor.

The Tourism Program promotes recreational and leisure opportunities in Kirkland, and brings outside revenues into the City. Exposure to Kirkland through a business trip or attendance at an event can lead to a decision to relocate a home or business here. This past year the City has refreshed its website ExploreKirkland.com with professional photographs, distributed $50,000 in lodging tax funds to agencies for tourism marketing and programs, and met with tourism assets such as the major hotels to get their input of the best ways that the City can help them.

The City helps develop the economy of Kirkland through supporting businesses and promoting tourism. Kirkland’s Economic Development Program promotes a quality business climate for Kirkland businesses, assists businesses in locating in Kirkland and provides a liaison with City departments. The success of economic development efforts is highly dependent on the general economic climate, regional policies and competing cities’ policies regarding business. Local programs help sustain businesses through economic cycles by being responsive to business needs.

In an effort to encourage more businesses like Flycaster Brewing Co., zoning has been adopted for parcels that border the Cross Kirkland Corridor in Totem Lake. The goal is to attract retail uses that have been associated with and brought economic development to corridors. Restaurants, breweries, wineries and distilleries are now allowed in areas of Totem Lake that were formerly zoned for industrial use only, with the expectation that high tech office will follow on the heels of this retail revival and eventually transform the district.
HOW DO WE MEASURE PARKS AND RECREATION SERVICES?

The budget and number of FTE staff available to the Parks Department helps measure how often the City is able to maintain the parks. Given the important contribution that volunteers make to the City’s work, the number of volunteers and their total number of hours is also tracked.

The Park, Recreation and Open Space (PROS) Plan sets targets that provide benchmarks by which to measure the development and maintenance of Kirkland’s parks and natural spaces, including:

- Residents should have access to a neighborhood park within a quarter mile of their home.
- All 379 acres of natural areas should be restored to their natural state by 2028

Recreation services are measured by subscription rates. Tracking recreation class attendance demonstrates how well they match residents’ preferences.

Citizen satisfaction with the parks, as determined by the Community Survey, provides another measure of how well the park system meets the community’s needs.
Summer 2001 was the first season for the City of Kirkland Swim Team. The 42-member team named itself the “Kirkland Orcas” and joined the Craze Swim Team League which is comprised of seven community summer swim teams. Since then, the Orca Swim Team has grown to over 180 athletes. In 2012, after many years of waiting lists to join the team, an additional practice was added allowing for wait-listed swimmers to participate. Each summer swimmers are excited to return to the team and recruit new swimmers, spending their summer swimming with friends in the community.

The main objective of the Craze Summer Swim Team League is to provide a safe, recreational and competitive experience for area swimmers between the ages of 6 to 18. Swimming is a healthy, competitive sport, however developing quality swimmers is only one of the goals of the program. The league also strives to instill team pride, sportsmanship and respect for others. Summer swim team strives to maximize participation and provide an environment where children of all swimming abilities can have fun, as well as contributed to the team’s success. Everyone is invited to participate. You don’t have to be fast to be on the team, you just need to love to swim and have fun.

In 2012, Kirkland voters approved a permanent property tax levy to restore and enhance funding for daily park maintenance, summer beach lifeguards, major capital improvements and acquisition of park land, all of which support the health and well-being of the community.

With the infusion of levy funds, park maintenance staffing was returned to nearly the level it was in 2010.

About 82% of recreation classes met the minimum enrollment, and meets the City’s target, a good indication that the classes offered meet the demands of citizens.

Between 2008 and 2012, the acreage maintained by Kirkland parks grew by 20%, mainly due to annexation; however during that period, the department saw funding for maintenance activities reduced by as much as 22%. In 2013, funding from the 2012 voter-approved Parks Levy became available which restored labor hours for parks maintenance, materials, supplies and utilities. Returned were amenities such as restroom service at neighborhood parks, irrigation of lawn areas, staff and materials for weedng and mulching landscape beds, as well as care of park benches and picnic shelters.

The levy also provided resources for the City to assume from the Finn Hill Park and Recreation District, the maintenance and operation responsibilities of the 46-acre O.O. Denny Park.

Further investment in the City’s Parks Capital Improvement Program was made through the levy and a number of major projects were started in 2013, such as: developing the Cross Kirkland Corridor Master Plan, Waverly Beach Park Renovation, and Edith Moulton Park Master Plan. Also completed in 2013 was the acquisition of park land adjacent to Juanita Heights Park in the Finn Hill Neighborhood.

Funding was secured through the levy to keep lifeguards at Houghton and Waverly beaches as well as add water safety services to the ever-popular Juanita Beach Park.

Lastly, in 2013 the Green Kirkland Partnership received a dedicated, ongoing funding source from the Parks levy which allowed the urban forest restoration program to hire staff to recruit volunteers and business sponsors, write grants, train volunteer stewards, coordinate restoration events, develop restoration plans and provide education and outreach to schools and the community on the benefits of healthy forests and other natural areas.
HOW DO WE MEASURE ENVIRONMENTAL SUSTAINABILITY?

National Pollutant Discharge Elimination System (NPDES) stormwater permit compliance encompasses a wide range of actions the City undertakes to improve surface water quality. Recycling diversion rates and waste entering the landfill measure the effect of the City’s waste reduction efforts. High resolution satellite imagery and remote sensing and geographic information system (GIS) mapping is used to determine the amount of tree leaf surface covering a large area. Urban tree canopy coverage is a gauge of growth balanced with development and natural resource protection. Low canopy coverage is linked to increased flooding, energy use and urban heat island effects and a decline in air quality.
In 2013, the City of Kirkland began to implement a Six Year Work Plan, generated from the Urban Forestry Strategic Management Plan. These efforts were directed by an interdepartmental team focused on providing well-coordinated, consistent, efficient and sustainable urban forest management.

The group streamlined tree permit procedures to provide better customer service, revised the City’s Pre-Approved Plan for tree grates, and procured a chipper that reduced contractor costs and hastened tree-related emergency response. A new full-time Field Arborist position enabled more proactive tree maintenance in city rights-of-way.

A $50,000 King Conservation District grant enabled the City to update its 20-Year Forest Restoration Plan. Kirkland sought support from, and was provided crews from the Washington Department of Natural Resources to restore wooded areas in three Kirkland parks.

Kirkland continued to show its commitment to responsible urban forest management in 2013 by maintaining its status as a Tree City USA for twelve consecutive years and earned its fifth Growth Award from the National Arbor Day Foundation.

The Green Futures Lab at the University of Washington produced a 2013 report on urban forest management in the Puget Sound region. As one of four cities featured in the report, Kirkland was recognized “as a leader as of late in actively pursuing urban forestry initiatives and integrating forestry into city departments.”

Since the NPDES Phase II Stormwater Permit became effective in 2007, Kirkland has maintained 100% compliance. City staff has implemented energy saving measures in every department, keeping mindful of lighting, computers and heating and providing public education about energy reduction programs. Kirkland continues to have one of the highest total residential diversion rates, 68%, for all of King County cities. The City continues to work at improving multi-family and commercial recycling programs to increase the diversion rates for those sectors. Having met the 40% canopy cover goal through annexation, the City is shifting its focus to maintaining its current canopy cover while achieving optimal health and sustainability of the urban forest resource.

A green business strives to have a positive impact on the environment and community. It develops and practices business strategies that go beyond regulation and demonstrates commitment to a healthy and sustainable future. A green business adopts principles, policies, and practices that improve the quality of life for its customers and employees.

Since its inception in 2007, Kirkland’s Green Business Program has recognized nearly 100 businesses with window clings, a signed letter from the City Manager and recognition on the City’s website showcasing their efforts. Numerous site visits, technical assistance, workshops and presentations have been held. In January 2014, with grant funds from the Department of Ecology, the program was evaluated on how it could gain more participation, increase value and improve recognition. Concurrently, a group of committed regional partners—City of Bellevue, City of Kirkland, City of Seattle, and Local Hazardous Waste Management Program of King County/EnviroStars—convened to discuss pooling resources to launch a regional green business program with a coordinated web portal and shared outreach and business recognition activities. Individually-funded and operated green business programs are not as efficient and affordable as regional programs and it has become challenging for businesses to navigate the growing number of local programs.

The comprehensive update of the Surface Water Master Plan is in progress. The Master Plan will evaluate the utility’s current system, areas needing improvement and chart a 10 year course for programs and projects needed to comply with the NPDES II permit and improve water quality and habitat in Kirkland.

City of Kirkland Councilmembers and staff participated with the King County Climate Collaborative throughout the year with highlights including attendance at two summits facilitated by the King County Executive Dow Constantine with Governor Inslee’s staff in attendance. Councilmembers, Deputy Mayor and staff participated in special events including the Sustainable Cities Roundtable fifth-anniversary event held in March at the new Bullitt Foundation Center for the Sustainable Program Award. Kirkland’s government operations has met the carbon reduction goal for 2020 with a reduction of 21% from 2005 to 2013. Reduction results are much due to participating in PSE’s Green Power Program for City Facilities.

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**Financial Stability**

**Goal**

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

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum balance in General Purpose Contingency Reserves</td>
<td>55%</td>
<td>55%</td>
<td>72%</td>
<td>74%</td>
<td>76%</td>
<td>80% of budgeted reserve target</td>
</tr>
<tr>
<td>Credit Rating</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
</tr>
<tr>
<td>Percent of funding allocated to high priority services (Stars and Imperatives)</td>
<td>*</td>
<td>93%</td>
<td>*</td>
<td>94.2%</td>
<td>94.6%</td>
<td>80% of rated services</td>
</tr>
</tbody>
</table>

1 Citizens rated City services by their importance and how well the City provided them. “Stars” have high importance and high performance ratings; “imperatives” have high importance and lower performance ratings.

*Community survey occurs in even years

2012 Survey with 2013 - 14 Budget

**How Do We Measure Financial Stability?**

Standard and Poor’s credit rating provides an external assessment to the City’s financial stability, and this measure is used in partnership with revenue and expenditure forecasts to create a picture of the City’s stability.

The City also closely monitors available funding for reserves, which demonstrates the City’s ability to respond to basic services through economic cycles and meet unforeseen needs.
Contingency reserves were used to help balance the budget during the economic downturn, leading to a decrease in the minimum balance in the reserves. The Council began replenishing reserves with the start of the economic recovery in 2011. Replenishment to target will be a focus over the next several budget cycles.

Standard and Poor’s AAA credit rating is the highest rating that can be achieved by a municipality and saves Kirkland taxpayers money through lower interest rates when borrowing. Kirkland has retained its AAA rating in recent years. The rating reflects factors including community demographics, use of best practices and financial strength.

Despite constrained budgets the City has continued to invest in areas that the community has highlighted as a priority. The most recent data shows that 94.6% of the budget has been allocated to high priority areas. Further, the City has also made long term decisions, such as the voter approved 2012 Streets and Parks Levies, to facilitate greater investment on areas citizens have highlighted as important.

Balancing affordability, sustainability and responsiveness to citizen needs means that the City is able to ensure improvements are made in a financially responsible manner, while sufficiently prioritizing areas citizens are most concerned about.

Financial stability is essential to the City of Kirkland. The City prioritizes maintaining a stable financial base from which to fund core services, and ensures all major decisions are affordable. Kirkland establishes strong financial management policies by:

- Realistically estimating revenues and expenditures
- Consistently monitoring and amending the budget based on actual performance
- Creating a long-term financial plan
- Ensuring long-term capital improvement funding
- Managing investments and debt
- Maintaining reserves to offset economic downturns

The City’s biennial budget is an essential planning document and provides strategic insight into current spending allocations and future spending priorities. The City is also working to further integrate the budget with the overall performance management framework to ensure that the spending decisions are responsive to citizen needs and council priorities, as well as sustainable and affordable.

The City of Kirkland’s biennial budget is more than a funding mechanism for departmental expenditures. It is an essential tool for strategic planning both in the near and long term. A successful budget requires the efforts of staff in every department, Council Members, and input from the public, and the City of Kirkland is proud of the clear and comprehensive result.

In 2013 these efforts were recognized as the City received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 2013-14 Biennial Budget. The award reflects the City’s success in achieving the highest principles of governmental budgeting by creating a document that is a financial, communication and policy plan for the City.

The 2013-14 Budget was structured on the Council’s adopted goals, reflecting their central place in the strategic and policy thinking of the City. This emphasis received particular praise from the GFOA, with one reviewer commenting “the reviewer appreciates the linkage to Council goals... and their connection to funding. Excellent job!”

This is the 13th time the City has received this award, which serves as an indicator of the City’s long history of excellent financial management.
**Human Services**

**Goal**
Support a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity.

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total human services funding¹</td>
<td>$2,440,583</td>
<td>$2,440,583</td>
<td>$2,202,081</td>
<td>$2,513,170</td>
<td>$2,654,433</td>
<td>N/A</td>
</tr>
<tr>
<td>Human services funding per capita</td>
<td>$49.80</td>
<td>$50.02</td>
<td>$32.29</td>
<td>$30.84</td>
<td>$32.58</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Number of programs funded in each community goal area:

1. Food to Eat and Roof Overhead
   - 2009: 14
   - 2010: 14
   - 2011: 18
   - 2012: 18
   - 2013: 21
   - Target: N/A

2. Supportive Relationships within Families, Neighborhoods and Communities
   - 2009: 13
   - 2010: 13
   - 2011: 13
   - 2012: 13
   - 2013: 13
   - Target: N/A

3. Safe Haven from All Forms of Violence and Abuse
   - 2009: 8
   - 2010: 8
   - 2011: 9
   - 2012: 9
   - 2013: 4
   - Target: N/A

4. Health Care to Be as Physically and Mentally Fit as Possible
   - 2009: 8
   - 2010: 8
   - 2011: 10
   - 2012: 10
   - 2013: 15
   - Target: N/A

5. Education and Job Skills to Lead an Independent Life
   - 2009: 4
   - 2010: 4
   - 2011: 6
   - 2012: 6
   - 2013: 9
   - Target: N/A

Percent of Eastside residents requesting assistance that agencies were able to serve*

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Funded agencies meet or exceed human services contract goals

- 2009: 96%
- 2010: 96%
- 2011: 95%
- 2012: 94%
- 2013: 94%

- Target: 100%

Percent of applicant programs receiving funding from the City

- 2009: 81%
- 2010: 81%
- 2011: 77%
- 2012: 74%
- 2013: 84%

- Target: 100% of eligible programs

¹Includes all human services funding as listed in the budget for 2013 figures - numbers as of May 2014.

*Measure being developed for future reports

+ City is reviewing measure to make recommendation to City Council as to the relevancy and accuracy of the data.

**How do we measure Human Services?**

The City contracts with a range of non-profit agencies that have multiple funding sources. The City uses measures such as funding level, and funding per capita to help measure our commitment to the non-profits supported by the City.

The non-profit agencies have service delivery goals and outcome expectations that they are required to track and report to the City on a quarterly basis.
Stephanie Baldwin became a LINKS volunteer because she wanted to give back to the community she lives in. She was paired with Scott Judge’s 2nd grade class at Muir Elementary. Scott quickly realized the value of Stephanie’s contribution and the impact it was having on his students. He shared, “I have benefited by having an extra set of ‘hands’ in the classroom to work with a diverse group of kids. Stephanie has assisted with creating second grade “Sight Word” booklets to work with students on their sight-word recognition. Stephanie has also provided positive role-model skills when joining the class on the ‘rug’ during mini-lesson sessions.” Scott commented, “I also see it benefiting my students by having a caring and positive adult role model, who gives support towards the development of young learners.”

Stephanie shared the following comments regarding her perspective of the time she spends in Mr. Judge’s classroom. “I work with a reading group of three kids who are working towards strengthening their reading skills. We read a different book every week, and each one challenges them with new words. We sound out the words together, and they definitely have an “ah-ha” moment each and every time they read the word correctly. It is extremely gratifying to see the progress they make from week to week.”

Lake Washington School District LINKS Program Leverages City Financial Support and Community Volunteers

Stephanie Baldwin became a LINKS volunteer because she wanted to give back to the community she lives in. She was paired with Scott Judge’s 2nd grade class at Muir Elementary. Scott quickly realized the value of Stephanie’s contribution and the impact it was having on his students. He shared, “I have benefited by having an extra set of ‘hands’ in the classroom to work with a diverse group of kids. Stephanie has assisted with creating second grade “Sight Word” booklets to work with students on their sight-word recognition. Stephanie has also provided positive role-model skills when joining the class on the ‘rug’ during mini-lesson sessions.” Scott commented, “I also see it benefiting my students by having a caring and positive adult role model, who gives support towards the development of young learners.”

When asked about how she would describe her experience at Muir Elementary, Stephanie said, “They are a great group of kids who have a genuine desire to learn. Mr. Judge is very enthusiastic in his teaching style, and the kids respond to his lessons in such a positive and respectful way. I would definitely recommend being a LINKS volunteer to others. It was such an easy process to get matched up with a school and teacher that worked best for me and my busy schedule. This has been such a wonderful experience and every week I look forward to my time in Mr. Judge’s classroom.”
**GOAL**

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

### MEASURE

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriptions/number of e-bulletins sent out</td>
<td>917/139</td>
<td>1086/137</td>
<td>1154/340</td>
<td>1231/283</td>
<td>N/A</td>
</tr>
<tr>
<td>Neighborhood CIP funding</td>
<td>$25,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td>Number/amount of neighborhood matching grants</td>
<td>9/$5,493</td>
<td>11/$11,130</td>
<td>13/$14,570</td>
<td>10/$13,890</td>
<td>N/A</td>
</tr>
<tr>
<td>Value of Volunteer hours in neighborhood projects</td>
<td>$62,162</td>
<td>$31,776</td>
<td>$30,836</td>
<td>$30,199</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of attendees at City Council neighborhood meetings*</td>
<td>68*</td>
<td>262*</td>
<td>67</td>
<td>123</td>
<td>50+ per meeting</td>
</tr>
<tr>
<td>Number of questions submitted to City Council neighborhood meetings</td>
<td>21</td>
<td>100</td>
<td>34</td>
<td>24</td>
<td>N/A</td>
</tr>
<tr>
<td>KAN Neighborhood University attendees*</td>
<td>**</td>
<td>130</td>
<td>20</td>
<td>70</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*There was one less City Council meeting with the neighborhoods in 2010 and 2012.
**Neighborhood University postponed from Fall 2010 to after Annexation May 2011.
*** Question not included in the 2012 Survey
**** No survey was conducted in 2013

How do we measure neighborhood services?

Citizen satisfaction with neighborhood services and infrastructure demonstrates how well the City understands the needs of residents and subsequently invests in neighborhood planning and capital improvements.

Rates of citizen participation in neighborhood activities reflect the neighborhood organizing work done through the Neighborhood Services staff.

E-bulletin communications, neighborhood funding and outreach programs demonstrate how the City actively connects residents with resources and stimulates participation in local government.
The City is committed to supporting neighborhoods by:

- Providing neighborhoods with resources to address needs;
- Strengthening the relationship between City Hall and the neighborhoods;
- Supporting the neighborhood associations in expanding their membership;
- Increasing awareness of City services; and
- Building partnerships to improve Kirkland’s neighborhoods.

The Neighborhood Services staff provides outreach and resources through personal contact, e-bulletins and the City website. The City distributes neighborhood matching grants for neighborhood projects. Project creation and volunteering enable residents to actively participate in local government, build community and improve the quality of life in their neighborhood.

Neighborhood Services connects residents with citywide issues by coordinating City Council meetings in four neighborhoods per year. Citizens can talk directly to City Council members and ask questions regarding neighborhood and citywide issues.

The Kirkland Alliance of Neighborhoods (KAN), with the help of the City, leads yearly Neighborhood University sessions. These classes teach residents about city government, neighborhood organizing, and leadership. KAN meets five times a year to exchange information about neighborhood issues, network, provide educational opportunities for neighborhood leaders, and connect with city services.

Reenergizing neighborhoods was the focus for 2013 (identified in the City’s Work Program). As a result, the City Council, Kirkland Alliance of Neighborhoods (KAN) and staff embarked on a multitude of initiatives to create partnerships on capital project implementation and clarify roles in future planning and transportation efforts. The following lists some examples.

- Hundreds of residents participated actively in the Comprehensive Plan and Neighborhood Plan update process.
- KAN rewrote their mission statement and began inviting City Council members to their meetings for casual conversations.
- Seventy residents participated in the first Town Hall meeting offered by City Council.
- Three hundred requests were logged into the suggest-a-project interactive map.
- Seventy residents attended Neighborhood U (Growth Management – What Does It Mean for Kirkland’s Future).
- Neighborhood leaders participated in the design of the new Neighborhood Safety Program being implemented as a pilot in 2014.

As part of the re-energizing neighborhoods, the spring City Council meetings in the neighborhoods were put on hold while the Council and KAN reassessed the schedule and structure of these meetings resulting in one less neighborhood (3 instead of 4) meeting with the City Council. However, the attendance (70) at the Town Hall meeting was included in the City Council meeting in the neighborhood measurement.
How do we measure affordable housing?

King County’s Countywide Planning Policies determine the affordable housing targets for cities based on a variety of factors, including the projected affordable housing needs of low and moderate income households, the existing stock of market rate and subsidized housing, and the number of jobs by wage level and location.

Kirkland’s progress towards meeting those targets include affordable housing units that have been built as a result of:

- Housing Trust Fund contributions
- Housing regulations that the City has adopted, such as Accessory Dwelling Units, density bonuses and tax exemptions.
- Private housing development with market rents at affordable levels.
The City continues to make significant contributions to the ARCH Housing Trust Fund. Following the annexation of the North Juanita, Finn Hill and Kingsgate neighborhoods, the City’s target for contributions to the Housing Trust Fund increased to reflect the larger population. The combination of the City increasing its contributions, plus a one-time increase in Community Development Block Grant (CDBG) funds allocated to ARCH through King County, account for the large increase in funding in 2012. The City continued its increased contributions in 2013.

Progress towards meeting affordable housing targets established in the Countywide Planning Policies fluctuates annually. This is due to a variety of factors, including when the City’s trust fund contributions get allocated and to which projects. The City gets credit for affordable housing units based on its monetary contributions, regardless of where the units are built, as well as affordable units that are built in the City through regulatory requirements and market forces. The good news is that affordable housing is being built in Kirkland!

Kirkland continues to take a multi-faceted approach to creating a diverse housing stock that meets a variety of income ranges and needs. In 2012, the City enacted changes to the Municipal Code that allow the exemption of 80% of the transportation and park impact fees for units targeted to those earning 80% or less than King County median income without having to repay those fees from City funds. In 2013, the City granted over $210,000 in impact fees exemptions for low income housing developments. The City’s growing list of regulations to encourage and enable affordable and diverse housing include:

- Accessory Dwelling Units
- Small lot single family allowances
- Cottage and carriage housing regulations
- Affordable housing requirements with offsetting density bonuses
- Multifamily residential tax exemptions
- Standards for transit-oriented development at South Kirkland Park and Ride
- Impact fee exemptions for affordable housing

In addition, the City sees a tremendous return on its annual investment in the ARCH Housing Trust Fund. All of the low income units and about 10% of the moderate income units that the City has been given credit for producing are a result of financial contributions made by the City to affordable housing projects within Kirkland and other ARCH cities through the ARCH Housing Trust Fund.

Friends of Youth (FOY) delivers a broad range of services to youth and their families. Their vision is to create a world where all youth have every opportunity to succeed. In early 2012, FOY purchased the former Grace Chapel property in Kingsgate with the goal of consolidating several of their functions into one campus setting. Construction on the campus is nearing completion and includes the FOY headquarters in the previous church building plus five new residential buildings for youth with various housing needs.

The ARCH Housing Trust Fund awarded over $670,000 in funding to help make the FOY campus and housing a reality. Kirkland was able to provide additional support for the development through its impact fee exemption regulations that were adopted in 2012. Under that program, the City was able to exempt 80% of the Transportation and Park Impact Fees for low income housing. This resulted in a total saving of $25,250 for the FOY project.

The residential buildings on the campus include the Youth Haven building plus four single family homes. Youth Haven provides supervised temporary housing for ten girls and boys, ages 11 to 17, who have run away or are in the midst of a family crisis. Counseling for life skills and family reconciliation services are also provided.

The four single family homes will each provide housing for five unrelated youth in a supervised setting. Two of the homes will provide transitional housing for youth ages 16 to 21 that were previously homeless, helping them develop independent living skills and enter the job market. The other two homes will provide extended foster care for youth ages 18 to 21 under a new state program. These homes will help youth that have been in foster care as they pursue employment and education opportunities and transition from that program to become self-sufficient adults.
Data Sources

Neighborhoods
Neighborhoods Services Division
2010 and 2012 Citizen Opinion Surveys

Public Safety
Fire & Building Department
Police Department
2010 and 2012 Citizen Opinion Surveys

Human Services
Human Services Division
Parks & Community Services Department
Agency Reports

Parks and Recreation
Parks & Community Services Department
Comprehensive Parks, Recreation and Open Space Plan, City of Kirkland
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