Development Services Study Recommendations Year-End 2015 Status Report

Planning and Economic Development Committee

January 11, 2016

- Development Services Study Completed in 2012
- Consultant report contained 214 recommendations
- Status of Recommendations
    - Completed (pp. 1-9)
      Implementation of 127 recommendations has been completed, with 51 completed since the last update in late 2013
    - In Process or to be Completed (pp. 10-15)
      77 recommendations fall in the category, with 52 in process and 25 still to be done
    - Not Recommended by Staff (pp. 16-17)
      10 recommendations are not recommended for implementation by staff. If the Committee would like to discuss any of these items, staff could bring more information to a future meeting.

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Completed										
PROCESS IMPROVEMENTS										
Process Imp	*63*	*Hire contract inspectors as needed for increased workload*	*Building Official*	*68*	*1*	*Done*	*Currently using on-call and temp inspectors to meet workload*			
Process Imp	*65*	*Hire contract plans examiners as necessary re workload*	*Building Official*	*69*	*1*	*Done*				
Process Imp	*190*	*Add ROW inspector to inspection team*	*Development and Environmental Services Manager*	*193*	*1*	*Done*				
Process Imp	*64*	*Fill vacant Plans Examiner position*	*Building Official*	*68*	*2*	*Done*	*Recruitment has begun.*			
Process Imp	*156*	*Storm Water Engineer to attend some pre-submittal conferences*	*Development and Environmental Services Manager*	*144*	*2*	*Done*				
Process Imp	*81*	*Expand tools for Fire code enforcement*	*Fire Marshal*	*74*	*3*	*Done*	*Fire Marshal has had discussions with code enforcement staff. A process has been identified. Process may need to be modifed depending on effectiveness*			
Process Imp	*216*	*Discuss overall customer timeline concerns*	*DSM*	*217*	*2*	*Done*	*Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to idenify how they will add capacity and how much it will cost. Ongoing discussions in Development Services. DS continues to find ways to reduce timelines with available staff resources.*			*2013*
Process Imp	*130*	*Consistently process all applications*	*Development Review Manager*	*115*	*3*	*Done*	*confirm with supervisors; planners all on same page. Training and procedures updated and continue to be updated.*			*2013*
Process Imp	*183*	*Review Process IVA criteria to allow more types of projects*	*Development Review Manager*	*179*	*2*	*Done*	*Code amendment completed, limited changes endorsed by staff, Commission, and Councils*			*2013*
FORM AND WEB UPDATE PROJECT										
Form and Web Project	*52*	*Update all handouts and applications*	*Development Review Committee*	*60*	*2*	*Done*	*This is part of a larger project to update and reformat all forms.*			
Form and Web Project	*37*	*Up-date tree removal forms for on-line completion*	*DSM*	*50*	*2*	*Done*	*This is part of a larger project to update and reformat all forms. Available on MBP.*			*2013*
Form and Web Project	*75*	*Review all handouts re new codes*	*DSM*	*72*	*2*	*Done*	*This is part of a larger project to update and reformat all forms. Handouts are on MBP.*	*$$*		*2013*
Form and Web Project	*34*	*Rename website "Directory" to "Staff Directory"*	*DSM*	*49*	*3*	*Done*	*This is part of a larger project to update and reformat all forms.*			
Form and Web Project	*159*	*Simplify review and Notice of Application/Comment form (SEPA)*	*Development Review Manager*	*147*	*3*	*Done*	*The form will be reviewed for readability and understanding by lay people while meeting lEnerGoval requirements.*			*2013*

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STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Form and Web Project	*157*	*Convert pre-submittal logistics to online process*	*DSM*	*146*	*2*	*Done*	*This is part of a larger project to update and reformat all forms.*			*2013*
Form and Web Project	*105*	*Reformat Predesign Conference applications for filling on-line*	*DSM*	*91*	*1*	*Done*	*This is part of a larger project to update and reformat all forms. Pre-app services available via MBP.*			*2013*
Form and Web Project	*33*	*Have residents' tab on city's website*	*DSM*	*47*	*3*	*Done*	*This is part of a larger project to update and reformat all forms.*			*2014*
DEVELOPMENT SERVICES COST OF SERVICE AND FEE STUDY										
Fee Study	*19*	*Use revenues that exceed budget estimates to supplement staff or consultants*	*City Manager and Finance Director*	*34*	*1*	*Done*	*All development services revenue is being used for development services expenses. Postions/consultants are being added commensurate with increased activity and revenue.*			
Fee Study	*187*	*Include all relevant Public Works staff in fee staffing model*	*Finance Department*	*184*	*2*	*Done*				
Fee Study	*17*	*Develop staffing model as part of fee study*	*Finance Department*	*34*	*1*	*Done*	*Start in May 2013*			*2013*
Fee Study	*146*	*Use 1,349 hours as current productivity hours needed for current planners and supplement as necessary with consultants.*	*Finance Department*	*132*	*1*	*Done*	*Part of /staffing/fee study. Was used in the 2014 fee study.*			*2014*
CUSTOMER SERVICES										
Customer Svc	*145*	*Add one temporary planner for current planning activities*	*Planning Director*	*132*	*1*	*Done*	*The City Manager has recently approved a request to use funds from the development services reserve fund to hire contract planning services. Use of additional funds will be requested if workload further increases and funds are available. Further consideration should occur as part of discussions on shortening application review times and increasing application fees.*			
Customer Svc	*189*	*Monitor permit activity levels to set staffing levels*	*DSM*	*193*	*1*	*Done*	*This is an on-going process as workloads are monitored on a monthly basis and staff is requested if necessary*			
Customer Svc	*6*	*Aggressively address employees with customer service issues*	*DSM*	*26*	*2*	*Done*	*Coaching and counseling has been done with front line staff.*			
Customer Svc	*7*	*Return phone calls and emails same day received*	*DSM*	*27*	*2*	*Done*	*All staff has been directed to do this. An item will also be addressed in the DRC manual.*			
Customer Svc	*150*	*Clearly communicate plan sign offs*	*DRC 2 team*	*137*	*2*	*Done*				
Customer Svc	*77*	*Permit Technician Supervisor to assist at public counter 25% of time*	*Building Official*	*73*	*3*	*Done*				
Customer Svc	*218*	*Share customer survey with City Council, Planning Commission, and Hearing Examiner*	*City Manager*	*219*	*3*	*Done*				
Customer Svc	*205*	*Local developers to review Pre-Approved Plans Manual*	*Development and Environmental Services Manager*	*200*	*3*	*Done*	*Fall of 2013 we will be updating standards again and we will solicit comments from developers and engineers. We have done this in the past.*			*2014*

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STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
ADMINISTRATION										
Admin	*14*	*Update DRC Manual*	*DSM*	*30*	*1*	*Done*	*Same as recommendation 129*			
Admin	*15*	*The DRC II to have a chairperson*	*DSM*	*31*	*1*	*Done*	*The DSM's share chairperson duties such as setting agendas, running the weekly meeting, and serving as spokesperson. The DSM have found that it is preferable to share the chair duties to spread the workload and maintain progress when one is out of the office.*			2013
Admin	*30*	*Require EnerGov to test software prior to shipping*	*Information Technology*	*46*	*1*	*Done*				
Admin	*35*	*Add staff photos to website*	*Development Services Managers*	*49*	*3*	*Done*				
Admin	*43*	*Add links to Growth Management Laws*	*Deputy Director*	*51*	*3*	*Done*				
Admin	*51*	*Compile index of all handouts*	*Development Review Committee*	*60*	*3*	*Done*				
Admin	*53*	*Hire Administrative Support Supervisor for Fire*	*Deputy Fire Chief*	*61*	*3*	*Done*				
Admin	*58*	*Continue combined Fire and Building pending regional Fire Department*	*City Manager*	*63*	*1*	*Done*	*No action is planned pending RFA decision.*			
Admin	*92*	*Building plan checkers to be permit project managers*	*Building Official*	*81*	*1*	*Done*				
Admin	*93*	*Clearly communicate plan checker permit project manager role*	*Building Official*	*81*	*1*	*Done*				
Admin	*139*	*Increase voice mail storage capacity for code enforcement*	*Planning Director*	*122*	*1*	*Done*	*Rather than adding additional storage for voice mails,use Outlook file folders for storage. Once a message has been heard, it should be moved to a folder that corresponds to the enforcement case to which the message pertains.*			
Admin	*173*	*Complete Comprehensive Plan update in 12 to 18 months*	*Deputy Director*	*168*	*1*	*Done*				
Admin	*192*	*Designate Public Works project manager for certain projects*	*Development and Environmental Services Manager*	*194*	*1*	*Done*				
Admin	*31*	*EnerGov Committee to continue to participate in Energov user group*	*EnerGov Committee*	*47*	*2*	*Done*				
Admin	47	Continue to participate in EnerGov User Group	Building Official	60	2	*Done*				
Admin	48	Business cards to include Inspectors cell phone number	Building Official	59	2	*Done*	We are now doing this.			
Admin	55	Fire Marshal to become full-time plans examiner	Director of Fire and Building	62	2	*Done*	Assistant FM assigned with part time duties as Plans examiner and development services technical expert due to staffing limitations.			

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	68	Purchase e-codes for 2013 codes	Building Official	69	2	*Done*	Purchased in April			
Admin	72	Obtain copies of new codes	Building Official	71	2	*Done*	Purchased in March			
Admin	74	Develop public education program re new codes	Building Official	71	2	*Done*	Kirkland is a member of MyBuildingPermit.com and WABO which is already providing this training for our customers. The building industry (BIAW) is also providing this training.			
Admin	100	Complex plans to be reviewed by qualified staff or consultant	Building Official	86	2	*Done*	We have always done this.			
Admin	108	Review timelines for delivering agenda packets to DRB members	Development Review Manager	93	2	*Done*				
Admin	110	Finalize Guide to Hearings Before the Hearing Examiner	Development Review Manager	96	2	*Done*				
Admin	120	Convert paper files to electronic files	Planning Director	109	2	*Done*	Discuss at Senior Staff meeting.			
Admin	123	Log Code Enforcement customers in EnerGov	Development Review Manager	110	2	*Done*	Receptionist is doing this			
Admin	125	Revise meeting formats, agendas, etc.	Planning Director	113	2	*Done*	Discuss at Senior Staff meeting, then at a staff meeting.			
Admin	133	Assign lunch hour telephone coverage to administrative staff	Planning Director	117	2	*Done*	This has been accomplished.			
Admin	134	Staff to use outlook system calendar for sick/vacation time	Planning Director	118	2	*Done*				
Admin	137	Provide IFAS, TRIM, and EnerGov manuals to appropriate staff	Planning Director	120	2	*Done*	None of the above programs actually have detailed manuals. Instead each has general tip sheets. All staff should have copies of those sheets.			
Admin	171	Continue to set staffing needs for Long Range planning as part of 2013 work program	Deputy Director	166	2	*Done*				
Admin	172	Expand planning work program to accommodate special projects	Deputy Director	167	2	*Done*	Council policy			
Admin	182	Do not accept PAR applications after deadline	Deputy Director	178	2	*Done*	Council policy			
Admin	203	Develop communication link re tree permits	Development and Environmental Services Manager	199	2	*Done*				
Admin	213	Review workload and delegation issues with Development Services Managers	City Manager	208	2	*Done*				
Admin	*211*	*Meet with Fire Staff regarding employee scoring of department management survey questions*	*Director of Fire and Building*	*206*	*2*	*Done*				2013
Admin	*212*	*Review employee low scores for eight questions*	*Director of Fire and Building*	*207*	*2*	*Done*				2013

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	111	Determine workload for processing hearings for other departments	Development Review Manager	96	3	Done	Minor impact; inconsequential			
Admin	*112*	*Use strike out and bold text for changes in policy documents*	*Deputy Planning Director*	*98*	*3*	*Done*				
Admin	*119*	*Improve policy for meeting rooms*	*DSM*	*108*	*3*	*Done*				
Admin	*122*	*Contract documents to be managed via HP TRIM software*	*Planning Director*	*109*	*3*	*Done*	*This should already be happening, as it is City policy to process contracts in TRIM. Agreements for individual projects that are under the overall scope of a previously executed contract do not need to be routed through TRIM (examples include the three party agreements with the Watershed Company or project assignments for contract planners). However, from this point forward, administrative staff will save a copy of the executed agreements in TRIM.*			
Admin	*67*	*Monitor inspector and plan reviewers qualifications*	*Building Official*	*69*	*3*	*Done*	*We have always done this.*			
Admin	*135*	*Decide on one name to refer to planning function*	*Planning Director*	*118*	*3*	*Done*	*We should use "Planning and Community Development Department." It is acceptable to abbreviate the name to PCD. Also, the Zoning Code already uses "Planning Department" throughout, with an explanation in the definition chapter that it means Planning and Community Development Department.*			
Admin	*141*	*Increase outreach for voluntary code compliance*	*Development Review Manager*	*125*	*3*	*Done*				
Admin	*195*	*Set deadline for digitized electronic files*	*Development and Environmental Services Manager*	*195*	*3*	*Done*				
Admin	*202*	*Retain current organizational structure for Transportation*	*Public Works Director*	*198*	*3*	*Done*				
Admin	*3*	*Give out business cards to all customers*	*DSM*	*26*	*32*	*Done*				
Admin	*2*	*Use a staged approach to re-organizing the DS departments*	*Deputy CM*	*25*	*1*	*Done*	*A staged approach will be proposed to the City Manger*	*$$$*	*X*	*2015*
Admin	*114*	*Establish formal chain of command*	*Planning Director*	*106*	*2*	*Done*	*Discuss at Senior Staff meeting, then at a staff meeting.*	*$*		*2013*
Admin	*117*	*Increase public outreach*	*Planning Director*	*108*	*2*	*Done*	*Discuss at Staff meeting.*	*$*		*2014*
Admin	*124*	*Analyze all meetings regarding purpose*	*Planning Director*	*113*	*2*	*Done*	*Discuss at Senior Staff meeting, then at a staff meeting.*			*2013*

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	138	Update administrative staff procedures	Administrative Supervisor	120	2	Done	Admin staff has a series of templates, checklist and follow-up forms for meeting packets, public notices and internal processes. As amendments are made, the written documentation is continually updated. With the implementation of EnerGov, we have needed to update the various directions from the Advantage wording to the EnerGov wording.			2013
Admin	147	Consider additional delegation of land use decisions	Planning Director	134	2	Done	Code amendment in process		X	2013
Admin	148	Move more appeals to Hearing Examiner	Planning Director	134	2	Done	Code amendment completed, no additional changes endorsed by Commission and Councils		X	2013
Admin	166	Distribute Process IIB recommendations only electronically	Planning Director	153	2	Done	Electronic distribution maximized within legal limits			2014
Admin	197	Increase delegation and staff empowerment	Development and Environmental Services Manager	195	2	Done				2013
Admin	144	Planners to be true project managers	Planning Director	129	1	Done	The DSM's and DRC Committee should prepare written procedures to describe PM's role during permit review.			2013-14
Admin	12	Consider creating checklists for staff to use at DRC meetings when bringing a project to the group.	Development Review Committee	30	2	Done	Discuss at future DRC meeting. Zucker meant this to be for pre-submittal meetings, not DRC. This was considered and changes were made. See rec #144.			2013
Admin	49	Set rules for implementing new programs	DSM	59	2	Done	The DSM will formalize communication guidelines with staff. Current methods include the full Development Services Staff meetings, the DRC meetings, procedure documentation and email. The guidelines will describe the best method for each type of upcoming change or new program to ensure all are informed. DSM's have recognized this and created a Leadership team which has been meeting and communicating with staff. Nicole's position in IT now provides periodic updates on procedure and process changes.			2015
Admin	126	Clarify Department's mission	Planning Director	113	2	Done	The mission statement is posted on the PCD Kirknet page. Discuss at staff meeting. Will need to create a new one with the addition of the Building division.			2013
Admin	142	Develop more comprehensive enforcement strategy	DSM	125	2	Done	Start by discussing at Code Enforcement Service Team. Coordination, responsibilities, and processes have been aligned across departments.			2015
Admin	160	Transmit Notice of Decision electronically	Development Review Manager	147	2	Done	Review with Admin staff			2013
Admin	209	Provide weekly list of all active projects	DSM	203	2	Done	Need updated EnerGov report. Weekly list of active projects distributed to staff.			2014

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	*4*	*Develop comprehensive customer service email lists*	*DSM*	*26*	*3*	*Done*	*We will work to increase customers subscriptions to Developers Partnership Forum by the use of flyers and annoucements on the DS web page. Subscriptions are over 500, and will be featured in the new permit center web page.*			*2013*
Admin	*11*	*Improve DRC meeting*	*DSM*	*29*	*2*	*Done*	*DSM will update DRC procedures to clarify who is running the meetings, how agendas are prepared and how materials are distributed prior to the meeting.*			*2013*
Admin	*180*	*Update Process Guide for Processes IV and IVA*	*Administrative Supervisor*	*173*	*2*	*Done*	*Admin staff has a series of templates, checklist and follow-up forms for meeting packets, public notices and internal processes. As amendments are made, the written documentation is continually updated. With the implementation of EnerGov, we have needed to update the various directions from the Advantage wording to the EnerGov wording.*			
	76	*Create processing manual re issuing permits in EnerGov*	*DSM*	*72*	*1*	*Done*	*Several processes have already been documented. DSM have tasked staff with creating more, especially those that can be used by all dept. This may also be part of a larger project to update and reformat all forms.*			*2013*
Admin	140	Clarify Exception to Work Hours Request Forms	Development Review Manager	124	3	Done	Discussed at Current Planning on 3/27/13. Need to document in counter procedures.			2013
Admin	162	Simplify Public Notice form	Development Review Manager	149	3	Done	Need to discuss with planners to determine what is really needed. Survey staff and customers for ideas.			2013
Admin	136	Add temporary half-time Administrative staff until EnerGov is fully implemented	Planning Director	120	1	*Done*	Planning & Building added a temporary office specialist			2015
TRAINING										
Training	*69*	*Include line item in budget for training*	*Building Official*	*70*	*2*	*Done*	*1% is more appropriate because we receive a lot of low cost traning*			
Training	*70*	*Weekly training sessions for plan checkers and inspectors*	*Building Official*	*70*	*2*	*Done*	*Weekly meetings are being done in Building. Bi-weekly meetings are being held in Fire Prevention*			
Training	*73*	*Prepare staff training program for new codes*	*Building Official*	*71*	*2*	*Done*	*Concentrated training was done this year. Traning will continue as an ongoing, budgeted program.*			
Training	*66*	*Continue to support training for inspection and plan review staff*	*Building Official*	*69*	*2*	*Done*				
Training	*191*	*Initiate comprehensive training program for inspection staff*	*Development and Environmental Services Manager*	*193*	*2*	*Done*				
Training	*113*	*Commissioners to attend APA training sessions*	*Deputy Director*	*99*	*3*	*Done*				

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Training	*152*	*Review staff training and tools for building plan review*	*Development Review Manager*	*137*	*3*	*Done*	*Staff indicated a need for Blue Beam/Adobe and "electronic permit management" training. Also, planners are consisitent in the level of review. There was agreement that if the applicant is pushing the maximum thresholds then review is much more detailed, otherwise the planners double check all numbers quickly.*			
Training	167	All planning staff to have additional EnerGov training on SEPA	Planning Supervisor	155	1	Done	EnerGov provides a means to access SEPA information and fill in forms to create SEPA documents. A tip sheet will be prepared to describe how to use this information.			2015
Training	199	Expand EnerGov staff training	EnerGov Committee	197	1	Done	Identify what training is needed; by department and interdepartmentally. Training has been provided and additional training will be provided as needed.			2013
Training	27	Expand GIS training program	Information Technology	45	2	Done	GIS is planning to deliver more training after the next major GIS software upgrade mid-2013. Training has been provided and additional training will be provided as needed.			2013-2014
Training	215	Review Public works training budget	Public Works Director	208	2	Done	Will review during next budget cycle			2014
Training	8	Seminar for staff problem solving	DSM	27	3	Done	DSM will continue to offer this type of training at all DRS meetings			2013
Training	71	Fire staff to participate in Manager/Supervisor training	Director of Fire and Building	71	3	Done	Fire staff receiving Managing to Excellence training and additional supervisor training appropriate for position. Effort initiated April 11, 2013. This training has been completed.			
Training	132	Identify staff training needs	Planning Director	117	3	Done	Each staff member and supervisor to discuss and forward to Planning Director to assess.			2013
PERFORMANCE MEASUREMENT AND ACCOUNTABILITY										
Perf Meas	*97*	*Create project tracking log re time spend on plan checks*	*Plan Review Supervisor*	*85*	*2*	*Done*				
Perf Meas	*98*	*Use tracking report to balance plan check assignments*	*Plan Review Supervisor*	*85*	*2*	*Done*				
Perf Meas	*80*	*Create inspection auditing program*	*Fire Marshal*	*73*	*3*	*Done*				
Perf Meas	*101*	*Set performance standards for Plan Reviewers*	*Building Official*	*86*	*3*	*Done*				
Perf Meas	90	Table of plan check times to be developed and available to public	DSM	79	1	Done	Should be simple project. We can start by publishing current review times.			2015
Perf Meas	96	EnerGov to track each plan reviewers times	DSM	85	2	Done	Need updated EnerGov report			2013

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
TECHNOLOGY										
Technology	*82*	*Consider converting inspection tracking system to EnerGov*	*Fire Marshal*	*74*	*2*	*Done*	*Currently retaining New World data system.*			2013
Technology	*201*	*Add additional dual monitors*	*Development and Environmental Services Manager*	*198*	*2*	*Done*				
Technology	*196*	*Evaluate increased access to GIS files*	*Development and Environmental Services Manager*	*195*	*3*	*Done*				
Technology	46	Allow permit status check in EnerGov	Information Technology	52	1	Done	Need to show status of plan case, related to My Building Permit. Permit and review status is now available on MBP.			2013
Technology	83	Resolve Interactive Voice Recognition (IVR) System issues	EnerGov Committee	75	1	Done	We have signed a contract with EnerGov to provide the ability for contractors to leave a contact number. My Building Permit is plannning to provide inspection request intEnerGovration by the end of 2013. This will require paying EnerGov to update our interface	$		2013
Technology	87	Replace tablet computers	DSM	76	2	Done	We are trying to test EnerGov to see if iPads will be a good solution. This may be the same for the other department's inspectors. All building inspectors have new notebooks and new iPads.	$		2014
Training	206	Training for inspection staff re field computers	Development and Environmental Services Manager	201	2	Done	waiting for new field computers, new computers installed			2014
Technology	207	Improve inspection call process	Development and Environmental Services Manager	201	2	Done	related to IVR problems			2014
Technology	178	Computerize Zoning Code	Deputy Director			Done	Investigate improving existing KZC on-line; see also #177	$	Y	2014-15

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
In Process or to be Completed										
PROCESS IMPROVEMENTS										
Process Imp	91	Adopt new plan check times	DSM	81	1	In Process	Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to idenify how they will add capacity and how much it will cost. Development Services has set a pilot for 4 week review starting in September.	$$$	y	2015
Process Imp	217	Discuss planning customer timeline concerns	Planning Director	217	2	To Do	Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to idenify how they will add capcatiy and how much it will cost. Will meet with Planning Director.			2015
Process Imp	204	Review tree regulations	Deputy Director	199	3	To Do	On code amendment list but unscheduled. Not on 2014-2016 work program.			
FORM AND WEB UPDATE PROJECT										
Form and Web Project	181	Provide for PAR application online	DSM	177	1	In Process	This is part of a larger project to update and reformat all forms.	$$		2015
Form and Web Project	41	Add to Building's FAQs on web site	Building Official	50	3	In Process	This has been assigned to a Plans Examiner II. Work should be complete by September 2013			2016
Form and Web Project	44	Add maps to City Hall	Information Technology	51	3	In Process	To be incorporated into website redesign project. Webmaster adding using latest Google map functionality			2015
Form and Web Project	32	Develop integrated Development Services web page	DSM	47	2	In process	This is part of a larger project to update and reformat all forms.	$$		2016
Form and Web Project	36	Up-date all on-line applications	DSM	50	2	In Process	This is part of a larger project to update and reformat all forms.			2015
Form and Web Project	40	Develop simple flow charts for all processes	DSM	50	2	To Do	This is part of a larger project to update and reformat all forms.			2016
Form and Web Project	5	Uniformly design handouts	DSM	26	3	In Process	This is part of a larger project to update and reformat all forms.			2015
Form and Web Project	9	Use Customer Comment Cards	DSM	28	3	To Do	Survey needs to be re-written to allow results to be compiled. This is part of a larger project to update and reformat all forms.			2015
Form and Web Project	10	Correct issues with on-line survey	DSM	28	3	In Process	Survey needs to be re-written to allow results to be compiled. This is part of a larger project to update and reformat all forms. Is working but have not compiled the results.	$$		2015
Form and Web Project	38	Review and clarify all handouts	DSM	50	3	In Process	This is part of a consultant project to update and reformat all forms and improve the DS website.	$$		2015
Form and Web Project	39	Add revision dates to all handouts	DSM	50	3	In Process	This is part of a larger project to update and reformat all forms.			2015

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Form and Web Project	42	Add vision and goal statements to all departments web pages	DSM	51	3	In Process	Need to decide if an overall DS vision statement should be on DS web page. This is part of a larger project to update and reformat all forms. See recommendation #38			2016
Form and Web Project	45	Add staff organization charts	DSM	51	3	In Process	This is part of a larger project to update and reformat all forms.			2016
Form and Web Project	151	Revise Multi-family dwelling checklist	DSM	137	3	In Process	This is part of a larger project to update and reformat all forms.			2015
DEVELOPMENT SERVICES COST OF SERVICE AND FEE STUDY										
Fee Study	18	Adjust fees to full cost	Finance Department	34	2	To Do	Policy evaluation early 2014. Expect further Council discussions during the mid-bi (2015-2016).		X	2015
Fee Study	143	Use factor of 11 hours average for code enforcement cases and add staff or consultants if volumes go up	Finance Department	126	1	To Do	Part of /staffing/fee study.			2013
CUSTOMER SERVICES										
Customer Svc	78	Ensure Fire, counter backup	Deputy Fire Chief	73	3	In Process	Staffing limitations have been identified. Assignments are being coordinated with building staff. Addional staff may be requested.	?		2013
Customer Svc	188	Develop uniform policy for counter hours	DSM	192	2	In Process	Future discussion. Will be addressed in City Hall remodel.			2016
ADMINISTRATION										
Admin	50	Update DRC Manual	Development Review Committee	47	2	In Process	Individual items are updated as identified. Updated on a continuing basis.			
Admin	174	Comprehensive Plan and codes to be in conformance	Deputy Director	168	1	In Process	Part of comprehensive plan update		Y	2015
Admin	177	Conduct Zoning Code diagnosis	Deputy Director	173	1	In Process	Consider as part of work program after Comprehensive Plan update	$$$	Y	?
Admin	16	Planners to review approach to economic development	Economic Development Manager (Ellen needs to address)	31	2	In Process	There is increased communication between the disciplines on the combined Planning, Housing, Economic Development Council Committee. In addition, the Economic Dev. Manager and Business Retention Consultant will meet twice per year with staff - once at a Planning Staff meeting, and once at a Development Services staff meeting.			2014
Admin	25	All employees to receive annual evaluation	DSM	39	2	In Process	Supervisors have been notified.			2015
Admin	175	Reduce volume of Comprehensive Plan	Deputy Director	168	2	In Process	Part of comprehensive plan update		Y	2015
Admin	176	Simplify and complete neighborhood plans in 6 to 12 months	Deputy Director	170	2	In Process	Under discussion by Planning commission	$$	Y	2016
Admin	210	Update Traffic Concurrency Data Base	Traffic Eng. Manager	203	2	In Process	Part of comp plan project			2015

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	149	Resolve wage issues for Expedited Reviews	Deputy CM	136	2	To Do	This will requires a negotiated change in the union contract. Also, the need for an expedited review will need to be validated by a customer survey.			2014
Admin	185	Simplify Chapter 95 of Zoning Code	Deputy Director	183	2	To Do	On code amendment list but unscheduled. Redundant with rec #204.	$	Y	?
Admin	60	Review flex-time program	Department Directors	64	3	To Do	Each director will review their flex time policy to ensure adequate coverage and customer service is being provided. This has been done with Planning, PW and Bldg			?
Admin	179	Include comprehensive update of zoning code in annual work program	Deputy Director	173	1	In Process	Consider as part of work program after Comprehensive Plan update. Redundant with rec #177			
Admin	54	Create desk procedures and performance standards	Administrative Supervisor (FIRE)	61	3	In Process	Admin staff already has desk procedures and performance standards. They need to be updated. Each of the admin staff is currently working on updating the procedures manual related to their position. Some duties have been moved between admin positions so the updated manuals will reflect that.			2013
Admin	56	Up-date Building and Fire job descriptions	Personnel Department	62	3	In Process	This has been discussed with HR. This work will be included in a larger project by HR to review all city job descriptions.			2015
Admin	57	Add minimum certification requirements to Electrical/Building Inspector position	Personnel Department	63	3	In Process	We have bEnerGovun discussions with HR to determine the best way to resolve this issue. It will most likely require a change in the minimum qualifications for the inspector positions. Hoping to accoplish this during the current AFSCME negotiations.			2015
Admin	59	Evaluate and recommend a long term solution to records management issues.	City Clerk	64	3	To Do	The City Clerk's office is available to review issues and develop a plan for development services records management. Because of the visibility of public disclosure issues, the City Clerk's office recommends this task be given a high priority.	$$		unkinown
Admin	104	Create plan review procedures manual	Plan Review Supervisor	87	3	To Do	This has been assigned to the Plan review Supervisor. It is expected to be completed by the end of the year.			2013
Admin	127	Simplify staff reports for complex projects	Development Review Manager	114	3	To Do	Design Board Review report to be simplified. Substanital Development Permit reports to be tailored to specific types of permits.			2013
Admin	128	Create policy and guidelines for power point	Planning Director	115	3	To Do	Need to discuss with planners to determine what is really needed.			2013
Admin	129	Regularly update Development Review Committee Manual	DSM	115	3	In Process	Individual items are updated as identified, however, a larger project update/improve the format for the DRC manual is part of the consultant project Phase II. Redundant with #50			

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	186	Adopt and implement the Urban Forest Strategy Management Plan	Deputy Director	183	3	In Process	Tree team is implementing	$$	Y	
Admin	193	Hire consultant for filing system	Development and Environmental Services Manager	194	3	In process	This is part of larger issue; need to consult IT and City Clerk. PW continues our scanning process with a Temp Permit Tech. About 2/3 of all records are complete.	$$		2015
Admin	194	Add temporary staff to digitize files	DSM	195	3	In Process	May be applicable to all Depts. - City Clerkand IT involvement required. PW and Building are both using temp staff to help with scanning project	$$$		
Admin	62	Consider transferring electrical plan review to Plan Review Section	Building Official	68	3	In Process	Expected to be accomplished with the "promotion" of an inspector that does electrical plan review to a Plans Examiner			
Admin	99	For new Plans Examiners consider electrical qualifications	Building Official	86	3	In Process	Management will evaluate candidates for this skill set, but few applicants are certified in this area and only about 5% permits require electrical review.			
Admin	184	Move Urban Forestry position to Public Works	Deputy Director	183	2	To Do	Initial recommendation to leave position in Planning due to planned long range planning, policy, and code revision efforts and revisit recommendation when those are complete.			
TRAINING										
Training	131	Budget 2% of personnel budget and 5% time for training	Planning Director	116	2	To do	Discuss at Senior Staff meeting, then at a staff meeting. For next budget cycle.			2014
Training	200	Additional training re Bluebeam program	DSM	197	2	In Process	Angela H has done some training but much more is needed			
Training	214	Review Planning Department training needs	Planning Director	208	2	To Do	Discuss at Senior Staff meeting, then at a staff meeting. For next budget cycle. Each staff member and supervisor to discuss and forward to Planning Director to assess. Training discussed, budget percentages not specifically established as recommended (see #131)			
Training	198	Increase management training for some Public Works staff	Development and Environmental Services Manager	196	3	In process	Will seek training for Supervisiors and leads when available Development Engineering Supervisor has attended some training. This is an on-going process that should be continious and not at a point where we would say it is done.			2015
PERFORMANCE MEASUREMENT AND ACCOUNTABILITY										
Perf Meas	26	Implement new performance standards re timelines	DSM	42	1	In Process	We need to survey our customers to see if this is needed if we reduce our review times. In September we are reducing SF reviews from 5 to 4 weeks. In 2014 Finace created a staff model for all permit types. In 2016 the DS managers will revisit the performance standards/timelines proposed by Zucker to see if additional changes should be made.	$$$		2016

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Perf Meas	89	EnerGov to report on percent that meet performance standards	Information Technology	77	1	In Process	We will need Information Technology or EnerGov to write a report that does this. We are still working on developing other EnerGov reports that have a higher priority. Developing similar report now that gets us part way there. The review times reorts have been created and being used, but they do no show the 2nd review goals and times. They also do not show the overall review times or the percentage of reviews that met their target. We will ask Kyle to modify the reports to add thoses features.			2016
Perf Meas	79	Establish performance standards for all positions	Fire Marshal	73	3	In Process	Target September 1st 2013			2013
Perf Meas	84	Establish performance standards for inspections	Inspection Supervisor	75	3	To Do	Supervisor to see what other cities are doing.			2015
Perf Meas	85	Create inspection auditing program	Inspection Supervisor	76	3	In Process	This is currently being accomplished informally. A more formal plan is being developed by the inspection supervisor			2015
Perf Meas	86	Use audit reports as part of employee evaluations	Inspection Supervisor	76	3	In Process	This will be done after the the inpsection auditing program is developed			2015
Perf Meas	102	Establish plan review auditing program	Plan Review Supervisor	86	3	To Do	This is currently being accomplished informally. A more formal plan is being developed by the Plan review supervisor			2015
Perf Meas	103	Incorporate audit information into performance evaluations	Plan Review Supervisor	86	3	To Do	Will have to accomplish #84 first, then need to work with HR			2015
CITY HALL REMODEL										
City Hall	21	Use one counter for Development Services functions	DSM	37	1	In Process	Need to review other City Hall plans. A new permit center design has been finalized and construction should be completed in the first quarter of 2016			2016
City Hall	20	Decide how to handle City Hall reception function	Deputy CM	36	2	In Process	Staff will visit other cities to see which reception model would best for Kirkland. A new reception design has been finalized and construction should be completed in the first quarter of 2016			2016
City Hall	163	All packets to be electronic	Planning Director	149	2	To Do	In order to do this the City Council Chamber would have to be outfitted with computers so that all board and commission members can look at packets during meetings. Budget item for future consideration.	$$	x	2014
City Hall	22	Pay permits at same location as process	Finance Department	37	3	In Process	would require a dedicated DS cashier, or adjacent to DS; need to evaluate with CH remodel			2013/2014
City Hall	23	Use customer participation techniques at counters	DSM	38	3	In Process	to be dealt with CH remodel design			2016
City Hall	24	Include some sit down counters in City Hall remodel	City Manager	38	3	In Process	to be dealt with CH remodel design			2016

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
City Hall	107	Design Review Board members to use laptops or I-Pads	Planning Director	93	3	To Do	In order to do this the City Council Chamber would have to be outfitted with computers so that all board and commission members can look at packets during meetings. Budget item for future consideration.	$$		
City Hall	118	Purchase printer for centralized location	Planning Director	108	3	In Process	Defer to City Hall remodel.	$		2014
TECHNOLOGY										
Technology	61	Correct inspection module in EnerGov	EnerGov Committee	68	1	In Process	EnerGov has made some progress, but there are still serious problems and they are working on finding a new module. There has been significant progress made, but we are still waiting on EnerGov provide us with a version that has all of the functionality we need.			2016
Technology	115	Use EnerGov reports to track timelines	DSM	107	1	In process	Need updated EnerGov report- see # 96; I (Rob) think this is done. PW produces such a report on a weekly basis for all PW reviewers			2014
Technology	116	Record all time data in EnerGov	Development Review Manager	107	1	In Process	Staff is working on the EnerGov reports for this. When done she will review with the planners.			2013
Technology	161	Program EnerGov to create form letters and notices	EnerGov Committee	149	1	To Do	Need to identify who is doing which report			2013
Technology	28	Integrate GIS into EnerGov	Information Technology	45	2	To Do	EnerGov has not agreed to this for security and IP reasons, but IT will pursue it.			2017
Technology	88	Enter all inspection correction notices into EnerGov	Inspection Supervisor	76	2	In Process	EnerGov has made some progress, but there are still serious problems and they are working on finding a new module. We still don't have the correction writing functionality promised, but hopefully we will get it with the next version of EnerGov. In the mean time we are starting to scan all corrections into EnerGov.			2015
Technology	121	Program EnerGov to handle file notes prior to an application	Information Technology	109	2	To Do	We will ask EnerGov if this is possible and what is the cost; if not IT will research other options			2014
Technology	169	Add new layers to GIS maps	Information Technology	164	2	To Do	GIS will add storm and sewer layers, not water for security reasons, available to public			2014
Technology	170	Integrate GIS with EnerGov	Information Technology	165	2	To Do	EnerGov has not agreed to this for security and IP reasons, but IT will pursue it.			

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
NOT RECOMMENDED BY STAFF										
Customer Svc	13	Invite applicants to DRC meeting	DSM	30	3	Not Recommended	Applicants are invited to meetings with staff to discuss issues after DRC meetings, but only with the staff that work on the particular project. This recommendation is not appropriate for a DRC meeting because there are too many staff at DRC meetings that are not involved with any one project and because reviewing one project is not the purpose of the DRC meeting.			
Admin	109	Distribute DRB notice of decision within 4 days after the hearing	Development Review Manager	94	3	Not Recommended	The Design Review Board process is different than other processes.The DRB decision is stated orally at the hearing, but then staff needs time to write it up and send it to the chair for signature. It is then distributed. In comparison - for a Process IIA permit, the Hearing Examiner has 8 days to write a decision (it is not stated at the hearing), then it is distributed within 4 days.			
Admin	153	Create submittal deadline schedules in order to make certain hearing dates	Development Review Manager	140	3	Not Recommended	Discussed with staff and the consensus was that such a schedule would encourage applicants to rush and submit incomplete materials. Also, especially for complex projects, planners wait until the initial public comment period is over to set the hearing dates to be sure there is adequate time to respond to issues.			
Admin	158	Planning Director to render decision at close of meeting	Planning Director	146	3	Not Recommended	In this recommendation, Zucker makes the incorrect assumption that the Planning Director holds a public hearing. For Process I permits, the Planning Director takes all testimony in written form and prepares a written decision. Therefore, this is not a plausible recommendation. The Director typically makes his decision within one day of receiving a staff report.			
Admin	164	Assign file close out to administrative staff	Development Review Manager	150	3	Not Recommended	Discussed with full staff and no change is needed. Planners will close out files and request help if needed from Admin staff. It would not be efficient for Admin staff to try to determine what needs to be cleaned out of the file or to collect the electronic documents for the CD.			
Technology	165	Consider if file close out can be done via EnerGov	Development Review Manager	150	2	Not Recommended	Energov cannot automate file close-out. This needs to be done by planners.			2013
Process Imp	208	Change Public Works review times	DSM	202	1	Not Recommended	We need to survey our customers to see if this is needed if we reduce our review times. IF LSM times are reduced, additional staff will be needed.	$$$		

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Process Imp	94	Create aggressive Expedited plan review program	DSM	83	1	Not Recommended	We need to survey our customers to see if this is needed if we reduce our review times. Our current programs seems to be meeting our customer's needs 90% of the time. Customers aren't requesting this service even during this peak workload period. In addition, most planners are not overtime eligible and use of consultants would require extensive training.			2014
Process Imp	155	Do completeness checks on resubmittals within 5 working days	Development Review Manager	142	2	Not Recommended	Review with supervisors/staff. Not feasible unless additional resources are provided.	$$$		2013
Process Imp	95	Set Expedited Plan Review times	DSM	84	1	Not Recommended	We need to survey our customers to see if this is needed if we reduce our review times. Our current programs seems to be meeting our customer's needs 90% of the time. See recommendation #94.			

Kirkland Sustainability Efforts/Strategy Issue Paper

The City is committed – through many "green" initiatives – to preserve, protect and sustain our natural resources. Through a variety of efforts, the City is also addressing sustainable development, green buildings and climate change.

Excerpt from 'Kirkland Green' webpage, City of Kirkland website

Purpose

The purpose of this issue paper is to:

- Highlight a number of climate change and sustainability work tasks that are either in progress or are anticipated to be undertaken.
- Assess the priority of these actions.
- Identify the staff/other resources needed to accomplish the tasks.

Kirkland's Sustainability Efforts

One of the ten City Council goals is: *"To protect and enhance our natural environment for current and future generations."* On a variety of levels throughout multiple departments, the City embraces this through its policies, programs and actions.

Since 2000, the City's Green Team has coordinated staffs' efforts in environmental, climate and sustainability initiatives. This multi-departmental service team also serves as a technical advisory panel to the City Council on environmental issues.[1] With support from their respective departments, Green Team members have accomplished the following:

- 2015 Cross Kirkland Corridor Eco-Charrette
- 2014 Community Energy and Emissions benchmark report
- 2013 Climate Protection Action Plan for government greenhouse gas emissions reduction
- 2013 Urban Forestry Strategic Management Plan
- Green Building program development
- Green Code Amendments, Phase I
- PSE Green Power Challenge program
- Sustainable Works energy efficiency campaign for homeowners
- Rooftop Solar Challenge II grant to streamline solar permitting
- Earth Hour Challenge
- Green Business Program implementation

[1] Staff Memo from the Green Team to the City Council November 7, 2013

- 2003 Natural Resource Management Plan (as Natural Resource Management Team)

While these individual green initiatives show Kirkland's commitment to "preserve, protect and sustain our natural resources," there is a growing concern that Kirkland, like many other cities, needs to plan for climate change in a cohesive manner. The City of Kirkland has been coordinating with King County and participating cities in addressing climate change and adopted a resolution supporting the King County Climate Change Collaboration (K4C) Joint List of Commitments.

Cities and Climate Change

Climate affects where it's safe to live and build, how we meet current and future energy demand and how we design our infrastructure. When climate diverges from normal – when we experience severe droughts, floods or changing weather patterns – challenges arise for natural hazards, resource availability, public safety, and diverse economic sectors.

While natural variability will continue to be an important component of Pacific Northwest climate, we also know that our climate is changing in ways that matter for our region's communities, businesses, natural resource managers and policy makers.[2]

In the Pacific Northwest, we expect continued and accelerated warming. This means less water in summer from snowpack accumulations – but increasing demands – for irrigation, hydropower production, and flows for fish and wildlife. It also means an increasing risk of summer wildfire and winter flooding, and even bigger coastal flooding and loss of valuable lands and critical habitat due to sea level rise.[3]

Collectively, these changes mean new risks to drinking water, human health, transportation systems, and economic sectors. Reducing these risks requires action on all levels – including local - to reduce our vulnerabilities to climate variability and change.

In response, the City recently included policies addressing climate change in the soon-to-be adopted Comprehensive Plan. The City Council has adopted targets for greenhouse gas reductions, committed to regional participation and signed the King County Climate Change Collaboration (K4C) Joint List of Commitments (see sidebar below). While all good

[2] *Climate Change Impacts and Adaptation in Washington State: Technical Summaries for Decision Makers* (2013), the Northwest Chapter of the US National Climate Assessment (2014).
[3] *The Washington Climate Change Impacts Assessment* (2009)
10/28/14 UW Climate Impacts Group "Connecting Science & Decision-Making to Develop Climate Resilience" webinar, Amy Snover, Crystal Raymond, Rhys Roth

measures, climate change/sustainability work tasks have exceeded individual Green Team members' time.

Sustainability Strategic Plan

Since 2009, Kirkland Public Works has been responsible for preparing the City's annual Climate Protection Action Plan (CPAP) report and annually tracking greenhouse gas reductions for city operations. There have been four annual updates since. Due to a recent reorganization and shifting of priorities, Public Works has limited resources to undertake this task. In addition, the City has committed to also tracking community-wide greenhouse gas reductions. Public Works had estimated that this effort required about a .1 to .2 FTE. Bellevue currently has tracking software that can accomplish this more efficiently. Although CPAP reporting and tracking has not been reassigned, Jim Lopez, chair of the Green Team, has suggested that this effort be consolidated with other climate change task being done by the Planning Department.

Many climate change or sustainability work tasks are already underway or contemplated in the near future by the Planning Department. Planning currently lacks the capacity in 2016 to take on all the tasks identified in this paper and the chart.

Sidebar: Goals of the K4C

- *Measure and Report on greenhouse gas (GHG) emissions using the county-wide emission target, using a public-facing dashboard for tracking progress*
- *Advocate for strong and comprehensive science-based limits and market-based carbon pollution and GHG emissions*
- *Reduce VMT by 20% below 2012 levels by 2030 and GHG fuel intensity by 15% below 2012 levels by 2030*
- *Increase countywide renewable electricity use 20% beyond 2012 levels by 2030, phase out coal-fired electricity sources by 2025, limit natural gas electricity power plants and support renewable energy sources*
- *Reduce Energy use in all buildings 25% below 2012 levels by 2030, achieve net zero GH emissions in new buildings by 2030*
- *By 2020 achieve 70% recycling rate countywide; by 2030 achieve zero waste of materials that have economic value*
- *Reduce sprawl associated transportation related GHG emissions and sequester carbon by focusing growth in urban centers and protecting and restoring forests and farms*
- *Reduce GHG emissions from Government Operations in support of countywide goals*

Many of these tasks are mandated (revise LID Codes), noted on the approved Planning Department Work Program (update 2003 Natural Resource Management Plan, aka Sustainability Strategic Plan), or directed by City Council (meet K4C Commitments). Other efforts have been undertaken without the benefit of an overall staffing and resource discussion because opportunities arose and they were a "good idea" (i.e. Community Solar).

Climate Change/Sustainability Efforts

To list, prioritize and allocate resources, all tasks associated with the City's sustainability efforts are itemized below. Major projects involving considerable staffing are:

- Climate Action Plan Update and Reporting
- K4C Commitments and regional participation (Council resolution)
- Sustainability Strategic Plan (Planning Work Program)
- LID Code Review (required by the Dept of Ecology)

Alternatives to meeting staffing resources include:

- Not undertake or continue work on certain tasks;
- Defer tasks to a later time when resources (budget and/or staffing) would be available;
- Utilize consulting services

In addition, approximately $8,000 is needed annually; $3,000 for participation in the K4C Commitments and $5,000 for the on-going Climate Action Plan reporting (the Scope5 Dashboard greenhouse gas tracking software).

The 'Kirkland Sustainability Efforts' chart summarizes the tasks described below, categorized by the following levels of commitment:

Level 1. Mandated - either by State requirements, K4C Commitments, or as part of the adopted Planning Work Program or Environment Element of the Comprehensive Plan.

Level 2. Recommended – those items or tasks that Council provided direction for, or important activities that the City should be doing (e.g. Green Team meetings, countywide coordination).

Level 3. Optional – actions or activities that are desirable, but not required.

Below is a list of sustainability tasks and a brief description of each. It should be noted that in order to accomplish the mandated tasks over the next 12-18 months, dedicated staff resources of approximately **1.4 FTE** would be needed.

1.0 Mandated

1.1 Update and expand the Climate Protection Action Plan (CPAP)

The CPAP GHG Emission targets must be revised so that they are consistent with the King County Climate Collaborative (K4C) and the updated Comprehensive Plan Environment Element. In addition, the City has not fully developed all of the implementation strategies and identified the needed staffing and budgetary requirements to achieve the City-wide (both municipal and community) GHG emission reductions. The body of work is supported by draft Environment Element Comprehensive Policies E-5.2: "Regularly update the City's Climate Protection Action Plan (CPAP) in order to respond to respond to changing conditions"; and E-5.3: "Fund and implement the strategies in Kirkland's Climate Protection Action Plan (CPAP)."

A more efficient and comprehensive approach would be to integrate the CPAP into the overall Sustainability Strategic Plan noted in Task 1.2 below.

Planning Staff Resources Needed: .25 FTE

Commitment: Mandated by the adopted Planning Work Program. Public Works is no longer doing this work.

Time Frame: 2016

1.2 Prepare City-wide Sustainability Strategic Plan

The Natural Resource Management (NRMP) Plan was created in 2003. The NRMP was originally envisioned to be a functional work plan to promote and achieve environmental sustainability. There have been considerable changes within the City over the past thirteen years and the plan is outdated. The concept of a city-wide sustainability strategic plan is identified in the Environment Element of the adopted Comprehensive Plan Policy E-1.7 to 'Develop a City-Wide Sustainability Master Plan.'

Planning Staff Resources Needed: .50 FTE

Commitment: Mandated. Noted in the Comprehensive Plan and on the adopted Planning Work Program. This effort will require key staff, Green Team and departments and community members.

Time Frame: 2016

1.3 Prepare Municipal and Community Greenhouse Gas (GHG) Reports

The current CPAP requires the municipal GHG emissions to be reported on an annual basis, with a community report produced every 3 years. The annual updates have been completed for municipal operations; however Kirkland has not prepared a community GHG report due to lack of data and a tool to create, produce and update the report. Recently, the K4C identified efficient methods to obtain this data using GHG emissions tracking software. The software allows more efficient tracking and reporting, provides a public-facing dashboard that shows what Kirkland is doing to track its climate efforts, and shows how Kirkland is achieving its emission reduction targets.

Planning Staff Resource Needed: .2 FTE for setup, maintenance and reporting. *(Note: Public Works is no longer doing this).*

Commitment: Mandated by the City Council per the adopted Climate Protection Action Plan. Necessary to track performance on achieving greenhouse gas reduction targets.

Other Resources needed: $5,000 annually to acquire and participate in the Scope 5 dashboard software to track GHC emissions.

Time Frame: Maintenance of software will be ongoing. Reporting would be done annually upon data collection.

1.4 King County Cities Climate Collaboration (K4C) Participation

The K4C participation requires staff members to attend the monthly meetings and work on subcommittees to implement the K4C work plan. The current work plan has 5 subcommittees and currently 3 City staff members are stretched to participate in all five.

Planning Staff Resources Needed: .05 FTE

Commitment: Mandated by the City Council approval of K4C Joint Letter of Commitments.

Other Resources Needed: Staff from other departments may be needed on occasion (such as Fleet and/or Transportation to participate in K4C subcommittee work plan committees that are related to their specific job or department. Annual contribution is approximately $3,000.

Time Frame: Ongoing

1.5 Low Impact Development Code Update

The Washington State Department of Ecology requires City staff to evaluate all City codes for conformance with the NPDESII requirements. Requires dedicated analysis from Planning and Public Works Departments.

Planning Staff Resources Needed: .4 FTE

Commitment: Mandated by the Washington Dept of Ecology

Other Resources Needed: This is a multi-departmental effort coordinated by Public Works.

Time Frame: Any code updates must be completed by the end of 2016

2.0 Recommended

2.1 Green Team Meetings

The Green Team Co-Chair coordinates meetings, develops agendas and strategizes with core team members on major initiatives.

Planning Staff Resources Needed: Continued .05 FTE for Green Team

Commitment: Recommended. On adopted Planning Work Program

Time Frame: Ongoing

2.2 County-wide Coordination (Green Tools, Sustainability Roundtables, Go Green)

City staff work directly with the King County Green Tools to help develop the Sustainable City Roundtables. Includes attendance at monthly roundtables, annual retreat and hosting one roundtable event at the City of Kirkland.

Planning Staff Resources needed: .05 FTE

Commitment: Recommended, per the City's interest in regional cooperation and participation.

Time Frame: Ongoing

2.3 Puget Sound Energy (PSE) Franchise Agreements

The City of Tukwila has recently introduced language into their franchise agreements regarding a clean energy plan to help achieve K4C joint commitments. Common language is being developed by the K4C to insert into all utility franchise agreements.

Planning Staff Resources needed: .05 FTE

Commitment: Recommended.

Time Frame: 2016

2.4 Cross Kirkland Corridor (CKC) Eco-Certification

Explore environmental certification options for the Cross Kirkland Corridor

Planning Staff needed: .05 FTE

Commitment: the City Council recommended the Green Team explore the various standards, cost and other factors for appropriate CKC environmental certification, integrating the results of the 2015 CKC Eco-Charrette.

Other Resources Needed: To be determined based on selected certification program (i.e.: compliance standards, application fees, annual dues, etc.).

Time Frame: Late 2016

3.0 Optional

3.1 Green Codes Update (Phase II)

Green Codes (Phase I) was very successful in creating and adopting incentivized green zoning and municipal building codes. Related to Low Impact Code Update 1.5 in that codes related to energy, climate and sustainable development and the Regional Code Collaboration (RCC) could be considered at the same time. Code revisions may be a result of the Sustainability Strategic Plan (TBD)

Planning Staff Resources Needed: To be determined

Commitment: Optional, however may be required to reach consistency between codes

Time Frame: 2017

3.2 Solar Energy (Solarize Kirkland, Right of Way Solar, Community Shared Solar)

Kirkland is taking a multi-faceted approach to promote the production of clean/ renewable solar energy. Solarize Kirkland, a successful rooftop solar campaign, is currently underway. The City is investigating its second approach with Right-of-way Solar: working with a third-party vendor, the City "hosts" solar panel installation on municipal street light poles. The third approach is Community Shared Solar, which requires a host site such as Kirkland City Hall and an investor group to form a LLC. Together, they fund the solar equipment, its installation, maintenance and all related legal documents.

Planning Staff Resources Needed: .05 FTE

Commitment: Optional; the draft Comprehensive Plan Environment Element includes policies related to these efforts. Some efforts are underway or are already being considered, with additional opportunities arising in the near future.

Other Resources Needed: Public Works Streets and City Attorney's Office staff to provide initial feedback on the program, with limited staff time thereafter. The Community Shared Solar requires an investor group, Facilities Manager and City Attorney's Office and possibly Council to authorize the use of City rooftops.

Time Frame: Solarize Kirkland is currently underway, running through March 2016. ROW Solar is currently being considered and may run through spring 2016. Community Shared Solar is projected as January 2016 to June 2016.

3.3 Green Building Program Expansion:

The current program expedites new single family dwelling unit building permits that use a third party sustainability certification program. Since its inception in 2009, the program has processed over 70 new home building permits. Green Building Program updates would include other types of structures such as multi-family and commercial. Staff has begun comparisons to similar successful programs. To create new incentives and/or review timelines of the new permit types, some development services staff participation is likely.

Planning Staff Resources Needed: Can be accomplished with .1 to .2 FTE

Commitment: Optional. Could be considered in 2017.

Time Frame: 2017

3.4 Energy District Consideration

An energy district overlay is a concept whereby businesses share energy. The overlay helps to coordinate efforts and requires developments in certain zones participate. District energy systems produce steam, hot or chilled water at a central plant, which are then piped underground to individual buildings for space heating, domestic hot water heating and air conditioning. As a result, individual buildings served by a district energy system don't need their own boilers or furnaces, chillers, etc. District energy systems provide valuable benefits, including:

- *Improved energy efficiency*
- *Enhanced environmental protection*
- *Fuel flexibility*
- *Ease of operation and maintenance*
- *Reliability*
- *Comfort and convenience for customers*
- *Decreased life-cycle costs*
- *Decreased building capital costs*
- *Improved architectural design flexibility*

Planning Staff Resources Needed: .2 FTE

Commitment: Optional. Not on Planning Work Program. Some Council interest.

Other Resources Needed: A multi-disciplinary team of Development Services staff would be needed to evaluate this concept. Senior Planning staff may need to be involved with this process or it could be combined with a Green Codes (Phase II) effort.

Time Frame: 2017

3.5 Edible Kirkland

Constituents consist of a network of government, business, school, non-profit, neighborhood, civic group and faith-based community members focused on building a local food system in order to ensure a fully nourished community.

Planning Staff Resources Needed: Unknown at this time

Commitment: Optional. Not on Planning Work Program. Some Council interest.

Other Resources Needed: A multi-disciplinary team of Development Services staff would be needed to evaluate this concept. Senior Planning staff may need to be involved with this process or it could be combined with a Green Codes (Phase II) effort.

Time Frame: 2017

No grand total has been provided due to the opportunity for each category to be reprioritized and compared, especially in regards to tasks listed for 2016 or 2017.

Kirkland Sustainability Efforts

January 8, 2016

Task	Staff	FTE	Mandated:	Timeline
1.1 Update Climate Protection Action Plan	David Barnes	.25	The Climate Protection Action Plan has been adopted by Council. The changes to targets must be revised. The general strategies to consider have been analyzed with Climate Solutions. The exact implementation strategies with people and funding have not been determined.	2016
1.2 Prepare Sustainability Strategic Plan	Deb Powers David Barnes	.5	Policy direction from adopted 2035 Comprehensive Plan update. There is high Council Member support. This task is currently on adopted Planning Work Program. This effort will involve key staff, Green Team, other Departments and community members.	2016
1.3 Prepare Municipal and Community Greenhouse Gas(GHG) Reports	David Barnes Scott Guter	.2	Kirkland's Climate Protection Action Plan requires this reporting aspect to be done annually for Municipal operations and every 3 years for Community. K4C leadership and Kirkland staff have proposed using Scope 5 dashboard software ($5,000 annual cost) to automate this reporting requirement and complete a Community and a Municipal Operations GHG reports by the end of 2016.	2016
1.4 King County Cities Climate Collaboration (K4C) Participation	David Barnes Scott Guter	.05	Required by K4C Joint Commitment Letter. This task requires existing and on-going regional coordination. Staff briefing of Council members to implement K4C work plan. The level of analysis and communication and action varies with the K4C work plan. Currently five subcommittees that is stretching staff to participate and does not leave enough time to implement strategies.	Ongoing
1.5 Low Impact Development Code Update	Dorian Collins PCD Staff Deb Powers Jenny Gaus and Stacey Rush	.4	Required by DOE. Requires extensive gap analysis of all codes for compliance with a hard completion date of December 2016. This effort is on the current Planning Work Plan.	2016
	Total FTE	1.4		

Task	Staff	FTE	Recommended	Timeline
2.1 Green Team Meetings	David Barnes Scott Guter Deb Powers	.05	This is an on-going effort. David is Co-Chair. Monthly meeting that focuses on three main efforts: 1. K4C 2. CKC Eco-Certification 3. Solar Campaigns	Ongoing
2.2 Countywide Coordination	David Barnes Scott Guter	.05	Working Directly with King County Green Tools and help develop the King County Cities Sustainability Roundtables. Includes attendance at monthly roundtables, annual retreat and hosting one roundtable at the City of Kirkland.	Ongoing
2.3 PSE Franchise Agreements	Rob Jammerman David Barnes	TDB	Tukwila has recently introduced language into their Franchise Agreements regarding a clean energy plan to help achieve K4C joint commitments. Common language is being developed by the K4C to insert in all K4C utility franchise agreements. The timing is good as Kirkland is beginning negotiations to renew its franchise agreement.	2016
2.4 CKC Eco-Certification	Deb Powers Kari Page	.05	**Eco-Charrette was completed.** To move forward, dedicated staff must be assigned to perform analysis that will help determine the proper certification, if any and report back to Council with a recommendation.	2016
	Total FTE	.15		

Task	Staff	FTE	Optional	Timeline
3.1 Green Codes (Phase II)	David Barnes	.2	Green Codes Phase I was completed in 2013, and this task would include updating the first phase or combining with efforts with the Low Impact Development Code Update described in task 1.5	2017
3.2 Solar Energy	David Barnes Scott Guter	.05	We would like to continue to do efforts like this. This desire is supported by both Comprehensive Plan Policy and K4C Commitments: Three efforts all underway. a. Solarize Kirkland b. ROW Solar c. Community Solar	2016
3.3 Expand Green Building Program	Green Building Team (Planning & Building, PW)	.1 to .2	There has not been an update the Green Building Program since the original program was adopted in 2007. This would likely be a revision of program language for acceptance (minimum certifications) and add new levels or tiers to program for the achievement of more difficult certifications such as Net Zero Energy/Water and Living Buildings.	2017
3.4 Consider Energy District	Planning & Building	.2	Councilmember Arnold has expressed interest in this issue.	2017
3.5 Edible Kirkland	Not Assigned	TBD	Our network consists of caring and passionate gardeners, horticulturists and everyday citizens from government, business, schools, non-profits, neighborhoods, civic groups and our faith-based community. We meet monthly and welcome anyone interested in learning how they can connect with each other to apply their passions, skills, time and ideas to help build a fully nourished community. Our shared purposes are to create a city filled with edible plants along our walkways and trails and in our parks and other public lands; to reestablish healthy fruit trees, to promote the proliferation of backyard and community vegetable gardens and to foster the emergence of other creative ideas on building a local food system in order to ensure a far more nourished community.	Ongoing
	Total FTE	.55 to .65		