



CITY OF KIRKLAND

CITY COUNCIL

Amy Walen, Mayor • Jay Arnold, Deputy Mayor • Dave Asher • Shelley Kloba
Doreen Marchione • Toby Nixon • Penny Sweet • Kurt Triplett, City Manager

Vision Statement

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

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AGENDA

KIRKLAND CITY COUNCIL MEETING

City Council Chamber

Tuesday, September 6, 2016

6:00 p.m. – Study Session

7:30 p.m. – Regular Meeting

COUNCIL AGENDA materials are available on the City of Kirkland website www.kirklandwa.gov. Information regarding specific agenda topics may also be obtained from the City Clerk's Office on the Friday preceding the Council meeting. You are encouraged to call the City Clerk's Office (425-587-3190) or the City Manager's Office (425-587-3001) if you have any questions concerning City Council meetings, City services, or other municipal matters. The City of Kirkland strives to accommodate people with disabilities. Please contact the City Clerk's Office at 425-587-3190. If you should experience difficulty hearing the proceedings, please bring this to the attention of the Council by raising your hand.

EXECUTIVE SESSIONS may be held by the City Council only for the purposes specified in RCW 42.30.110. These include buying and selling real property, certain personnel issues, and litigation. The Council is permitted by law to have a closed meeting to discuss labor negotiations, including strategy discussions.

PLEASE CALL 48 HOURS IN ADVANCE (425-587-3190) if you require this content in an alternate format or if you need a sign language interpreter in attendance at this meeting.

ITEMS FROM THE AUDIENCE provides an opportunity for members of the public to address the Council on any subject which is not of a quasi-judicial nature or scheduled for a public hearing. (Items which may not be addressed under Items from the Audience are indicated by an asterisk*.) The Council will receive comments on other issues, whether the matter is otherwise on the agenda for the same meeting or not. Speaker's remarks will be limited to three minutes apiece. No more than three speakers may address the Council on any one subject. However, if both proponents and opponents wish to speak, then up to three proponents and up to three opponents of the matter may address the Council.

1. *CALL TO ORDER*
2. *ROLL CALL*
3. *STUDY SESSION*
 - a. Police Strategic Plan Update
4. *EXECUTIVE SESSION*
 - a. Closed Session to Discuss Labor Negotiations
5. *HONORS AND PROCLAMATIONS*
6. *COMMUNICATIONS*
 - a. *Announcements*
 - b. *Items from the Audience*
 - c. *Petitions*
7. *SPECIAL PRESENTATIONS*
8. *CONSENT CALENDAR*
 - a. *Approval of Minutes:* August 16, 2016

***QUASI-JUDICIAL MATTERS**

Public comments are not taken on quasi-judicial matters, where the Council acts in the role of judges. The Council is legally required to decide the issue based solely upon information contained in the public record and obtained at special public hearings before the Council. The public record for quasi-judicial matters is developed from testimony at earlier public hearings held before a Hearing Examiner, the Houghton Community Council, or a city board or commission, as well as from written correspondence submitted within certain legal time frames. There are special guidelines for these public hearings and written submittals.

ORDINANCES are legislative acts or local laws. They are the most permanent and binding form of Council action, and may be changed or repealed only by a subsequent ordinance. Ordinances normally become effective five days after the ordinance is published in the City's official newspaper.

RESOLUTIONS are adopted to express the policy of the Council, or to direct certain types of administrative action. A resolution may be changed by adoption of a subsequent resolution.

PUBLIC HEARINGS are held to receive public comment on important matters before the Council. You are welcome to offer your comments after being recognized by the Mayor. After all persons have spoken, the hearing is closed to public comment and the Council proceeds with its deliberation and decision making.

- b. *Audit of Accounts:*
 - Payroll* \$
 - Bills* \$

c. *General Correspondence*

d. *Claims*

e. *Award of Bids*

f. *Acceptance of Public Improvements and Establishing Lien Period*

g. *Approval of Agreements*

h. *Other Items of Business*

(1) Ordinance O-4529, Prohibiting Parking in Bicycle Lanes.

(2) Ordinance O-4530, Establishing the Amount of Property Taxes to be Levied for the Year 2016, the Second Year of the City of Kirkland's 2015-2016 Fiscal Biennium and Repealing Ordinance 4500.

(3) New Position for Parks and Community Services

(4) Resolution R-5206, Approving Amendments to Section 3.24 of the Kirkland City Council Policies and Procedures, and Readopting All of the Council Policies and Procedures.

(5) Report on Procurement Activities

9. *PUBLIC HEARINGS*

a. Resolution R-5205, Supporting Initiative Measure No. 735, Concerning a Proposed Amendment to the Federal Constitution.

(1) Initiative Measure No. 735

Initiative Measure No. 735 concerns a proposed amendment to the federal constitution.

This measure would urge the Washington state congressional delegation to propose a federal constitutional amendment that constitutional rights belong only to individuals, not corporations, and constitutionally-protected free speech excludes the spending of money.

Should this measure be enacted into law?

() Yes

() No

10. *UNFINISHED BUSINESS*

a. Kirkland Cemetery Policy and Procedure Review

NEW BUSINESS consists of items which have not previously been reviewed by the Council, and which may require discussion and policy direction from the Council.

CITY COUNCIL COMMITTEE agendas and minutes are posted on the City of Kirkland website, www.kirklandwa.gov.

ITEMS FROM THE AUDIENCE
Unless it is 10:00 p.m. or later, speakers may continue to address the Council during an additional Items from the Audience period; provided, that the total amount of time allotted for the additional Items from the Audience period shall not exceed 15 minutes. A speaker who addressed the Council during the earlier Items from the Audience period may speak again, and on the same subject, however, speakers who have not yet addressed the Council will be given priority. All other limitations as to time, number of speakers, quasi-judicial matters, and public hearings discussed above shall apply.

b. Ordinance O-4528, Relating to Land Use and Zoning and Amending Kirkland Zoning Code Chapter 115. (marijuana buffer requirements)

11. NEW BUSINESS

a. 2015-2016 Urban Forestry Annual Report

12. REPORTS

a. City Council Regional and Committee Reports

b. City Manager Reports

(1) Calendar Update

13. ITEMS FROM THE AUDIENCE

14. ADJOURNMENT



CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Marilynne Beard, Deputy City Manager
Cherie Harris, Chief of Police

Date: August 24, 2016

Subject: POLICE STRATEGIC PLAN

RECOMMENDATION:

City Council receives a briefing on the draft Police Strategic Plan report prepared by BERK and provide feedback for preparation of a final report to be adopted by resolution at a later meeting.

BACKGROUND:

The purpose of the strategic plan process is to assure that the department is meeting its mission now and in the future. The strategic plan evaluates the Department's alignment with its mission, values and the community's needs and provides a recommended strategy to move the department in a direction that maintains its relevance, responsiveness and effectiveness. The recommendations of the report provide the framework for the department's priorities and work plan over the next five years.

The Police Strategic Plan project was first approved in the 2013-2014 Budget, but was carried forward to 2015-2016 to allow time for the Kirkland Justice Center to be completed. The Police Strategic Plan project was managed by City Manager's Office in cooperation with the Kirkland Police Department. The CMO conducted a series of meetings with Police Department staff to better understand their view of the department, the issues the department was facing and how the strategic plan could positively impact their work. Based on those meetings and input from the Public Safety Committee, staff developed a draft scope statement. The City Council was provided the draft scope at the May 2015 City Council retreat and indicated support for the scope.

The City issued a Request for Proposals in October 2015 and received six proposals. A staff team composed of the Deputy City Manager Marilynne Beard, the Interim Police Chief Bill Hamilton, the Police Operations Captain Cherie Harris, Risk Management Lieutenant Michel St Jean and Sergeant Nathan Rich, President of the Police Guild, conducted interviews and recommended awarding the contract to BERK consulting. The contract was executed in December 2015. The BERK team consists of six members:

- Brian Murphy, Project Manager

- Kristin Maidt, Lead Analyst
- Melanie Mayock, Analyst
- Karen Daniels, Corrections Consultant
- Thomas A. (Tag) Gleason, Police Consultant
- Virginia Gleason, Strategic Advisor

Over the course of the following seven months, the consultant team conducted numerous stakeholder interviews, reviews of department documents and policies, work group observations and facilitated meetings to arrive at a series of observations and recommendations about the Kirkland Police Department. The consultant team will attend the City Council study session and provide an overview of their report and address any questions from the Council.

External stakeholder interviews revealed a high level of community regard for the Kirkland Police Department, its responsiveness, professionalism and community relations. Internal interviews revealed a deep sense of pride in the department, its people and the dedication of the KPD staff. At a time when community relations with police departments are strained at a national level, all stakeholders placed a high priority on maintaining and enhancing the positive relationships that exist in Kirkland.

One of the major themes in the consultant report is a recommendation to shift Kirkland's policing model from a reactive mode to a more proactive approach with an emphasis on community policing strategies. Through developing stronger community-police relations and using data to strategically direct patrol and prevention activities the department can move towards a prevention-based approach to policing as envisioned the City Council's public safety goal. The consultant report further defines community policing:

Community policing typically focuses on community involvement, consultation, and problem solving. Because community policing is focused on close collaboration with the community and addressing community problems, it has often been seen as an effective way to simultaneously increase citizen satisfaction, enhance the legitimacy of the police, and reduce crime. The President's Task Force on 21st Century policing recommended using strategies that "reinforce the importance of community engagement in managing public safety" and "working with neighborhood residents to co-produce public safety" through problem solving efforts.

In order to accomplish the recommendations, including the shift toward more community and data-driven policing, additional staff is recommended along with the investigation of new technologies that will enhance the efficiency and effectiveness of the department. A number of recommendations also relate to the department's organization health and steps that could be taken to strengthen the organization.

Since the time the project was first initiated, the department had already begun implementing some of the recommendations such as improving department communications, providing more opportunities for professional development and implementing needed processes and policies in the corrections unit. A number of the recommendations, if accepted, will require resources and/or consultation or negotiation of the current Police collective bargaining agreements (commissioned, non-commissioned, and lieutenants). As in all strategic plans, progress will be made incrementally as resources allow.

The Public Safety Committee received a briefing on the report at their September meeting. Following Council's review, the Police Department will prepare a response to the report and a recommended implementation work plan. Once adopted, the work plan will be monitored by the City Manager's Office with periodic reports to the Public Safety Committee and the City Council.



KIRKLAND POLICE DEPARTMENT

Strategic Planning: CONSULTANT REPORT

REVIEW DRAFT - August 25, 2016





"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

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Kristin Mardt, Lead Analyst

Melanie Mayock, Analyst

Karen Daniels, Corrections Consultant

Thomas A. (Tag) Gleason, Police Consultant

Virginia Gleason, Strategic Advisor

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Appendices

The following Appendices provide additional information and analysis as context for the recommendations contained in this report:

- 1. Kirkland Crime Trends**
- 2. Community Perceptions of Kirkland Police**
- 3. Community Profile**
- 4. Review of Existing Conditions**
- 5. Assessment of the Corrections Unit**
- 6. References**

EXECUTIVE SUMMARY

The Kirkland Police Department has a long history of being an effective, responsive, and professional agency. Through its recent growth, it has stayed a nimble organization with strong leadership, people, and infrastructure. Importantly, the Department has maintained its positive relationships with its community members and City of Kirkland partners. The Department aspires for excellence and is dedicated to critical self-review, ongoing improvement, and, if necessary, substantial change to be the best law enforcement agency possible for the Kirkland community it serves.

This Consultant Report makes recommendations to further strengthen the organization by addressing key observations of the assessment process, including service and staffing capacity, technology, professional development, communication, and the community's desire for even stronger community-police relationships.

The recommendations in this report seek to build upon the foundation the Department has created and further strengthen it by providing the means to:

- Articulate what is most important to the community and to the Department through the Department Philosophy, Mission, Vision, and Values.
- Execute a significant, fundamental shift in operations, moving from a relatively reactive model to a more proactive model focused on community policing and crime prevention. This change has implications for staff capacity, data systems and the capacity to analyze and use data, strengthened community relations, and enhanced officer training.
- Further professionalize the Corrections function as the Unit continues to evolve from a holding facility to a full-fledged correctional facility.
- Strengthen internal communications, performance evaluations, and other internal processes, tools, and procedures.

While this report contains many important recommendations, the following deserve prioritization in the short-term:

- Finalize the Department's Philosophy, Vision, Mission, and Values.
- Engage the community in establishing policing priorities.
- Establish a detailed workplan and timeline for system and process improvements identified in this report.

1. INTRODUCTION AND PLANNING PROCESS

1.1 Purpose and Organization of this Report

This report is the result of a seven-month assessment and planning process that involved a team of consultants, a diverse planning committee representing the Kirkland Police Department and the City of Kirkland, and numerous engagements with KPD staff, Council Members, and community stakeholders.

This document and the accompanying volume of appendices compile the findings and recommendations of the consultant team as discussed and vetted by the Planning Committee. Together with the issuance of this report, KPD will engage City leadership in a dialogue around implementation of some or all of the recommendations contained in these pages. The Department will develop a work plan to implement the final direction as established in subsequent conversations with the City Manager and City Council.

This document and accompanying appendices are organized as follows:

- **The remainder of Section 1** provides additional context by summarizing the planning process and presenting a brief history of the Department. An overview of crime trends and a community profile are provided for additional critical context.
- **Section 2** reviews existing conditions based chiefly on data analysis, consultant observations, and employee input. Topics explored include:
 - Overarching Direction: Departmental Philosophy, Vision, Mission, and Values.
 - Resource Levels, Deployment, and Performance.
 - Corrections Unit Operational Analysis.
- **Section 3** begins to look forward, considering the following:
 - Changes occurring in the Kirkland community and surrounding region.
 - Regulatory changes affecting policing in general.
 - Opportunities to use current and emerging data tools and other technologies.
- **Section 4** provides a situation assessment of the internal functions of the Department and offers strategies to strengthen the organization through:
 - Communication, connection, and collaborative leadership.
 - Performance evaluation and professional development protocols.
 - Retention, succession management and recruitment plans.
 - Community Relationships.
 - Performance Measurement.
- **Section 5** concludes the report with brief summary comments and suggestions for next steps.

1.2 Planning Process

This strategic planning process centered on the four meetings of the Strategic Planning Committee, which included membership from across KPD, as well as representation from City Administration. The Committee met four times during the seven-month planning process, reviewing, commenting on, and helping to revise the work done by the consultant team. Five Committee members also served on a Core Planning Team that provided guidance on draft materials prior to each Committee meeting and served to steward the overall planning process.

To inform and complement the input of Committee members, additional engagement efforts focused on key stakeholders and Department staff. The consultant team also reviewed Kirkland’s Biennial Community Survey and log of citizen complaints to better understand community perceptions of the Department. These inputs are summarized below.

Stakeholder Engagement

The consulting team interviewed stakeholders as part of the assessment process, including community members, City Councilmembers, and City of Kirkland department directors. Two meetings were held with a total of five City Councilmembers, who were asked about strengths and challenges of the Police Department. A group of 15 community leaders was interviewed, including representatives of faith communities, youth, seniors, businesses, human services, and neighborhoods.

From these conversations, three themes emerged:

1) Praise for KPD’s Community Outreach and Responsiveness

- Both community leaders and Councilmembers gave high marks to **KPD’s outreach to the community**, including presence and participation at neighborhood meetings. Several Councilmembers stated that this presence helps the community feel more secure.
- Several community members praised KPD’s relationship with **vulnerable populations**, including homeless persons and individuals with mental illness, and with churches hosting homeless encampments.
- Both community members and Councilmembers praised KPD’s **responsiveness**. The Department is seen to respond quickly to incidents, such as late-night issues at bars, or in follow-up to crimes. The Department also received praise for clear explanations of process and call priority.

KPD Strategic Planning Steering Committee

- Marilynne Beard, Deputy City Manager*
 - Cherie Harris, Police Chief*
 - William Hamilton, Operations Captain*
 - Michel St. Jean, Lieutenant – Training and Cadres*
 - Nathan Rich, Sergeant – Traffic and Guild President*
 - Randi Crocker, Corporal – Investigations
 - Jessica Dreher, Administrative Assistant
 - Brandon Hardesty, School Resource Officer
 - John Haslip, Lieutenant – Operations
 - Eric Karp, Corporal – Operations
 - Kimberly McLynne, Records Lead
 - Kyle Sheler, Corrections Officer
 - Kristina Shull, Crime Analyst
 - Clayton Slominski, Detective
 - Shawn Stredwick, Sergeant – Corrections
 - Tiffany Trombley, Training Officer
 - Mike Ursino, Administrative Captain
 - Julia Valencia, Traffic Officer
- * member of Core Planning Team

- Several Councilmembers expressed strong support for the “**guardian**” culture of respecting everyone, as opposed to an “enforcer” or “warrior” culture. They believe the guardian culture has helped with public interactions, and that it should be maintained and emphasized more, in part through hiring the right people.
- Councilmembers do occasionally hear **complaints** about KPD. Some hear complaints about overly aggressive traffic enforcement in newly annexed areas, but this has declined since annexation. In addition, one Councilmember stated they heard frustrations about inadequate response to property crimes.

2) A Strong Desire for Stronger Community-Police Relationships

Both community members and Councilmembers voiced concerns that **national tensions** between communities and police departments related to officer-involved shootings could spill over in to Kirkland. Community members and Councilmembers expressed a strong desire for more proactive community engagement to maintain or enhance the good relationship that exists now between the Kirkland community and its police force. This will be increasingly critical as the city experiences denser land use, increasing population, demographic shifts, and a more “urban” policing context. Some Councilmembers also expressed concern that the national atmosphere could harm officer recruiting efforts.

Two community members reported that they or family members have had negative experiences with KPD officers, described as racial profiling.

Community members and Councilmembers voiced a desire for KPD to take more steps to proactively reach out to the community and build stronger relationships. This could include:

- Outreach to immigrants, ethnic and language minorities, and faith groups. Building personal connections and relationships can strengthen trust and is seen by Councilmembers as a necessary step to prevent a Ferguson-like situation. In addition, community members felt this would support the Department’s efforts to recruit more diverse candidates for officer positions.
- Better integration of officers in the community, through participation in events, general friendliness, officers getting out of their cars, and perhaps more officers residing in Kirkland.
- A more proactive role in social services and emergency preparedness.
- More diversity and cultural training for officers.

3) A Desire for More Communication

Community members and Councilmembers articulated a desire for more communication from KPD. Desired communication improvements include:

- Increased use of social media to push timely information to residents and business owners. Real-time information during incidents is desired to help reduce speculation and misinformation.
- More educational information for residents, including steps to prevent crime, and how to report non-emergencies.
- Information about policing priorities, including how property crimes are prioritized relative to other demands.

Staff Engagement

The consulting team met with KPD staff members in a series of meetings. These included four meetings with Patrol during shift briefings (on March 3rd and March 24th), a meeting with non-commissioned personnel (March 3rd), a meeting with command staff (March 24th), and four meetings with Corrections professionals (March 17th and March 21st). Discussion centered on KPD's strengths and areas for improvement. Participants were provided a handout with discussion topics and a link to an online survey. One response to the online survey was received; it included similar themes to the in-person meetings.

Information from these employee meetings is considered throughout the report. The major themes heard during these meetings include:

Department Strengths

- People
- Professionalism
- Public image and a strong relationship with the community (that needs to be protected)

Areas for Improvement

- Service and staffing capacity, particularly with regard to proactive policing
- Technology for digital evidence storage, records system, and online reporting
- Performance evaluations
- Professional development, training, and promotional opportunities
- Communications within the Department and with the community
- Performance measurement

Later in the planning process, KPD staff were asked to provide input on Vision, Mission, and Values statements. This input was incorporated in Steering Committee discussion of this topic and is reflected in consideration of these governing statements in **Section 2.1**.

Community Perceptions of Kirkland Police

Nationwide issues affecting community-police relations may impact local perceptions of the Kirkland Police Department. In the past few years, several videotaped and publicized cases of police use of force with African-Americans have drawn protests and increased scrutiny of police departments. Incidents include the deaths of Michael Brown in Ferguson, Missouri in 2014, Eric Garner in New York City in 2014, Freddie Gray in Baltimore in 2015, and Alton Sterling in Baton Rouge, Louisiana this year.

National polling about confidence in police has shown a decline in confidence in the past few years, with Gallup reporting that the proportion of Americans who have “a great deal” or “quite a lot” of confidence in police dropped from 57% in 2012-13 to 52% in 2014-15. (Gallup, 2015) The new figure is the lowest level of confidence reported in this survey since 1993.

The Kirkland community's relationship with its police department is in noted contrast to the national scene. As reflected in the stakeholder input summarized above and the Biennial Community Survey, residents in Kirkland by and large feel safe and have a positive association with the Department. Significant Planning Committee discussion focused on the importance of retaining this trusted position and many of the recommendations contained in this report focus on strengthening the relationship and communication between KPD and the community it serves.

Appendix 2 provides more details on the Biennial Community Survey and citizen complaints.

1.3 History and Structure of the Department

Kirkland was incorporated in 1905 with a population of 400. Shortly thereafter, Charles H. Daniels was named the first Town Marshal beginning the legacy of what is now the Kirkland Police Department. Since that time, the community, the city, and the Department, as well as the nature of policing, has changed fundamentally.

As shown in **Appendix 3**, the Kirkland population has increased greatly, both through natural population growth and annexation. Through 11 annexations, city boundaries are about 12 times as large as they were at founding (Wikipedia). The most recent annexation, in June 2011, added approximately 30,000 residents to the City's population, bringing in the neighborhoods of Finn Hill, Juanita, and Kingsgate. These neighborhoods were previously served by King County Sherriff's Office and as they transitioned to city policing, the Department needed to expand its staffing, budget, and physical space.

The City purchased a former Costco Home property in 2010 and issued \$35 million in bonds to convert it into the new Kirkland Justice Center. The move occurred in June 2014.



The Kirkland Police Department is now a larger department, attempting to address the needs and demands of the population it serves, including:

- A larger geographic service area.
- A larger, growing, and increasingly diverse population.
- Increasing community expectations.
- Increasing expectations for data-driven policing – and the associated technology to support it.

This is being done within the context of a larger police force and a new facility.

These recent changes are important to consider as the remainder of this report describes KPD's current strengths and challenges and considers future opportunities and challenges. KPD's evolution from a quiet suburban department to a larger organization serving a more complex community is very much a work in progress.

Relationship to the City of Kirkland

The Kirkland Police Department is a City of Kirkland department. As such, the Police Chief is responsible to the City Manager, who is hired by the City Council. The Council's Public Safety Committee focuses on police issues, as well as fire and EMS, municipal court, emergency management, and code enforcement.

It is important that a police department have a productive relationship with the City Council, City Manager, and other City departments. In Kirkland's case, this appears to be working very well, as the Department appears to enjoy a highly professional and productive relationship with the City of Kirkland administration and other City departments. This view was supported by input from the Steering Committee, which described these relationships as a "strength" and by interviews conducted for this study with the City Manager and individual department directors.

Mutual respect is evident between the Police Department and City Administration. Police leaders seem well informed and supportive of the City's priorities. As the Department develops its Strategic Plan, it will be important to keep this context in mind, building a plan that is aligned with City priorities and cognizant of the Department's part of this larger whole.

Organizational Structure

The current organizational structure of the Department, represented in **Exhibit 1**, is well within industry standards, structured around a Patrol Division, an Investigations Division, and several special units, including:

- A Corrections Unit that manages the Kirkland Jail.
- A Domestic Violence Unit.
- A Records Unit responsible for phone and counter customer service in addition to records management.
- A Traffic Unit that is primarily responsible for traffic enforcement, traffic collision investigation, and all other traffic related incidents.

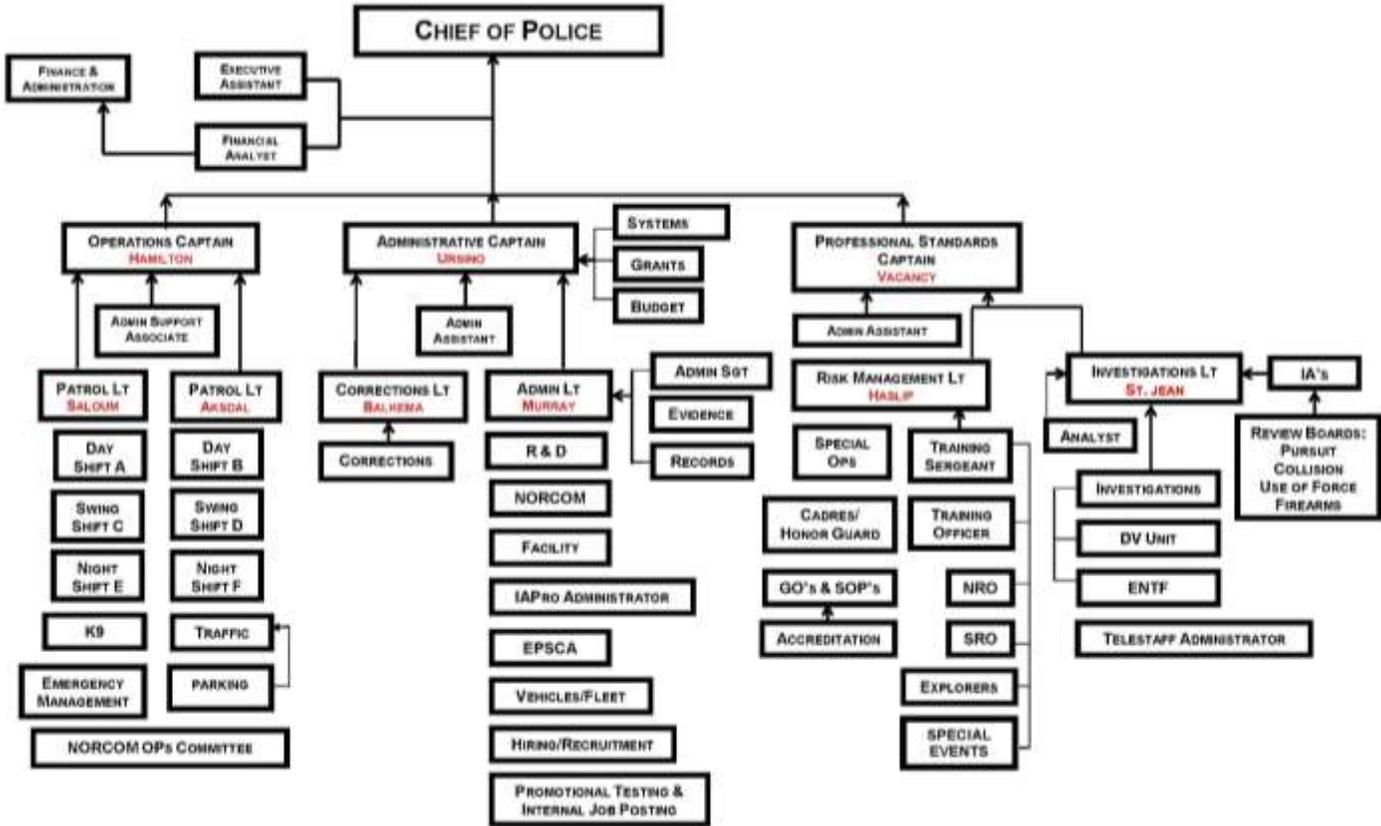


Exhibit 1. Organizational Structure, February 2016

1.4 KPD’s Previous Strategic Plan

The Department last developed a strategic plan in the early 2000s, which resulted in the *Kirkland Police Department 2003-2008 Strategic Plan*.

Exhibit 2 summarizes the document’s Goals and Objectives and provides a brief status update.

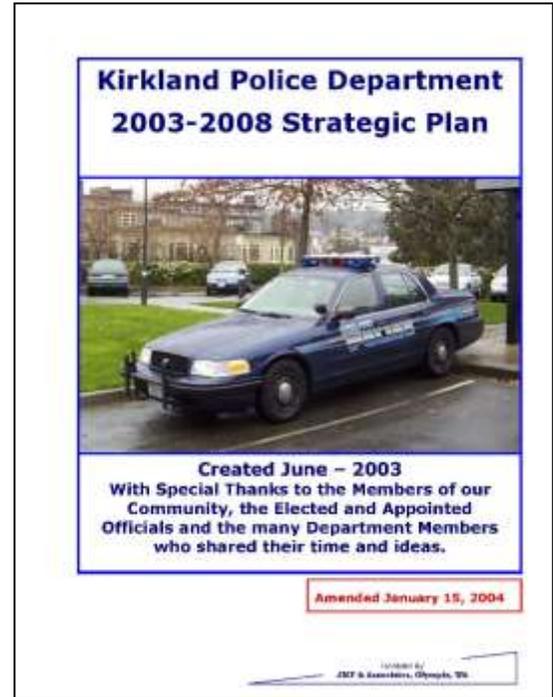


Exhibit 2. Status of 2003 Strategic Plan Goals and Objectives

Goals and Objectives	Notes
1. Adequately staff KPD to meet the needs, expectations, and priorities of our community.	
<ul style="list-style-type: none"> • Create staffing model. 	<ul style="list-style-type: none"> • Became Annexation Staffing model.
<ul style="list-style-type: none"> • Develop budget plan to support staffing needs. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Create an “Annexation” staffing model. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Create Pro-active unit to focus on identified problem areas. 	<ul style="list-style-type: none"> • Created and then shut down during the Recession.
2. Construct and occupy a new public safety facility.	
	<ul style="list-style-type: none"> • Done: move in was June 2014.
3. Provide best training possible for our employees to ensure their success.	
<ul style="list-style-type: none"> • Redefine training officer/coordinator position. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Refine current training matrix. 	<ul style="list-style-type: none"> • Completed and revisited in 2012.

Goals and Objectives	Notes
4. Provide useful and meaningful information to employees and community on continual basis.	
<ul style="list-style-type: none"> Develop plan to educate and involve community and enlist their support for staff and facility needs. 	<ul style="list-style-type: none"> This did not seem to occur in a “formal” program. Related efforts include: <ul style="list-style-type: none"> Crimemapping.com, Participation in community events National Night Out Against Crime Citizens Academy Neighborhood Resource Officer In addition, the City supported KPD’s facility needs through construction of the Kirkland Justice Center.
<ul style="list-style-type: none"> Identify a method to disseminate Civilian Crime Information Bulletin to the community. 	<ul style="list-style-type: none"> Other than CrimeMapping.com, this was not completed.
<ul style="list-style-type: none"> Invite on-duty supervisors and sergeants to weekly staff meetings. 	<ul style="list-style-type: none"> Completed and still a current practice.
<ul style="list-style-type: none"> Establish a monthly one-on-one between the Chief and the Guild President. 	<ul style="list-style-type: none"> Was done inconsistently during the 2003-2008 Strategic Plan period. Now is a consistent practice.
5. Encourage and support high morale throughout the department through open communication and respect for all employees.	
<ul style="list-style-type: none"> Command, Supervisors, and all employees should identify and discuss reasons for low morale and implement ways to improve it. 	<ul style="list-style-type: none"> More detail needed on what was done.
<ul style="list-style-type: none"> Foster and maintain employee recognition for “job well done.” 	<ul style="list-style-type: none"> Created a system for anyone at any level of the department to nominate other KPD employees for awards listed in SOP. Created “Lunch with the Chief” program: employees are nominated for good work, taken out to lunch by the Chief, and given a Chief’s coin.
6. Successfully accomplish the re-accreditation of the KPD.	
	<ul style="list-style-type: none"> Done in 2012. Onsite Accreditation Assessment completed June 2016.

1.5 Kirkland Crime Trends

Kirkland has relatively similar rate of crime (49.4 crimes per 1,000 members of the population) as the neighboring jurisdictions of Redmond (51.2) and Bothell (46.7), with lower crime rates than the state overall (59.2). Despite similar overall crime rates, Kirkland experiences higher rates of motor vehicle theft and larceny than Redmond and Bothell. The community experienced increases in these crimes from 2012 to 2014 while the same crime rates were decreasing in Washington State and across the nation. More details on Kirkland's crime trends are available in **Appendix 1**.

1.6 Community Profile

Population and Demographics

Kirkland's 2015 population was estimated to be 83,460 by the Washington State Office of Financial Management. This reflects a growth of 71% over the 2010 population. As noted in **Section 1.3**, this growth was primarily due to the 2011 annexation of North Juanita, Finn Hill, and Kingsgate, which added approximately 30,000 people to Kirkland.

Along with this increase in population, the city is experiencing growing diversity, with the population of white residents decreasing 13.5 percentage points between 1990 and 2010. During the same period, the population of Asian and Pacific Islanders increased from 4.5% to 11.5% and there were notable increases in those identifying as Hispanic (City of Kirkland, 2015).

Kirkland has experienced a gradual aging of its population since 1990, and now has a median age of 37. The city is also relatively wealthy, but with increasing levels of poverty. The median income for all households in Kirkland was \$94,332 in 2014, which is significantly higher than the median income for all households in King County (\$75,834). Despite this indicator of wealth, in 2010 5.6% of all households were living in poverty, similar to other communities in the region. More information on Kirkland's demographic makeup is available in **Appendix 3**.

Housing

The 2011 annexation of relatively low-density neighborhoods with primarily single family homes decreased the overall citywide density. It also increased the community's share of single-family housing stock to 60% in the 2010 to 2014 time period, from 50% in 2000 (City of Kirkland, 2013; U.S. Census Bureau, 2000). Even though the annexation increased the share of single-family homes in Kirkland, most development over the past decade has been multifamily construction. Of the city's net gain of almost 2,000 housing units between 2006 and 2013, 62% (1,173) were multifamily. More information on Kirkland's housing is available in **Appendix 3**.

Employment

In 2013, the City of Kirkland had an estimated 40,514 jobs. Employment in the city ebbs and flows, declining in 2005 and again in 2009, before rising dramatically in 2012.

Future

Kirkland updated its Comprehensive Plan in 2015 to comply with the Growth Management Act; this plan accommodates expected housing and employment growth through the year 2035. Kirkland is planning for the addition of over 17,000 new residents between 2013 and 2035, for a total 2035 population of

approximately 99,632, and the addition of over 22,000 new jobs. Over 75% of Kirkland’s expected housing growth through 2035 is anticipated to be in multifamily housing units (City of Kirkland, 2015).

In addition to increased multifamily housing, ongoing development projects could impact demand for police services, including:

- Kirkland Urban is anticipated to net approximately 2,200 new office employees, 160 new retail employees, and 500 new residents in downtown. (City of Kirkland, 2015)
- On the east side of Interstate 405, the Totem Lake Mall Redevelopment includes new buildings, parking structures, and a redesigned public plaza. In addition to the typical retail uses, the site may include office and residential spaces.
- The Cross Kirkland Corridor is a 5.75-mile segment of the Eastside Rail Corridor. If the trail is opened at night, KPD will need to determine how to patrol it.

2. OPERATIONAL ANALYSIS AND RECOMMENDATIONS

2.1 Overarching Direction: Departmental Philosophy, Vision, Mission, and Values

Nationwide, effective policing strategies are increasingly guided by four variables:

1. Successful crime control depends on a close relationship between the police and the community being policed.
2. Fear in the community is a problem itself regardless of the traditional measures of crime and arrest rates. Police are being asked to reduce this fear and the means used to reduce fear may not be the same traditionally used to address crime.
3. Community members increasingly want to use the police for services other than crime control, often to address disorder, unsettling behavior in their neighborhoods, or to access other service providers.
4. What police see as disparate incidents are often indicators of a continuing, fundamental problem that demands more than an initial police response to resolve.

The Community Policing Style continues to be a popular approach because of its focus on (1) community partnerships, (2) organizational transformation, and (3) problem solving. It also reflects a way of providing police service that does not rely on patrolling in cars to reduce crime, detective work to solve crimes, or quick response times to calls-for-service to reduce crime. It does promote closer community relationships, the systematic assessment of problems, and an organizational approach to solving problems, focusing on addressing crime, the fear of crime, and disorder. Further, it encourages the development of critical thinking; strategic planning; communications skills; organizational skills; and initiative, all desired skills in employees and good for encouraging teamwork and building morale among employees.

Recommendations

Recommendation 1. Finalize the articulation of the Department's Philosophy, Vision, Mission, and Values as begun during this planning process

The Kirkland Police Department operates under the overarching direction established by the City of Kirkland, including its Vision, Guiding Principles, Operating Values, and City Council Public Safety Goals. In setting strategic direction for the Department and in making operational decisions, KPD leadership should be informed by these governing statements.

In parallel fashion, the various divisions and units that make up the Kirkland Police Department should be seen as operating under the umbrella of the Department's Vision, Mission, and Values. It is important, therefore, that these statements are broad enough and inclusive enough to appropriately guide all the work done by all the members of the Department. As noted in **Recommendation 15**, this report recommends establishing a Purpose Statement and set of Guiding Principles specific to the Corrections Unit. These division-level governing statements operate under the overarching departmental guidance described below.

Kirkland City Council Public Safety Goal

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

a. Establish a clear and meaningful description of KPD's guiding philosophy.

The following key ideas were discussed multiple times over the course of the planning process and found to be accurate descriptions of how KPD approaches its work:

- **Kirkland Police exists to serve Kirkland's residents, business, and visitors.** Our top priority is to build a trusting, collaborative relationship with our community and to respond to what is important to community members. Our approach to our work is informed by and focused by what is important to our community, as we ask ourselves: is this what the community wants?
- **Kirkland Police embraces the 21st Century policing model.** We seek to serve ethically, effectively, and efficiently. We believe in procedural justice and must have strong policies and procedures in place to guide our work.
- **Kirkland Police is a progressive department.** We are open to innovative policing models and the appropriate use of technology to strengthen the effectiveness and efficiency of our work. We are a learning organization, seeking to continually improve and adapt to a dynamic operating environment. We seek creative ways to provide efficient and effective service, collaborating with others in the region where appropriate.
- **Kirkland Police practices collaborative leadership.** Our people are empowered to make decisions consistent with our Vision, Mission, Values, and department directives. Clear direction, a collaborative approach to leadership, strong communication, and opportunities to excel support individual and collective success.

The final articulation of this philosophy should be stated in "plain English," without use of buzz words or reliance on national frameworks; it should speak directly and clearly to external audiences as well as those employed in the police profession.

As with the Department's Vision, Mission, and Values, this Philosophy should be true to the Kirkland community's desires for its police department, and it should be informed by members of KPD itself. Ultimately, however, it is the responsibility of the Police Chief to provide leadership to guide the organization toward its Vision.

b. Establish strong Vision, Mission, and Values statements that distinctly represent Kirkland and the Kirkland Police Department.

The Department's **Vision Statement** should be an aspirational and inspiring statement describing the organization that KPD seeks to be. Potential concepts for consideration include:

- *A leading or model department.*
- *A department recognized for excellence.*
- *Other ideas noted in the Department Philosophy section, above.*

The Department's **Mission Statement** should describe the organization's purpose, focusing on what the Department does and its role in the community. Some suggested words or clauses include:

- *Promote community safety; uphold the law; preserve the peace; protect rights.*
- *Principled service; provided with honor.*
- *Working in partnership with the Kirkland community to uphold the law with fairness, preserve the peace, and provide quality service.*

The Mission Statement is an important place to reflect the breadth of the Department's work, inclusive of crime prevention, crime response, corrections, and records. The consultant team recommends a Mission Statement that describes the full extent of the Department's role and functions, such as:

- *We work in partnership with the Kirkland community to prevent crime, respond effectively when incidents occur, and rehabilitate convicted offenders.*
- *We provide for a safe and just community through crime prevention, responsive policing, and the rehabilitation of inmates.*

Organization Values describe the spirit by which the Department approaches its work. Committee discussion emphasized the importance of these in distinguishing what defines the Department, perhaps distinguishing it from other police departments. To avoid dilution, the Department should limit itself to a small number of Values, perhaps three or four, focusing on what matters most. Values may be accompanied by a brief description of how they will be applied to KPD's context or manifested by staff in their day-to-day work.

Appendix 4.1 summarizes the ideas generated by the Planning Committee in its third meeting and the number of votes each option received from staff.

The consultant team recommends the following potential Values as reflective of the type of Department KPD is and seeks to be:

- ***Progressive.***
- ***Compassionate.***
- ***Courageous.***

While there are many other relevant words that could be referenced, including service, professional, respect, etc., they are generally true of well-managed police departments and speak less directly to the spirit of policing embraced by the Kirkland Police Department.

Recommendation 2. Animate these governing statements by promoting them and using them.

Unless the Department puts the above governing statements to work, they are nothing more than words. The statements and what is intended by them must be actively promoted with current and new team members. They must be actively used and referred to whenever the appropriate opportunity arises in making budget requests, in work planning, and in making personnel decisions, including hiring, evaluations, promotions, and terminations. Organizational Values in particular are well-suited to inform personnel decisions; it is most important that they be used to attract and screen for new employees who are well suited to serve the Kirkland community.

2.2 Crime Prevention and Response

This section considers the many interlinked components related to KPD’s capacity for preventing and responding to crime. The Records and Corrections Units that are directly related to this effort are considered in the sections that follow.

The Kirkland Police Department enjoys a positive public image and relationship with the City, and the Kirkland City Council Goals reflect community desires for a community-based approach to crime prevention. Public stakeholders report appreciation for the Department and a desire for more police involvement in community development and social support functions, both of which require more consistent, dedicated resources. At the same time, personnel across the Department report feeling over-extended and would like to be less reactive in their work. Quantitative analysis of Patrol described on the following pages confirms this self-reported perception that officers go from call to call, with little opportunity for proactive community engagement and preventative policing.

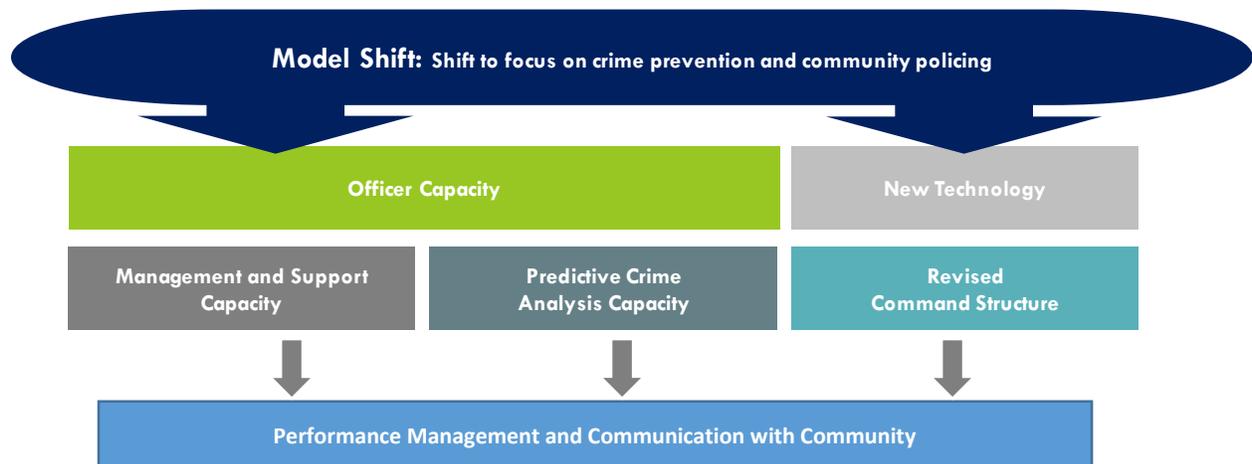
Increasing such activities through a model shift that focuses on crime prevention and community policing will have ripple effects throughout the rest of the Department with implications on technology, support functions, crime analysis, command structure, and investigations. To support community partnerships and problem solving, an organizational transformation is needed to align all parts of the KPD organization – management, technology, and personnel – around this purpose as illustrated in

Exhibit 3. This organizational change will also require leadership to demonstrate the value of this shift through their actions as well as by investing in resources that align with this model.

Community Policing

Community policing typically focuses on community involvement, consultation, and problem solving. Because community policing is focused on close collaboration with the community and addressing community problems, it has often been seen as an effective way to simultaneously increase citizen satisfaction, enhance the legitimacy of the police, and reduce crime. The President's Task Force on 21st Century policing recommended using strategies that “reinforce the importance of community engagement in managing public safety” and “working with neighborhood residents to co-produce public safety” through problem solving efforts.

Exhibit 3. Component Pieces of Model Shift



Staffing Levels

Rather than basing staffing levels on a simple ratio of officers per 1,000 residents, police staffing is increasingly determined based on performance relative to community expectations. To evaluate the adequacy of the current staffing levels, the Department needs to engage the City leadership and community in a discussion about service expectations, and then determine whether the current staffing can meet those expectations. The City's Biennial Community Survey provided generally positive feedback about Department performance, indicating that the Department is meeting the community's service expectations.

The following sections describe how staffing levels for Patrol and Investigations can be determined by response and clearance rates, while staffing levels related to community engagement are determined by community-specific expectations.

Staffing Levels Related to Response and Clearance Rates for Patrol and Investigations

There are many factors to consider in determining appropriate staffing levels and several approaches. Some departments use the "**per capita**" approach that looks at the number of officers and the population of a jurisdiction and compares the officer number with similarly sized cities. This approach is simple, but does not take into account community conditions, community expectations, or quality of service provided.

Another method is to set a **minimum staffing level** for the jurisdiction at different times of day. There are no objective standards for setting a minimum staffing level. Departments can consider call load, crime rate, and other variables such as whether there are other police resources performing duties who can be deployed (e.g. administrative officers, or other specially assigned officers) to accommodate fluctuating workload.

The most comprehensive approach is to engage stakeholders in a detailed conversation about performance expectations based on workload in a "**performance-based**" staffing study. This workload approach analyzes staffing needs based on workload demand while accounting for the specific community characteristics and service expectations. Most accredited agencies regularly conduct workload assessments that can be used to assist in this analysis. There is not a universally accepted standard for this assessment; the work relies instead on the specific characteristics of each jurisdiction such as type of crime, geography, travel times, and desired time for community policing activities.

The Department of Justice Office of Community Oriented Policing Services issued a comprehensive report: ***A Performance-Based Approach to Police Staffing and Allocation*** by Jeremy M. Wilson and Alexander Weiss, 2012. This report describes a step-by-step approach for conducting a workload-based assessment that includes:

1. Examining the distribution of calls for service by hour of day, day of week and month.
2. Examining the nature of the calls for service.
3. Estimating time consumed on calls for service.
4. Calculating an agency shift-relief factor.
5. Establishing performance objectives.
6. Providing staffing estimates.

BERK conducted a modified performance-based staffing study of the Patrol Unit using the methods described in ***A Performance-Based Approach to Police Staffing and Allocation***. The full results of this study can be found in **Appendix 4.6**.

The last step prior to providing the staffing estimates is to establish and apply a "performance objective." A performance objective determines what portion of an officer's time should be dedicated to calls for

service, and therefore, how much time is available for other activities such as cultivating positive relationships with the community and engaging in proactive, data-driven policing. To determine the appropriate performance objective for our analysis, we took direction from multiple sources, all of which described a more proactive model, with capacity to engage in preventative policing and community engagement. These sources included the City Council Public Safety Goal which emphasizes a community-based approaches to policing and the prevention of problems (see page 13), stakeholder input which stressed a desire for stronger community-police relationships and a desire for more communication (see page 3), and input from Department leadership and line staff.

Based on these inputs and the many well-recognized benefits associated with this model as described in **Recommendation 3**, we used a performance objective established by the International Association of Police Chiefs which dedicates one-third of an officer's time to citizen-generated calls for service. This is a less reactive model than the current one, in which patrol officers spend about 45% of their time responding to calls for service.

Recommendations

Recommendation 3. Align the Patrol policing model with an increased focus on crime prevention and community policing.

This foundational recommendation entails aligning the Department's policing style to match community desires as reflected in the overarching Department Philosophy and the City Council Public Safety Goal (see text in **Recommendation 1**). This shift would focus the Department on community-based policing and proactive crime prevention.

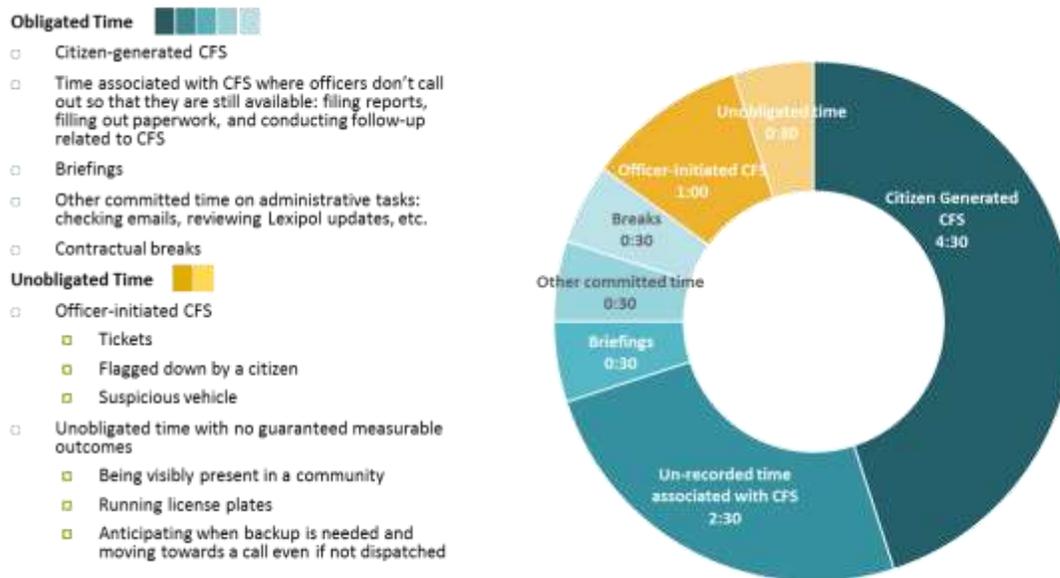
Community policing uses trust-building and collaboration between a city and its police department to effectively address the underlying issues causing crime. This shift to community policing would include building community partnerships and using proactive problem solving to prevent crime. Increased community partnerships can lead to creative problem solving and also serve to bolster community trust in police, which is always important and critical in this time of tense community/police relations elsewhere in the country. Problem solving entails proactively examining identified problems, using the best available data, and developing effective strategies to address them. (COPS, U.S. Department of Justice, 2014)

Recommendation 4. Increase Patrol capacity to create time for preventive, data-driven policing and directed patrol.

A workload-based assessment of the Patrol Division found that additional capacity, equal to 11 additional full-time officers, over current authorized levels (60 officers), would be required to create time for community policing, including community relationship building and proactive crime prevention through directed patrol. The model driving these conclusions is fully explained in **Appendix 4.6**.

Our analysis of the Patrol Unit's typical day found that much of it (~45%) is currently spent being reactive, as shown in **Exhibit 4**. This data analysis was reflected in engagement with patrol officers who described their day as largely running from call to call and handling the paperwork that accompanies those calls. This status quo model, with 45% of time spent on responding to calls for service is substantially more than the 33% recommended by the International Association of Police Chiefs (IACP), one standard that can be used to define a patrol unit's performance objective.

Exhibit 4. Typical Day on Patrol, February 2016



To be effective in community policing, police must have time to have positive interactions, unrelated to criminal activity, with residents on the street. In addition to having time to build positive relationships, the Department must also be able to use data to be proactive in policing. Not just responding to crime reactively, after it occurs, but determining where crimes are occurring and having the time and resources to dedicate officers to those areas. This type of directed patrol, based in sound data analysis, coupled with strong community relationships is demonstrated to lead to systematically reducing recurring crimes, such as motor vehicle prowls or stolen vehicles.

Increasing patrol staffing is only one way to increase capacity and patrol operations could benefit from a lean process improvement exercise, efficient and effective use of new shift schedules, and increased use of non- or limited-commission personnel where appropriate.

a. Seek to add the equivalent of approximately 11 additional patrol officers over current authorized levels (60 officers).

Additional patrol officer capacity is required if the Department wants to become less reactive and create time for community-focused preventive policing. The Department should explore the ways to deploy this additional capacity, including the following three options:

- **Option 1.** Add 11 full-time sworn officers to the Patrol Unit to create increased time for directed patrol initiatives that could focus on crime prevention, relying on increased crime analysis capabilities.
- **Option 2.** Reestablish a free standing proactive unit (“proact unit”), which would require a minimum of five FTEs, including three full-time sworn officers, one full-time sworn supervisor, and a civilian. This option emphasizes crime prevention and decreases the amount of time that Patrol could spend building community relationships and using data to drive directed patrols. If a standalone proactive unit is desired in addition to the extra capacity of patrol to focus on community policing, the number of full-time officers required for the unit would need to be in addition to the 11 full-time officers needed to make time for community policing.

- **Option 3.** A third option is to create a hybrid model and form a small emphasis team of patrol officers to focus on analyzing and organizing directed patrol operations focused on specific current issues or community topics. This special team would deploy officers on special duty assignments as part of their regular shifts, and could be much smaller than a full-fledged proactive unit, leveraging the extra capacity created in the Patrol Unit for directed patrols.

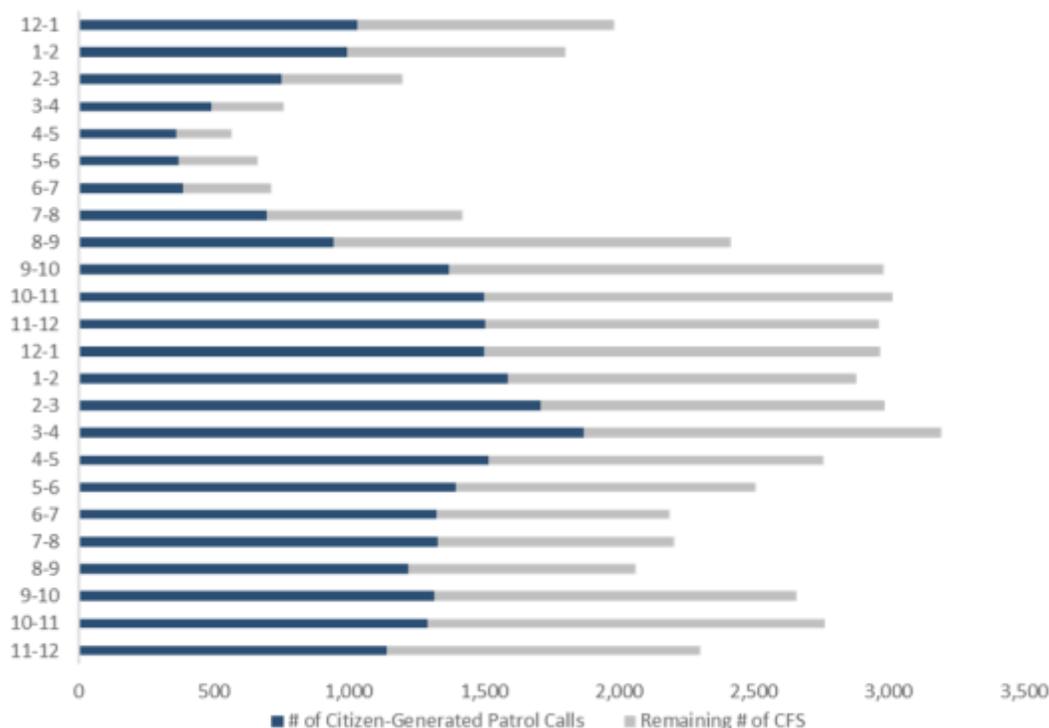
b. Make lean process or technology improvements to reduce officer paperwork, approvals, and internal communications to enhance service and increase time for directed patrol

Similar to the process suggested for Records in **Recommendation 11**, Patrol should undergo a lean process improvement exercise to evaluate inefficiencies in officer paperwork, approvals, and internal communications. Police agencies can often gain efficiencies in these areas through effective lean analysis. By nature, the process would also touch other departmental functions including traffic, investigations, and special teams. The result of implementing this process would be enhanced service and increased time for directed patrol once identified inefficiencies were addressed.

c. Monitor the shift schedule in relation to calls for service to adapt to changes in production.

To efficiently address peak demand times, the shift schedule should be continually evaluated in relation to call volume. This will eliminate staffing inefficiencies and make best use of shift overlap days, times of day for training, directed patrol, and community outreach. **Exhibit 5** demonstrates the call volume for the year (April 1, 2015 to March 31, 2016) and when high volume is generated by residents. In the late spring/early summer of 2016, the Department adjusted their swing shift to start an hour earlier, at 3 pm, to better cover peak demand times during the same hour. This type of examination and adjustment should continue to be made on at least an annual basis.

Exhibit 5: Annual Call-for-service Volume by Time of Day with Shift Overlap (April 1, 2015 – March 31, 2016)



d. Consider the use of non- or limited-commission personnel.

Non- or limited-commission personnel are a less resource intensive way to add capacity for specific roles. Many law enforcement agencies in the Puget Sound employ civilian staff or limited-commission personnel as Community Service Officers or Crime Prevention Officers. Non- or limited-commissioned personnel may also direct traffic, complete paperwork at the crime scene, conduct jail transfers, package evidence, and perform other functions that do not require a commissioned officer. Additional information is provided in **Appendix 4**, under **Section 4.4: Personnel**.

Through a department-wide survey, call types that could be handled by a civilian were identified. The call types with more than 80% agreement are listed in Exhibit 6. Call descriptions are provided by NORCOM.

Exhibit 6: Civilian Opportunity Call Types

NORCOM Call Types	Call Description
Lost Property	Lost property such as wallets, purses, etc.
Civil	Neighbor complaints and other non-criminal calls between two parties
Illegal Dumping	When someone has dumped something in a spot other than where it should have gone
Traffic Abandon	When citizens are reporting vehicles parked in odd/unauthorized places
Animal	Any animal-related call that does not represent an immediate threat to people
Found Property	Found property such as wallets, purses, etc.
Mail Out Report	Very specific crime types with no suspect information such as stolen phones.

Recommendation 5. Implement technologies to alleviate burdens on Patrol and increase capacity for crime prevention and community policing.**a. Begin use of online reporting paired with ongoing evaluation.**

Online reporting is easy for the victim, eliminates some duplicate data entry, and can free up officer time to respond to other calls. Personnel across the organization indicated numerous calls for service where the online reporting system “CopLogic” could be used for citizen reports of crime and scheduled patrol responses. The calls with the most opportunity are identified in **Exhibit 7**. While online reporting produces some efficiency, it also lessens contact between officers and the public. Each incremental change from in-person to electronic contact needs to be evaluated as to how it changes the relationship between the Department and the public.

Exhibit 7: Online Reporting Opportunity Call Types

NORCOM Call Types	Call Description
Civil	Used for neighbor complaints and other non-criminal calls between two parties
Lost Property	Used for lost property such as wallets, purses, etc.
Illegal Dumping	Used when someone has dumped something in a spot other than where it should have gone
Motor Vehicle Prowl	Used when a vehicle is broken into and items are taken
Malicious Mischief	Used for events such as graffiti, broken windows, etc. where no burglary/prowling is involved
Traffic Abandon	Used when citizens are reporting vehicles parked in odd/unauthorized places
Noise Complaint	Used when citizens have called in to report noise above a level they deem appropriate
Animal	Used for any animal-related call that does not represent an immediate threat to people
Found Property	For found property such as wallets, purses, etc.

- b. Once community use of CopLogic has stabilized, evaluate the impact online reporting of some crime types affects staffing needs.***

Recommendation 6. Increase data-informed policing with support from crime analysis.

Crime analysis is a critical function of law enforcement. Effective crime analysis can reduce crime using strategies that direct limited patrol resources efficiently. In addition to providing reports such as weekly crime summaries and year over year comparisons, crime analysis can also be used operationally to identify hot-spots and commonalities in crimes to reveal serial cases. At the command-level crime analysis can be used strategically for long-term planning and to optimize the workforce. (VERA Institute of Justice, 2014)

- a. Add capacity in the form of an additional Crime Analyst.***

The Investigations Lieutenant monitors and prioritizes crime analysis requests, but despite a managed workload, current capacity of the crime analysis unit is low due to frequent unplanned data requests and urgent crimes requiring large analytic lifts. The insufficient resources in the unit lead to long wait times for anything other than urgent requests. Up-to-date and geographically specific crime information will be needed to support the shift to more proactive patrol approaches and community-oriented problem-solving strategies. Additional capacity, in the form of a second crime analyst, should be added to absorb current workload and add capacity for urgent requests. This new capacity will free up existing resources to use data proactively, for both operations and strategy.

- b. Use local resources that can help support crime analysts in small departments.***

Many smaller departments have constrained crime analysis resources and there are organizations that offer support. The Bureau of Justice Assistance (BJA), one of the Office of Justice Programs run

by the U.S. Department of Justice, funds training and technical assistance directly to local agencies to enhance crime analysis capability. The “Crime Analysis on Demand” training and technical assistance connects departments to products and services that address analytical gaps. The BJA also offer symposiums and workshops to help increase and build analytical capacity. In addition to these resources, there is also a local peer working group for the Northwest that KPD should join. Working regionally and sharing information can help identify larger trends that span jurisdictional borders and address regional issues. Aside from the BJA, resources can be found through the Washington Association of Police Chiefs (WASPC) and the King County Chiefs.

c. *Provide internships to local university students such as students or graduates of the Seattle University crime analysis certificate program.*

The Criminal Justice programs have many students that are eager to gain experience and have the benefit of bringing new tactics and knowledge that could help create efficiencies in crime analysis within the department.

Recommendation 7. Shift KPD’s command structure to better align with new shift schedule and strengthened focus on crime prevention and community engagement.

KPD’s current command structure is reasonable, with appropriate span of command. However, with the addition of a third patrol shift and changes in peer department command structures, KPD should consider adjusting its command structure to better align with new the new shift schedule and provide parity with neighboring agencies.

a. *Align command structure with new 10-hour shifts to ensure appropriate span of control.*

Reorganize the existing lieutenant structure or create a third lieutenant position so that each 10-hour shift has a lieutenant.

b. *Clarify the line of command in the Chief’s absence and consider alternative command titles, such as Deputy Chief to better align with peer agencies organizational structures.*

The current command structure and titles serve to channel communication through the Police Chief. In the Chief’s absence, it is unclear who neighboring agencies and others should contact. Further, the current Captain rank is not parallel with Deputy Chiefs in neighboring jurisdictions, meaning that external communications that would preferably be directed to the next tier in the command structure is more likely to be directed back to the Police Chief. This creates inefficiencies and overburdens the Chief with tasks and communications that are in the Captains’ purview.

c. *Consider the merits of a permanent non-commissioned administrative manager position that can work closely with commissioned personnel while increasing the Department’s expertise and oversight capacity in administration.*

This additional consistent and highly trained administrative command and management capacity with skills related to budget, technology, records and other non-patrol functions is warranted given the increasing demands on crime analysis and technology reflected in many of the recommendations in this section.

Recommendation 8. Continue to monitor workload of Investigations and other units with shift to new policing model

The current staffing in Investigations is reasonable. However, making the best use of the detectives' skills requires thought about support services - e.g. is there adequate crime analyst and clerical support, are the detectives getting adequate training and mentoring etc. With additional demands on Patrol related to preventive policing, the current level of felony-case investigation could change and increase demand for additional investigative support or additional detectives. Investigative workloads are directly tied to which cases are filed and prosecuted.

a. Communicate regularly with the City prosecutors and City policy makers to maintain a shared understanding of the prosecution priorities and filing standards for the City.

City policy makers and the City Attorney's office set misdemeanor filing standards and priorities for the community. These filing standards and enforcement priorities affect police department deployment and resource utilization. KPD should regularly provide policy makers with current data to help inform these decisions.

The City may adjust its prioritization of civility or low level property crimes, or choose to implement deferral programs. Any policy direction of enforcement priorities will have an impact on deployment and support resource levels. For example, some cities choose not to prosecute or have a very high threshold for certain types of crimes such as car prowls, prostitution, or civility-related crimes. Cities with a high threshold have determined that they will not file a case unless the suspect has a specified number of previous arrests or convictions. This filing standard reduces the workload of investigations, by removing the need to file the case for use in a criminal proceeding. Alternatively, having a lower threshold for certain types of crimes would require additional police resources for those cases in order to investigate the crimes and prepare the file to the level required to prosecute the crime.

Recommendation 9. Assess community traffic enforcement priorities.

More community discussion is needed to evaluate and update how the Department approaches traffic. Carefully focused traffic enforcement (ticketing) can address community safety concerns but does little to address *congestion*, which may in fact be the primary concern of the community.

Currently, KPD's Traffic Unit is primarily focused on accident investigations and not ticketing. Using a simple workload-based assessment of the Traffic Unit, there appears to be adequate staffing for the current role and workload, with some additional capacity that could be allocated to other units where needed.

a. Engage community members to better understand their traffic-related concerns.

b. Based on this understanding, set appropriate objectives and staffing. Consider how the Traffic Unit and other resources are best used to address traffic issues relative to other community priorities.

- What is the appropriate traffic enforcement role for patrol officers?
- What is the capacity of the Traffic Unit to do tasks other than accident investigations?

c. Determine the importance of addressing school zone speeding relative to other potential uses of department resources.

Stakeholder and staff input did not describe speeding in school zones as a top priority in discussions with the consultant team. To better understand the relative priority of school zone speeding, the Department should work with the School District to gather data on how much speeding currently

occurs in the school zones, especially when children are present. This information should then be used to make an informed policy decision in collaboration with the City Council. In the end, the City must weigh this use of resources with others based on community priorities.

If reducing speeds in school zones is determined to be a priority issue, cameras can be an aid to calming traffic with a relatively less intensive use of officer resources. While each ticket generated by the camera system must have video footage reviewed by a commissioned officer before a ticket can be issued this takes less time than assigning an officer to this location during school hours.

Residents are often skeptical of camera-generated tickets, believing they are primarily a revenue source and not a meaningful safety tool. Evidence describing the magnitude of the safety issue gathered in collaboration with the school district should be used to communicate the public safety intent behind use of the cameras. Subsequent reduction in speeding should also be communicated to demonstrate success of the effort and the enhanced safety secured for school children.

Recommendation 10. Reevaluate staffing needs regularly to adapt to City development and population growth, with a focus now on current redevelopment occurring in Kirkland Urban and Totem Lake.

By the year 2035, the City of Kirkland is anticipated to grow its population by 13% to 99,632 residents. If call volume continues its current relationship with population, the Department can expect a 14% increase in patrol officer need over current recommended capacity in **Recommendation 4a**, requiring 81 officers by 2035. This is only one measure of future demand, and a variance analysis anticipating a 5 or 10% increase over current 2035 estimates could increase the officers needed to respond to demand up to 90 officers.

Changes in policing and new commercial development (such as the Village at Totem Lake and Kirkland Urban) and greater residential density may change demand and should be monitored. To better understand the potential impact of current redevelopment in Kirkland Urban and the Totem Lake, the Department's crime analyst should anticipate crime and appropriate service response by assessing the experiences of neighboring communities. Analysts from Bellevue, Bothell, Redmond, and Woodinville would be able to share changes in crime stats related to developments of comparable size, density, volume of public transit, and other factors.

2.3 Records Unit

The Records Unit is a core operation of the Department that requires special attention due to the current backlog and its effect on other functions. The workload of the Records Unit is impacted by its large volume of work in archiving and in Public Disclosure Requests (and associated redactions). This workload is currently challenging Records to be able to support the Department as well as desired.

Public Disclosure Requests. Public records requests for law enforcement records are often more complicated because of conflicting statutes and rapidly evolving case law. The number of Kirkland’s requests increased approximately 36% from 2013 to 2015 (based on WEBQA). In addition to the increased number, each request can include a number of reports to generate (as many as 200) and time-consuming redactions.

Year	Number of Requests
2013	1,918
2014	2,504
2015	2,609

Archive Backlog. There is a large backlog of records that need to be archived and also records that have been kept past their retention date. Keeping records past their required retention makes them subject to public disclosure and complicates the search process when responding to public records requests.

Succession Planning. Turnover is anticipated in the Records Unit, with the supervisor and PDR specialist both expected to retire in the next year.

Recommendations

Recommendation 11. Take a phased approach to strengthening the Records function, seeking efficiencies before adding capacity.

With some effort, efficiencies may be gained that will offset the need for additional capacity in the Records function. Note that the recommended new Administrative Manager described in **Recommendation 7** will add management capacity and oversight to this function.

a. Seek to address workload issues through increasing operational efficiencies.

- **Fund a special duty assignment or temporary position to clean up the archive backlog.**
- **Increase presence of City’s Public Disclosure Analyst.** Many of the Department’s public disclosure requests require specialized review from the City’s Public Disclosure Analyst. The Department would benefit from additional regularly scheduled time dedicated to KPD.
- **Monitor the impact of CopLogic on the record unit workload.** New online reporting through CopLogic, which is currently being tested, could lead to more crimes being reported, and therefore a higher workload for Records.
- **Conduct a lean analysis of Records, archiving, evidence and others to identify opportunities to create more efficient processes.**
- **If necessary, do a detailed workload analysis** coinciding with the lean process.

b. Add staffing if the above efficiencies do not alleviate concerns.

c. Create a staff succession plan to account for known retirements.

2.4 Corrections Unit

Kirkland Police Department's Corrections Unit experienced significant changes with their inmate population, facility design, operations and staff levels over the last two years as seen in **Exhibit 8**. While their increased staffing levels and deployment schedules may be adequate for day to day maintenance of normal operations, it does not support the development of systems and programs necessary to comply with best practices, national standards and mitigate risk associated with the operations of a municipal correctional facility. The bed capacity increased from a 12 bed Holding Facility to a 62 bed Correctional Facility; the average daily population increased from 11 male inmates to 40 male and female inmates; the average length of stay of inmates increased from 2 to 11 days. These changes collectively have had a tremendous impact on staffing levels, training needs, available resources and the achievement of desired goals.

Exhibit 8: Change in the Operations, Responsibility, and Liability of KPD Corrections

	Prior to 2014	Post-2014
Bed Capacity	12	62
Average Daily Population	11	40
Length of Stay (days)	2	11
Defined as	Holding Facility (<30 days)	Correctional Facility (< 365 days)

In spite of these critical changes in the scope of responsibility, the KPD Corrections Unit developed and implemented a two-week orientation and training of all staff to prepare for the transition to the new facility; adopted the Lexipol policy manual management system which provides content and a consistent format of all policies; successfully contracted with South Correctional Entity Regional Jail (SCORE) for Special Needs Inmates including high risk inmates with medical, mental health, assaultive and behavioral issues; and provided all staff with new state of the art equipment and uniforms. These achievements are noteworthy and demonstrate the intent of the Kirkland Police Department and Corrections Unit Administration to establish and support sound correctional practices.

The findings from the initial assessment of current jail operations indicate that overall the jail may not be managed in the most efficient and effective manner. Discussions with line staff, supervisors and administration revealed the desire and need to establish management systems; operating and supporting processes for sound decision making; data collection and analysis; process, outcome and key performance measures; vertical and horizontal communications strategies; employee performance measures; comprehensive policies and procedures; best practices inmate programs; and population management initiatives.

The below stated **Goals** were voiced indirectly by line and supervisory staff, city, police and corrections administrators as critically important. In order to accomplish these goals over the next two to three years, various strategies, processes and initiatives are recommended. These include audits, assessments, reviews, research, policy and procedure development and most importantly, development and implementation of management systems. All strategies, processes and initiatives should be plotted out in an Action Plan format in order to prioritize, assign responsibility, designate resources and establish a time line. Support from the City and KPD administration is critical to the successful implementation of these initiatives. By providing the necessary resources to seek technical assistance grants where available;

backfilling skilled staff to accomplish specific tasks; or contract when necessary -- these goals can be met within the next two to three years.

Corrections Goals

1. Safe, Secure and Sanitary Facility
2. Standards Driven Operations
3. Research Based/Data Driven Management Information System
4. Efficient and Effective Staff
5. Evidence Based Inmate Population Management Plan
6. Open, Transparent, Relative and Frequent Communications

Needed Systems Development

To attain these Goals, various management **systems** should be developed that will provide a solid foundation for jail operations and programs.

- Validated and Objective Inmate Classification System
- Comprehensive Management Information System
- Policies and Procedures compliant with American Corrections Association (ACA) Core Jail Standards
- Staffing Plan
- Training Plan
- Communications Plan

Recommendations

Recommendation 12. Articulate a clear and compelling direction for KPD Corrections Unit

As articulated by staff, the **Mission** of KPD's Corrections Unit is to protect the public by holding inmates accountable and providing opportunities for positive change. The **Vision** for the Unit is that inmates who are detained at KPD Jail go on to lead productive and crime free lives. In order to accomplish this Mission and establish a plan to realize the Vision of the KPD Corrections Unit, KPD and City Officials must be crystal clear on prioritizing their goals and provide the necessary resources and funding.

KPD is more than just a police department. KPD has an opportunity to improve public safety, change behavior and positively impact offenders' lives. A work environment can be created so staff can see the importance of their work and connect their daily work assignments to the Mission, Vision and Goals of the Agency. Further, that the establishment of a Corrections Unit Work Plan in collaboration with KPD and City Administration will ensure collaboration and communication while the Unit moves from a baseline of supervising inmates to a safe, secure and effective corrections operation supported by evidence based practices.

The Development of a Work Plan is the most pressing and critical initiative to organize and prioritize strategies and activities, designate responsibility, identify funding and resources, assign tasks, establish timelines, monitor and evaluate progress and readjust as needed. The above listed **systems** in need of development will become the basis for reaching the goals indicated above which ultimately support the Mission and Vision. These strategies and systems and can be attained by the development of a supported Strategic Plan.

- a. Engage Corrections staff to establish a compelling Purpose Statement and Guiding Principles for Corrections.**

b. Establish an action plan to guide systems development and the continued maturation of the Corrections Unit.

Recommendation 13. Establish a validated and objective inmate classification system.

Implementation of an **Objective Inmate Classification System** is recommended as the first and most important initiative as it provides the foundation to all operations. To operate safe, secure, and productive correctional operations, we must know what the inmate population is really comprised of as related to risk to the public, risk to other inmates and staff, and risk to themselves. Inmate needs are also important in terms of establishing relevant medical and mental health services; educational, vocational and reentry programs; drug and alcohol treatment services; and cognitive and/or behavioral treatment programs.

An Objective Inmate Classification System that is normed to the local jurisdiction reflects true risk; is reliable; non-discriminatory; efficient and easy to understand for staff and inmates alike. It ensures appropriate housing and program assignments; identifies least restrictive housing based on inmate's risk; involves prisoners in the process; and establishes a clear definition of operational goals and objectives. Advantages also include improved safety and security; reduced escapes, suicides, and assaults; supports cost savings; ensures consistent decision making; provides a structure for fair and equitable processing and programming of inmates; effectively and cost efficiently deploys personnel; identifies eligibility of low risk population for least restrictive, correctional options programs; and improves overall safety for staff and inmates.

Technical Assistance Grants are available through the National Institute of Corrections to conduct a Classification Review. Reportedly, there are still funds available for Inmate Classification, however all other travel and training technical assistance grants are frozen until January 2017. A National Institute of Corrections (NIC) Classification Review may be sufficient to determine if the risk instruments and scoring weights are normed for the KPD inmate population, however a complete Validation study may be in order.

a. Request Review and/or Validation Study of current Classification Process (NIC).

Recommendation 14. Ensure a safe, secure, and sanitary facility.

A Safe, Secure, and Sanitary Facility can be attained by initiating a Security Audit or Jail Vulnerability Assessment. This process can provide the roadmap to facility and security practices that may compromise inmate and staff safety. Existing policies, procedures and post orders will be reviewed and recommendations made. Often times, these recommendations result in reducing duplication, simplifying procedures, and identifying critical differences in duties related to various posts or types of inmates being managed. The National Institute of Corrections or our Washington State Sheriffs and Police Chiefs Association (WASPC) may provide the resources necessary.

A security audit is a “process of evaluation and analysis of security systems, policy, procedures, standards, and practice combined for a safe and secure environment.” Its goal is to identify and correct security deficiencies. The three components of this process are to: 1. Determine if the physical plant supports the mission, vision, goals and objective; 2. Establish outcome and key performance measures as related to programs and services; and 3. Determine the performance levels and effectiveness of the staff. For example, a good staff can often manage safely and effectively even if a jail has a poorly designed physical plant. Similarly, a facility that ensures that inmates are continually involved in productive programs, can offset design flaws.

a. Conduct a security audit or jail vulnerability assessment (NIC, WASPC).

- b. Develop Emergency/Critical Incident Response Plan***
- c. Develop, fund and implement Equipment Repair and Replacement Plan***
- d. Develop and implement random and unannounced Safety, Security and Sanitation Inspections conducted by Administration***

Recommendation 15. Implement standards-driven operations.

To ensure all KPD Corrections Unit operations are supported by nationally recognized correction's standards as well as standing court decisions, all existing and future policies, procedures and post orders must be reviewed for compliance. Successful litigation and court decisions are sometimes seen as a moving target so policy makers should stay current on legal issues through publications and training offered by national organizations such as the American Corrections Association (ACA), American Jail Association (AJA), National Prison Rape Elimination Act (PREA) Resource Center, National Institute of Corrections (NIC), and National Sheriff's Association (NSA). The most litigated corrections issues continue to be isolation/in cell times, mail, visiting, program opportunity, PREA compliance, and LGBTQI (Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex) parity issues.

- a. Compare existing policies, procedure, post orders and practices with National and State Standards – identify gaps.***
- b. Attend Legal Issues for Jails Training (AJA).***
- c. Review current litigation and court decisions regarding Administrative Segregation, Discipline Lockdown, Protective Custody housing (AJA Legal Issues).***
- d. Review NIC Policy, Review and Development Guide LGBTQI in Custodial Settings (NIC Library).***
- e. Develop and Implement an Inmate Discipline, Grievance and Appeal Process that will comply with recent court decisions (NIC).***
- f. Request initial PREA Pre-Audit Review to determine steps to PREA Certification.***
- g. Develop and implement scheduled operational reviews.***

Recommendation 16. Establish a research-based/data-driven inmate management information system.

KPD does not currently have a **Comprehensive Inmate Management Information System** or data collection and reporting strategy which could positively impact decisions of managing day to day jail operations and support research based planning for the future. In order to enhance the current jail information system, initial research utilizing jail information experts such as Looking Glass Analytics or King County Jail information staff to provide training and examples of the benefits of accurate and timely information would be a good starting point. A request should be made to Tyler Technologies/New World Information System to determine the capacity of their enhanced Odyssey Product Suite specifically the Integrated Jail Management System. A comparison of what their software is capable of providing (data, reports, formats, frequency, interpretation, analysis services) along with associated costs of other models could be used to determine the most cost effective means to implement a solid corrections Management Information System. In addition, corrections officers are currently performing clerical records work and being paid an officer's wage for this work. The best use of resources would move this work from corrections officers to records clerks.

- a. *Explore utilizing computer and electronic technology for efficiency, accuracy, and cost containment.*
- b. *Review “How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators” (NIC).*
- c. *Identify key data elements for decision making.*
- d. *Obtain a list of available information data bytes from Tyler Technologies/New World Jail Information System.*
- e. *Consult with Looking Glass Analytics to provide demonstration of service.*
- f. *Consult with King County Detention research and information staff for examples of their data and reports.*
- g. *Collaborate with NORCOM and Tyler Technologies/New World JIS to develop daily, monthly and annual inmate data reports.*
- h. *Assign staff resources to ensure timely, accurate, relative reports generated.*
- i. *Move warrants and records clerical responsibilities from corrections officers to records clerks.*

Recommendation 17. Employ efficient and effective staff.

To reach the aspiration of ensuring that KPD Corrections has the most **Efficient and Effective Staff** several strategies must occur. The KPD Corrections Unit has developed and implemented a staffing schedule for current operations. However, once a Validated Classification System and Management Information System are implemented the current schedule and deployment of staff should be analyzed using the National Institute of Corrections' Model. Staff costs can make up 70-80 percent of the annual budget so attention to managing, deploying and allocating staff is critical to controlling costs and effective management of a jail. The National Institute of Corrections (NIC) Staffing Analysis Workbook for Jails provides a model to help improve jail operations by improving jail staffing practices. It is helpful to “review and evaluate an existing staffing plan in response to changes at the facility or in policy.” Technical Assistance Grants may be available in January, 2017 from NIC to assist with this process.

Similarly, the creation of a comprehensive **Staff Training Plan** that supports the onboarding of new staff as well as in-service annual training for all staff is an important component to developing the skills required for an effective staff. A Training Plan should be clear, concise, realistic, and measurable. A comprehensive Staff Training Plan will: identify goals of the agency; assess the training needs of the current staff; establish training objectives for newly hired staff as well as current staff; identify funding and training resources (including subject matter experts and on-line training resources); solicit feedback; evaluate and revise as necessary.

- a. ***Conduct Staffing Analysis (NIC model).***
- b. ***Develop a training plan.***
- c. ***Review recruiting, background, hiring and retention processes.***

Recommendation 18. Develop an evidence-based inmate population management plan.

An **Evidence Based Inmate Population Plan** begins with establishing the goals and purpose of in custody inmate programs based on the Vision, Mission and Values of the Agency. Components of an Inmate Population Plan include: A Housing Plan that ensures inmates will be housed in a safe and secure environment; development of in custody programs based on the needs of the population, available

resources, and solid evidence based practices; establishment of correctional options programs based on the inmate’s risk to reoffend. All correctional options programs must be developed in collaboration with the law and justice stakeholders to ensure success.

- a. Develop a housing plan with housing assignments based on inmate risk, needs and facility resources.*
- b. Initiate an inmate behavior management program (NIC – train the trainer funding request).*
- c. Recruit and train volunteers to oversee inmate programs.*
- d. Review agencies with similar size and operational scope re: budget, resources, content, frequency, success measures, schedules and implementation of successful inmate programs.*
- e. Develop and implement selected in-custody inmate programs.*
- f. Establish a Correctional Options Advisory Board comprised of stakeholders (see Law and Justice Council statutory membership for examples).*
- g. Develop correctional options programs to ensure least restrictive alternative without compromising safety.*
- h. Identify bed capacity and housing of current population.*

Recommendation 19. Communicate in an open, transparent, and frequent manner.

A Communications Plan for the Corrections Unit can be developed that will ensure **Open, Transparent, Relevant, and Frequent Communications**. The development of this plan can begin with a simple needs assessment or survey of corrections stakeholders including city and police administration, law and justice partners, volunteers and community partners, police and corrections staff. The survey should solicit what information they require or are interested in receiving. Frequency, format and recipients of the information should be identified and mapped out in the plan to determine daily, monthly, annual or as requested reports on corrections related data and general information.

- a. Engage stakeholders to determine what Corrections-related information they would like to receive, how often, and in what format.*

Stakeholders should represent City functions (Council, City Manager, budget, human relations) and Police functions (Police Chief, Patrol, administration, corrections union officers, Corrections Unit line staff, supervisory and civilian staff), and related stakeholders (courts, prosecutor, public defender, clerk, court security).

- b. Identify agenda items, frequency, participants for regularly scheduled meetings.*
- c. Identify content, frequency, audience, contributors, author, and support staff for written communication and report.*

Recommendation 20. When developmental improvements are complete, evaluate options for contracting out excess capacity.

When current population is safely and appropriately housed with low risk offenders transitioned to non-bed correctional options programs, the resulting vacant bed capacity may be utilized to generate revenue by contracting with other local agencies. This option should only be explored once Corrections has

completed the above recommendations related needed to strengthen its core functions and serve as a fully-functional Correctional Facility.

- a. Conduct a cost benefit analysis for contracting out vacant bed capacity to other agencies.**
- b. Review with assigned Civil Prosecutor any contractual or potential liability concerns.**
- c. Develop a timeline for implementation of contracts.**

2.5 Community Relationships

As described in **Section 1.2**, the Kirkland community appreciates its relationship with its police department and would like: more engagement and more non-enforcement interactions. The proposed model shift introduced in **Recommendation 3** increases capacity for crime prevention and community policing, creating additional ability to engage community members in non-enforcement interactions. This investment seeks to preserve the goodwill that currently exists between community and department, and will also pay dividends in building effective crime prevention and crime response as described below.

Recommendations

Recommendation 21. Increase the frequency and depth of non-enforcement interactions with community members, building a stronger partnership with the community.

Dedicated effort will be necessary to maintain/improve positive relations with specific populations. In general, as the Eastside continues to diversify, the Department will benefit from more community engagement, greater diversity of its workforce, greater language abilities, and greater cultural competency.

- a. Build organizational capacity to develop community relationships, including training for all officers on community policing techniques.**

The Department may want to form community advisory groups representing interests whose perspective and input to the Department could enhance department operations. Typically, such advisory groups are assembled in collaboration with already identified leaders among the members of the groups. The groups may represent various interests: neighborhoods, social services, businesses, religious denominations, racial or ethnic groups, sexual identity groups, or ad hoc groups arising from topical issues of interest to the community and department.

Because studies demonstrate close police-community relationships are often the reason crimes are solved, the Department will want to have established trusting relationships with whatever individuals and groups might be of help in solving or preventing crimes. These relationships can be slow to develop, must be nurtured over time, and are fragile. Reaching out to these individuals and groups can be done in several ways: visits by department employees, invitations to attend informational meetings facilitated by department employees, and use of various electronic media.

Note that some dedicated community engagement functions can be fulfilled by limited commission personnel, training in effective community policing will be critical for all officers.

- b. Increase the Department's overall cultural competency:**

Trust and intimate relationships between police and diverse communities and individuals may take time. Relationship building cannot be rushed. The Department should acknowledge that this will be a

process, there is no inoculation that can make everything better with one shot. The Chief may want to be the face of the Department in reaching out to these diverse communities and individuals as her demonstrated interest will be appreciated and valued.

Other potential strategies include:

- The Department may want to use its present training cadre to develop a resource list of readings, websites, presentations, and other available learning resources to be used by department employees to gain knowledge about current events, history, and issues.
- The Department training cadre may want to arrange a speaker's forum where members of the community are invited to interact with department employees on topical issues of race and ethnicity- or similarly sensitive matters.
- Create a welcoming environment by hosting social events at police facilities where diverse community members can interact with department employees in a loosely structured way, perhaps over ethnic meals subsidized by local businesses.

Recommendation 22. Increase electronic public access to departmental information.

a. Make improvements to the Department website.

Provide content on the website that adds value to the public's interaction with the Department and continue to update it regularly. Most law enforcement job applicants find information about Police Departments via the internet, and specifically on the Department's website. KPD's website is not especially visually appealing, interactive, or updated regularly. Adding visual appeal and more information to the website could assist with both recruitment and community outreach.

Include information relative to the Corrections Unit operations that would inform the public and law and justice stakeholders such as summary inmate data (ADP, ALOS, percent pre-trial status, percent of sentenced, racial breakdown, number and percent of male and female population); specific inmate information for public viewing by inmate families, friends, victims (who is in custody, status, court dates, booking and release dates. All of this is public information.

b. Improve use of social media.

KPD should expand its use of popular social media platforms, to continue its positive image and good relationship with the community. Continued proactive use of the Department's Twitter account and possession of the existing Kirkland Police Department Facebook account, as well as new Instagram or Snapchat accounts could provide an opportunity for the Department to promote the good work it does in the community.

Importantly, the Department should strive to create opportunities for social media *interactions* (two-way communication) with the community.

[The State of Washington](#), [King County](#), and the [Kirkland City Council](#) have social media guidelines and/or policies that the Kirkland Police Department can leverage.

2.6 Performance Measurement

Performance measurement is critical to an organization. Performance measures inform a department's policing priorities and form the standards that a department delivers against. They are also complex, easy to get wrong, and can demand disproportionate resources to implement. Many common measures are

flawed or insufficient, and many departments remain focused on outdated indicators. Like other police departments, Kirkland emphasizes indicators such as enforcement productivity (e.g. arrests, tickets), response times, and clearance rates. Though productivity and response times show effort, they don't reveal if the department or individual police officers are engaging in smart policing or if they are positively impacting the community. The Department should be moving toward a “balanced scorecard” approach for law enforcement, initially proposed by Kaplan and Norton in 1996. By broadening the focus of the police mission, Mark Moore suggests in *Recognizing Value in Policing* the focus should be framed around the following dimensions.

1. Reducing criminal victimization
2. Calling offenders to account
3. Reducing fear and enhancing personal security, guaranteeing safety in public spaces
4. Using financial resources fairly, efficiently, and effectively
5. Using force and authority fairly, efficiently, and effectively to achieve legitimacy with those policed

The Northern Ireland Policing Board is one example of using a balanced scorecard approach to measuring law enforcement performance, with a focus on service excellence, serious harm, and local policing. Their annual report contains a scorecard that indicates police performance on measures outlined under each identified goal. They follow strict protocols on how and when each metric is recorded. An example of this scorecard is shown in **Exhibit 9**. The Policing Board that oversees this process also conducts a survey of the community twice annually, in addition to surveys sent specifically to victims of crime in the past year. These surveys are used to determine the community's satisfaction with police response times, treatment, and follow-up. (RAND , 2012)

Exhibit 9. An Example from Northern Ireland's Annual Report Scorecard

Target	Performance	Target Achieved
1.1.1. To achieve a victim satisfaction rate of 75% for 2005–2006	PSNI/Northern Ireland Policing Board Victims Survey, quarters 1–3, 2005/2006: 80%	Achieved
1.2.1. To increase the percentage of people who think that the police do a good job by 5 percentage points	Omnibus survey: April 2005: 63% September 2005: 60% Average: 62%	Partially achieved
1.3.1. To increase the percentage of people who think that the police treat everyone equally by 5 percentage points	Omnibus survey: April 2005: 66% September 2005: 64%	Not achieved
1.4.1. To work toward establishing a baseline for measuring police response times to emergency calls, reporting to the Northern Ireland Policing Board quarterly	Within 5 minutes: 34.9% 5–9 minutes: 26.9% 10–14 minutes: 15.2% 15–19 minutes: 7.8% 20–24 minutes: 4.5% 25–29 minutes: 2.9% 30+ minutes: 7.9%	Achieved

Source: (RAND , 2012)

Recommendations

Recommendation 23. Measure organizational success based on indicators the community cares about. Organizational performance measures should drive individual performance measures.

a. Conduct annual Community Satisfaction Surveys in addition to the bi-annual city-wide Citizen Satisfaction Survey.

Use Community Satisfaction Surveys to create indicators based in community desires, such as citizen willingness to report crime, citizen fearfulness, and citizens' perceived crime and disorder issues. Indicators should be chosen carefully, thinking about the ripple effects through the Department and any perverse incentives they could create. For example, if officers are given targets for traffic tickets, they may devote free time and resources to meeting that target, instead of addressing other emerging crimes or being visible in the community. The Community Surveys create an important feedback loop, informing priorities of Kirkland citizens and measuring departmental performance.

Questions for residents that can help lead to meaningful indicators include:

1. What do you think the current priorities are of the Kirkland Police Department?
2. What do you think the current priorities of the Department should be?
3. Have you had an encounter with the police? If yes, was the Department empathetic? If yes, was your issue resolved satisfactorily?
4. Do you feel informed about crime trends and safety issues in your community?
5. Have you accessed the KPD website? If so, did it answer your questions or provide the information requested?

b. Create quality metrics to accompany department-wide quantity metrics.

Quantity metrics are the most familiar and easiest to identify and measure, but quantity measures for the Department should be accompanied by quality metrics. Those quality metrics should be rooted in the Organization's Mission, Vision, and Values (see **Section 2.1**) and, based on the type of work, measure dimensions such as: significance, professionalism, accuracy, timeliness, cost-efficiency, or client satisfaction.

c. Use performance measurement as a means to drive improvement and shape organizational culture.

Performance measurement shouldn't be a single point in time measure of department success. It should be rooted in the larger organizational culture. Moving toward this model will require investment and support of those in every position - from those in leadership positions to officers and civilian personnel. Making results of performance measures broadly available, both internally and externally, can encourage this continuous support of the program.

Recommendation 24. Consider the development of Neighborhood Policing Plans with neighborhood - specific goals and measures.

Neighborhood Policing Plans allow departments to engage with neighborhoods and define performance measures specific to those communities. The process builds trust and partnerships to fight crime collaboratively and produce public safety collectively. Another benefit of neighborhood-specific goals and measures are that they allow the Department to have varied metrics across neighborhoods based on their

specific public safety needs. The Seattle Police Department’s [“micro community policing plans”](#) provide a local example, though Kirkland may approach this work at a less “micro” level, engaging fewer, larger neighborhoods.

3. ADAPTING TO A CHANGING ENVIRONMENT

3.1 Management of Data and Technology

Technology plays an increasingly important role in the daily work of law enforcement officers in the field, equipping them with enforcement and investigative tools that have the potential to make them safer, better informed, and more effective and efficient.

The City of Kirkland has a centralized IT Department that provides services to the Police Department. The IT Director has a well-developed understanding of the unique issues related to criminal justice information management. The new Justice Center facility was built with future technology in mind. The Police Department is in a good position to move forward with new technology, and the officers have indicated a desire to embrace new technologies to create efficiencies and enhance their service.

Important considerations:

- For all technology improvements or enhancements, the Department needs to consider the impacts on the records unit as well as privacy concerns of the public.
- Many of the current KPD officers and the upcoming generation of potential recruits have high technology expectations. Keeping current and progressive with technology tools may draw in new employees, as well as retain current employees.
- There are some tools that often grab attention but may not offer value to KPD at this time. These tools include facial recognition software (other than used with booking photos), gunshot detection systems, or drones.

Recommendations

The Department should be progressive, but not overly aggressive with regard to technology. It should find ways to engage staff, community members, and community partners in new and emerging technologies. Technology leadership will uphold the expectations of a tech-savvy community and aid in staff retention and recruitment.

Recommendation 25. Increase the Department's ability to manage technology in a strategic manner.

a. Establish a "Technology Champion" role.

To increase capacity for addressing technology in a thoughtful and well-managed way, the Department should create dedicated capacity and consistent support for IT. This internal "Technology Champion" may be a full-time position, or dedicated capacity within an existing FTE. This individual should be tasked with:

- Maintaining currency with technology advances in public safety.
- Collaborating directly with the City's IT Director, serving as a consistent liaison between the Department and the City.
- Monitoring current tools and evaluating future tools to avoid gathering disparate technology systems that cannot communicate with one another.

- Reviewing technical and budgetary impacts of new technology, using the International Association of Chiefs of Police (IACP) Technology Policy Framework and City policymakers to discuss the appropriate use and management of the tools.

b. Engage local technology firms and community members as technology partners.

Many technology companies enthusiastically partner with law enforcement agencies as a development opportunity for their own employees as well as a public service. Several sophisticated technology companies have offices in Kirkland: Google, Microsoft, INRIX, Acumatica all have large offices in the City and could be valued partners in learning about technology tools, sharing resources and enhancing KPD's technology toolkit. Tableau trains police departments how to enhance visualization of their crime data for internal use in streamlining police processes in crime mapping and other crime analysis, and for external use, as a way to share data with the public.

In addition, the public meeting room space in the Justice Center can be used to host technology demonstrations, hackathons, or other technology events sponsored by KPD and involving community partners.

3.2 Emerging Data Analysis Tools and Other Technologies

Contemporary policing is being affected by rapidly emerging new technologies. KPD's current and potential use of some existing tools is explored in **Section 3.1**, while this section focuses on emergent technologies. Technology is becoming an increasingly important means by which law enforcement agencies accomplish their missions and meet the evolving expectations of their communities:

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

Recommendations

The recommendations that follow are listed in sequential order reflecting the relative immediacy of uptake suggested by the consultant team. This reflects the relative maturity of the technologies in question and the relative benefits they can provide KPD. Note that speeding cameras were discussed earlier in the document, under **Recommendation 9**.

Recommendation 26. Increase use of real time crime data.

Law enforcement data systems are being developed to gather large amounts of data from multiple sources, analyze the data, and use it to make rapid deployment and response decisions. This information can also be used for predictive and intelligence-led policing strategies for more efficient deployment of resources and increased apprehension rates. The Department's staff capacity to take advantage of these advances is addressed in **Recommendation 5**, which speaks to the need for an additional Crime Analyst position.

- a. Evaluate current use of New World system and functionality. Determine if the system could be enhanced by creating additional modules in the current Records Management System.**

b. Explore emerging analytic tools that can be used with the existing crime information generated through the New World records system.

c. Evaluate new forensic tools that become available.

For example, new truth detection systems are becoming available that can be used in lieu of polygraphs. It may provide value to the detectives in lieu of using a polygraph in some circumstances. It is inexpensive and easy to learn.

d. Invest time with the Automated Fingerprint Identification System technicians to learn the latest tools that can be used with their system.

This task would be ideally suited to either the detectives or evidence technicians.

Recommendation 27. Purchase tools with mobile device capability.

Kirkland officers have mobile data terminals in their vehicles but do not have hand-held mobile devices such as tablets or smart phones. The vehicle-based mobile data terminals are limited in their functionality due to their interconnectedness with the dispatch system, NORCOM, and cannot access the internet or the internal City network. Many applications are being developed to push information out to officers on mobile devices (tablets and phones). These tools can aid in confirming identity of witnesses and/or suspects, gathering evidence, filling out contact forms, and officers in the field receiving a wider range of timely information. Emerging law enforcement technology innovations and applications will require putting additional mobile tools in the hands of officers.

Any acquisition of a new tool should be carefully evaluated by the Technology Champion and the City's IT Department to make sure that it is compatible with other equipment and that data gathered by that tool will not have to be reentered into another system.

Recommendation 28. Examine results of local two-year body-worn video pilots.

Many agencies are evaluating whether to deploy body-worn video cameras to gather evidence in cases, and for police accountability related to their interactions with the public. Although body-worn cameras can offer benefits, they also raise serious questions about how technology is changing the relationship between police and the community. A two-year pilot window recently passed and our recommendation is to closely monitor the results of other jurisdictions that chose to participate in these pilots and evaluate the functionality of this technology for the Kirkland Police Department. During evaluation, community desires as well as the total cost of operating body worn cameras should be considered, including camera upgrades and other equipment as well as ongoing records management (indexing, redacting, storing, uploading, reviewing, retrieving and matching video with case records, and transmitting video to prosecutors and courts).

Recommendation 29. Invest in automated license plate readers for patrol vehicles.

Automated license plate readers can assist officers with identifying and recovering stolen vehicles, locate wanted vehicles, and provide information for various types of investigations. The parking enforcement vehicle has this technology, but the functionality should be available to officers beyond the Traffic Unit to aid in proactive crime prevention.

3.3 Adapting to Regulatory Changes

The following recent and potential future changes in state and federal laws and regulations could impact KPD's future operations:

- **Sentencing requirements.** The trend in Washington State is toward less jail time, and more diversion or referral to treatment services or community service, especially for those involved in low level drug or property crimes. The level of supervision of individuals who commit such crimes and who are no longer being incarcerated is minimal and especially if they are doing low level property crime (bike theft, car prowls, burglaries, shoplifting, etc.) to support a drug habit or due to other untreated conditions, the criminal behavior is more likely to continue.
- **Marijuana legalization.** After the legalization of recreational marijuana, Washington law enforcement agencies are still working out the practical aspects of their relationship and involvement with marijuana possession, consumption, and distribution crimes. The State Legislature continues to modify roles and responsibilities between local law enforcement and the State's Liquor and Cannabis board, especially as it relates to medical marijuana dispensaries and personal growing operations.
- **Washington State Public Records Act.** Washington's Public Records Act requires that all records maintained by state and local agencies be made available to all members of the public with only narrow statutory exemptions. Due to the potential liability related to disclosure errors and the complicated web of rules related to law enforcement records, police departments, including Kirkland, devote sizeable resources to managing the public records process, taking resources away from other priorities.
- **Disparate impact of criminal justice system.** Policy makers at all levels of government are concerned about the overrepresentation of minorities in arrests, convictions, and sentences. Police departments are being asked to collect more demographic data to help study these issues, which can be time consuming and may require new policies, forms, and data aggregation tools. KPD will need to monitor this change as reflected in **Recommendation 30**, below.

Recommendations

Recommendation 30. Determine the demographic data that KPD will collect to monitor the impact of the City's criminal justice system on minorities.

The President's Task Force on 21st Century Policing recommends the following:

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics. [emphasis added]

As noted previously in this report, KPD overall enjoys a positive relationship with the community it serves. This relationship should be protected as the agency's greatest asset, particularly in the current national context of strained police/community relations. Stakeholder input gathered in this process did surface some concerns of racial bias on the part of KPD (see page 4). To better understand this issue, we recommend that the Department gather, analyze, and share data on the relationship between law enforcement interactions and race.

KPD should engage City policymakers in determining what level of detail and how much data they want to collect, analyze, and report. Only data that will be used should be gathered. This will require modifying forms and records templates to gather additional data, and demand time from officers, as well as the Records and the Crime Analysis units. Each data point collected will add time to each police encounter to collect and input the information, and new forms will likely create large amounts of data that will need to be analyzed, stored, and managed.

3.4 Evolving Social Challenges

Broad social conditions will continue to create challenges for the City of Kirkland and other communities in Washington State:

- **Mental health and substance abuse.** Washington State does not have enough services for individuals experiencing mental illness or substance abuse crises. Consequently, police are called upon when these untreated or unhoused individuals commit crimes, cause disorder, or endanger others. Law enforcement contacts with individuals in crisis continues to grow. Officers find inadequate options available to assist with these encounters. Even individuals who desire treatment (either emergency medical detox, or longer term treatment) find that the treatment centers have no capacity.

Opioid abuse is widespread throughout our region, and often contributes to three types of crime: use-related crime by individuals who take drugs that affect their behavior, economic-related crime to fund a drug habit, and system-related crime that result from the structure of the drug manufacture and delivery of drugs.

- **Homelessness.** The entire Puget Sound region is experiencing a large increase in individuals and families experiencing homelessness, some of whom sleep or camp in unauthorized areas or live in their vehicles. Police often are the first service provider called to respond to citizen complaints about these individuals. Kirkland's Parks and Community Services Department and Police Department collaborate to make referrals to appropriate services or take law enforcement action when necessary. Some individuals are experiencing mental health or substance abuse issues, or are engaging in low-level property and drug crimes. In many cases police have a legal basis to arrest and/or book a person for these crimes, but there is a trend toward diversion or referral to services instead of arrest, booking or charging.

It is likely that the number of homeless individuals on the Eastside will increase and programs, training, and collaborative efforts to address this population will need to expand.

- **Privacy concerns.** With the enhanced ability of police departments and other public agencies to gather and store large quantities of data and connect regional data systems, civil rights organizations and some citizens are concerned about privacy. There are calls to limit the amount of information that is gathered, especially in the context of law enforcement activities. Tools such as video surveillance, body-worn or in-car video, automatic license plate readers, and facial recognition software are becoming a focus of privacy concerns, especially in the context of Washington's Public Records Act.

Recommendations

Recommendation 31. Increase Department capacity and expertise for handling increasing behavioral and mental health challenges.

Currently KPD partners with an outside social services agency for behavioral health events. Every indication is that the frequency with which the Department interacts with individuals with mental and behavioral health complications will increase. We recommend exploring other partnerships and potentially increasing in-house capacity and expertise, either through another City department or via KPD staff, though there are good reasons to have the function fulfilled by staff outside the Police Department.

This issue may be fruitful to pursue in collaboration with neighboring communities or via a regional partnership, the subject of the next section.

3.5 Partnerships

Effective partnerships can provide the benefit of a large amount of expertise for emergencies with a reasonable amount of officer resource commitment. These partnerships also give officers an opportunity to develop professional relationships and skills. Kirkland Police currently participates in the FBI Cybercrimes Task Force, the Washington State Internet Crimes Against Children Taskforce, North Sound Metro SWAT and, until June 2016, the East Side Narcotics Taskforce.

Recommendations

Recommendation 32. Partner with other public safety agencies in the region.

Explore partnership opportunities to address issues that are more efficiently or more effectively addressed in collaboration with others. With its new firing range, Kirkland can offer access to an increasingly scarce resource and so should leverage this asset in exploring partnerships.

Regional collaboration may make most sense related to:

- Water and bike patrols.
- Tactical Emergency Medical Support (EMS). Tactical EMS provides emergency medical care during high-risk special operations, such as active-shooter scenarios. Having tactical EMS experience can save officer and citizen lives.
- Community engagement. This may take the form of coordinating outreach by City of Kirkland entities (Police, Fire, Emergency Management, Parks, etc.) to align messages, leverage outreach efforts to carry multiple messages, and sharing effective tools, techniques, and partners. The increasing complexity of culturally- and linguistically-tailored outreach also means that it may be effective to share resources with neighboring Eastside agencies facing the same challenges of serving an increasingly diverse population.
- Narcotics, Car Thefts, and Gangs.
- Internal Investigations and Use of Force reviews.

City of Kirkland Operating Value Related to Regional Partnerships

Kirkland encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond our boundaries.

- Regional Crime Analysis.
- Special Events.
- Legal Advising.

Recommendations from other sections also relate to partnerships, including:

- **Recommendation 25** encourages partnerships with technology companies.
- **Recommendation 31** notes that regional collaboration may be an effective way to address human services issues.

4. STRENGTHENING THE ORGANIZATION

4.1 Overall Situation Assessment

The Kirkland Police Department has undergone significant change, including the recent appointment of a new Police Chief. The recent changes, including an annexation expanding the geographic jurisdiction of the department, an increase in the number of department personnel, a new facility, and new work shifts, while presenting challenges, also offer an opportunity for the new Police Chief to inspire a course for transformational progress.

Organizational culture can be defined as the way the Department operates and the interactions among its members. It encompasses the work atmosphere; bonds among employees; how the Department learns; and the norms and values of the department. It is the deep identity of the organization and can enhance the Department or damage it.

4.2 Communication, Connection, and Collaborative Leadership

The functioning of any organization is as dependent on internal communications and culture as it is on having the proper people, training, equipment, and procedures. The assessment work found that there are opportunities to improve vertical and horizontal communication flow. Staff described cultural challenges created by the new facility that physically separates functions and decreases informal communication. This has led the Department rely more on e-mail and phone contact rather than face-to-face conversation.

The assessment also found that in addition to physical communication issues, there is a divided culture that has grown out of an historically strong hierarchy that limits innovation and organizational learning and improvement. This has led to limited delegation of tasks that can lead to decreased efficiencies.

Recommendations

Recommendation 33. Implement proactive change management and strengthen internal vertical communication flow.

The residual effects of recent significant changes (annexation, staffing expansion, new facility, new patrol work shifts, and the anticipation of additional change resulting from the recent selection of a new Police Chief) continue to ripple through the Department, creating concurrent feelings of loss and hopefulness among employees. There is a need for a proactive change management approach to address these issues head on, communicating the Department's strategy internally before making public announcements of changes. Department staff should hear of changes first, before hearing on the news or rumor mill.

Communication systems should support the effective dissemination of command direction, organizational, and individual performance expectations, and revisions in departmental policies and procedures. In addition, vertical communication improvements are required for identifying and clarifying decision-making processes and promoting constructive feedback and input from employees.

a. Strengthen leadership's communication of issues of importance.

Focus on decreasing emails to convey important shifts in policy or procedure and increase in-person communications.

b. Focus on improving communication at the sergeant level.

Sergeants are the main connector between command and officers and strong leadership in this position can improve vertical communication for commissioned personnel.

Recommendation 34. Strive to create a strong department-wide culture that unites diverse work groups under the Kirkland Police banner.

KPD is a relatively large and relatively diverse organization. While individuals naturally feel most connected to their individual work group, it is critical for the success of the organization to maintain a strong Department-wide identity that embraces all work units and both civilian and commissioned personnel.

a. Promote a department-wide identity through communications, celebrations, personnel recognition, and other opportunities.

b. Break down silos in horizontal communication.

Staff reported horizontal communication is “siloeed,” i.e., intra-unit information may flow well but inter-unit information flows poorly, creating information voids or confusion that generate inaccurate speculation, rumor, and ill will.

Internal newsletters or other communication devices can be used to share information of unit's work. For example, few people knew about CopLogic, the social media plan, new recruitment strategies, and other meaningful, positive changes occurring in the department. Keeping people notified helps limit rumors or misunderstandings about what is happening.

Recommendation 35. Continue to preach and practice collaborative leadership in which personal initiative and suggestions for improvement are welcomed so long as they are well-intentioned, professionally delivered, and aligned with KPD's Philosophy, Vision, Mission, and Values.

KPD's Philosophy encourages independent decision making and leadership when it is informed by, aligned with, and accountable to community and departmental values.

“Collaborative Leadership,” the systematic development of all formal and informal leadership throughout the Department at all levels, including commissioned and non-commissioned personnel, is a way to enhance the flexibility and responsiveness of the organization to anticipate and respond to evolving environments and associated service expectations. It acknowledges that neither the chief nor any centralized authority can make all the decisions necessary to ensure the efficient and effective functioning of such a complex organization. Collaborative Leadership has five characteristics:

1. A shared understanding of what leadership means in the department.
2. A commitment to shared goals and values by leaders at all levels of the department.
3. A recognition that leaders at different levels in the Department have varying responsibilities and therefore must be trained according to their needs.
4. Formal training to develop leader knowledge and skills at all levels.
5. A means to assess where leaders are in the Department and their evolution as leaders.

Collaborative Leadership has many benefits, including:

- Creating a more intelligent and adaptive agency.
- Cultivating future leaders (succession planning).
- Creating a positive workplace environment in which employees feel valued, respected, and that they have opportunities for growth (retention and attraction).

a. Create opportunities to match individual interest and talents with organizational needs.

Department staff bring a variety of strengths and interests to the workplace, not all of which may be actively utilized. Professional development plans (see **Recommendation 37**) can be used to link individual talents to departmental initiatives, encouraging staff members to contribute in a well-managed way where they have interest/strengths. These contributions and special duty assignments simultaneously strengthen the department, provide professional development and succession planning opportunities (see **Recommendation 38**), and enhance engagement and job satisfaction, leading to retention.

4.3 Performance Evaluations and Professional Development

As an accredited agency, KPD is required to do yearly performance evaluations. KPD Administration states that all employees received an evaluation in 2015, and that a new patrol evaluation was just completed.

In speaking with department employees, we found widespread dissatisfaction with the present performance evaluation process. Moreover, several employees stated they had not been evaluated in some time. Comments about the evaluation form included:

- It lacks meaningful performance standards.
- It is not tailored to the specific positions being evaluated.
- It does not promote constructive discussion between the evaluator and the person being evaluated.
- It fails to contribute to a Personal Performance Plan for the individual being evaluated.
- It is administered infrequently and in a subjective manner.

There is a strong desire for a more meaningful evaluation and professional development processes for both commissioned and non-commissioned employees.

Recommendations

Recommendation 36. Revamp the current evaluation process and supporting tools.

There is a widespread and deep desire for processes that capture not only simple quantitative-based performance but also recognize the qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. Staff further believe performance should be evaluated for how the individual supports the Mission, Vision, and Core Values of the Department.

a. Revise the evaluation process.

Staff currently evaluate their superiors just prior to being evaluated themselves, a sequence which, warranted or not, creates a fear of reprisal. This practice creates strong disincentives for honest

feedback. The Department should create a process for subordinates to evaluate superiors in a way that promotes a productive critique, ensures the anonymity of the subordinate, and protects them from retaliation. This should include separating supervisor evaluations from evaluations of subordinates.

It may be advantageous to have input gathered by a lieutenant, analyzed for themes, and presented in productive fashion.

The employee whose performance is being evaluated and the supervisor conducting the performance evaluation should collaborate to draft a Professional Development Plan for the employee to develop the knowledge and skills helpful for the employee to assume a higher responsibility or desired position. The plan may consist of readings, discussions via mentoring, training classes, or experiences.

b. Establish clear and transparent expectations defining what individuals will be evaluated for by position.

The framework for evaluation should be based on clear position descriptions and identified desired competencies. Revisit and update position descriptions throughout the Department to gain a clear understanding of roles and responsibilities across the agency and how they tie to the overall Department's overarching philosophy.

In addition to capturing simple quantitative-based performance measures, it is important to recognize qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. A performance evaluation should also consider how the individual supports the Mission, Vision, and Core Values of the Department.

The evaluation process should likely incorporate self-reflection and evaluation.

Recommendation 37. Strengthen professional development planning, establishing a longer-term view and linking to Departmental succession management efforts.

An organization's commitment to the ongoing professional development of its employees is directly correlated to staff retention, succession management, and even recruitment.

a. Establish a long-term focus in professional development planning.

The current focus in professional development conversations is very short-term (the current year), resulting in goals that are too modest as staff are incentivized to show attainment of stated goals. Instead, this process should have a long-term focus, looking out 5 or even 10 years.

Long-term goals should align with the organizational needs of the Department (a part of succession management discussed in **Recommendation 38**) and should be used to directly inform training goals and budgets and the departmental level.

b. Support and evaluate staff in leadership positions for their ability to grow their staff through collaborative leadership, evaluations, and professional development.

Supervisors should be mentors and advocates, helping people achieve their long-term goals. If someone aspires to an unreasonable goal given his/her abilities, it is the responsibility of the supervisor to have an honest conversation, or to give them the opportunity to succeed or fail. Supervisors may need training and skill development to perform this function well. It is a core duty for a sergeant.

With the new shift bidding process, people will get a new supervisor, with a new look at their goals, each year.

4.4 Retention, Succession Management, and Recruitment

The Kirkland Police Department pays close attention to the composition of its workforce as it relates to age, seniority, and retirement. The Department enjoys a good reputation in the area with good pay and benefits. That said, as with other public agencies in the region, the Department is facing a pending wave of retirements creating concerns about retention, leadership succession, and recruitment. In the next nine years, almost 40% of Kirkland’s staff will become eligible for retirement. Though all eligible staff will not choose to retire due to health benefits the Department affords as well as increases in pay that come with seniority, the number of staff with eligible retirements remains a risk for the Department. Approximately 15% of the KPD staff are currently eligible for retirement, all of them commissioned officers. See **Appendix 4.** for more information.

Recommendations

Recommendations related to retention, succession management and recruitment are made here, but many other sections of the plan make recommendations related to making KPD a great place to work (including improved communications – **Section 4.2**, personal development – **Section 4.3**, etc.), which will contribute to the retention of existing employees.

Recommendation 38. Establish a succession management program.

- a. Establish a succession management approach.** Establish a deliberate and systematic effort to encourage individual advancement and ensure continuity in key positions, including management, technical and professional specialist roles.
- b. Analyze the data.** Understand where the Department will need to take a more proactive role in cultivating future leaders.
- c. Hire for future leaders.** Include consideration of quality and character – key ingredients for future leaders – when hiring at all levels and for all positions.
- d. Be transparent about expectations and competencies for leadership, establishing a career development guide and specifics for each rank/level of responsibility.**

There is a large body of research surrounding the leadership competencies for law enforcement employees at all ranks and levels of responsibility within an organization. There are studies from the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), Federal Law Enforcement Training Centers (FLETC), Royal Canadian Mounted Police (RCMP), U.S. Army, and others that list these competencies for various supervisory and leadership positions. Although there are variations of these lists, most set out similar competencies that can be grouped together in the following categories:

- Ethics/integrity

Succession Management

Succession management proactively identifies, trains, and develops internal staff to fill leadership positions, expanding the availability of experienced and capable employees when retirements occur.

Successful succession management can shape an organization’s leadership culture and build a leadership pipeline by concentrating resources on talent development.

- Vision and goals
- Getting results - completing tasks/making decisions/solving problems
- Communication
- Coaching/training/mentoring
- Technical improvement/self-improvement

Working within each category, it is possible to list more details specific to a particular rank or position. Therefore, more detailed lists can be assembled for desired ranks/levels of responsibility.

- e. **Cultivate individuals.** Identify those with the aptitude and desire to advance; provide critical development experiences and mentoring that actively guides them through career development.

Recommendation 39. Continue to strengthen recruitment efforts to get the best qualified applicants aligned with KPD's values.

The Department should create a formal recruitment plan that prioritizes desired competencies aligning with the Departmental Philosophy, Vision, Mission, and Values.

a. Modernize hiring standards

Throughout the organization hiring standards are cited as a point of pride for staff, but they have also posed a challenge for recruitment. We recommend that the Department review all of its oral board testing, background screening, and minimum qualifications criteria to evaluate whether these standards are still relevant to their desired workforce.

b. Use limited commission positions as hiring pool for fully commissioned officers

Positions like limited commission Community Service Officers can provide opportunities to test recruits before investing in trainings required for full commissioning.

c. Continue a strong marketing campaign that highlights the new Justice Center Facility

Continue current marketing efforts and increased media presence. Use public events as a forum for promoting the Department as a superior workplace. Continue to host trainings at the new Justice Center and use those trainings as recruitment opportunities while promoting the Department's modern facilities.

d. Increase diversity in hiring

Work with Civil Service to develop incentives in the hiring process to increase diversity. For example, additional points could be given during the hiring process for language proficiency in languages that are relevant to the Kirkland population. Other examples of incentives are a 5% dual language premium provided by King County Sheriff's Office.

As noted by community stakeholders during interviews, partnerships with local organizations and community-based organizations could be used to raise KPD's profile and reputation with members of diverse communities.

In addition to increased racial and ethnic diversity, the Department should prioritize the hiring of women.

5. CONCLUSION

Kirkland Police began this strategic planning process in a strong position, with a robust positive relationship with community members, a healthy and respectful affiliation with other partners in the City of Kirkland organization, and strong leadership, people, and infrastructure. Perhaps most important, the Department has confidence and aspirations for excellence that are well-founded based on its long history of being an effective and professional agency.

The BERK team strongly believes that the recommendations contained in this report will further strengthen the organization by:

- Articulating what is most important to the community and to the Department.
- Executing a significant shift in operations, from a more reactive model to a more proactive model focused on community policing and crime prevention, relying on strong data systems, strengthened community relations, and enhanced officer training.
- Further professionalizing the Corrections function.
- Strengthening internal communications, performance evaluations, and other important tools.

As the Department begins to implement these recommendations, bargain changes with the guild, and make other improvements in the Department, we suggest that the following actions deserve prioritization:

- Finalize the Department's Philosophy, Vision, Mission, and Values.
- Engage the community in establishing policing priorities.
- Establish a detailed workplan and timeline for system and process improvements identified in this report.

The result of this hard and important work should be stronger community connections and demonstrable performance improvements. Further, the Department will be well prepared for ongoing and upcoming changes in its operating environment, including new technologies and new regulations, as well as ongoing population growth and increasing commercial and residential density in the City of Kirkland.



KIRKLAND POLICE DEPARTMENT

Consultant Report: TECHNICAL APPENDICES

REVIEW DRAFT - August 25, 2016



“Helping Communities and Organizations Create Their Best Futures”

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

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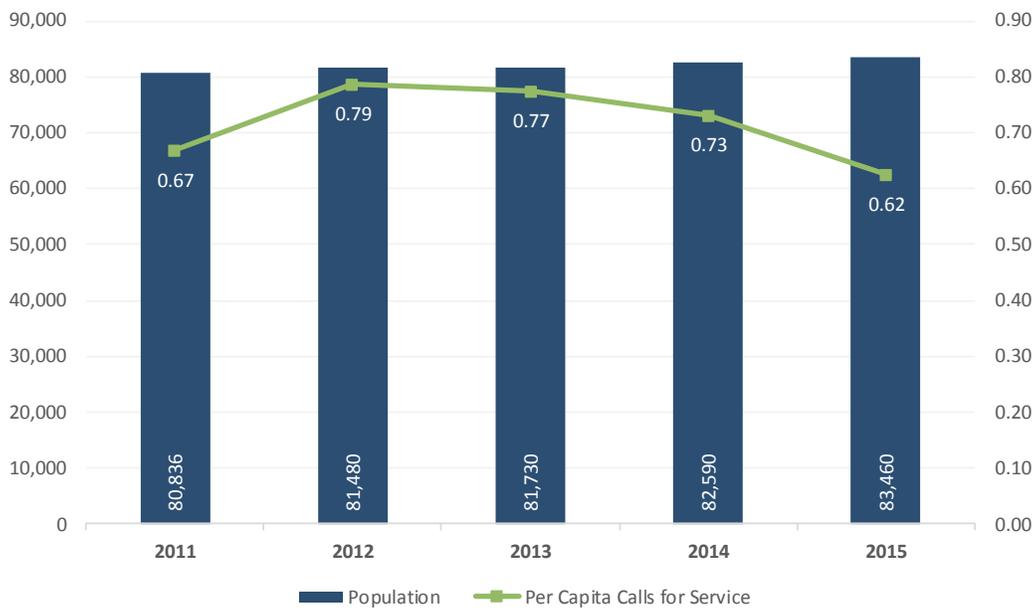
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1. KIRKLAND CRIME TRENDS

Kirkland experiences relatively similar crime levels as neighboring Redmond and Bothell, with lower crime rates than the state overall. Despite an overall similar crime profile to neighboring jurisdictions, Kirkland has a higher rate of motor vehicle theft and larceny than Redmond and Bothell, and experienced increases in these crimes from 2012 to 2014 while these crimes were decreasing statewide and nationwide.

As seen in **Exhibit 1**, Kirkland’s per capita calls for service have been fairly steady since annexation in 2011. After the annexation there were 0.67 per capita calls for service for 2011. That number increased to 0.79 in 2012. Since 2012, per capita calls for service have decreased each year. On average, over the last five years, there have been 0.72 calls for service per resident.

Exhibit 1: Per Capita Calls for Service



Source: (Kirkland PD, 2010 - 2015)

Crime Statistics

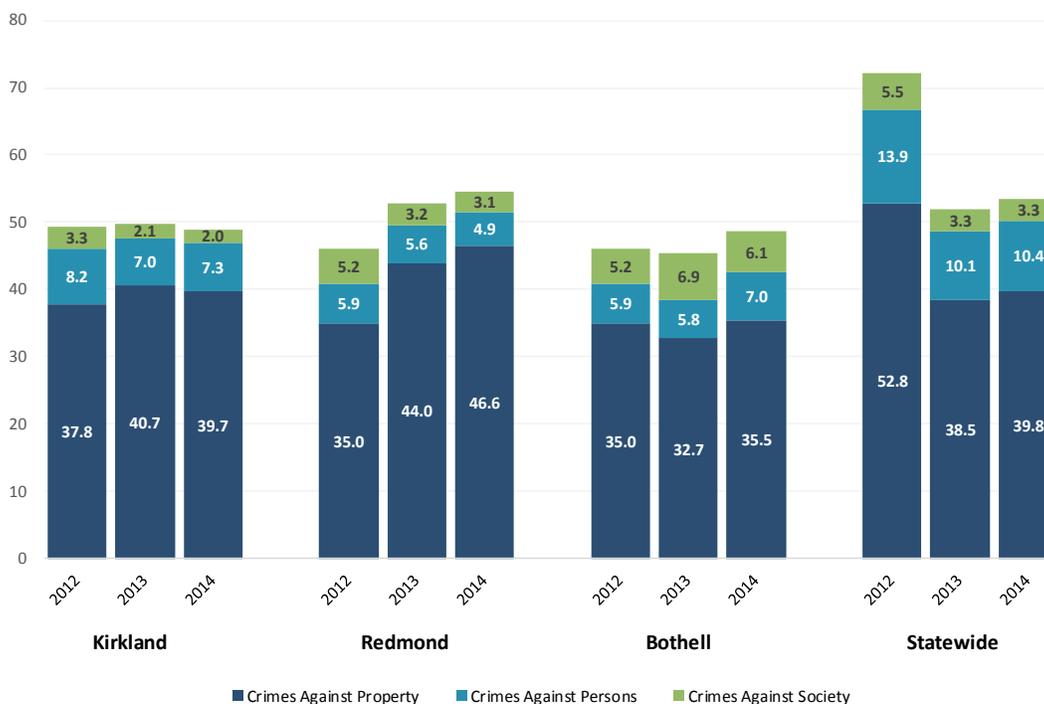
Crime data for Kirkland, Redmond, and Bothell, discussed below, is from the Washington Association of Sheriffs and Police Chiefs (WASPC). Redmond and Bothell are neighboring jurisdictions that report crime data similarly to Kirkland. Data shown is for the period from 2012 through 2014; during this time, each city used the National Incident-Based Reporting System (NIBRS). National crime data is from the FBI’s Uniform Crime Reporting webpage.

Overall Crime Rate

Exhibit 2 shows Kirkland’s overall crime rate remained steady from 2012 to 2014. During this time, Kirkland had an average rate of 49.4 crimes per 1,000 members of the population and an average annual growth in crime of -0.4%. These rates are similar to rates in Redmond and Bothell.

Bothell shows a slightly lower average rate during this same time period of 46.7 crimes per 1,000 members of their population and an average annual growth in crime of 2.7%. Redmond experienced a greater increase in crime than both Bothell and Kirkland from 2012 to 2014, with an average annual growth in crime of 8.8% and an average rate of 51.2 per 1,000 members of their respective populations.

Exhibit 2: Crime Rates Per 1,000 People, By Type, 2012 – 2014



Source: (WASPC, 2012-2014)

Crimes Against Persons

Crimes against persons include crimes such as murder, rape, and assault and the victims are always individuals. Kirkland’s crimes against persons were slightly higher during the 2012 to 2014 period than both Redmond and Bothell, with an average crime rate of 7.5 compared to Redmond’s 5.5 and Bothell’s 6.2.

Crimes Against Society

Crimes against society include activities that society has prohibited such as gambling, prostitution, and drug violations. These crimes are typically victimless crimes and property is not involved. The rate of crimes against society in Kirkland was lower than Redmond and Bothell during this period, with an average rate of 2.5 crimes per 1,000 compared to 2.8 in Redmond and 6.1 in Bothell.

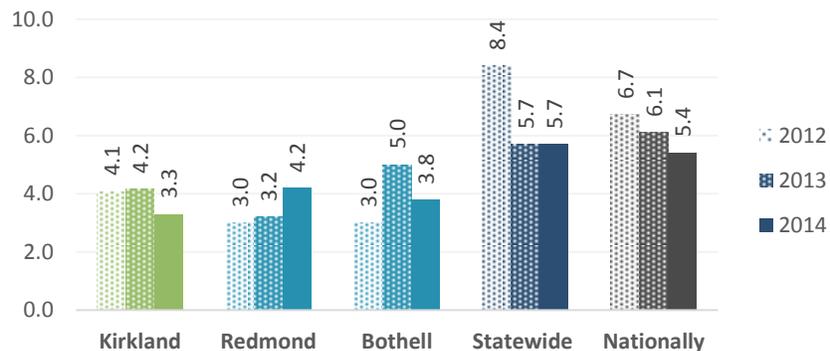
Crimes Against Property

Crimes against property include robbery, bribery, and burglary and are typically focused around obtaining money or property. Crimes against property make up the largest share of crime locally, statewide, and nationally. As seen in **Exhibit 2**, Kirkland experienced a relatively steady rate of property crime from 2012 to 2014, with an average crime rate of 39.4 and an average annual growth in crime over that period of 2.4%.

Burglary

Burglary is the unlawful entry of a structure to commit a felony or theft, such as breaking into someone's house to steal a television. Matching nationwide trends, Kirkland's rate of burglary decreased from 2012 to 2014, as shown in **Exhibit 3**. Over the same period, neighboring Bothell and Redmond experienced increases in burglary rates.

Exhibit 3: Burglary Crime Rate, per 1,000

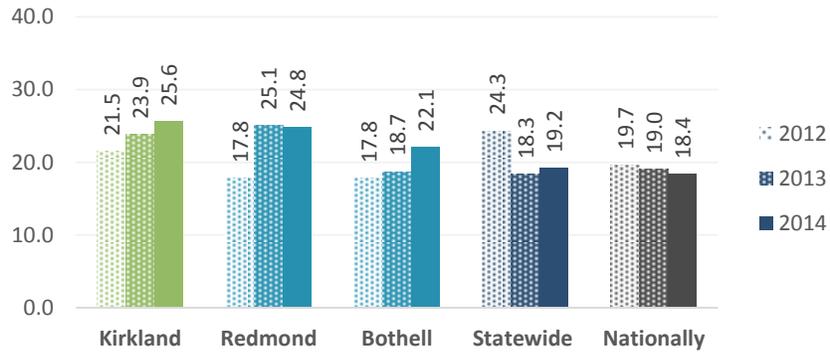


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Larceny Theft

The FBI defines larceny theft is the unlawful taking of property from the possession of another, such as bicycle theft or pocket-picking. Kirkland's rate of larceny steadily increased from 2012 to 2014 despite decreases in larceny theft nationally, with an average annual growth of 9.1%, as shown in **Exhibit 4**. Neighboring Redmond and Bothell experienced increases in larceny to an even greater extent, with annual average growth of 18% and 11.4% respectively.

Exhibit 4: Larceny Theft Crime, per 1,000

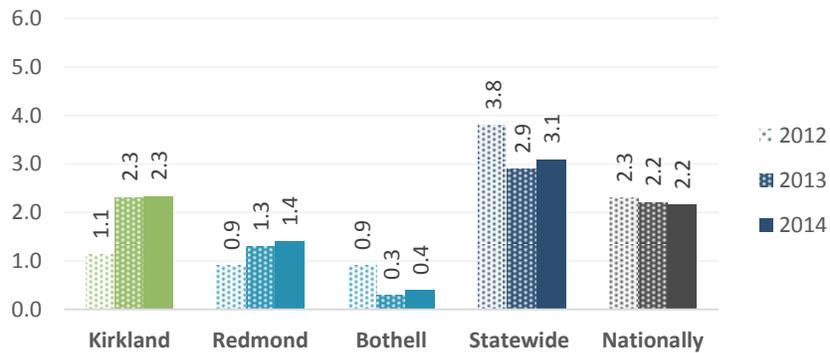


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Motor Vehicle Theft

Kirkland experienced increased motor vehicle theft from 2012 to 2014, with an annual average growth of 44.6%, as shown in **Exhibit 5**. Redmond experienced an increase to a lesser extent over the same period with an average annual growth of 24.7%, while Bothell’s motor vehicle theft decreased in line with statewide and national trends.

Exhibit 5: Motor Vehicle Theft Crime Rate, per 1,000

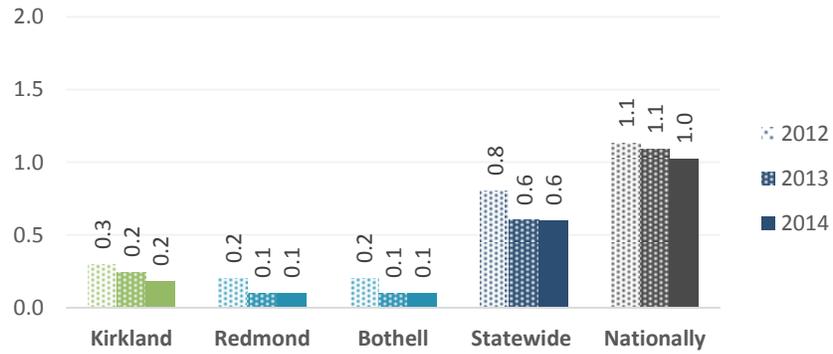


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Robbery

Robbery is defined as the taking or attempting to take anything of value from the custody of a person by force or threat of force. **Exhibit 6** shows Kirkland’s low robbery rates, with an average crime rate of 0.2 during this period, decreasing from 2012 to 2014. These low rates of robbery are similar to Redmond (0.1) and Bothell (0.1). All three neighboring jurisdictions experience lower robbery rates than the statewide average (0.7) and national average (1.1).

Exhibit 6: Robbery Crime Rate, per 1,000



Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

2. COMMUNITY PERCEPTIONS OF KIRKLAND POLICE

2.1 Biennial Community Survey

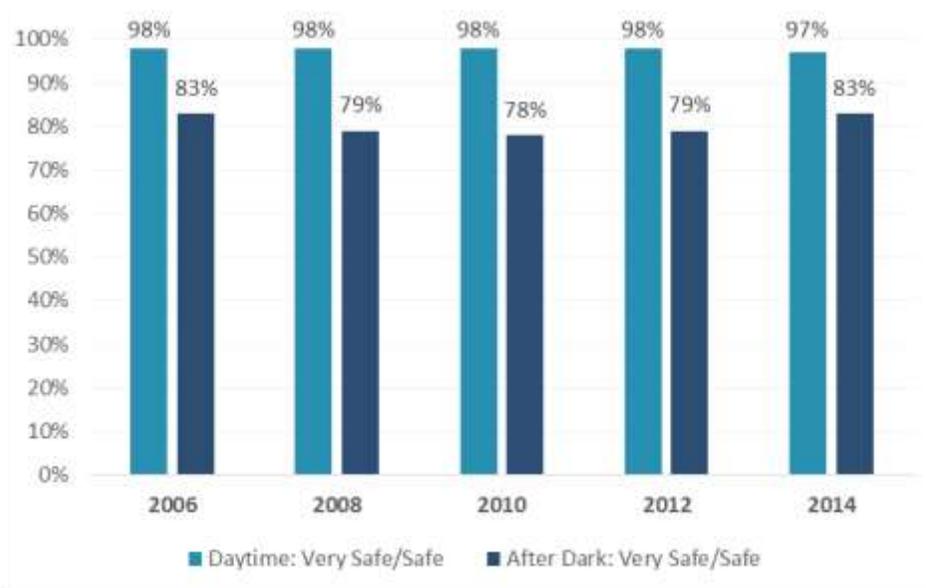
Since 2006, the City of Kirkland has surveyed its residents every two years to assess attitudes and opinions about quality of life, priorities for the future, and satisfaction with city government and services. These telephone surveys are conducted by a polling firm of a random sample of Kirkland registered voters.

Questions relevant to the Police Department include feelings of safety, concerns about the way things are going in Kirkland, and performance of each city agency.

Feelings of safety

The proportion of Kirkland residents who feel safe during the day has remained very high, at 97% to 98%, since 2006, while the proportion who feel safe at night declined after 2006 then rose again in 2014, as shown in **Exhibit 7**. Concerns mentioned by respondents who felt unsafe included lack of streetlights and general concerns about crime.

Exhibit 7. Proportion of Kirkland Residents Who Feel Very Safe or Safe, 2006-2014

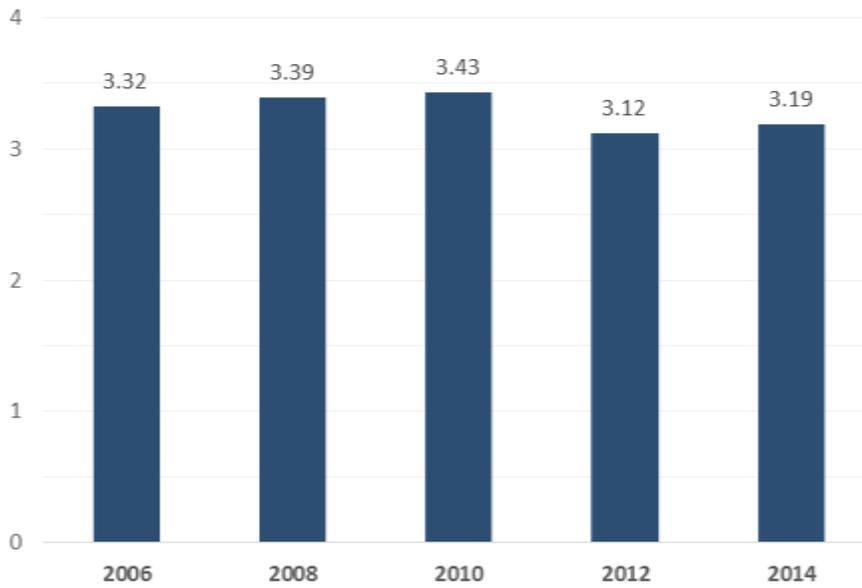


Source: (City of Kirkland, 2006-2014)

Performance

The Community Survey asks residents how well they think the City is doing in a variety of functions. Residents are asked to grade each function, including Police Services, on a scale of A (Excellent) through F (Failing). The Police Department's average rating gradually rose from 2006 through 2010, as shown in **Exhibit 8**. After falling in 2012, the rating rose modestly in 2014, the last year surveyed.

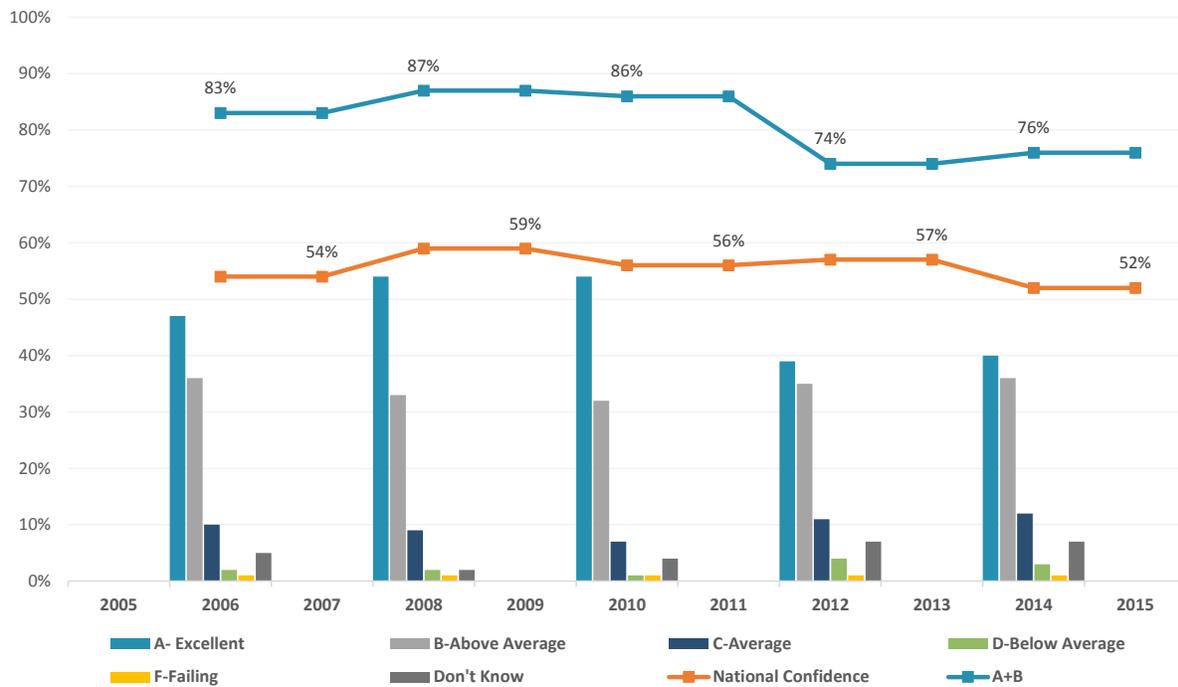
Exhibit 8. Average KPD Performance Ratings, 2006-2014



Source: (City of Kirkland, 2006-2014)

Looking at the actual grades given to the Police Department, we see that the “A” grade fell from a high of 54% in 2010 to 39% in 2012 and 40% in 2014, as shown in **Exhibit 9**. The C grade, D Grade, and “Don’t Know” responses all rose in 2012, as did the B grade.

Exhibit 9. KPD Performance Ratings, 2006-2014



Note: National Confidence reflects proportion of Americans who have “a great deal” or “quite a lot” of confidence in police according to Gallup’s national polling. A+B reflects proportion of Kirkland residents who grade Police Services an “A-Excellent” or “B-Above Average” according to community surveys.

Source: (City of Kirkland, 2006-2014), (Gallup, 2015)

One possible reason for the drop in performance ratings in 2012 is the 2011 annexation of neighborhoods that had previously been served by the King County Sheriff's Office. According to anecdotal reports from stakeholders, some residents of newly annexed areas were uncomfortable with the increased level of traffic enforcement during the period immediately following annexation. This adaptation to more rigorous policing by the community is frequently seen following annexation.

Concerns about “the way things are going”

The Community Survey asks if residents have any concerns about “the way things are going” in Kirkland. Residents are asked to name those concerns in an open-ended response. Each year the top answers have been growth or land use issues, traffic or parking, or “nothing”. However, a few responses have mentioned police: 1.5% of respondents in 2006, 2% in 2008 and 2010, and 5% in 2012 and 2014.

The higher level of concerns in 2012 and 2014 track with the performance ratings for the Police Department, which declined in 2012. This could be related to residents in newly annexed areas or national attention on law enforcement issues.

2.2 Citizen Complaints

In 2014, the KPD received 20 citizen complaints and a handful of internal complaints; 2015 data is still being finalized by the Department.

While this is relatively low number of complaints for a department of Kirkland's size and complexity, it is difficult to benchmark this volume to other departments. There is a wide variation of what complaints are accepted among departments (e.g. some departments don't accept anonymous or third party complaints, some don't include complaints over a certain number of months old, etc.). The most common of Kirkland's 20 citizen complaints in 2014 were reports of officers being disrespectful or rude. Other complaints included not operating their vehicle safely, and failure to investigate.

It is worth noting, however, that in reviewing the Kirkland website, it is difficult to understand how an individual would file a complaint. Information on how to file a complaint should be easily available. Contact information for supervisors should also be updated to reflect current staffing.

3. COMMUNITY PROFILE

3.1 Change in the Kirkland Community

Kirkland's population and employment has grown rapidly over the past fifteen years. The 2011 annexation expanded the population by approximately 60%, largely adding single-family residential neighborhoods. Meanwhile, new residential construction is primarily multifamily housing, and that is expected to continue as the city becomes denser and more urban. More mixed-use development of residential, office, and commercial space is expected (and underway) in the Downtown and Totem Lake areas.

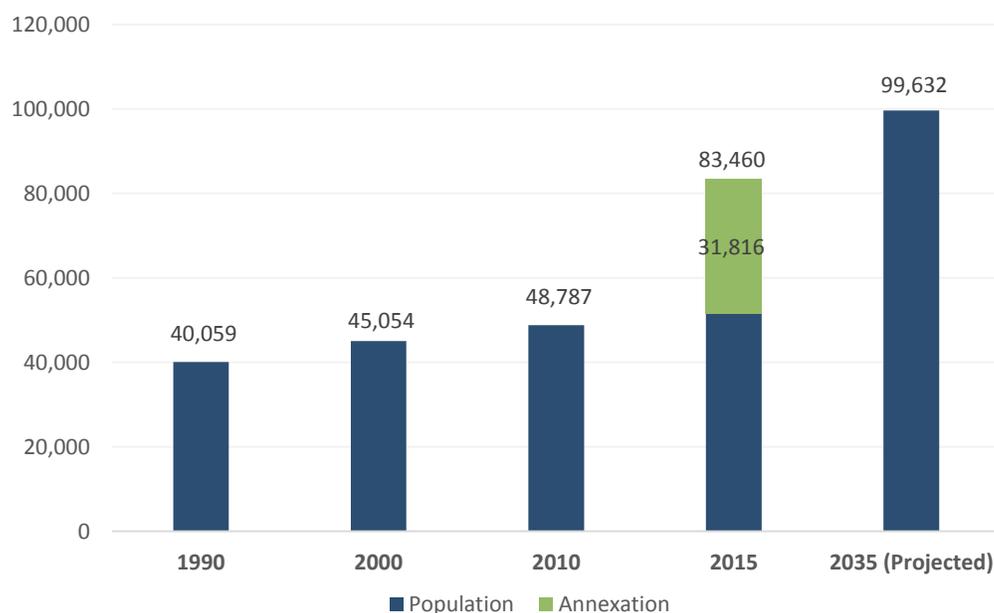
3.2 Population Growth

Kirkland's population was estimated at 83,460 in 2015 (Office of Financial Management, 2015). This reflects a growth of 71% over the 2010 population, primarily due to the 2011 annexation of North Juanita, Finn Hill, and Kingsgate, which added approximately 30,000 people to Kirkland.

Kirkland updated its Comprehensive Plan in 2015 to comply with the Growth Management Act; this plan accommodates expected housing and employment growth through the year 2035. Kirkland is planning for the addition of over 17,000 new residents between 2013 and 2035, for a total 2035 population of approximately 99,632, and the addition of over 22,000 new jobs.

Exhibit 10 shows Kirkland's population growth since 1990 and projected population in 2035. In 2015, 31,816 residents, shown in green, are attributed to the 2011 annexation.

Exhibit 10. Kirkland Population Growth, 1990-2015 and 2035 Projection



Source: (City of Kirkland, 2015)

3.3 Demographics: Race and Ethnicity, Age, and Income

Increasing racial and ethnic diversity

In 2013, Kirkland's population was 77.4% White, 13.8% Asian or Pacific Islander, 1.4% Black, 1.7% Some other race, and 5.1% Two or more races. In addition, 7.3% of residents identified themselves as being of Hispanic or Latino origin (U.S. Census Bureau, 2015).

Between 1990 and 2010 Kirkland's racial and ethnic composition changed significantly:

- The population of White residents decreased from 92.8% to 79.3%.
- Asian and Pacific Islanders increased from 4.3% to 11.5%.
- Those identifying as Hispanic increased from 2.4% to 6.3%.
- Neither Blacks nor American Indians saw significant increases.

These numbers follow similar trends to those seen in King County as a whole (City of Kirkland, 2015).

An aging population

The median age in Kirkland is just over 37 years. Although the changes have been gradual, there has been an increase in older residents and a decrease in younger and workforce aged residents since 1990 (City of Kirkland, 2015).

A relatively wealthy community...

The median household income for all households in Kirkland was \$94,332 in 2014. This is significantly higher than median household income for all households in King County (\$75,834) and Seattle (\$70,975), and just below Bellevue (\$95,146).

...with slowly increasing poverty levels.

In 2010, 1,262 households (or 5.6% of all households) were living in poverty in Kirkland. This percentage was comparable to similar communities in the region, and significantly less than in Seattle (12.5%). The City of Kirkland, however, experienced a less pronounced increase in the number of households living in poverty between 2000 and 2010 than similar communities, the City of Seattle, and King County overall.

Homelessness

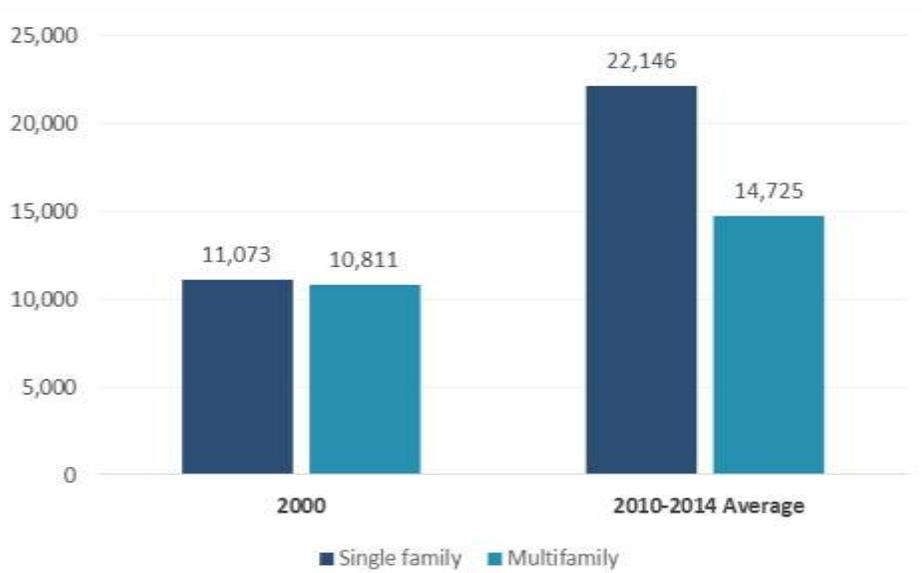
While there is no data available for individual cities, the number of unsheltered homeless people in east King County grew between 2015 and 2016. The "One Night Count" organized by the Seattle King County Coalition on Homelessness found 134 unsheltered homeless in east King County in 2015, and 245 in 2016 (Seattle/King County Coalition on Homelessness, 2016).

3.4 Housing

The 2011 annexation of primarily low-density residential land changed the citywide density and housing composition in Kirkland. The 2013 average citywide residential density was an estimated 3.1 units per acre, a decrease from the 2010 residential density of 3.4 units per acre (City of Kirkland Community Profile, 2013; U.S. Census, DP-1, 2010).

Kirkland's citywide housing stock became more single family after annexation, going from 50% of the housing stock in 2000 to 60% in the 2010-2014 time period, as shown in **Exhibit 11**.

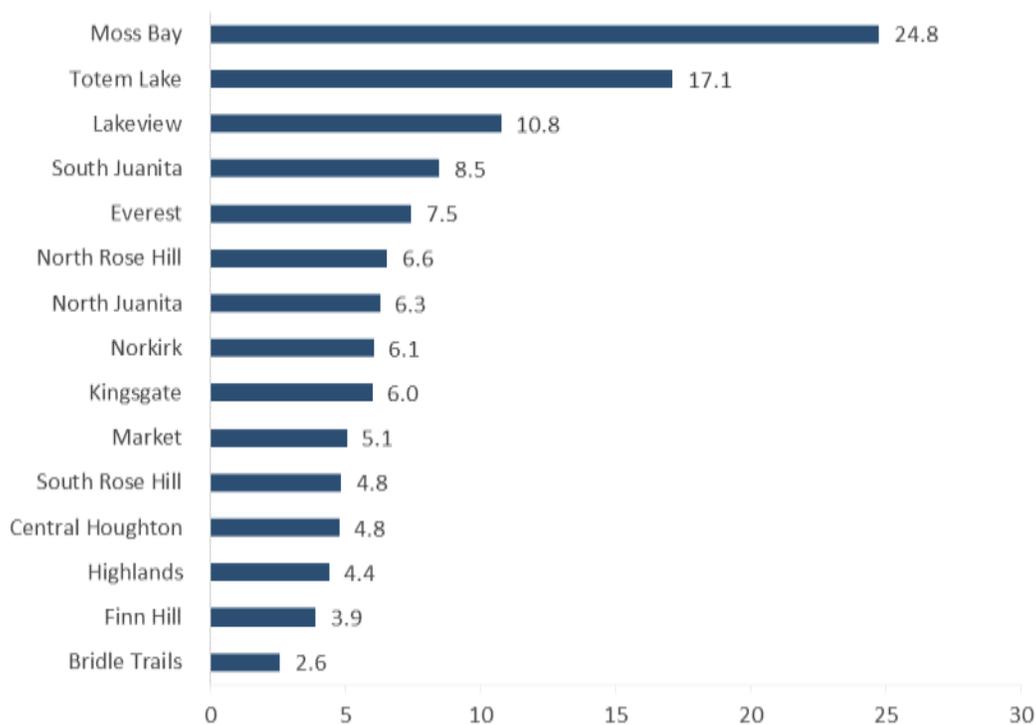
Exhibit 11. Kirkland Housing Units by Type, 2000 and 2010-2014



Source: (U.S. Census Bureau, 2000), (American Community Survey 2010-2014)

Kirkland’s residential density varies significantly by neighborhood, as shown in **Exhibit 12**, with Moss Bay (which includes downtown) and Totem Lake the densest.

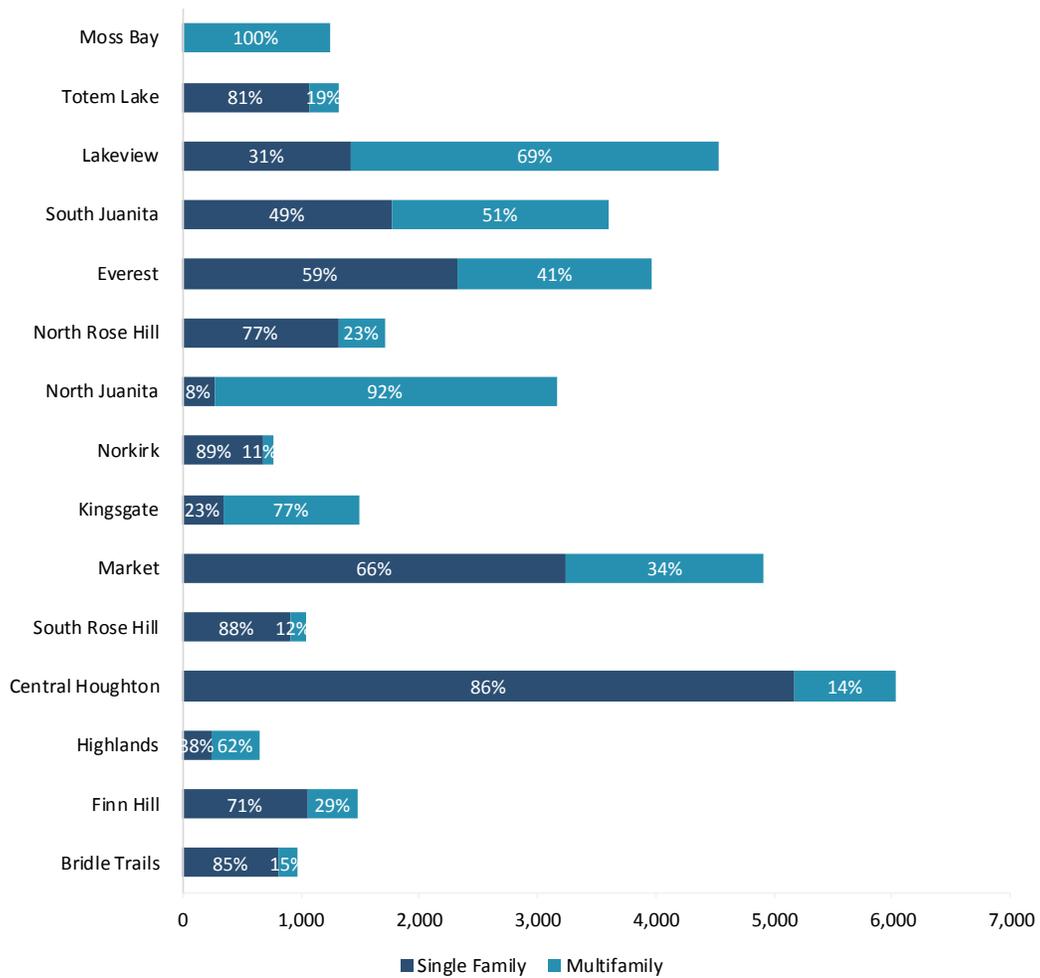
Exhibit 12. Residential Density by Neighborhood, 2013 (Units per Residential Acre)



Source: (City of Kirkland, 2015)

Similarly, the amount of single family and multifamily housing varies significantly by neighborhood, as shown in **Exhibit 13**.

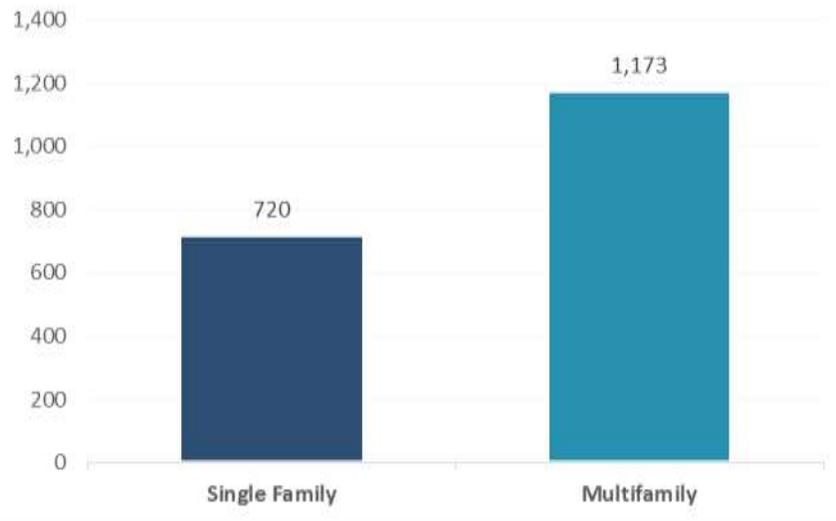
Exhibit 13. Housing Units by Neighborhood, 2013



Source: (City of Kirkland, 2015, p. 80)

Housing Density and Form

An analysis of building permits shows that new residential construction in Kirkland over the past decade is primarily multifamily. Between 2006 and 2013, 2,373 new residential units were completed and 480 residential units were lost, creating a net gain of 1,893 housing units (Puget Sound Regional Council, 2006-2013). Of these net new units, 62% (1,173) were multifamily and 38% (720) were single family, as shown in **Exhibit 14**. The vast majority of net new multifamily units (1,042) were in structures with 50 or more units.

Exhibit 14. Net New Housing Units Permitted, by Type, 2006-2013

Source: (Puget Sound Regional Council, 2006-2013)

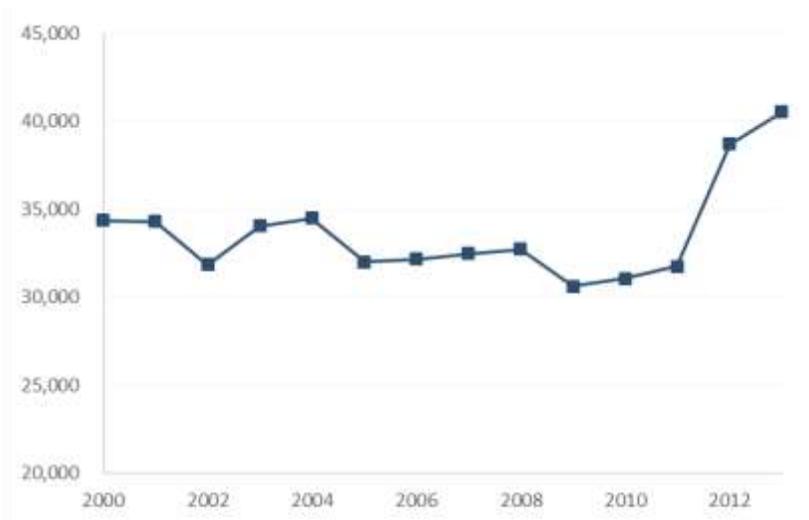
Over three-quarters of Kirkland’s expected housing growth through 2035 is expected to be in multifamily housing units, with about one-quarter in single-family dwellings (City of Kirkland, 2015). This projection is based on the fact that the land parcels with development capacity are largely located in multifamily areas.

3.5 Employment

In 2013, the City of Kirkland had an estimated 40,514 “covered” jobs (Puget Sound Regional Council, 2013). Covered employment refers to positions covered by the Washington State Unemployment Insurance Act, which exempts self-employed persons, making total employment likely to be higher.

Employment in Kirkland has ebbed and flowed over the past 13 years, declining in 2005 and again in 2009, then rising dramatically in 2012, as shown in **Exhibit 15**. The sharp increase of jobs in 2011 and 2012 is likely due in part to a continuation of the national recovery from the recent recession, as well as the 2011 annexation of the Kingsgate, North Juanita, and Finn Hill neighborhoods, which contain several small commercial areas and employment centers.

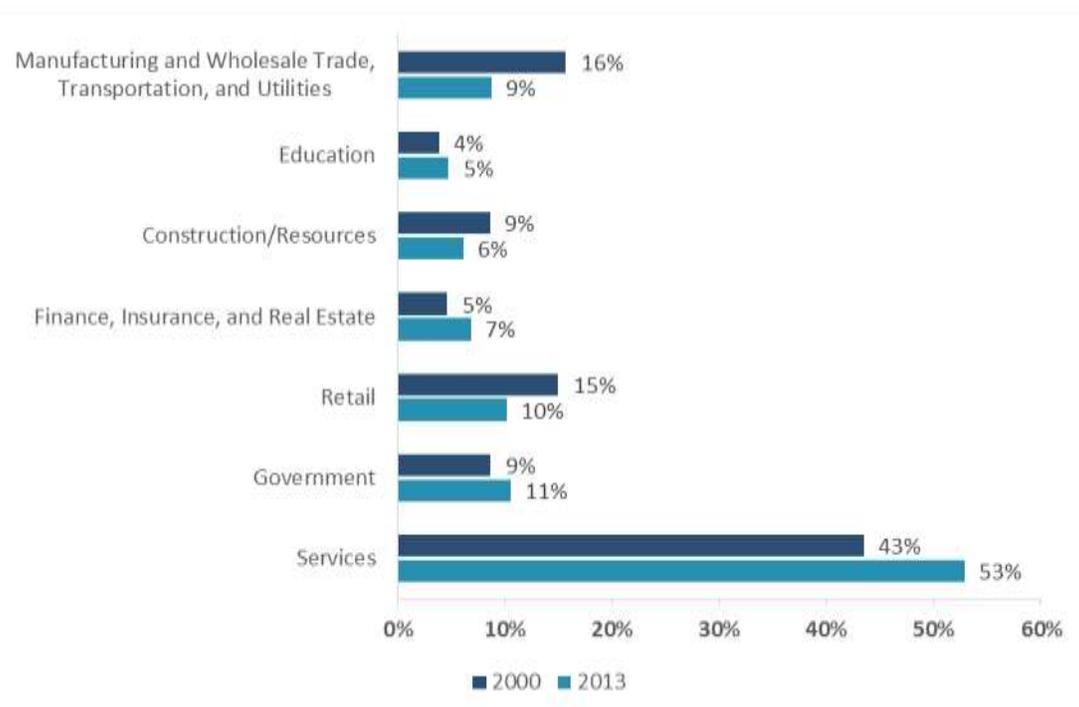
Exhibit 15. Covered Employment in Kirkland, 2000-2013



Source: (Puget Sound Regional Council, 2013)

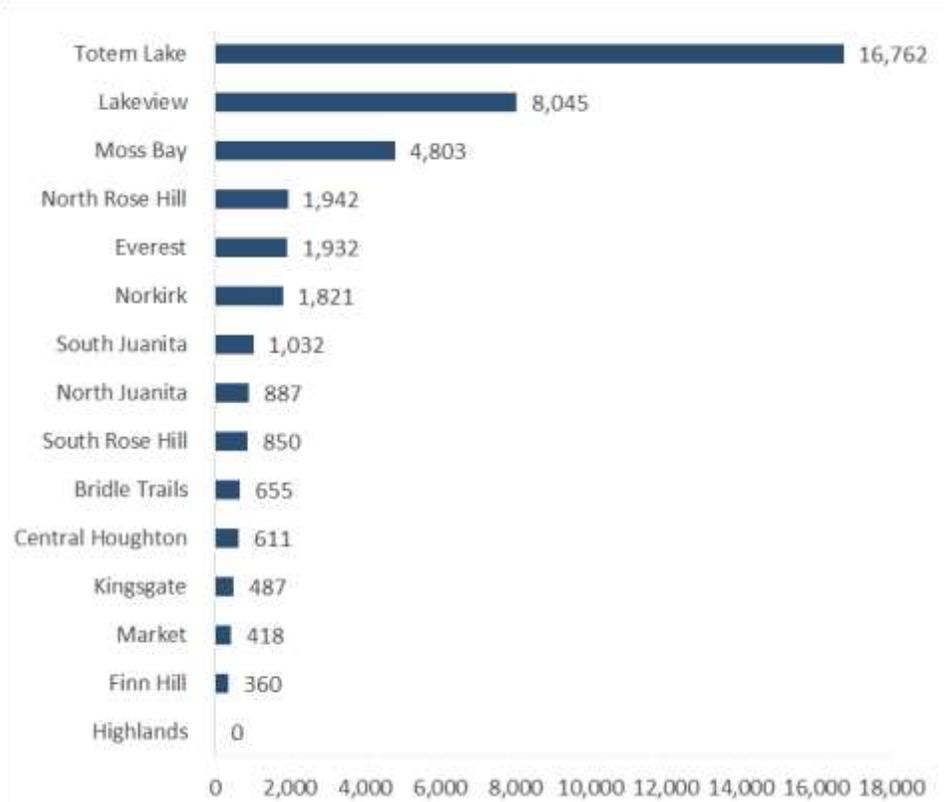
Kirkland’s economy and job base have also changed over time. The proportion of the Kirkland workforce employed in industrial and retail sectors has declined, while the proportion employed in services has increased, as shown in **Exhibit 16**.

Exhibit 16. Kirkland Employment by Sector as Proportion of Total Employment, 2000 and 2013



Source: (Puget Sound Regional Council, 2013)

Kirkland’s employment is geographically concentrated in the Totem Lake and Downtown areas, as shown in **Exhibit 17**.

Exhibit 17. Estimated Employees by Neighborhood, 2013

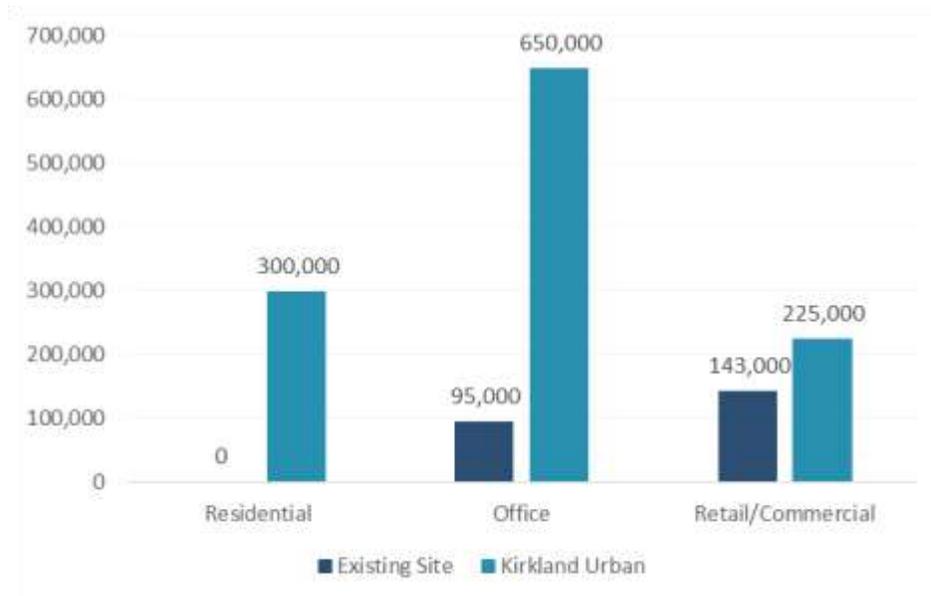
Source: (City of Kirkland, 2015, p. 81)

3.6 Development Projects that Could Impact Demand for Police Service

Kirkland is planning for the addition of over 22,000 new jobs by 2035, with the majority located in Totem Lake and Downtown (City of Kirkland, 2015).

Kirkland Urban

Kirkland Urban is a development under construction at 457 Central Way in downtown Kirkland. The site has served as a shopping center and office complex and is being redeveloped with approximately 300,000 square feet of residential, 650,000 square feet of office, and 225,000 square feet of retail/commercial space, as shown in **Exhibit 18**.

Exhibit 18. Development Uses, Existing and Proposed, at Kirkland Urban, in Square Feet

Source: (City of Kirkland, 2015)

The new development could net approximately 2,200 new office employees, 160 new retail employees, and 500 new residents (City of Kirkland, 2015).

Studies of Kirkland Urban and earlier development proposals at the site found the following potential impacts on law enforcement:

- Growth in retail and commercial establishments may result in increased shoplifting and fraud crimes at a rate similar to other retail businesses in Kirkland.
- Increases in vehicular and pedestrian traffic may result in a need for additional traffic enforcement. Total afternoon peak-hour trips generated by Kirkland Urban were estimated at 1,680.
- The new employees and residents at the site were estimated to generate between 235 and 701 new calls for service.¹ At one officer per 1,500 calls, this would require an additional 0.16 to 0.47 new police officers (City of Kirkland, 2015, pp. 35-36).

Totem Lake Mall Redevelopment

Totem Lake Mall is located on a 26-acre site within the Totem Lake Urban Center. The Totem Lake Mall Conceptual Master Plan envisions new buildings and parking structures, a redesigned public plaza, and changes to street connections. In addition to typical retail uses, office and residential use are

¹ Estimated calls for service is based on two methodologies used in earlier Parkplace studies: the Total Population method and Representative Development method. Under Total Population, a ratio of calls for police service per capita is developed based on Kirkland's total served population (residents and employees). Under that method, Kirkland Urban would generate an estimated 701 new calls for service. Under the Representative Development method, a ratio of calls per type of population is developed, including calls per office employee (.0125/year), calls per resident (.165/year), and calls per retail employee (.75/year). Under that method, Kirkland Urban would generate an estimated 235 new calls.

contemplated, and the completed Mall is expected to include up to 1,000,000 square feet. The project applicant is currently in the design review process.

Cross Kirkland Corridor

The Cross Kirkland Corridor is a 5.75-mile segment of the Eastside Rail Corridor, purchased by the City from the Port of Seattle in 2012. It traverses Kirkland from the South Kirkland Park and Ride to the city's northern boundary in the Totem Lake Business District as shown in **Exhibit 19**. If the trail is open at night, KPD will need to determine how to patrol it.

4. REVIEW OF EXISTING CONDITIONS

4.1 Organization Mission and Values

During the third meeting of the Steering Committee, ideas for the Department’s Mission and Values were generated by members through a facilitated process. Using these ideas, the entire Department then had the opportunity to weigh in on this content through a Department-wide survey.

Strong themes for the Mission emerged through that process, including:

- Protecting the community.
- Providing a safe community, both real and perceived.
- Preventing crime.
- Serving to the community.
- Protecting individual rights.
- Providing access to resources.

In addition to the Mission, staff were asked about to list and rank values that are actionable by Department personnel on a day-to-day basis and can be used to guide behavior and frame how individuals in the Department are evaluated. The results of that survey are shown in **Exhibit 20**.

Exhibit 20: Survey Results – Value Rankings

Ranking by Number of Mentions (added by open-ended responses)		Ranking by Weighted Score		Ranking with "Bonus Points"	
Professionalism	41	Integrity	4.56	Honor	4.31
Service	38	Honor	4.50	Accountability	4.25
Integrity	37	Accountability	4.40	Integrity	4.24
Honor	26	Courage	4.21	Courage	4.16
Accountability	24	Professionalism	4.18	Dedication	4.11
Respect	23	Dedication	4.14	Respect	4.09
Compassion	21	Respect	4.13	Professionalism	4.07
<i>Connected to</i>		Trust	4.06	Trust	4.05
<i>Community</i>	21	Service	3.88	Service	3.95
Trust	20	Commitment	3.80	Commitment	3.82
Work ethic	19	Compassion	3.60	Compassion	3.71
Courage	19	Worth ethic	3.38	Work ethic	3.47
Dedication	18	Note: Similar words are combined into one concept (e.g. "Professionalism" and "High Standards"; "Integrity" and "Honesty")		"Bonus points" added when Steering Committee suggestions were called out in open-ended question	
Commitment	17				
<i>Progressive</i>	12				
<i>Proactive</i>	9				

4.2 Supervisory Structure, Performance Management and Accountability

Supervisory Structure and Span of Control

The Police Chief is supported by three Captains with oversight of Operations, Administration, and Professional Standards. Six Lieutenants oversee the following:

- Patrol (2).
- Corrections.
- Administration.
- Risk Management.
- Investigations.

The current supervisory span of control appears adequate. Neither supervisors nor subordinates indicated that the number of direct reports was the root cause of any issues.

Employee performance management systems and accountability

As an accredited agency, KPD is required to do yearly performance evaluations. In speaking with Department employees, we found widespread dissatisfaction with the present performance evaluation process. Moreover, several employees stated they had not been evaluated in some time. Comments about the evaluation form included:

- It lacks meaningful performance standards.
- It is not tailored to the specific positions being evaluated.
- It does not promote constructive discussion between the evaluator and the person being evaluated.
- It fails to contribute to a Personal Performance Plan for the individual being evaluated.
- It is administered infrequently and in a subjective manner.

There is a strong desire for a more meaningful evaluation processes for both commissioned and non-commissioned employees.

KPD Administration states that all employees received an evaluation in 2015, and that a new patrol evaluation was just completed.

Performance evaluation is clearly an opportunity for improvement that will be addressed in subsequent work on this project. It will be important to consider appropriate measures, as well as the performance evaluation process itself:

- There is a widespread and deep desire for processes that capture not only simple quantitative-based performance but also recognize the qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. Employees further believe performance should be evaluated for how the individual supports the Mission, Vision, and Core Values of the Department.
- A regular and objective process and supporting tools must be developed.
- The Department should create a process for subordinates to evaluate superiors in a way that promotes a productive critique, ensures the anonymity of the subordinate, and protects them from retaliation. This should include separating supervisor evaluations from evaluations of subordinates.

4.3 Labor/Management Relations

Comments from command staff and the guild suggest that the communication and relationships between labor and management over approximately the past 14 months have noticeably improved, as reflected in

only two grievances having been filed during this time. A change in the leadership of the bargaining unit representing officers and first line supervisors is noted as a likely reason for this improvement.

The current relationship between labor and management appears to be collaborative and professional. Most issues are worked out informally without grievances or unfair labor practice complaints.

4.4 Personnel

The “quality and professionalism” of the Department’s personnel are consistently noted as the foundation for the positive public image and relationships the Department enjoys within the community and among neighboring police organizations.

Issues related to the demographic makeup of the Department, staff retention, and recruitment are addressed in **Section 0**.

Due to Kirkland's recent and projected growth, the kinds and levels of service provided by the Department need to be established and will necessitate evaluating the capacity of the organization to meet community performance expectations. This is further discussed in **Section 4.7**.

Opportunities for Civilianization

Potential Benefits. Assigning civilians to functions within the department has several benefits including reduced costs and the ability to hire individuals with a specific area of expertise that will not be lost upon promotion or change in assignment.

The following possible positions may be well suited for civilians:

1. Administrative Manager (potential new position)

Role: Overseeing technology, hiring, recruiting, records, fleet, facility, relationship with NORCOM. Most of the assignments the Administrative Captain has could be handled by a civilian, except for the Corrections function.

Benefits: Less turnover in supervision, ability to hire an employee with a skills and abilities for this role, less time away from position for generalized law enforcement training.

2. Technology Champion (potential new position or dedicated role for existing KPD employee)

Role: An internal KPD employee who can help supplement and best use the resources from the central Kirkland IT Department. This person would be a super user and trainer for KPD technology systems and could help the KPD command and Kirkland IT Department evaluate new technology for the department.

Benefits: Internal subject matter expert who can work with City IT to prioritize KPD technology needs, research new technology tools, communicate with other law enforcement agencies to learn about technology tools to add efficiency and value to KPD.

3. Additional Crime Analyst

Benefits: Additional support for patrol, detectives, and public crime information.

4. Community Service Officers/Crime Prevention Officers

Role: Civilian or limited commissioned personnel can assist with duties that do not require a fully commissioned officer, such as transports, community meetings, gathering evidence, assisting with traffic direction.

Benefits: Civilian or limited commissioned personnel provide officers additional time to respond to calls and work cases. These positions generally are less expensive, require less equipment, less up-front and continuing training and can be a significant benefit to the department at a lower cost than a fully commissioned officer. These positions can call be a recruiting pool for potential law enforcement hires.

Examples: The following communities have civilian Community Service Officers or Crime Prevention Officers:

SeaTac, Shoreline, and Burien Departments and King Co. Sheriff's Office have Community Service Officers (CSO) who drive marked Community Service Officer vans. Community Service Officers are civilian employees who provide a variety of field and education services to the community and support services to police officers. Some of their duties include:

- Provide agency referral for substance abusers, indigents, juveniles, and victims of crime.
- Assist patrol with investigations of juvenile problems and child abuse and neglect.
- Take incident reports and provide information on laws and ordinances. Attempt to resolve problems or refer complaints to appropriate agencies.
- Direct traffic in emergency and accident situations.
- Conduct crime prevention activities.
- Act as a department liaison with various community organizations.
- Mediate conflict in family, neighbor, and landlord/tenant disputes.
- Provide updated information to officers and the public, including referrals for social services.

Lacey Police Department: Community Service Officers (CSOs) perform duties related to law enforcement requiring a limited commission, but do not carry firearms.

- Transports misdemeanor and felony prisoners from the field to the Lacey Police Department for processing.
- Transports Lacey prisoners from contracted city and county jails to court and back; transports to Olympia, Thurston County, and Juvenile Detention where the CSO is responsible for pre-booking process.
- Responsible for standing by with prisoners who have been transported to the hospital emergency from the field.
- Transports evidence to the Washington State Patrol Crime Lab.
- Marks and tags abandoned vehicles.
- Responsible for completing impound reports
- Will be dispatched to blocking and non-blocking disabled vehicles, for various found property and lost property calls
- Responsible for writing appropriate reports.
- Responds to traffic accidents with Patrol Officers for the purpose of traffic control, may assist with gathering various information at the scene.
- Responsible for pick-up and delivery of warrants and teletypes, victim and suspect statements, department equipment and/or vehicles
- Sets up speed radar board at various locations;
- Delivers City Council packets; conducts house checks for citizens on vacation; and assists with crime prevention programs by distributing literature and answering questions.

- Assists front office staff with phones, walk-ins, responding to inquiries, and filing and sorting, and other duties as assigned.

City of Mukilteo:

The Mukilteo Police Department has three Community Service Officers: an Animal Control Officer and Two Park Rangers. These positions are limited commissioned civilian employees reporting to the Police Commander. A Community Service Officer has three major responsibilities:

- Animal Control
- Parking Enforcement
- Assist in Support Services

City of Seattle Crime Prevention Coordinators

- Applies the principles and methods of crime prevention, communications, public relations, public information dissemination, public education, community organizing, and citizen motivation to effectively interact with citizens.
- Works with the community to decrease crime by developing, implementing, and coordinating a variety of police programs in the area of crime prevention.
- Make professional public presentations (e.g. Neighborhood Watch meetings and community safety programs) throughout the City to citizens, businesses, community leaders, and the media.
- Gather data and statistics about specific programs in order to disseminate crime statistics to residents and businesses.
- Develops brochures, posters, slides and other informational material, including layout and design.
- Organizes special Seattle Police Department functions such as Night Out, Community Clean Up, and help organize and participate in Precinct Picnics.
- Attends community block watch meetings, community crime prevention meetings, and selected city council meetings.

Opportunities for Limited Commissioned Positions

Potential Benefits. Limited commissioned officers do not need to attend a full Basic Law Enforcement or Corrections Academy. Accordingly, the initial training costs are significantly less. Continuing training is generally less time consuming and expensive – but the specifics will depend on what duties are assigned to the limited commissioned personnel. Some may have gone through citizen’s academy or reserve academy.

Limited commissioned personnel can be a potential hiring pool for law enforcement or corrections officers.

Role. Limited Commissioned personnel can:

- Direct traffic.
- Complete paperwork at the scene.
- Serve as CSOs doing community engagement.
- Conduct jail transfers.
- Package evidence.

Examples: The following communities use limited commission positions:

- King County Sheriff's Office Marshals – King County Marshals hold a special law enforcement commission that allows them to perform law enforcement duties while on duty. The Marshals do weapons screening and provide law enforcement at Courthouses. Many of the marshals are former reserve officers or retired law enforcement.
- Redmond Police Department Police Support Officers - The department's five Police Support Officers receive a limited commission from the Chief of Police which gives them the authority to detain suspects in-custody, write parking citations, and issue infractions to drivers involved in a collision. Their primary functions are transporting prisoners, handling parking complaints and investigating minor collisions. Police Support Officers are able to assist officers with booking prisoners in the holding facility. Police Support Officers assist sworn personnel at collision and crimes scenes by helping with traffic control, transports, and logging information.
- State of Washington Park Rangers: (unarmed)
Duties:
 - Limited Commissioned Park rangers are responsible for protecting, state parks, and ensuring the safety and welfare of park visitors.
 - They issue non-traffic civil infraction notices such as Discover Pass violations, boat launch violations and overnight parking violations.
 - May assist with investigations.
 - Educates the public on park rules and directs traffic. Prepares written reports. This position does not carry a firearm as part of his/her duties.
 - Gives presentations to groups of various sizes, answering questions and giving directions. Informs the local community of park changes.
 - Registers park visitors and assigns them to appropriate areas; collects and accounts for fees; answers questions and explains park policies and regulations.
 - Updates manuals; records traffic counter readings; completes law enforcement reports, vehicle and equipment usage reports, attendance reports, incident reports, cash receipt transmittals, purchasing requisitions, employee timesheets, and other reports as assigned or needed; and performs expenditure reconciliations.

4.5 Internal Communications and Culture

The functioning of any organization is as dependent on internal communications and culture as it is on having the proper people, training, equipment, and procedures. The findings related to internal communication and culture represent significant challenges for KPD that must be addressed for it to achieve its full potential.

Poor vertical and horizontal communication flow

Internal communication was frequently flagged as an area in need of improvement, including both vertical and horizontal information flow:

- Vertical communication flow should be improved to support the effective dissemination of command direction, organizational and individual performance expectations, and revisions in departmental policies and procedures. In addition, vertical communication improvements are required for

identifying and clarifying decision-making processes and promoting constructive feedback and input from employees.

- Horizontal communication flow is described as being “siloeed,” i.e., *intra*-unit information may flow well but *inter*-unit information flows poorly, creating information voids or confusion that generate inaccurate speculation, rumor, and ill will.

Cultural challenges created by the new facility

The new facility is greatly appreciated and generally perceived as functional and spacious. However, it also is viewed as having disrupted formal and informal communication flows by spreading out the workforce and compartmentalizing units, both of which result in more reliance on e-mail and phone contact rather than face-to-face conversation. It also creates physical barriers to co-workers easily encountering one another. Notably, this is in comparison to the coerced closeness of the previous facility where space was much more limited.

Many comments about KPD culture conveyed a melancholy mood engendered by a feeling of “loss.” Related comments described a loss of “the KPD family” or “KPD teamwork.” While, clearly, employees appreciate the new facility, it also appears that its size and layout have adversely affected what previously had been a stronger feeling of unity and comradery among employees. Comments suggest the additional space discourages employees from socializing and seeing one another, accentuates role or power distinctions among employees, and contributes to a sense of exclusion that discourages meaningful interactions.

In addition, walls not reaching ceiling height and the absence or insufficiency of noise-reducing materials interferes with communication and makes private conversations more difficult.

Significant challenges to employee morale and retention, and to KPD’s ability to be a high performing and learning organization

A divided culture and strong hierarchy limits innovation and organizational learning and improvement.

Operations are overly influenced by cliques within the organization. These cliques can be described as representing different perspectives between those who were in the KPD before the annexation (those who are older or more experienced) and those who arrived as a result of the increased hiring resulting from the annexation (those who are younger or less experienced) and are more comfortable with technology and “new ways of doing business.”

We found a widespread feeling among rank and file that the KPD suffers from a “vacuum of innovation,” with senior leadership holding to an “old-school mindset” where there is limited delegation of tasks. Decision-making is described as too hierarchical, restricting employee initiative and job satisfaction.

There is an expressed eagerness among many to “modernize” the Department, to evolve beyond “how we have always done things,” and to employ newer technology. There is also a desire for less top-down oriented management and a more collaborative and inclusive approach, especially given the “quality and professionalism” of Department personnel (this is the perspective employees have of themselves).

Morale could likely be enhanced by greater inclusiveness of employees in overall Department operations. Employees express a strong desire to actively participate in generating new and improved ways of doing business; enhancing their performance through personal development and challenging expectations; and receiving appreciation for their skills, competence, enthusiasm, and teamwork.

Proactive change management is needed. The residual effects of recent significant changes (annexation, staffing expansion, new facility, new patrol work shifts, and the anticipation of additional change resulting from the imminent selection of a new Chief of Police) continue to ripple through the Department, creating

concurrent feelings of loss and hopefulness among employees. There is a need for a proactive change management approach to address these issues head on.

Challenges for Non-Commissioned Employees

Several themes about internal communications and culture emerged from a meeting with Non-Commissioned employees. The input below represents what was heard at that meeting.

While non-Commissioned employees love their jobs, there is also a feeling of not being valued, known, or communicated with.

Employees feel they are treated differently than commissioned officers. They aren't asked their opinion on decisions that impact them, and they don't receive information via email that goes only to commissioned officers. This makes them feel uninformed and undervalued.

There is a feeling that supervisors do not interact with the non-commissioned employees enough, and don't understand what they do. It's a structural problem - supervisors have too much on their plate, but there is a desire to feel heard and for their concerns to be acknowledged.

Employees feel that their skills aren't recognized or acknowledged, and they aren't being used to their potential. It was stated that most non-commissioned employees do not have promotional opportunities.

Evaluation process isn't useful when supervisors don't understand an employee's role or job duties. The lack of promotional opportunities also reduces the importance of evaluations.

The impact of the new building has been particularly strong on non-commissioned employees. The layout, with small groups separated and behind locked doors, isolates employees from the patrol officers and from each other. Statements included "The sense of family is gone" and "We're grateful for the new building, but it's destroyed the comradery." This has hurt morale.

Employees feel that there is a lack of transparency for decision making on requests, such as for new equipment. Decisions take a long time, they don't know who makes the decision, the requests "get lost," and it's difficult to find out what's happening.

There is a feeling that the Department as a whole is not innovative enough, and there is a resistance to change. They would love to have leaders who are not afraid to shake things up.

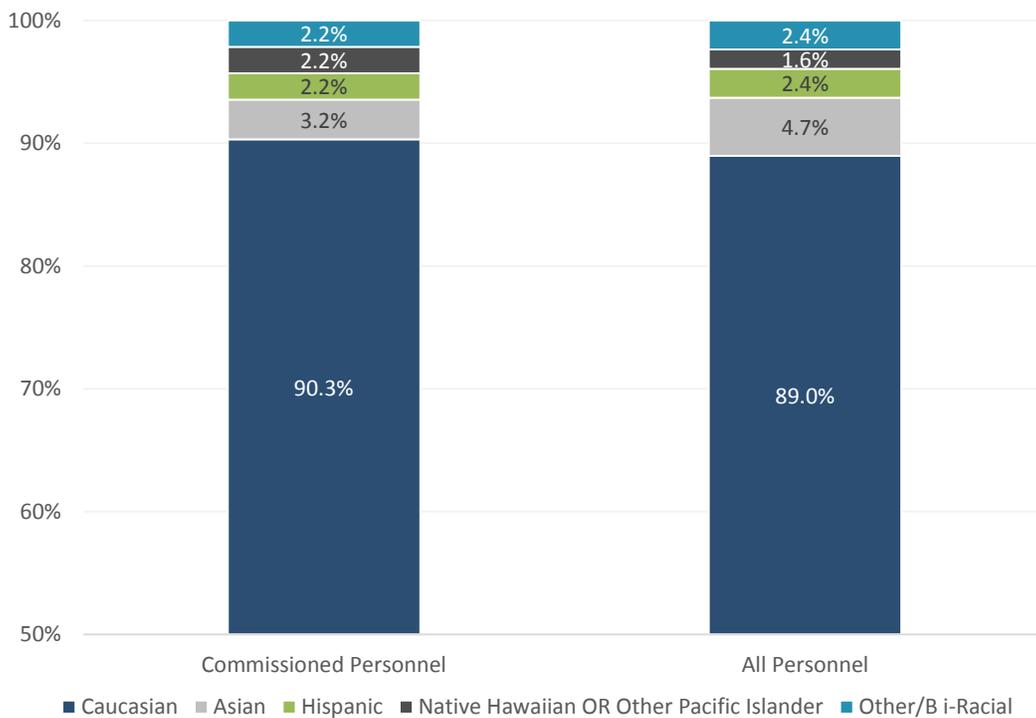
4.6 Workforce Demographics, Turnover, Recruitment, and Succession Planning

Workforce Demographics

Diversity

In 2015, the Kirkland Police Department on the whole was 89% White, 5% Asian, 2% Native Hawaiian or Other Pacific Islander residents, 2% Hispanic, and 2% Other/Bi-Racial (KPD, 2015). The racial makeup of the Department is significantly less diverse than the residents of the City of Kirkland. As discussed in **Section 3.3** in 2013, the City’s population was 77.4% White, 13.8% Asian or Pacific Islander residents, 1.4% Black, 1.7% some other race, and 5.1% two or more races. In addition, 7.3% of residents identified themselves as being of Hispanic or Latino origin (U.S. Census Bureau, 2015). When isolating commissioned personnel, the percentage of Asian employees decreases 1.5 percentage points (3.2%) and the percentage of Caucasian employees increases by 1.3 percentage points (90.3%).

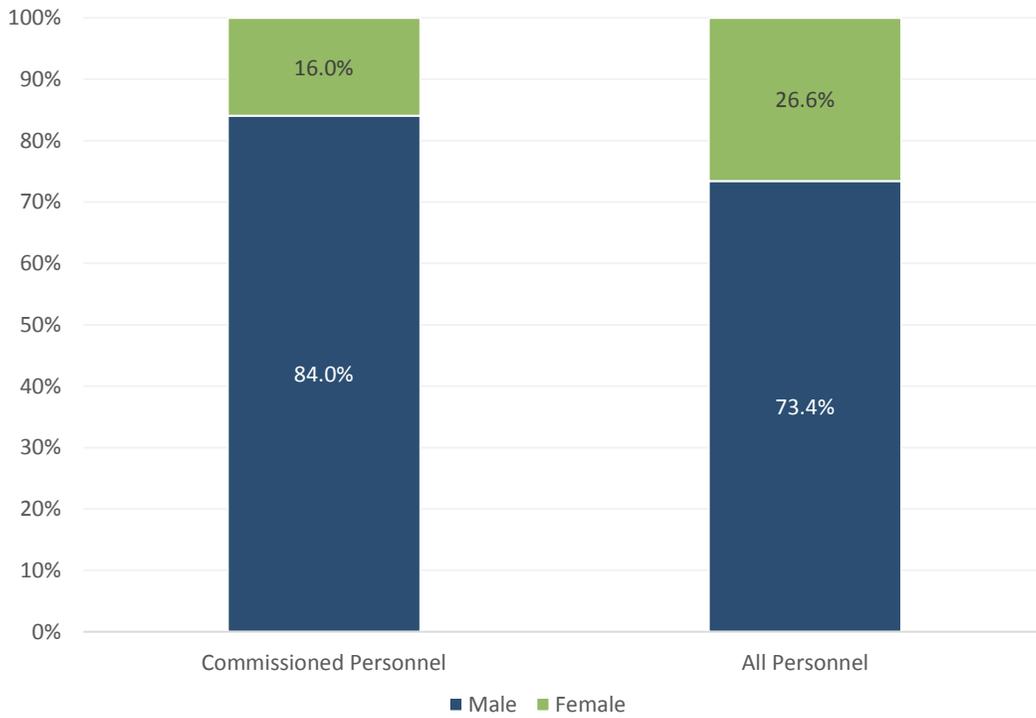
Exhibit 21: Race/Ethnicity of KPD Personnel, 2015



Source: (KPD, 2015)

In 2015, just over a quarter of Kirkland Police Department was female and 73.4% was male. When isolating commissioned personnel, the percentage of female employees decreases by 10.6 percentage points (16%).

Exhibit 22: Gender of KPD Personnel, 2015



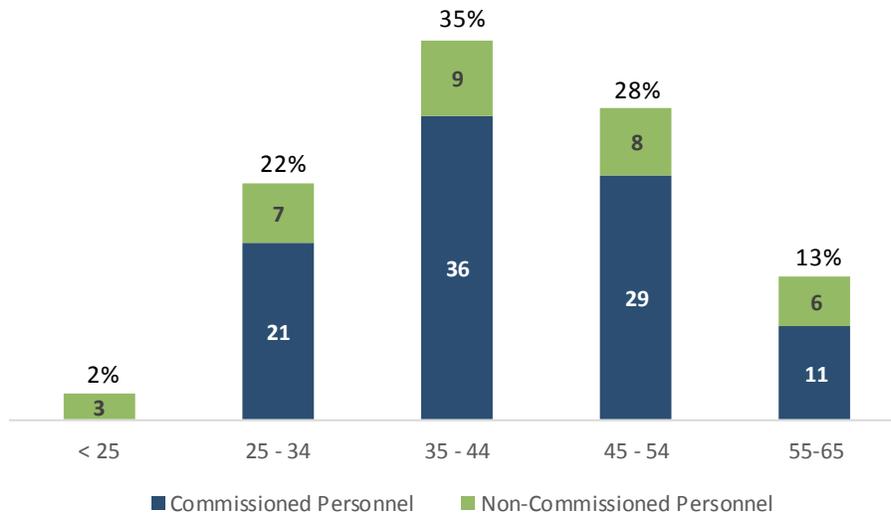
Source: (KPD, 2015)

Age, Retirements, and Employee Turnover

Age

In 2015, over 41% of the Kirkland Police Department was over the age of 45. A breakout of age by division was not available for this assessment, but since retirement eligibility for commissioned personnel starts at age 50, depending on years of service, a large proportion of the Department is anticipated to either already be eligible to retire or to become eligible to retire in the next five years.

Exhibit 23: Age Distribution of KPD Personnel

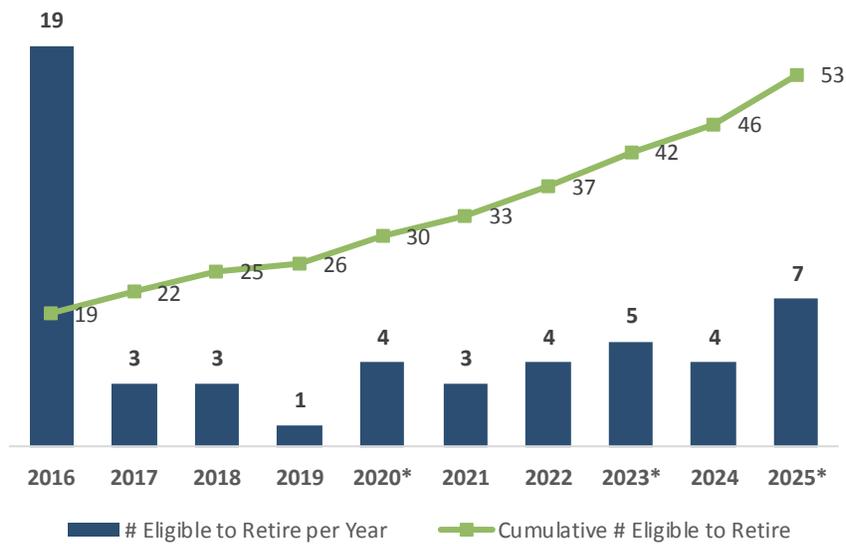


Source: (Kirkland, Longevity & Age , 2015)

Retirements

Exhibit 24 shows anticipated retirement based on years of service and age, representing commissioned personnel in the Department eligible to retire with 50 years of age and 20 years of service, 53 years of age and five years of service, or 65 years of age regardless of years of service, as well as non-commissioned personnel that will reach 65 years of age. With this basic definition, about 40% of the Kirkland Police Department will be eligible to retire within the next nine years, with an average of 5.3 employees per year, including 2016.

Exhibit 24: Personnel Eligible to Retire by Year



Note: Number eligible to retire calculated as commissioned staff who have either: 20 years of service *and* have reached 50 years of age, 5 years of service *and* have reached 53 years of age, *or* have reached 65 years of age regardless of years of service.
 *Years that include one to two non-commissioned personnel that have reached 65 years of age.

Source: (Kirkland, Longevity & Age , 2015)

Employee Turnover

As shown in **Exhibit 25**, Kirkland Police Department had turnover ranging from one in 2010 to six in 2014 and 2015. Over this time Kirkland averaged a four-employee turnover per year. In almost every year, the most prevalent reason for turnover is resignations, with an average of two per year.

Exhibit 25: Employee Turnover 2010 – 2016



Source: (Kirkland, 2010 - 2016 Turnover, 2016)

Succession Planning and Recruitment

KPD pays close attention to the composition of its workforce as it relates to age, seniority, and retirement eligibility. This information is used in budget and hiring projections, and was part of a recent presentation to the Kirkland Civil Service Boards supporting a change in hiring requirements to encourage more lateral recruitment.

Additional resources could be spent on individual development plans, and a framework for all employees to be aware of the competencies required for each rank and specialty position.

Recruitment and Hiring

The Department should create a plan for recruiting and reporting hiring focused on desired competencies, and look for ways to attract more women and minorities. The City and Police Department have many positive attributes that could influence potential recruits. The Police Department facility and equipment are state of the art, salary and benefits are competitive, the financial management of the city is stable, the Department enjoys widespread support from peer agencies, the community, and the City administration, and the physical and cultural environment of the city is very appealing. The Department could increase its media presence, promoting the Department as a superior workplace at public events, and hosting trainings and other events at the new Justice Center facility.

The Department has recently announced a new recruitment plan to attract more officers and fill vacancies through lateral and new hires. The proposed strategy includes radio, mass transit advertising, attending career fairs, and updated brochures and business card handouts.

As noted by community stakeholders, partnerships with local organizations and community-based organizations could be used to raise KPD's profile and reputation with members of diverse communities.

The Department should also review all of its oral board testing, background screening, and minimum qualifications criteria to evaluate whether these standards are still relevant to its desired workforce.

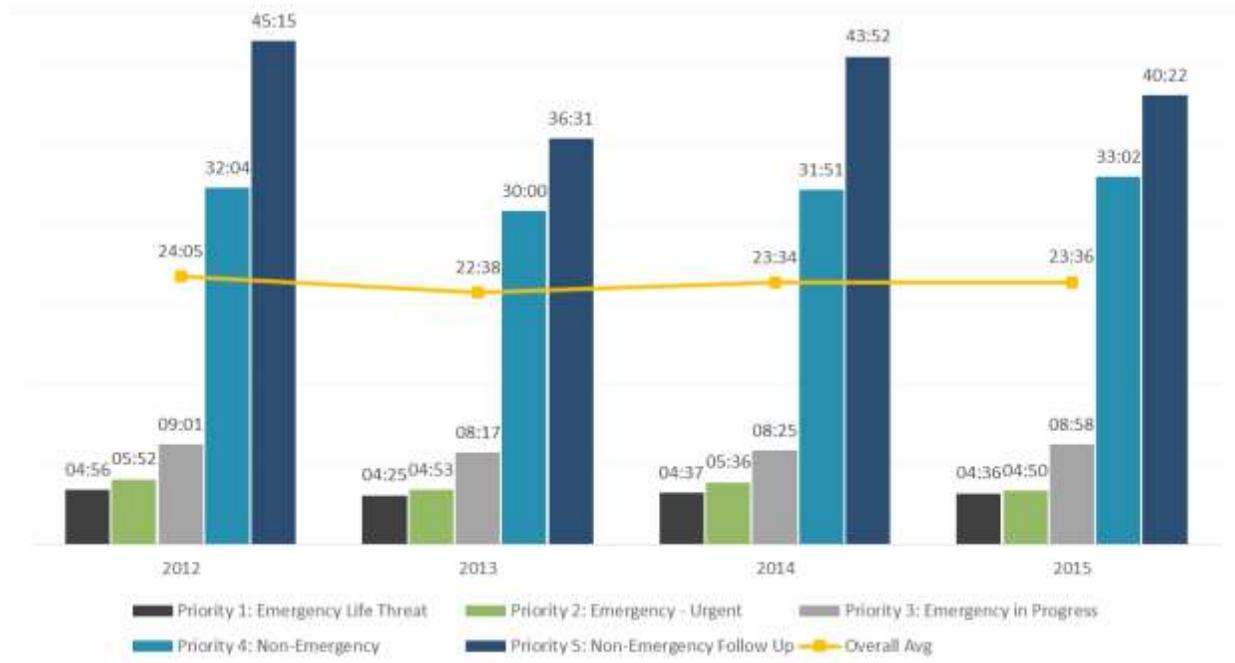
4.7 Performance, Resource Levels, and Deployment

Performance: Response Times and Case Clearance Rates

Response Times

Exhibit 26 shows Kirkland's average response times by type of call for 2012 to 2015. These response times represent the time between when an initial call is created and the arrival time of the first unit on the scene. Since response times are calculated several different ways and priority rankings vary by department, there isn't an accepted standard for response times. The best gauge of appropriate response time is citizen satisfaction. The community scores Kirkland received are very high on response times for serious crimes, where Kirkland has an average response time of 4 minutes and 28 seconds for Priority 1 calls, which include immediate threats to life and an average response time of 5 minutes and 18 seconds for Priority 2 calls, which include imminent threats to life. In 2015, Kirkland was able to decrease both its Priority 1 and Priority 2 response times. Public concerns about response time are most frequently related to low-level crimes. Kirkland's Priority 4 calls, which include non-emergency calls, have increased over the last four years, with an average response time of 31 minutes and 41 seconds. Kirkland's non-emergency follow-up response times vary from year to year, but average 41 minutes and ten seconds over the 2012 to 2015 period.

Exhibit 26. Response Times, 2012 - 2015



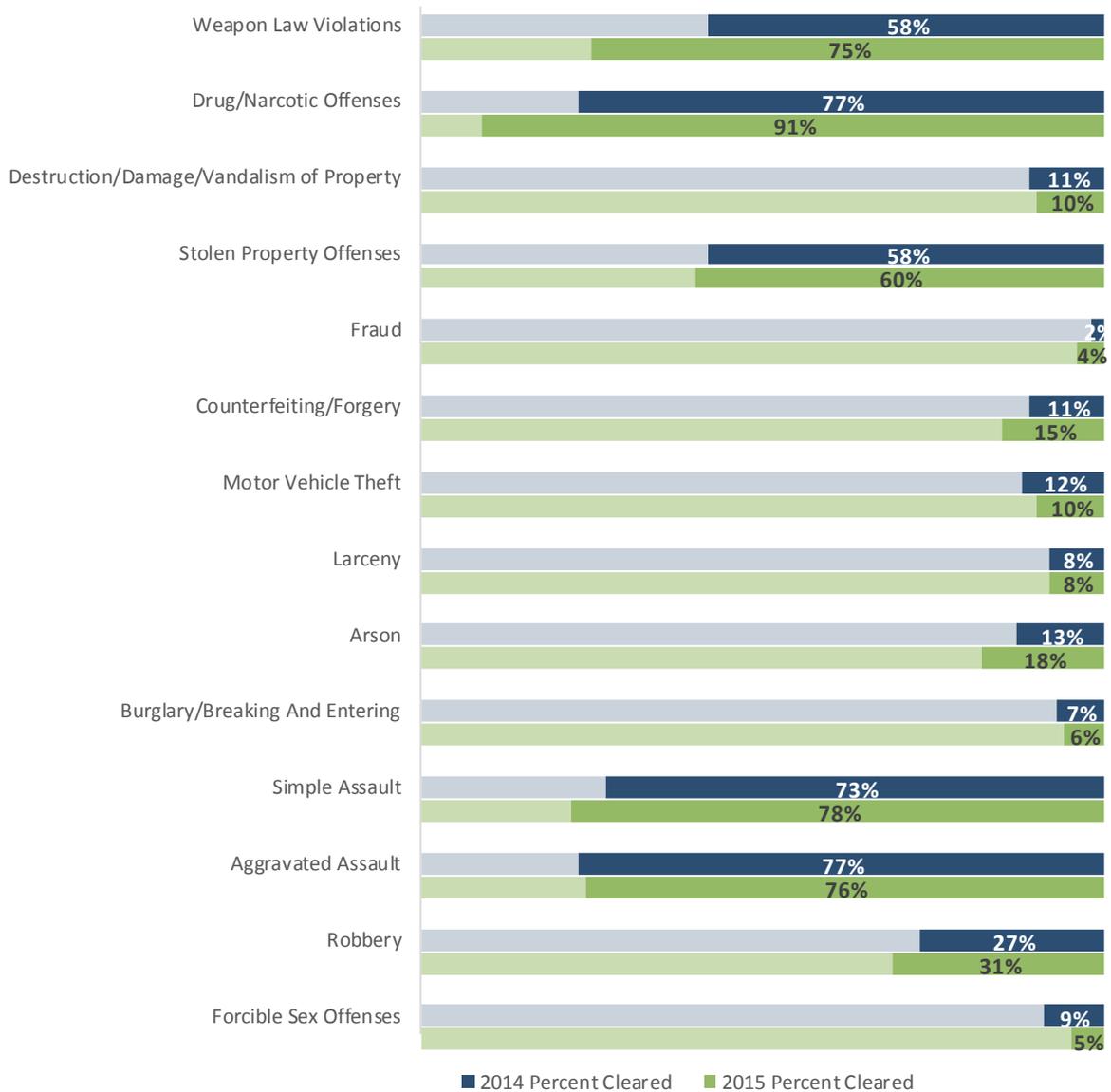
Note: The average response times were provided by KPD and have the following caveats: “Priority 1 and Priority 2 response time averages were calculated using 95% of available data. Priority 3, 4, & 5 response time averages are calculated using 98% of available data”. Response times are calculated from the time of initial call creation to the time of the arrival of the first unit on scene.

Source: (Kirkland, Response Times by Type of Call (Average), 2015)

Clearance Rates

Clearance rates are the relationship between number of crimes cleared compared to the number of crimes recorded. In general, clearance rates increased in 2015, with the most progress being found in clearance of drug and narcotic offenses as well as weapon law violations. Decrease in clearance rates were found in the crimes destruction of property, motor vehicle theft, breaking and entering, and forcible sex offenses.

Exhibit 27: 2014 and 2015 Clearance Rates by Crime Category



Source: (Kirkland, Calls for Service - Crime Stats - Clearance Rate, 2014 - 2015)

Staffing levels related to community outreach

Interviews with City of Kirkland staff noted that officer involvement in internal City meetings (for example related to special events planning and collaborating with other departments on addressing the city's growing homeless population) was valuable. Similarly, community stakeholders reported an appreciation – and desire for more – police involvement in community development and social support functions. An expansion of these roles may require more consistent, dedicated resources.

Performance-based Staffing Study of Patrol

BERK conducted a performance-based staffing study to understand the current workload of Patrol and the demand for service in Kirkland. Patrol was selected for this quantitative analysis because it represents

the largest share of personnel in the Department and patrol’s capacity is directly linked with other departmental groups, and in turn those groups’ capacity affects Patrol. In addition to determining Patrol’s current capacity, BERK assessed the resources required to create time to meet the Council goal to “provide for public safety through a community-based approach that focuses on prevention of problems and a timely response.”

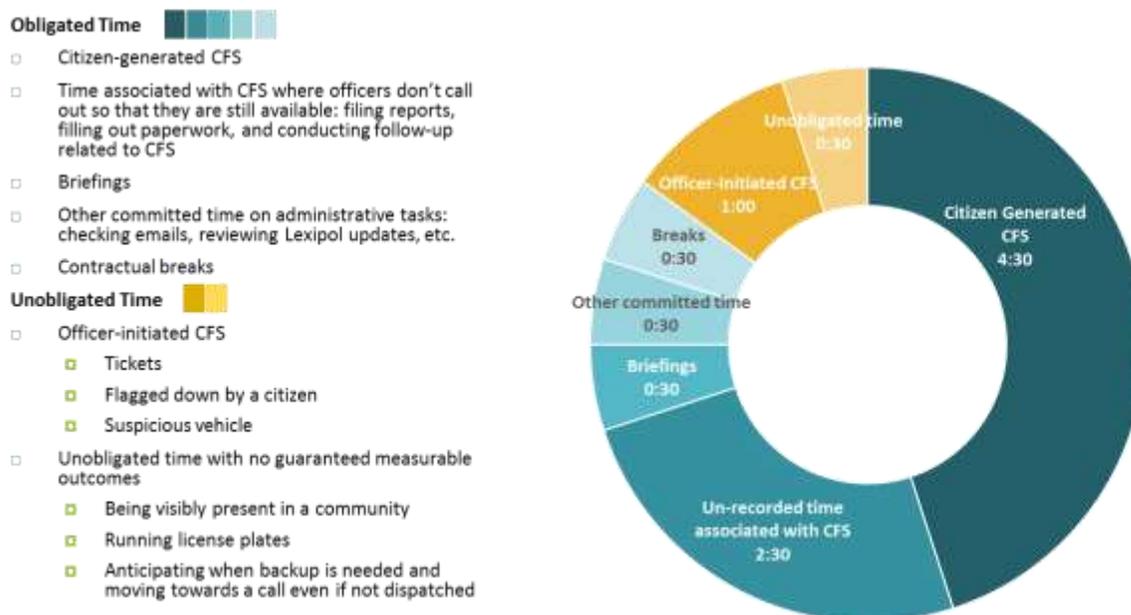
A departmental shift to community policing and a less reactive focus on crime prevention requires the involvement of many different work groups, not just patrol officers.

Typical day on Patrol – February 2016.

To understand a typical patrol shift we analyzed data for the month of February after the implementation of the new 10-hour shifts (February 4, 2016 – February 29, 2016). By matching calls for service with actual hours worked for that month, referencing the contract to determine break lengths, and interviewing patrol to understand time not spent “called-out” we saw the typical day start to take shape. The results of this analysis can be found in **Exhibit 28**.

The results show that 45% of an officer’s time is spent responding to citizen-generated calls for service. The most common types of these calls include responding to alarms, responding to calls of questionable activity, motor vehicle prowls, and traffic calls – such as accidents or items in the roadway. This percent represents a reactive model of policing, with officers running from call to call. Paired with their additional duties, such as paperwork and report-writing tied to calls-for-service, which most officers said took just as much time as the calls themselves, there is no time left in an officer’s day for proactive or directed patrol that is dedicated to preventing crimes before they start. Proactive patrol includes activities such as being present in a high car prowl area during the times that car prowls typically take place.

Exhibit 28: Typical Day on Patrol, February 2016



Source: (NORCOM, Calls-for-service data, 2015 – 2016) (Kirkland, Agreement By and Between City of Kirkland and Kirkland Police Guild Commissioned Staff, 2014 – 2016) and Interviews with Patrol

Workload-based assessment of Patrol

A current model of KPD's policing was built using the methods described in *A Performance-Based Approach to Police Staffing and Allocation* by Jeremy M. Wilson and Alexander Weiss, 2012. Using those same methods, a complementary model was created to determine what additional capacity, if any, would be required to shift the current policing style toward the community-based preventive policing that the community and Council desire. The process is outlined in **Exhibit 29** and walked through in detail below.

Exhibit 29: Workload-based Assessment Steps



Step 1: Determine Annual Citizen/Other generated CFS

- Considerations: How many units respond to each CFS

Step 2: Determine hours spent on Citizen/other-generated CFS

- Considerations: How much time does an assisting officer spend on a CFS

Step 3: Determine minimum number of officers required if working 10 hours/day, 365 days/year

Step 4: Determine & apply the Shift Relief Factor

- Considerations: How many hours per year is an officer available to work?

Step 5: Determine & Apply what percent of shift an officer spends responding to citizen/other-generated CFS

Step 1. Annual citizen-generated calls for service and officers required to answer calls for service.

The goal of this step is to determine demand for service, by isolating calls created outside of the control of individual officers. This forms the workload demand base for the analysis. Typical call-for-service production was determined using data provided by NORCOM for the year dated April 1, 2015 – March 31, 2016. The number of reactive calls, those outside the control of the Department – typically created by citizen's or other agencies, were found to represent just over 56% of all calls. These reactive calls were identified using assumptions provided by NORCOM identifying the percentage of each call type that is typically initiated by an officer versus generated outside of the Department by a citizen or other agency. Since we are specifically analyzing the patrol unit, and not the traffic or investigations unit, we also had to isolate calls that according to protocol should be handled by patrol. These assumptions were provided by KPD leadership.

Using both assumptions, we were able to determine that the citizen-generated demand on patrol service is about 27,600 calls per year.

We also found that many calls for service require a multi-officer response, such as alarm and domestic violence calls, meaning that more than one officer responds to a call. The computer aided dispatch system (CAD) reported that on average, there were 1.57 officers responding to a citizen-initiated patrol call for service. To determine the officers required to answer each call for service, we multiplied the annual citizen-initiated calls for service by the number officers responding to find that total modified calls for service to be 43,300 annual calls for service.

Step 2. Time spent on calls for service.

This step turns the number of calls for service in to the time spent by officers. The average time spent on a citizen-generated call for service is the time between when a call is dispatched to when a call is closed. In February 2016 the average time spent on a citizen-initiated call for service was 56 minutes and the average time spent on a citizen-generated call for service over the year was 54 minutes. These times are recorded in CAD and were provided by NORCOM by incident. Because calls have multiple responding units, and not all responding units spend the same amount of time on a call, through interviews with patrol and discussion with the steering committee, it was assumed that backup spends 75% of the time of the primary responder on each call requiring a multiple officer response.

Using the annual assumptions, including those for backup responses, patrol officers spend 37,000 hours on calls for service each year.

Step 3. Minimum officers required.

If an officer was available to work 10 hours a day, 365 days a year, the department would need 10.4 officers to respond to the current demand in calls for service.

Step 4. Shift Relief Factor.

Officers are not able to work every day and there are constraints on when they are available due to regular schedules (4 days on, 3 days off), vacation time, sick time, training, and regular leave such as bereavement, jury duty, military duty, etc. To take this into consideration the Agency Shift Relief Factor (SRF) was determined. The SRF represents the number of officers that need to be assigned to a shift to make sure that one is working any given shift.

Step 5. Performance Objective.

A performance objective is a framework for how the Department wants to police and it should be informed by community desires and the Department's Philosophy, Mission, Vision, and Values. In the staffing model, the performance objective assigns an officer's time to different policing activities. If more time is assigned to community policing and crime prevention, then less time would be spent by an individual officer on each call for service. But when call for service response time is fixed, additional capacity is needed to decrease this ratio.

When modeling the current workload, we found that officers spend approximately 45% of their time on citizen-generated calls for service, to determine what capacity would be required if more time were dedicated to community policing and crime prevention we applied one standard, developed by the International Association of Chiefs of Police (IACP) over three decades ago, which assumes that 33% of time should be devoted to calls for service.

As seen in **Exhibit 30**, the analysis displays the actual number of police officers working in February under the current reactive model of policing. In February this number was 54 although the authorized level was 60 officers. Then, applying the IACP standard to the annual averages, the capacity required to make time for proactive directed patrol increases to 71 officers, which is 11 officers more than currently authorized.

Agency Shift Relief Factor

$$\frac{365 \text{ days a year} \times 10\text{-hour long shifts}}{(365 \times 10 - \text{Total hours off})}$$

$$3650 / (3650 - 2,067)$$

$$2.31$$

2.31 officers need to be assigned to a shift in order for one to be present to work that shift. This is due to allowances for regular days off and other time off (vacation, sick time, military leave, etc.).

Exhibit 30: Workload Based Assessment Assumptions and Results

	Average Time Spent on CFS	Average # of units responding to a call	% of Primary's Time that Backup spends on CFS	Time an officer is available to handle calls for service if working 10 hours/day, 365 days/year	Shift Relief Factor	Performance Objective
February	0.96	1.57	75%	3,650	2.31	45%
Annual	0.94	1.57	75%	3,650	2.39	33%

	Annual Citizen-generated patrol CFS w/ Backup assumption (calls)	Time Spent on Annual Citizen-generated CFS w/ backup assumptions (hours)	Min. Officers required if available 10 hours/day, 365 days/year (officers)	Min. Officers required with Shift Relief Factor (Officers)	Minimum Officers Required to meet Performance Objective (Officers)
February	43,300	37,800	10.4	23.9	54
Future	43,300	37,000	10.1	23.4	71

Note: In February the Department was authorized for 60 officers, with 54 officers working.

Conclusions

To meet desire for community-based preventive policing, additional capacity will be required within Patrol and other supporting departments. Population and development growth will increase the need for Patrol resources over time. There are currently 0.31 citizen-generated calls per capita, projected out to 2035 population estimates from the City's comprehensive plan, Kirkland Police Department can expect an increase of 26% over today's estimate of 71 officers to meet the IACP performance objective.

The 33% performance objective is only one standard to use for policing and future goals should be focused on community desires.

Shift Schedule and Overtime Use**Benefits to new patrol schedule – and an opportunity to improve**

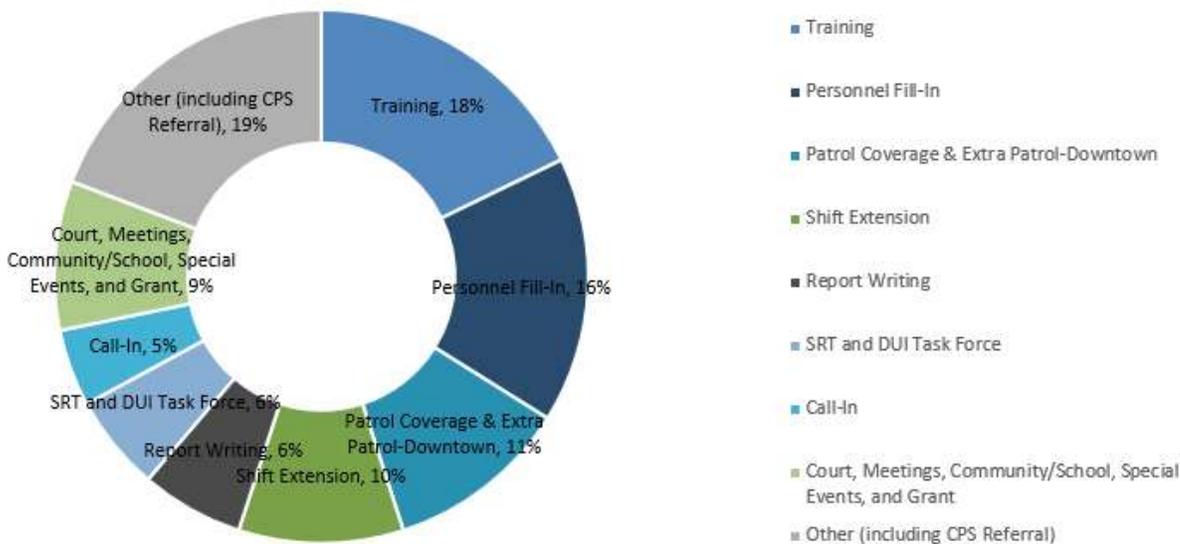
The Department recently moved to a new 4-10 patrol schedule, which has been well received by officers and supervisors and is seen as preferable to the former 12-hour rotating shift. The new schedule allows for more free time for personal activities on work days, and less fatigue at the end of a week of long shifts.

Adjustments and planning are needed to get the maximum benefit from the overlap day. On the overlap day there are fewer cars available than officers working. The overlap day also provides an opportunity to provide training or other development programs when the Department is more fully staffed.

Overtime use

Slightly over 50% of overtime use in 2015 was spent on Training, Personnel Fill-in and "Other," which in **Exhibit 31** includes CPS referrals.

Exhibit 31: Overtime Hours by Type, 2015



Source: (Kirkland, Logged Overtime Hours, 2014 - 2015)

Excessive overtime use can be an indicator of burnout, and overtime use in Kirkland peaks in May and October of each year, with 2015 overtime hours reaching close to a typical 40-hour work week. **Exhibit 32** shows similar trends in overtime use over the year when comparing 2014 and 2015, but 2015 experienced an increase in overtime use over 2014, sometimes in excess of 15 hours per month.

Exhibit 32: Overtime hours per FTE by Month, 2014 and 2015



Source: (Kirkland, Logged Overtime Hours, 2014 - 2015)

Officer Training

Employees are satisfied with the quality of training overall but would like greater input into what topics are presented. There is a desire for individual development plans, i.e., training tailored to the employee's career aspirations, and leadership training, consistent with the needs of the organization. This strategy would strengthen succession planning as well as support employee growth and retention.

Some employees stated they would like to be more involved in the development and presentation of training, believing that KPD does not fully recognize or utilize the talent of its employees. It is suggested that an appraisal be made of who possesses what particular talents in order to create an inventory of potential training and trainers.

Current Use of Data and Technology

Technology plays an increasingly important role in the daily work of law enforcement officers in the field, equipping them with enforcement and investigative tools that have the potential to make them safer, better informed, and more effective and efficient.

The City of Kirkland has a centralized IT Department that provides services to the Police Department. The IT Director has a well-developed understanding of the unique issues related to criminal justice information management. The new Justice Center facility was built with future technology in mind. The Police Department is in a good position to move forward with new technology, and the officers have indicated a desire to embrace new technologies to create efficiencies and enhance their service.

The Department makes modest use of its technology but could benefit from working closely with the IT department to create a future technology vision. Developing a technology vision takes time, and requires a deliberate process to jointly plan with IT to budget and evaluate secondary consequences of new technologies such as storage, retention, and public records disclosure management, especially as it relates to implementing new video tools. The Department does not currently have a designated internal technology subject matter expert or internal champion who has the resources or time to partner with the IT Department to explore future technology tools. In addition to considering the technical and budgetary impacts of new technology, new tools should be reviewed using the IACP Technology Policy Framework with City policymakers to discuss the appropriate use and management of the tools.

KPD has made some use of established technologies to quickly analyze, communicate, and leverage crime data for informing a strategic response. Kirkland officers have mobile data terminals in their vehicles but do not have hand-held mobile devices such as tablets or smart phones. Moving towards emerging law enforcement technology innovation and applications will likely require putting additional mobile tools in the hands of officers.

Opportunities to use real-time data to inform response and deployment and to communicate with City decision makers

- Better use of existing tools or the use of new analytical techniques and mapping tools may require additional staff support.
- **Analytical tools.** There are large amounts of information available and sifting through this data is time consuming. There are analytical tools to help sort through the information and make it usable for officers, detectives, and administrators. Predictive analytics may help agencies manage the flood of raw data and transform it into information that can help guide actions and plan deployments.
- **Mapping tools.** Increased use of GIS technology can provide geographic tools for crime prevention, investigation, and illustration.

Opportunities to better communicate with the public

- **Department website.** The City's IT Department administers the city department websites, but the Police Department has control over the content on its website. Although the site has basic information, it is not updated regularly.
- **Social media.** Tools such as Twitter and Facebook help to push out important information to the community and can be helpful communication tools. Information can be quickly disseminated to those following the Department's news feeds, which would likely include neighborhood blogs or other sites that could push the information out to a wider audience. These sites can also be valuable for reporting out awards, notable arrests, and case closures, and are helpful in recruiting new employees.

Opportunities for online crime reporting

As of the writing of this report, the Kirkland Police Department does not have online reporting that allows crime victims to report certain types of crime online, without having to wait for an officer to respond. Often, concerns about police response time are related to low-level crimes that are a low priority because they only involve collection of victim information. Online reporting is easy for the victim, eliminates some duplicate data entry, and can free up officer time to respond to other calls.

While online reporting produces some efficiency, it also lessens contact between officers and the public. Each incremental change from in-person to electronic contact needs to be evaluated as to how it changes the relationship between the Department and the public.

The Department recently announced it will be testing online reporting of crimes through CopLogic. This will allow residents to report specific property crimes and choose between a police response or an electronic report. The new system provides residents with a fast and efficient method for reporting low-level crimes and also helps KPD improve efficiencies in use of personnel.

Staffing Alternatives and Regional Partnerships

Opportunities for different staffing models in some positions

As the Department discusses methods of service delivery and service levels, it should consider which tasks require commissioned law enforcement officers, and which can be done with non-sworn staff. These discussions should include the appropriate labor representatives.

Specialty services and regional partnerships

The Department participates in some regional partnerships which provide the benefit of a large amount of expertise for emergencies with a reasonable amount of officer resource commitment. These partnerships also give officers an opportunity to develop relationships and learn other skills. Kirkland Police participate in the FBI Cybercrimes Task Force, the Washington State Internet Crimes Against Children Taskforce, North Sound Metro SWAT and until June 2016, are part of the East Side Narcotics Taskforce. More partnerships should be explored, especially related to training and firearms now that the Department has such a well-built and well-located facility.

5. ASSESSMENT OF THE CORRECTIONS UNIT

This section begins with background on the Kirkland Jail and then analyzes current operations in comparison to industry standards on the following topics:

- Management Systems
- Facility, Equipment, and Technology
- Training
- Staffing, Shift Schedules, Overtime, and Potential Staffing Alternative
- Employee Recruitment, Retention, and Morale
- Inmate Programs

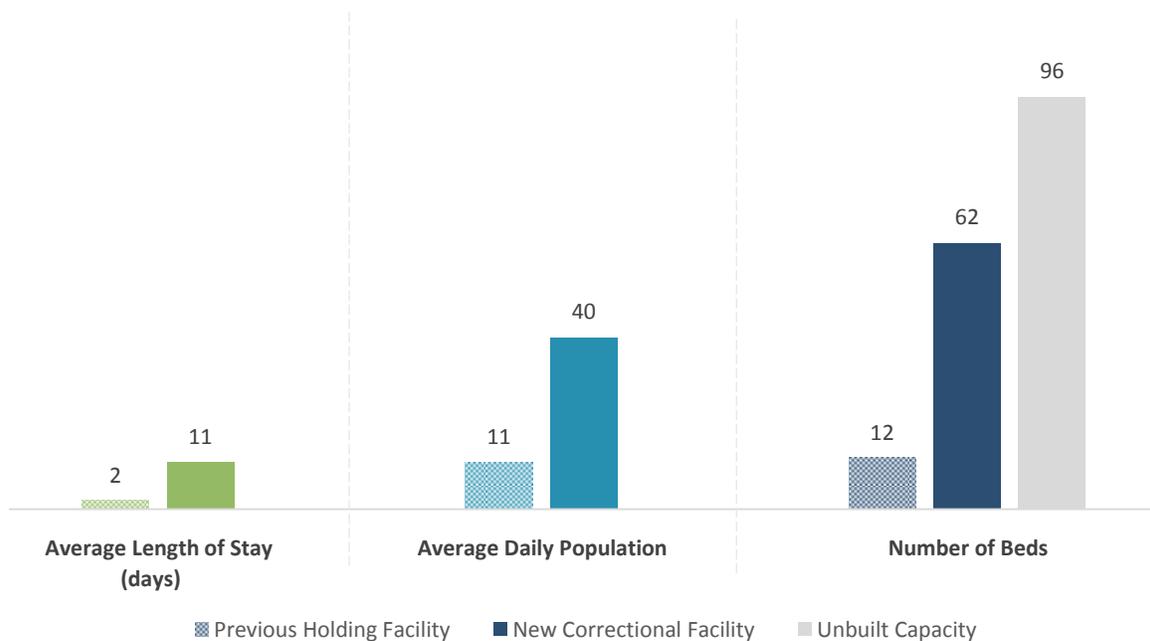
5.1 Background

The Corrections Unit of the Kirkland Police Department manages the Kirkland Jail, Electronic Home Detention Program, Work Release Program, and inmate transport services.

When the Kirkland Justice Center opened in August of 2014 after an extensive remodel of a vacant Costco Home store, the new facility had significant impact on Corrections. The prior jail facility had 12 beds and an average daily population (ADP) of 11 males, with an average length of stay (ALOS) of two days. It was defined under RCW 70.48 City and County Jails Act as a “Holding Facility” for the temporary housing of inmates, not to exceed 30 days. With the move to the Justice Center, KPD Corrections Unit has transitioned and begun operating a full-service Correctional Facility with 62 beds², an ADP of 40 male or female inmates, and an ALOS of 11 days. **This is a significant change in operations and responsibility, with far greater impact than simply moving existing operations to a new facility.**

Staffing levels increased to accommodate basic operations in the new jail and the supervision of the additional inmate population. However, administrative resources to develop and implement the systems and programs necessary to operate a safe, secure and effective corrections system were not designated nor were funds allocated. These administrative functions should be identified and funded if the Corrections Unit is to be successful in reaching its goals.

² The Design Capacity of the jail (62 beds) is much higher than Operational Capacity (53 beds).

Exhibit 33: Jail Characteristics in Previous Holding Facility and New Correctional Facility

The National Institute of Corrections offers a 40-hour training for agencies moving to a new facility, but there is no training for a “startup” operation such as what Kirkland Corrections Unit has undertaken. A holding facility or transport services operation that evolves into a full-service jail facility must establish:

- New policies and procedures
- Training curriculum and protocols
- Inmate housing decisions
- Options for medical and mental health services, as well as other programs
- An inmate classification system
- A staff deployment plan
- A robust management information system

The initial 13 months of occupancy in the new jail were fraught with significant operational problems caused by a faulty electronics system. After a collaborative effort supported by the Kirkland City Attorney to insist the manufacturer make repairs, the electronic issues were addressed. Kirkland Jail Administration has made significant progress in developing foundational systems required to operate a safe and secure correctional facility.

KPD has two major advantages in its jail management:

- A commitment by the City, Police Department, and Corrections Administration to implement research-based, data-driven “best practices” programs for staff and inmates.
- The availability of contract beds at SCORE for special-needs inmates with behavioral, medical, or mental health problems. SCORE provides a ready option to reduce liability and risk to the City. SCORE is seen regionally as a cost-effective and dependable alternative to municipal jails.

5.2 Management Systems

Major Findings

Kirkland Corrections lacks current and ready access to baseline information that is typically used to inform standard management decisions.

- Data collected at intake are not available in a formal and scheduled daily, monthly, or annual report to evaluate the implications of the changing inmate profile on budget development, operations, housing, programs and staff deployment.
- No population reports are generated regularly from New World since dispatch moved to NORCOM.
- While information relative to mental health or behavioral issues of inmates may be recorded in the inmate's file in the New World System, it is not readily available for cumulative reports to analyze budget, staffing, or resource needs, nor do staff perceive that information relative to safety or security concerns is easily accessible.

These issues are important because data-driven and research-based jail management ensures the most efficient and effective corrections operation.

In addition, the jail lacks several basic management systems which are supported in the American Corrections Association Core Jail Standards:

- There is no responsive **Management Information System** which would provide Administration with standardized and routine reports and allow ad hoc queries of specific data to develop reports on an as needed basis.
- There is no **Classification System** for separating inmates based on community and institutional risk or need for services. While Corrections Administration is working on adopting SCORE's classification system, it is not validated for the KPD population and may over-classify the population. A validated classification system is important because it provides the structure for objective decision making for housing and program assignments; establishes the custody level of inmates; determines the security level of housing units; identifies special needs of inmates; reduces liability for the agency; reduces escapes, suicides, inmate on inmate assaults; allows for staff discretion; and is simple, efficient, and easy to understand.
- The jail does not have a comprehensive set of **Policies and Procedures**, although an Action Plan was developed with assignments and timelines. This is important because policies and procedures establish a solid foundation for security and efficiency of operations, ensure inmate and staff safety, guard against potential litigation, and support consistency and impartial treatment as well as access to services and programming for the inmate population.
- There is no current **Staffing Analysis** to determine the most efficient deployment of staff. This analysis should be undertaken prior to selection of a final shift schedule. The National Institute of Corrections' process for conducting a comprehensive Staffing Analysis identifies the right number of staff with the right skills, in the right place, at the right time, doing the right thing.

5.3 Facility, Equipment, and Technology

Significant Concerns

There is no outside recreation area for inmates. This may be a potential problem because use of outdoor areas for exercise is preferred in the ACA Core Jail Standards.

Radio, camera, and computer systems are problematic. The quality of radio communications is reportedly insufficient with many dead spots that interfere with communications. Administration reports

that repairs were made two months ago and this is no longer an issue. Camera quality is also a concern. The repair rate should be analyzed for number and frequency of repairs. These systems create a liability that may put personnel and the City at risk. Officers also voiced major concerns about the New World information system and computer hardware. These concerns relate to a vast amount of inmate specific information that is inputted by officers but not readily available relative to their safety and security concerns.

Additional Findings

Strengths

- Officers report that the facility operates in a safe manner. As one staff member noted, “Officers run it: it’s theirs and a good place to work.”
- Officers and supervisors are pleased with quality of equipment on their duty belt.

Challenges

- Staff expressed the opinion that facility maintenance requests that impact staff safety are not responded to in a timely way and are not a priority. Staff believe there is a delay in transmitting requests to facility staff; the facility staff are seen as responsive when they receive the requests. Cited examples of maintenance issues include lights, raising intake counters, a request for a window in the kitchen, exposed wires, open drains which could be used to hide contraband, the need for a lock on the kitchen door, and the need for steps for inmates to get to top bunks.
- There is a concern that inmate supplies are not a priority. When delays occur, officers are responsible for responding to complaints and disgruntled inmates.
- Lack of lighting outside the building results in safety concerns for staff travelling to or from work, or going on transports in the dark. [The Justice Center has a secure employee parking lot with lighting, but Corrections employees feel it is not in a convenient location for them.]

5.4 Training

Significant Concerns

KPD lacks an overall training plan and several important types of specific training that protect officer and inmate safety and help protect KPD against liability.

- There were two weeks of training in 2014, none in 2015 (due to staffing shortages), and a Lateral Vascular Neck Restraint training in 2016. This level of training is insufficient for a facility of Kirkland’s size and complexity. Training should prioritize safety and security issues, such as inmate transport, vehicle engagement, cell response, response to court incidents, mentally ill inmate management, and defensive tactics.
- The jail has no Training Plan. A Training Plan should describe the key elements of training for newly hired officers as well as in service/core annual training for all staff. Annual training is crucial to ensure safety, officer development, and protect against lawsuits. Administration has reported that 20 hours of Core Training is scheduled for October, 2016, however, specific curriculum has not been determined.
- Specific additional training requested by officers includes:
 - Officer training for medication administration and for monitoring inmates held in the Restraint Chair.
 - Firearms instruction, not just annual qualifications.
 - In-Service Annual Training in areas specific to jail operations.

- Officers have also voiced the need for law enforcement staff to undergo additional training on response to corrections incidents. A perception exists that patrol police officers are not adequately trained to provide backup to the corrections unit in situations such as large scale assaults, riots, escapes, hostage scenarios that mandate timely response with external resources. Additional training and time spent in the corrections facility by patrol officers building relationships and learning correctional procedures and processes would be well spent.

Additional Findings

Strengths

- An excellent two-week training was held in 2014 in preparation for the move to new facility.
- The new hire Corrections Officer training program is comprehensive.

5.5 Shift Schedules, Staffing Levels, and Use of Overtime

An overview of the current schedule found an opportunity to improve staff coverage and increase efficiency.

Significant Concerns

The current 4/10 schedule is inefficient, causing overlaps of officers 6 hours per day. In addition, staffing levels are uneven, with five to eight officers on duty for 33 hours each week, and only two officers on duty for 49 hours each week. The level of supervision is also uneven: there is no supervisor on duty for 35 hours each week, but there are three supervisors on duty for 15 hours each week. Felons booked in and kept overnight and over weekends results in a higher level of potential violence, when no supervisors are on duty.

Staff expressed concerns with the minimum staffing level of two officers given difficulty obtaining outside backup and response to incidents. Two-officer staffing also means there are no staff available for incident response or for outside transport requests.

There are evening shifts with no female corrections officers on duty. The Core Jail Standards state, “When a female inmate is housed in a facility, at least one female staff member is on duty at all times (1-CORE-2A-05 (Ref. 4-ALDF-2A-08)).

An in-depth Staffing Analysis using the National Institute of Corrections model is needed to determine the most efficient deployment of staff. An alternative schedule has been developed with input by staff that will improve coverage, however the findings from a formal Staffing Analysis should be reviewed prior to adopting a permanent schedule change.

Additional Findings

- Requests from probation officers, law enforcement, and judges for external transports have increased, impacting minimum staffing levels. A formal Staffing Analysis will provide information to determine staffing necessary for external transports.
- Among the total staff of 20, 4 of 14 corrections officer positions are vacant, equating to a 29% vacancy rate. The majority of overtime results from backfilling for vacant positions.
- Court transports are assigned during day shift when staffing levels are higher. Appropriate staff resources may be determined by careful documentation of the frequency and numbers of transports required.

Opportunities

- Alternative shift schedules which provide the most coverage (8 and 12 hour shifts in process).

- Corrections Officers are entering approximately 150 warrants a week. It may be more cost effective to move records and clerical responsibilities to a civilian position. This question could be addressed in the “time and motion” study portion of the NIC Staffing Analysis process.
- Create a civilian position to oversee a staffing analysis process and develop in collaboration with the union a staff deployment plan; create a budget and timeline for a three-year in-service staff training plan; and coordinate the development of a robust management information system.

5.6 Employee Recruitment, Retention, and Morale

Major Findings

Staff seem to work well together. There is reportedly strong teamwork and camaraderie, as well as a desire to get the job done. This appears to be true among line officers and newly appointed supervisors. Staff report that they work well together, that everyone pulls their own weight and pitches in to cover shifts when needed.

Many comments focused on the relationship between Corrections Officers and Administration:

- Corrections Officers perceive Administration priorities as centered on clerical and administrative duties such as entering warrants, rather than supporting safety and security in daily operations.
- Officers perceive a lack of support, interest, and empowerment from Administration.
- Officers perceive communication with Administration to be one-way: when officers report an issue or make a request, there is no response about a decision.
- Staff have requested regularly scheduled meetings with Administration.
- Officers request Corrections Administration (Lieutenant, Captain) participate occasionally in pass-down, shift information exchange; conduct unannounced walk-throughs of the facility (PREA, Core Jail Standards); increase visibility; and improve communication.
- There is a perception that Administration emphasizes police and law enforcement issues ahead of jail and corrections issues. This was less of a concern when the jail was just a “hold and transport” operation.
- Jail Administration is seen as responsive when there are staff issues with performance.
- The Interim Police Chief was viewed as interested and supportive of corrections operations.

Additional Findings

Strengths

- Officers like working for the City of Kirkland, which has a good reputation in the area.
- Officers are very positive about level of pay and benefits package. They see lots of potential, feel KPD is a great place to work, with good pay and benefits, including vacation and retirement. Officers would like the City to consider additional benefits, including an education incentive to reimburse for tuition costs and a fitness bonus.
- The hiring process is seen as working well, with good staff hired.

Challenges

- There is a low percentage (15%) of people of color in the Corrections workforce.
- Officers perceive that decisions are made without consideration of their input or recommendations.

5.7 Inmate Programs

Major Findings

Lack of Inmate Engagement Programs

The jail currently has no inmate engagement programs, such as education, commissary, religious services, or substance abuse programs. Staff are anxious to implement programs as they perceive the absence of programs contributes to idle inmates and increased safety concerns for officers.

Administration is working to develop and implement in-custody programs to engage inmates, reduce violence, improve safety, and support successful reentry of inmates back to community. Programs in various stages of development include religious services; education; commissary; haircuts; Alcoholics Anonymous, Narcotics Anonymous, and substance abuse; parenting; and mental health liaison. Administration is also planning to initiate a volunteer recruitment and training initiative to augment inmate programs.

The delay in program implementation has caused frustration among corrections officers, particularly the lack of a commissary, haircuts, law library, and religious programs. Staff seem frustrated that programs are a known best practice that are not yet implemented.

Medication Administration

Lack of coverage and consistent medication administration by contract medical services is a major concern. This is important because medication distribution by corrections officers is a liability risk if the wrong medication or dosage is provided to the inmate. Administration reported a recent problem with a contract nurse has been addressed. An increased amount and frequency of training is required to ensure that officers are confident in their delivery of medication when medical staff are not available. The detox process also requires medical oversight and consistent protocols and procedures, which are currently lacking. This is important because research identifies the first 24 hours of confinement as the most critical period for potential death of inmates as a result of drug overdose. It may be advantageous to implement tele-med capabilities for appropriate cases.

Additional Opportunities

- Jail Administration is interested in the potential to enhance and expand Electronic Home Detention (EHD). It was reported that 30% of the inmate population are held on Driving with License Suspended which may justify expansion of the EHD program.
- Cost benefit analysis of a work release program to determine the profile of the eligible population, Average Daily Population, and consideration for consolidating with EHD program
- Additional correctional options such as day jail and day reporting for eligible inmates to provide alternative sanctions and step down transition programs.
- Video Court, so hearings could be held with other jurisdictions when an inmate is in King County or other facilities to avoid travel costs and reduce security concerns.
- Assign the development and implementation of in custody inmate and correctional options programs to a civilian administrative position.

6. REFERENCES

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KIRKLAND CITY COUNCIL REGULAR MEETING MINUTES
August 16, 2016

1. CALL TO ORDER

2. ROLL CALL

Motion to Excuse Mayor Walen's and Councilmember Marchione's absence from this evening's meeting.

Moved by Councilmember Shelley Kloba, seconded by Councilmember Dave Asher

Vote: Motion carried 5-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, and Councilmember Penny Sweet.

ROLL CALL:

Members Present: Deputy Mayor Jay Arnold, Councilmember Dave Asher,
Councilmember Shelley Kloba, Councilmember Toby Nixon, and
Councilmember Penny Sweet.

Members Absent: None.

3. STUDY SESSION

a. Utility Rates – Part 1

Joining Councilmembers for this discussion were City Manager Kurt Triplett,
Deputy City Manager Tracey Dunlap and Public Works Director Kathy Brown.

4. EXECUTIVE SESSION

None.

5. HONORS AND PROCLAMATIONS

None.

6. COMMUNICATIONS

a. Announcements

b. Items from the Audience

Wayne Seminoff
Katherine Taylor
Andrew Honig
Nora Carlson

Vicky Clarke
Michelle Plesko

c. Petitions

7. SPECIAL PRESENTATIONS

a. StormReady

National Weather Service Warning Coordination Meteorologist Ted Buehner shared a presentation on the National Weather Service's StormReady program and presented the City with a road sign to recognize that the City of Kirkland has been certified as a StormReady community.

8. CONSENT CALENDAR

a. Approval of Minutes

July 19, 2016

b. Audit of Accounts:

Payroll \$7,418,064.25

Bills \$9,357,550.45

run #1538 checks #603565 - 603728

run #1539 check #603729

run #1540 checks #603730 - 603732

run #1541 checks #603759 - 603914

run #1542 checks #603915 - 603937

run #1543 checks #603938 - 604143

run #1544 checks #604144 - 604255

run #1545 checks #604256 - 604257

run #1546 checks #604258 - 604309

c. General Correspondence

d. Claims

Claims received from Laura Kerns and Gratitude Sailing, LLC were acknowledged via approval of the Consent Calendar.

e. Award of Bids

f. Acceptance of Public Improvements and Establishing Lien Period

- (1) 2015 Pedestrian Safety Improvements Project, Sierra Pacific Construction, LLC, Maple Valley, WA

Council accepted the work on the 2015 Pedestrian Safety Improvements Project as completed by Sierra Pacific Construction, LLC of Maple Valley, WA, thereby establishing the statutory lien period, via approval of the Consent Calendar.

g. Approval of Agreements

h. Other Items of Business

(1) Resolution R-5202, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE 2015 STREETS LEVY ACCOUNTABILITY REPORT FOR PROPOSITION 1 - STREETS AND PEDESTRIAN SAFETY LEVY."

(2) Resolution R-5203, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE 2015 PARK LEVY ACCOUNTABILITY REPORT FOR PROPOSITION 2 - PARKS MAINTENANCE, RESTORATION AND ENHANCEMENT LEVY."

(3) 2015 Annual Transportation and Park Impact Fees Report

(4) Building and Property Reserve Use

Council approved the use of the Building and Property Reserve to purchase land adjacent to the Cross Kirkland Corridor in the amount of \$69,000.00 via approval of the Consent Calendar.

(5) City Hall South Parking Lot - Reject Bids

Council rejected two recently received bids and authorized staff to re-scope the project and re-advertise for additional contractor bids via approval of the Consent Calendar.

(6) Resolution R-5204, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE, EXCEPT FOR A UTILITY EASEMENT, IN AN UNOPENED RIGHT-OF-WAY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNERS ANATOLIE GAVRILIUC AND ANGELA BALTAGA."

(7) Library Board Resignation

Council acknowledged the resignation of youth member Lilian Gjertsson and authorized a draft response via approval of the Consent Calendar.

(8) Report on Procurement Activities

Motion to Approve the Consent Calendar.

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 5-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, and Councilmember Penny Sweet.

9. PUBLIC HEARINGS

None.

10. UNFINISHED BUSINESS

None.

11. NEW BUSINESS

- a. Ordinance O-4528, Relating To Land Use and Zoning and Amending Kirkland Zoning Code Chapter 115. (marijuana buffer requirements)

Senior Planner Dorian Collins and Planning Commission Chair Eric Laliberte presented proposed amendments to buffers from Marijuana Retail Uses.

Motion to Approve Ordinance O-4528, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO LAND USE AND ZONING AND AMENDING KIRKLAND ZONING CODE CHAPTER 115."

Moved by Councilmember Penny Sweet, seconded by Councilmember Dave Asher

Motion to Postpone further amendments until all Councilmembers have had an opportunity to comment on the main motion to approve the proposed Ordinance.

Moved by Councilmember Toby Nixon, seconded by Councilmember Penny Sweet

Vote: Motion carried 4-1

Yes: Deputy Mayor Jay Arnold, Councilmember Shelley Kloba, Councilmember Toby Nixon, and Councilmember Penny Sweet.

No: Councilmember Dave Asher.

Motion to Postpone the matter to the Council's next regular meeting when all members can participate.

Moved by Councilmember Toby Nixon, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 3-2

Yes: Deputy Mayor Jay Arnold, Councilmember Shelley Kloba, and Councilmember Toby Nixon.

No: Councilmember Dave Asher, and Councilmember Penny Sweet.

- b. Ordinance O-4529, Prohibiting Parking in Bicycle Lanes.

Public Works Director Kathy Brown briefed the Council on the proposed ordinance, which will be presented for Council consideration at their September 6, 2016 meeting.

c. Kirkland Community Foundation Feasibility Study

Motion to Approve \$30,000 in funding from the Council Special Projects Reserve to fund a study managed by the City of Kirkland to determine the feasibility of a community foundation for Kirkland, this amount to be combined with \$10,000 raised by the Greater Kirkland Chamber of Commerce in cooperation with the Kirkland Parks Foundation for a total of \$40,000.

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon
Vote: Motion carried 5-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, and Councilmember Penny Sweet.

12. REPORTS

a. City Council Regional and Committee Reports

Councilmembers shared information regarding a tour for the Council of the Cochran Springs Culvert on August 27; an alternate will be required to attend the September 14 Sound Cities Association Public Issues Committee meeting; a presentation for the Planning and Economic Development Committee by Puget Sound Energy on the natural gas franchise renewal; approval of a request to refer the issue of regulations on backyard campfires and smoke regulations to the Planning and Economic Development Committee; approval of a request to refer the issue of the permitting notification process and area of impact to the Planning and Economic Development Committee to be considered in the Fall; a meeting of regional partners to discuss the development of growth literacy materials in partnership with Forterra; an Association of Washington Cities Legislative Committee meeting; a Regional Transit Committee meeting and upcoming workshop; the upcoming Regional Transportation Board conference in December; a visit to Camp Blaze; an Emergency Management Advisory Committee meeting; Summerfest; and the Little League Softball World Series tournament.

b. City Manager Reports

City Manager Kurt Triplett reported on a funding request to help contribute to an economic development study to look at the replacement of the Ballard Locks. City Manager Triplett also presented a letter from Transportation for America to the US Department of Transportation in support of a proposed congestion performance measure for which Transportation for America has requested the Council's support.

Motion to Authorize Mayor Walen, on behalf of the City of Kirkland, to sign in support of the letter from Transportation for America.

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 4-1

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, and Councilmember Penny Sweet.

No: Councilmember Toby Nixon.

(1) Calendar Update

City Manager Kurt Triplett reported on a request by the Everest Neighborhood Association to postpone their joint meeting with the City Council.

13. ITEMS FROM THE AUDIENCE

Andrew Honig

14. ADJOURNMENT

The Kirkland City Council regular meeting of August 16, 2016 was adjourned at 9:25 p.m.

City Clerk

Mayor



CITY OF KIRKLAND
Department of Finance and Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Kathi Anderson, City Clerk
Date: August 29, 2016
Subject: CLAIM(S) FOR DAMAGES

RECOMMENDATION

It is recommended that the City Council acknowledges receipt of the following Claim(s) for Damages and refers each claim to the proper department (risk management section) for disposition.

POLICY IMPLICATIONS

This is consistent with City policy and procedure and is in accordance with the requirements of state law (RCW 35.31.040).

BACKGROUND DISCUSSION

The City has received the following Claim(s) for Damages from:

- (1) Ian McCauley
725 9th Ave. S. Apt 101
Kirkland, WA 98033

Amount: \$1,500.00

Nature of Claim: Claimant states damage to sailing dinghy mast resulted from striking a low hanging tree branch while exiting Heritage Park parking area onto Market Street.

- (2) Adam Mickelson
11610 NE 87th Lane
Kirkland, WA 98033

Amount: \$10,000.00

Nature of Claim: Claimant states damage resulted from City owned tree limbs falling on vehicle.

- (3) Matt and Sheryl Nelson
10520 118th Place NE
Kirkland, WA 98033

Amount: \$15,822.75

Nature of Claim: Claimant states damage to driveway is due to encroaching tree roots from a City owned tree.

- (4) Ionel Patilea
12610 Juanita Drive NE
Kirkland, WA 98034

Amount: \$821.25

Nature of Claim: Claimant states damage resulted from City owned tree falling on fence.

Note: Names of claimants are no longer listed on the Agenda since names are listed in the memo.



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

To: Kurt Triplett, City Manager
From: Joel Pfundt, AICP CTP, Transportation Manager
Kathy Brown, Public Works Director
Date: September 6, 2016
Subject: NO PARKING IN BIKE LANES

RECOMMENDATION:

City Council adopts the enclosed ordinance prohibiting parking in bike lanes.

The enclosed ordinance is unchanged from the ordinance that was presented to City Council at its August 16, 2016 meeting. By taking action on this memo during approval of the consent calendar, City Council is amending the Kirkland Municipal Code (KMC) to prohibit parking in bike lanes.

BACKGROUND DISCUSSION:

The Transportation Element of the Comprehensive Plan calls for adding new, and improving existing, on-street bicycle facilities (Policy T-2.2), as well as making existing bicycle facilities safer (Policy T-2.1) and more convenient (Policy T-2.4). When cars park in bike lanes, the area for biking is effectively narrowed, making it less comfortable and safe for cyclists. In some cases, parked cars in the bike lane forces people riding bicycles to move into the vehicle lanes. Bicyclists and drivers typically do not expect cars to be parked in bike lanes, and drivers do not always anticipate a cyclist's maneuver into or near the driving lane to avoid a parked car. These circumstances can create hazardous situations for all users of the City's transportation network.

Parking in bike lanes continues to be a routine complaint from people who ride bikes, although these complaints are generally confined to a handful of recurring areas. Currently, the Kirkland Police Department is unable to cite vehicles parking in bike lanes because the KMC does not prohibit parking in bike lanes. So, these problem areas persist. Therefore, a change to the KMC is being proposed that will specifically prohibit such parking in order to improve the bicycling environment.

Proposed Ordinance

The attached ordinance would amend KMC 12.45.320 to make it illegal to park a vehicle in a designated bike lane. Violators would be cited with a \$45-fine.

The ordinance defines bike lanes as an on-street path or bike lane designated by official signs or markings. The City does not sign all bike lanes because the additional signage significantly increases visual clutter and maintenance costs, while not significantly increasing awareness or effecting behavior. In unique cases, the City does include signage when needed.

The ordinance also includes an exception for “minor incidental encroachment from adjacent designated parking.” This exception is included to provide Police with discretion when enforcing the ordinance because, in some cases, the vehicle encroachment may be so minor as to not be a factor in the cyclist’s experience while using the bike lane. In other instances, the vehicle may not fit entirely within the adjacent on-street parking stall.

Additionally, much like a vehicle travel lane or sidewalk, bike lanes can be closed for special events or construction if a permit is issued by the City.

Next Steps

If adopted by City Council, the initial focus would be on educating the public on the importance of keeping bike lanes clear and safe. As part of this education effort, the City would send out information to the community about the new ordinance in the form of a press release and inform cyclists of what they should do in order to report a problem. Also, officers will issue warnings instead of citations to violators for one month after City Council approves the ordinance.

Additionally, City staff will be improving bike lane channelization based on City Council and community feedback. This will include increasing the number and frequency of bike lane markings painted in the bike lanes to ensure that people know that a particular facility is a designated bike lane. An example of this situation is along Lake Washington Boulevard, where the Public Works Department will be adding bike lane markings to decrease the distance between markings. City staff will also be evaluating particular locations where bike lanes and parking create conflicts and working with neighbors to ensure people riding bikes have a safe, comfortable and continuous bike lane whenever possible. Two specific locations that will be evaluated are on Forbes Creek Drive where the westbound bike lane disappears for a brief stretch to accommodate parked vehicles, forcing bike riders to weave into the vehicle travel lane. The other location is the vehicle parking on 124th Avenue NE between NE 80th Street and NE 85th Street, which currently is too narrow making it impossible for most vehicles to park here without encroaching into the bike lane.

ORDINANCE O-4529

AN ORDINANCE OF THE CITY OF KIRKLAND PROHIBITING PARKING IN BICYCLE LANES.

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The City Council of the City of Kirkland do ordain as follows:

Section 1. Section 12.45.320 of the Kirkland Municipal Code is amended to read as follows:

12.45.320 Stopping, standing, or parking prohibited in specified places—Reserving portion of highway prohibited.

(a) Except when necessary to avoid conflict with other traffic, or in compliance with law or the directions of a police officer or official traffic control device, no person shall:

- (1) Stop, stand, or park a vehicle:
 - (A) On the roadway side of any vehicle stopped or parked at the edge or curb of a street;
 - (B) On a sidewalk or street planting strip;
 - (C) Within an intersection;
 - (D) On a crosswalk;
 - (E) Between a safety zone and the adjacent curb or within thirty feet of points on the curb immediately opposite the ends of a safety zone, unless official signs or markings indicate a different no-parking area opposite the ends of a safety zone;
 - (F) Alongside or opposite any street excavation or obstruction when stopping, standing, or parking would obstruct traffic;
 - (G) Upon any bridge or other elevated structure upon a highway or within a highway tunnel;
 - (H) On any railroad tracks;
 - (I) In the area between roadways of a divided highway including crossovers;
 - (J) At any place where official signs prohibit stopping; or
 - (K) On any on-street path or lane designated by official signs or markings for the exclusive use of bicycles; except when such stopping, standing or parking causes only minor incidental encroachment into an on-street path or lane designated for the exclusive use of bicycles by official signs or markings.

- (2) Stand or park a vehicle, whether occupied or not, except momentarily to pick up or discharge a passenger or passengers:
 - (A) In front of a public or private driveway or within five feet of the end of the curb radius leading thereto;
 - (B) Within fifteen feet of a fire hydrant;
 - (C) Within twenty feet of a crosswalk;
 - (D) Within thirty feet upon the approach to any flashing signal, stop sign, yield sign, or traffic control signal located at the side of a roadway;

- 47 (E) Within twenty feet of the driveway entrance to any
- 48 fire station and on the side of a street opposite the
- 49 entrance to any fire station within seventy-five feet of said
- 50 entrance when properly signposted; or
- 51 (F) At any place where official signs prohibit standing.
- 52 (3) Park a vehicle, whether occupied or not, except
- 53 temporarily for the purpose of and while actually engaged in
- 54 loading or unloading property or passengers:
- 55 (A) Within fifty feet of the nearest rail of a railroad
- 56 crossing; or
- 57 (B) At any place where official signs prohibit parking.
- 58 (b) Parking or standing shall be permitted in the manner provided
- 59 by law at all other places except a time limit may be imposed or
- 60 parking restricted at other places, but such limitation and restriction
- 61 shall be by city ordinance or county resolution or order of the
- 62 secretary of transportation upon highways under their respective
- 63 jurisdictions.
- 64 (c) No person shall move a vehicle not lawfully under his or her
- 65 control into any such prohibited area or away from a curb such a
- 66 distance as is unlawful.
- 67 (d) It shall be unlawful for any person to reserve or attempt to
- 68 reserve any portion of a highway for the purpose of stopping,
- 69 standing, or parking to the exclusion of any other like person, nor
- 70 shall any person be granted such right.
- 71 (e) Unless otherwise specified by state law or city ordinance, the
- 72 penalty for prohibited stopping, standing or parking in specified
- 73 places shall be forty-five dollars.

74
 75 Section 2. This ordinance shall be in force and effect five days
 76 from and after its passage by the Kirkland City Council and publication,
 77 as required by law.

78
 79 Passed by majority vote of the Kirkland City Council in open
 80 meeting this ____ day of _____, 2016.

81
 82 Signed in authentication thereof this ____ day of _____, 2016.

 MAYOR

Attest:

 City Clerk

Approved as to Form:

 City Attorney



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

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

Date: August 26, 2016

Subject: **FINAL 2016 PROPERTY TAX LEVY**

RECOMMENDATION:

Council approves the attached ordinance, which repeals and replaces Ordinance 4500 approved on November 17, 2015 and establishes the final regular and excess property tax levy for the City of Kirkland for the 2016 fiscal year. The final property tax information was received from the King County Assessor's Office at the end of January. The levy Council adopted on November 17, 2015 provides for rates that accommodate the maximum allowable levy amount provided in statute, however, to memorialize the final levy and rate, staff has prepared a replacement ordinance.

There is also a separate levy associated with Fire District 41 debt, which was adopted by Ordinance 4501 on November 17, 2015. That levy is unchanged and so Ordinance 4501 does not need replacement.

BACKGROUND DISCUSSION:

The attached ordinance reflects the final property tax levy data received from King County on January 22, 2016. This ordinance replaces the interim ordinance that was approved on November 17, 2015 in order to meet the County's deadline for 2016 levy information. As noted in the preliminary 2016 property tax levy memo, the initial levy was set intentionally high to ensure that the City would capture any additional new construction and state assessed valuation that was not recorded at the time of the preliminary levy.

The property tax levy needs to be established annually even though the Council adopted a budget for both years in the 2015-2016 biennium. Accordingly, the attached ordinance relates to 2016 only.

The following discussion explains how the final levy numbers were calculated for each of the variable factors in the City's levy.

1. REGULAR AND EXCESS LEVY FOR THE CITY OF KIRKLAND:

There are two components to the City's property tax levy – the regular levy, which funds operating costs, and the excess levy, which funds debt service on voter-approved bonds (which does not apply in the areas annexed in 2011).

Regular Levy for City

For 2016, there are two factors impacting the amount of the regular levy – the new construction levy and the optional increase.

New Construction

New construction represents additional property taxes to be received from the construction of new buildings and additions to existing structures. The new construction levy increases revenue to the City but does not increase the tax levy on existing taxpayers. The new construction levy is calculated by dividing the new construction valuation by \$1,000 and multiplying the result by the current year's regular levy tax rate¹ (\$1.45895 per \$1,000 of assessed valuation). The final new construction valuation for the 2016 levy is \$281,979,305 which translates into a new construction levy of \$411,394 ($\$281,979,304 / \$1,000 \times \1.45895). Over the past several years, the increase in new construction levy as a percentage of each year's total base regular levy has ranged between 0.34 percent and 4 percent. The estimated 2016 new construction levy of \$411,394 is 1.49 percent of the total base regular levy for 2016.

Optional Levy Increase

The 2015-2016 Budget assumes the optional increase of one percent in 2016, so the 2016 final levy includes the one percent increase. Each one percent increase in the regular levy equates to about \$203,377 in new revenue to the General Fund; \$12,498 in new revenue to the Parks Maintenance Fund; \$29,657 in new revenue to the 2012 Street Levy Fund; and, \$23,261 in new revenue to the 2012 Parks Levy Fund for a total of about \$268,793.

Excess Levy for City

The total excess levy for the City, which relates to voted debt, is increasing from \$569,990 in 2015 to \$574,065 in 2016 based on the payment schedule for the outstanding voted debt. Annexation voters did not approve the assumption of voted bond indebtedness, therefore the excess levy will only be applied on the taxable assessed value of properties within the pre-annexation boundaries of the City. This translates to a rate of \$0.04004 per \$1,000 assessed value.

Trends in Assessed Valuation

Assessed valuation is composed of new construction and revaluation of existing properties. Final figures from King County dated January 22, 2016, indicate that compared to 2015, total assessed valuation increased by 9.75 percent (\$1,799,844,596). Of the total increase, 8.23 percent was from revaluations of existing properties (\$19,971,453,255) and 1.52 percent was due to new construction (\$281,979,304).

The change in valuation does not in itself generate additional revenue for the City. If the Council took no optional increase in the levy and the assessed valuation increases, it would have the effect of lowering the rate applied to each \$1,000 of assessed valuation. Conversely, if the assessed valuation decreases, it results in an increase in the rate applied to each \$1,000 of assessed valuation, since the levy is set as a total dollar amount, which is divided by the assessed valuation.

Based on the final levy worksheet data for new construction (\$411,394) and the 1 percent optional increase, the regular levy tax rate for the City would decrease from \$1.45895 per \$1,000 of assessed valuation in 2015 to \$1.36411 in 2016. The rate per \$1,000 decreases because the total assessed valuation (AV) for the City has increased by 9.75 percent over the same period. This rate applies to all parcels in Kirkland.

The excess levy rate, which only applies to properties within the pre-annexation City boundaries, is decreasing from \$0.04336 to \$0.04004 based on both the reduction in annual debt payment and the increase in assessed valuation in the pre-annexation portion of the City.

¹ Levy rate per the Final Levy Limit Worksheet from the King County Assessor's Office dated, January 22, 2016.

2. CONSOLIDATED FIRE STATION DEBT SERVICE LEVY

When annexation of the Juanita, Finn Hill, and Kingsgate neighborhoods became effective on June 1, 2011, Fire District 41, which served a majority of that area, was assumed by the City. The District's outstanding debt remains in place until it is retired. With the assumption of the District, the City Council has assumed the role of governing body with the authority to levy taxes to pay the outstanding debt service. For 2016, the City needs to collect \$470,572 to pay the debt service. King County as a whole has a 98 percent collection rate on tax levies, therefore, the City has set a levy of \$480,176 ($\$470,572 \div 98$ percent) to pay debt service in 2016 by adopting Ordinance 4501 on November 17, 2015. This levy amount remains unchanged, therefore a new ordinance is not necessary.

Based on the King County Assessor's final levy worksheet dated January 26, 2016 for Fire District 41, the total assessed valuation for the areas previously served by the District is \$4,684,290,581. Therefore, the District's debt service levy of \$480,176 translates to a rate per \$1,000 assessed value of \$0.10251 on the properties within the North Juanita, Finn Hill and Kingsgate areas previously served by Fire District 41. Annexation area residents previously served by Fire District 41 will pay 2016 property taxes at the City of Kirkland regular levy rate (excluding voted debt service) plus the District's levy rate required to repay the District's outstanding debt.

3. SUMMARY

Since the annexation was approved by less than a 60 percent majority of voters, the residents of the annexation area did not assume the existing City's voted indebtedness and therefore will not pay the excess levy rate. In fact, tax payers within the City's current boundaries will have three separate levy rates based on their location:

1. Property owners within the existing (pre-annexation) City will pay the regular levy rate of \$1.36411 and the excess levy of \$0.04004 for a total of \$1.40415;
2. Property owners within the annexation area previously served by Fire District 41 will pay the regular levy rate of \$1.36411 and the excess levy of \$0.10251 to repay the District debt for a total of \$1.46661; and,
3. Property owners within the annexation area previously served by Fire Districts 36 (Woodinville) and 34 (Redmond) will pay the regular levy rate of \$1.36411 only.

The table below summarizes the changes in property tax rates between the preliminary and final property tax ordinances:

	Pre-Annexation City	New Neighborhoods Previously Served by FD-41	New Neighborhoods Previously Served by Woodinville or Redmond
Est. Prelim. Levy Rate (11/17/15)	\$ 1.44510	\$ 1.50764	\$ 1.40509
Est. Final Levy Rate (1/22/16)	\$ 1.40415	\$ 1.46661	\$ 1.36411
Difference	\$ (0.04095)	\$ (0.04103)	\$ (0.04098)

Final Levy Recap:

	Amount
2015 Regular Levy	26,879,307
Optional 1 percent Increase	268,793
New Construction	411,394
Other Adjustments^	68,358
Total Regular Levy	27,627,852
Excess Levy	574,065
Total 2016 Final Levy	28,201,917
Separate Fire District 41 Debt Service Levy	480,176

^ Other adjustments include re-levy for prior-year refunds and any levy corrections or omissions.

ORDINANCE O-4530

AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2016, THE SECOND YEAR OF THE CITY OF KIRKLAND'S 2015-2016 FISCAL BIENNIUM AND REPEALING ORDINANCE 4500.

1 WHEREAS, the City Council previously held a public hearing on
2 November 17, 2015, to consider amendments to the 2015-2016 Biennial
3 Budget; and

4
5 WHEREAS, the City Council and the City Manager have considered
6 the anticipated financial requirements of the City of Kirkland for the
7 fiscal year 2016; and

8
9 WHEREAS, pursuant to RCW 35A.33.135, the City Council is
10 required to determine and fix by ordinance the amount to be raised by
11 ad valorem taxes; and

12
13 WHEREAS, on November 17, 2015 the City Council passed
14 Resolution 5167, which made a finding of substantial need under RCW
15 84.55.0101, which authorizes a limit factor of 101 percent for the
16 property tax levy for 2016; and

17
18 WHEREAS, on November 17, 2015, the City Council passed
19 Ordinance 4500 which was the preliminary property tax levy; and

20
21 WHEREAS, the City Council wishes to repeal the preliminary
22 property tax levy and pass the final tax levy based upon the most recent
23 property tax levy data provided by King County; and

24
25 WHEREAS, RCW 84.55.120 requires that the increase in the levy
26 over the prior year shall be stated both as to dollars and percentage;

27
28 NOW, THEREFORE, the City Council of the City of Kirkland do
29 ordain as follows:

30
31 Section 1. Ordinance 4500 passed November 17, 2015, is hereby
32 repealed.

33
34 Section 2. The regular property tax levy for the year 2016 is fixed
35 and established in the amount of \$27,627,852. This property tax levy
36 represents a dollar increase of \$268,793 and a percentage increase of
37 1.0 percent from the previous year, excluding the addition of new
38 construction, improvements to property, any increase in state-assessed
39 property, and administrative refunds as shown below:

	Amount
2016 Regular Levy	27,627,852
Less 2015 Levy	26,879,307
Less New Construction	411,394
Less Refunds	68,358
Total Increase	268,793
Percent Increase	1.00%

40 Section 3. There is levied for 2016 upon all property, both real
41 and personal, within the City of Kirkland, Washington, and within the
42 area subject to tax levies for the principal and interest of all general
43 obligation bond issues, a total voted property tax of \$574,065 on the
44 total of assessed valuation for such property.

45
46 Section 4. This ordinance shall be in force and effect five days
47 from and after its passage by the Kirkland City Council and publication,
48 as required by law.

49
50 Passed by majority vote of the Kirkland City Council in open
51 meeting this ___ day of _____, 2016.

52
53 Signed in authentication thereof this ___ day of _____, 2016.

MAYOR

Attest:

City Clerk

Approved as to Form:

City Attorney



CITY OF KIRKLAND
Department of Parks and Community Services
123 Fifth Avenue, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Lynn Zwaagstra, Director, Parks and Community Services
Date: August 29, 2016
Subject: Request for New Position for Parks and Community Services

RECOMMENDATION:

It is recommended that council approve the request for a new position for the Parks and Community Services Department to implement new registration software and a new customer service initiative. The 2016 costs of the position would be paid for by the Recreation Registration software capital project as described in the attached fiscal note. By approving this item with the consent calendar, the Council will authorize a new position within the Department.

BACKGROUND:

Three primary factors are driving Parks and Community Services to implement new technology and align staff and customer service processes to better meet the needs of the community.

1. Current customer registration technology in use (Class software) will be rendered obsolete by the developer in 2017. A new recreation software is being selected, with an implementation timeline throughout fall 2016 to "go live" in January, 2017.
2. Annexation has increased demand for and use of both park and recreation services.
3. Previous budget cuts decentralized customer service functions to various staff which has evolved into numerous different pricing models, policies and processes that now create significant confusion and difficulty for Kirkland citizens.

The confluence of these factors is the impetus for implementing new technology and updating business practices. Parks and Community Services has a vision to provide improved customer service by merging multiple customer service locations, policies, processes, and pricing into one unified business model. The goal is to provide "one stop shopping" for customers, create a user friendly system and assure the community of a timely and informed response to their inquiries.

To accomplish this goal, Parks and Community Services is proposing to create a Customer Service Supervisor position now. This position will implement and manage the new recreation software, integrate department policies and pricing models, staff an integrated customer service office created through the move of the Department's main office to City Hall, and develop a comprehensive marketing and outreach program.

While a new position is being created, the Department expects the new software implementation to create significant efficiencies across several positions that will allow the elimination of an FTE through attrition in 2017.

Attachment

FISCAL NOTE

CITY OF KIRKLAND

Source of Request							
Lynn Zwaagstra, Director, Parks and Human Services							
Description of Request							
Funding of \$27,211 for a 1.0 FTE Customer Service Supervisor from October-December 2016 for implementation of new Recreation Registration system funded from the related capital project (CIT 0802). Temporary increase in FTE authority as described in the attached memo.							
Legality/City Policy Basis							
Fiscal Impact							
One time use of \$27,211 from Recreation Registration System Replacement CIT 0802 capital project. This project is able to fully fund this request.							
Recommended Funding Source(s)							
<i>Reserve</i>	Description	2016 Est End Balance	Prior Auth. 2015-16 Uses	Prior Auth. 2015-16 Additions	Amount This Request	Revised 2016 End Balance	2016 Target
	N/A					0	
<i>Revenue/Exp Savings</i>							
<i>Other Source</i>	Recreation Registration System Replacement (CIT 0802) capital project						
Other Information							

Prepared By	Neil Kruse, Senior Financial Analyst	Date	August 30, 2016
-------------	--------------------------------------	------	-----------------



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

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

Date: August 30, 2016

Subject: City Council Policies and Procedures Update

RECOMMENDATION:

City Council approves the attached resolution amending the City Council Policies and Procedures to provide for requested updates to its section 3.24, "Remote Attendance at Council Meetings."

BACKGROUND DISCUSSION:

Following the July 19, 2016 annual review of City Council Policies and Procedures, a request for an additional amendment to section 3.24 was made and referred to the Finance and Administration Committee.

The Committee reviewed the attached draft (showing strike-through and underlined proposed changes) at its August 30, 2016 meeting and expressed support for the amendments.

The amendments have been incorporated into the draft Policies and Procedures document attached to the proposed Resolution for Council consideration. The Amendments:

- Amend Section 3.24 to allow for remote attendance for the entirety of a meeting, a portion of the meeting, or for specific agenda items only.
- Remove the current limitation on the number of times a Councilmember can participate remotely in any given year; and
- Retain the requirement that the remote participation be approved by a majority of the Council, whether participating via physical presence or remotely.

Council may choose to adopt the proposed changes or amend them as desired.

**CITY OF KIRKLAND
CITY COUNCIL POLICIES AND PROCEDURES**

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

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

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

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

- a. The presiding officer shall confirm and announce that all present at the meeting and in the remote location can clearly hear all other parties and (as appropriate) access visual content that may be presented.
- b. With such confirmation, Council Members – whether they are physically at the meeting or at a remote location - constituting a majority may approve the use of remote communication for all or any specified portion of the meeting.

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

RESOLUTION R-5206

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING AMENDMENTS TO SECTION 3.24 OF THE KIRKLAND CITY COUNCIL POLICIES AND PROCEDURES, AND READOPTING ALL OF THE COUNCIL POLICIES AND PROCEDURES.

1 WHEREAS, the City Council approved updated and consolidated
2 City Council Policies and Procedures, as recommended by the Finance
3 and Administration Committee, with the passage of Resolution R-5201
4 on July 19, 2016; and

5
6 WHEREAS, at the July 19, 2016, meeting the Council also
7 provided direction to staff to return with proposed amendments to the
8 City Council Policies and Procedures; and

9
10 WHEREAS, the Finance and Administration Committee now
11 recommends that the full Council amend Section 3.24 entitled "Remote
12 Attendance at Council Meetings" to the City Council Policies and
13 Procedures and that the Council readopt all of the Council Policies and
14 Procedures; and

15
16 WHEREAS, the Council desires that City government be
17 transparent and accountable to the public; and

18
19 WHEREAS, the City Council seeks to govern in a manner that is
20 responsive to the community, in collaboration with City management,
21 and in a business-like and professional manner; and

22
23 WHEREAS, written principles, policies and procedures best
24 assure an atmosphere conducive to principled, accountable and
25 transparent governance.

26
27 NOW, THEREFORE, be it resolved by the City Council of the City
28 of Kirkland as follows:

29
30 Section 1. The amended "City of Kirkland City Council Policies
31 and Procedures" dated September 2016, attached as Exhibit A and
32 incorporated by this reference are approved.

33
34 Passed by majority vote of the Kirkland City Council in open
35 meeting this ____ day of _____, 2016.

36
37 Signed in authentication thereof this ____ day of _____,
38 2016.

MAYOR

Attest:

City Clerk

CITY OF KIRKLAND CITY COUNCIL POLICIES AND PROCEDURES



September 2016

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CHAPTER 1: CITY COUNCIL VISION AND GOALS

1.01 Vision. Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

1.02 Goals — Purpose. The purpose of the City Council Goals is to articulate key policy and service priorities for Kirkland. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community towards the stated goals. Council goals are long term in nature. The City's ability to make progress towards their achievement is based on the availability of resources at any given time. Implicit in the allocation of resources is the need to balance levels of taxation and community impacts with service demands and the achievement of goals.

1.03 Operational Values. In addition to the Council goal statements, there are operational values that guide how the City organization works toward goal achievement:

- **Regional Partnerships** – Kirkland encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond the our boundaries.
- **Efficiency** – Kirkland is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment. We believe that a culture of continuous improvement is fundamental to our responsibility as good stewards of public funds.
- **Accountability** – The City of Kirkland is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals. Performance measures will be both quantitative and qualitative with a focus on outcomes. The City will continue to conduct a statistically valid citizen survey every two years to gather qualitative data about the citizen's level of satisfaction. An annual Performance Measure Report will be prepared for the public to report on our progress.
- **Community** – The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals will be respectful of neighborhood identity while supporting the needs and values of the community as a whole.

The City Council Goals are dynamic. They should be reviewed on an annual basis and updated or amended as needed to reflect citizen input as well as changes in the external environment and community demographics.

1.04 City Council Goals

NEIGHBORHOODS

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

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

PUBLIC SAFETY

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

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

HUMAN SERVICES

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

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

BALANCED TRANSPORTATION

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

Goal: To reduce reliance on single occupancy vehicles and improve connectivity and multi-modal mobility in Kirkland in ways that maintain and enhance travel times, safety, health, and transportation choices.

PARKS, OPEN SPACES AND RECREATIONAL SERVICES

Value Statement: Kirkland values an exceptional park, natural areas and recreation system that provides a wide variety of opportunities aimed at promoting the community's health and enjoyment.

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

DIVERSE HOUSING

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

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

FINANCIAL STABILITY

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

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

ENVIRONMENT

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

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

ECONOMIC DEVELOPMENT

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

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

DEPENDABLE INFRASTRUCTURE

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

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

CHAPTER 2: CITY COUNCIL CODE OF CONDUCT

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

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

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

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

We assure fair and equal treatment of all people.

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

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

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

We show no tolerance for intimidating behaviors.

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

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

Our actions inspire public confidence in Kirkland government.

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

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

We respect differences and views of other people.

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

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

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

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

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

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

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

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

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

CHAPTER 3: CITY COUNCIL MEETINGS

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

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

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

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

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

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

13. Items from the Audience
14. Adjournment

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

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

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

1. During the time for "Items from the Audience," speakers may not comment on matters which are scheduled for a public hearing, or quasi-judicial matters. The Council will receive comments on other issues, whether the matter is on the agenda for the same meeting or not. When possible, items on the agenda will be marked with an asterisk when the Council cannot receive comments on such matters during the time for "Items from the Audience."
2. During the times for "Items from the Audience," whether at the beginning or end of the meeting, each speaker will be limited to three minutes. No more than three speakers may address the Council on any one subject. However, if both proponents and opponents wish to speak, then up to three proponents and up to three opponents of the matter may address the Council. Unless it is 10:00 p.m. or later, speakers may continue to address the Council during an additional Items from the Audience period at the end of the meeting; provided, that the total amount of time allotted for the additional Items from the Audience period shall not exceed 15 minutes. A speaker who addressed the Council during the earlier Items from the Audience period may speak again, and on the same subject, however, speakers who have not yet addressed the Council will be given priority.

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

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

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

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

3.09 Regional and Committee Reports. The Councilmember representative or chair of each respective regional or other committee, or the Councilmember acting for him/her in his/her place, shall submit or make all reports to the Council related to new or significant items or when so requested by the presiding officer or any member of the Council.

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

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

3.11 Rules for Councilmember Conduct.

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

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

1. To adjourn, to table or continue a matter,
2. To go into or out of executive session,
3. To schedule a special meeting of the City Council,
4. To add or remove items on a future Council meeting agenda,
5. To approve or authorize the sending of a letter or other communication so long as the letter or communication sets forth a policy or position previously agreed to by a majority of the entire Council membership,
6. To establish the date for a public hearing, unless such hearing is required to be set by ordinance or resolution,
7. To authorize call for bids or requests for proposals, and

8. To approve a Consent calendar, provided that any ordinance, any grant or revocation of franchise or license, or any resolution for payment of money included on the Consent calendar, has first been removed.

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

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

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

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

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

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

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

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

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

3.22 Procedure for Considering Process IIA Appeals. The City Council shall consider a Process IIA appeal under Kirkland Zoning Code (KZC) Chapter 150 at one meeting, and shall vote on the appeal at the next or a subsequent meeting, in order for the Council to gather more information from the record and consider the appeal; provided, that the Council, by a vote of at least five members, may suspend this rule and consider and vote on the appeal at the first meeting. The Council's vote (to affirm, modify or reverse the decision of the Hearing Examiner, or direct the Hearing Examiner to hold a rehearing) shall occur within 60 calendar days of the date on which the letter of appeal was filed, pursuant to KZC 150.125.

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

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

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

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

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

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

- a. The presiding officer shall confirm and announce that all present at the meeting and in the remote location can clearly hear all other parties and (as appropriate) access visual content that may be presented.
- b. With such confirmation, Council Members – whether they are physically at the meeting or at a remote location - constituting a majority may approve the use of remote communication for all or any specified portion of the meeting.
- c. Unless the Council Member is participating remotely for the entire meeting, when the portion of the Council meeting for which remote attendance has been

approved has concluded, the presiding officer shall announce the same and the attendance of the Council Member communicating remotely shall end. The City Clerk shall record the beginning and ending times of the remote attendance.

- d. In the event that a remote communication link is broken or significantly degraded such that it no longer meets the full requirements of this section, the presiding officer shall confirm the loss of service and announce the close of the remote attendance. The attendance of the Council Member communicating remotely shall end. The City Clerk shall record the time of the closure.
3. Requirements of the System. The Council Member attending remotely must be able to hear the discussion on the agenda item taking place in the Council chambers, and must be able to be heard by all present in Council Chambers.
 4. For purposes of voting, remote attendance at a Council meeting shall be considered equal to being physically present at the meeting. All votes conducted with a Council Member attending remotely shall be conducted by roll call.

CHAPTER 4: STUDY SESSIONS AND RETREATS

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

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

CHAPTER 5: COUNCIL COMMUNICATIONS

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

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

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

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

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

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

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

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

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

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

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

must be placed on the record by the Councilmember at the time the matter is before the City Council for consideration.

- c. In order to demonstrate- openness and a willingness to listen to the entire community, Councilmember posts on social media sites should be made through a public-facing page or by marking individual posts as available to the public as a whole.
 - d. When commenting on a post or an article published by someone other than a Councilmember, a link to the standard disclaimers in Section 2 should be included within the thread.
6. If a Councilmember makes a factual error in a public communication, it should be corrected as soon the error comes to light. Blog posts may be corrected by amending a previous post with a note that a correction was made.
7. Retention of Council Electronic Communications and Social Media Content. All email and text messages, files downloaded from outside sources and other electronic files, relating to the conduct of government or the performance of any governmental or proprietary function, are considered official City business records and are subject to the Washington State Public Records Act and the laws governing the retention and destruction of public records.¹
- a. Email messages sent or received via City email addresses are captured by the City archiving system servers. Council communications are potentially archival and will be retained in accordance with the State retention schedule.
 - b. Email messages sent or received using personal addresses should be forwarded to the member's City account, but should also be maintained in their original form to preserve associated metadata. Attachments should be saved to City server drives as appropriate.
 - c. Text message records are maintained by the communications carrier/providers with varying policies and practices, and can be difficult to retrieve and to maintain in accordance with State law. At this time, Councilmembers should only use text messaging for transitory communications and not to discuss City business.
 - d. Social Media postings should be captured via screen shots which are emailed to, and retained in, the Councilmember's City email account as an interim archiving method pending selection of an appropriate social media archiving technology solution.
 - e. Members should consult with the City Clerk's Office for assistance with any retention questions.
8. Use of City-owned equipment to update personal social media sites or email accounts is subject to Administrative Policy 7.1 which allows for incidental use of City equipment for personal needs provided the activity does not cause the City to incur additional cost or liability or pose additional risk to security, privacy or conflict with any other City policy. Use of City-owned equipment or email accounts for campaign purposes is prohibited by RCW 42.17A.555.

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

CHAPTER 6: PROCLAMATIONS

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

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

CHAPTER 7: COUNCIL COMMITTEES

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

There are four standing Council Committees:

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

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

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

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

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

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

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

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

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

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

7.05 Council Standing Committees.

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

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

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

CHAPTER 8: BOARD AND COMMISSION APPOINTMENTS

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

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

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

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

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

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

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

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

8.06 Term Limitations. No individual shall serve more than two full four-year terms as a member of a City of Kirkland appointed advisory board; provided, if an individual is appointed to fill 365 days or less of an unexpired term and serves that term, the individual is eligible to apply for and serve two additional four-year terms. If an individual is appointed to fill 366 days or more of an unexpired term and serves that term, the individual would be eligible to apply for and serve for only one additional four-year term.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



CITY OF KIRKLAND

Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Barry Scott, Purchasing Agent

Date: August 26, 2016

Subject: REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF SEPTEMBER 6, 2016.

This report is provided to apprise the Council of recent and upcoming procurement activities where the cost is estimated or known to be in excess of \$50,000. The "Process" column on the table indicates the process being used to determine the award of the contract.

The City's major procurement activities initiated since the last report, August 4, 2016, are as follows:

	Project	Process	Estimate/Price	Status
1.	Acoustic Upgrades at Kirkland Justice Center	Job Order Contract	\$172,116.97	Work order issued to Saybr Contractors, Inc. of Tacoma.
2.	Engineering Consulting Services for CKC Stormwater Drainage Headwall Repair	A&E Roster Process	\$132,746.00	Contract awarded to HWA GeoSciences, Inc. of Bothell based on qualifications per RCW 39.80.
3.	Engineering Consulting Services for 2016 Annual Sidewalk Maintenance	A&E Roster Process	\$54,325.00	Contract awarded to WHPacific, Inc. of Bothell based on qualifications per RCW 39.80.

Please contact me if you have any questions regarding this report.



CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Lorrie McKay, Intergovernmental Relations Manager
Date: August 29, 2016
Subject: RESOLUTION SUPPORTING INITIATIVE MEASURE NO. 735, CONCERNING A PROPOSED AMENDMENT TO THE FEDERAL CONSTITUTION

RECOMMENDATION:

City Council hold a public hearing and consider the attached Resolution expressing support of Initiative Measure No. 735, which concerns a proposed amendment to the federal constitution (Attachment A), which will be on the general election ballot in November 2016.

BACKGROUND:

According to the Secretary of State, Initiative to the Legislature 735 was designed to overturn the 2010 U.S. Supreme Court Citizens United decision by ensuring that constitutional rights apply only to individuals and not corporations.

Proponents of I-735 gathered 330,000 signatures before the 2016 Legislature met, enough to put the measure on the November 2016 ballot because lawmakers chose not to act on the proposal during the 2016 legislative session. If voters approve it, Washington State will join 18 other states in passing a resolution against Citizens United.

The certified ballot title for Initiative Measure No. 735 reads as follows:

Initiative Measure No. 735 concerns a proposed amendment to the federal constitution.

This measure would urge the Washington state congressional delegation to propose a federal constitutional amendment that constitutional rights belong only to individuals, not corporations, and constitutionally-protected free speech excludes the spending of money.

Should this measure be enacted into law?

() Yes

() No

The ballot summary is as follows:

The measure would urge the Washington state congressional delegation to propose a federal constitutional amendment clarifying that constitutional rights belong only to individuals, not corporations; that spending money is not free speech under the First Amendment; that governments are fully empowered to regulate political contributions and expenditures to prevent undue influence; and that political contributions and expenditures must be promptly disclosed to the public. The measure would urge the legislature to ratify such an amendment.

[Explanatory Statement on the Secretary of State's Elections Division web site](#)

The Law as it Presently Exists

The United States Supreme Court has held that the First Amendment to the United States Constitution protects the right of individuals to contribute money to candidates running for office and to spend money independently to support or oppose candidates. In 2010, the Court held in a case called *Citizens United v. Federal Election Commission*, 558 U.S. 310 (2010), that the First Amendment also gives corporations a right to independently spend money to support or oppose candidates.

An amendment changing the United States Constitution may be proposed either by the United States Congress or by a constitutional convention called for by two-thirds of the States' legislatures. A proposed amendment becomes a part of the Constitution if it is ratified by three-fourths of the States. The amendment process is described in Article V of the United States Constitution.

The Effect of the Proposed Measure, if Approved

The measure would urge Washington's current and future members of Congress to propose a joint resolution to amend the United States Constitution. The proposed amendment would state that constitutional rights belong only to individual human beings; that spending money is not free speech under the First Amendment; that governments are fully empowered to regulate political contributions and expenditures to prevent undue influence on government; and that political contributions and expenditures must be promptly disclosed to the public.

The measure would urge Washington's members of Congress to choose an amendment ratification method that will best ensure that the people are heard and represented during the ratification process. It would also urge current and future Washington legislatures to ratify such an amendment when passed by the United States Congress and delivered to the States for ratification.

Finally, the measure would provide that immediately after the measure is enacted, the Washington Secretary of State is directed to deliver copies of the measure to the Washington State Governor, all current members of the Washington State Legislature, all current members of the United States Congress, and the President of the United States.

Fiscal Impact Statement for Initiative 735

Initiative 735 would have no significant fiscal impact on state or local governments. The initiative requires the Secretary of State to immediately deliver copies of the initiative when enacted to listed elected officials, which would cost approximately \$325.

Assumptions for Analysis of Initiative 735

The initiative is a request to Washington's current and future congressional delegation to propose a joint resolution for an amendment to the U.S. Constitution clarifying five items:

1. Constitutional rights are rights only to human beings.
2. The judiciary may not equate spending money with freedom of speech.
3. All political contributions and expenditures must be disclosed prior to elections.
4. Governments may regulate political contributions and expenditures to prevent undue influence.
5. This act does not limit the people's rights under the First Amendment of the U.S. Constitution.

When enacted, the Secretary of State is directed to immediately deliver copies of the initiative to the governor, all current member of the state Legislature, all current members of the U.S. Congress and the president of the United States, which totals approximately 684 people. Assuming the initiative is delivered by first class postage at \$.47 per piece of mail, the cost to fulfill this provision is estimated at \$325.

OUTREACH TO CAMPAIGNS "FOR" AND "AGAINST":

The Secretary of State's general election voters' guide includes arguments "For" and "Against" Initiative Measure No. 735 (Attachment B).

Staff reached out to representatives of the Vote Yes I- 735 Campaign and to representatives of the No on I-735 Campaign, in an effort to gather information from both perspectives, and to invite representatives to the September 6 public hearing.

www.wamend.org/ is the web site for Vote Yes I-735. This web site provides information about the initiative (Attachment C).

www.firstamendmentdefenders.weebly.com/ is the web site for No on I-735. This web site provides information about the initiative (Attachment D).

COUNCIL ACTION:

Under RCW 42.17A.555, the Council may vote on a resolution to support or oppose a ballot proposition "so long as

- (a) any required notice of the meeting includes the title and number of the ballot proposition, and
- (b) members of the legislative body or members of the public are afforded an approximately equal opportunity for the expression of any opposing view;..."

Following the public hearing, Council may: approve or reject the proposed resolution; modify the resolution; ask staff to provide additional information for action at a later date; or take no action on the resolution.

- Attachments:
- A. Full text of Initiative Measure No. 735
 - B. Voter Pamphlet Arguments (For and Against)
 - C. Yes on I-735 Information (from campaign website)
 - D. No on I-735 Information (from campaign website)

Initiative Measure No. 735

filed March 25, 2015

An Act Relating to the influence of corporations and money in our political system; and creating new section.

BE IT ENACTED BY THE PEOPLE OF THE STATE OF WASHINGTON:

New Section. **Sec. 1.** INTENT

This act declares that the people of Washington State support amending The Constitution of the United States to eliminate the undue influence of concentrated money and political power on elections and governmental policy. The amendment would overturn decisions by the Supreme Court of the United States extending constitutional rights to corporations and other artificial legal entities as well as those decisions equating the spending of money with free speech. It also provides for the regulation and disclosure of political contributions and spending.

New Section. **Sec. 2.** FINDINGS

1. Free and fair elections, as well as honest representation, are essential to self-determination and self-governance as described in The Declaration of Independence and established in The Constitution of the United States.
2. The American people have lost faith in the political process because their voices are not heard and their interests are not represented. Thus, an ever smaller percentage of Americans is motivated to vote.
3. The U.S. Constitution makes no mention of corporations or other artificial entities; there are no provisions extending rights to such entities. However, through a series of decisions equating a "corporation" with a "person," the U.S. Supreme Court extended to corporations the constitutional rights and protections intended for people only.
4. Unlike human beings, corporations can exist in perpetuity and in many countries at the same time. As a result many large corporations, both foreign and domestic, invest in campaigns to invalidate or bypass regulatory law intended to protect the public. Thus, corporate participation in the political process often conflicts with the public interest.
5. Money is property; it is not speech. Nowhere in the U.S. Constitution is money equated with speech. Because advertising is limited and costly, equating the spending of money with free speech gives those with the most money the most speech.
6. Whenever special interests, including very wealthy individuals, are able to spend unlimited amounts of money on political speech, candidates and officeholders can be corrupted and intimidated, and the free speech of most citizens is drowned out and denied. Monopolizing public speech neither promotes nor protects free speech.
7. Anonymous contributions and spending for political gain promote dishonesty and corruption, preventing voters from assessing the motives of the speaker. The public must be able to hold funders of political speech accountable when their messages prove false or misleading. Full and prompt disclosure of funding sources is essential to an informed electorate, fair elections, and effective governance.
8. Article V of the U.S. Constitution empowers the people and the states to use the amendment process to correct egregious decisions by the U.S. Supreme Court that subvert our representative government.

New Section. **Sec. 3. POLICY & PROMOTION**

The voters of the State of Washington urge immediate action by the current and future Washington State congressional delegations to propose a joint resolution for an amendment to The Constitution of the United States clarifying that:

1. The rights listed and acknowledged in The Constitution of the United States are the rights of individual human beings only.
2. The judiciary shall not construe the spending of money to be free speech under the First Amendment of The Constitution of the United States. Federal, state, and local governments shall be fully empowered to regulate political contributions and expenditures to ensure that no person or artificial legal entity gains undue influence over government and the political process.
3. All political contributions and expenditures shall be disclosed promptly and in a manner accessible to voters prior to elections.
4. This act does not limit the people's rights to freedom of speech, freedom of the press, free exercise of religion, or freedom of association.

New Section. **Sec. 4. RECOMMENDATION TO CONGRESS**

In accordance with the U.S. Constitution, the voters of the State of Washington urge the Washington state congressional delegation, and the U.S. Congress generally, to include an amendment ratification method which will best ensure that the people are heard and represented during the ratification process.

New Section. **Sec. 5. RECOMMENDATION TO STATE LEGISLATURE**

The voters of the State of Washington urge our current and future Washington state legislatures to ratify such an amendment when passed by Congress and delivered to the states for ratification.

New Section. **Sec. 6. DIRECTION TO SECRETARY OF STATE**

The Washington Secretary of State is authorized and directed to immediately deliver copies of this initiative, when enacted, to the following persons: the governor of the State of Washington, all current members of the Washington State legislature, all current members of the United States Congress, and the president of the United States.

New Section. **Sec. 7. CONSTRUCTION.**

The provisions of this act are to be liberally construed to effectuate the intent, policies, and purposes of this act.

New Section. **Sec. 8. SEVERABILITY.**

If any provision of this act or its application to any person, entity, or circumstance is held invalid, the remainder of the act or the application of the provision to other persons, artificial legal entities, or circumstances is not affected.

New Section. **Sec. 9. MISCELLANEOUS.**

This act is known and may be cited as the "Government of, by, and for the People Act."

Washington Secretary of State, Elections Division

November 8, 2016 General Election

State Measures

[Initiative Measure No. 735, Concerns a proposed amendment to the federal constitution](#)

Argument For	Argument Against
<p data-bbox="110 422 764 457">Big Money is Corrupting Our Political System</p> <p data-bbox="110 489 781 768">The 2010 Supreme Court decision in Citizens United v. FEC and other cases have unleashed unlimited, anonymous campaign dollars from mega-wealthy individuals, corporations, unions, and other special interests. SuperPACs and interest groups spent more than \$1 billion on campaigns in 2012 – almost 3 times more than 2008! This year will be even worse.</p> <p data-bbox="110 806 792 947">Instead of representing the people who elected them, many politicians spend their time courting big donors who expect favors in return. Where does that leave the voice and concerns of the average citizen?</p> <p data-bbox="110 982 699 1018">Congress Will Only Act If We Demand It</p> <p data-bbox="110 1052 781 1367">Although 80% of Republicans and 83% of Democrats support overturning Citizens United, Congress will not act on its own -- politicians profit from business as usual. But when we voters put our voices on record, we hold Congress accountable for inaction. Sixteen states and over 650 municipalities have already passed measures like ours. By adding Washington to the list, we will tell our elected representatives that we want change now.</p> <p data-bbox="110 1402 610 1438">A New Constitutional Amendment</p> <p data-bbox="110 1472 781 1751">Initiative 735 calls on Congress to initiate a Constitutional amendment overturning Citizens United and stipulating that spending money is not protected political speech. The amendment would ensure that contributions are regulated and publicly disclosed. It would also clarify that only people have Constitutional rights -- not corporations or special interest groups.</p> <p data-bbox="110 1787 732 1892">This is about restoring the power of “We the People.” Let’s send a clear message to the other Washington. Vote “yes” on Initiative 735!</p>	<p data-bbox="824 457 1484 596">Initiative 735 is a dangerous proposal to allow government censorship. This would be the first Constitutional amendment since prohibition to take rights away.</p> <p data-bbox="824 632 1312 667">Silencing speech is undemocratic</p> <p data-bbox="824 701 1507 947">Citizens should have as much opportunity to share and receive information as possible. Silencing certain speakers is counterproductive. Forbidding citizens from spending their money spreading their beliefs is totalitarian, not democratic. We can, we must, find solutions that expand, instead of taking away, our rights. Vote no I-735.</p> <p data-bbox="824 982 1338 1018">Initiative 735 opens Pandora’s Box</p> <p data-bbox="824 1052 1507 1436">Initiative 735 allows censorship of both profit and nonprofit corporations. Government would be free to censor news, books, movies, music, and your favorite charity. If a corporation made it, government could censor it. Should we empower congressional Republicans to censor corporations including Planned Parenthood, Playboy, PETA and WashPIRG? Absolutely not. Should we empower congressional Democrats to censor CareNet, Fox News, National Organization for Marriage and the NRA? Absolutely not. Vote no I-735.</p> <p data-bbox="824 1472 1279 1507">We need more speech, not less</p> <p data-bbox="824 1541 1500 1787">To prohibit spending money on speech would severely hamper public discourse. The Founders wisely protected freedom of speech and press, even though the historic printing press cost money. The best protection for diverse speech is keeping centralized regulators like Congress from controlling the marketplace of ideas. Vote no I-735.</p> <p data-bbox="824 1822 1219 1858">We can require disclosures</p> <p data-bbox="824 1892 1484 1961">The Citizens United ruling allows government to require disclosure of political contributions. We can</p>

	bolster disclosure requirements without amending the Constitution. Vote no I-735.
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Rebuttal of Argument Against	Rebuttal of Argument For
<p>Initiative 735 will not limit freedom of speech or freedom of the press. It will keep moneyed special interests from having a louder voice than "We the People." We support Initiative 735 because we believe in freedom of speech for everyone, not just Super PACs, corporations, and wealthy individuals who monopolize the media with attack ads and misinformation. Spending unlimited, secret campaign money is legalized bribery. If you cherish free speech, vote "Yes" on 735!</p>	<p>"Amendment I. Congress shall make no law abridging the freedom of speech, or of the press....." I-735 seeks to destroy freedom of speech by amending the Constitution. I-735 seeks to censor corporations such as the Seattle Times, the Tacoma News Tribune, the Spokane Spokesman-Review, Disney/ABC, Comcast/NBC, Time Warner/CNN, CBS, the New York Times, Planned Parenthood, the Sierra Club, Facebook, Twitter, Google and the Corporation for Public Broadcasting. Vote No on I-735.</p>

Argument Prepared By	Argument Prepared By
<p>Cindy Black, Coordinator, Washington Coalition to Amend the Constitution (WAmend); Alice Woldt, Executive Director, Fix Democracy First; Ben Stuckart, President, Spokane City Council; Jim Street, Former Superior Court Judge; Lyda Pierce, Rev. Dr. Latino/Hispanic Ministries United Methodist Church; Pramila Jayapal, State Senator 37th District, founder One America</p> <p>Contact: (206) 547-9961 info@wamend.org; WAmend.org</p>	<p>Rebecca Faust, First Amendment defender; Kelly Houghton, First Amendment defender</p> <p>Contact: www.firstamendmentdefenders.weebly.com; firstamendmentdefenders@protonmail.com</p>



Frequently Asked Questions A New Constitutional Amendment

What will it take to overturn Citizen United and related Supreme Court decisions?

There are only three ways a Supreme Court ruling can be overturned. First, the Supreme Court could do so itself via a new case. Or Congress, pushed by the people, can pass a Constitutional amendment with a 2/3 majority in each house and then ratification from by 3/4 of the states' legislatures. The last way involved a Constitutional Convention called for by 38 states' legislatures that would then be voted on by randomly selected constituents serving.

What would the constitutional amendment do?

The Amendment would overturn Supreme Court decisions extending to corporations the same Constitutional rights as living, breathing people and empower federal, state and local governments to regulate and require disclosure of political contributions and expenditures to ensure that no person or artificial legal entity gains undue influence over government and the political process

Is a Constitutional amendment the appropriate response?

Yes. We have amended the Constitution 27 times. Seven of those amendments overturned Supreme Court decisions.

Will the proposed Amendment limit free speech?

The amendment would not limit the content of speech in any way. It would limit the amount of money that can be spent by individuals, corporations and other entities to dominate political discourse that drowns out the speech of most citizens and corrupts the political process.

Does the proposed amendment limit freedom of the press?

The First Amendment treats freedom of speech and freedom of the press separately. The amendment would not limit freedom of the press in any way.

Will the proposed amendment prevent people from joining together into political parties, citizens' organizations, associations or other groups?

The proposed amendment would not change constitutionally protected freedom of association. People will continue to be free to associate with others to engage in political activity. However, the amount of money that such organizations contribute to political campaigns could be regulated.

Corporate Personhood

Why does the WAmend Initiative include all corporate rights?

Corporations are not mentioned in the Constitution; consequently, they have no rights in the Constitution. However, over the years and through numerous court cases, corporations have successfully claimed constitutional rights when the rights and responsibilities they actually have are those mandated by statute in the charters they are granted by the states, not by the Constitution. The WAmend ballot initiative has no intention of hindering corporations' abilities to operate and do business in accordance with their established charters.

Limiting the language of our initiative to First Amendment Free Speech rights would be tantamount to supporting corporate claims that they do have other rights under the Constitution, which they do not. That is why we are calling for a constitutional amendment that clarifies that *all* rights under the Constitution are the rights of human beings only.

What Constitutional Rights have corporations successfully claimed?

- 1st Amendment Free Speech rights. Corporations use these rights, meant to protect human beings from the power of the state, to influence elections through political “contributions” (more like “investments”); to advertise for guns, tobacco and other dangerous products over the objections of communities; to avoid having to label genetically modified foods.
- 4th Amendment Search and Seizure rights. Corporations have used these rights to avoid subpoenas for unlawful trade and price fixing and to prevent citizens, communities and regulatory agencies from stopping corporate pollution and other assaults on people or the commons (e.g., prohibiting regulators from making surprise inspections).
- 5th Amendment Takings, Double Jeopardy and Due Process rights. Corporations use these rights to be compensated for property value lost (e.g., future profits) when regulations are established to protect homeowners or communities; to ensure they cannot be retried after a judgment of acquittal in court; to ensure that the granting of property to a corporation by a public official cannot be unilaterally revoked by a subsequent public official or Act of Congress.
- 7th Amendment Right to Trial by Jury. This amendment codifies the right to a jury trial in certain civil cases, and inhibits courts from overturning a jury's findings of fact. In *Ross v. Bernhard*, corporations get 7th Amendment right to jury trial in a civil case. The Court implies that the corporation has this right because a shareholder in a derivative suit would have that right.

- 14th Amendment Due Process and Equal Protection corporate rights. Corporations have used these rights to build chain stores and erect cell towers against the will of communities; oppose tax and other public policies favoring local businesses over multinational corporations; resist democratic efforts to prevent corporate mergers and revoke corporate charters through citizen initiatives. 14th Amendment rights, originally enacted to free slaves from oppression, were seen by corporations as a grand opportunity to also get equal protection. Between 1890 and 1910, more than 300 Supreme Court cases were heard under the 14th Amendment: 288 by corporations and only 19 by African Americans.
- Commerce Clause-related rights. Corporations have used this section of the Constitution (Article 1, Section 8), for example, to ship toxic waste from one state to another over the “health, safety and welfare” objections of communities by claiming the waste isn’t actually “waste” but “commerce.”
- Contracts Clause-related rights. The Supreme Court ruled in *Dartmouth vs. Woodward* (1819) that a corporation is as a party in a private contract based on the Contracts Clause (Art 1, Sec 10) rather than being a creature of public law. Even though the state creates a corporation when it issues a charter, that state is not sovereign over the charter, merely a party to the contract. Thus, corporations became “private contracts” with the state and, therefore, shielded from many forms of control by We the People.

Keep the First Amendment

VOTE NO INITIATIVE 735

Why Vote No?

Initiative 735 is a dangerous proposal to allow government censorship. This would be the first Constitutional amendment since prohibition to take rights away.

Silencing speech is undemocratic

Citizens should have as much opportunity to share and receive information as possible. Silencing certain speakers is counterproductive. Forbidding citizens from spending their money spreading their beliefs is totalitarian, not democratic. We can, we must, find solutions that expand, instead of taking away, our rights. Vote no I-735.

Initiative 735 opens Pandora's Box

Initiative 735 allows censorship of both profit and nonprofit corporations. Government would be free to censor news, books, movies, music, and your favorite charity. If a corporation made it, government could censor it. Should we empower congressional Republicans to censor corporations including Planned Parenthood, Playboy, PETA and WashPIRG? Absolutely not. Should we empower congressional Democrats to censor CareNet, Fox News, National Organization for Marriage and the NRA? Absolutely not. Vote no I-735.

We need more speech, not less

To prohibit spending money on speech would severely hamper public discourse. The Founders wisely protected freedom of speech and press, even though the historic printing press cost money. The best protection for diverse speech is keeping centralized regulators like Congress from controlling the marketplace of ideas. Vote no I-735.

We can require disclosures

The Citizens United ruling allows government to require disclosure of political contributions. We can bolster disclosure requirements without amending the Constitution. Vote no I-735.

RESOLUTION R-5205

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND SUPPORTING INITIATIVE MEASURE NO. 735, CONCERNING A PROPOSED AMENDMENT TO THE FEDERAL CONSTITUTION.

1 WHEREAS, the spending of money by individuals in elections has
2 been construed by the U.S. Supreme Court to be protected free speech
3 under the First Amendment of the Constitution of the United States and
4 those protections have been extended to corporations and other legal
5 entities as well; and

6
7 WHEREAS, previous U.S. Supreme Court decisions have eroded
8 the authority of government to regulate campaign contributions and
9 expenditures; and

10
11 WHEREAS, the prompt disclosure of all political contributions and
12 expenditures in a manner accessible to voters prior to elections is in the
13 best interest of holding free and fair elections; and

14
15 WHEREAS, Initiative 735 seeks to make Washington the 18th
16 state calling for a U.S. constitutional amendment to overturn such
17 decisions; and

18
19 WHEREAS, as allowed by RCW 42.17A.555, the City Council of
20 Kirkland desires to show its support to Initiative 735.

21
22 NOW, THEREFORE, be it resolved by the City Council of the City
23 of Kirkland as follows:

24
25 Section 1. The City Council supports Initiative 735, concerning
26 a proposed amendment to the Federal Constitution.

27
28 Section 2. The City Council urges Kirkland voters to vote yes on
29 Initiative 735.

30
31 Passed by majority vote of the Kirkland City Council in open
32 meeting this ___ day of _____, 2016.

33
34 Signed in authentication thereof this ___ day of _____, 2016.

MAYOR

Attest:

City Clerk



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Lindsay Mumm, Graduate Intern
Tracey Dunlap, Deputy City Manager
Committee Cemetery

Date: August 25, 2016

Subject: KIRKLAND CEMETERY POLICY AND PROCEDURE REVIEW

Recommendation

City Council receives an update on the Kirkland Municipal Cemetery policy and procedure review.

Background

The City operates the Kirkland Municipal Cemetery within the guidelines of both the Administrative Policy Manual, Chapter 6, Policy 6-5 (APM), and Kirkland Municipal Code Chapter 3.92 (KMC). The Cemetery's care, maintenance, and burials are provided by the Parks & Community Services Department, with sales and administration provided by the Finance & Administration Department.

Following some records and documentation issues in 2015, staff began reviewing the Cemetery's policies and procedures, including the following major tasks:

1. Update cemetery forms and procedures to be more comprehensive,
2. Perform a review of cemetery records,
3. Schedule Cemetery Committee meetings on a quarterly basis to review documentation and issues of each prior quarter (the Cemetery Committee includes the Directors of Parks & Community Services and Finance & Administration as well as Cemetery staff in both departments), and
4. Review and update Cemetery Policies for consistency with best practices from the City's insurance pool (WCIA) and local cemeteries.

Director of Finance & Administration, Michael Olson, presented an update on the process to City Council on July 19, 2016. The purpose of this memo is to summarize the results of tasks 1 and 4, conducted by Graduate Intern Lindsay Mumm during June through August 2016.

Policy Review

Staff reviewed the Revised Code of Washington (RCW) related to public cemeteries, KMC 3.92 (Attachment A), and Washington Cities Insurance Authority (WCIA) best practices (Attachment B). A table was created to compare the City's cemetery provisions with the WCIA best practices, the cemetery provisions of 50 other cities in Washington, and relevant RCWs. To narrow the comparison cities, Deputy City Manager, Tracey Dunlap, selected four mid-size cities most similar

to Kirkland: Auburn, Bellingham, Edmonds and Puyallup. Attachment C is an excerpt from the comparison for those cities.

Staff interviewed cemetery managers from Auburn, Bellingham, Edmonds and Puyallup on their cemetery policies and practices. Staff also interviewed Kirkland cemetery administrative staff and Parks operations staff to better understand current practices and identify areas of improvement.

Based on the WCIA best practices, RCWs, and external and internal interviews, staff prepared edits to the APM in track changes mode for consideration by the Cemetery Committee (see draft in Attachment D). An initial draft was presented to the Cemetery Committee on July 20, 2016. A final draft was reviewed at the August 22, 2016 Cemetery Committee meeting. Many of the APM edits sampled language from other Washington public cemetery municipal codes. Key changes include:

- Standardize APM language and content to align with KMC and current practice,
- Update cemetery conduct rules and consequences for violating rules,
- Update listed order of next of kin,
- Add a section to allow for the correction of errors, and
- Clarify the limitation on liability for damage to memorials outside of reasonable care and maintenance.

Changes to administrative policies may be approved by the City Manager as an administrative process and do not require formal Council approval. Staff is planning to bring back a housekeeping ordinance to a future meeting to make minor adjustments to the language in the KMC 3.92 to ensure consistency of terminology between the policies and the KMC.

Procedure Review

Staff reviewed a City cemetery administration staff desk manual from January 2005 and updated it to reflect current practice and procedure improvements (see draft in Attachment E). Key changes include:

- Restructured manual to be a step-by-step guide for cemetery administration staff,
- Clarified communication between cemetery administration staff and Parks operations staff, and
- Clarified when supervisor review is required.

Staff updated Cemetery forms to ensure all necessary information is collected at each stage of the cemetery plot sale and interment/inurnment process. Key changes include:

- A new form to enable Parks operations staff to more easily sign off on cemetery placements or dis-interment/dis-inurnments on-site at the cemetery, and
- Forms for individuals to certify or declare they are next of kin and/or have the right to inter/inurn and dis-inter/dis-inurn remains.

Fee Review

The July 20, 2016 Cemetery Committee meeting generated questions regarding selected fees on the City's cemetery rate schedule (see Attachment F). Staff reviewed the four comparison city cemeteries' fees and conducted follow-up interviews with their cemetery managers to clarify selected prices and services. At the August 22, 2016 Cemetery Committee meeting it was decided that:

- The City should no longer offer City installation of concrete flush marker borders; all borders should be constructed by outside memorial vendors, and
- The City's upright marker setting fee is in line with other public cemeteries and appropriate to cover any future costs to move the marker to accommodate nearby burials.

At a future Cemetery Committee meeting the Committee will review the price of plots and niches and see whether any market-based adjustments should be made to those prices. Staff will inform the Council if such changes are proposed, along with relevant background information supporting any proposed change.

Summary of Recommendations

To summarize, the primary recommendations of the policy and procedure review conducted by the Graduate Intern are:

- Update the APM to better align with RCWs, WCIA best practices, and best practices from a survey of four comparable municipal cemeteries in Washington,
- Update cemetery website to align with the APM edits,
- Update the cemetery administration staff desk manual, and
- Update cemetery property purchase, internment/inurnment, and dis-interment/dis-urnment forms.

Next Steps

The Cemetery Committee is moving forward with the process to implement the recommendations. Staff is continuing with a detailed review of the Cemetery records and another progress report will be provided late in 2016. A housekeeping ordinance to update KMC 3.92 will be brought forward as a consent item to a future meeting.

Chapter 3.92 CEMETERY

Sections:

- [3.92.010](#) Maintenance and operations.
- [3.92.020](#) Cemetery committee.
- [3.92.030](#) Charges for residents and nonresidents.

3.92.010 Maintenance and operations.

The director of parks and community services, or his or her designee, shall be responsible for the maintenance and operation of the Kirkland Cemetery. The director of finance and administration, or his or her designee, shall be responsible for administering the finances of the Kirkland Cemetery. (Ord. 4176 § 2 (part), 2009)

3.92.020 Cemetery committee.

The city manager is authorized and directed to establish the cemetery committee. The committee will consist of the director of finance and administration or designee, the director of parks and community services or designee, and representatives from the parks maintenance and cemetery administration staff.

The cemetery committee shall periodically review and make recommendations to the city manager on: (1) cemetery policies; (2) long-term and operational plans for the cemetery; and (3) rates to be charged for services, burial lots and cremated remains sites.

In determining such rates, the cemetery committee shall take into consideration the cost to the city in rendering services, increases in the Consumer Price Index or other indices, and the rates charged by other cemeteries in the area for services, burial lots and cremated remains sites. The rates recommended by the cemetery committee to the city manager shall become effective upon approval by the city manager and the filing of the rates with the finance and administration department. (Ord. 4491 § 10 (part), 2015; Ord. 4176 § 2 (part), 2009)

3.92.030 Charges for residents and nonresidents.

The rates charged for burial lots and cremated remains sites (niche walls) and services shall be based on whether the lot or site is purchased for a resident or a nonresident of the city of Kirkland. The rates charged for burial lots and cremated remains sites (niche walls) for nonresidents of the city of Kirkland shall be fifty percent higher than the rate for residents of the city of Kirkland. For the purpose of this chapter, a person shall be considered a resident of the city of Kirkland if: (1) he or she was born in the city of Kirkland, or has lived in the city of Kirkland for a period of ten or more continuous years at any point in his or her life, or is a current resident of the city of Kirkland; or (2) he or she has an immediate family member who currently resides in the city of Kirkland. For the purpose of this chapter, an "immediate family member" shall be the spouse, domestic partner, parent, child or sibling of the person. As used in this section, "domestic partner" means a person who meets the city's domestic partner eligibility criteria and signs an affidavit or declaration to that effect. Residency rates will be determined based on the above criteria at the time of purchase. (Ord. 4182 § 1, 2009; Ord. 4176 § 2 (part), 2009)

The Kirkland Municipal Code is current through Ordinance 4527, passed July 19, 2016.

Disclaimer: The City Clerk's Office has the official version of the Kirkland Municipal Code. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.

PAR.01
CEMETERIES

Issued: 01/88
Revised: 12/99
Revised: 02/06
Revised: 06/11
Revised: 06/15

POSSIBLE EXPOSURES:

Members who operate public cemeteries can be exposed to potential claims and lawsuits from injuries or property damage due to lack of or inadequate maintenance, improper mowing operations, misplaced remains or markers relating to inadequate documentation and injuries to employees resulting from poor training programs. Members can also be exposed to regulatory fines or sanctions stemming from failure to comply with statutory mandates.

RECOMMENDED CONTROLS:

All public entities operating cemeteries should adopt policies and procedures as well as rules and regulations. These should include but not be limited to:

1. Definitions of such things as burial, remains, grave, interment, mausoleum, lot, plot, niche, etc.
2. General rules such as hours of operations, traffic control, and orderly conduct.
3. Lot and burial rights, including clear prohibition of discrimination based on any protected class status in accordance with [RCW 49.60.030](#).
4. Lot care: criteria for acceptable markers and headstones, special care, prohibited activities and materials. Such criteria should be strictly content neutral. Acceptable prohibitions may include, for example, regulations based upon size, placement, number, lighting, and the like.
5. Food items should be prohibited due to attracting vermin.
6. Correction of errors: burial and /or markers.
7. Descent of title.
8. Interment and Disinterment: notice, procedures, payment for services.
9. Plants and shrubs: Authorized or unauthorized.
10. Enforcement of rules: procedures for violations.
11. If a Cemetery Board or Commission is created, the make-up of the members and their duties and scope of authority to take action should be clearly stated.
12. Proper survey of cemetery boundary and labeled plot locations.

Contracted Services:

If a public entity contracts with an outside organization for the operation of a public cemetery, a contract should be drafted clearly outlining the responsibilities of each party.

The contract should include indemnification and hold harmless language favorable to the Member as well as insurance coverage required from the contractor. For more specific information regarding indemnification/hold harmless language and insurance requirements, please refer to ADM.21 INSURANCE AND INDEMNITY REQUIREMENTS FOR CONTRACTS.

Cemeteries should comply with [RCW 68.52](#) addressing public cemeteries and morgues. In accordance with [RCW 36.39.030](#), it is the county's responsibility to provide for the disposition of the remains of any indigent person who dies within that county and whose body is unclaimed by relatives or a church organization. Please see [RCW.68.52](#) and [RCW.36.39.030](#).

Inspection and Maintenance:

1. Ground work includes but should not be limited to maintaining markers, mowing grass, pruning trees and other vegetation, and maintaining roadways, sidewalks and the parking areas. These areas of operation should undergo routine inspection and be repaired when necessary
2. Personnel should receive the training necessary to operate the equipment used at the cemetery. They should be supplied with the required Personal Protective Equipment (PPE) and trained on its use.
3. Equipment should be inspected and maintained on a routine basis. Items such as tents, canopies, chairs, etc., should be inspected prior to use to identify and repair or remove any faulty equipment.
4. All maintenance, inspections and repairs should be documented. Documentation should include:
 - a. Date of inspection/repair
 - b. Person conducting the inspection/repair
 - c. Action taken
 - d. Further action necessary, if applicable

For further information please refer to: [PAR.04](#)

5. Unauthorized items should be removed (i.e. decorations over 30 days old, any diseased/dead shrubs or plants, food, etc.).

Records:

Members should comply with the applicable records retention schedules for local governments, principally contained in the *Local Government Common Records Retention Schedule (CORE) & Records Management Manual*, which can be found on-line at: [Local Government Common Records Retention Schedule](#). Agencies should consult the specific records retention schedule prior to purging any documents.

1. When a call for an interment is received the following information should be recorded:
 - a. Date (when call is received)
 - b. Full name of deceased (First, Middle & Last)
 - c. Date of Birth & Date of Death
 - d. Type of vault/burial
 - e. Funeral director in charge – including name, address and phone number
 - f. Next of kin for the deceased – including name, address and phone number
 - g. Date and time of burial
 - h. Follow-up with written agreement for interment arrangements signed by Funeral Director or next of kin.

2. [RCW 68.50.240](#) specifies that: “The person in charge of any premise on which interments or cremations are made shall keep a record of all remains interred or cremated on the premise under his or her charge, in each case stating the name of each deceased person, date of cremation or interment, and name and address of the funeral establishment.”

WCIA/RCW	Definition	Specific topic	Kirkland	Proposed APM change	Auburn	Bellingham	Edmonds	Puyallup	4 select cities	
									No	Yes
WCIA #1	Definitions	Burial, remains, grave, interment, mausoleum, lot, plot, niche, etc	Yes	None	Yes	No	No	Yes	2	2
WCIA #2	General rules	Animal policy	No	Yes, added	No	No	No	Yes	3	1
		Conduct and general rules and regulations	No	Yes, added	No	No	No	No	4	0
		Firearms	No	None	No	No	No	No	4	1
		Traffic control	No	Yes, added	No	No	No	Yes	3	1
WCIA #3 and RCW 49.60.030	Lot and burial rights, prohibition of discrimination	Non-discrimination policy	No	None, the Cemetery is covered by the City's non-discrimination policy	No	No	No	No	4	0
WCIA #4	Lot care	Acceptable markers, special care, prohibited activites/materials	Yes	None	Yes	Yes	No	Yes	1	3
WCIA #5	Food items should be prohibited	Food policy	No	Yes, added	No	No	No	No	4	0
WCIA #6	Correction of errors	Correction of errors	No	Yes, added	No	No	No	No	4	0
WCIA #7 and RCW 68.32.110	Descent of title	Descent of title	Yes, refers to 68.32	None	No	No	No	No	4	0
WCIA #8	Interment and Disinterment	Disinterment	Yes	None	No	No	No	Yes	3	1
		Lot Sales, Ownership and Interment	Yes	Yes, added	Yes	Yes	No	Yes	1	3
WCIA #9	Plants and shrubs	Decorations	Yes	None	Yes	Yes	No	Yes	1	3
WCIA #10	Enforcement of rules	Violation of rules	No	Yes, added	Yes	No	No	Yes	2	2
WCIA #11 and RCW 68.05	Cemetery Board/Commission	Duties and frequency of meetings	Yes	Yes, added	Yes	No	Yes	No	2	2
WCIA #12	Proper survey of cemetery boundary	N/A	N/A	N/A	Yes	No	No	No	3	1
RCW 36.39.03	Welfare/indigent burials	Welfare/indigent burials	Yes	None	No	No	No	No	4	1
RCW 68.32.060	Reselling plots	Reselling plots	Yes	None	No	No	No	Yes	3	1
RCW 68.36	Abandoned lots	Abandoned lots	No	Yes, added	No	No	No	No	4	0

RCW 68.40.100	Endowment care	Endowment care	No	None	Yes	Yes	No	Yes	1	3
None	Ash scatter garden	Ash scatter garden	No	None	No	No	No	No	4	0
None	Debt/mortgaging of grave space	Debt/mortgaging of grave space	No	None	Yes	No	No	No	3	1
None	Grade of the cemetery	Grade of the cemetery	No	None	Yes	No	No	No	3	1
None	Gratuities	Gratuities	No	None	No	No	No	Yes	3	1
None	Interment of friends	Interment of friends	No	None	Yes	No	No	Yes	2	2
None	Liability	Liability	No	Yes, added	No	No	No	No	4	0
None	Lost and Found	Lost and Found	No	None	No	No	No	Yes	3	1
None	Next of kin	Next of kin definition	Yes	None	No	No	No	No	4	0

WCIA Inspection and Maintenance	Definition	Specific topic	Kirkland		Auburn	Bellingham	Edmonds	Puyallup	4 select cities	
									No	Yes
WCIA #1	Ground work	Maintain markers, mow, pruning, maintain roadways, sidewalks, parking areas	Yes		Yes	Yes	Yes	Yes	0	4
WCIA #2	Personnel training	Equipment training and provided Personal	Yes		Yes	Yes	Yes	Yes	0	4
WCIA #3	Equipment	Inspect and maintain equipment (tents, canopies, chairs)	Yes		Yes	Yes	No	Yes	1	3
WCIA #4	Documentation of maintenance, inspections and repairs	1) date of inspection/repair 2) Person conducting the inspection/repair 3) Action taken 4) Further action necessary, if applicable	No		No	No	No	No	4	0
WCIA #5	Unauthorized items removed	Decorations over 30 days old, diseased/dead shrubs or plants, food,etc	Yes		Yes	Yes	No	Yes	1	3

WCIA Records - when a call for an interment is received the following information should be recorded:

Item	Definition	Kirkland	Proposed form change	Auburn	Bellingham	Edmonds	Puyallup	4 select cities	
								No	Yes
Date	When call is received/or a meeting	Yes	None	Yes	Yes	Yes	Yes	0	4
Deceased information	Full name and date of birth & date of death	Yes	None	Yes	Yes	Yes	Yes	0	4
Burial information	Date and time of burial; type of vault	Yes	None	Yes	Yes	Yes	Yes	0	4
Funeral director in charge	Name, address and phone number	No (funeral home name only)	Yes, added	Yes	Yes	No	Yes	1	3
Next of kin for the deceased	Name, address and phone number	No	Yes, added	No	Yes	No	Yes	2	2
Follow up	Written agreement for interment arrangements signed by Funeral Director or next of kin	Yes	None	Yes	Yes	Yes	Yes	0	4

DRAFT 8/25/16

Administration and Operation of the Kirkland Cemetery

Chapter 6

Policy 6-5

Effective Date: October, 2003

A. PURPOSE

~~To provide policy guidelines and operational rules for the administration of the City of Kirkland Cemetery. This policy applies to all persons utilizing the City of Kirkland Cemetery. These policy guidelines shall only be amended in accordance with the City process for establishing or revising policies Chapter 1, Policy 1-1 now as hereafter amended.~~

Commented [LM1]: Source: Kirkland's Process for Establishing or Revising Policies Chapter 1 Policy 1-1

B. DEFINITIONS

1. "Border," the concrete edging around the marker to protect the marker from damage and to allow trimming around the marker.
2. "Burial," the placement of human remains in a grave.
3. "Cemetery," any place used and dedicated for cemetery purposes by the City.
4. "Cemetery Committee," or "Committee," the group of City of Kirkland staff which oversee the operations and activities of the City of Kirkland Cemetery.
5. "City," refers to the City of Kirkland, Washington.
6. "Columbarium," a structure or other space containing niches for permanent inurnment of cremated remains.
7. "Committal," that part of a funeral service which places the remains of the deceased to his/her final resting place.
8. "Cremated Remains," a human body after cremation in a crematory.
9. "Disinterment," the removal of buried human remains from a grave.
10. "Foundation," the concrete poured below ground level to support and stabilize a memorial.
11. "Funeral," a memorial service for a deceased person.
12. "Human Remains or Remains," the body of a deceased person, and includes the body in any stage of decomposition except cremated remains as defined by RCW 68.04.020.

13. "Interment," ~~the placement of human remains in a cemetery~~ ~~the disposition of human remains by cremation and inurnment or burial in a place used or intended to be used and dedicated for cemetery purposes.~~

Commented [LM2]: RCW 68.04.100

14. "Inurnment," ~~the placing of cremated human remains in a cemetery~~ ~~the disposition of cremated human remains within an urn.~~

Commented [LM3]: RCW 68.04.120

15. "Liner," any concrete or composite material container that is buried in the ground to provide outer protection and into which human remains are placed in the burial process.

16. "Marker," any grave headstone, memorial or monument that is intended to permanently mark a grave.

17. "Next of Kin," relative most nearly related i.e.:

- a. Spouse
- b. Domestic partners
- ~~b.c.~~ Children
- ~~e.d.~~ Parents
- ~~d.e.~~ Brothers and Sisters

18. "Niche," a space in a columbarium or urn garden used or intended to be used for inurnment of cremated human remains.

19. "Open and Close," the term used for referring to the opening of a gravesite and closing of a gravesite after remains are placed.

20. "Plot," a space of ground in a cemetery used, or intended to be used, for burial.

21. "Staff or Crew," refers to City ~~of Kirkland~~ personnel that are assigned administrative duties and maintenance duties for the City ~~of Kirkland~~ Cemetery.

22. "Urn Liner," a container whose purpose is to provide outer protection for the ground burial of cremated remains.

23. "Vault," any container which is buried in the ground and sealed to provide outer protection and into which human remains are placed in the burial process.

C. CEMETERY ADMINISTRATION AND GENERAL PROVISIONS

1. Rules and Regulations

These rules and regulations may be administratively amended at any time by the City, and shall be so changed and amended when any rule is found to be detrimental to the best interest of the plot owners as a whole or when new conditions require the adoption of other or further regulations.

2. Cemetery Committee

The ~~e~~City ~~m~~anager is authorized and directed to establish the ~~C~~cemetery ~~e~~Committee. The ~~e~~Committee will consist of the Director of Finance and Administration or designee, the Director of Parks and Community Services or designee, and representatives from the parks maintenance and cemetery administration staff. The ~~c~~emetery ~~e~~Committee shall periodically review and make recommendations to the ~~e~~City ~~m~~anager on: (1) Cemetery policies; (2) long-term and operational plans for the Cemetery; and (3) rates to be charged for services, burial plots and cremated remains sites. The Committee shall meet periodically, though not less than once per year. See KMC 3.92.020.

Commented [LM4]: Standardize language to match KMC; add brief statement on meeting frequency

~~2.3. fees, policy and operational plans. Any exceptions to or issues with these items will be reviewed by the committee on an as needed basis.~~

4. Cemetery Fees and Charges

a. All prices for burial plots and cremated remains sites are approved by the ~~C~~ity ~~C~~ouncil ~~C~~ity ~~M~~anager. See KMC 3.92.020. All other service fees and charges are approved by the City Manager or approved designee, upon recommendation from the Cemetery Committee. As the City Manager’s designee, the Director of Finance and Administration is authorized to waive or reduce fees in accordance with KMC 3.92.010.

Commented [LM5]: Source: KMC

~~a.b.~~ The rates charged for burial plots and cremated remains sites (niche walls) for nonresidents of the City shall be fifty percent higher than the rate for residents of the City. For the purpose of this chapter, a person shall be considered a resident of the City if: (1) he or she was born in the City, or has lived in the City for a period of ten or more continuous years at any point in his or her life, or is a current resident of the City; or (2) he or she has an immediate family member who currently resides in the City. For the purpose of this chapter, an “immediate family member” shall be the spouse, domestic partner, parent, child or sibling of the person. See KMC 3.92.030.

Commented [LM6]: Source: KMC language

~~3.5~~ Method of Payment

All sales shall be paid in full at the time arrangements are made in the form of cash, approved check, or credit cards acceptable to the City.

6. Cemetery Hours

The Cemetery is open to the public during the following times:
Gates open at 8:00 a.m. each morning and are locked at dusk, seven days a week.
Cemetery Administration is located at City Hall which is open 8:00 a.m. to 5:00 p.m., Monday through Friday, except holidays.

7. Cemetery conduct

a. Any person disturbing the quiet and good order of the Cemetery by noises or disorderly or improper conduct, or who shall violate any of the rules or regulations pertaining to the cemetery, will be ejected from the Cemetery.

Commented [LM7]: Source: City of Asotin

b. No animals allowed (except service animals).

Commented [LM8]: Source: City of Camas

c. Children must be accompanied by a responsible adult and must be supervised at all times.

Commented [LM9]: Source: City of Camas

d. Leaving food items at the Cemetery is prohibited.

Commented [LM10]: Source: City of Brewster

~~a.e. All vehicles must be kept under control at all times. No vehicle shall be driven in any part of the cemetery except on the driveways laid out for that purpose. Vehicles shall not be driven in the cemetery at a speed exceeding 10 miles per hour.~~

Commented [LM11]: Source: City of Burlington

8. Violations

~~Any person who willfully destroys, mutilates, defaces, injures or removes any monument or headstone, or other structure in the Cemetery, or any fence, railing, or other work for the protection or ornament of such Cemetery, or who willfully destroys, cuts, breaks or injures any tree, shrub, or plant within the limits of the Cemetery, or without right willfully opens a grave is guilty of a class C felony punishable governed by RCW 68.60.040 as now and hereafter amended.~~

Commented [LM12]: Source: City of Issaquah, with Lindsay's edits to refer to the RCW.

D. PLOT SALES AND OWNERSHIP

1. All plots in the ~~e~~Cemetery are conveyed to the purchaser by a warranty deed when paid for but the rights of the owner, successor or assign are subject to such rules and regulations as set by the City ~~of Kirkland~~.

2. Interest in Cemetery Plots
Interest in Cemetery plots shall be governed by ~~Chapter RCW~~ 68.32 ~~RCW~~, as now and hereafter amended. The City shall endeavor to determine the legal next of kin, but the City shall not be held responsible for failure to do so. Persons representing themselves as next of kin may be required to provide a notarized statement to this effect. The City shall not be responsible for activities authorized by persons falsely representing themselves as next of kin.

3. Selling or Transferring of a Plot
When an owner of a plot wishes to sell or transfer the plot to another individual, or sell it back to the City, he/she must provide the City with a "Quitclaim Deed" showing transfer of ownership. If the original owner of the plot(s) is deceased, the executor or heir(s) must show proof of their authority to devise or ownership of the property, i.e. Letters Testamentary, Decree of Distribution, or a copy of the will. ~~The City may repurchase plots from the current owner. For plots purchased after January 1, 2009, the City is authorized to purchase plots for up to 75% of the original purchase price. If the plot is deemed unusable by the City Parks crew, owners may work with City staff on an alternative or receive a full refund of the original purchase price. The City may repurchase plots from the current owner and is authorized to offer no more than 75% of the current plot price or offer the same amount as credit toward other plots in the Cemetery.~~

Commented [LM13]: Edited to match website language

4. ~~Abandoned Plots~~
~~Any plot deemed abandoned may be reclaimed by the Cemetery and disposed of as the Cemetery sees fit~~ as governed by RCW 68.36.020 as now and hereafter ~~amended~~.

Commented [LM14]: Source: RCW 68.36.020

5. Designated Blocks
a. Blocks 47 and 48 are designated as an urn garden for cremation interments only.
b. Baby Haven block is for burial of children under the age of 2.

- c. Block 34 has double depth sites, appropriate for joint plots.
- d. Entryway, Flag Plaza and Historical Section walls are for cremated remains.
All remaining blocks are for single plots only.

E. INTERMENT SERVICES

1. Funerals, Interments, and Committals

Funerals, interments, and committals within the City ~~of Kirkland~~ Cemetery shall be under the control of the Parks and Community Services Department. All plots shall be opened and closed by employees of the City. Canopies, artificial grass, lowering devices, tractors, and other equipment provided by the City shall be used exclusively for all interments, inurnments, entombments and disinterments. All Cemetery and gravesite charges must be paid prior to interment.

2. Concrete Liners

All interments shall be in concrete liners or vaults designed and manufactured for this purpose. Concrete liners are sold by the City. Vaults may be purchased from a third party, but must meet the Cemetery specifications before use on Cemetery grounds.

3. Burial Permit

A burial permit from the King County Department of Health must be secured by the funeral home before an interment will be permitted. The City shall not be responsible in any manner for securing any permit. Cremated remains must be properly labeled and accompanied by a cremation and disposition authorization form to the Cemetery to certify identity of the cremated remains.

4. Arrangements

All families or designated representatives shall be required to complete an Interment Authorization form in person at the Cemetery Administration desk in City Hall, accepting responsibility and authorizing and designating the exact location of the plot for burial. Funeral directors or designated representatives who sign on behalf of the family are accepting financial responsibility and liability for any decisions or actions taken under their direction. Under no condition shall the City ~~of Kirkland~~ Cemetery open a plot without proper authorization.

Any funeral home accepting financial responsibility on behalf of a family must deliver to the Cemetery Administration Office payment in full for all charges at the time arrangements are made.

5. Notice of Interment or Disinterment

The City must be notified at least 24 hours before any interment so the plot or niche may be properly prepared, and at least one week's notice shall be given prior to any disinterment. The City ~~of Kirkland~~ Cemetery reserves the right to delay an interment when scheduling conflicts occur.

6. Authorization for Interment

The City ~~of Kirkland~~ Cemetery may open a plot for any purpose on proper authorization by any ~~plot~~ or niche owner of record or the legal next of kin and duly filed at City Hall unless there are written notarized instructions to the contrary on file with the City's ~~e~~Cemetery administration~~one~~ office. ~~A record shall be kept of all remains interred or cremated.~~

Commented [LM15]: Source: City of Asotin

7. Interment Agreements

When a ~~plot~~ is jointly owned, authorization for interment will be granted to either the plot owner(s) or their heirs as governed by RCW 68.32. An agreement may be made between common plot owners to the right of burial but the City shall not undertake to enforce such an agreement.

8. Funerals Burials and Committals—Days and Hours Allowed

Normal burial hours shall be restricted to weekdays between the hours of 9:00 a.m. and 3:00 p.m. The City recognizes that mitigating circumstances may arise necessitating a burial outside of normal hours. This can be arranged, subject to the availability of City staff. Overtime fees will be incurred if the burial is requested after 3:00 p.m. or on a Saturday or holiday. No burials will be allowed on Sunday.

Requests for an emergency waiver of this policy or any provision of this policy may be made to the Parks and Community Services Director or ~~his~~ designee, as the designee of the City Manager, who shall have sole discretion to approve or deny the emergency waiver request. The emergency waiver request shall include payment for any and all additional expenses to the City for these services.

9. Interments ~~and Inurnments~~ Per Individual Plot

The interment of two casket burials in one plot shall not be allowed except in the designated area for double depth burials. Regular graves are designated for one casket and a maximum of two cremated remains, ~~or no casket and three cremated remains—One urn is allowed in an urn plot and two urns are allowed in a niche wall unit.~~ No interment other than that of a human being shall be permitted.

10. Welfare Burials

A welfare burial is available if the plot is pre-owned by the deceased or applicant. Burials will follow the Department of Social and Health Services (DSHS) guidelines for the disposition of remains.

11. Disinterment

For disinterment of remains (including cremated remains), the applicant must have written authorization from the closest living relative-;

(1) The surviving spouse or domestic partner.

(2) The surviving children of the decedent.

(3) The surviving parents of the decedent.

(4) The surviving brothers or sisters of the decedent.

Provisions concerning permission to remove remains shall be governed by Chapter 68.50 RCW ~~State law in RCW 68.50~~ as now or hereafter amended.

12. Errors may be corrected

The City reserves the right to correct any errors that may be made by it either in making interments, disinterments or removals, or in the description, transfer or conveyance of any interment property, either by canceling such conveyance and substituting and conveying in lieu thereof other interment property of equal value and similar location as far as possible, or as may be selected by the Cemetery staff, by refunding the amount of money paid on account of said purchase. In the event the error involves the interment of the remains of any person in such property, the City reserves, and shall have, the right to remove and reinter the remains to such other property of equal value and similar location as may be substituted and conveyed in lieu thereof. The City shall correct any errors made, such as an improper description (incorrect name or date) on the memorial). The City Cemetery will provide notification to the next of kin (as cited in RCW 68.50.200) before moving any human remains within the Cemetery.

Commented [LM16]: Source: City of Burlington

F.MARKERS

1. Services Provided:

a. The Cemetery shall make markers and marker borders available for purchase ~~markers such memorials.~~

~~b. The City crew shall construct foundations and borders on markers when required. However, the owner or owner's estate is responsible for all costs incurred in doing this.~~

e-b. All borders for flush markers must be constructed by outside memorial vendors.

Placement of flush markers must ~~may~~ be performed by the City ~~or can be contracted for by a City approved vendor upon authorization of the City.~~

Commented [LM17]: Edited after conversation with Kelly Kinssies

2. Upright markers are allowed only on certain plots adjacent to the older sections of the Cemetery. Upright markers will not exceed a height of four feet (48 inches) from ground level. Concrete borders at the front and back of an upright memorial must be a minimum of 2 inches, not to exceed 4 inches in width and on the sides. All upright markers are handled by contracted vendor at the owner's expense.

Commented [LM18]: Edited after conversation with Kelly Kinssies

3. All flat memorials placed in the Cemetery shall have either a concrete or granite border with a minimum of a 2-inch border, not to exceed 4 inches.

4. A full-scale drawing of all upright markers and/or oversized flush markers must be submitted to the City for approval before purchase.

5. Markers must be set level with and conforming to the slope of the lawn and placed in line with adjacent stones so as to present a uniform appearance. The Cemetery reserves the right to inspect all markers/memorials after installation and to require or make changes if improperly set.

6. Only flush memorials are allowed to mark cremated remains inurned on an occupied grave space when the first interments is already marked with a headstone. The marker

shall be placed adjacent to the existing marker and directly over the inurned cremated remains.

~~6.7. Full burial plots can accommodate 3 markers. Urn garden plots can accommodate 1 marker.~~

Commented [LM19]: Edited after conversation with Tracey Dunlap

~~7. The City will provide a vase form free of charge. Vases may be purchased through Cemetery Administration located at City Hall. Vases not purchased through Cemetery Administration must be pre-approved.~~

8. All inscriptions for niches are subject to the approval of the City ~~of Kirkland~~ and shall be limited to the name of the deceased and year of birth and death.

9. Marker setting and on-site engraving shall be scheduled during normal business hours with and authorized by the Parks and Community Services Department at least one working day prior to the work being done. The City reserves the right to remove any marker which was set or engraved without permission and does not conform to the standards set forth in these rules and regulations.

10. The City does not bind itself to maintain, repair, or replace any markers or monumental structures erected upon the plot which are lost or damaged due to weather, age, vandalism, or normal maintenance. The City will endeavor to see that the headstone remains in good condition; normal wear and tear expected.

G. MAINTENANCE AND LANDSCAPE REGULATIONS

1. The City will provide the maintenance of plot sites. Maintenance of plot sites includes seeding, leveling of sites, mowing and also trimming around the markers. The City may place sod on an as needed basis.

2. Cut flowers and bouquets are allowed year round.

3. Artificial flowers and decorations are allowed from November 1 to March 30.

4. The City ~~of Kirkland~~ shall have the authority to remove all floral designs, flowers, weeds, ~~trees~~ shrubs, plants, or herbage of any kind from the Cemetery as soon as, in the judgment of the City management, they become unsightly, dangerous, detrimental, diseased, or when they do not conform to general City maintenance ~~the standards maintained.~~ ~~The City shall not be liable for floral pieces, baskets, or frames in which or to which such floral pieces are attached. The Cemetery shall not be responsible for plants or plantings of any kind damaged by the elements, thieves, vandals, or by other causes beyond its control.~~ The City reserves the right to regulate the method of decorating plots so that a uniform ~~beauty~~ aesthetic appearance may be maintained.

Commented [LM20]: Duplicate - see #10 in this section

5. Planting of flowers and shrubs is allowed with prior approval from the City to assure the items do not interfere with maintenance and are in the correct location. Hooked poles for hanging flower baskets are not allowed.
6. The City is not responsible for damage to or theft of cut flowers, potted plants, displays, or containers. Anyone leaving such articles in the Cemetery does so at his/her own risk.
7. The placing of boxes, shells, toys, metal designs, ornaments, chairs, settees, glass, wood or iron cases, and similar articles upon plots shall not be permitted.
8. Only personnel authorized by the City shall trim, prune, or remove any part of the trees or shrubs in the Cemetery. If any tree or shrub situated on any grave by means of its roots, branches, or similarly becomes detrimental, dangerous, or objectionable to the adjacent plots, walks, or avenues, or the City is unable to maintain the grounds, the City shall have the right to enter upon the plot and remove the tree(s), or shrub(s), or any part(s) thereof as it may see fit.
9. No lot or plot shall be defined by fence, railing, hedge, or by any unauthorized memorial. A plot shall not be decorated with any trees or shrubs without prior approval. Any items placed improperly or without permission shall be removed at the owner's expense.

H. LIMITATION ON LIABILITY

The City shall not be liable or responsible for any damage, deterioration, or destruction of cemetery headstones, markers, benches, memorial plaques, ornaments, objects, toys, flags and/or floral arrangements arising from or related to erosion or damage by weather, the elements, thieves, vandals, trespassers, ordinary wear and tear, or standard maintenance performed by employees and officials of the City. City personnel shall exercise reasonable care in the maintenance and repair of cemetery and municipality shall be liable only for the gross negligence and/or intentional acts of its employees, contractors, and representatives.

Commented [LM21]: Source: City of Zillah

**DRAFT 8/25/16
CEMETERY PROCEDURES
AUGUST 2016
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Section I: General Information

City of Kirkland cemetery staff offers various services regarding the cemetery. Services offered by Kirkland are noted in the following list:

- Sale of cemetery plots/niches to individuals on a pre-need
- Sale of cemetery plots/niches to individuals for immediate use
- Meet with families for interment/inurnment arrangements
- Sale of cemetery markers for placement at cemetery
- Manage all records regarding cemetery activities
- Help public in cemetery records searches
- Field and answer questions regarding possible purchases and/or burials at cemetery
- Meet with families regarding dis-interment/dis-inurnment at the cemetery
- Process Quit Claim deeds for the sale of plots back to the cemetery
- Prepare the deed to record the purchase of the plot/niche
- Prepare requisitions for payment of orders and markers

All cemetery records are kept in TRIM. All activities that take place at the cemetery are recorded in TRIM; including but not limited to: purchases, burials, dis-interment/dis-inurnment, marker placements, the sale of plots/niches back to the City, and transferring of property from one person to another person.

City staff work with various funeral homes regarding burials at the cemetery. A list of various funeral homes dealt with includes:

- Barton Family Funeral Home, located in Kirkland
- Flintoft's Funeral Home, located in Issaquah:
- Bleitz Funeral Home, located in Seattle with a satellite office in Bellevue
- Bothell Funeral Home, located in Bothell (this is a satellite office of Evergreen-Washelli of Seattle)
- Chapel of Resurrection, located in Bothell (this is part of Cedar Park Church)
- Evergreen-Washelli, located in Seattle
- Acadia Cemetery, located in Seattle (Green's Funeral Home which was located in Kirkland, Bellevue, Redmond closed and all records were transferred to Acadia)

City Finance and Administration staff work with City Parks and Community Services staff on all activities conducted at the cemetery, e.g., burials, marker placements, dis-interments/dis-inurnments and meeting families at the cemetery for locating plots to be bought or to find family gravesites.

City Finance and Administration staff work with different monument companies when ordering markers to be placed at the cemetery. A list of these vendors is listed below:

- Pacific Coast Memorials in Everett, WA. This is presently our primary vendor for markers.
- Quiring Monuments located in Seattle
- Tacoma Monuments located in Tacoma. The City does not order from this company but various funeral homes that have purchased a marker for the family may use this vendor.
- Veterans Administration
- Some families choose to go with various companies in and out of Washington State and these vary from customer to customer and are very rare.

All cemetery plots at the Kirkland Cemetery have hard copy maps that show which plots are available and who is buried in them. Historical sections of the cemetery are:

- Blocks 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11,12, 13, 14, 15, 16
- Blocks 20, 21, 22
- Blocks 22A, 23A, 24A, 25A, 26A, 27A, 28A, 29A, 30A, 31A, 32A, 33A

NONE of the above sections have plots for sale. **Do not** try and sell any plots in these sections. On rare occasion when these plots may become available, they will be allocated according to the waiting list that is described in Section II, Step 1.

Newer sections that were part of the expansion program are contained on maps located at the cemetery administration staff desk. These plots are located in the following blocks:

- Block 34, 35, 39, 40, 41, 44, 47, 48, 50, 51 (Block 34 is designated as double depth and all others are single depth. Block 44 is single depth. Both blocks 34 and 44 had liners installed in them and no liner or vault are to be purchased at the time of burial)

There are seven niche walls located throughout the cemetery. These blocks are:

- Block 37, 38, 42, 43, 45, 46

Kirkland has a designated area in the cemetery called Baby Haven. These are burial plots for body burials but are smaller than the single plot for adults. Children being buried here must be less than 2 years old. No liner or vault is required for this site.

On the maps sites are coded with different colors. These colors represent a different scenario and colors are listed below with explanation.

- White – Plot is for sale
- Red – Plot is sold and not occupied
- Black – Plot is occupied
- Yellow – Unknown owner of site (this you will see on the historical maps)

On the historical maps, names are listed on the sites with owner's name and person buried there. In each plot, the name at the bottom of the small square is the owner of the plot and names above that are of the person buried there. For some plots both names will be the same and others will have completely different names.

Section II: Meeting with families for purchase of plots

A family will come to the counter unannounced or may have called to make an appointment to meet.

Paperwork needed is:

- Cemetery Information Packet
- Ring of maps of all newer sections
- Cemetery Property Purchase Form
- [Declaration for Interment/Inurnment and Permit for Interment/Inurnment – if also planning to bury]
- Cash transmittal
- Additional Engraving
- Marker Order Form

Step 1: Full burial sites – not currently available; waitlist only

As of this writing, there are no full burial sites available at the Kirkland Cemetery. Families are welcome to place their name on the waitlist (wait list is located at: H:\Municipal Services\Cemetery (permanent)/Cemetery Wait List.xlsx) and City staff will contact them if a plot becomes available. When a full burial site becomes available for sale, refer to the instructions below, **otherwise skip to Step 2 Urn Garden and Niche walls.**

If a person chooses a single plot in the newer section, they have a choice of a liner (sold by the City) or a vault (purchased at the funeral home). A single plot may contain:

- One full burial (which is also referred to as a body burial)

- One full burial and 2 urns (full burial must come first and placement of urns would follow at a later date)
- Three urns

NO more than **3** remains are placed in one plot. Each plot can contain up to 3 markers. If the plot has an upright marker placed on it the other 2 markers must be flush to the ground.

A double depth plot accommodates 2 burials, one on top of each other. The first burial will have the bottom site. No exceptions. Each of the plots already have 2 liners installed and the price of the liners is included in the price of the double depth. The customer does not have the option of a vault as liners are already installed. These plots will only accommodate 2 full burials or an urn as the second placement. Only flush markers are allowed on these plots. Each plot will accommodate 2 markers.

Step 2: Discuss available options – Urn Garden or Niche Wall Unit

Urn Garden

- Accommodates one urn and one marker per plot
- If a customer purchases adjacent (side by side) urn plots they may place a marker with two names (companion marker).
- Actual size of this plot is 2' x 3'
- No liners and vaults required; families may purchase them from a funeral home if interested

Niche Wall Units

- Niche units are available on 7 different walls (blocks) in the cemetery
- Prices corresponded to the level of the unit
- Each unit is 11" x 11" x 11" square
- Each unit can accommodate 2 small urns; each urn cannot be any larger than 4½" x 5"
- Standardized design: first name, middle name (or middle initial), year of birth, year of passing, and last name

Example:

JOHN L.
1930 – 2030
SMITHSONIAN
JANE M.
1930 – 2030

Step 3: Fill out Cemetery Property Purchase Form

1. Ask the family if they are residents of Kirkland. A person is considered a resident of Kirkland if:

- i. He or she was born in the City of Kirkland, or has lived in the City of Kirkland for a period of ten or more continuous years at any point in their life, or is a current resident of the City of Kirkland; or,
 - ii. They have an immediate family member (spouse, domestic partner, parent, child or sibling) who currently resides in the City of Kirkland.
2. Record the Block #, Lot # and Plot #.
3. Fill in the "Deed to be made to" – this is decided by the family. Some people will place the deed in their own name, their spouse's name, their children's name, the executor of their estate, a trust, or someone completely different.
4. Record the address, phone number and email for all correspondence.
5. Obtain payment - check or money order made to City of Kirkland, cash or credit card (Visa and MasterCard only).
6. Prepare a cash transmittal.
7. Inform the family that a deed will be mailed to them within 2-3 weeks.
8. Provide the family the cemetery information packet (including cemetery regulations, maps, price list and your card).
9. Offer family a copy of the signed Cemetery Property Purchase Form.
10. Give the cash transmittal to the customer and have them take their payment to the cashier to obtain a detailed receipt.

Step 4: Record the plot sale on the map

1. Take out the appropriate map and find the plot.
2. Using a red pencil, color the plot red (meaning the plot has been sold).
This is very important to do as you may be away from your desk or out of the office when the next customer comes in and if someone else waits on them they could sell them the same plot.

Step 5: Complete the Cemetery Checklist

1. Fill in the appropriate information with name of purchaser, address, phone and plot information.
2. Attach the Cemetery Property Purchase Form to the Cemetery Checklist.
3. Check off the items in the "Purchase" section as you complete them.
4. Enter the purchase information in TRIM (see Tab B - TRIM instructions)
5. Place the packet in the cemetery pending box until the deed returns with all appropriate signatures (see Step 6).

Step 6: Warranty Deed

1. Prepare the Warranty Deed (see Tab B – Warranty Deed).
2. Take the deed to the City Manager's Office for the Mayor's signature. The City Manager's Office will give the deed directly to the City Clerk.
3. Collect the deed from the City Clerk.

4. Check the deed to make sure it has both the Mayor and City Clerk's signatures and the official seal of the City.
5. Arrange for the deed to be notarized. If you are a notary, you may notarize it.
6. Prepare the form letter to the family (Tab B - Correspondence), make copies of the deed and letter, and mail to purchaser.

Section III: Meeting with family for burials

The family could show up at the counter unannounced or they may called for a meeting or a funeral home may have contacted you regarding the upcoming funeral.

Step 1: Confirm that the family has purchased a plot and it is available for burial. If they have not purchased a plot, refer to Section II on how to sell a plot.

Note: If the family purchased a plot in Block 44, it already has liners installed. Only charge for interment charges, liner was purchased in the selling price. The family does not have the option of a vault. Two additional urns may be placed on the plot after burial of the body. Each of these plots can accommodate 3 markers.

Step 2: Complete the Declaration for Interment/Inurnment

This form documents that the individual requesting an interment/inurnment has the authority to do so. The notary public certifies the declaration signer is who they say they are. The next of kin are the following:

- Parent of the deceased
- Spouse or registered domestic partner of the deceased
- Child of the deceased
- Brother/Sister of the deceased

If the person is not the next of kin, they may have power of attorney. If they have power of attorney, they must provide documentation.

Step 3: Complete the Permit for Interment/Inurnment

1. Obtain the information required as listed on the form.
2. Verify the Warranty Deed.
3. Obtain responsible party's signature for their permission to open the site.
4. If the family would like a liner they would purchase it through the City. Notify the cemetery Parks crew that the family has chosen a liner, and the Parks crew will order it.

5. Ask the family if they would like a canopy and/or 6 chairs. If they like the canopy and chairs, notify the Parks crew in the upcoming burial email (see Step 5 below).
6. Sign your name and date under Cemetery Administration Staff lines.
7. Obtain payment - check or money order made to City of Kirkland, cash or credit card (Visa and MasterCard only).
8. Prepare the cash transmittal form.
9. Ask the family if they have received a cemetery information packet. If not, provide them a packet.
10. Give the cash transmittal to the customer and have them take their payment to the cashier to obtain a detailed receipt.

Step 3A: If a vault is being used

1. The vault will be ordered by the funeral home and the company will deliver to the cemetery.
2. Vaults are ordered through Automatic Wilbert Vault Co and they will deliver to the cemetery one day before or morning of the funeral. They have been doing this for years and they know exactly where the Parks crew wants it placed so they can later place it on the site. You will have no communication regarding this delivery.

Step 3B: If burial will occur in upright section of the cemetery

1. Contact the Parks crew and have them determine how many markers need to be moved to access the plot.
2. Contact Pacific Coast Memorials and arrange for the markers to be moved for the burial. The Parks crew does not have tools and equipment to move upright markers.
3. Inform the family that time and date of funeral will depend on removal of the upright marker.

Step 3C: Marker/engraving information

1. The family may be prepared to select the marker and engraving at the same time as they complete the Permit for Interment/Inurnment.
2. **FYI: City of Kirkland only sells flush to the ground markers.**
3. If the family would prefer an upright marker refer the family to Pacific Coast Memorials or the family may go to a company of their own choosing. If an upright marker is purchased, the company and/or family must submit to Kirkland the drawing and dimensions of the proposed marker prior to any manufacturing of it so Kirkland can authorize placement.
4. See Section VII: Markers for more details.

Step 4: Confirm the size of the casket or urn.

1. Call the funeral home to confirm the size of the casket or urn.

Step 5: Notify the Parks crew about the upcoming burial

1. Prepare and send an email to the Parks crew with the complete burial details. In the email let them know the following:
 - i. Deceased name
 - ii. Date of funeral
 - iii. Location of burial – Block, Lot, Plot #s
 - iv. Size of casket or urn
 - v. Time of family's arrival at cemetery
 - vi. Whether a liner or vault is to be used
 - vii. Whether family needs a canopy and/or chairs
 - viii. Funeral home in charge
 - ix. Any special instructions you or the family may have; i.e., family wants to shovel dirt on site, family wants to witness lowering of casket, family will be having a service, a large number of people will be attending, etc.

Send the email to:

- Jeff Rotter – Parks Maintenance Supervisor
- Jason Filan – Parks Operations Manager
- Marcus Webb – Parks Maintenance Lead
- Derek Paschich – Parks Cemetery Lead
- Ryan Brown – Parks Maintenance Crew
- Tim Werner – Parks Maintenance Supervisor
- Tracy Fish – Parks Maintenance Leadperson
- Susan Lippincott - Cemetery Administration Staff
- Jay Gewin – Customer Accounts Supervisor
- Julie Kofoed – Customer Accounts Lead

NOTE: The Parks crew must have at least **24 hour advanced notice** prior to a burial to prepare the site and obtain a backhoe. This goes for both full burials and placement of urns. Kirkland will **NOT** arrange and schedule more than 2 burials per day – whether full burial or placement of urns. There must be at least 2 hours in between burials. Parks crew likes to have one covered before the second family arrives. Always coordinate with the Parks crew if a second burial is on the same day as they may be shorthanded or have another priority.

Step 6: Fill in the Cemetery Checklist

1. Attach the Declaration and Permit for Interment/Inurnment to the Cemetery Checklist.
2. Fill in any missing information on the Cemetery Checklist.
3. Make sure you mark the map – if it is marked in red, color in black with a pencil indicating that it is now occupied.
4. Enter information on TRIM (see Tab B – TRIM instructions).

Step 7: Day before the burial

1. Call the Parks crew to confirm everything is in order for the burial the next day.

Step 8: Parks crew completes Certificate of Internment/Inurnment and burial transit permit

1. Parks crew fills out and signs the Certificate of Internment/Inurnment onsite at the cemetery.
2. Parks crew scans the Certificate to appropriate Cemetery Administration Staff (you).
3. Parks crew receives the burial transit permit from the funeral home, signs the permit, and returns it to the Cemetery Administration Staff (you).

Step 9: Prepare the file for supervisor review

1. Attach the Certificate of Internment/Inurnment to the Cemetery Checklist
2. Mail the burial transit permit to the address of the King County Department of Health within 10 days of the burial. **If you do not receive a burial transit permit contact the funeral home that was in charge and tell them to mail a copy to you.** Burial transit permits are only required for body burials, not for cremated remains. Sometimes the permit will originate from out of state, but once it is completed it must be filed with King County.
3. Place the completed packet in the supervisor's inbox. He will sign off and bring the packet back to you.

Section IV: Dis-interment/Dis-inurnment

Families may bury someone at the cemetery and years later will decide they want to move the body and/or urn to a different cemetery. There may also be a need to move remains within the cemetery. Kirkland can dis-inter or dis-urn remains if all requirements are met.

Step 1: Complete the Dis-interment/Dis-inurnment Declaration Form

The person wishing to dis-inter someone needs to be one of the following:

- Parent of the deceased
- Spouse or registered domestic partner of the deceased
- Child of the deceased
- Brother/Sister of the deceased

The notary public certifies the declaration signer is who they say they are and that the signer understands and is freely signing the declaration.

Step 2: Complete the Permit for Dis-interment or Permit for Dis-inurnment

1. Obtain the same information you would for a burial and have the customer sign.

Parks crew will **ONLY OPEN** the site and will not exhume remains. The individual requesting the dis-interment must obtain a funeral home to exhume remains and have them present at the cemetery to do so when the site is open.

Step 3: Schedule the dis-interment with the Parks crew

1. Send the Parks crew an email regarding final plans for the dis-interment, same as you would for a burial.
2. The same people listed above on the burial email should be notified.

Step 4: Notify the family of the dis-interment time. The family will coordinate with their preferred funeral home.

Step 5: Parks crew completes the Certificate of Dis-interment/Dis-inurnment form

1. Parks crew fills out and signs the Certificate of Dis-Internment/Dis-Inurnment onsite at the cemetery.
2. Parks crew scans the Certificate to appropriate Cemetery Administration Staff (you).
3. The funeral home will be in charge of obtaining a dis-interment permit from King County. Parks crew will sign this the permit, return it to the Cemetery Administration Staff (you), and you will mail it to King County – same as a burial transit permit form.

Step 6: Prepare the file for supervisor review

1. Update the record in TRIM. Remove the name of the buried person. The plot will show as available again. Do not remove the owner's name unless they sell the plot back to the City.

Example Note:

JOHN M. DOE - URN PLACE 8/8/1985. DISINURNED AND MOVED ALONG WITH MARKER ON 2/8/2016 TO BLOCK/LOT/PLOT POS #. SEE NOTE TO FILE ON NEW LOCATION.

2. File the Declaration form, Permit for Dis-interment or Permit for Dis-inurnment, and Certificate of Dis-interment/Dis-inurnment in the cemetery packet.
3. Place the completed packet in the supervisor's inbox. He will sign off and bring the packet back to you.

Section V: Buy back of cemetery plots

On occasion, families will purchase plots at the cemetery and later decide they no longer want them. For plots purchased after January 1, 2009, the City is authorized to purchase the plots for up to 75% of the original purchase price. If the plot is deemed unusable by the City Parks crew, owners may work with City staff on an alternative or receive a full refund of the original purchase price (see Tab G for the Administration and Operation of the Kirkland Cemetery Chapter 6 Policy 6-5).

Step 1: Confirm the owner of the plot

The person selling the plot back should be one of the following:

1. Original owner
2. Spouse of original owner if owner is deceased – beware of second spouse because a first spouse may have the actual rights
3. Children of original owner if both owner and spouse are deceased
4. Executor of estate
5. If it goes further beyond those listed above you would have to have a notarized statement to the effect of their relationship to the owner and if more than one person has rights everyone has to agree. This could be very complicated. Don't hesitate to be very particular on what you take. Make sure every avenue is covered. Get legal opinions if necessary.

Step 2: Prepare the Quit Claim Deed

1. Obtain the warranty deed from the family (if they have the original deed. If not we should have a copy in the cemetery files).
2. Obtain the family's signature on the Quit Claim Deed.
3. Notarize the form (if you are a notary) or have the form notarized by someone else at City Hall.
4. Send email to Cemetery Parks Staff requesting verification that the plot is vacant and available for resale. If vacant and unusable, note as such in TRIM.

Step 3: Prepare a check request form and include a copy of the Quit Claim Deed

Step 4: Give the check request form to the Supervisor for approval and forwarding to Accounts Payable. Checks take roughly 3 weeks for processing

Step 5: Record the buy-back in TRIM (see Tab B – TRIM instructions)

1. Update the record in TRIM. Remove the owner name and address. Return all information to City of Kirkland. The plot will show as available again.
2. Record the buy-back in notes field.

Example Note:

QUIT CLAIM TO CITY: [DATE]
VERIFIED BY CEMETERY CREW AS OK TO PURCHASE & RESELL [DATE]

Step 6: Scan all paperwork into TRIM and file original copies in the appropriate cemetery file folder

Section VI: Hours of operation

The cemetery is open 7 days a week from approximately 8:00 a.m. to dusk. This means it is closed earlier in winter months than summer. The Parks crew works from 7:00 am to 3:00 pm five days a week. They will perform funerals during this time, but if needed, due to unforeseen circumstances, religious requirements, etc., the crew will bury after 3:00 pm or on Saturday. No burials will be conducted on Sunday. If a burial is to be held after 3:00 pm or on Saturday, overtime charges will be incurred and invoiced. Refer to the cemetery price list for overtime charges. The family must be told of this at the time of making the arrangements and overtime fees must be collected prior to burial.

Section VII: Marker sales

The City only sells flush to ground markers. If a person wants to order an upright marker refer them to Pacific Coast Memorials. If they have a company they want to deal with that is okay. All markers must be cleared and approved by City Administration Staff before any placement at the cemetery.

- 1. Upright Markers:** Upright markers cannot be placed in any historical plot at the cemetery. They also cannot be placed on double depth plots or urn garden plots. If an upright marker is currently on a gravesite and the family would like to place a second or third marker, these must be flush to the ground. Upright markers can only be placed in the following areas: Blocks 35, 39, 40, 41. All other plots must be flush to the ground. Upright markers must be set on a foundation and can be **no taller than 48"**. **NO exceptions to this rule.** In the above listed sites the foundation can be no larger than 36" wide. A marker will fit on the approved plots if dimensions are kept to the above. Anything larger will start intruding on another person's plot. The foundation can be of concrete or granite whichever the family wants. The monument company must provide the foundation for an upright marker. Contact the monument company if a burial is to take place on the plot and an upright is currently installed. The monument company will come and move the upright to accommodate the burial. An upright setting fee is charged to the family for placement at the cemetery.

- 2. Flush Markers:** Flush markers are sold by the City of Kirkland and also are ordered by Funeral homes to be placed at the cemetery. Veterans' markers are also flush markers. These markers are either granite or bronze. Granite markers are ordered from Pacific Coast Memorials and you may also order bronze from them. Bronze markers are ordered through Matthews Monuments. Veterans' markers are ordered through the Veterans Administration and are bronze. There are four different sizes that can be placed on the gravesites:
- i. 16" x 8" – No design – just name and dates
 - ii. 20" x 10" – Simple design - name and dates
 - iii. 24" x 12" – Most designs will fit along with name, date, 1 line epitaph
 - iv. 28" x 16" – All designs will fit and can have 2 names (husband and wife), dates and 1 line epitaph. If done this way it is called a companion marker.

Markers may be placed in a concrete border unless the marker is 28" x 16" and the grave site is small. Such as: 28" x 16" with no border on double depth and Block 44. On urn garden plots nothing larger than 24" x 12" with no concrete border. A 28" x 16" companion marker can be centered between 2 side-by-side plots. Veterans' markers come in one size 24" x 12". All marker borders are purchased from Pacific Coast Memorial. If the customer does not know what they want, show them the brochures and granite examples. Ask what type of plot they are buying/bought since this will determine the marker size they can order.

Step 1: Once the family has chosen a design and granite, proceed with filling out the order form.

The design number is located under the picture of the designs, i.e., Q1009 or Q1031, design name is the name on the marker picture, granite type will be the color they pick, and the length and width are within the sizes mentioned above.

Circle the word flush.

1. In the large block at the bottom half of the page write the name of the deceased, date of birth, date of death and epitaph, if chosen.
2. Have the customer review and sign by the design.
3. Fill in the form with required customer information (name, address, and phone).
4. Discuss fees with the customer - If an epitaph is longer than 1 line then additional fees are charged. Calculate and include sales tax in sales tax line. If the customer wants a photo placed on the marker you can obtain the price from the price book furnished by Pacific Coast Memorial or call them directly. The photo charges are added in the price of the marker. Other additional charges are gold lettering, special emblems, custom artwork, and more than 20 letters.

5. Collect fees from the customer, by check, money order, or credit card (VISA, MasterCard). Prepare the cash transmittal form and send the customer to the cashier for a detailed receipt. Normal markers with no special items take about 4 weeks, and those with special requirements may take up to 6 weeks.

Step 2: Request a proof from the marker company

1. Once you receive a proof from the maker company, contact the family to review and approve the proof (check the proof very carefully to the detail on the Permit for Interment/Inurnment).
2. Once you receive the family's approval, sign the proof, and return it to the marker company.

Step 3: Complete the order form

1. Shipping instructions: City of Kirkland and City Hall address.
2. Bill To: City of Kirkland and City Hall address.
3. Put in the date you are ordering and put your name and City Hall address and phone number on the form.
4. Email the form to the marker company and within 4-6 weeks the marker will arrive at the City Hall loading dock.

Step 4: When the marker is delivered, the company will notify you via email

1. Go to the loading dock to verify the marker is done as to your order (pay close attention to the detail on Permit for Interment/Inurnment).
2. Once you have verified this, mail a letter or send an email or place a phone call to the family letting them know the marker is in. Give the family the option to view the marker prior to placement. This is only an option and not mandatory.
3. Before placing any marker at the cemetery, make sure all fees have been collected and receipted in. If not, invoice the family for fees that are due.

Step 5: Contact the Parks crew to do the marker placement

Section VIII: Receipting

Fees received for cemetery charges are to be receipted as follows:

- CEM INTERMENT (Tran Code 4101) – This account is used for receipting payment for opening and closing of gravesite.
- CEM LINER (Tran Code 4102) – This account is for receipting payment for the cost of a concrete liner. This fee is taxable, sales tax must be added to the fee.
- CEM LOT SALE (Tran Code 4104) – This account is for payment for a lot sale.

- CEM MARKER (Tran Code 4105) – This account is for receipting payment for marker only. This fee is taxable, sales tax must be added to the fee.
- CEM SET/ASHES (Tran Code 4106) – This account is for receipting of payment for placement cremated remains or urn and can be for in ground burial or niche wall placement.
- CEM SET/MARKER (Tran Code 4108) – This account is for receipting for payment of fee marker placement at the cemetery. This fee is taxable, sales tax must be added to the fee.
- CEM MARKER ENGRAVING FEE (Tran Code 4111) – This account is for receipting for the marker engraving fee. This fee is non-taxable.

Deceased:		Contact:	
Address:			
City:	State:	Zip:	
Phone:	Email:		

Location: Block: _____ **Lot:** _____ **Plot:** _____

Funeral Date/Time: _____

Purchase:	Date:	Staff:	Notes:
Meet w/Family			
Purchase Documents			
Cash Transmittal			
Mark Maps			
Computer Entry (TRIM)			
Prepare Deed			
Mail Deed/Letter			

Interment/Inurnment	Date:	Staff:	Notes:
Meet w/Family			Canopy: Y N Chairs: Y N Funeral Home: Address: Phone #:
Interment/Inurnment Permit			
Cash Transmittal			
Mark Maps			
Computer Entry (TRIM)			
Email Cemetery Staff			
Crew Signed Permit			
Mail Burial Transit Permit			

Marker/Engraving	Date:	Staff:	Notes:
Meet w/Family			
Cash Transmittal			
Marker Order Prepared			
Family Approved Order			
Email Marker Order			
Received Proof			
Family Approved Proof			
Returned Proof			
Marker Arrived			
Email Crew			
Confirmed Marker Set & Picture			
Computer Entry (TRIM)			
Family Notified			

SUPERVISOR: _____ DATE: _____

Cemetery Rate Schedule



Cemetery

Cemetery Lots

In Ground Burial Plots	Resident	Non-Res
Single Depth, Premier or Historic Section	2,400.00	3,600.00
Double Depth.....	4,800.00	7,200.00
Infant Plot	800.00	1,200.00

Cremation Plots	Resident	Non-Res
Urn Garden Plot.....	800.00	1,200.00

Niche Walls

Niche Wall - Flag Plaza & Walkway	Resident	Non-Res
Niche Wall - Level 1	1,368.00	2,052.00
Niche Wall - Level 2	1,560.00	2,340.00
Niche Wall - Level 3	1,560.00	2,340.00
Niche Wall - Level 4	1,872.00	2,808.00

Niche Wall - Entry Way	Resident	Non-Res
Niche Wall - Level 1	1,140.00	1,170.00
Niche Wall - Level 2	1,308.00	1,962.00
Niche Wall - Level 3	1,308.00	1,962.00
Niche Wall - Level 4	1,518.00	2,277.00
Niche Wall - Level 5	1,518.00	2,277.00
Niche Wall - Level 6	1,308.00	1,962.00

Service Charges

Service Fees	Resident	Non-Res
Open/Close - Adult Burial - Weekday	1,630.00	2,445.00
Open/Close - Adult Burial - Wknd/Hday.....	2,030.00	3,045.00
Child Open/Close - Weekday.....	500.00	750.00
Child Open/Close - Wknd/Hday.....	900.00	1,350.00
Niche Wall/Opening - Weekday	500.00	750.00
Niche Wall/Niche Opening - Wknd/Hday	700.00	1,050.00
Open/Close - Cremation Plot - Weekday.....	500.00	750.00
Open/Close - Cremation Plot - Wknd/Hday	700.00	1,050.00
Disinterment	1,630.00	2,245.00

Miscellaneous Charges

Flush Markers (Sold by City)**	Value based on size & type of marker
Marker Setting	
Veterans**	\$200.00
Flush**	\$320.00
Upright**	\$440.00
Niche Lettering**	\$180.00
Liner Sales**	\$250.00

** These items subject to sales tax

All costs are for normal services and sizes. There may be additional costs for any requests that are beyond the scope of these services or have larger sizing needs.





City of Kirkland Cemetery

Cemetery Property Purchase

I hereby make application for purchase of:

Block: _____ **Lot:** _____ **Plot:** _____

Deed to be made to: _____

Address: _____

Phone #: _____ Alternate #: _____

Email: _____

Purchase Price: \$ _____

Signature: _____

Date: _____

Receipt # _____

Permission is hereby granted by the City of Kirkland to purchase above described cemetery property with the understanding that the rules and regulations of the cemetery will govern the use of the property.

Date: _____ By: _____

Cemetery Administration Staff



2016 Customer Accounts Cash Transmittal

Date: _____ Receipt: _____

Name: _____

	<u>Tran Code</u>	
CEM INTERMENT.....	122-000-0000*3-43-60-03...4101\$ _____
CEM LINER (taxable).....	122-000-0000*3-43-60-01...4102\$ _____
CEM LOT SALE.....	122-000-0000*3-95-10-01...4104\$ _____
CEM MARKER (taxable).....	122-000-0000*3-43-60-01...4105\$ _____
CEM SET/ASHES.....	122-000-0000*3-43-60-03...4106\$ _____
CEM SET/MARKER (taxable).....	122-000-0000*3-43-60-02...4108\$ _____
CEM MARKER ENGRAVING FEE (taxable).....	122-000-0000*3-43-60-05...4111\$ _____
BUSINESS LICENSE.....	010-000-0000*3-21-99-01 ... 4313\$ _____
CABARET LICENSE.....	010-000-0000*3-21-70-03 ... 4304\$ _____
CIG MACHINE LICENSE.....	010-000-0000*3-22-90-04 ... 4305\$ _____
ELECTRONIC GAMES LICENSE.....	010-000-0000*3-21-70-04 ... 4306\$ _____
JUKE BOX LICENSE.....	010-000-0000*3-21-70-02 ... 4307\$ _____
POOL TABLE LICENSE.....	010-000-0000*3-21-70-01 ... 4308\$ _____
ANIMAL LICENSE.....	650-000-0000*2-29-10-04 ... 4309\$ _____
ANIMAL LICENSE KING COUNTY.....	010-000-0000*3-22-30-01 ... 4310\$ _____
BUSINESS LICENSE PENALTY.....	010-000-0000*3-59-20-01 ... 4314\$ _____
REVENUE GENERATING REG LICENSE.....	010-000-0000*3-16-10-01 ... 4312\$ _____
ADMISSION TAX.....	010-000-0000*3-18-11-01 ... 4220\$ _____
BOU CABLE.....	010-000-0000*3-16-46-01 ... 4215\$ _____
BOU ELECTRIC.....	010-000-0000*3-16-41-01 ... 4203\$ _____
BOU GARBAGE.....	010-000-0000*3-16-48-13 ... 4222\$ _____
BOU GAS.....	010-000-0000*3-16-43-01 ... 4205\$ _____
BOU TELEPHONE.....	010-000-0000*3-16-47-01 ... 4206\$ _____
PUNCH BOARDS & PULL TABS.....	010-000-0000*3-16-81-01 ... 4217\$ _____
BINGO & RAFFLES.....	010-000-0000*3-16-82-01 ... 4218\$ _____
AMUSEMENT GAMES.....	010-000-0000*3-16-83-01 ... 4219\$ _____
LATE TAX PENALTY – GAMBLING.....	010-000-0000*3-59-20-02 ... 4080\$ _____
LATE TAX PENALTY – ADMISSIONS.....	010-000-0000*3-59-20-02 ... 4221\$ _____
UTILITY REC.....	411-000-0000*2-37-90-01 ... 4001\$ _____
BOND/SEC DEP Ref:.....	660-000-0000*2-39-10-03 ... 9015\$ _____
DEFERRED REVENUE – BUS LIC.....	010-000-0000*2-57-10-01 ... 3006\$ _____
ALARM REGISTRATION FEE.....	010-000-0000*3-22-90-10 ... 4601\$ _____
FALSE ALARM PENALTY.....	010-000-0000*3-59-90-03 ... 4602\$ _____
DEFERRED REVENUE – FALSE ALARM.....	010-000-0000*2-57-10-01 ... 3082\$ _____
MAPS/PUBS.....	010-000-0000*3-41-70-50 ... 4081\$ _____
PUBLIC DISCLOSURE RESPONSE.....	010-000-0000*3-41-70-55 ... 4093\$ _____
OTHER LIC/PERMIT.....	010-000-0000*3-22-90-05 ... 3005\$ _____
MONTHLY PARKING PERMIT.....	117-000-0000*3-62-50-01 ... 4504\$ _____
PARK & MAIN MONTHLY PARKING.....	117-000-0000*3-62-50-01 ... 4507\$ _____
MEDICAL CONTRIBUTIONS/RETIREE.....	511-000-0000*3-69-72-02 ... 4075\$ _____
UNDISP CLR REF #.....\$ _____
SALES TAX.....	010-000-0000*2-31-70-01 ... 4026\$ _____
		TOTAL: \$ _____

By: _____

WARRANTY DEED

THE GRANTOR, the CITY OF KIRKLAND, a municipal corporation of the State of Washington, for and in consideration of One Thousand Three Hundred Eight Dollars (\$1,308.00) and the covenants of the part of the Grantee hereinafter set forth, **conveys** and **warrants** to **Randi Allred & Dena Johnson** the following described real estate in King County, Washington, and more particularly describes as follows, to wit:

Block 46 Lot 114 Plot H of the Plat of Kirkland Cemetery as the same appears in the office of the City Clerk.

This conveyance is made for the purpose of human sepulture only, and in accepting this conveyance in consideration thereof, the Grantee for himself, his heirs and assigns, covenants that he will never suffer the premises above conveyed to be used for any other purposes than that aforesaid, and that upon a breach of this covenant by the Grantee, his heirs or assigns, the premises above conveyed shall **inso facto** revert to the Grantor herein without any re-entry or declaration of forfeiture on the part of said Grantor.

IN WITNESS WHEREOF, the City of Kirkland has caused these presents to be executed by its Mayor and Clerk, and the City Seal to be affixed hereto in attestation thereof this

day of August, 2016.

THE CITY OF KIRKLAND,

By: _____
Amy Walen, Mayor

Attest: _____
Kathi Anderson, City Clerk

STATE OF WASHINGTON)
) ss.
COUNTY OF KING)

On this day of August, 2016, before me personally appeared Amy Walen and Kathi Anderson to me known to be respectively the Mayor and Clerk of the City of Kirkland, Washington, that executed the within and foregoing instrument and acknowledged the said instrument to be the free and voluntary act and deed of said city for the uses and purposes therein mentioned, and an oath stated that they were duly authorized to execute said instrument, and that the seal affixed is the corporate seal of the said City of Kirkland.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal the day and year above written.

Notary Public for the State of
Washington, residing at

in said State.

	<p>WARRANTY DEED</p>	
	<p>FROM CITY OF KIRKLAND TO Randi Allred 205 SW 192nd St Normandy Park, WA 98166 & Dena Johnson 1328 S 232nd St Des Moines, WA 98198</p>	

Date

Name
Address

Dear _____:

Enclosed please find your deed for said cemetery property described as:

Block: __ Lot: __ Plot: __

Should we be of further service to you in the future, please feel free to contact me at (425) 587-3140 during the hours of 8:00 a.m. to 5:00 p.m. Monday through Friday or email at License@kirklandwa.gov.

Sincerely,

Your name
Kirkland Cemetery
Customer Accounts Associate

Enclosure

CEMETERY RECORD TYPE

The screenshot shows a web-based form for entering cemetery records. The form is titled "General" and has tabs for "Notes" and "Scheduled Tasks". The main content area is titled "Municipal Services - Cemetery - Records Of Burials". The form fields are as follows:

- Classification:** A dropdown menu with "Municipal Services - Cemetery - Records Of Burials" selected.
- Name of Interred:** A text input field.
- Date Interred:** A date picker.
- Burial Type:** A dropdown menu with options "Empty", "Full", and "Urn".
- Block:** A dropdown menu.
- Lot:** A dropdown menu.
- Grave Marker:** A checkbox.
- Owner Name:** A text input field.
- Address Line1:** A text input field.
- Address Line2:** A text input field.
- Address Line City:** A dropdown menu with "Kirkland" selected.
- Address Line State:** A dropdown menu.
- Address Line Zip:** A text input field.
- Plot:** A dropdown menu.
- Position:** A dropdown menu.
- Veteran Status:** A checkbox.

Search category callouts (left side):

- Classification:** Search Category: Word Searches - Classification Word. TRIM Search term. Auto-populates in a new record. Required field.
- Name of Interred:** Search Cat.: Word Searches - Title Word. TRIM Search term.
- Date Interred:** Search Cat.: Additional Fields - Date Interred.
- Burial Type:** Search Cat.: Additional Fields - Burial Type. Choice limited: Empty, Full, Urn.
- Block:** Search Cat.: Additional Fields - Block. Three digits. Include leading zeros.
- Lot:** Search Cat.: Additional Fields - Lot. Four digits. Include leading zeros.
- Grave Marker:** Search Cat.: Additional Fields - Grave Marker. This is a Yes/No option. Check for yes.
- Owner Name:** Search Cat.: Additional Fields - Owner Name.

Search category callouts (right side):

- Veteran Status:** Search Cat.: Additional Fields - Veteran Status. This is a Yes/No option. Check for yes.
- Plot:** Search Cat.: Additional Fields - Plot. Two digits. Include leading zeros.
- Position:** Search Cat.: Additional Fields - Position. One digit.

Additional callout (bottom right):

- Address Fields:** Also Additional Fields but probably not something you would use for a search.

Record Number Format:

Block Lot Plot Position
XXXX XXX XX X

A total of ten digits, no spaces or extra characters.

- Remember to include all leading zeros.
- Position will be 1 if no other burials on that plot.

Searching Tips:

Use the wildcard * anytime you are unsure of a spelling.

- When searching Record Number, a wildcard at the beginning (ex. *011) will give you all TRIM records where the record number ends in 011.
- When searching Record Number, a wildcard at the end (ex. 004*) will give you all TRIM records where the record number begins with 004.
- When searching Record Number, a wildcard at the beginning and the end (*004*) will give you all TRIM records where 004 is contained somewhere in the record number.

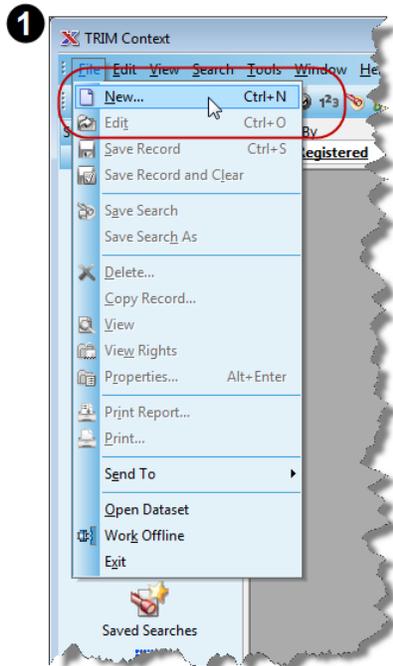
The fastest search will be on Record Number if you already have the full 10 digit plot number.

If you aren't sure if there are multiple placements in a plot, do a Record Number search for the first nine digits (Block, Lot, Plot) with a wildcard for position (ex. 004000120*)

Check your favorites for **Saved Searches**

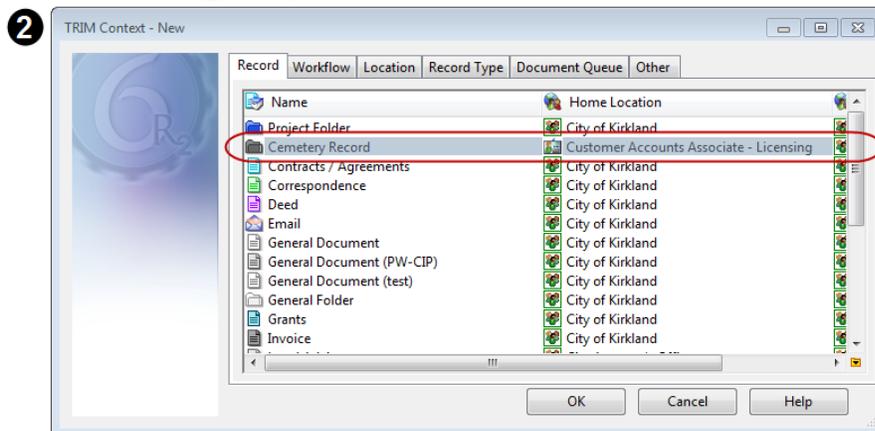
- City owned plots
- Empty plots

To add a new cemetery record



1. From the TRIM File Menu select New... (Ctrl+N). This will bring up the list of available record types.

2. Select Cemetery Record

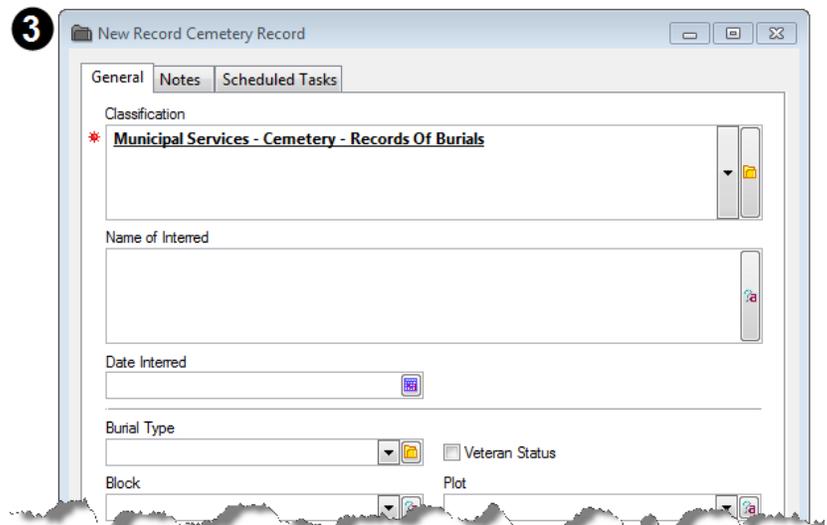


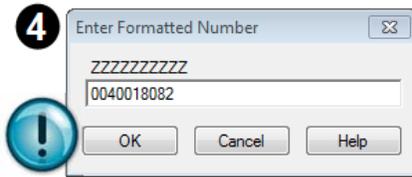
3. Fill in the appropriate metadata. The Classification information populates by default.

Remember to scroll all the way through the record to enter all the information.

Click OK when finished.

4. You will be prompted to enter the Record Number.





The system will only check that the number you enter matches the numbering format for that record type (i.e. ten characters exactly). It is not able to validate if this is an actual burial plot or niche or if it matches the information entered on the record.

Click OK when finished. TRIM will then display a window with the newly created record.



City of Kirkland Cemetery

Revised Code of Washington, Chapter 68.32 Declaration for Interment/Inurnment

STATE OF _____)
)SS.
COUNTY OF _____)

In accordance with RCW Chapter 68.32, I, _____, certify (or declare) under penalty of perjury under the laws of the State of Washington that the following is true and correct:

- 1. My address is _____
Phone: _____
2. The original purchasing property owner is _____. I have the following relationship to the original purchasing plot owner (e.g., next of kin and/or power of attorney*):

3. I have the authorization to use the cemetery plot(s) for interment and memorial placement. Said plot(s) is/are hereby identified as:

Block _____ Lot _____ Plot(s) _____
Block _____ Lot _____ Plot(s) _____
Block _____ Lot _____ Plot(s) _____

DATED this ____ day of _____, _____.
Sign: _____
Print Name: _____

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me.

DATED this ____ day of _____, _____.
Signature: _____
Print Name: _____

Notary Public in and for the State of _____

My appointment expires: _____

*If power of attorney, provide documentation with this Declaration.



City of Kirkland Cemetery

Permit for Interment /Inurnment

Burial Date/Time: _____

Block: _____ Lot: _____ Plot: _____

Deed Verified

I hereby make application for interment /inurnment of, in pursuant to Revised Code of Washington, Chapter 68.32 Declaration:

Name: _____

SEX: M F DOB: _____ DOD: _____ Veteran of the Armed Services: Y N

Father's Name: _____

Mother's (Maiden) Name: _____

Signed: _____

Date: _____

Relationship: _____

Address: _____

Phone #: _____ Alternate #: _____

Liner: Y N Vault: Y N Canopy: Y N Chairs: Y N

Open/Close: \$ _____ Vault \$ _____ Receipt#: _____

Casket/urn size: _____

Permission is hereby granted by the City of Kirkland to inter the body of the above named deceased with the understanding that the rules and regulations of the cemetery will govern the use of the property.

Date: _____ By: _____

Cemetery Administration Staff



City of Kirkland Cemetery

Certificate of Interment /Inurnment

This certifies that the remains of _____ were
 interred / inurned in **Block:** _____ **Lot:** _____ **Plot:** _____ on
_____ (date).

Date: _____ By: _____
Cemetery Parks Staff

Verified Location _____
Administration
Staff Initials

*****This form is to be completed by Parks staff onsite on the day of the interment/inurnment and sent to Cemetery Administration Staff on the same day or next business day via email.*****



Washington State Burial Transit Permit

Local File Number:

Completed by Funeral Director

Legal Name
NAME OF DECEASED

Death Date
08/15/2016

Sex Age 93 Years Birthplace (City, Town, or County, State or Foreign Country)
Female DOB 08/25/1922 CITY, STATE

County of Death
King

Place of Death, if Death occurred in a Hospital

Place of Death, if Death occurred somewhere other than in a Hospital
Other

Facility Name (if not a facility, give number & street)
Evergreen Elderly Care AFH, 6504 123rd Ave SE

City, Town
Bellevue

State Zip Code
WA 98006

Method of Disposition
Burial

Place of Disposition
KIRKLAND CITY CEMETERY

Place of Disposition (City, State)
KIRKLAND, WA

Name and Complete Address of Funeral Facility
Barton Family Funeral Service, 11630 Slater Ave NE Ste 1A, Kirkland, WA 98034

Date of Disposition
08/19/2016

Funeral Director Signature
Patricia J. Barton

~~This Burial Permit Must Accompany Remains to Destination~~

A Certificate of Death having been Filed as Required by the Laws of the State of Washington,
Permission is Hereby given to Dispose of the Body as Stated Above.

Completed by Registrar

Registrar Address

Vital Statistics Box 359784 - 325 Ninth Ave, Seattle, 981042499

Registrar Signature

Ruth Roberson

Date Signed

8/17/2016 4:08:00 PM

Cemetery or Crenatory Fill in Below

This Permit must be endorsed by the Sexton where interment is made, or by the Funeral Director.

Body was **BURNED** on **8/19/16** in **CEMETERY**

Place **KIRKLAND, WA**

Signature X

Return within 10 days to the Registrar of the County in which the death occurred.

Optional: Out-of-State Destination of Cremated Remains

Name of Cemetery or Facility

City/Town and State



City of Kirkland Cemetery

Revised Code of Washington, Chapter 68.50.200 Declaration for Dis-interment/Dis-inurnment

STATE OF _____)
)SS.
COUNTY OF _____)

In accordance with RCW Section 68.50.200, I, _____, certify (or declare) under penalty of perjury under the laws of the State of Washington that the following is true and correct:

- 1. My address is _____. Phone: _____.
2. I am seeking, by this Declaration, the removal from the Kirkland Cemetery of the remains of _____ (the "Decedent") which are currently [] interred / [] inurned at: Block _____ Lot _____ Plot _____.
3. I have the following relationship to the Decedent (check one):
() The surviving spouse or domestic partner of the Decedent.
() A surviving child of the Decedent.
() A surviving parent of the Decedent.
() A surviving brother or sister of the Decedent.
3. Based upon my personal knowledge of this situation and my relationship to the Decedent, I certify and swear there are/is no surviving (check all applicable):
() spouse of the Decedent;
() children of the Decedent;
() parents of the Decedent;
() brother or sister of the Decedent.
6. In consideration for granting the consent to remove remains sought herein, I hereby covenant and agree to indemnify, defend and hold harmless Kirkland Cemetery and the City of Kirkland, its elected officials, and employees, from any and all expenses, costs, liabilities, or damages of any kind, including reasonable attorneys' fees and costs, that may arise directly or indirectly out of, or due to being granted said consent for the removal of the remains of the Decedent from Kirkland Cemetery. I further expressly state that Kirkland Cemetery and the City of Kirkland have the right to rely on the statements made herein.

DATED this ____ day of _____, _____.
Sign: _____
Print Name: _____

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that _____ signed this instrument and acknowledge it to be _____ free and voluntary act for the uses and purposes mentioned in the instrument.

DATED this ____ day of _____, _____.

Signature: _____
Print Name: _____
Notary Public in and for the State of _____
My appointment expires: _____



City of Kirkland Cemetery

Permit for Dis-interment

I hereby make application for **dis-interment** of, in pursuant to Revised Code of Washington, Chapter 68.50.200 Declaration:

Name: _____ SEX: _____ DOB: _____ DOD: _____

Date/Time: _____

From Block: _____ **Lot:** _____ **Plot:** _____

To Block: _____ **Lot:** _____ **Plot:** _____

OR

The remains will be transferred to (name of new cemetery): _____

Funeral home: _____

Phone #: _____

Signed: _____

Date: _____

Relationship: _____

Address: _____

Phone #: _____ Alternate #: _____

Open/Close: \$ _____ Paid: _____ Receipt#: _____

Permission is hereby granted by the City of Kirkland to dis-inter the body of the above named deceased.

Date: _____ By: _____
Cemetery Administration Staff

Date: _____ By: _____
Supervisor

Date: _____ By: _____
Director of Finance and Administration

Date: _____ By: _____
Parks and Community Services Director



City of Kirkland Cemetery

Permit for Dis-inurnment

I hereby make application for **dis-inurnment** of, in pursuant to Revised Code of Washington, Chapter 68.50.200 Declaration:

Name: _____ SEX: _____ DOB: _____ DOD: _____

Date/Time: _____

From Block: _____ **Lot:** _____ **Plot:** _____

To Block: _____ **Lot:** _____ **Plot:** _____

OR

The remains will be given to: _____

Signed: _____

Date: _____

Relationship: _____

Address: _____

Phone #: _____ Alternate #: _____

Open/Close: \$ _____ Paid: _____ Receipt#: _____

Permission is hereby granted by the City of Kirkland to dis-inurn the above named deceased.

Date: _____ By: _____
Cemetery Administration Staff

Date: _____ By: _____
Supervisor

Date: _____ By: _____
Director of Finance and Administration

Date: _____ By: _____
Parks and Community Services Director



City of Kirkland Cemetery

Certificate of Dis-Interment / Dis-Inurnment

This certifies that the remains of _____ were
dis-interred / dis-inurned from Block: _____ Lot: _____ Plot: _____
on _____ (date).

Date: _____ By: _____
Cemetery Parks Staff

Verified Location _____
Administration
Staff Initials

*****This form is to be completed by Parks staff onsite on the day of the dis-interment/dis-inurnment and sent to Cemetery Administration Staff on the same day or next business day via email.*****

Return Address:

QUIT CLAIM DEED (Statutory Form)

Indexing information required by the Washington State Auditor's/Recorder's Office. (RCW 36.18 and RCW 65.04) 1/97:		(please print last name first)
Reference # (if applicable): _____		
Grantor(s) (Seller): (1) _____	(2) _____	Add'l. on pg _____
Grantee(s) (Purchaser): (1) _____	(2) _____	Add'l. on pg _____
Legal Description (abbreviated): _____		Add'l. legal is on pg _____
Assessor's Property Tax Parcel /Account # _____		

THE GRANTOR() _____
of _____, City of _____,
County of _____, State of _____, for and in consideration
of _____ convey and quit-claim to
of _____, City
of _____, County of _____, State of _____, all interest
in the following described Real Estate:

situated in the County of _____, State of _____, Dated this _____ day
of _____.

Grantor(s) _____

STATE OF WASHINGTON

SS. (INDIVIDUAL ACKNOWLEDGEMENT)

County of _____

I certify that I know or have satisfactory evidence that _____ is the
person who appeared before me, and said person acknowledged that _____ signed this instrument and acknowledged it to be
_____ free and voluntary act for the uses and purposes mentioned in the instrument.

Dated this _____ day of _____.

Print Name _____

Notary Public in and for the State of _____

My appointment expires: _____



Pacific Coast Memorials Price List (Flush) Granite Marker Prices 2016

Length x Width x Height		Group 1	Group 2	Group 3
16" x 8" x 4"	Marker	\$410.00	\$450.00	\$1,150.00
	Setting Fee	\$320.00	\$320.00	\$320.00
	Sales Tax	\$69.35	\$73.15	\$139.65
	Total	\$799.35	\$843.15	\$1,609.65
20" x 10" x 4"	Marker	\$450.00	\$570.00	\$1,250.00
	Setting Fee	\$320.00	\$320.00	\$320.00
	Sales Tax	\$73.15	\$84.55	\$149.15
	Total	\$843.15	\$974.55	\$1,719.15
24" x 12" x 4"	Marker	\$570.00	\$680.00	\$1,370.00
	Setting Fee	\$320.00	\$320.00	\$320.00
	Sales Tax	\$84.55	\$95.00	\$160.55
	Total	\$974.55	\$1,095.00	\$1,850.55
28" x 16" x 4"	Marker	\$750.00	\$860.00	\$1,510.00
	Setting Fee	\$320.00	\$320.00	\$320.00
	Sales Tax	\$101.65	\$112.10	\$173.85
	Total	\$1,171.65	\$1,292.10	\$2,003.85

		Group 1	Group 2	Group 3
Absolute White	Misty Pink	American Bouquet	Academy	
Aspen White	New Mahogany	Balmoral Red	Autumn Brown	
Aurora	Paradiso	Bengal Black	Barre	
Bahama Blue	Peacock Green	Blue Pearl	Cherrywood	
Barrell Gray	Rainbow Red	Carnelian	Diamond Gray	
Black Galaxy	River Red	Colonial Rose	Ebony Mist	
Blue Butterfly	Rose Chestnut	Emerald Pearl	Gorman Green	
Cat's Eye	Sapphire Brown	Evergreen	Lake Superior Green	
Classic Pink	Sea Wave White	Georgia Gray	Maple Rose	
Cloud White	Sentinal Red	Gray St. Cloud	Mountain Red	
Crystal White	Silver Bronze	Mahogany	Rainbow	
Dragon Red	Silver Pearl	Morning Rose	Royal Black	
Green Galaxy	Sunset Red	Pearl White	Salisbury Pink	
Himalaya Blue	Tan Brown	Wintergreen	Wausau Red	
Impala Black	Twilight Red			
Imperial Red	Tropical Green			
Kinawa	Wiscont White			

Additional Engraving (Flush)	Additional Engraving (Upright)
Engraving \$180.00	Engraving \$105.00
Setting Fee \$320.00	Sales Tax \$9.98
Sales Tax \$47.50	\$114.98
\$547.50	



FLAT MARKER ORDER FORM

DATE: _____ NAME TO ENGRAVE (Last, First): _____ ORDER #: _____

BILLING ADDRESS:

SHIPPING ADDRESS (If different than billing):

Location: _____
 Address: _____

 Customer Contact: _____
 Phone: _____ Fax: _____
 Email: _____

Location: _____
 Address: _____

 Customer Contact: _____
 Phone: _____ Fax: _____
 Email: _____

PCM INSTALLATION: YES NO

SEND PROOF BY: EMAIL FAX MAIL

GRANITE INFO:

DESIGN INFO:

Size: _____
 Color: _____
ADDITIONS: (Check all that apply)
 VASE VASE BLOCK
 BEVEL EDGES Type: _____
 SHAPE CARVING CERAMIC PHOTO(S)
 TRI-TONE ENGRAVING DIAMOND ETCHING

PCM DESIGN #: _____
 Notes: _____
ARTIST TO DESIGN: EXACTLY AS MARKED
 USING DISCRETION MATCH RUBBING/PHOTO
 CUSTOM ARTWORK:

DESIGN AND ENGRAVING INSTRUCTIONS

ADDITIONAL INSTRUCTIONS:

CLAIM FOR STANDARD GOVERNMENT HEADSTONE OR MARKER

RESPONDENT BURDEN - Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. VA cannot conduct or sponsor a collection of information unless it has a valid OMB number. Your obligation to respond is voluntary, however, your response is required to obtain benefits. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to the VA Clearance Officer (005R1B), 810 Vermont Avenue, NW, Washington, DC 20420. Please DO NOT send claims for benefits to this address.

BENEFIT PROVIDED**a. HEADSTONE OR MARKER**

Only for Veterans who died on or after November 1, 1990 - Furnished for the grave of any eligible deceased Veteran. Will be provided for placement in private cemeteries regardless of whether or not the grave is already marked with a privately-purchased headstone or marker.

Only for Veterans who died before November 1, 1990 - Furnished for the **UNMARKED GRAVE** of any eligible deceased Veteran. The applicant must certify the grave is **unmarked**. **For Veterans that served prior to World War I, a grave is considered marked when a headstone/marker displays the decedent's name only, or if the name was historically documented in a related document, such as by a number that is inscribed on a grave block and is recorded in a burial ledger. For service during and after World War I, a grave is considered marked if a headstone/marker displays the decedent's name and date of birth and/or death, even though the Veteran's military data is not shown.**

b. MEMORIAL HEADSTONE OR MARKER - Furnished for placement in a cemetery only to commemorate a deceased eligible Veteran whose remains have not been recovered or identified, were buried at sea, donated to science, or cremated and the remains scattered. May not be used as a memento. Check box in block 28 and explain in block 27.

c. MEDALLION - Eligible Veterans may receive a Government-furnished headstone or marker, or a medallion, but not both. *If requesting a medallion, please use VA Form 40-1330M.*

WHO IS ELIGIBLE - Any deceased Veteran discharged under honorable conditions and any member of the Armed Forces of the United States who dies on active duty. A deceased Veteran discharged under conditions other than honorable may also be eligible. A copy of the deceased Veteran's discharge certificate (DD Form 214 or equivalent) or a copy of other official document(s) establishing qualifying military service must be attached. **Do not send original documents;** they will not be returned. **Service after September 7, 1980, must be for a minimum of 24 months continuous active duty or be completed under special circumstances, e.g., death on active duty.** Persons who have only limited active duty service for training while in the National Guard or Reserves are not eligible unless there are special circumstances, e.g., death while on active duty, or as a result of training. Reservists and National Guard members who, at time of death, were entitled to retired pay, or would have been entitled, but for being under the age of 60, are eligible; a copy of the Reserve Retirement Eligibility Benefits Letter must accompany the claim. Reservists called to active duty other than training and National Guard members who are Federalized and who serve for the period called are eligible. Service prior to World War I requires detailed documentation, e.g., muster rolls, extracts from State files, military or State organization where served, pension or land warrant, etc.

WHO CAN APPLY - Federal regulation defines "applicant" as the decedent's Next-of-Kin (NOK); a person authorized in writing by the NOK; or a personal representative authorized in writing by the decedent. Written authorization must be included with claim. A notarized statement is not required.

HOW TO SUBMIT A CLAIM

FAX claims and supporting documents to **1-800-455-7143**.

IMPORTANT: If faxing more than one claim - fax each claim package (claim plus supporting documents) individually, i.e., disconnect the call and redial for each submission.

MAIL claims to: **Memorial Programs Service (41B)**
Department of Veterans Affairs
5109 Russell Road
Quantico, VA 22134-3903

A Government headstone or marker may be furnished only upon receipt of a fully completed and signed claim with required supporting documentation.

SIGNATURES REQUIRED - The applicant signs in block 17; the person agreeing to accept delivery (consignee) in block 22, and the cemetery or other responsible official in block 24. If there is no official on duty at the cemetery, the signature of the person responsible for the property listed in block 21 is required. Entries of "None," "Not Applicable," or "NA" cannot be accepted. State Veterans' Cemeteries are not required to complete blocks 17, 18, 22 and 23.

ASSISTANCE NEEDED - If assistance is needed to complete this claim, contact the nearest VA Regional Office, national cemetery, or a local veterans' organization. No fee should be paid in connection with the preparation of this claim. Use block 27 for any clarification or other information you wish to provide. Should you have questions when filling out this form, you may contact our Applicant Assistance Unit toll free at: 1-800-697-6947, or via e-mail at meps.headstones@va.gov.

TRANSPORTATION AND DELIVERY OF MARKER - The headstone or marker is shipped without charge to the consignee designated in block 19 of the claim. **The delivery will not be made to a Post Office box.** The consignee should be a business with full delivery address and telephone number. If the consignee is not a business explain fully in block 27. For delivery to a Rural Route address, you must include a daytime telephone number including area code in block 20. If you fail to include the required address and telephone number information, we cannot deliver the marker. The Government is not responsible for costs to install the headstone or marker in private cemeteries.

CAUTION - *To avoid delays in the production and delivery of the headstone or marker, please check carefully to be sure you have accurately furnished all required information before faxing or mailing the claim. If inaccurate information is furnished, it may result in an incorrectly inscribed headstone or marker. Headstones and markers furnished remain the property of the United States Government and may not be used for any purpose other than to be placed at an eligible individual's grave or in a memorial section within a cemetery.*

DETACH AND RETAIN THIS GENERAL INFORMATION SHEET FOR YOUR RECORDS.

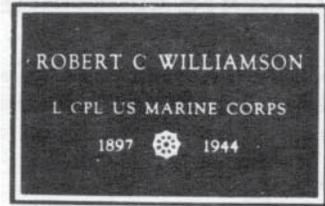
ILLUSTRATIONS OF STANDARD GOVERNMENT HEADSTONES AND MARKERS

UPRIGHT HEADSTONE WHITE MARBLE OR LIGHT GRAY GRANITE



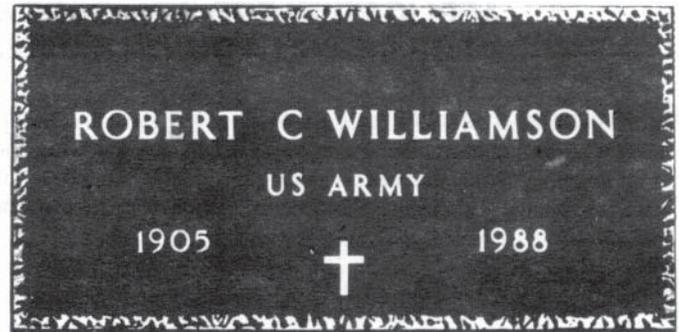
This headstone is 42 inches long, 13 inches wide and 4 inches thick. Weight is approximately 230 pounds. Variations may occur in stone color, and the marble may contain light to moderate veining.

BRONZE NICHE



This niche marker is 8-1/2 inches long, 5-1/2 inches wide, with 7/16 inch rise. Weight is approximately 3 pounds; mounting bolts and washers are furnished with the marker. Used for columbarium or mausoleum interment. Also provided to supplement a privately-purchased headstone or marker for eligible Veterans who died on or after November 1, 1990 and are buried in a private cemetery.

FLAT MARKERS BRONZE



This grave marker is 24 inches long, 12 inches wide, with 3/4 inch rise. Weight is approximately 18 pounds. Anchor bolts, nuts and washers for fastening to a base are furnished with the marker. The base is not furnished by the Government.

LIGHT GRAY GRANITE OR WHITE MARBLE



This grave marker is 24 inches long, 12 inches wide, and 4 inches thick. Weight is approximately 130 pounds. Variations may occur in stone color; the marble may contain light to moderate veining.

NOTE: Civil War Era headstones - In addition to the headstone and markers pictured, two special styles of upright headstones are available for those who served with Union Forces during the Civil War or for those who served in the Spanish-American War, and another for those who served with the Confederate States of America during the Civil War. Requests for these special styles should be made in block 27 of the claim. It is necessary to submit detailed documentation that supports eligibility. Inscriptions on these headstone types are intentionally limited to assure historic accuracy. For example, only rank above 'Private' was historically authorized; emblems of belief and the words 'Civil War' are not provided.

INSCRIPTION INFORMATION

MEMORIAL HEADSTONES AND MARKERS (remains are not buried). The words "In Memory Of" are mandatory and precede the authorized inscription data. The words "In Memory Of" are only inscribed when remains are not available.

MANDATORY ITEMS of inscription at Government expense are: Legal Name, Branch of Service, Year of Birth, Year of Death, and for State Veterans and National Cemeteries only, the section and grave number. Branches of Service are: U.S. Army (USA), U.S. Navy (USN), U.S. Air Force (USAF), U.S. Marine Corps (USMC), U.S. Coast Guard (USCG), U.S. Army Air Forces (USAAF), and other parent organizations authorized for certain periods of time; and special units such as Women's Army Auxiliary Corps (WAAC), Women's Air Force Service Pilots (WASP), U.S. Public Health Service (USPHS), and National Oceanic & Atmospheric Administration (NOAA). Different examples of inscription formats are illustrated above. More than one branch of service is permitted, subject to space availability.

OPTIONAL ITEMS are identified on the claim in boxes with bold outlines. These items may be included at Government expense if desired. Optional items include month and day of birth in block 5A, month and day of death in block 5B, highest rank attained in block 7, awards in block 9, war service in block 10, and emblem of belief in block 12. War service includes active duty service during a recognized period of war and the individual does not have to serve in the actual place of war, e.g., Vietnam may be inscribed if the Veteran served during the Vietnam War period, even though the individual never served in the country. Supporting documentation must be included with the claim if you wish to include the highest rank and/or awards.

ADDITIONAL ITEMS may be inscribed at Government expense if they are requested on the initial claim and space is available. Examples of additional items include appropriate terms of endearment, nicknames (in expressions such as "OUR BELOVED POPPY"), military or civilian credentials or accomplishments such as DOCTOR, REVEREND, etc., and special unit designations such as WOMEN'S ARMY CORPS, ARMY AIR CORPS, ARMY NURSE CORPS or SEABEES. All requests for additional inscription items should be stated in block 27, and are subject to VA approval. No graphics, emblems or pictures are permitted except available emblems of belief, the Medal of Honor, and the Southern Cross of Honor for Civil War Confederates.

RESERVED SPACE for future inscriptions **at private expense**, such as spousal or dependent data, is allowed if requested in block 27 and if space is available. Only two lines of space may be reserved on flat markers due to space limitations. Reserved space is unnecessary on upright marble or granite headstones as the reverse side is available for future inscriptions.

INCOMPLETE OR INACCURATE INFORMATION ON THE CLAIM MAY RESULT IN ITS RETURN TO THE CLAIMANT, A DELAY IN RECEIPT OF THE HEADSTONE OR MARKER, OR AN INCORRECT INSCRIPTION.



IMPORTANT: Please read the General Information Sheet before completing this form. Type or print clearly all information except for signatures. Illegible printing could result in an incorrect headstone or marker or delivery. *Blocks outlined in bold are optional inscription items. Unless indicated otherwise all other blocks must be completed. **MILITARY DISCHARGE DOCUMENTS OR RELATED SERVICE INFORMATION ARE REQUIRED.***

1. FOR VA USE ONLY

2. NAME OF DECEASED TO BE INSCRIBED ON HEADSTONE OR MARKER (NO NICKNAMES OR TITLES PERMITTED)				3. GRAVE IS:		
FIRST (Or Initial)	MIDDLE (Or Initial)	LAST	SUFFIX	<input type="checkbox"/>	CURRENTLY MARKED (with privately purchased marker)	
				<input type="checkbox"/>	NOT MARKED	

VETERAN'S SERVICE AND IDENTIFYING INFORMATION (Use numbers only, e.g., 05-15-1941)

4. VETERAN'S SOCIAL SECURITY NO. OR SERVICE NO.			PERIODS OF ACTIVE MILITARY DUTY (For additional space use Block 27)					
SSN: _____ OR SVC. NO.: _____			6A. DATE(S) ENTERED			6B. DATE(S) SEPARATED		
			MONTH	DAY	YEAR	MONTH	DAY	YEAR
5A. DATE OF BIRTH			5B. DATE OF DEATH					
MONTH	DAY	YEAR	MONTH	DAY	YEAR			

7. HIGHEST RANK ATTAINED (No pay grades)		8. BRANCH OF SERVICE (Check applicable box(es) - must be consistent with rank in Box 7)							
		ARMY	NAVY	MARINE CORPS	COAST GUARD	AIR FORCE	ARMY AIR FORCES	MERCHANT MARINE	OTHER (Specify)
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. VALOR OR PURPLE HEART AWARD(S) (Documentation must be provided)								10. WAR SERVICE (Check applicable box(es))				
MEDAL OF HONOR	DST SVC CROSS	NAVY CROSS	AIR FORCE CROSS	SILVER STAR	BRONZE STAR	PURPLE HEART	OTHER (Specify)	WORLD WAR II	KOREA	VIETNAM	PERSIAN GULF	OTHER (Specify)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. TYPE OF HEADSTONE OR MARKER REQUESTED (Check one)						12. DESIRED EMBLEM OF BELIEF						
FLAT BRONZE	FLAT GRANITE	UPRIGHT MARBLE	FLAT MARBLE	BRONZE NICHE	UPRIGHT GRANITE	NONE	EMBLEM NUMBER (Specify) (See reverse side of this form for available emblems)					
<input type="checkbox"/> B	<input type="checkbox"/> G	<input type="checkbox"/> U	<input type="checkbox"/> F	<input type="checkbox"/> Z	<input type="checkbox"/> V	<input type="checkbox"/>	<input type="checkbox"/> _____					

13A. NAME AND MAILING ADDRESS OF APPLICANT (No., Street, City, State, and ZIP Code)				13B. DAYTIME PHONE NO. OF APPLICANT			
				14. E-MAIL ADDRESS (Optional)			
				15. FAX NO. (Optional)			

16. ARE YOU:

NEXT OF KIN (Specify relationship) _____

AUTHORIZED REPRESENTATIVE ON BEHALF OF DECEDENT (Include Written Authorization)

AUTHORIZED REPRESENTATIVE ON BEHALF OF NEXT OF KIN (Include Written Authorization)

CERTIFICATION: By signing below I certify the headstone or marker will be installed in the cemetery listed in block 21 at no expense to the Government and all information entered on this form is true and correct to the best of my knowledge. I also certify, to the best of my knowledge, that the decedent has never committed a serious crime, such as murder or other offense that could have resulted in imprisonment for life, has never been convicted of a serious crime, and has never been convicted of a sexual offense for which he or she was sentenced to a minimum of life imprisonment.

PENALTY: The law provides severe penalties, which include fine or imprisonment, or both, for the willful submission of any statement or evidence of a material fact, knowing it to be false or for the fraudulent acceptance of any benefit to which you are not entitled.

17. SIGNATURE OF APPLICANT		18. DATE (MM/DD/YYYY)	
19. NAME AND DELIVERY ADDRESS OF BUSINESS (CONSIGNEE) THAT WILL ACCEPT PREPAID DELIVERY (No., Street, City, State, and ZIP Code); P.O. BOX IS NOT ACCEPTABLE		20. DAYTIME PHONE NO. (Include Area Code)	21. NAME AND ADDRESS OF CEMETERY WHERE GRAVE IS LOCATED (No., Street, City, State, and ZIP Code)

CERTIFICATION: By signing below I agree to accept prepaid delivery of the headstone or marker.

22. PRINTED NAME AND SIGNATURE OF PERSON REPRESENTING BUSINESS (CONSIGNEE) NAMED IN BLOCK 19		23. DATE (MM/DD/YYYY)	

CERTIFICATION: By signing below I certify the type of headstone or marker checked in block 11 is permitted in the cemetery named in block 21.

24. PRINTED NAME AND SIGNATURE OF CEMETERY OR OTHER RESPONSIBLE OFFICIAL	25. DAYTIME PHONE NO. (Include Area Code)	26. DATE (MM/DD/YYYY)

27. REMARKS (Additional inscription space will vary in size according to the type of marker)

28. CHECK BOX BELOW IF REMAINS ARE NOT BURIED AND EXPLAIN IN BLOCK 27 (e.g., buried at sea, remains scattered, etc.)		29. SECTION/GRAVE NO. (State Cemetery Only)	
<input type="checkbox"/> REMAINS NOT BURIED			

The graphics shown below are of 20 representative emblems of belief for placement on Government-furnished headstones/markers.



(1)
LATIN CROSS



(2)
BUDDHIST



(3)
JUDAISM
(Star of David)



(4)
PRESBYTERIAN CROSS



(5)
RUSSIAN ORTHODOX CROSS



(6)
LUTHERAN CROSS



(7)
EPISCOPAL CROSS



(8)
UNITARIAN CHURCH
(Flaming Chalice)



(9)
UNITED METHODIST CHURCH



(10)
AARONIC ORDER CHURCH



(11)
MORMON-ANGEL MORONI



(12)
NATIVE AMERICAN CHURCH
OF NORTH AMERICA



(13)
SERBIAN ORTHODOX



(14)
GREEK CROSS



(17)
MUSLIM
CRESCENT AND STAR



(20)
COMMUNITY OF CHRIST



(21)
SUFISM REORIENTED



(27)
UNITED MORAVIAN CHURCH



(29)
CHRISTIAN CHURCH



(31)
UNITED CHURCH OF CHRIST

EMBLEMS OF BELIEF AVAILABLE:

- LATIN CROSS (01)
 BUDDHIST (Wheel of Righteousness) (02)
 JUDAISM (Star of David) (03)
 PRESBYTERIAN CROSS (04)
 RUSSIAN ORTHODOX CROSS (05)
 LUTHERAN CROSS (06)
 EPISCOPAL CROSS (07)
 UNITARIAN CHURCH (Flaming Chalice) (08)
 UNITED METHODIST CHURCH (09)
 AARONIC ORDER CHURCH (10)
 MORMON (Angel Moroni) (11)
 NATIVE AMERICAN CHURCH OF NORTH AMERICA (12)
 SERBIAN ORTHODOX (13)
 GREEK CROSS (14)
 BAHAI (9 Pointed Star) (15)
 ATHEIST (16)
 MUSLIM (Crescent and Star) (17)
 HINDU (18)
 KONKO-KYO FAITH (19)
 COMMUNITY OF CHRIST (20)
 SUFISM REORIENTED (21)
 TENRIKYO CHURCH (22)
 SIECHO-NO-IE (23)
 THE CHURCH OF WORLD MESSIANITY (Izunome) (24)
 UNITED CHURCH OF RELIGIOUS SCIENCE (25)
 CHRISTIAN REFORMED CHURCH (26)
 UNITED MORAVIAN CHURCH (27)
 ECKANKAR (28)
 CHRISTIAN CHURCH (29)
 CHRISTIAN & MISSIONARY ALLIANCE (30)
 UNITED CHURCH OF CHRIST (31)
 HUMANIST (AMERICAN HUMANIST ASSOCIATION) (32)
 PRESBYTERIAN CHURCH (USA) (33)
 IZUMO TAISHAKYO MISSION OF HAWAII (34)
 SOKA GAKKAI INTERNATIONAL - USA (35)
 SIKH (KHANDA) (36)
 WICCAN (37)
 LUTHERAN CHURCH MISSOURI SYNOD (38)
 NEW APOSTOLIC CHURCH (39)
 SEVENTH DAY ADVENTIST CHURCH (40)
 CELTIC CROSS (41)
 ARMENIAN CROSS (42)
 FAROHAR (43)
 MESSIANIC JEWISH (44)
 KOHEN HANDS (45)
 CATHOLIC CELTIC CROSS (46)
 THE FIRST CHURCH OF CHRIST, SCIENTIST (Cross and Crown) (47)
 MEDICINE WHEEL (48)
 INFINITY (49)
 LUTHER ROSE (51)
 LANDING EAGLE (52)
 FOUR DIRECTIONS (53)
 CHURCH OF NAZARENE (54)
 HAMMER OF THOR (55)
 UNIFICATION CHURCH (56)
 SANDHILL CRANE (57)
 MUSLIM (Islamic 5 Pointed Star) (98)

To obtain the most recent information about headstones and markers including the complete and most current list of available emblems of belief (listing all names and graphics), please visit our website at www.cem.va.gov. You may also request a copy of this list by contacting our Applicant Assistance Unit toll free at 1-800-697-6947, or via e-mail at: mps.headstones@va.gov.

Cemetery Rate Schedule



Cemetery

Cemetery Lots

In Ground Burial Plots	Resident	Non-Res
Single Depth, Premier or Historic Section	2,400.00	3,600.00
Double Depth.....	4,800.00	7,200.00
Infant Plot	800.00	1,200.00

Cremation Plots	Resident	Non-Res
Urn Garden Plot.....	800.00	1,200.00

Niche Walls

Niche Wall - Flag Plaza & Walkway	Resident	Non-Res
Niche Wall - Level 1	1,368.00	2,052.00
Niche Wall - Level 2	1,560.00	2,340.00
Niche Wall - Level 3	1,560.00	2,340.00
Niche Wall - Level 4	1,872.00	2,808.00

Niche Wall - Entry Way	Resident	Non-Res
Niche Wall - Level 1	1,140.00	1,170.00
Niche Wall - Level 2	1,308.00	1,962.00
Niche Wall - Level 3	1,308.00	1,962.00
Niche Wall - Level 4	1,518.00	2,277.00
Niche Wall - Level 5	1,518.00	2,277.00
Niche Wall - Level 6	1,308.00	1,962.00

Service Charges

Service Fees	Resident	Non-Res
Open/Close - Adult Burial - Weekday	1,630.00	2,445.00
Open/Close - Adult Burial - Wknd/Hday.....	2,030.00	3,045.00
Child Open/Close - Weekday.....	500.00	750.00
Child Open/Close - Wknd/Hday.....	900.00	1,350.00
Niche Wall/Opening - Weekday	500.00	750.00
Niche Wall/Niche Opening - Wknd/Hday	700.00	1,050.00
Open/Close - Cremation Plot - Weekday.....	500.00	750.00
Open/Close - Cremation Plot - Wknd/Hday	700.00	1,050.00
Disinternment	1,630.00	2,245.00

Miscellaneous Charges

Flush Markers (Sold by City)**	Value based on size & type of marker
Marker Setting	
Veterans**	\$200.00
Flush**	\$320.00
Upright**	\$440.00
Niche Lettering**	\$180.00
Liner Sales**	\$250.00

** These items subject to sales tax

All costs are for normal services and sizes. There may be additional costs for any requests that are beyond the scope of these services or have larger sizing needs.





CITY OF KIRKLAND
Planning and Building Department
123 Fifth Avenue, Kirkland, WA 98033 425.587.3600
www.kirklandwa.gov

MEMORANDUM

Date: August 31, 2016

To: Kurt Triplett, City Manager

From: Dorian Collins, Senior Planner, AICP
Eric Shields, Director, AICP

Subject: Planning Commission Recommendation to adopt amendments to the Kirkland Zoning Code, Buffers from Marijuana Retail Uses - Chapter 115, File CAM16-00961

RECOMMENDATION

Review [packet](#) prepared for City Council consideration for the August 16, 2016 agenda. At its meeting on August 16th, the Council passed a motion to continue this item to the next meeting of the City Council in which all seven councilmembers would be available to participate.

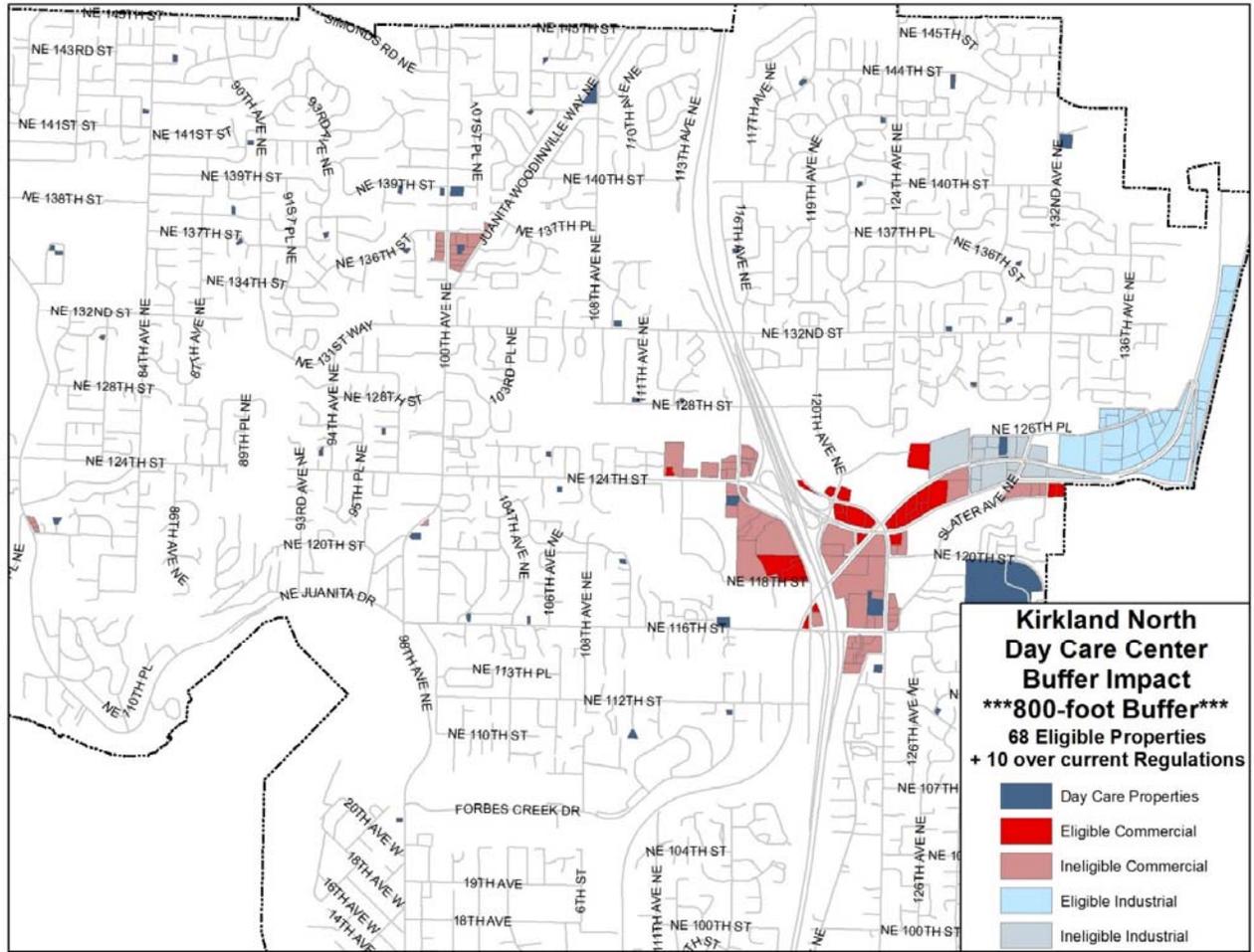
Adopt enclosed Ordinance 4528, consistent with the recommendation of the Planning Commission and Houghton Community Council. As noted in the materials prepared for the August 16th Council meeting, the Ordinance includes a revision from the text recommended by the Planning Commission that would cause the amendments to not be effective within Houghton.

Attachment:

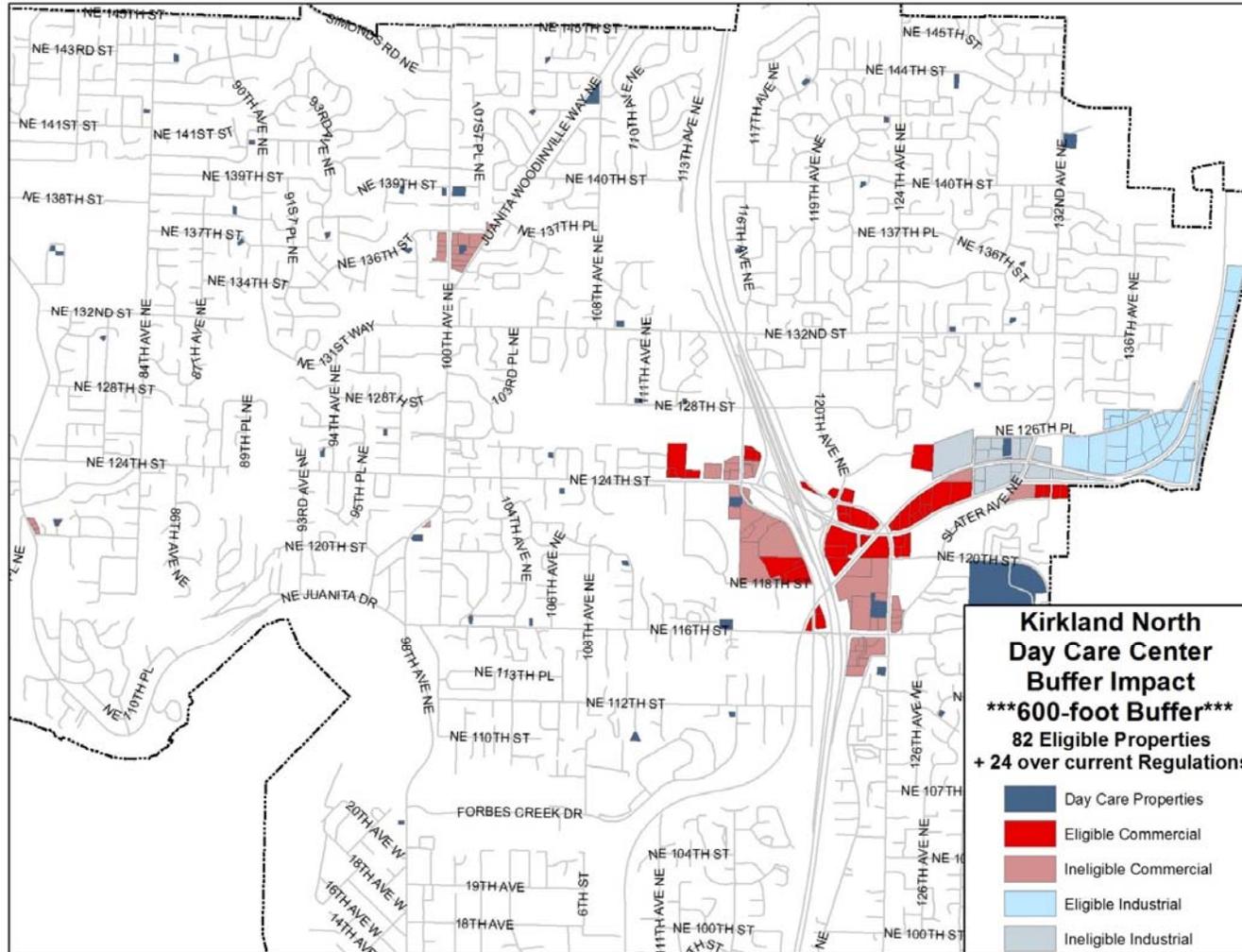
1. Maps of eligible parcels by distance from restricted uses
2. Comments received after the public hearing

cc: CAM16-00961
Planning Commission

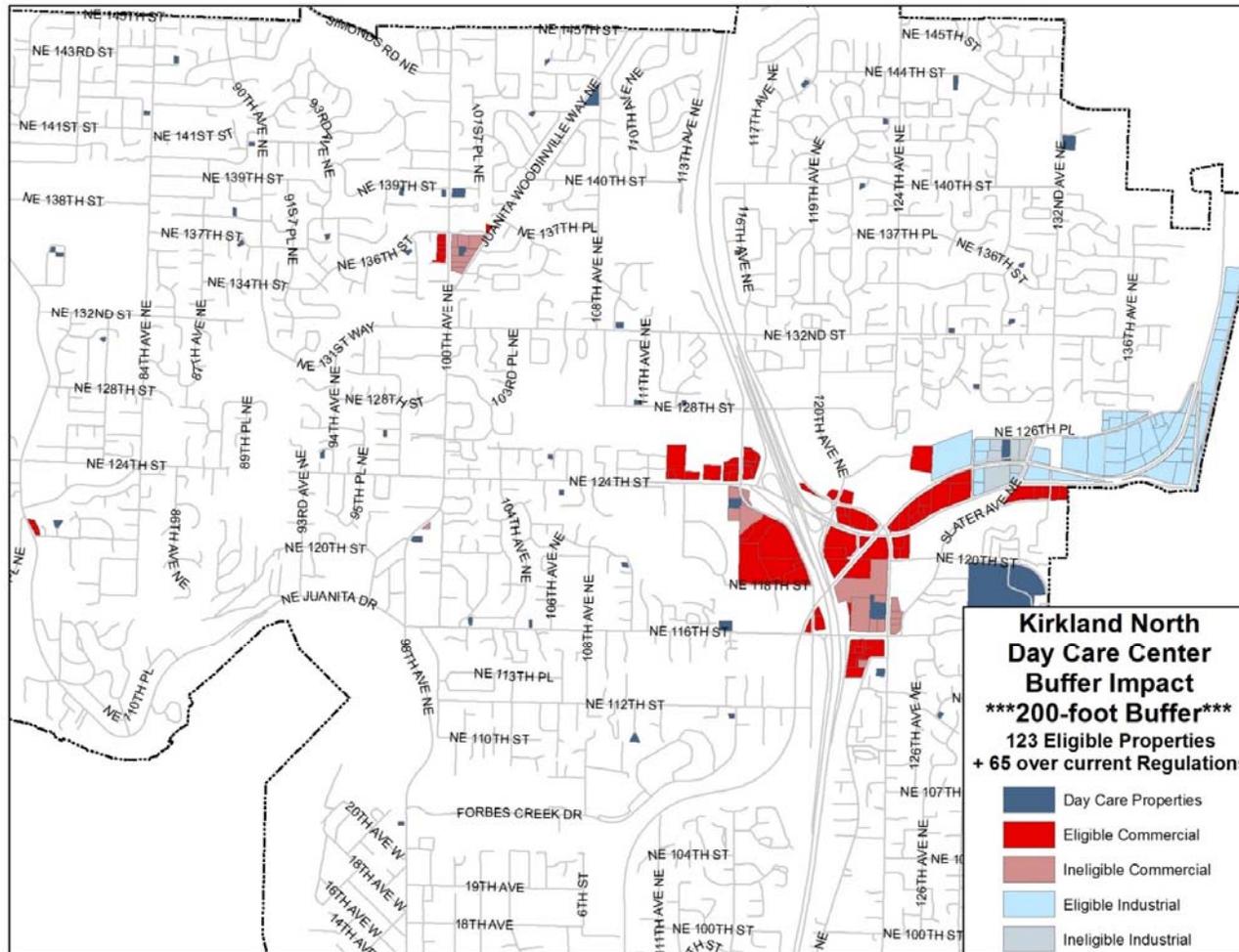
800
Foot
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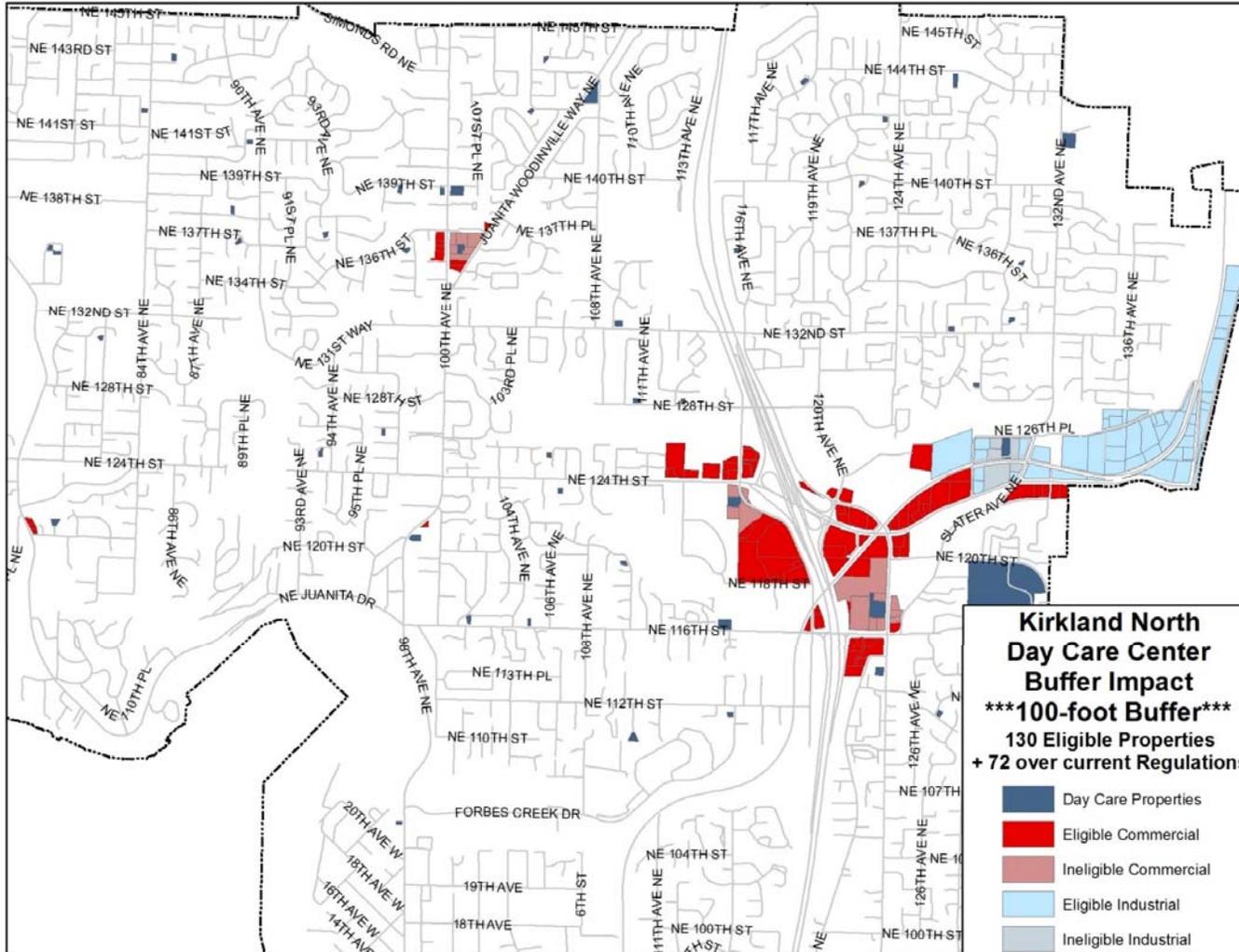
600
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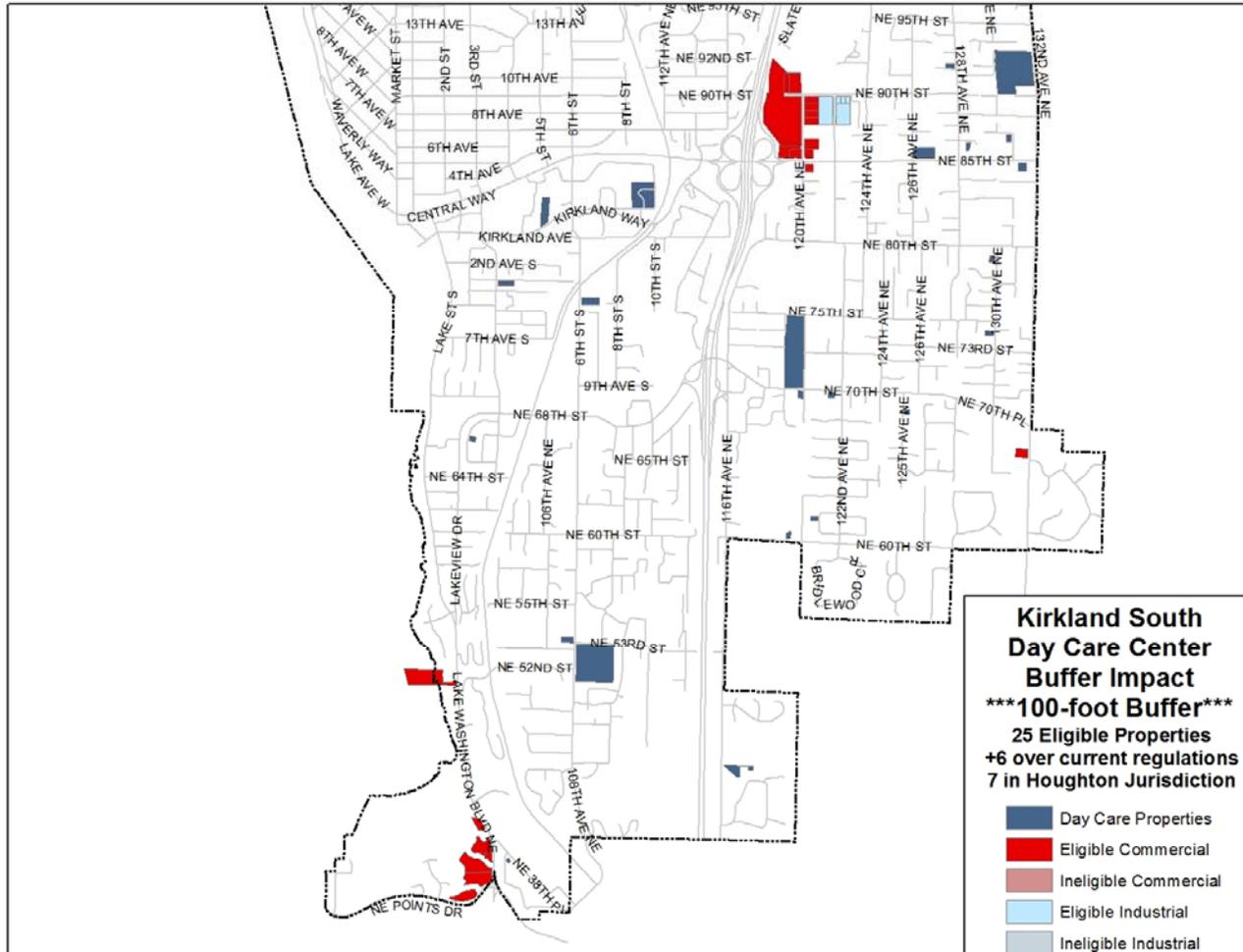
200
Foot
Buffer



100
Foot
Buffer



100
Foot
Buffer



Dorian Collins

From: Paul Stewart
Sent: Tuesday, August 16, 2016 9:44 AM
To: Dorian Collins
Cc: Eric Shields
Subject: FW: Amendments to the Marijuana Buffer Zones
Attachments: Renton_Detective_Jarratt.pdf

FYI

From: Amy Bolen
Sent: Tuesday, August 16, 2016 9:35 AM
To: Paul Stewart <PStewart@kirklandwa.gov>
Subject: FW: Amendments to the Marijuana Buffer Zones

Paul, just an FYI, this was sent to Council.

AMY BOLEN

EXECUTIVE ASSISTANT, CITY MANAGER'S OFFICE
CITY OF KIRKLAND
123 5TH AVENUE, KIRKLAND, WA 98033
P: 425.587.3007
ABOLEN@KIRKLANDWA.GOV

From: City Council
Sent: Tuesday, August 16, 2016 9:34 AM
To: Council <Council@kirklandwa.gov>
Cc: Kurt Triplett <KTriplett@kirklandwa.gov>; Marilynne Beard <MB Beard@kirklandwa.gov>; Tracey Dunlap <TDunlap@kirklandwa.gov>
Subject: FW: Amendments to the Marijuana Buffer Zones

Council, I have acknowledged receipt of the email below, and forwarded to staff.

AMY BOLEN

EXECUTIVE ASSISTANT, CITY MANAGER'S OFFICE
CITY OF KIRKLAND
123 5TH AVENUE, KIRKLAND, WA 98033
P: 425.587.3007
ABOLEN@KIRKLANDWA.GOV

From: Jeff Anderson [<mailto:jeff@TheEverGreenMarket.com>]
Sent: Monday, August 15, 2016 7:25 PM
To: City Council <citycouncil@kirklandwa.gov>
Cc: Amy Walen <AWalen@kirklandwa.gov>; Jay Arnold <JArnold@kirklandwa.gov>; Shelley Kloba <SKloba@kirklandwa.gov>; Penny Sweet <PSweet@kirklandwa.gov>; Toby Nixon <TNixon@kirklandwa.gov>; Dave Asher <DAsher@kirklandwa.gov>; Doreen Marchione <DMarchione@kirklandwa.gov>
Subject: Amendments to the Marijuana Buffer Zones

Dear Kirkland City Council-

My name is Jeff Anderson and I am the 4th retail marijuana license holder for the City of Kirkland, under the name of IHPP Corporation. I wanted to send a quick note of apology because I am unable to attend tomorrow's council meeting. I lieu of that, I would like to share a few thoughts that might give you comfort in voting in favor of a reduction in daycare buffer zones to 100 feet. This comes from my perspective of owning and operating a retail business for 23 years combined with 2 years of helping operate cannabis businesses.

- 1) **Cannabis customers are safe and friendly** - they really just want to come to the store, get suggestions, buy their product and leave. Customers have proven to be respectful of the nearby neighborhoods and businesses.
- 2) **Stores are safe and under close surveillance at all times** - Many stores (including the ones that I have helped open) have extra layers of security to safeguard the contents of the store, minimize cash on-hand, keep employees safe. A stellar example of this is in Renton where our cameras were helpful in capturing a robbery suspect from a nearby business (see attachment).
- 3) **Communication with local governments** - from the planning department to mayors to law enforcement, communication between a marijuana retailer and city governments is crucial. We have communicated fully with both the cities of Renton and Auburn and commit to do the same in Kirkland.
- 4) **Available retail space is limited or non-existent** - with 1000' daycare buffers, there are no available spaces that will comfortably allow for a large enough retail environment with adequate parking. Reducing the buffer zone to 100' will open up more retail possibilities and may prevent further clustering of cannabis stores.
- 5) **Competitors may not want a buffer reduction** - other cannabis retailers will not want to see a buffer reduction and may speak out against it. This is because they have existing leases and don't want to move to a different or better location. In reducing the buffer, the net effect will be for businesses to locate where it is most economically viable and where it meets the needs of the community.

To summarize, I believe that reducing the daycare buffers to 100 feet assists with setting up the City of Kirkland for long-term success. It will provide adequate retail possibilities and minimize the possibility for clustering. Perhaps most importantly, spreading out the cannabis retailers will allow for optimal service to the community.

Thank you for your consideration and again my apologies for not attending the meeting. I am always ready and willing to answer any questions you may have - 425-765-2935.

Sincerely,

Jeff Anderson

follow up

TJ



Tracie Jarratt <TJarratt@Rentonwa.gov>

7/26/2016

Jeff Anderson ▾



Reply all | ▾

Old mail

Hi Jeff!

I hope the summer is treating you well! I just wanted to follow up with you about an incident you helped us with around New Years? This was the incident where a \$4k bracelet was stolen from the pawn store. Well because of your assistance in capturing the getaway vehicle on tape (even w/o a license plate) it helped us to link MULTIPLE robberies and thefts together to a pair of thieving brothers. I know I was pestering to get the video sooner than later so it would not be overwritten so I do again thank you for your help! Many times these investigations are not solved quickly but when we have all the pieces...even small video clips like the one you provided to Officer Morgan it seals the deal for us in the end.

This footage helped us link robberies and thefts between Renton, Tukwila, Kent and Seattle. So, thank you.

I assume business is booming! I hope it continues for you.

Thanks again!

Tracie

Detective T. Jarratt

[1055 S. Grady Way](#)

[Renton, Wa 98057](#)

425-430-7526

[Monday-Thursday 8:30AM-6:30PM](#)

E-page 252

Attachment 2

 Reply all |   Delete Junk |  



Advisory: Please be advised the City of Renton is required to comply with the Public Disclosure Act Chapter 42.56 RCW. This act establishes a strong state mandate in favor of disclosure of public records. As such, the information you submit to the City via email, including personal information, may ultimately be subject to disclosure as a public record.

To: Amy Walen <AWalen@kirklandwa.gov>; Jay Arnold <JArnold@kirklandwa.gov>; Shelley Kloba <SKloba@kirklandwa.gov>; Penny Sweet <PSweet@kirklandwa.gov>; Toby Nixon <TNixon@kirklandwa.gov>; Dave Asher <DAsher@kirklandwa.gov>; 'dmarchione@kirklandwa.gov'; City Council <citycouncil@kirklandwa.gov>
Cc: 'Arne Nelson' <arne@theevergreenmarket.com>
Subject: Concerning 100 foot set back for cannabis stores

Dear Kirkland City Council,

Re: Planning Commission Recommendation to adopt amendments to the Kirkland Zoning Code, Buffers from Marijuana Retail Uses - Chapter 115, File CAM16-00961

I am writing to advocate that the City Council vote to adopt the 100 foot buffer for cannabis retail stores. The voters of Kirkland expressed their will to have reasonable access to Retail and Medical cannabis. Supporting the 100 ft buffer amendments goes some distance to supporting the voice of the voter by remedying the exceptionally onerous task of finding retail locations in the city.

Who am I?

I am a 54 year married father of 2 daughters with 21 years in the software and technology business holding senior management and executive roles. I am currently a partner in two retail cannabis stores.

My Story:

I sought to place a cannabis retail store in Kirkland. I unsuccessfully invested six months of effort to find a retail location in Kirkland and here is my story. I started by making a map of every possible location in the city that was approved under current City of Kirkland zoning. I then contacted nearly 100% of the approved locations. This was a very time consuming effort requiring many months and many trips to meet with property owners. Often property owners were interesting in leasing to a retail cannabis store but were prevented due to their commercial real estate loans being financed by one of the nationally chartered banks, (Wells Fargo, Chase, B of A, US Bank, etc).

The nationally chartered banks will not allow a property owner to lease to a cannabis retail owner for fear of losing their national charter. In the last three months three Credit Unions in Washington have started making CRE loans so there is some evidence that progress underway, but this will take time to have any effect.

After 6 months I was not able to find a single retail property that met the City of Kirkland zoning and LCB requirements. I am also not in the position to spend \$2-5 million to purchase a retail property and CRE loans are not available.

A Effective Ban in Kirkland:

Of the four LCB awarded retail licenses in Kirkland, two have opened in remote business parks, a third resorted to having to purchase a property and the fourth has yet to open. The combination of the LCB buffers and the current City of Kirkland zoning works together to impose an effective ban on opening a cannabis store in Kirkland and subverts the will of the voters.

Lessons:

As a partner in two retail cannabis stores in Auburn and Renton for nearly two years, I have learned some lessons and perspective. I hope these are useful:

1. Customers:

The customers of cannabis stores represent a cross section of society. The customers come from every socio-economic background, every age group from 21-90, every race, every gender, and every occupation. They are our friends, our relatives our co-workers and our neighbors. They deserve to be treated with decency and respect and have local, convenient and comfortable places to shop.

2. Voters voting:

In Bellevue, from publically accessible State of Washington data, Bellevue retail cannabis stores had over 37,000 purchases in the month of July, over 445,000 transactions a year. That is a high volume of voters voting with their most precious resources, their dollars and their time.

3. Property values:

The property owners of our locations have experienced increases in their property values due to the increase in foot traffic and the average purchase value of \$43 of our customers. The property owners have the ability to raise rents to prospective tenants, resulting increased value of their property. What retail store would not want to be near a 1000+ customers a day spending \$43?

Summary:

Reducing the buffers to 100 feet will not fix the problem of finding retail space for cannabis stores, but it will go some distance to opening up additional inventory.

Thank you for your consideration.

Sincerely,

Arne Nelson

Arne Nelson

M 206-852-7155

arne@TheEverGreenMarket.com

Dorian Collins

From: Paul Stewart
Sent: Tuesday, August 16, 2016 3:07 PM
To: Dorian Collins
Cc: Eric Shields
Subject: FW: Concerning 100 foot set back for cannabis stores
Attachments: TEM Sales floor.jpg; Auburn Sales floor .jpg; Auburn Sales floor North.jpg

From: Amy Bolen
Sent: Tuesday, August 16, 2016 3:02 PM
To: Paul Stewart <PStewart@kirklandwa.gov>
Subject: FW: Concerning 100 foot set back for cannabis stores

Paul, just FYI...

AMY BOLEN
EXECUTIVE ASSISTANT, CITY MANAGER'S OFFICE
CITY OF KIRKLAND
123 5TH AVENUE, KIRKLAND, WA 98033
P: 425.587.3007
ABOLEN@KIRKLANDWA.GOV

From: City Council
Sent: Tuesday, August 16, 2016 3:01 PM
To: Council <Council@kirklandwa.gov>
Cc: Kurt Triplett <KTriplett@kirklandwa.gov>; Marilynne Beard <MB Beard@kirklandwa.gov>; Tracey Dunlap <TDunlap@kirklandwa.gov>
Subject: FW: Concerning 100 foot set back for cannabis stores

Further response from Arne Nelson.

AMY BOLEN
EXECUTIVE ASSISTANT, CITY MANAGER'S OFFICE
CITY OF KIRKLAND
123 5TH AVENUE, KIRKLAND, WA 98033
P: 425.587.3007
ABOLEN@KIRKLANDWA.GOV

From: Arne Nelson [<mailto:arne@theevergreenmarket.com>]
Sent: Tuesday, August 16, 2016 2:59 PM
To: Amy Walen <AWalen@kirklandwa.gov>; Jay Arnold <JArnold@kirklandwa.gov>; Shelley Kloba <SKloba@kirklandwa.gov>; Penny Sweet <PSweet@kirklandwa.gov>; Toby Nixon <TNixon@kirklandwa.gov>; Dave Asher <DAsher@kirklandwa.gov>; 'dmarchione@kirklandwa.gov'; City Council <citycouncil@kirklandwa.gov>
Cc: 'Arne Nelson' <arne@theevergreenmarket.com>
Subject: RE: Concerning 100 foot set back for cannabis stores

Dear Kirkland City Council,

I have received responses from you regarding my letter below. A couple of points of clarification.

CRE=Commercial Real Estate, sorry for the acronym.

100 ft buffer:

Moving the buffer to 600 feet will not address the problem of zero inventory available for retail cannabis stores. Moving the buffer to 100 ft will improve the problem by allowing a few more, and only a few retail locations to come available.

The Journey:

As a City Council you are on a journey. A journey to have a deeper understanding of what the cannabis business is today. The cannabis business today does not fit the stereotype fostered by its predecessor, the Medical Marijuana stores that were shut down on July 1st 2016. Cannabis stores today, are vibrant, fun stores where our friends, neighbors, co-workers and relatives come to get educated on products that fit their needs. Please see the attached pictures of stores that I have opened.

Cannabis customers are voters that have the right to be treated with the decency and respect of a comfortable, convenient place to shop. As consumers, do you want to do your shopping in an out of the way, business park?

Public Safety

Cannabis stores provide no more public safety risk than liquor stores, grocery store or tobacco stores. Our LCB required security systems 360 degree camera systems, secure storage, security guards, etc are far in excess of drinking establishments where alcohol is consumed. State law prohibits cannabis from being opened or consumed on the premises of cannabis stores, and every action is recorded on hi-def cameras.

Please vote for the 100 foot buffer zone for cannabis retail.

Thank you

Sincerely,

-arne

Arne Nelson
M 206-852-7155

From: Arne Nelson [<mailto:arne@theevergreenmarket.com>]

Sent: Monday, August 15, 2016 12:26 PM

To: 'awalen@kirklandwa.gov'; 'jarnold@kirklandwa.gov'; 'skloba@kirklandwa.gov'; 'psweet@kirklandwa.gov'; 'tnixon@kirklandwa.gov'; 'dasher@kirklandwa.gov'; 'dmarchione@kirklandwa.gov'; 'citycouncil@kirklandwa.gov'

Cc: 'Arne Nelson'

Subject: Concerning 100 foot set back for cannabis stores

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Re: Planning Commission Recommendation to adopt amendments to the Kirkland Zoning Code, Buffers from Marijuana Retail Uses - Chapter 115, File CAM16-00961

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Thank you for your consideration.

Sincerely,

Arne Nelson

Arne Nelson

M 206-852-7155

arne@TheEverGreenMarket.com

Dorian Collins

From: Margaret Bull <wisteriouswoman@gmail.com>
Sent: Thursday, August 18, 2016 8:43 PM
To: Dorian Collins
Subject: cannabis

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Dorian,

I noticed that the cannabis regulation exception is on the agenda. Since the regulation only relates to the currently allowed businesses I don't see any major reason to oppose it. In my mind, it is far more important that the number of cannabis establishments allowed be capped at its current level. I don't want to see this issue continue to come before planning because people want more and more exceptions. As it is, we are going to have to deal with some new sociological problems due to the decriminalizing of cannabis in this state and the promotion of cannabis as a medication. The USFDA has not approved Cannabis as a medication and long range studies have not been done related to the health risks involved with regular use.

Also, I'd like to point out that internationally Cannabis is the correct botanical term for the plant that is often referred to as Marijuana. If the city decides to regulate the use of Cannabis in Kirkland, than I suggest you use a globally accepted term in any documentation of laws related to its use or distribution.

Margaret Bull

ORDINANCE O-4528

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO LAND USE AND ZONING AND AMENDING KIRKLAND ZONING CODE CHAPTER 115.

1 WHEREAS, the City Council has received a recommendation
2 from the Kirkland Planning Commission to amend Chapter 115 of the
3 Kirkland Zoning Code, as set forth in the report and recommendation of
4 the Planning Commission dated July 25, 2016 and bearing Kirkland
5 Planning and Building Department File No. CAM16-00961; and
6

7 WHEREAS, prior to making the recommendation, the Kirkland
8 Planning Commission, following notice as required by RCW 36.70A.035,
9 on June 23, 2016, held a public hearing, on the amendment proposals
10 and considered the comments received at the hearing; and
11

12 WHEREAS, prior to making the recommendation, the Houghton
13 Community Council, following notice as required by RCW 36.70A.035,
14 on June 23, 2016, held a courtesy hearing at a joint hearing with the
15 Planning Commission, on the amendment proposals and considered the
16 comments received at the hearing; and
17

18 WHEREAS, pursuant to the State Environmental Policy Act
19 (SEPA), there has accompanied the legislative proposal and
20 recommendation through the entire consideration process, a SEPA
21 Addendum to Existing Environmental Documents issued by the
22 responsible official pursuant to WAC 197-11-625; and
23

24 WHEREAS, in regular public meeting the City Council considered
25 the environmental documents received from the responsible official,
26 together with the report and recommendation of the Planning
27 Commission; and
28

29 NOW, THEREFORE, the City Council of the City of Kirkland do
30 ordain as follows:
31

32 Section 1. Chapter 115 of the Kirkland Zoning Code is hereby
33 amended by the addition of a new Section 115.155 to read as follows:
34

35 **115.155: Marijuana Retail Business – Buffer Requirements**
36 **from Licensed Child Care Centers (not effective within the**
37 **Houghton Community Municipal Corporation).**
38

39 Except as otherwise provided in this Section, the distance requirements
40 of RCW 69.50.331(8)(a) (as it now exists or may subsequently be
41 amended) shall apply to state liquor and cannabis board licensing of all
42 marijuana producers, processors, retailers and research premises.
43 Pursuant to RCW 69.50.331(8)(b), the Washington State Liquor and
44 Cannabis Board may issue a license for a marijuana retail premises
45 located within 1,000 feet of the perimeter of the grounds of a child care
46 center, but no portion of the property on which a state-licensed

47 marijuana retailer is located may be within 600 feet of the perimeter of
48 the grounds of a child care center. For the purpose of this Section,
49 "child care center" shall have the definition set forth in WAC 170-295-
50 0010. This section shall not be effective within the Houghton
51 Community Municipal Corporation.
52

53 Section 2. If any section, subsection, sentence, clause, phrase,
54 part or portion of this ordinance, including those parts adopted by
55 reference, is for any reason held to be invalid or unconstitutional by any
56 court of competent jurisdiction, such decision shall not affect the validity
57 of the remaining portions of this ordinance.
58

59 Section 3. This ordinance shall be in full force and effect five
60 days from and after its passage by the Kirkland City Council and
61 publication, as required by law.
62

63 Section 4. A complete copy of this ordinance shall be certified
64 by the City Clerk, who shall then forward the certified copy to the King
65 County Department of Assessments.
66

67 Passed by majority vote of the Kirkland City Council in open
68 meeting this ____ day of _____, 2016.
69

70 Signed in authentication thereof this ____ day of
71 _____, 2016.

MAYOR

Attest:

City Clerk

Approved as to Form:

City Attorney



CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 425.587.3600
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Deb Powers, Urban Forester
Paul Stewart AICP, Deputy Director
Eric Shields AICP, Director

Date: August 25, 2016

Subject: 2015-2016 URBAN FORESTRY ANNUAL REPORT

RECOMMENDATION:

On behalf of the Departments of Planning, Public Works and Parks and the City's Tree Team, it is recommended that the City Council receive the 2015-2016 Urban Forestry Annual Report (Attachment 1) on progress towards Urban Forest Strategic Management Plan goals and provide direction on the action items and initiatives for the upcoming year.

BACKGROUND DISCUSSION:

Urban forests improve air and water quality, enhance property values and contribute to human health, safety and community character. Unfortunately, many urban elements negatively impact trees, shortening their normal life expectancy. These impacts include constrained spaces, poor quality and limited volume of soils, reflected heat, and lack of adequate water.

On a larger scale, tree removal resulting from development, limited public tree monitoring or maintenance, climate change and invasive species contribute to the decline of a community's natural environment.

For these reasons, urban forests require sound and deliberate management to ensure that trees function well in their intended landscape, provide optimal benefits to the community, and remain reasonably safe for property and people. In addition, a proactive approach allows the city to be cost effective by anticipating needs and minimizing risks from tree failure and severe storm events.

Adopted by the City Council in 2013, the intent of Kirkland's [Urban Forestry Strategic Management Plan](#) (Strategic Plan) is to establish performance measures and citywide efforts towards a cohesive, efficient and sustainable urban forest management program. Following its adoption, multiple City departments developed an [Urban Forest Work Plan](#) (Work Plan) to prioritize specific objectives that were feasible to attain over the next six years, from 2014 to 2019. The objectives predominantly focus on public tree management. Trees on private property or reviewed as part of development applications are regulated through Chapter 95 of the Zoning Code.

2015-2016 Work Plan Summary

Although some Work Plan objectives have been deferred to next year, many other milestones were met in 2015-2016. These milestones are included in the annual report and highlighted below:

- The City was again designated a Tree City USA and achieved a Growth Award for its efforts
- Tree Team participation for more efficient and coordinated urban forest management; particularly with public trees.
- The Green Kirkland Partnership planted 960 trees in 2015 and it is estimated that over 700 trees will be planted by the end of 2016.
- In 2015, Public Works crews responded to 353 service requests for tree removal and maintenance compared to 23 such requests in 2010.
- Previously-unidentified projects that arose from service request trends, extreme weather conditions, funding availability, or by mandate.
- Through a WA Department of Natural Resources grant, an inventory of trees in 14 city parks was conducted.
- Public Works crews planted 48 trees in medians and rights-of-way.

Now half-way through the six-year period, progress has been made on several objectives but has fallen behind on others. To meet the long-term goals outlined in the Urban Forestry Strategic Management Plan, support for urban forestry programs and activities is necessary to raise the City's urban forestry performance indicators.

Proposed Urban Forestry Objectives for 2016-2017

Specific objectives are outlined in the 2015-2016 Urban Forestry Annual Report (Attachment 1). Staff from multiple departments is committed to achieving the following initiatives in the upcoming 2016-2017 period:

- Continue collaborative efforts between departments
- Update codes, Pre-Approved Plans and standard operating procedures as time allows, or unless incorporated into departmental annual work plans
- Prepare for a new Maintenance Management Software launch, enabling multiple departments to efficiently respond to service requests and to prioritize public tree care
- Inventory right-of-way trees
- Apply for City's 9th Growth Award with the completion of eligible projects
- Undertake efforts to provide education and outreach to property owners, applicants, developers and the community
- Enhance the City's safety program for tree workers in Parks and Public Works

Council Direction

Staff is requesting Council to confirm the direction on the proposed initiatives, objectives, priorities and timing established in the citywide urban forest Six Year Work Plan proposed for the upcoming 2016-2017 year.

Attachments

1 - 2015-2016 Urban Forestry Annual Report

CITY OF KIRKLAND

Urban Forestry 2015-2016

ANNUAL REPORT



Planning & Building
Parks & Community Services
Public Works



Kirkland City Council

Amy Walen, Mayor

Jay Arnold, Deputy Mayor

Penny Sweet

Shelley Kloba

Toby Nixon

Dave Asher

Doreen Marchione

Kirkland's urban forest includes trees in woodlands, parks, yards, in public spaces and along streets. Trees affect the air and water where we live and the desirability of our neighborhoods.

Unfortunately, many factors negatively impact urban trees. To provide optimal benefits to the community, urban forests require sound and deliberate management over a long range horizon.

For these reasons, the Kirkland City Council adopted an Urban Forestry Strategic Management Plan July 2013.

I. Introduction

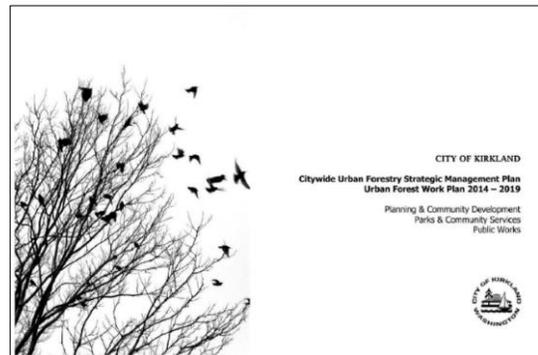
Kirkland's [Urban Forestry Strategic Management Plan](#) (Strategic Plan) guides City efforts towards a healthy, sustainable urban forest using standardized criteria and performance indicators (Appendix Table 1).

Using Kirkland's performance in sustainable urban forest management as a baseline, the Departments of Planning and Building, Parks and Community Services and Public Works developed prioritized, targeted objectives to address any gaps in performance.

The objectives were organized into a more incremental six-year [Urban Forest Work Plan 2014-2019](#) (Work Plan) framework, from which the City uses to plan its urban forestry-related operations on an annual basis through 2019.

Consistent with the City's Comprehensive Plan policies, City Council goals and operational values for the environment, these objectives link daily operations to long-term goals, enabling staff to realize greater levels of:

- Accountability, cooperation and resource-sharing
- Operational efficiency
- Collaborative problem-solving
- Customer service
- Stewardship of public investment



II. 2015-2016 Work Plan Accomplishments

While there were many successes and accomplishments in 2015-2016 (Appendix Table 2), less progress occurred than the [previous year](#) in meeting established city-wide Work Plan objectives.

The following summary shows Work Plan objectives and other urban forestry-related projects that were accomplished through Tree Team partnerships and coordination, departmental efforts and by striving to earn Growth Awards as established by the [National Arbor Day Foundation](#).

- ✓ The City maintained its status as a Tree City USA for the 14th consecutive year and was one of only 13 cities in Washington to earn a Growth Award.
- ✓ Public Work Grounds Maintenance crews planted 48 trees in medians and rights-of-way.
- ✓ Planning and Public Works developed internal procedures to streamline and clarify the public tree removal and pruning permit process.
- ✓ The Green Kirkland Partnership (GKP) planted 960 trees in 2015. By July 1st 2016, 167 trees were planted, with an estimated 540 tree plantings to occur by the end of 2016.
- ✓ A consultant inventoried trees in 14 Kirkland parks through a grant from the Washington Department of Natural Resources (DNR); data essential to prioritize maintenance needs.
- ✓ In 2015, Public Works tree maintenance crews responded to 353 service requests for tree-related activities (pruning, removal, etc.), a substantial increase from 23 tree requests in 2010.
- ✓ Public Works CIP, the City's Urban Forester and DNR partnered with the Cedar Creek Correctional Center to repurpose street trees removed from Park Lane.
- ✓ The Urban Forester worked with Public Works/Surface Water to identify potential code changes regarding trees and vegetation related to Low Impact Development, as required by the Washington Department of Ecology.
- ✓ Public Works, Parks, Planning and GIS collaborated on developing a scope of work to inventory trees along Kirkland arterials and collector streets.
- ✓ In response to an early 2016 storm, Public Works initiated a project to address dead, dying and excessively leaning trees along portions of Holmes Point Drive.
- ✓ Planning and Parks (GKP) celebrated Arbor Day on October 17, 2015 at Watershed Park along with dozens of volunteers as part of the restoration of the park.
- ✓ Public Works Grounds Maintenance assisted a volunteer planting at Fire Station 22 to celebrate National Arbor Day in April 2016.
- ✓ Public Works has continued to sponsor annual aerial rescue classes (arborist's safety) for the region since 2014

Due to workload priorities and resource allocation, the City was unable to

- Conduct the previously-funded right-of-way tree inventory
- Receive funding to establish a Heritage Tree program
- Obtain grant funding for tree planting
- Conduct tree code awareness and educational workshops for property owners, developers and tree companies.

Tracking day-to-day operations and linking progress to long-range goals has been challenging with shifting workload demands, compounded with departments' varied performance measures and tracking systems. Examples of this are provided later in this report.

Details on the City's progress in urban forestry management are described below:

- **Growth Awards & Tree City USA**

Kirkland continued to show its commitment to sustainable urban forest management by maintaining its status as a [Tree City USA](#) for the 14th consecutive year, proclaiming and celebrating Arbor Day on October 17, 2015.



Growth Awards demonstrate a higher standard of urban forest management, awarding points for accomplishments in four categories. Cities must earn at least 10 points per year for meeting specific criteria in -

- Category A: Education and Public Relations
- Category B: Partnerships
- Category C: Planning and Management
- Category D: Tree Planting and Maintenance

In 2015, Kirkland earned 30 points for eligible projects (Appendix Table 3) and was one of only 13 cities in Washington to earn a Growth Award!

- **Developing an Urban Forest Program: Kirkland Tree Team**

The City's 'Tree Team' is responsible for implementing the Strategic Plan through developing annual work plans, tracking operations, and appending the Plans to ensure long-range goals remain effective and relevant over time. This service team meets once every month.

<p>KIRKLAND TREE TEAM</p> <p>PARKS AND COMMUNITY SERVICES Tim Werner, <i>Park Maint. Supervisor</i> Sharon Rodman, <i>GKP Supervisor</i> Mark Padgett, <i>Lead person</i> Ryan Fowler, <i>Field Arborist</i></p> <p>PUBLIC WORKS Jenny Gaus, <i>SW Engineering Supervisor</i> Bobbi Wallace, <i>Street Services Manager</i> Shannon Sedlacek, <i>Public Grounds Lead</i> Jerry Merkel, <i>Field Arborist</i></p> <p>PLANNING AND BUILDING Paul Stewart, <i>Deputy Director</i> Deb Powers, <i>Urban Forester</i> Aoife Blake, <i>Assistant Planner</i> Craig Salzman, <i>Code Enforcement Officer</i></p>

Very often, these meetings enable management level and field crew staff to gain valuable insight into each other’s responsibilities, resulting in greater support and cooperation to meet common goals. An example of this is Public Works and the Parks Departments pairing Field Arborists to address public tree care.

The partnerships between Tree Team members and across departments yielded these results in 2015-2016:

Noticing a trend in public tree damage and service requests by Kirkland residents, the Tree Team turned its attention to refining internal *public tree permit procedures* (primarily in the right-of-way). Planning and Public Works worked together to clarify roles and streamline the

process for improved customer service (2015-2016 UF Annual Report Attachment A). Together with the Cross Kirkland Corridor Service Team, an outreach effort is planned to provide an overview of the permitting process for citizens, while future code amendments are tentatively planned to clarify permit language regarding public trees.

Public Works Grounds Maintenance crews expanded upon last year’s *Street Tree Replacement Project* to replant street trees city-wide, using funds from the City Forestry Account. Funding allowed crews to rent a stump grinder to remove old root systems from available tree spaces and replace 48 trees in early spring, 2016. A formalized right-of-way tree replacement program may be considered as a result of this cross-departmental cooperation.



- **Growing the Green Kirkland Partnership Program**

The passage of the 2012 Parks Levy provided much-needed *funding to continue the Green Kirkland Partnership (GKP) program*, which was initiated in 2005 to restore forested parkland. With annexation adding a significant amount of acreage in parks/open space areas, and as a result of its own ambitious goals, GKP program growth projections exceed its current levy funding allocation. Recognizing that, GKP leaders have aggressively sought diverse funding sources in 2015-2016 to support program needs.

A King Conservation District grant provided funding to update and incorporate new neighborhoods into the City's *20-Year Forest and Natural Areas Restoration Plan*, which was approved by Council Resolution on November 17th, 2015.

Another King Conservation District grant provided *professional volunteer management support* for large monthly restoration activities, including Earth Day, Arbor Day, and Green Kirkland Day events where each event generates over 100 volunteer participants.

The K-DOG board provided funding for GKP to hire *professional crews* to work for two days in November 2015 at Heronfield Wetlands riparian mitigation site, which is a park restoration site that was required for the construction of Jasper's Dog Park.



To hire *specialized professional crews* essential for working in sensitive areas unsuitable for volunteers, GKP utilized Capital Improvement Project (CIP) funding under an interagency agreement with the Washington Department of Ecology. Washington Conservation Corps crews were contracted for 9 weeks in 2016 for natural area restoration in Crestwoods Park, Heronfield Wetlands, Juanita Heights Park, O.O. Denny Park, and Watershed Park. Six of the nine weeks occurred before June 2016.

The Kirkland Parks Foundation collaborated successfully with GKP to *raise funds* to purchase trees and other forest native plants for Green Kirkland Day held at Crestwoods Park, November 14th, 2015.

To restore the riparian corridor at O.O. Denny Park and further meet Strategic Plan goals for GKP program growth, the Kirkland Parks Foundation *raised funds* through a Royal Bank of Canada Blue Water Grant so that the GKP could hire professional crews to work together with volunteers on restoration efforts. Grants to fund restoration work at Juanita Bay Park in 2015 and 2016 were obtained by GKP from the Melody S. Robidoux Foundation Fund.

III. Additional Urban Forestry Projects in 2015-2016

While not previously identified in a work plan, several significant urban forestry projects were launched or completed in 2015-2016:

Mandated by the Washington Department of Ecology, Kirkland conducted a *2016 Low Impact Design (LID) code review* as part of its National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater permit. This intensive project involves both Public Works and Planning Departments analyzing municipal codes and standards as they relate

to LID. Because land use, trees, landscaping, native vegetation, and soils are core LID issues, the City's Urban Forester plays a key role on the project team.



In response to an early 2016 storm resulting in dangerous and blocked Juanita rights-of-way, Public Works initiated a *Holmes Point Drive Pruning/Removal Project* to address dead, dying, and excessively leaning trees located at the north and south entrances of Holmes Point Drive.

The project was scheduled for summer 2016 to utilize staffing from Surface Water funding and to overlap with a CIP Quick Wins project phase. Public Works worked with the Planning Department on permitting; then coordinated with a consulting arborist, the Finn Hill Neighborhood Alliance and Puget Sound Energy (PSE). The first phase of tree work was completed by Public Works and contract tree crews, while additional work is scheduled to be completed in October 2016 by PSE.

Using the City's new Energov permit database, the Planning and Building Department conducted a query to track tree permits processed between July 2015 and July 2016. The total number of TRE (permit) cases in this 12-month range is 641. This includes various tree-related requests such as the 2 tree removal per year notifications, hazard/nuisance tree removals, public tree pruning requests, and public tree removal requests.

Note that the total is not indicative of actual tree removal in Kirkland because:

- TRE cases differ in the total number of trees approved for removal
- TRE cases include permits that were denied, resulting in no tree removals
- Tree removal notifications are optional; residents may opt to lawfully remove their 2-trees per year without notifying the City

And finally, Kirkland Public Works CIP, the City's Urban Forester and DNR partnered with the Cedar Creek Correctional Center to *repurpose Park Lanes' previously-removed street trees*. Through this pilot program, inmates salvaged the trees in 2015 to haul, mill, kiln-dry and finish a one-of-a-kind Norway maple slab for Kirkland's use. In 2016, Facilities staff fabricated a steel base for the slab, creating a beautiful coffee table for the newly-remodeled City Hall entry.



IV. Incomplete/Deferred Projects

In summer 2015, data was collected from Kirkland's 14 formally-landscaped park trees through a grant from the Washington Department of Natural Resources (DNR) and the U.S. Forest Service. *The Park Tree Inventory* resulted in valuable GIS-formatted data and a [summary report](#) describing Kirkland park trees' appraised value and high priority tree maintenance recommendations. Not yet incorporated into Kirkland's GIS database, the data is being evaluated by Parks officials to develop a Work Plan strategy.



In 2015, the City Council approved funding to update and expand a 2004 street tree inventory. Public tree inventories document the value, condition and risk assessment of the urban forest asset.

In Kirkland, obtaining current data is important to include annexed right-of-way trees, reduce risk potential and to proactively manage the City's tree asset for optimal stormwater mitigation and public benefit.

The *Right-of-Way (ROW) Tree Inventory Project* has been put on hold temporarily, pending completion of the City's new Enterprise Asset Management/Maintenance Management System (MMS) project, Lucity. The Lucity MMS will include an inventory of all City-maintained roadway, utility, and roadside features.

A complete asset inventory, together with standard work practices and approved levels of service, will provide the basis for the City's Public Works, Parks, and Facilities operations, maintenance, annual work programs and budgets, including public tree management.

Kirkland's existing public tree inventory data will be examined for compatibility and re-scoped once the Lucity MMS is up and running.

V. Public Tree Maintenance

Public tree maintenance is critical to ensure long-term success and health of an urban forest. Tree maintenance (including structural pruning), providing for vehicular and pedestrian clearances, and mitigating potentially hazardous conditions is an essential part of urban forest management.

In 2015, Public Works Maintenance and Park departments acquired and began to share an aerial lift truck for public tree maintenance, a positive result of Tree Team discussions. Merging equipment and staff resources to address public tree service requests, although productive, presented some challenges in tracking:

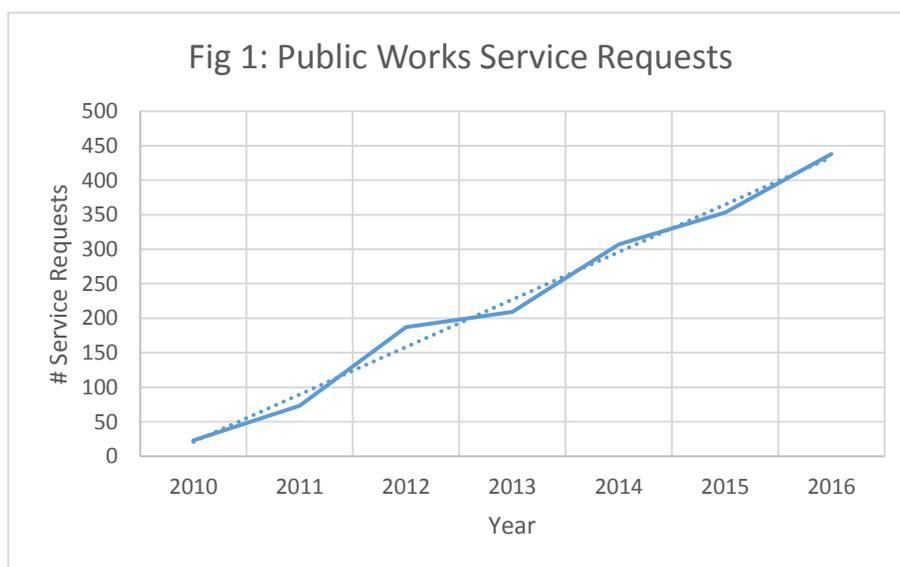


- Service request data for tree-related activities
- Hours spent on tree-related activities
- Quantity of public trees planted
- Distinguishing between tree planting, pruning, removal, other maintenance activities (weeding, mulching, watering, etc.) and emergency response
- Determining levels of service request priorities vs. scheduled maintenance

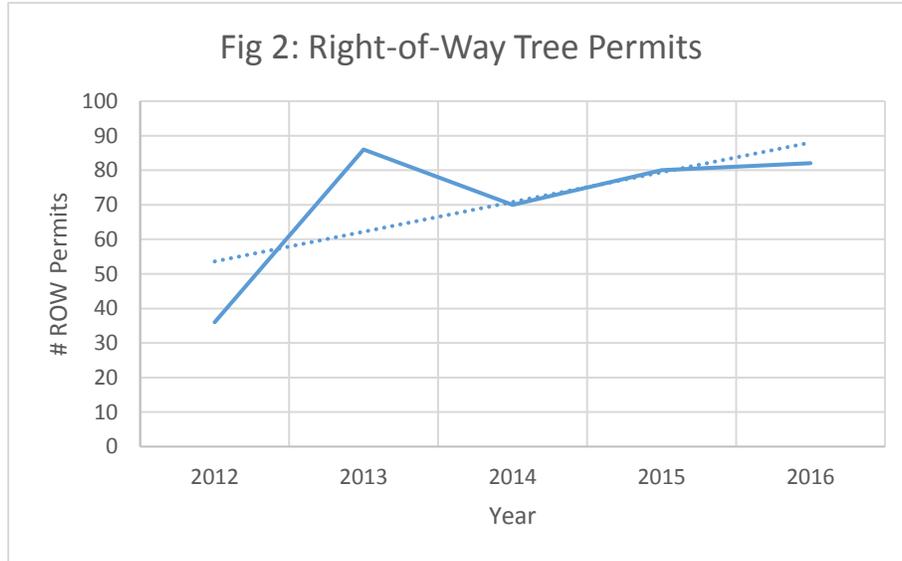
• **Tracking Maintenance Trends**

Obviously, consistent data is needed to align the City’s desired level of service with risk management and appropriate support or resources. Currently, Public Works uses Hansen Maintenance Management System (MMS) software to inventory, track city asset maintenance needs and generate work orders. Not all public tree service requests are entered into the Hansen system.

It is anticipated with the citywide implementation of LuCity MMS software that appropriate public tree data will be uniformly tracked by both Parks and Public Works. Until then, Public Works data best quantifies 5 year trends in public tree service requests, showing a steady increase over the last 5 years (Figure 1).

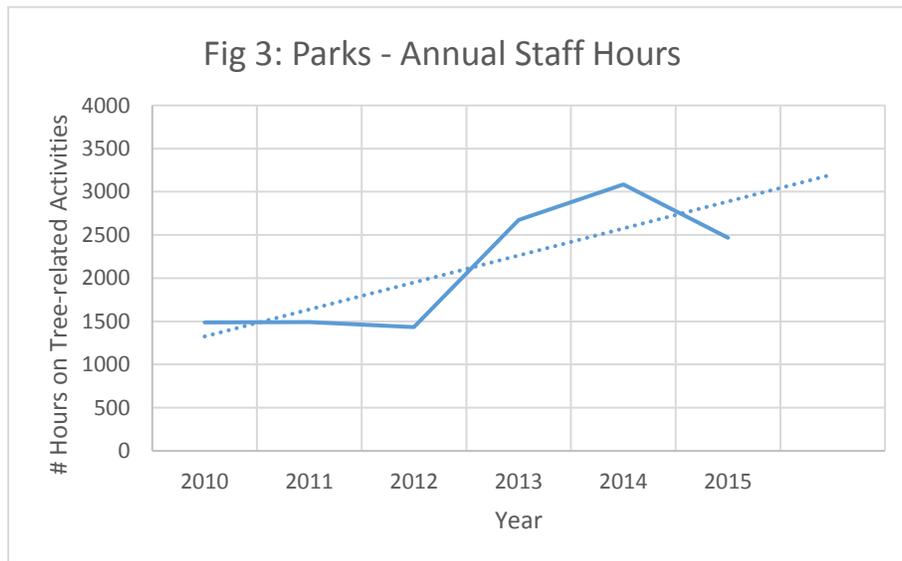


An alternative to tracking street tree service requests is examining the number of right-of-way tree permits for street tree pruning and/or removal. Note that permit data was only available from April 2012, when the City started using its Energov permit database (Figure 2).



Right-of-way tree permit data for 2016 is forecasted through December 2016 based on the number of permits from January to July and by considering prior annual trends.

Kirkland Parks does not track individual tree service requests, yet tracks the total number of annual staff hours (Figure 3) and the cost of contract services for tree-related activities (Figure 4). Note the association between staff hours and the cost of contracted tree services in the past 5 years.



Although Public Works hires contractors when peak workloads exceed crew capacity, annual expenditures for tree contractors is not tracked.



- **Managing a Public Tree Asset**

Public trees are important attributes of the City's infrastructure, just as sewers, light signals and sidewalks are. **The appraised value of Kirkland park trees alone is estimated at \$17.6 million**, a significant and valuable asset for the City of Kirkland. However, as the [Parks Tree Inventory report](#) notes, many of Kirkland parks' trees are in fair condition, yet will *add more value if properly maintained*.



Not surprisingly, the increase in public tree service requests corresponds to the increase of dead, poor and fair condition public trees. Although the current street tree inventory is outdated and incomplete, 44 percent of street trees were found to be in fair condition and over 1,000 trees were dead or in poor health in 2004; conditions that may pose a risk to public safety.

Together with the occurrence of annexation and an overall increase in public tree plantings from restoration efforts, frontage improvement requirements and CIP projects, the City can expect higher volumes of public tree service requests in the coming years.

Currently, 2 Field Arborists from different departments share vehicles and equipment for 4 days per week to meet current service requests entirely on a reactionary basis. In 2015, Public Works alone completed 96 removals and 214 street tree pruning requests. This

does not include tree removals and pruning in Kirkland parks, City facilities such as the cemetery and fire stations, trails and open space forested areas.

Beyond staff's collaborative approach in managing Kirkland's public tree asset, it will be important for the City as a whole to:

- Establish efficient systems for tracking productivity and generating work orders
- Identify the number of staff needed to fulfill current and desired levels of public tree maintenance on a proactive basis
- Identify and provide equipment resources necessary for tree care operations
- Recruit, train and certify staff to maintain expertise, professional performance, and compliance with industry safety standards

VI. Looking Ahead to 2016-2017

Tree Team meetings involve an exchange of emerging issues, general trends in municipal arboriculture, generating ideas to gain Growth Awards and planning to meet Strategic Plan goals. Generally, the upcoming year's efforts can be summarized as:

Main Objectives

- Continued collaborative efforts between departments
- Update codes, Pre-Approved Plans and standard operating procedures as time allows, or unless incorporated into departmental annual work plans
- Prepare for new Lucity MMS software launch for tree management and work requests
- Inventory ROW trees
- Apply for City's 9th Growth Award with completion of proposed initiatives
- Undertake efforts to provide education and outreach to property owners, applicants, developers and the community on tree codes
- Enhance the City's municipal arborist safety program

Challenges and Opportunities

- Establish meaningful, uniform urban forestry performance measures and tracking systems across departments
- Continue to seek support and funding opportunities for municipal tree operations in order to respond to increasing service request demands.
- Balance new, high priorities with limited staffing resources to meet the objectives outlined in Strategic, Six Year and Annual Work Plans.

A detailed account of specific 2016-2017 initiatives shown by lead department, Growth Award points and Work Plan objectives by number is shown below.

PROPOSED 2016-2017 URBAN FORESTRY INITIATIVES

LEAD	INITIATIVE	OBJECTIVE #	GROWTH AWARD?	PROJECTED COMPLETE DATE
Planning/ Urban Forester	1. Develop 2017-2018 Annual Urban Forest Work Plan	2.3	-	July 2017
	2. Park Tree Inventory data installed and analyzed to fulfil MOU with WA DNR	1.1.2	C4. 7 points	May 2017
	3. Assist with revising LID codes re: trees and vegetation (see PW/SW Item 1 below)	-	-	Dec 2016
	4. Conduct ROW Tree Inventory (previously funded) - hire contractor, coordinate w/ GIS, PW	1.1.2	C4. 7 points	undetermined
	5. Conduct tree code awareness workshops for developers, arborists, public sector	4.1	A11. 5 points	undetermined
	6. Plan & participate in Arbor Day w/ Green Kirkland Partnership to meet Tree City USA criteria	3.4	-	Oct 15, 2016
	7. Deliver 2017-2018 Annual Report to City Council	2.4	-	Aug 2017
	8. Lead multi-departmental Tree Team	2.1	-	ongoing
Public Works/SW	1. LID code revision	4.3	B7. 6 points	Dec 2016
Public Works/ Maint	1. Continue to source funding for adequate public tree maintenance equipment & staffing, including chip truck, flat bed and climbing gear	-	-	undetermined
	2. Develop/implement city-wide comprehensive approach to tree replacement	1.2.3	D4. 7 points	undetermined
	3. Enhance citywide tree worker safety program/SOPs with Parks Maintenance	2.2, 4.2	A9. 5 points	undetermined
Parks/ Maint	1. Using Park Tree Inventory data, draft a management plan establishing park tree maintenance priorities.	See #2 Planning/UF	-	May 2017
Parks/ GKP	1. Initiate restoration on five new acres		-	Dec 2016
	2. Arbor Day celebration in collaboration with Planning/UF	3.2, 3.4		Oct 15, 2016
	3. Ongoing outreach to schools, businesses, and other community groups regarding the UF/GKP agenda	3.1, 3.2, 3.7	A6, A7.	ongoing
	4. Celebrate Green Kirkland Day and Earth Day	-	-	Nov 12, 2016 & Apr 2017
	5. Conduct work in O.O. Denny Park funded by Park Foundation's Royal Bank of Canada's Blue Water Grant	-	-	Mar 2017
	6. If funded through WA DNR grant, utilize professional crews at Juanita Bay and Watershed Parks	-	-	Nov 2017
	7. Submit application for King Conservation District grant to fund professional crews in 2017	-	-	Sept 2016
	8. Submit a grant to fund work at Juanita Bay Park from the Melody S. Robidoux Foundation Fund	-	-	December 2016
	9. Participate in i-Tree webinars and source funding to conduct i-Tree analysis of open space trees/vegetation	1.1.3, 1.3	C4. 7 points	July 2017

VII. Summary

Appendix Table 2 shows initiatives by department achieved in 2015-2016. Although numerous milestones achieved in this period are praiseworthy, it should be noted that 2016 marks a halfway point in Kirkland's urban forestry six year work plan; with many initiatives being deferred from one year to the next for the last 2 years. To meet the long-term goals outlined in the Urban Forestry Strategic Management Plan, support for urban forestry programming is required to raise the performance indicators shown on Appendix Table 1.

The City of Kirkland will continue to be accountable to the community and the City Council on its incremental progress towards a sustainable urban forest by reviewing, summarizing and reporting its work towards the goals outlined in the Plan on an annual basis.

Appendixes

APPENDIX TABLE 1: SUSTAINABLE URBAN FOREST PROGRAM / CRITERIA & PERFORMANCE INDICATORS

Using the Clark model, performance is assessed with a rating from low to optimal. The current status of each measure is summarized below, along with the risks of inaction and the benefits of increased performance. Note: there are three performance indicators of urban forest health in which the City has no data to accurately perform an assessment.

Criteria: Accessible Canopy Cover Data

<i>Performance</i>	Good
<i>Current Status</i>	High resolution imagery analysis conducted in 2011. Compares canopy at several levels (watershed, neighborhood, zoning type, parcel, etc.) from 2002 to 2010. Data has not been integrated into the City GIS system. No subsequent canopy studies are planned.
<i>Risk</i>	Cannot track community sustainability goals. Limits interdepartmental effectiveness & services. Limits green infrastructure, Smart Growth, climate action planning.
<i>Benefit</i>	Baseline data. Can optimize coordination of development services, improve internal efficiency, is a tool for public outreach and positions Kirkland for regional collaboration.

Criteria: Existing Canopy Cover Status

<i>Performance</i>	Optimal
<i>Current Status</i>	40.7% canopy cover following the 2011 annexation; consequently the City has met its 40% canopy goal. The City can shift towards maintaining its canopy cover and achieving acceptable levels of urban forest health and sustainability.
<i>Risk</i>	Unknown status can result in low canopy %, causing increased flooding, urban heat island effects, energy use; reduced air quality and degraded asphalt road surfaces. Canopy reductions also negatively impact wildlife travel corridors and decrease habitat.
<i>Benefit</i>	Optimized ecosystem services and equality between zoning, land use, watersheds or business district canopy cover % goals.

Criteria: Public Tree Inventory

<i>Performance</i>	Low to Moderate
<i>Current Status</i>	Outdated; does not include trees in the annexation area or trees in active parks. The City does not have enough information to manage resource for three criteria: age, species suitability and diversity (see below).
<i>Risk</i>	Cannot proactively manage public trees and monitor service levels. Without condition and value of trees on record, cannot efficiently resolve accident claims and damage reimbursements caused by extreme weather events, etc. Prioritizing urban forestry activities is based on institutional knowledge and anecdotal evidence.
<i>Benefit</i>	Managers can develop work plans for proactive tree management, distribute workloads efficiently and justify funding. City can quantify assets, risks, and liabilities.

Criteria: Uneven-Aged Tree Distribution

<i>Performance</i>	Not enough information to determine
<i>Current Status</i>	Unknown. Need complete public tree inventory.
<i>Risk</i>	Substantial maintenance and tree removal costs result from even-aged populations reaching the end of their useful life simultaneously. Tree failure from disease, extreme weather events, and pests can be catastrophic in even-aged tree populations. Neighborhoods and business districts can become devoid of canopy.
<i>Benefit</i>	Age distribution facilitates long-term budget forecasting. Annual costs for care of public trees can be more evenly distributed over many years. A varied age-class distribution is important for optimizing environmental benefits and results in a healthier, more resilient and sustainable urban forest.

Criteria: Species Suitability

<i>Performance</i>	Not enough information to determine
<i>Current Status</i>	Unknown; need complete public tree inventory.
<i>Risk</i>	Unsuitable species require substantial maintenance and must be replaced more frequently.
<i>Benefit</i>	Poor performing tree species do not continue to be planted, reducing tree maintenance and removal costs.

Criteria: Species Diversity

<i>Performance</i>	Not enough information to determine
<i>Current Status</i>	Unknown. Need complete public tree inventory.
<i>Risk</i>	Predominance of fewer species can lead to substantial impacts or catastrophic loss from pests or disease. (Dutch elm disease and Emerald Ash borer are examples of why cities diversify tree species). The risk of ignoring species diversification can be costly for municipalities.
<i>Benefit</i>	Healthier, resilient and sustainable urban forest.

Criteria: Condition of Public Trees

<i>Performance</i>	Low
<i>Current Status</i>	Condition of public trees is largely unknown. Trees in the right-of-way or in parks do not typically receive routine planned inspections. Request-based, reactive management system.
<i>Risk</i>	Lack of proactive hazard tree evaluations can compromise public safety and increase risk of property damage or injury.
<i>Benefit</i>	Successful budgeting. Increased public safety. Reduced risk.

Criteria: Management of Trees & Vegetation in Public Natural Areas

<i>Performance</i>	Good
<i>Current Status</i>	The 20-Year Forest & Natural Areas Restoration Plan (Restoration Plan) outlines the structure & function of forested parks. It does not include the majority of extensive natural areas in annexation areas. The ecological structure and function of all publicly-owned natural areas is not documented in the citywide GIS system.
<i>Risk</i>	If services are not tracked, the value of the asset is unknown and preservation and maintenance is more difficult to rationalize.
<i>Benefit</i>	Healthier, more resilient and sustainable natural areas.

Criteria: Tree Planting & Establishment

<i>Performance</i>	Low
<i>Current Status</i>	Current tree planting in the City is ad hoc, no formal tree planting goals or programs except in open space areas. Plantings through development frontage requirements, GKP, CIP and major park projects (e.g. Juanita Beach Park) are not tracked consistently.
<i>Risk</i>	The number of trees decline in urban settings without active replanting. Without data to quantify tree mortality, the number of trees that should be planted annually cannot be determined.
<i>Benefit</i>	Healthy urban forest succession guides the value of ecosystem services. Control costs by proactively managing the tree inventory.

Criteria: Native Vegetation

<i>Performance</i>	Good
<i>Current Status</i>	This criterion is well-managed through the Restoration Plan, which identifies the composition of native stands and recognizes the dangers of invasive species. Use of native vegetation is encouraged on a project-appropriate basis. Use of invasive species is discouraged but not prohibited.

<i>Risk</i>	Reductions in native species decrease wildlife habitat (example: declining native range of Pacific madrone).
<i>Benefit</i>	Resilient urban forest. Native vegetation often requires less maintenance and optimizes ecosystem health.

Criteria: Tree Planting Guidelines

<i>Performance</i>	Low to moderate
<i>Current Status</i>	No community-wide guidelines for the improvement of planting sites, selection of suitable species, adequate soil quality and quantity, and growing space to achieve greatest potential of asset.
<i>Risk</i>	Improperly planted trees and unsuitable species increase future workloads and potential hazard trees.
<i>Benefit</i>	Important to help to ensure that trees maximize current and future benefits and to control costs.

Criteria: Effective Tree Protection Codes or Ordinance

<i>Performance</i>	Optimal
<i>Current Status</i>	Adopted tree protection regulations (KZC 95) in 2005. Code amended for clarity in 2009. Adequate staffing resources dedicated for code administration and enforcement. Canopy increased from 2002 (32%) to 2010 (36%) prior to annexation.
<i>Risk</i>	Loss of canopy results in decreased ecosystem benefits.
<i>Benefit</i>	Increased desirability to live, work, recreate in Kirkland vs. adjacent communities with less aesthetic character

Criteria: City-wide Urban Forestry Management Plan

<i>Performance</i>	Optimal
<i>Current Status</i>	Urban Forest Strategic Management Plan adopted by the City Council, July 2013
<i>Risk</i>	Uncontrolled costs associated with tree maintenance and removal, inefficient and ineffective public service, increased risk associated with tree failure.
<i>Benefit</i>	Provides a framework for consistent, efficient City operations. With periodic reviews and updates, Plan maintains relevance to the community and City staff. Creates pathways to stable and predictable funding.

Criteria: Stable Municipality-wide Funding

<i>Performance</i>	Low to moderate
<i>Current Status</i>	Funding for reactive management. Diverse funding sources are used: General Fund, Surface Water Utility, grants and capital improvement program
<i>Risk</i>	Plan objectives will not be attained
<i>Benefit</i>	Controlled costs, as funds are allocated to urban forestry programs strategically

Criteria: Adequate Qualified Urban Forestry Staff

<i>Performance</i>	Low to moderate
<i>Current Status</i>	Municipal tree maintenance staffing is ad hoc. There are a number of ISA-certified arborists and a limited number of staff with TRAQ credentials. Inspectors, permitting and code enforcement staff attend to urban forestry issues but are not formally trained in arboriculture.
<i>Risk</i>	Staff unaware of current BMPs, tree industry safety standards, and tree risk assessment protocols.
<i>Benefit</i>	Staff can effectively manage urban forest risks and control costs using the best available science and practices.

Criteria: Formally-recognized Urban Forest Program

<i>Performance</i>	Moderate
<i>Current Status</i>	No centralized urban forest program, no designated urban forest divisions within multiple departments. More institutional knowledge than formal/consistent protocols. Some common goals when functioning on a project-specific basis, but no leadership within departments. Has become more effective with the formation of interdepartmental team with experienced leadership.
<i>Rationale</i>	All departments cooperate with common goals/objectives with leadership across all urban forestry projects. Municipal policy implemented by formal interdepartmental working team or program.
<i>Risk</i>	Misaligned and uncoordinated procedures and policies, misinformed public.
<i>Benefit</i>	Greater accountability, cooperation and resource-sharing; greater stewardship of public investment. Improved operating efficiency on urban forestry projects. Plan obstacles can be addressed through collaborative problem solving. Improved levels of public service.

Criteria: Stakeholder Cooperation

<i>Performance</i>	Low
<i>Current Status</i>	Damage to trees on development sites occurs frequently. No adherence to industry pruning standards in many commercial landscapes, no vegetation management plans with utility providers. Issues with development permit applications not meeting professional standards or City requirements.
<i>Risk</i>	Damage to public trees and canopy loss.
<i>Benefit</i>	Partnerships with stakeholders, alignment with City urban forestry objectives. Stakeholders operate with high professional standards. Creates advocates of proper tree care.

Criteria: Neighborhood Level Action

<i>Performance</i>	Moderate to Good
<i>Current Status</i>	Regular interaction city-wide with GKP and Kudos Kirkland; otherwise isolated or limited number of active groups. With the recent annexation, all neighborhoods are not unified in their understanding of the City's urban forest management objectives.
<i>Risk</i>	Failure to engage with neighborhoods can lead to misunderstandings and citizen distrust of City staff and policies.
<i>Benefit</i>	Stewardship can be one of the most cost-effective methods for creating a sustainable urban forest and foster volunteerism in the community, which lowers costs associated with urban forest management through voluntary cooperation.

Criteria: Municipal-Citizen Interaction

<i>Performance</i>	Moderate
<i>Current Status</i>	Aside from GKP, interactions are on a project-by-project basis or with general cooperation. Tree vs. view issues and the tree codes have been polarizing amongst constituencies. Permit processing is often a main point of interaction for urban forestry issues.
<i>Risk</i>	Public does not have a way to voice opinions, are left out of important urban forestry decisions.
<i>Benefit</i>	Improved community support for urban forestry funding and a public forum to resolve tree conflicts.

Criteria: General Awareness of Trees as a Community Resource

<i>Performance</i>	Low and optimal
<i>Current Status</i>	Trees are often seen as a problem by developers and homeowners, while others recognize trees as vital to community, creating very polarized views. Public education on the City's tree codes is not readily available.
<i>Risk</i>	Limited effectiveness of plan, conflict or affect funding.
<i>Benefit</i>	Citizens and developers are more likely to invest their energy and resources to help achieve program goals of Plan and support urban forestry projects.

Criteria: Regional Cooperation

<i>Performance</i>	Low to moderate
<i>Current Status</i>	Kirkland's forestry goals should be consistent with Washington State, King County, the Puget Sound Partnership, and neighboring municipalities Bellevue, Redmond, Bothell and Woodinville.
<i>Risk</i>	Conflicts with regional planning efforts.
<i>Benefit</i>	Ensures Kirkland's urban forest management is an integrated component of larger regional planning efforts. Regional partnerships can create pathways to stable and predictable funding.

APPENDIX TABLE 2: CITY-WIDE URBAN FORESTRY INITIATIVES ACCOMPLISHED IN 2015-2016

LEAD	INITIATIVE	WORK PLAN OBJECTIVE #	ELIGIBLE FOR GROWTH AWARD?	COMPLETE DATE
Planning/ Urban Forester	1. Develop 2015-2016 Annual Urban Forest Work Plan	2.3	-	Sept, 2015
	2. Plan & participate in Arbor Day w/ Green Kirkland Partnership	3.4	-	Oct 17, 2015
	3. Submit Tree City USA & Growth Award applications	3.3	-	Nov 2015
	4. Develop project team and scope previously funded ROW Tree Inventory project with GIS, PW	1.1.2	C4. 7 points	May 2016
	5. Deliver 2015-2016 Annual Report to City Council	2.4	-	Oct 6, 2015
	6. Lead multi-departmental Tree Team service team	2.1	-	2015-2016
Public Works/ Grounds Maint	1. Coordinate with Green Kirkland Partnership to submit DNR grant application for specialized CKC maintenance	1.2.3	D1. 4 points	May 2016
Parks/ GKP	1. Initiate restoration on 5 new acres	3.2	C11.	Dec 31, 2015
	2. Establish \$30,000 funding through grants or partnering--for crews to work in sensitive areas	2.2, 3.2	C2.	Feb 18, 2016
	3. Arbor Day open space restoration project	3.2, 3.4	-	Oct 17, 2015
	4. Initiate volunteer restoration efforts in O.O. Denny Park, Finn Hill Neighborhood	3.2	-	Throughout 2016
	5. Earth Day Event and Celebration	-	-	April 23, 2016
	6. Ongoing outreach to schools, businesses, and other community groups regarding the UF/GKP agenda	3.1, 3.2, 3.7	A6, A7.	Ongoing
	7. Submit funding applications for professional crews at O.O. Denny & Crestwoods park forested areas	2.2	-	May, 2016
	8. Obtain \$26,000 grant from King Conservation District for volunteer management efforts at restoration events	2.2	-	November 4, 2015

APPENDIX TABLE 3: TREE CITY USA/GROWTH AWARDS

<i>Year</i>	<i>Category/Activity</i>	<i>Activity Points</i>	<i>Total Points</i>
2005	No online verification - adoption of tree ordinance? 1st tree inventory?	?	10 minimum
2009	C8. - Improved Tree Ordinance (Amended KZC 95)	6	
	C10. - Wildlife Habitat (National Community Wildlife Program)	3	
	A10. - Con't Education for Forestry Managers (ISA Events)	6	15
2011	B8. - Land Use Planning Coordination (Pilot Program: Single Family Review Team)	5	
	C4. - Tree Inventory and Analysis (City-wide Tree Canopy Assessment)	7	12
2012	A5. - Online Community Tree Survey (SurveyMonkey via DRG re: Trees)	4	
	A11. - Tree Care Workshops (Focus Group Workshops with 3 Stakeholder Groups)	4	
	C6. - Management Plan (Kirkland Urban Forest Strategic Management Plan)	7	15
2013	B5. - External Funding (\$23,534.75 from King Cons Distr to update 20-Yr Restoration Plan)	6	
	C2. - Municipal Funding (Voter-approved Park & Street Levy for open space acq., park renovation)	8	
	C6. - Management Plan (Six Year Work Plan 2014-2019)	7	21
2014	A1. - Publications (GKP Steward Field Guides)	2	
	A8. - Con't Ed for Tree Workers (3 ISA Conference, 6 webinar and 1 TRAQ)	6	
	A10.- Con't Ed for Managers (Deb attended Canadian UF Conference)	6	
	B7. - Engineering/Forestry Coordination - revised SW Master Plan (mandates ROW tree inventory)	6	20
2015	A1. - Publications (GKP Outreach Brochure)	2	
	A10. - Con't Ed for Forestry Managers (Deb - TRAQ cert)	6	
	C6. - Management Plan: Revised 20-Year Forest and Natural Areas Restoration Plan	7	
	A11. - Tree Care Workshops for New Park Stewards	4	
	D1. - Special Tree Planting Project - Carbon Capture Project	4	
	D4. - Street Tree Planting: Pilot "Director's Tree Replacements" Project	7	30

Public Tree Permit Procedures (includes CKC)

Issue	ROW TREE EMERGENCY Safety concern exists	ROW TREE PRUNING No imminent hazard	PUBLIC/ROW TREE REMOVALS	
			No development on adjacent property	Development or tree removal on adjacent property
Intake Method	Varies	Planning Counter x3600 PlanningInfo@kirklandwa.gov	Planning Counter x3600 PlanningInfo@kirklandwa.gov MyBuildingPermit.com	
What's required?	No permit No fee	Permit required No fee	Permit Permit fee (covers cost of review)* Arborist report* *waived if photos clearly show trees meet hazard/nuisance criteria	
Handled by	PW Maintenance	Planning & PW	Planning & PW	Planning
Procedure	<ol style="list-style-type: none"> 1. Call PW Service Request ASAP x3900 2. Call Grounds Lead (425) 587-3908 3. Email Grounds Lead at ssedlacek@kirklandwa.gov 4. cc: PW Service Request at PWServiceRequest@kirklandwa.gov 5. PW Maint Grounds Crews responds, secures site, and abates public hazard 	<ol style="list-style-type: none"> 1. PCD creates Energov case 2. Email request to Grounds Lead, cc: PW Service Request with: <ul style="list-style-type: none"> • Permit application • GIS screenshot 3. PW staff inspect site, provide permit determination 4. Grounds Lead email PCD with permit determination* & basis for decision within 21 days 5. PCD contacts permit applicant with determination. If technical or complicated, PW will contact applicant. 6. PCD closes out permit in Energov 7. If approved, pruning by ISA-certified arborist or PW Maint Crew 	<ol style="list-style-type: none"> 1. PCD creates Energov case, checks for critical areas. No critical areas: proceed below. Critical areas: proceed to right. 2. Email request to Grounds Lead, cc: PW Service Request with: <ul style="list-style-type: none"> • Permit application • GIS screenshot • Arborist report 3. If CKC, PCD also cc's: CKC Coordinator kpage@kirklandwa.gov 4. PW staff inspect site, provide permit determination to PCD with basis for decision within 21 days. If CKC, Kari & PW Grounds coordinate determination 5. PCD contacts permit applicant with determination. If technical or complicated, PW will contact applicant 6. PCD closes out permit in Energov 7. If approved, removals done by PW Maint Crew or contracted out. 	<ol style="list-style-type: none"> 1. Permit Techs or PCD creates Energov case, check for critical areas 2. If CKC, PCD also cc's: CKC Coordinator kpage@kirklandwa.gov 3. PCD routes development permit to Planner/Contract Arborist 4. Contract Arborist inspects site 5. Contract Arborist provides Planner with permit determination & basis for decision within development permit timeline 6. PCD contacts permit applicant with determination 7. PCD closes out permit in Energov
Replacement?	Determined by Grounds	N/A	1:1 tree replacement required	1:1 tree replacement required
Tracking	PW - Hansen Service Request (TREES)	PCD - Energov PW - Hansen Service Request (TREES)	PCD - Energov PW - Hansen Service Request (TREES)	PCD - Energov PW - Hansen Service Request (TREES)