CITY OF KIRKLAND

CITY COUNCIL

123 Fifth Avenue • Kirkland, Washington 98033-6189 • 425.587.3000 • TTY 425.587.3111 • www.ci.kirkland.wa.us

AGENDA
KIRKLAND CITY COUNCIL SPECIAL MEETING
City Council Chambers
Tuesday, October 3, 2006
7:00 p.m. – Executive Session
7:30 p.m. – Special Meeting

COUNCIL AGENDA materials are available on the City of Kirkland website www.ci.kirkland.wa.us, at the Public Resource Area at City Hall or at the Kirkland Library on the Friday afternoon prior to the City Council meeting. 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 (587-3190) or the City Manager's Office (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 587-3190, or for TTY service call 587-3111 (by noon on Monday) if we can be of assistance. 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 to discuss matters where confidentiality is required for the public interest, including buying and selling property, certain personnel issues, and lawsuits. An executive session is the only type of Council meeting permitted by law to be closed to the public and news media

1. *CALL TO ORDER*
2. *ROLL CALL*
3. *STUDY SESSION*
4. *EXECUTIVE SESSION*
   - *a.* To Discuss Labor Relations
5. *SPECIAL PRESENTATIONS*
   - *a.* Kirkland Downtown Association
6. *REPORTS*
   - *a. City Council*
     - (1) Regional Issues
   - *b. City Manager*
     - (1) Calendar Update
7. *COMMUNICATIONS*
   - *a. Items from the Audience*
   - *b. Petitions*

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.

P - denotes a presentation from staff or consultant

CONSENT CALENDAR consists of those items which are considered routine, for which a staff recommendation has been prepared, and for items which Council has previously discussed and no further discussion is required. The entire Consent Calendar is normally approved with one vote. Any Council Member may ask questions about items on the Consent Calendar before a vote is taken, or request that an item be removed from the Consent Calendar and placed on the regular agenda for more detailed discussion.

GENERAL CORRESPONDENCE Letters of a general nature (complaints, requests for service, etc.) are submitted to the Council with a staff recommendation. Letters relating to quasi-judicial matters (including land use public hearings) are also listed on the agenda. Copies of the letters are placed in the hearing file and then presented to the Council at the time the matter is officially brought to the Council for a decision.

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.

8. CONSENT CALENDAR

a. Approval of Minutes:
(1) September 19, 2006
(2) September 26, 2006

b. Audit of Accounts:
Payroll $
Bills $

c. General Correspondence

d. Claims
(1) Michael and Wyomia Bonewits
(2) Helena Hass on behalf of Clair Whitman
(3) John K. Parker

e. Authorization to Call for Bids
(1) 105th Avenue NE/106th Avenue NE Watermain Replacement Project
(2) 116th Avenue NE Watermain Replacement Project
(3) 7th Avenue/114th Avenue Watermain Replacement Project

f. Award of Bids

g. Acceptance of Public Improvements and Establishing Lien Period

h. Approval of Agreements

i. Other Items of Business
(1) Approving Transportation Commission Policy Application Recommendations for Permanent Radar Sign Policies
(2) Approving Transportation Commission and Public Works Department Proposed Changes to Traffic Concurrency System
(3) Establishing November 7, 2006 as the Public Hearing Date on the Proposed Transportation Improvement Program
(4) Resolution R-4604, Amending the 2006-2011 Six-Year Capital Improvement Program for the City of Kirkland
(5) Resolution R-4605, Approving a Sole Source Purchase of a Computer Aided Dispatch Analyst Module Manufactured and Sold by Deccan International Authorizing the Purchasing Agent to Make Said Purchase

P - denotes a presentation from staff or consultant

(6) Resolution R-4606, Relinquishing Any Interest the City May Have in an Unopened Alley as Described Herein and Requested by Property Owner Derek C. Drennan

(7) Resolution R-4607, Relinquishing Any Interest the City May Have in an Unopened Alley as Described Herein and Requested by Property Owners John M. Graham and Kim R. Graham

(8) Resolution R-4608, Relinquishing Any Interest the City May Have in an Unopened Alley as Described Herein and Requested by Property Owner J Bay Properties, LLC

(9) Managing Construction Cost Escalation on Projects

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.

9. PUBLIC HEARINGS

a. First Reading of Ordinance No. 4060 and its Summary, Granting Puget Sound Energy, Inc., a Washington Corporation, the Right, Privilege, Authority and Franchise to Set, Erect, Construct, Support, Attach, Connect and Stretch Facilities Between, Maintain, Repair, Replace, Enlarge and Operate Facilities In, Upon, Under, Along and Across the Franchise Area for the Purposes of Transmission, Distribution and Sale of Natural Gas

10. UNFINISHED BUSINESS

a. Ordinance No. 4061, Relating to Bicycle and Pedestrian Ways Along Transportation Facilities – Complete Streets

b. Discussing Potential Annexation

c. Regarding the King Conservation District Preliminary 2007 Proposed Special Assessment Proposal

d. Authorizing Correspondence to Washington State Department of Transportation Regarding State Route 520 Bridge Replacement Draft Environmental Impact Statement

e. Downtown Kirkland Transit Center Project Update

f. Information Technology Strategic Plan - P

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.

11. NEW BUSINESS

a. Appointing Kirkland Special Voting Member to the King County Landmarks and Heritage Commission

12. ANNOUNCEMENTS

13. ADJOURNMENT

P - denotes a presentation from staff or consultant

KIRKLAND CITY COUNCIL REGULAR MEETING MINUTES
September 19, 2006

1. CALL TO ORDER

2. ROLL CALL

ROLL CALL:
Members Present: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.
Members Absent: None.

3. STUDY SESSION

a. CapitaI Improvement Program Update

Joining Councilmembers for the discussion were City Manager Dave Ramsay, Director of Finance and Administration Tracey Dunlap and Public Works Director Daryl Grigsby. Financial Planning Manager Sandi Miller and Capital Projects Manager Ray Steiger presented information and responded to questions.

4. EXECUTIVE SESSION

a. To Discuss Labor Relations

5. SPECIAL PRESENTATIONS

a. Day of Concern for the Hungry Proclamation

Brian Anderson, Eastside Coordinator for the Emergency Feeding Program of Seattle/King County, accepted the proclamation and thanked the Council for their continued support of the program.

b. State Route 520 Update - Washington State Department of Transportation

Michael Horntvedt from WSDOT provided an update on the project. Also present was Tom Lindy of EnviroIssues.

6. REPORTS

a. City Council

(1) Regional Issues

Councilmembers shared information regarding the Redmond Live House Fire demonstration and the impact of residential sprinklers; Suburban Cities Public Issues committee meeting topics; Bridle Trails Park Foundation Advisory Board breakfast; King Conservation District; King County Sheriff sponsored summit on mental health issues; 520 Project Public Hearing/Open House; Mercer Island East Link Public Scoping meeting; Neighborhood Association and community briefings discussing potential annexations; NORCOM briefing; Kirkland Kids' Triathalon; Annual City Board and Commissions dinner; Metropolitan Solid Waste Advisory Committee meeting; and the Concours d'Elegance.

b. City Manager

(1) Calendar Update

The regular Council meetings scheduled for December 5 and 19, 2006 were cancelled and rescheduled as a special meeting to be held Tuesday, December 12, 2006.

(2) Annexation

Assistant City Manager Marilynne Beard provided a brief update on annexation activities.

7. COMMUNICATIONS

a. Items from the Audience

Bea Nahon, 129 3rd Avenue, Kirkland, WA
Dean Little, 225 4th Avenue, Kirkland, WA
Linda Jones, 8725 126th Avenue NE, Kirkland, WA

b. Petitions

8. CONSENT CALENDAR

a. Approval of Minutes: September 5, 2006

b. Audit of Accounts:
Payroll $ 1,814,759.65
Bills $ 2,861,289.74

run # 623 check #’s 481629 - 481801
run # 624 check #’s 481826 - 482012

c. General Correspondence

d. Claims

(1) Heidi Kirby

(2) Brian Ray

(3) Mike Stimmel

e. Authorization to Call for Bids

(1) Carillon Woods Park Improvements

f. Award of Bids

g. Acceptance of Public Improvements and Establishing Lien Period

h. Approval of Agreements

(1) Approving Interlocal Agreements for Additional Jail Space Capacity:

(a). Resolution R-4596, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND OKANOGAN COUNTY FOR THE HOUSING OF INMATES IN THE OKANOGAN COUNTY JAIL."

(b). Resolution R-4597, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND CITY OF MARYSVILLE FOR JAIL SERVICES."

(c). Resolution R-4598, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND CHELAN COUNTY FOR THE HOUSING OF INMATES IN THE CHELAN COUNTY REGIONAL JUSTICE CENTER."

(d). Resolution R-4599, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND CITY OF RENTON FOR THE HOUSING OF INMATES IN THE RENTON CITY JAIL."

i. Other Items of Business

(1) Resolution R-4600, entitled "A RESOLUTION OF THE CITY OF KIRKLAND RELATING TO THE ADOPTION OF STANDARDS FOR PUBLIC DEFENSE SERVICES."

(2) Ordinance No. 4057, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO PLANNING, LAND USE, AND SHORELINES, AND REPEALING ORDINANCE NO. 3950 (FILE NO. ZON04-00004)."

(3) Ordinance No. 4058, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND REPEALING SECTION 15.36.090 OF THE KIRKLAND MUNICIPAL CODE RELATING TO DRAINAGE OF HARD SURFACE OR GRADED AREAS."

(4) Resolution R-4601, entitled "A RESOLUTION OF THE CITY OF KIRKLAND AND NOTICE OF HEARING FOR THE VACATION OF A PORTION OF THE SLATER AVE NE RIGHT OF WAY (FILE NO. VAC06-00002)."

(5) Sethrina Dunlap, Human Services Advisory Committee Resignation

(6) Authorizing Issuance of a Cabaret Music License to the Brickhouse Pub

Motion to Approve the Consent Calendar.
Moved by Councilmember Mary-Alyce Burleigh, seconded by Councilmember Jessica Greenway
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

Council recessed for a short break at 8:58 p.m.

9. PUBLIC HEARINGS

a. Ordinance No.4059, Relating to the Second Interim Renewal of the Interim Ordinance as Amended Regulating Uses in a Study Area Within a PR 3.6 Zone in the Market Neighborhood Under Chapter 25 of the Kirkland Zoning Code

Mayor Lauinger opened the public hearing. Planning and Community Development Director Eric Shields responded to Council questions and comments. No other testimony was offered and the Mayor closed the hearing.

Motion to Approve Ordinance No.4059, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO THE SECOND RENEWAL OF THE INTERIM ORDINANCE AS AMENDED REGULATING USES IN A STUDY AREA WITHIN A PR 3.6 ZONE IN THE MARKET NEIGHBORHOOD UNDER CHAPTER 25 OF THE KIRKLAND ZONING CODE."
Moved by Deputy Mayor Joan McBride, seconded by Councilmember Jessica Greenway
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

b. Regarding Proposed Revenue Sources for the 2007-2008 Budget

Mayor Lauinger opened the public hearing. Finance and Administration Director Tracey Dunlap responded to Council comment and questions. Testimony was provided by Chris Martin, 12216 102nd Place NE, Kirkland, WA. No other testimony was offered and the Mayor closed the hearing.

c. Initiative Measure 933: This measure would require compensation when government regulation damages the use or value of private property, would forbid regulations that prohibit existing legal uses of private property, and would provide exceptions or payments. Should this measure be enacted into law? Yes ( ) No ( )

Mayor Lauinger opened the public hearing. Finance and Administration Director Tracey Dunlap provided an overview of potential impacts of the Initiative to Kirkland. City Attorney Robin Jenkinson and Planning and Community Development Director Eric Shields responded to Council comment and questions. No other testimony was offered and the Mayor closed the hearing.

(1) Resolution R-4602, Stating the City Council's Opposition to Initiative 933

Motion to Approve Resolution R-4602, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND STATING THE CITY COUNCIL'S OPPOSITION TO INITIATIVE 933."
Moved by Councilmember Dave Asher, seconded by Deputy Mayor Joan McBride
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

10. UNFINISHED BUSINESS

a. Citywide Commercial Organics Program Proposal

Public Works Facilities and Operations Administrative Manager Erin Leonhart provided background on the pilot program, responded to Council questions and received Council feedback for the upcoming budget process.

11. NEW BUSINESS

a. Resolution R-4603, Approving the Issuance of a Process IIB Permit and of a Substantial Development Permit as Applied for in Department of Planning and Community Development by Marina Suites LLC Being Within a PLA 15A Zone and UM 2 Shoreline Environment, and Setting Forth Conditions to Which Such Process IIB Permit and Substantial Development Permit Shall be Subject

Department of Planning and Community Development Project Planner Stacy Clauson reviewed the issues for consideration.

Motion to suspend the Council's rule to vote on the matter at the next meeting and to vote on the application at this meeting.
Moved by Deputy Mayor Joan McBride, seconded by Councilmember Jessica Greenway
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

Motion to Approve Resolution R-4603, entitled "A RESOLUTION OF THE CITY OF KIRKLAND APPROVING THE ISSUANCE OF A PROCESS IIB PERMIT AND OF A SUBSTANTIAL DEVELOPMENT PERMIT AS APPLIED FOR IN DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT FILE NO. ZON06-00001 AND SHR06-00001 BY MARINA SUITES LLC BEING WITHIN A PLA 15A ZONE AND UM 2 SHORELINE ENVIRONMENT, AND SETTING FORTH CONDITIONS TO WHICH SUCH PROCESS IIB PERMIT AND SUBSTANTIAL DEVELOPMENT PERMIT SHALL BE SUBJECT."
Moved by Deputy Mayor Joan McBride, seconded by Councilmember Bob Sternoff
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

b. Puget Sound Regional Council's Burlington Northern Corridor Advisory Committee Update

Councilmember Hodgson, Kirkland's representative to the Puget Sound Regional Council's Burlington Northern Railroad Advisory Committee, shared information regarding the alternatives for consideration.

c. Authorizing Funds for NE 120th Street Right-of-Way Acquisition

Motion to authorize the advance of funds in the amount of $300,000 for acquisition of private property along the proposed NE 120th Street right-of-way/roadway alignment.
Moved by Councilmember Dave Asher, seconded by Councilmember Jessica Greenway
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

d. Assessment, Update, and Authorization of Funds for the Downtown Strategic Plan

Planning Supervisor Jeremy McMahan and Economic Development Manager Ellen Miller-Wolfe provided an overview of the Downtown Strategic Plan and process, and responded to Council questions and comments.

Motion to authorize work to commence and new funding in the amount of $31,000 for an assessment and update of the Downtown Strategic Plan.
Moved by Councilmember Bob Sternoff, seconded by Councilmember Mary-Alyce Burleigh
Vote: Motion carried 7-0
Yes: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Mary-Alyce Burleigh, Councilmember Jessica Greenway, Councilmember Tom Hodgson, and Councilmember Bob Sternoff.

12. ANNOUNCEMENTS

None.

13. ADJOURNMENT

The September 19, 2006 regular meeting of the Kirkland City Council adjourned at 11:08 p.m.

City Clerk Mayor

KIRKLAND CITY COUNCIL SPECIAL STUDY SESSION MINUTES
September 26, 2006

1. CALL TO ORDER

2. ROLL CALL

ROLL CALL:
Members Present: Mayor Jim Lauinger, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Jessica Greenway, Councilmember Bob Sternoff, Councilmember Tom Hodgson, and Councilmember Mary-Alyce Burleigh.
Members Absent: None.

3. STUDY SESSION

a. Single Family Floor Area Ratios and Setback Encroachments

Joining Councilmembers for this discussion in addition to City Manager Dave Ramsay were Director of Planning and Community Development Eric Shields, Planning and Community Development consultant Mike Bergstrom and Planning Commission member Andy Held.

4. ADJOURNMENT

The Kirkland City Council Special Study Session of September 26, 2006 adjourned at 9:16 p.m.

City Clerk Mayor

CITY OF KIRKLAND
Department of Finance and Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Kathi Anderson, City Clerk

Date: September 27, 2006

Subject: CLAIM(S) FOR DAMAGES

RECOMMENDATION

It is recommended that the City Council acknowledge receipt of the following Claim(s) for Damages and refer 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) Michael and Wyomia Bonewits
1328 3rd Street
P. O. Box 2334
Kirkland, WA 98083

Amount: Unspecified

Nature of Claim: Claimant states damage to property occurred when City employees trimmed hedge.

(2) Helena Haas on behalf of Clair Whitman
4714 Thackeray Pl. NE
Seattle, WA 98105

Amount: $277.44

Nature of Claim: Claimant states damage to property occurred during landscape maintenance work by City employees.

(3) John K. Parker
401 Park Place #105
P. O. Box 2334
Kirkland, WA 98083

Amount: $3,860.77

Nature of Claim: Claimant states damage to property occurred during construction of improvements on Central Way.

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3809
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 21, 2006

Subject: 105TH AVE NE/106TH AVE NE WATERMAIN REPLACEMENT - AUTHORIZATION TO BID

RECOMMENDATION:

It is recommended that the City Council authorize staff to advertise for contractor bids for the 105th Avenue NE / 106th Avenue NE Watermain Replacement Project.

BACKGROUND AND DISCUSSION:

The 105th Avenue NE / 106th Avenue NE Watermain Project includes the planned replacement of approximately 1,500 lineal feet of AC watermain with 8" ductile iron pipe (Attachment A). The existing AC watermain is susceptible to breaks and is not capable of providing adequate fire flow to the area. The replacement of individual water service lines and fire hydrant connections along the project alignment is also included in the work.

The engineer's estimate for the project is $317,000, compared to the current CIP construction budget of $233,700. The resultant is an anticipated construction budget shortfall of $76,300 (Attachment B). The subject project is the first of only three City water construction projects for 2006 so unit cost data was used from comparable projects for the cities of Bothell and Mercer Island. This data indicates that watermain construction costs have continued to rise with significant increases beginning in 2004 (Attachment C).

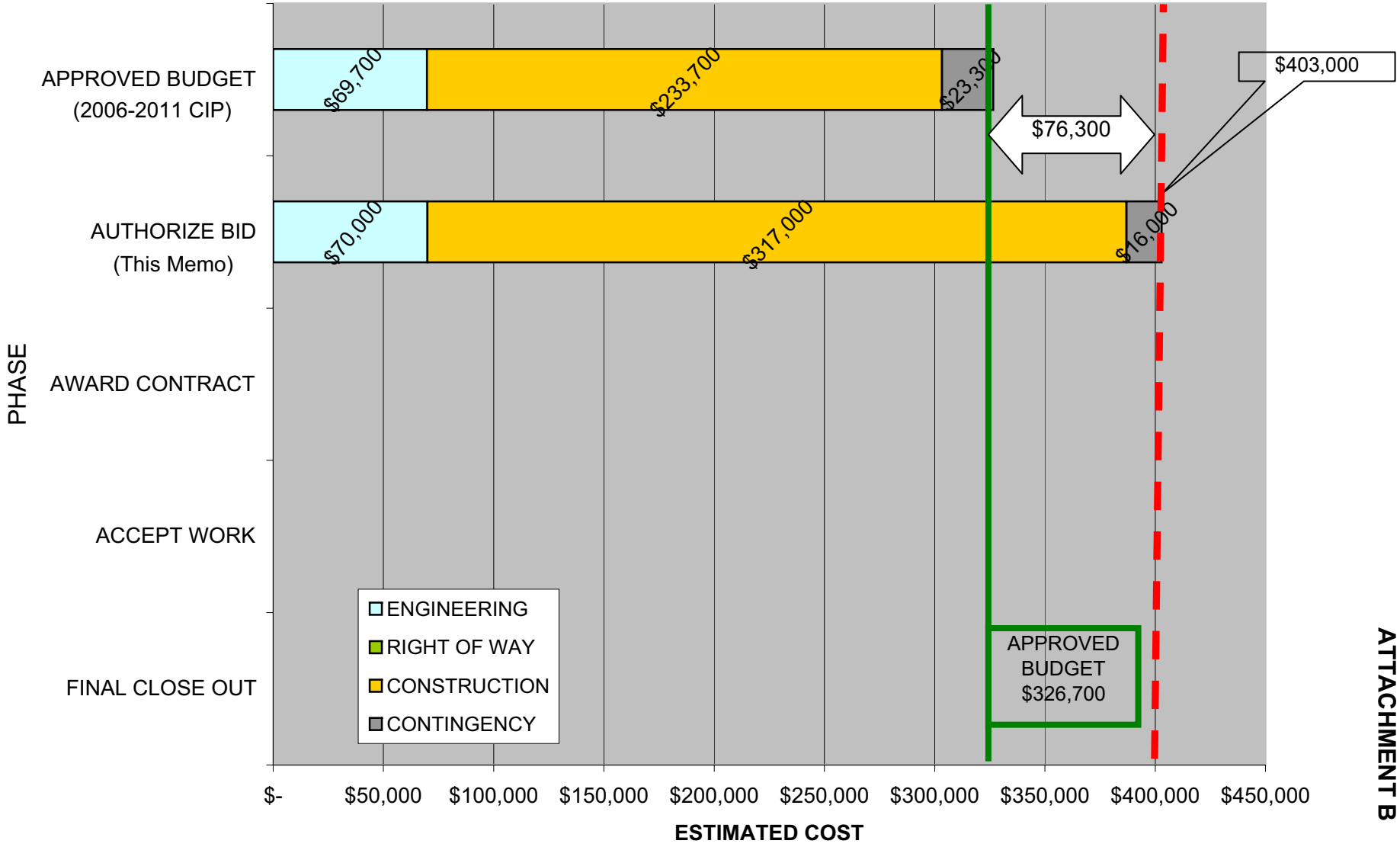
The Bothell and Mercer Island projects were each bid in the summer during the height of construction season which, undoubtedly, contributed to even higher construction costs. By putting our 105th Avenue NE / 106th Avenue NE Watermain Replacement Project out to bid this fall, as a winter construction project, we hope to benefit from lower unit costs and resultant lower general contactor bids. At this time, we are recommending that Council authorize the advertisement for the 105th Ave NE / 106th Ave NE Watermain Project at their October 3, 2006 meeting with the understanding that staff will report back after the bid opening with options for awarding the Project.

Vicinity Map
105th Avenue NE / 106th Avenue NE Watermain Replacement
WA 0110 / Job No. 18-06-PW

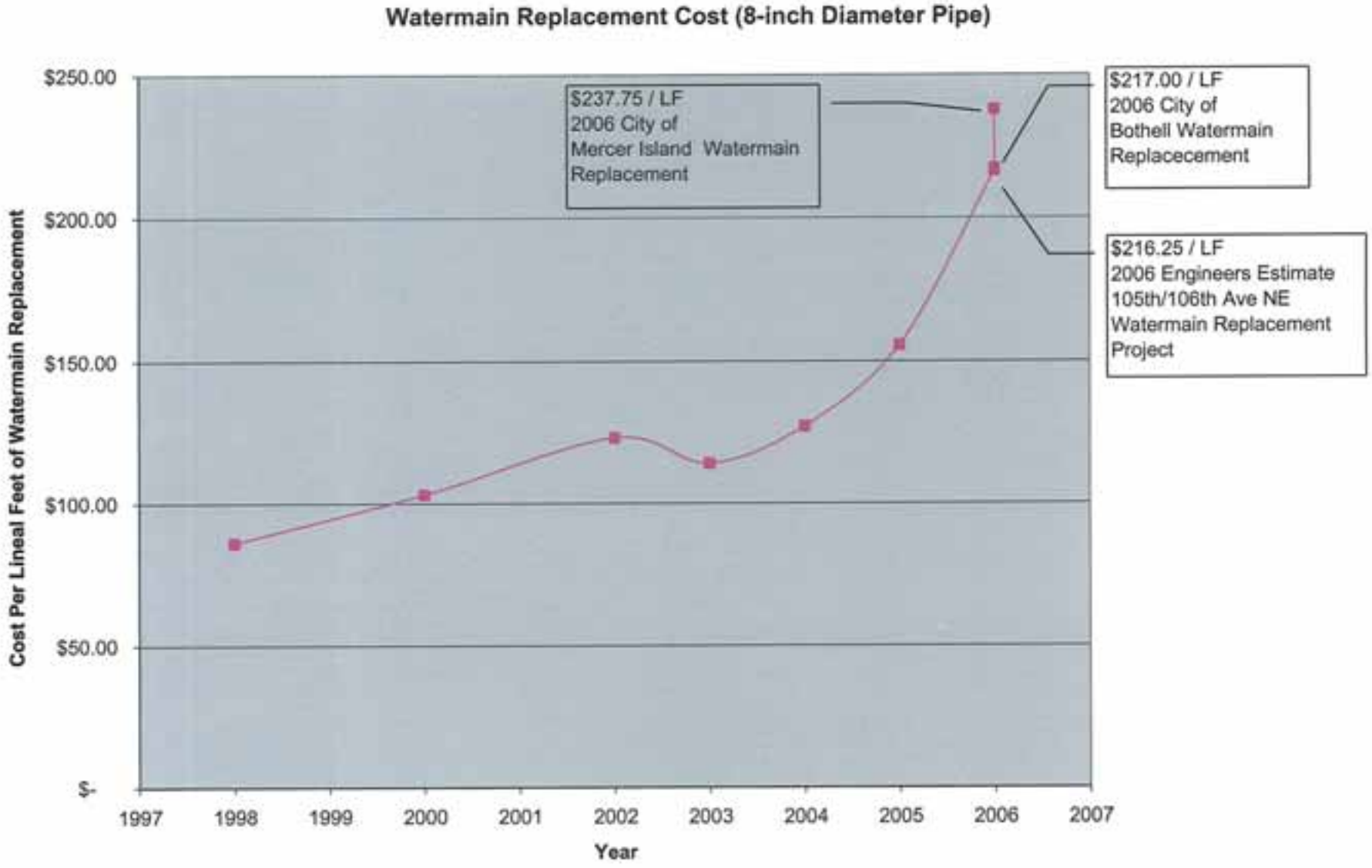
PROJECT BUDGET REPORT

(105th Avenue NE/106th Avenue NE Watermain Replacement)

WA-0110



ATTACHMENT B



ATTACHMENT C

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 19, 2006

Subject: 116TH AVENUE NE WATERMAIN REPLACEMENT - AUTHORIZATION TO BID

RECOMMENDATION:

It is recommended that the City Council authorize staff to advertise for contractor bids on the 116th Avenue NE Watermain Replacement Project.

BACKGROUND DISCUSSION:

The 116th Avenue NE Watermain Replacement Project includes the replacement of approximately 1,100 lineal feet of 8" AC watermain with 12" ductile iron pipe (Attachment A). The watermain serves a large area and includes eighteen individual services and one fire hydrant in the project area; the replacement of these water service lines and fire hydrant connection is included in the work.

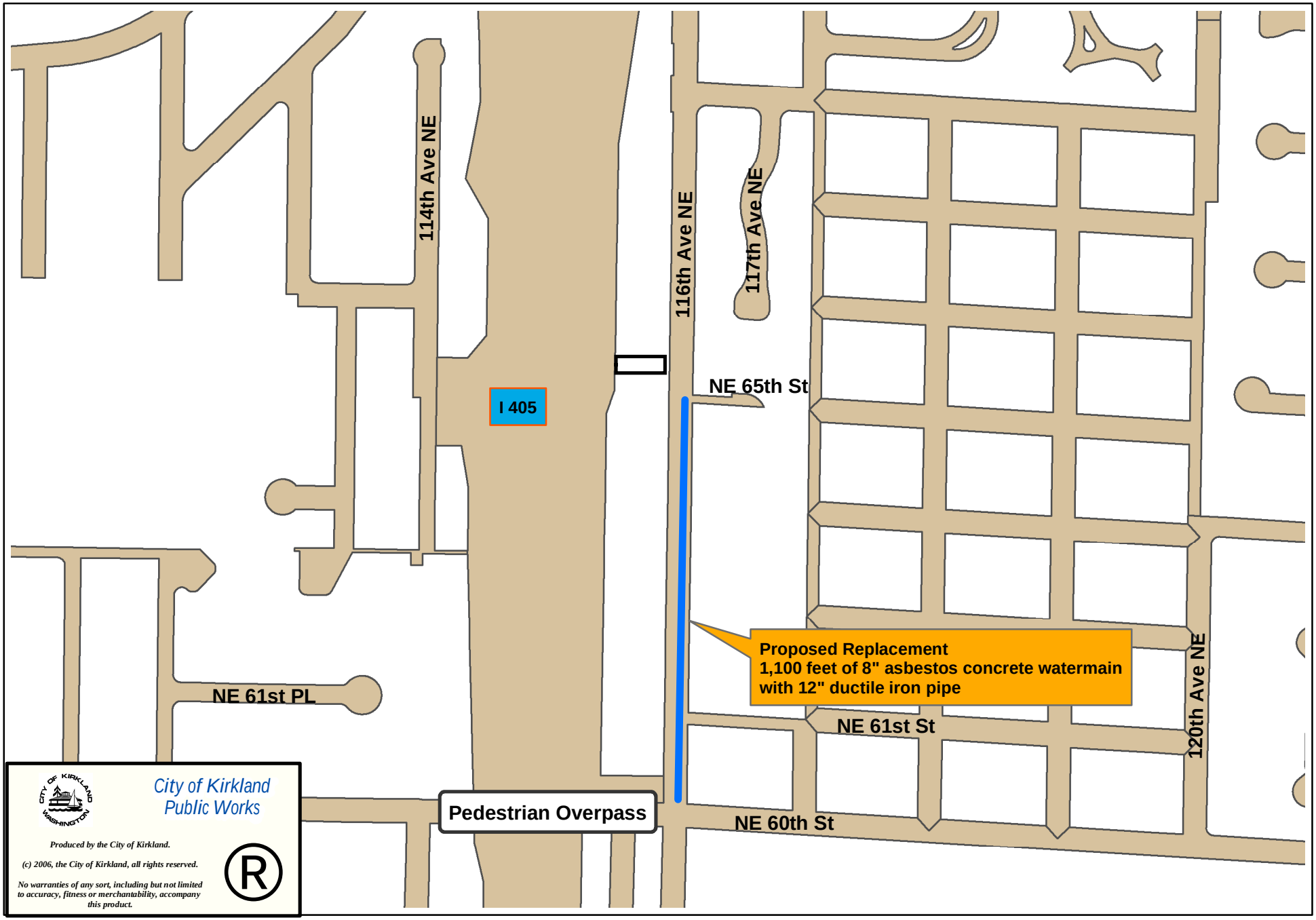
The 116th Avenue NE Watermain Replacement Project was funded through Council action on May 2, 2006, and was developed out of the design and development of the 116th Avenue NE Non-motorized Facilities Project. The non-motorized facilities project includes the construction of significant surface water elements in the proximity of an existing asbestos cement (AC) watermain. Historically, AC waterlines are prone to failure if disturbed, and with the proximity of proposed surface water improvements, the number of conflicts realized between the existing AC watermain and surface water improvements, and the water comprehensive plan recommendation for upsizing the existing main, council determined that the existing AC waterline must be replaced and relocated in advance of the storm drainage improvements.

On May 2, 2006, staff estimated a total project budget of $260,000 which included $200,000 for construction. Since the project was funded, staff has retained an engineer and has proceeded with project development; the engineer's estimate for construction is $298,000. With an anticipated increase of $98,000 to construct, the total project has now increased to $370,000; which is approximately $110,000 over the amount funded (Attachment B). Reasons for the increased cost include: a more extensive asphalt road section repair than originally expected, and the continued increase in construction material and operating costs.

With authorization given by Council at their October 3, 2006 meeting, contractor bids will be opened on October 25, 2006 with construction anticipated to take place in November and December, prior to the more significant non-motorized facilities project scheduled for construction in summer 2007.

Attachments

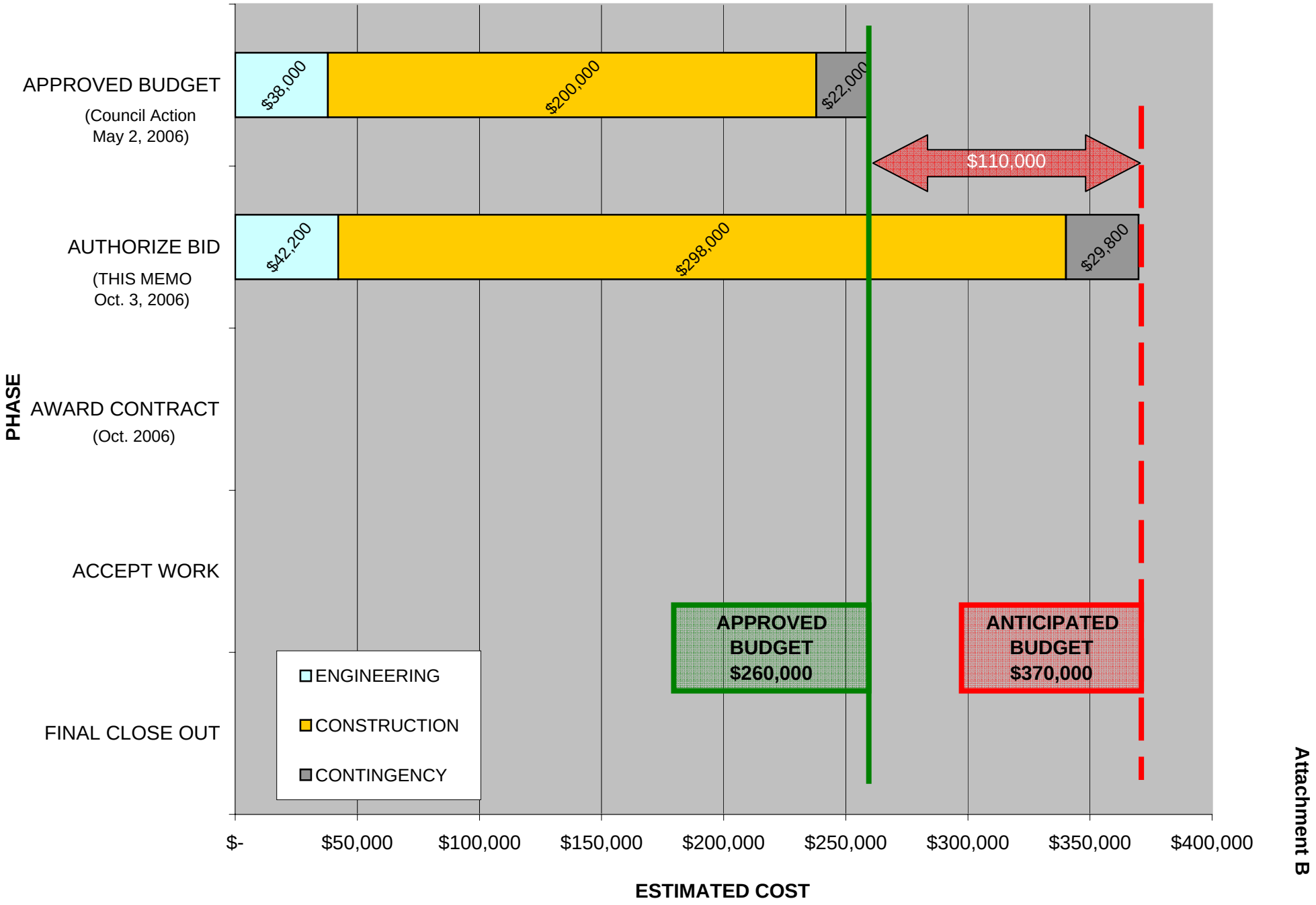
Vicinity Map
116th Avenue NE Watermain Replacement
WA 0114



ATTACHMENT A

116TH AVENUE NE WATERMAIN REPLACEMENT

PROJECT BUDGET REPORT



Attachment B

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3809
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 21, 2006

Subject: 7TH AVENUE/114TH AVENUE WATERMAIN REPLACEMENT - AUTHORIZATION TO BID

RECOMMENDATION:

It is recommended that the City Council authorize staff to advertise for contractor bids for the 7th Avenue/114th Avenue Watermain Replacement Project.

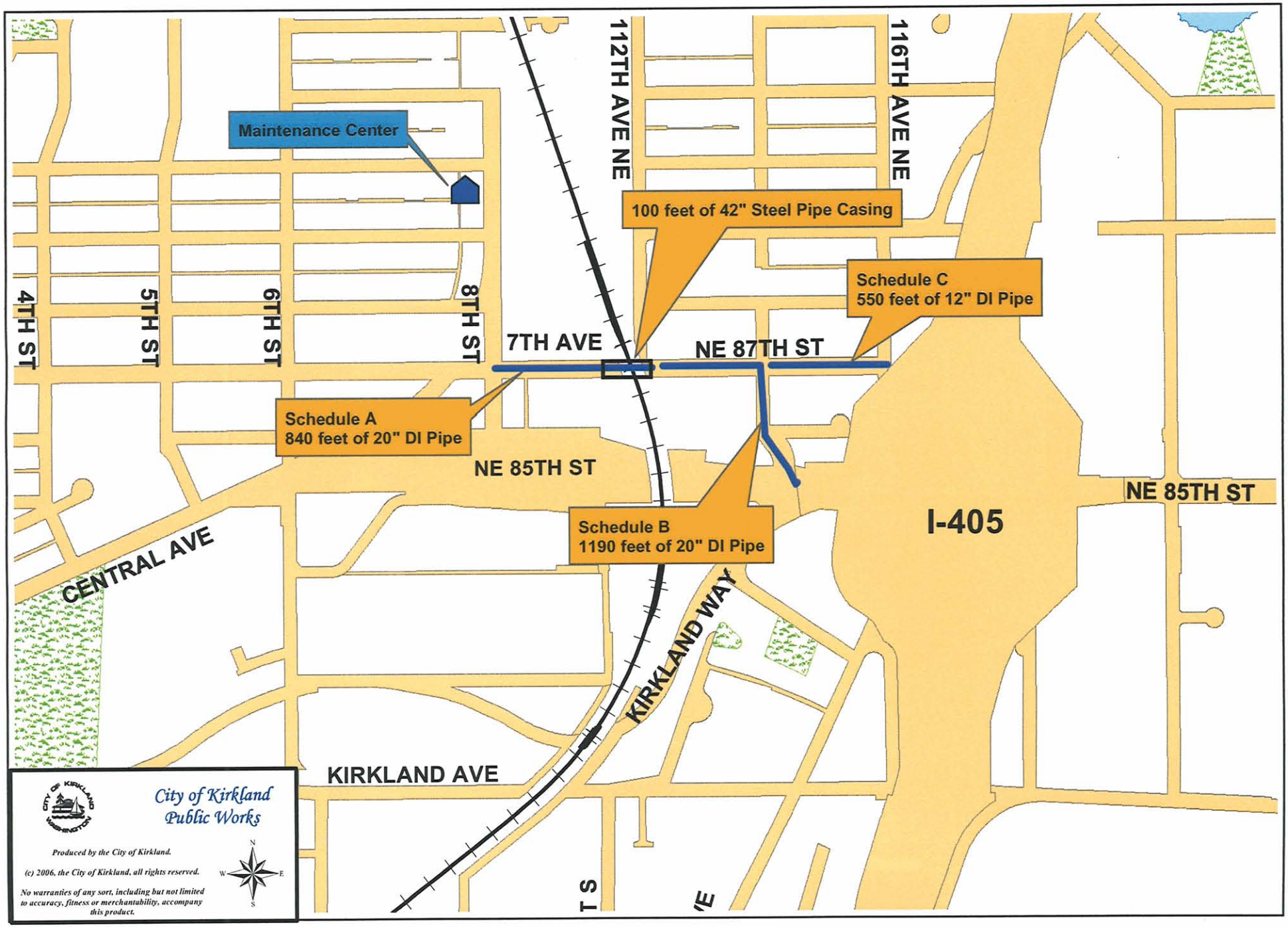
BACKGROUND AND DISCUSSION:

The 7th Avenue/114th Avenue Watermain Replacement Project includes the planned replacement of approximately 2,000 lineal feet of AC watermain with 20" ductile iron pipe and approximately 550 lineal feet of AC watermain with 12" ductile iron pipe (Attachment A). The existing watermain serves a large area and is in poor condition. System modeling shows that the existing hydraulic capacity of the existing watermain is less than 60% of the desired fire flow. The replacement of individual water service lines and fire hydrant connections along the project alignment is also included in the work.

The engineer's estimate for the project, including a 5% contingency, is $1,065,000, which represents approximately $437,000 over the current construction budget (Attachment B). By comparison, engineer's estimates on recent projects have projected budget shortfalls of 20% or less due to the effect of rapidly increasing prices for construction material and operating costs. The engineers estimate for the 7th Avenue/114th Avenue Watermain Replacement Project predicts a budget shortfall of approximately 41%. This two-fold percentage increase is attributed to the degree of complexity and overall size of the 7th Ave / 114th Avenue Project, which will result in the installation of significantly larger sized pipe (20" vs. 8" or 12") and a 100 lineal foot bore of a 42" steel pipe casing underneath the railroad track at 7th Avenue in order to accommodate the new 20" watermain.

As a result of the anticipated construction budget shortfall, the Project was separated into three separate schedules, A, B and C (Attachment A). By breaking out the separate schedules staff will be able to better analyze the bids received and make a recommendation to Council on which schedule, or combination of schedules, can be awarded to best accommodate the funds available. At this time, we recommend Council authorization of the bid advertisement for the 7th Avenue / 114th Avenue Watermain replacement Project at their October 3, 2006 meeting with the understanding that staff will report back after the bid opening with options for awarding the Project.

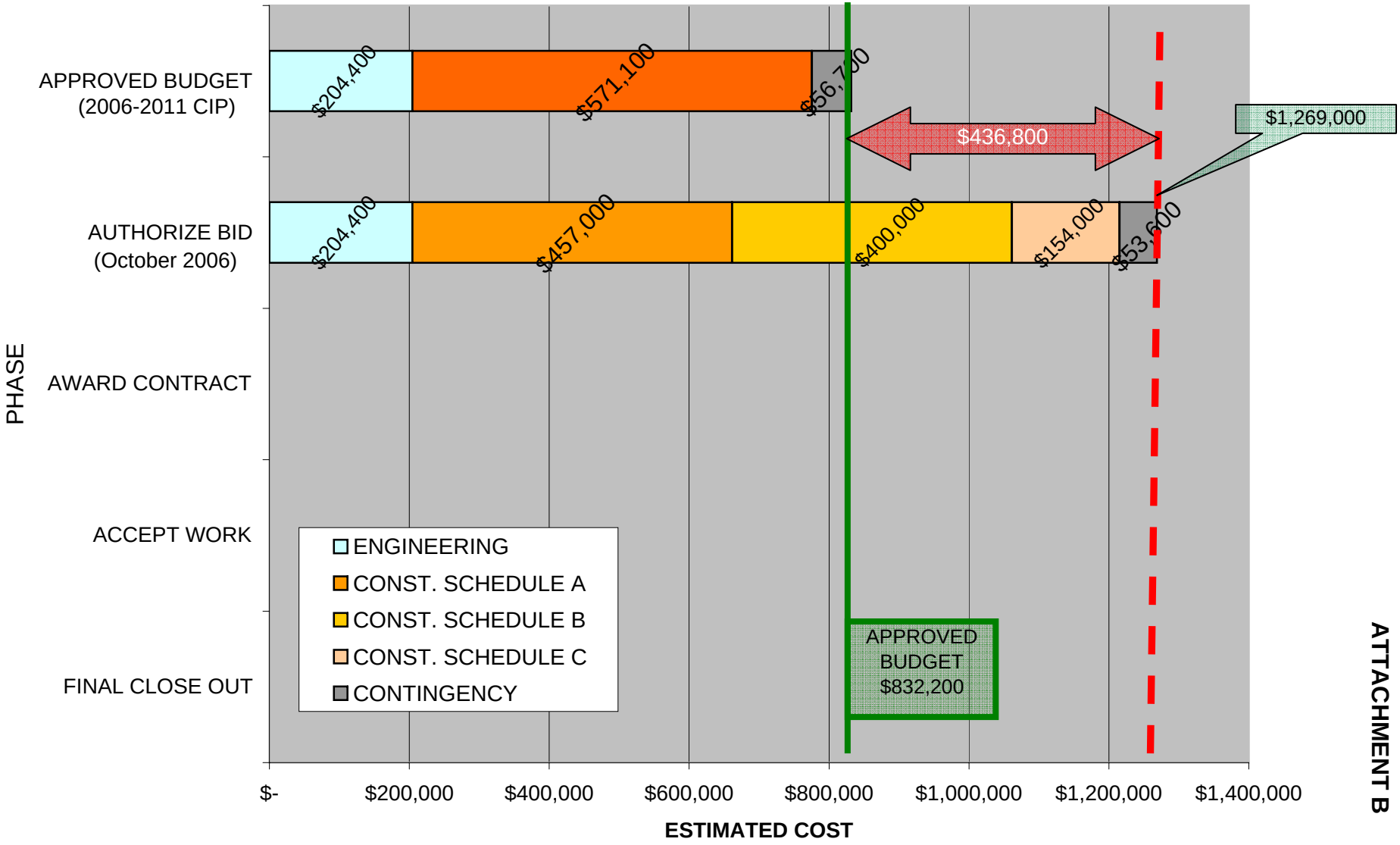
Vicinity Map
7th Avenue/114th Avenue Watermain Replacement
WA 0051



ATTACHMENT A

(7th Avenue/114th Avenue Watermain Replacement)
WA-0051

PROJECT BUDGET REPORT



ATTACHMENT B

CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 (425) 587-3000
www.ci.kirkland.wa.us

MEMORANDUM

To: Kirkland City Council

From: Kirkland Transportation Commission, Dan Fisher, Chair

Date: September, 2006

Subject: **Permanent Radar Sign Policies**

Kirkland has installed 6 permanent radar signs on streets with different speed, volume, and land use characteristics. The Transportation Division of Public Works has written a report on the effectiveness of these signs (attached). Public Works noted that while 6 signs is a small sample, they found the following:

- The radar signs worked best on a 35 mph, heavily-traveled principal arterial and in the 20 mph time period in school zones. Note that crossing guards were present during these periods and it is assumed that the crossing guards and radar signs helped reinforce good driver behavior.
- The radar signs lowered speeds on lower-volume streets with 25 mph speed limits when motorists were in close proximity to the signs.
- The radar signs didn't work as well on streets with lower volumes and 25 mph speed limits when the motorists were farther from the signs. The exception was when motorists were entering (as opposed to leaving) their own neighborhood.
- The success of a radar sign should be measured in the reduced number of high speed motorists, not just a reduction in the 85th percentile speed.

The Transportation Commission reviewed this report and has recommended the following polices to the Public Works Department:

1. Consider radar signs as one of the several traffic calming tools available for solving speeding problems in Kirkland.
2. Use on 2 or 3 lane arterials and collector streets, especially where other traffic calming devices may not be appropriate, such as streets with traffic volumes greater than 5,000 vehicles per day and on Primary Emergency Response Routes.
3. Do not use on use on local streets where other traffic calming measures are applicable.
4. Each application of radar signs needs a "before and after" study with community feedback to build upon our experience of where the signs are most effective.

The Transportation Commission hereby forwards the report and our recommendations to the City Council for their reading file.

attachment

Evaluation of Permanent Radar Signs
In
Kirkland, Washington

August 25, 2006

Kirkland Department of Public Works
Daryl R. Grigsby, Director

David Godfrey, P.E.
Transportation Engineering Manager

by
Noel Schoneman, P.E.
Ellen McMahon
Neighborhood Traffic Control Coordinators

Evaluation of Permanent Radar Signs
In
Kirkland, Washington
August 25, 2006

EXECUTIVE SUMMARY

Purpose
The City of Kirkland has installed 6 permanent radar signs on streets with different speed, volume, and land use characteristics. The purpose of this analysis is to determine the effectiveness of these signs and help City Officials develop policies on the future application of permanent radar signs.

Operational Mode
The radar signs are not regulatory signs – they serve as reminders for motorists and they supplement existing regulatory speed limit signing. Each sign is set to show the speed limit; to display, "your speed is __) for speeds up to 10 mph over the speed limit; and to flash a "slow down" message to motorists traveling greater than 10 mph over the speed limit. For school zones, the "slow down" message flashes when motorists are 4 mph over the "20 mph" speed limit.

Current Applications
- School Zones. Two signs are in elementary school zones. One on NE 68th St east of Lakeview Elementary School and one on 6th Street south of Peter Kirk Elementary School. These signs are programmed for 25 mph except during the half hour before school starts and for the half hour after school lets out, when the signs switch to the 20 mph messaging.
- Neighborhood Traffic Calming. Two signs are placed 1000 feet apart on 112th Ave NE, a neighborhood collector street. This street carries 2300 vehicles per day and the legal speed is 25 mph.
- Principal Arterial. Two signs are placed 1550 feet apart on Lake Washington Boulevard. This street carries 24,000 vehicles per day and the legal speed limit is 35 mph.

Measures of Results
<u>85th Percentile Speed</u> This is the traditional measure for determining whether or not a speeding problem exists. This is the speed at, or below which, 85% of the motorists are traveling. Ideally, this speed should match the posted speed limit. Kirkland considers a speed of 5 mph over the 85th percentile speed as the threshold of a speeding problem and is one criterion for considering the use of neighborhood traffic calming strategies.
<u>Accumulative Frequency Speed Curves</u> These graphs plot the percentage of motorists driving at various speeds. They can show the speed ranges most influenced by the traffic control measure – radar signs in this study.
<u>Number of Vehicles at Higher Speeds</u> This is a variation of the Accumulative Frequency Speed Curve, but the focus is on the higher end of the speed curve.

The number of vehicles traveling 10 mph or more over the speed limit is compared. These high-speed vehicles are often the greatest concern for pedestrians, bicyclists, other motorists, police, and traffic operations staff.

Findings and Conclusions

- The radar signs worked best on a 35 mph, heavily-traveled principal arterial and in the 20 mph time period in school zones. Note that crossing guards were present during these periods and it is assumed that the crossing guards and radar signs helped reinforce good driver behavior.
- The radar signs lowered speeds on lower-volume streets with 25 mph speed limits when motorists were in close proximity to the signs.
- The radar signs didn't work as well on streets with lower volumes and 25 mph speed limits when the motorists were farther from the signs. The exception was when motorists were entering (as opposed to leaving) their own neighborhood.
- The success of a radar sign should be measured in the reduced number of high speed motorists, not just a reduction in the 85th percentile speed.

General Discussion of Implications

A test sample of 6 signs is pretty small to draw explicit conclusions, but the information in this analysis can be used for general guidelines for future radar sign installations. Also, if the objective is to slow traffic in school zones only during 20 mph time periods, other less expensive controls such as beacons that flash during the 20 mph time periods may be more cost-effective. If the need for speed control is on a Primary Emergency Response Route, radar signs may be one of the few options available.

Recommended Policies

1. Consider radar signs as one of the several traffic calming tools available for solving speeding problems in Kirkland.
2. Use on 2 or 3 lane arterials and collector streets, especially where other traffic calming devices may not be appropriate, such as streets with traffic volumes greater than 5,000 vehicles per day and on Primary Emergency Response Routes.
3. Do not use on use on local streets where other traffic calming measures are applicable.
4. Each application of radar signs needs a "before and after" study with community feedback to build upon our experience of where the signs are most effective.

Evaluation of Permanent Radar Signs
In
Kirkland, Washington
August 25, 2006

Purpose

The City of Kirkland has installed 6 permanent radar signs **Figure 1 (appendix)** on streets with different speed, volume, and land use characteristics. The purpose of this analysis is to determine the effectiveness of these signs and help City Officials develop policies on the future application of permanent radar signs.

Current Applications

The locations of the 6 permanent radar signs are shown in **Figure 2** and their applications are described below. These radar signs are not regulatory signs – they serve as reminders for motorists and, as such, they supplement the existing, standard regulatory speed limit signing. Each of the signs is set to show a maximum speed of 10 mph over the speed limit – above that limit, the signs flash the message, "slow down". The exception is in school zones where the "slow down" message flashes at 4 mph over the 20 mph speed limit. The strobe light capability of these signs is turned off. If it were activated, the strobe light would flash when a motorist exceed a specified speed. All 6 signs are VCalm from Fortel Traffic, Inc (www.forteltraffic.com).

School Zone Protection

1. NE 68th Street at Lakeview Elementary School. This sign became operational in October 2004). The sign reminds motorists in the westbound direction of their speed as they approach the school zone. NE 68th Street is a minor arterial that steps down from 30 mph to 25 mph on the approach to the school. This street connects to I-405 and it carries 11,700 vehicles per day, 5,500 in the westbound direction. The sign reads, "speed limit 20 mph" and "your speed is" for the ½ hour in the morning when children are coming to school and for the ½ hour after school lets out. Otherwise, the sign reads, "speed limit 25 mph" and "your speed is". Crossing guards were present during the 20 mph periods before the sign was installed and they continue their service with the sign in place. The land use is commercial and residential. Police enforcement of speeds is a priority for elementary school zones.
2. 6th Street in the 1100 block south of Peter Kirk Elementary School. This sign became operational in October 2004 and it reminds motorists in the northbound direction of their speed as they approach the school zone. 6th Street is a collector street carrying 4,500 vehicles per day, 2,570 in the northbound direction. This street connects with Central Way, a Principal Arterial that serves Kirkland's central business district. The sign reads, "speed limit 20 mph" and "your speed is" for the ½ hour in the morning when children are coming to school and for the ½ hour after school lets

out. Otherwise, the sign reads, “speed limit 25 mph” and “your speed is”. Crossing guards were present during the 20 mph periods before the sign was installed and they continue their service with the sign in place. The land use is single family residential. Police enforcement of speeds is a priority for elementary schools. Various traffic-calming measures on 6th Street also help moderate traffic speeds. These calming devices were in place before the radar sign was installed and they remain in place with the radar signs. The calming devices are curb bulbs to narrow the street in the 1100 block (the radar sign is placed in the south end of one of these bulbs), a traffic circle at 9th Avenue, and a median island and curb bulbs at 7th Avenue.

Neighborhood Traffic Calming

3. 9001 - 112th Ave NE. This sign became operational in October 2005. It is on a collector street in the Highlands neighborhood that carries 2,300 vehicles per day, 1100 northbound and 1200 southbound. This sign reminds motorists in the southbound direction as they depart the neighborhood. This sign is paired with another radar sign 3 blocks farther north that reminds northbound motorists of their speed. The sign reads, “speed limit 25 mph” and “your speed is”. Two of the three speed cushions on this street are within the influence area of the radar signs. These cushions were in place before the radar signs were installed. The land use is single family residential.
4. 9222 – 112th Ave NE. This sign became operational in October 2005. It is on a collector street in the Highlands neighborhood. This sign reminds motorists in the northbound direction as they enter the neighborhood. This sign is paired with another radar sign 3 blocks farther south that reminds southbound motorists of their speed. The sign reads, “speed limit 25 mph” and “your speed is”. Three speed cushions help calm traffic on this street. These cushions were in place before the radar signs were installed. The land use is single family residential.

Principal Arterial

5. 5300 block of Lake Washington Boulevard. This sign became operational in November 2005. It is on a Principal Arterial that has a 35 mph speed limit and carries 24,000 vehicles per day. This sign reminds southbound motorists of their speed and is paired with a sign in the 4500 block that reminds northbound motorists of their speed. The sign reads, “speed limit 35 mph” and “your speed is”. This stretch of Lake Washington Boulevard is a major pedestrian corridor. The dominant land use is multi family residential.

6. 4500 block of Lake Washington Boulevard. This sign became operational in November 2005. It is on a Principal Arterial that has a 35 mph speed limit and carries 24,000 vehicles per day. This sign reminds northbound motorists of their speed and it is paired with a sign in the 5300 block that

reminds southbound motorists of their speed. The sign reads, “speed limit 35 mph and “your speed is”.

Analysis Methodology/Overview

85th Percentile Speed The traditional method of determining whether or not a speeding problem exists is to examine the 85th percentile speed. This is the speed at, or below which, 85% of the motorists are traveling. Ideally, this speed should match the posted speed limit. While this ideal is rarely the case, Kirkland considers a speed of 5 mph over the 85th percentile speed as the threshold of a speeding problem. This “at least 5 mph over” threshold is one criterion for considering the use of neighborhood traffic calming strategies like speed cushions or traffic circles on non-arterial streets. For this analysis of permanent radar signs, the 85th percentile is used to compare before and after traffic speeds.

Accumulative Frequency Speed Curves These are graphs that plot the percentage of motorists driving at various speeds. Graphs showing before and after distributions can show the speed ranges most influenced by the traffic control measure – radar signs in this study.

Number of Vehicles at Higher Speeds This is a variation of the Accumulative Frequency Speed Curve, but the focus is on the higher end of the speed curve. The number of vehicles traveling 10 mph or more over the speed limit is compared. It is these high-speed vehicles that are the greatest concern for pedestrians, bicyclists, other motorists, police, and traffic operations staff.

Analysis

1. **NE 68th Street at Lakeview Elementary School**
    - **a.** The 85th percentile speed for a 24-hour weekday showed a reduction of 0.6 mph in the westbound direction after the radar sign was installed. The shift to a lower speed is good, but the magnitude of the shift does not show such a significant shift that a concerned person would intuitively agree that the problem had been solved.
        - 85th percentile all day
            - Before : 34.0 mph
            - After : 33.4 mph
            - Change: -0.6 mph (-2%)
    - **b.** However, by isolating the time period when the 20 mph School Zone Speed Limit was in effect, the 85th percentile shows a more dramatic shift to slower speeds:
        - 85th percentile during the 20 mph school zone period
            - Before : 33.1 mph
            - After : 27.9 mph
            - Change: - 5.2 mph (- 16%)
    - **c.** Cumulative Speed Frequency during the 20 mph time periods (**Figure 3**) This graph shows a dramatic shift to slower speeds during the 20 mph period. For example, follow the 25 mph column up on the graph and find that before the radar sign became operational, about 12% of the motorists were driving at or below 25 mph. After the sign was turned on, about 68% of the motorists were driving at or below 25 mph.
    - **d.** # Vehicles 10 mph or more over the 20 mph speed limit. This measure of the higher-speed vehicles also shows a significant improvement.
        - Before: 141 vehicles per hour (vph)
        - After: 15 vph
        - Change - 126 vph (-89%)
    - **e.** During the Normal 25 mph speed limit. A Wednesday before and after the radar sign became operational was used as a 'typical day'.
        - 85th percentile
            - Before: 32.9 mph
            - After: 32.5 mph
            - Change: - 0.4 mph (-1%)
        - Cumulative Speed Frequency **(Figure 4)** This graph shows a very slight shift to slower speeds at the mid to upper speed ranges. For example, at 30 mph, about 56% of the motorists were traveling at or below that speed before the radar sign became operational. Afterward, about 61% were traveling at or below 30 mph.

- # Vehicles 10 mph or more over the 25 mph speed limit. Using the raw data, 6.7% (314 vpd) of the "before" motorists were driving 10 mph or more over the 25 mph speed limit. 4.9% were doing so after the radar was installed. To convert this to actual numbers of vehicles, the after count of 257 vpd needed to be adjusted downward to account for the higher daily volume.
    - Before: 314 vpd
    - After : 229 vpd (adjusted down for vol diff)
    - Change: - 85 vpd (-27%)

2. 6th Street at Peter Kirk Elementary School

a. Overall, the northbound 85th percentile speed dropped by 1.3 mph. This is a "fair" decrease, but would not likely be interpreted as dramatic.

- 85th percentile
    - Before: 29.5 mph
    - After: 28.2 mph
    - Change: -1.3 mph (-4%)
- 85th percentile with the 20 mph speed period isolated.
    - Before: 28.6 mph
    - After: 22.1 mph
    - Change: - 6.5 mph (-23%)
- Cumulative Speed Frequency for the 20 mph periods (**Figure 5**) This graph shows a dramatic improvement in compliance to the 20 mph speed limit. For example, 47% of the motorists were driving at or below 25mph before the radar was turned on and 97% were doing so after the radar sign.
- # Vehicles 10 mph or more over the 20 mph speed limit
    - Before: 11.4%
    - After: 0.5 %
    - Change: -10.9% (96% improvement)

b. During the Normal 25 mph speed limit (20 mph speeds removed)

- The 85th percentile (note: Thursday used as a typical day)
    - Before: 28.7 mph
    - After: 27.1
    - Change: - 1.6 mph
- Cumulative Speed Frequency for the 25 mph periods **(Figure 6)** This graph shows a definite shift to greater compliance to the speed limit. For example, at the 30 mph range, 87% were driving at or below that speed before the radar sign was operational. Then, afterward, 95% were. A good condition got even better.

- # Vehicles 10 mph or more over the 25 mph speed limit
    - Before: 0 – 1%. The graph shows virtually no motorists were driving more than 10 mph over the speed limit. Calculations showed 1% .
    - After 0%
    - Change 0 to -1%

3. **112th Ave NE: Highlands Neighborhood Traffic Calming**
    - **a.** Traffic speeds at various distances from the radar signs **(Figure 7)**. These tables show:
        - A decrease in speeds within 200 feet on the approach to the radar signs;
        - A general decrease in speeds on the northbound entry to the neighborhood; and
        - No success in reducing speeds in the southbound exit from the neighborhood except when close to the radar sign.
    - **b.** Combined northbound and southbound approach to the two signs within 200 feet of the signs. Northbound at 140 feet on the approach to the sign and southbound 190 feet on the approach to the sign.
        - 85th percentile
            - Before: 31.8 mph
            - After: 30.8 mph
            - Change: - 1.0 mph (-3%)
        - Cumulative Speed Frequency **(Figure 8)**. This graph shows a general reduction in speeds over the range of speeds. For example, at 30 mph, 76% of the motorists were traveling at or below that speed before the radar sign was operational. Afterwards, 82% were driving at or below that speed.
        - # Vehicles 10 mph or more over the 25 mph speed limit. 3% of the motorists were driving 35 mph or more before the radar signs were activated and 1% were doing so afterward.
        - Locations more remote from the Radar Signs.

4. **Lake Washington Boulevard: Principal Arterial, Major Pedestrian Route.** (Before data: Nov 2005; Radar turn-on: Nov 2005; After data Jan 2006). The three different ways of comparing the 'before and after' speeds at varying distances from the radar signs on this major arterial all showed slower speeds. The 85th percentile speed showed a zero to 2 mph drop in speeds. While these were not impressive numbers, the 'cumulative frequency' chart showed a general shift to lower speeds throughout the speed profile. A look at the number of vehicles being driven at 45 mph or more (10 mph or more over the speed limit) showed a range of 77 to 178 fewer high speed vehicles per day driving the route. Of course on a route carrying 24,000 vehicles per day, this amounts to less than 1%. However, it is the higher speed traffic that causes the most concern.

a. 320 feet in advance of the radar signs

	Northbound	Southbound
85th percentile		
Before:	39 mph	38 mph
After:	38	36
Change:	- 1 mph	- 2 mph

- Cumulative Speed Frequency (northbound and southbound combined) **Figure 9** shows a general shift to lower speeds throughout the speed range. For example, looking at 35 mph (the speed limit), before the radar signs were installed, about 55% of the motorists were driving at or below the speed limit. Then, after the signs were turned on, 70% of the motorists were driving at or below 35 mph. The graph is hard to read at the very high and very low speeds. That is where the next measure, the number of vehicles being driven 10 mph or more over the speed limit, helps with the interpretation.
- # Vehicles 10 mph or more over the 35 mph speed limit. (also see **Figure13**)
  - Before (7day total) : 1943 vehicles > 45 mph
  - After (7 day total) : 699
  - Change (7 day total) : -1244 (-64%)
  - Change (ave. per day): - 178 vehicles per day > 45

b. 250 feet after the radar signs

	Northbound	Southbound
85th percentile		
Before:	38 mph	37 mph
After:	38	36
Change	0 mph	- 1 mph

- Cumulative Speed Frequency (northbound and southbound combined) **Figure 10** shows a general shift to lower speeds throughout the speed range. Again, looking at the 35 mph example (the speed limit), before the radar signs were installed, about 60% of the motorists were driving at or below the speed limit. Then, after the signs were turned on, 70% of the motorists were driving at or below 35 mph. The graph is hard to read at the very high and very low speeds. Again, refer to **Figure 13**, which shows the number of vehicles being driven 10 mph or more over the speed limit.
- # Vehicles 10 mph or more over the 35 mph speed limit.
  - Before (7 day total) : 1787 vehicles > 45 mph
  - After (7 day total) : 686
  - Change (7 day total) :-1101 (-62%)
  - Change (ave. per day): -157 vehicles per day > 45 mph

c. 1300 feet after the radar signs

	Northbound	Southbound
85th percentile		
Before:	38 mph	38 mph
After:	37	38
Change	- 1 mph	0 mph

- Cumulative Speed Frequency (northbound and southbound combined) **Figure 11** again shows a general shift to lower speeds throughout the speed range. However, the shift at 1300 feet (1/4 mile) following the radar sign, the shift is noticeably less than it was closer to the sign. Again, looking at the 35-mph example, before the radar signs were installed, about 55% of the motorists were driving at or below the speed limit. Then, after the signs were turned on, 62% of the motorists were driving at or below 35 mph. This was a gain of about 7%. The graph is hard to read at the very high and very low speeds. Again, refer to **Figure 13** for the 'high end' details.
- # Vehicles 10 mph or more over the 35 mph speed limit.
  - Before (7 day total) : 1184 vehicles > 45 mph
  - After (7 day total) : 646
  - Change (7 day total) : - 538 (- 45%)
  - Change (ave. per day): - 77 vehicles per day >45 mph

d. 1865 feet after the radar signs

	Northbound	Southbound
85th percentile		
Before:	38 mph	38 mph
After:	37	38
Change	- 1 mph	0 mph

- Cumulative Speed Frequency (northbound and southbound combined) **Figure 12** once again shows a general shift to lower speeds throughout the speed range. However, the shift at 1865 feet (0.35 mile) following the radar sign, the shift is noticeably less than it was closer to the sign. Again, using the 35-mph example, about 54% of the motorists were driving at or below the speed limit before the signs were installed. Then, after the signs were turned on, about 60% of the motorists were driving at or below 35 mph – an improvement of 6%.
- # Vehicles 10 mph or more over the 35 mph speed limit .**Figure 13** shows the change in behavior of the motorists driving at the higher speeds.
  - Before (7 day total) : 1205 vehicles > 45 mph
  - After (7 day total) : 630
  - Change (7 day total) : - 575 (- 48%)
  - Change (ave. per day): - 82 vehicles per day >45 mph

Findings and Conclusions

- The radar signs worked best on a 35 mph, heavily-traveled principal arterial and in the 20 mph time period in school zones. Note that crossing guards were present during these periods and it is assumed that the crossing guards and radar signs helped reinforce good driver behavior.
- The radar signs lowered speeds on lower-volume streets with 25 mph speed limits when motorists were in close proximity to the signs.
- The radar signs didn't work as well on streets with lower volumes and 25 mph speed limits when the motorists were farther from the signs. The exception was when motorists were entering (as opposed to leaving) their own neighborhood. Note that the Highlands neighborhood is an "access peninsula" with one major route in and out: it has no cut-through traffic.

General Discussion of Implications

A test sample of 6 signs is pretty small to draw explicit conclusions, but the information in this analysis can be used for general guidelines for future radar sign installations. Also, if the objective is to slow traffic in school zones only during 20 mph time periods, other less expensive controls such as beacons that flash during the 20 mph time periods may be more cost-effective. It should also be considered that if the need for speed control is on Primary Emergency Response Routes, radar signs may be one of the few options available.

Appendix

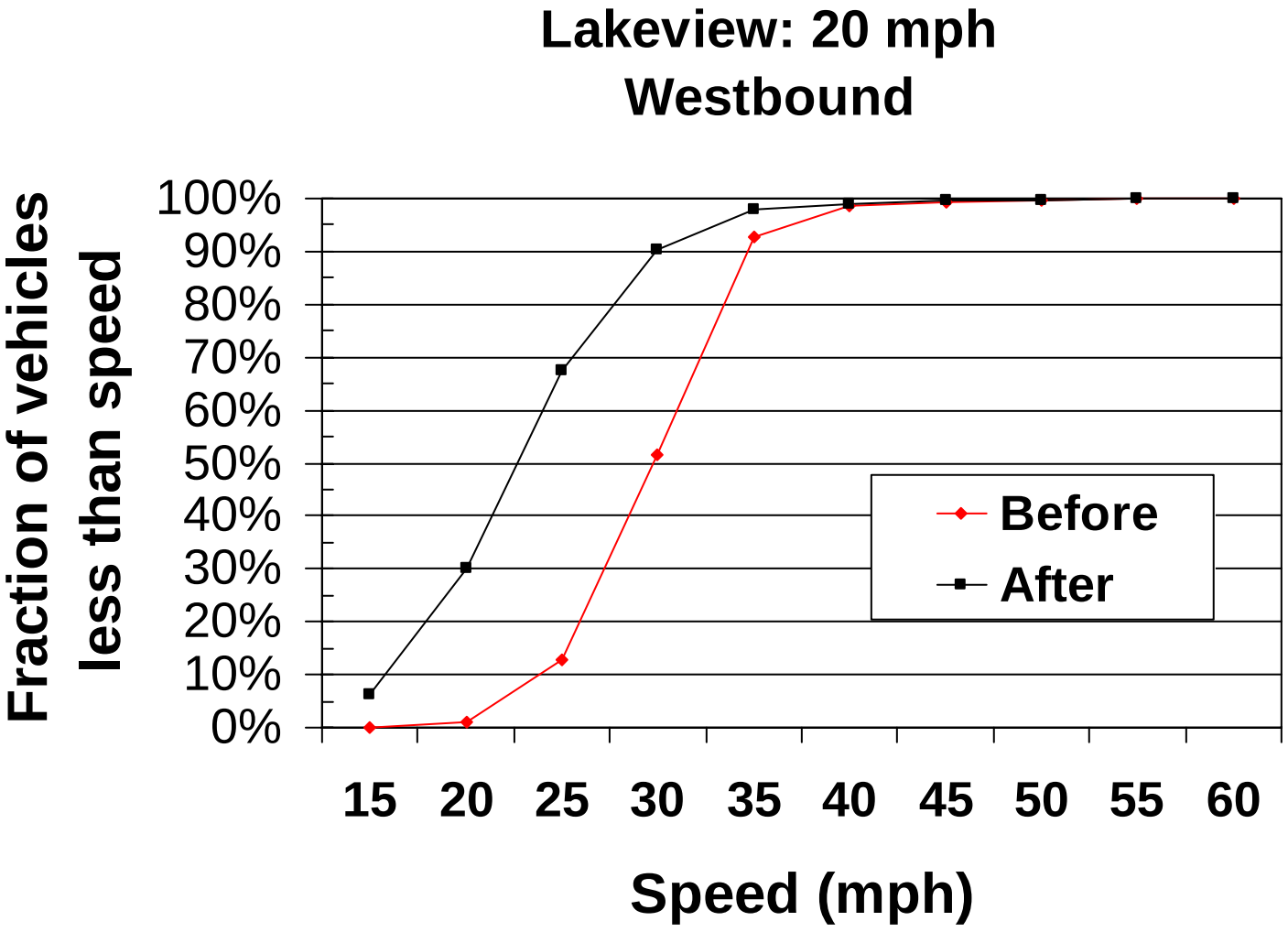
Graphics: Figures 1 –13

Permanent Radar Signs

FIGURE 1

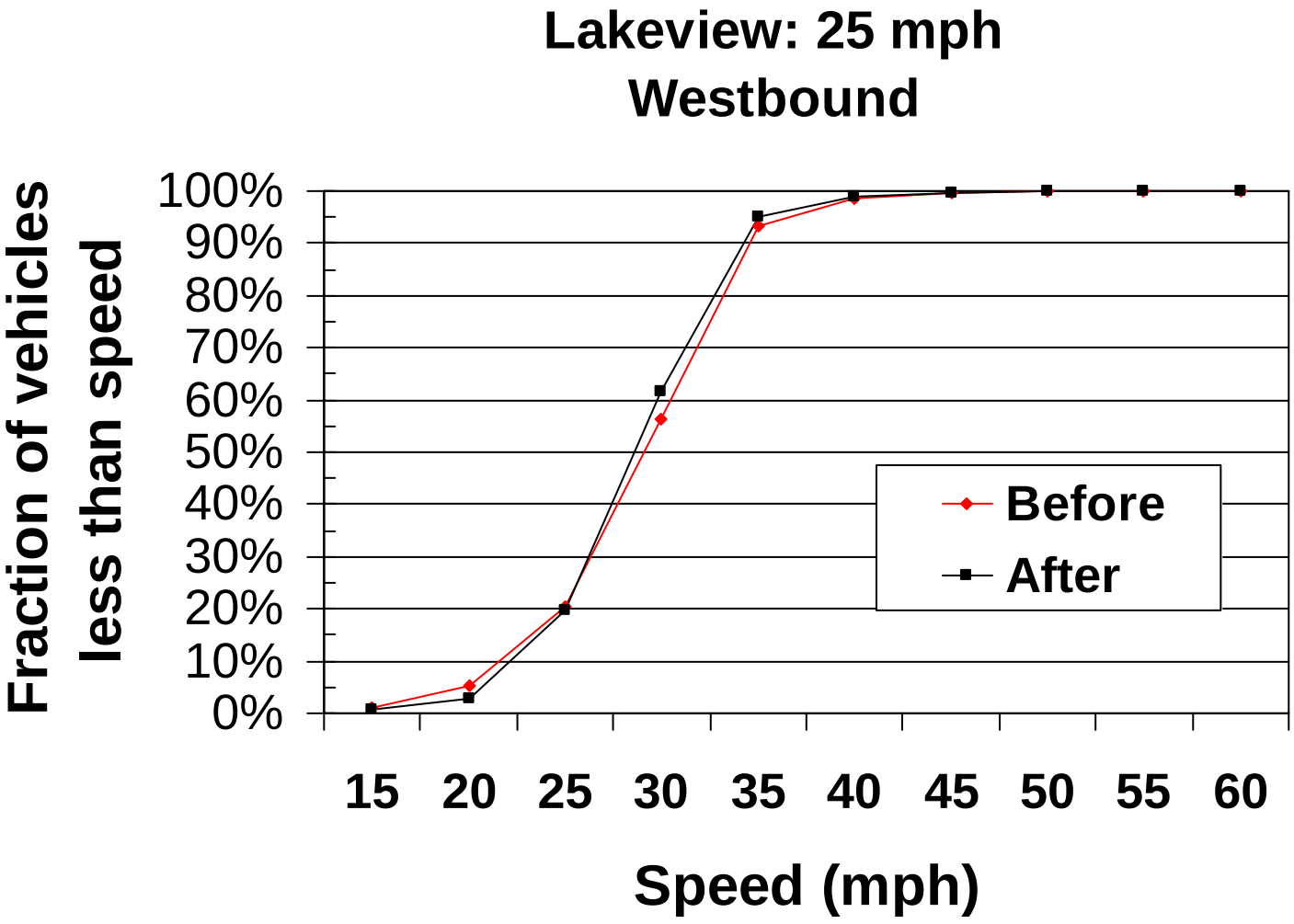
Locations of Permanent Radar Signs in Kirkland
June 2006

FIGURE 2



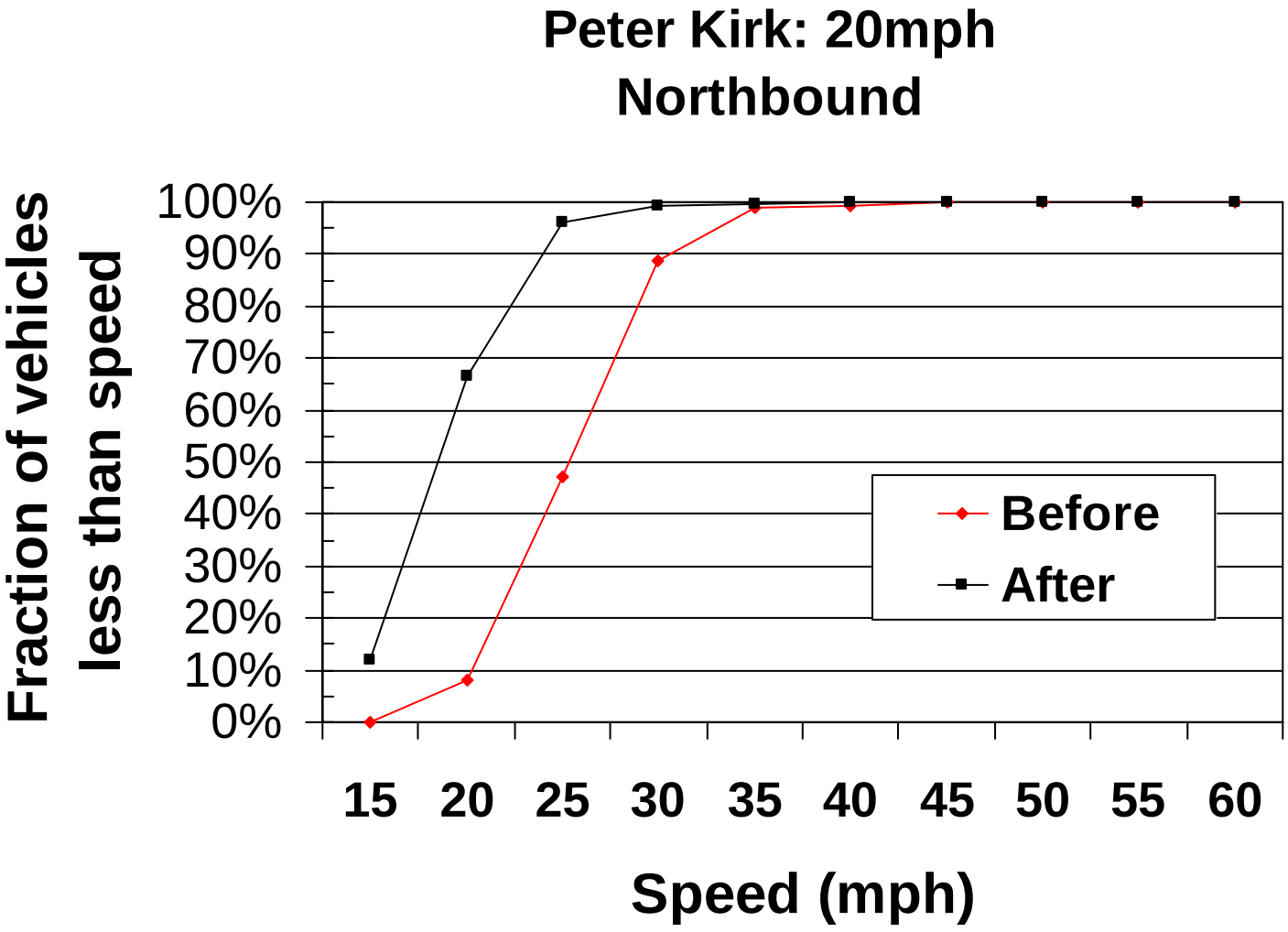
Cumulative Speed Frequency
20 mph Time Periods
NE 68th Street at Lakeview Elementary School

FIGURE 3



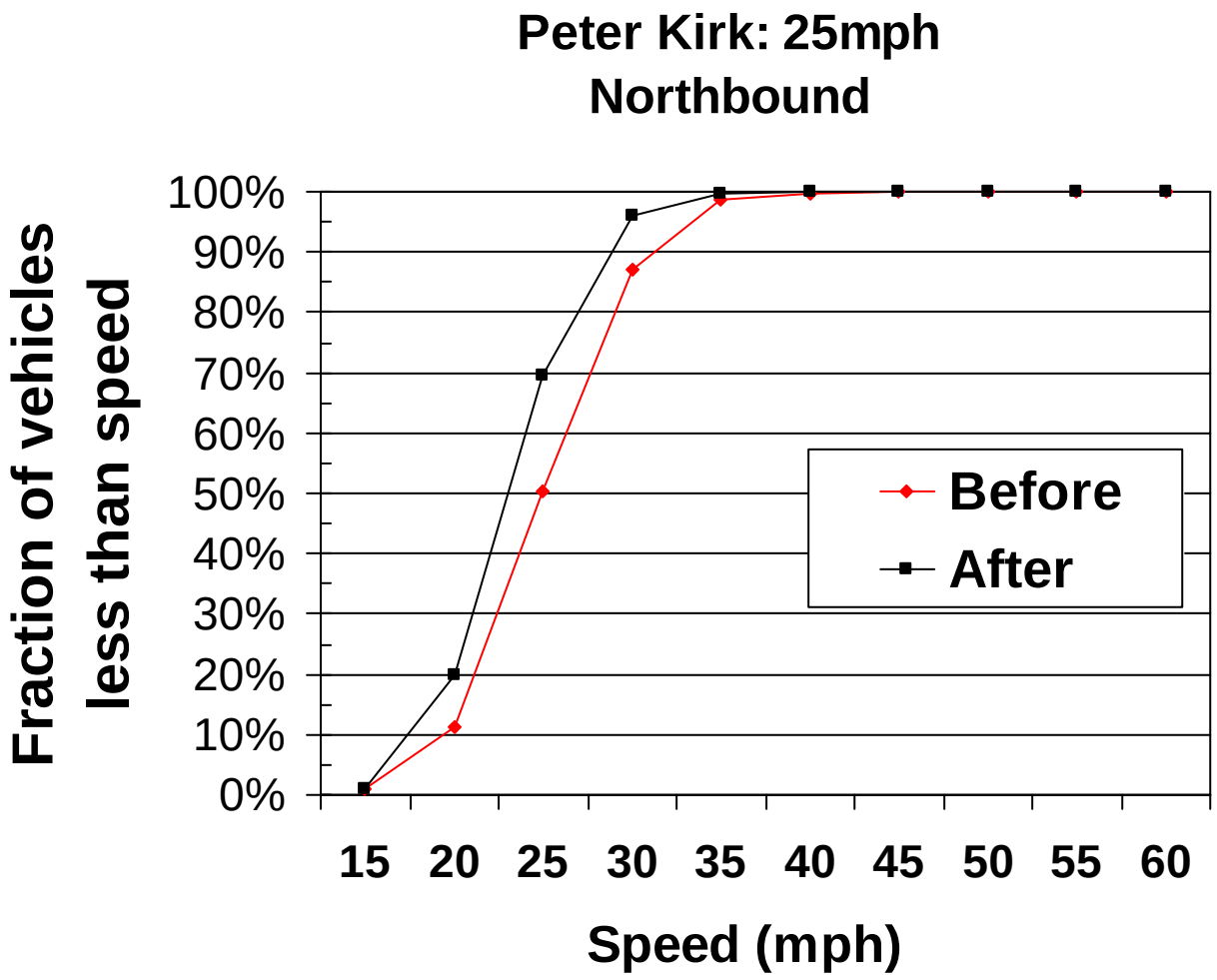
Cumulative Speed Frequency
25 mph Time Periods
NE 68thStreet at Lakeview Elementary School

FIGURE 4



Cumulative Speed Frequency
20 mph Time Periods
6th Street at Peter Kirk Elementary School

FIGURE 5



Cumulative Speed Frequency
25 mph Time Periods
6th Street at Peter Kirk Elementary School

FIGURE 6

Radar Signs on 112th Ave NE: NE 87th – NE 95th Street
Highlands Neighborhood

Radar Operational October 19, 2005
Before Data Collected September 2005
After Data Collected November 2005

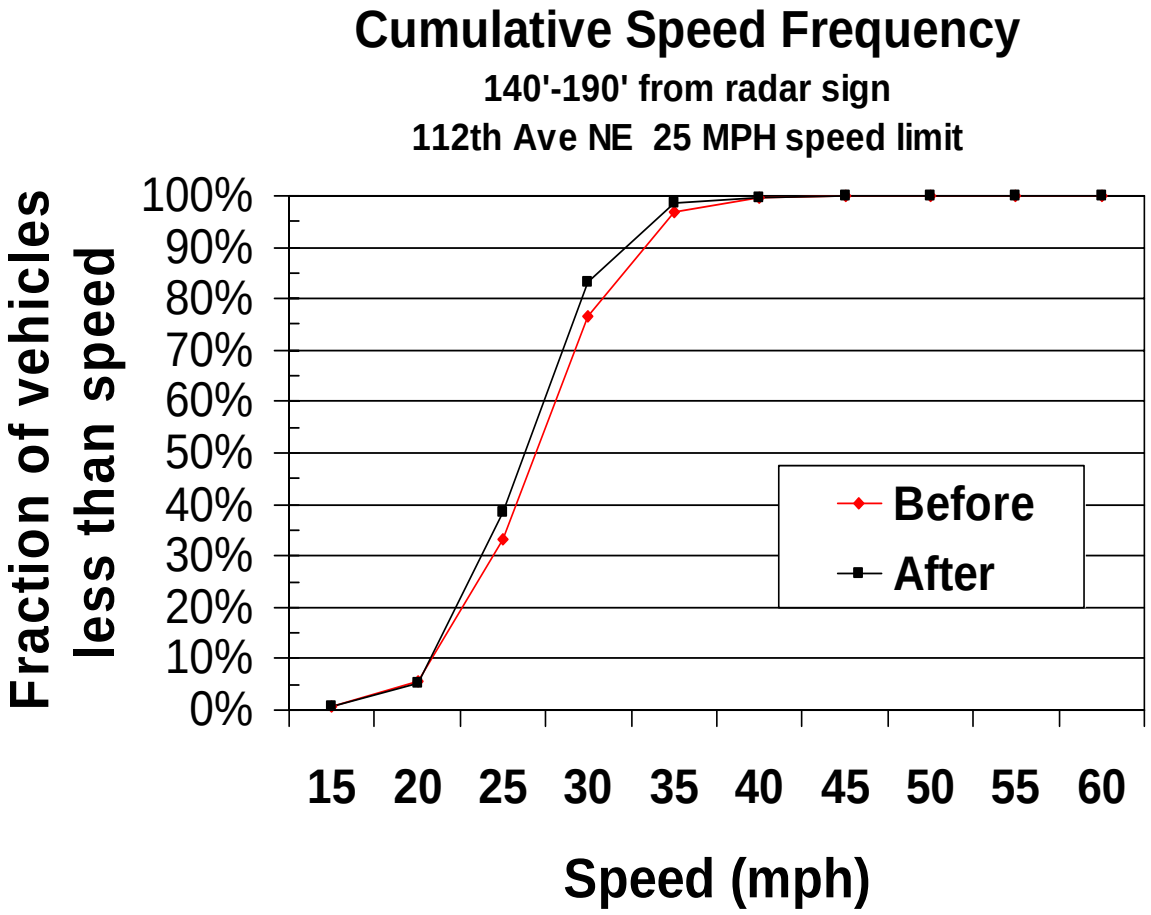
Southbound on 112th Ave NE Departing the Highlands Neighborhood												
	85th Percentile Speed			# Veh > 35 mph			Daily Volume			Adjusted # Veh>35 mph		
Distance	Before	After	Change	Before	After	Change	Before	After	Change	Before	After	Change
1230' *	32.7	33.0	+ 0.3	124	171	+ 47	730	677	- 7%	115	171	+ 56
860' *	32.1	32.2	+ 0.1	147	161	+ 14	822	764	- 7%	137	161	+ 24
190'	33.0	31.8	- 1.2	260	118	- 42	968	925	- 4%	250	118	- 132
300' beyond	29.9	30.8	+ 0.9	66	100	+ 34	1092	1046	- 4%	63	100	+ 37
Notes: * Radar sign not readable at this distance; "beyond" is data recorded after motorists have passed the sign												

Northbound on 112th Ave NE Entering the Highlands Neighborhood												
	85th Percentile Speed			# Veh > 35 mph			Daily Volume			Adjusted # Veh>35 mph		
Distance	Before	After	Change	Before	After	Change	Before	After	Change	Before	After	Change
1300' *	28.9	28.3	- 0.6	24	17	- 7 veh	1012	968	- 4%	23	17	- 6 veh
810'	30.0	29.8	- 0.2	86	81	- 5	944	890	- 6%	81	81	0
140'	30.4	29.3	- 1.1	129	57	- 72	817	742	- 9%	117	57	- 60
230' beyond	32.7	32.1	- 0.6	184	117	- 67	734	662	-10%	166	117	- 49
Notes: * Radar sign not readable at this distance; "beyond" is data recorded after motorists have passed the sign												

Sorted by Distance from Radar Signs			85th Percentile Speed			# Vehicles > 35 mph		
Distance from Radar Sign	Travel Direction	Sign Readable?	Before	After	Change	Before	After	Change
1300'	NB	No	28.9	28.3	-0.6	23	17	-6
1230'	SB	No	32.7	33.0	+0.3	115	171	+56
860'	SB	No	32.1	32.2	+0.1	137	161	+24
810'	NB	Yes	30.0	29.8	-0.2	81	81	0
190'	SB	Yes	33.0	31.8	-1/2	250	118	-132
140'	NB	Yes	30.4	29.3	-1.1	117	57	-60
230' beyond	NB	N/A	32.7	32.1	-0.6	166	117	-49
300' beyond	SB	N/A	29.9	30.8	+0.9	63	100	+37

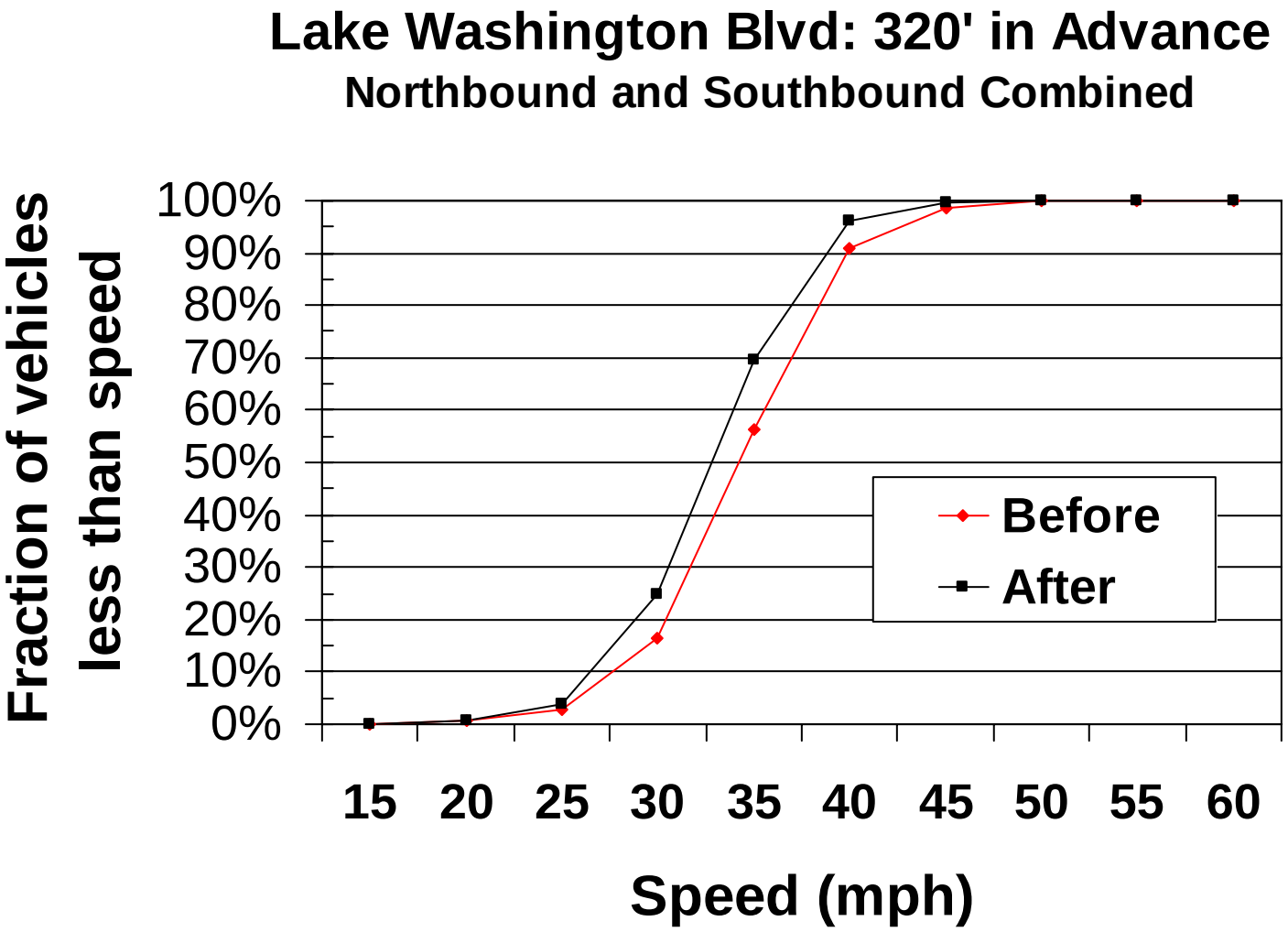
112th Ave NE – Highlands Neighborhood
Speed Changes by Distance from the Radar Signs

Figure 7



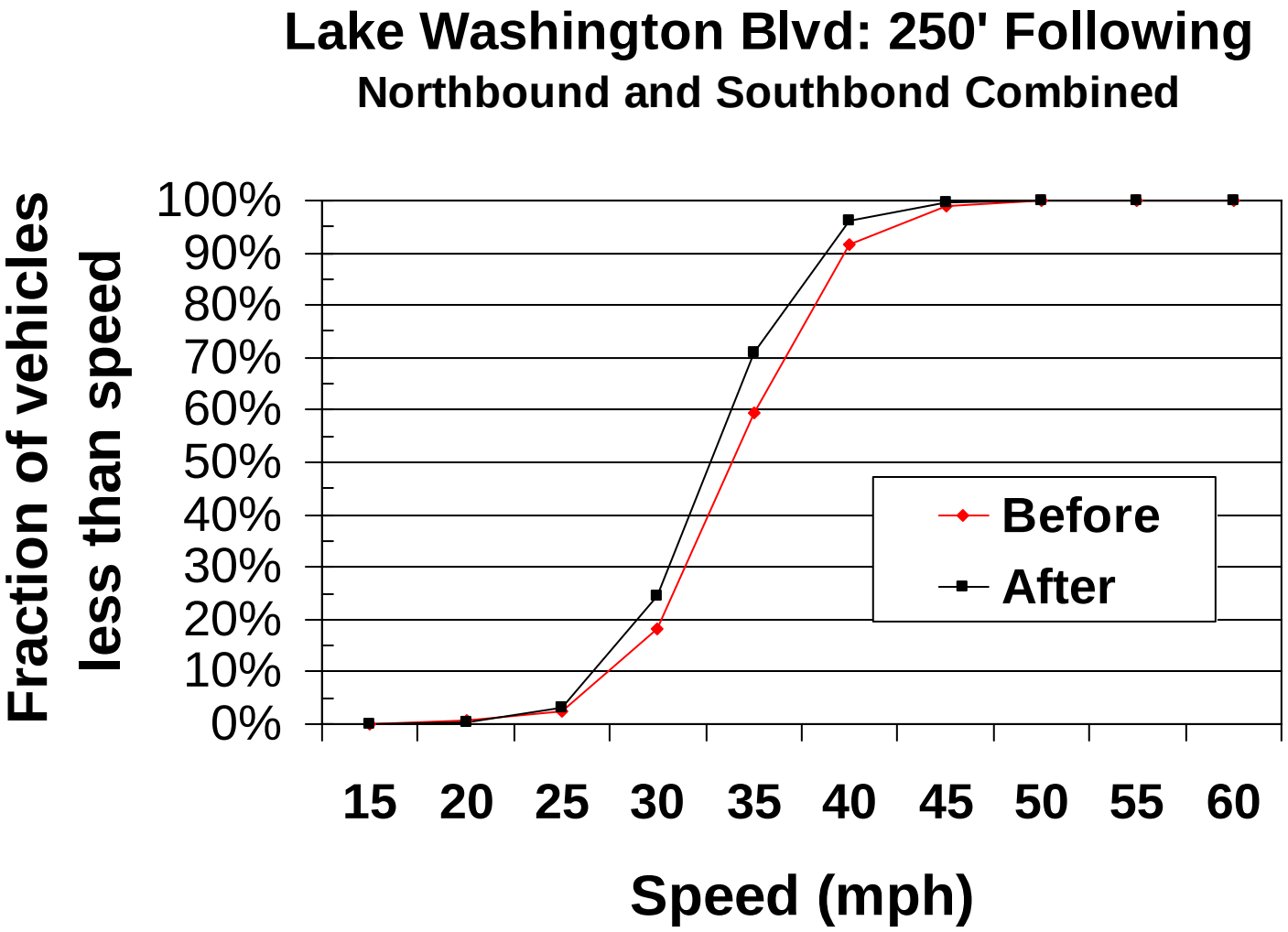
Cumulative Speed Frequency
140 – 190 feet Approaching the Radar Signs
112th Ave NE – Highlands Neighborhood
25 mph Speed Limit

FIGURE 8



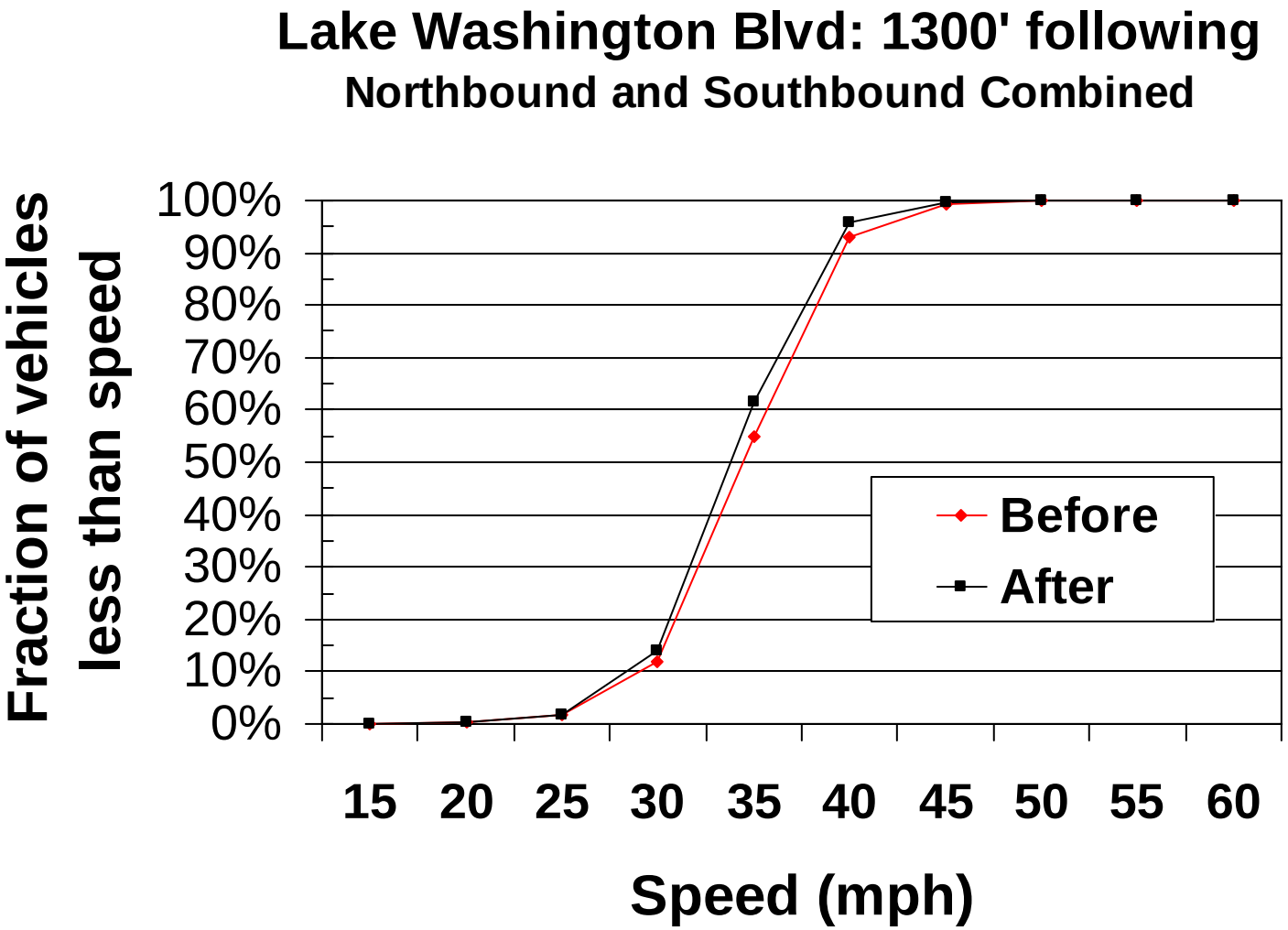
Cumulative Speed Frequency
35 mph Speed Limit
320 Feet in Advance of the Radar Signs on Lake Washington Boulevard

FIGURE 9



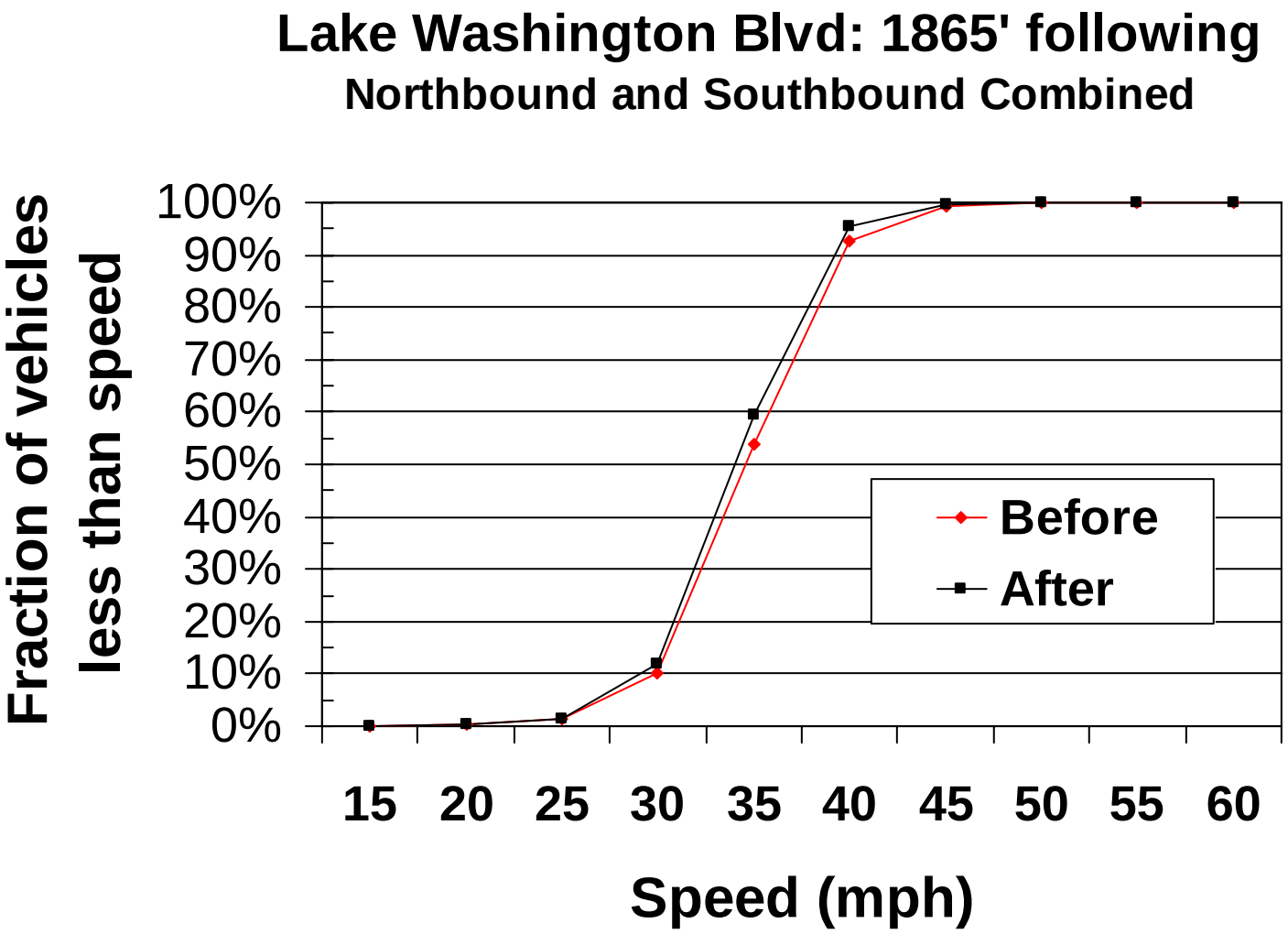
Cumulative Speed Frequency
35 mph Speed Limit
250 Feet After the Radar Signs on Lake Washington Boulevard

FIGURE 10



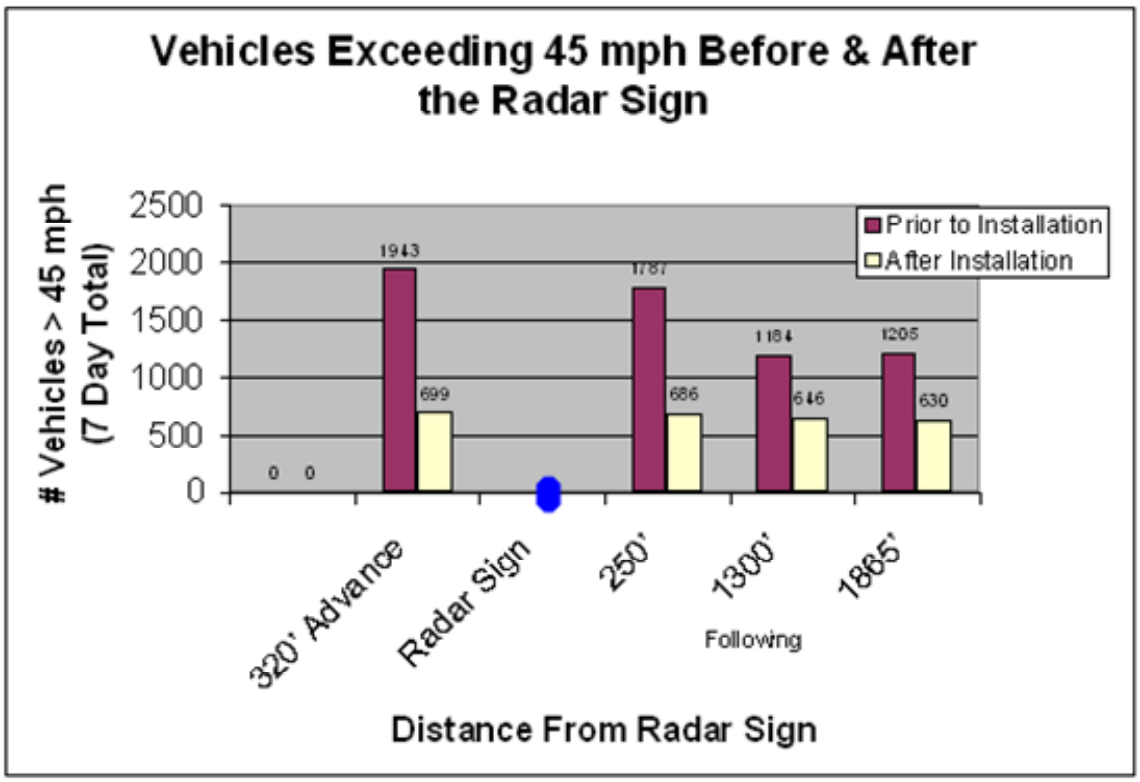
Cumulative Speed Frequency
35 mph Speed Limit
1300 Feet After the Radar Signs on Lake Washington Boulevard

FIGURE 11



Cumulative Speed Frequency
35 mph Speed Limit
1865 Feet After the Radar Signs on Lake Washington Boulevard

FIGURE 12



Number of Vehicles 10 mph or More Over the Speed Limit
35 mph Speed Limit
Various Distances Before and After the Radar Signs
Lake Washington Boulevard

FIGURE 13

CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 (425) 587-3000
www.ci.kirkland.wa.us

To: City Council

From: Transportation Commission, Dan Fisher, Chair

Date: August 23, 2006

Subject: Traffic Concurrency

This memo summarizes the Transportation Commission's proposed changes to the transportation concurrency system. Earlier this year staff indicated that the City was reaching the traffic concurrency standards. In response, staff and the Transportation Commission reassessed our current traffic concurrency methodology and proposed to the City Council use of a growth rate that more accurately reflected current growth trends. The City Council agreed and in addition, asked the Transportation Commission and staff to study in more detail, what other changes could be made to revise and improve the City's concurrency system. This idea was discussed further at the joint study session between Council and the Commission and agreed to as a goal for the Commission.

The Transportation Commission established a subcommittee to help establish some goals for the Commission's analysis of concurrency. The entire Commission reviewed that work and has agreed to the following goals for revising Kirkland's concurrency standards and level of service system. The system should:

- Be revised "from the ground up" rather than based on further adjustments to the existing system.
- Allow developers the option of making system improvements as well as intersection improvements.
- Encourage development that is in keeping with the land use policies of the Comprehensive Plan.
- Account for and allow multi-modal improvements, perhaps on a person-trip basis
- Be simple to understand; perhaps a plan level concurrency method that relates to Land Use and CIP projects
- Perhaps use different mode splits for different subareas depending on the multi-modal infrastructure present or planned in the subareas.

There are several alternative methods that are being used by or under development in other cities that could be adopted in whole or in part that may accomplish the above goals. A detailed study is required to identify and evaluate the possible options. Because the evaluation and adoption of a new concurrency system is time consuming, it would not be ready for adoption with the Comprehensive Plan amendments in the fall of 2006. Therefore a tradeoff for developing the new system is that we will have to use the existing system for about 18 months. A risk with this approach is that target concurrency levels could be reached under the exisiting system prior to implementation of a new system.

Currently, the level of service is well below the Comprehensive Plan threshold in all subareas. The 2011 forecast suggests that future developments will bring the level of service close to our adopted threshold level. This forecast is based on a conservative outlook on development since it includes several projects that are not officially in for concurrency testing such as Park Place Phase I and Totem Lake Square. There is always a possibility that other large scale developments may be proposed that would cause the LOS to be exceeded. This can not be known with certainty unless a development is proposed and tested for concurrency. However, it is the recommendation of the Commission that we proceed with development of a new system with the understanding that the existing system will be with us until the 2007 Comprehensive Plan amendments are adopted near the end of 2007.

The next steps are for Public Works to develop a scope, schedule, and cost estimate for developing the standards recommended by the Transportation Commission.

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.828.1243
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 26, 2006

Subject: 2007-2012 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) – PUBLIC HEARING

RECOMMENDATION:

It is recommended that the City Council establish November 7, 2006 as the date to hold a public hearing on the proposed 2007-2012 TIP.

BACKGROUND DISCUSSION:

The purpose of the hearing is to provide an opportunity for the public to comment and provide input on City transportation projects. Adoption of a six-year TIP is in accordance with RCW 35.77.010 and 47.26.210 and is used to designate transportation projects which are eligible for federal, state and/or local funding.

For the most part, the projects that are identified in the 2007-2012 TIP mirror the transportation element of the Revised 2006-2011 CIP. An exception to this is where the TIP includes projects that are identified in the 117 street operating fund (loop detector replacement, striping, and sidewalk repair, etc.).

The proposed 2007–2012 TIP is being presented to the Kirkland Transportation Commission on October 25, 2006.

CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.ci.kirkland.wa.us

MEMORANDUM

To: Dave Ramsay, City Manager

From: Tracey Dunlap, P.E., Director of Finance and Administration
Sandi Miller, Financial Planning Manager

Date: September 22, 2006

Subject: Amendment of 2006 – 2011 Capital Improvement Program

RECOMMENDATION:

City Council approve the attached resolution amending the 2006 to 2011 Capital Improvement Program (CIP).

BACKGROUND DISCUSSION:

The purpose of the mid-biennium review is to acknowledge changes made since adoption and to make any further changes needed to bring the CIP up-to-date. A revised CIP summary is attached along with a reconciliation of each section of the CIP showing the major increases and decreases between the original and revised CIP (Attachments A and B respectively).

The proposed modifications to the CIP were presented to the Council at a study session on September 19. The majority of the modifications in the revised CIP reflect changes to existing projects with the addition of a few new projects. The revised CIP is balanced with current funding resources, the use of reserves and an additional allocation of interest income.

A summary of project changes is provided below. More detailed descriptions of the changes were included in the staff report presented at the September 19 study session.

TRANSPORTATION

Modified Projects

- NE 120th Street Roadway Extension (east section), is advancing funding from 2009 to 2006 in order to take advantage of an agreement that will allow the City to purchase needed right-of-way (ROW) at a favorable price.

- NE 132nd Street Roadway Improvements is an unfunded project; however, the State's Nickel Package projects in the area are prompting a study of the NE 132nd corridor now. The balance of the project (i.e. design and construction) remains unfunded and will be looked at in the next full CIP process.

- Rose Hill Business District Sidewalks project was reviewed in connection with the NE 85th Street Utility Underground Conversion project and the total budget was reduced by $368,000 in 2006.

- The NE 85th Street/124th Ave NE Intersection Improvements project decreased as a result of a needed correction, which has no net impact on the planned CIP.

- NE 68th St./108th Avenue NE Intersection Improvements project has been delayed based on an impact from the transit center project and possible additional funding from Sound Transit.

New Project

- NE 85th Street Utility Underground Conversion was added, with the following package of funding sources:

• Delay the NE 68th St/108th Ave NE Intersection Improvements project	$ 372,000
• Contribution from the Rose Hill Business District Sidewalks project	368,000
• Dedication of the Lee Johnson street vacation revenue	307,000
• REET 1 Reserve	309,000
• REET 2 Reserve	309,000
Total Funding	$1,665,000

SURFACE WATER UTILITY

External Funding

- The City's share of the Forbes Creek/King County Metro Access Road Culvert Enhancements project was reduced by the $47,000 of King County funding.

UTILITIES

New Projects

- Telemetry Upgrades was added to the CIP in 2007 to complete the upgrading of the remaining twelve sites to the frame relay system at a cost of $150,000.

- Plaza Lift Station Pump Upgrades was added in 2007 for $50,000.

PUBLIC SAFETY

Modified Projects

- The Fire Boat and the Water Rescue Boat project costs were increased to adequately cover the cost of equipment and training needed to properly operate the boats.

New Project

- Public Safety added one new project to address an emerging need of the Regional Fire Training Division (RFTD) to move the RFTD out of Kirkland's Station 26 and into regular office space.

GENERAL GOVERNMENT

Technology

- Disaster Recovery System Improvements was previously scheduled for 2009 and has been moved forward to 2007-2008.

- The Parks Work Order System project was delayed from 2007 to 2008 due to staffing commitments for Parks maintenance and IT staff to other, higher priority projects.

- Permit Plan System Replacement project has been delayed from 2006-2007 to 2008-2009 because the system can perform adequately for a couple more years and staff wants to look at options of standardizing systems with other E-Gov alliance partners.

- The Public Safety Scheduling Software project was added in 2007 to address needs of the Police and Fire departments to have a better means of scheduling 24/7 shift work and call-outs for overtime.

Facilities

- The Council Chamber Renovation Project is currently an unfunded project pending further study and identification of cost estimates. However, a project was added to replace and upgrade the audio/visual and lighting systems in the Council Chamber.

No additional changes were made to the CIP by the Council at the meeting; however there were several follow up items requested by the Council. These include:

- **NE 132nd Street Roadway Improvements** – Council asked that this project, an unfunded project in the amount of $27.5 million, be discussed with the Annexation Committee as a major capital investment project of the potential annexation.

- **Presentation of Prior Year Column** – Staff was directed to look at changing the presentation of the "Prior Year" column on the CIP Summaries to better reflect what amounts of the prior year project budgets have been spent, committed, or is unused budget. A change in presentation will be developed by staff in conjunction with the next CIP process in 2007.

- **NE 68th St./108th Avenue NE Intersection Improvements** – Council directed staff to continue to work with Sound Transit on the intersection improvements as they affect pedestrian safety at the bus stops at this intersection and to pursue additional money from Sound Transit for the concurrency aspects of the intersection improvements as well.

- **Fire and Water Rescue Boats** – Staff to prepare a report on the necessity of two boats in the Fire Department and describe the differences in their uses and staffing.

- **Regional Fire Training Division** – Staff to prepare a report on the shared cost arrangement of the Regional Fire Training Division.

- **High Construction Costs** – Staff to prepare a report on the issues surrounding continued high construction costs and the trends in the construction industry.

- **NE 100th St Sidewalk at Spinney Homestead Park** – Council requested that staff look at this unfunded project and evaluate options for moving it to the funded category and completing the project.

The responses to these items are not expected to result in changes to the recommended modifications summarized in this memorandum. The results will be incorporated into the upcoming CIP budgeting process in 2007.

ATTACHMENT A

City of Kirkland
Revised 2006-2011 Capital Improvement Program

TRANSPORTATION PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Sources			
										Current Revenue	Reserve	Debt	External Source
ST 0006	Annual Street Preservation Program		1,800,000	1,800,000	1,486,300	1,800,000	1,800,000	1,800,000	10,486,300	10,486,300			
ST 0057*	NE 120th Street Roadway Extension (east section)		300,000	309,000	1,268,800	1,639,100	1,109,200		4,626,100	1,044,700	495,900		3,085,500
ST 0058+	NE 132nd Street Rdwy Improv (Corridor Study Only)		200,000						200,000		200,000		
ST 0059	124th Ave NE Roadway Improvements (north section)			857,500	1,379,200	1,387,700			3,624,400	857,500	613,300		2,153,600
ST 0063	120th Avenue NE Roadway Improvements				392,500	1,693,600	3,104,200	992,400	6,182,700	2,464,600	712,100		3,006,000
ST 0070	120th Ave NE Traffic Calming Pedestrian Enhan.			113,300	413,700				527,000	527,000			
ST 0075	***NE 85th Street Utility Underground Conversion***			***1,665,000***					***1,665,000***	***1,047,000***	***618,000***		
NM 0012	Crosswalk Upgrade Program			70,000		70,000		70,000	210,000	210,000			
NM 0036	NE 100th Street Bikelane							231,900	231,900	231,900			
NM 0044^	116th Avenue NE Sidewalk (Highlands)			103,000	233,300	273,100			609,400	609,400			
NM 0049	112th Avenue NE Sidewalk						60,800	185,400	246,200	246,200			
NM 0051*	Rose Hill Business District Sidewalks	1,816,000	672,900	309,000					981,900	342,000	639,900		
NM 0052^	NE 73rd Street Sidewalk			81,400	123,000				204,400	204,400			
NM 0053	NE 112th Street Sidewalk				82,700	122,400			205,100	205,100			
NM 0054^	13th Avenue Sidewalk (Phase II)					50,300	155,300		205,600	205,600			
NM 0055	122nd Avenue NE Sidewalk					161,800	348,900	156,500	667,200	667,200			
NM 0057	Annual Sidewalk Maintenance Program		200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	1,200,000			
TR 0004	Kirkland Avenue/3rd Street Traffic Signal					358,500			358,500				358,500
TR 0065	6th Street/Kirkland Way Traffic Signal					406,500			406,500	218,500			188,000
TR 0070	NE 124th Street/124th Avenue NE Intersection Improvements	2,077,000	624,200						624,200	624,200			
TR 0078	NE 85th Street/132nd Ave NE Intersection Improv. (Phase I)	1,257,500	530,400						530,400	130,400	280,000		120,000
TR 0079	NE 85th Street/114th Avenue NE Intersection Improv.	1,579,400	597,900						597,900	332,900	200,000		65,000
TR 0080*	NE 85th Street/124th Avenue NE Intersection Improv.	832,300	374,000						374,000	191,000			183,000
TR 0082	Central Way /Park Place Center Traffic Signal		110,000	224,500					334,500				334,500
TR 0083	100th Ave NE/NE 132nd St Intersection Improvements						424,300	652,700	1,077,000	1,077,000			
TR 0085*	NE 68th St/108th Ave NE Intersection Improvements			40,000	159,100	268,900			468,000	468,000			
TR 0086	NE 70th St/132nd Ave NE Intersection Improvements							652,600	652,600	73,000			579,600
Total Funded Transportation Projects		**7,562,200**	**5,409,400**	**5,772,700**	**5,738,600**	**8,431,900**	**7,202,700**	**4,941,500**	**37,496,800**	**23,663,900**	**3,759,200**	**0**	**10,073,700**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded status
'' = Moved from funded status to unfunded status
^ = Possible Sidewalk Bond project
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

TRANSPORTATION PROJECTS

Unfunded Projects:

Project Number	Project Title	Six Year Total
ST 0055	98th Avenue NE Bridge Replacement	5,592,000
ST 0056	132nd Avenue NE Roadway Improvements	14,962,000
ST 0058	NE 132nd Street Roadway Improvements	27,549,000
ST 0060	118th Avenue Roadway Extension	3,677,000
ST 0061	119th Avenue NE Roadway Extension	3,122,000
ST 0062	NE 130th Street Roadway Extension	5,537,000
ST 0064	124th Ave NE Roadway Widening Improv (south section)	18,000,000
ST 0072	NE 120th Street Roadway Exten. (west section)	3,196,000
ST 0073	120th Avenue NE Roadway Extension	11,035,000
NM 0001	116th Avenue (south) Non-Motorized Facilities	1,928,000
NM 0007	NE 52nd Street Sidewalk	746,000
NM 0024	Cross Kirkland Trail	TBD
NM 0026	NE 90th Street Sidewalk (Phase II)	753,000
NM 0030	NE 90th Street/I-405 Pedestrian/Bicycle Overpass	3,388,000
NM 0031	Crestwoods Park/BNSFRR Pedestrian/Bike Facility	1,036,000
NM 0032	93rd Avenue NE Sidewalk	359,000
NM 0034^	NE 100th St Sidewalk at Spinney Homestead Park	200,000
NM 0037^	130th Avenue NE Sidewalk	313,000
NM 0041	Forbes Valley Pedestrian Facility	1,000,000
NM 0043	NE 126th Street Non-Motorized Facilities	2,300,000
NM 0045^	NE 95th Street Sidewalk (Highlands)	388,000
NM 0046	18th Avenue West Sidewalk	742,000
NM 0047	116th Avenue NE Sidewalk (S. Rose Hill)	238,000
NM 0048^	NE 60th Street Sidewalk	1,637,000
NM 0050^	NE 80th Street Sidewalk	282,000
NM 0056	NE 90th Street Sidewalk (Phase I)	567,000
TR 0056	NE 85th Street HOV Queue Bypass	478,000
TR 0057	NE 124th Street HOV Queue Bypass	976,000
TR 0067	Kirkland Way/BNSFRR Abutment/Intersection Improvements	3,672,000
TR 0068	Lake Washington Boulevard HOV Queue Bypass	3,373,000
TR 0072	NE 116th Street Eastbound HOV Queue Bypass	4,035,000
TR 0073	NE 70th Street Eastbound HOV Queue Bypass	935,000
TR 0074	NE 85th Street Westbound HOV Queue Bypass	978,000
TR 0075	NE 124th Street Westbound HOV Queue Bypass	705,000
TR 0084	100th Ave NE/NE 124th St Intersection Improvements	1,197,000
TR 0088	NE 85th St/120th Ave NE Intersection Improvements	1,400,000
TR 0089	NE 85th St/132nd Ave NE Inter. Improv. (Phase II)	1,000,000
TR 0090	Lk Washington Blvd/NE 38th Place Intersection Improv.	1,700,000
Total Unfunded Transportation Projects		**128,996,000**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded status
'' = Moved from funded status to unfunded status
^ = Possible Sidewalk Bond project
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

SURFACE WATER MANAGEMENT UTILITY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
SD 0025	NE 85th Street Detention and Sediment Contro	82,400	200,000	339,400					539,400	539,400			
SD 0029	124th Ave NE/NE 124th St Water Quality Treatmen	41,000	175,000	450,200					625,200	625,200			
SD 0033	NE 90th Street/120th Ave NE Sediment Contro	82,400	184,000						184,000	184,000			
SD 0037	Annual Streambank Stabilization Program						306,000	350,000	656,000	656,000			
SD 0537	Streambank Stabilization Program - NE 86th Stree	50,000			84,800	333,300			418,100	418,100			
SD 0039	NE 126th Place/94th Ave NE Channel Restoratior		42,000	142,100					184,100	184,100			
SD 0041	NE 125th Pl/95th Ave NE Sediment Pond Restoratior		45,000	144,200					189,200	189,200			
SD 0043	124th Ave NE/NE 100th Pl Drainage Improvements	100,000	55,000						55,000	55,000			
SD 0045	Carillon Woods Erosion Control Measures				237,600				237,600	237,600			
SD 0046	Regional Detention in Forbes & Juanita Creek Basins							347,800	347,800	347,800			
SD 0047	Annual Repl of Aging/Failing Infrastructure			200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000			
SD 0048	Cochran Springs/Lk Washington Blvd Crossing Enh					311,500	529,000	212,100	1,052,600	1,052,600			
SD 0049	Forbes Creek/108th Ave NE Fish Passage Imp					155,100			155,100	155,100			
SD 0050	NE 95th St/126th Ave NE Flood Control Measures							52,100	52,100	52,100			
SD 0051*	Forbes Creek/KC Metro Access Road Culvert Enh		100,000	179,200					279,200	232,200			47,000
SD 0052	Forbes Creek/Slater Ave Bank Stabilization					16,400	44,000		60,400	60,400			
SD 0053	Forbes Creek/Coors Pond Channel Grade Controls		150,000	110,200					260,200	260,200			
SD 0054	Forbes Creek/BNSFRR Fish Passage Improvements			51,500	173,000				224,500	224,500			
SD 0055	Forbes Creek/98th Ave NE Riparian Plantings					74,300			74,300	74,300			
SD 0056	Forbes Creek Ponds Fish Passage/Riparian Plantings				93,300				93,300	93,300			
SD 0057	Juanita Creek Channel Enh. at Juanita Beach Park	100,000	250,000	200,000					450,000				450,000
SD 0058	Surface Water Sediment Pond Reclamation Phase II							69,600	69,600	69,600			
SD 0059	Totem Lake Blvd Flood Control Measures			82,400	583,500	327,800	244,300		1,238,000	1,238,000			
SD 0060	Juanita Creek/NE 121st St Bank Stabilization		100,000	3,300					103,300	103,300			
SD 0061	Everest Park Stream Channel/Riparian Enhancements						56,300	115,900	172,200	172,200			
SD 0062	Stream Flood Control Measures at Post Office							46,400	46,400	46,400			
Total Funded Surface Water Management Utility Projects		**455,800**	**1,301,000**	**1,902,500**	**1,372,200**	**1,418,400**	**1,379,600**	**1,393,900**	**8,767,600**	**8,270,600**	**0**	**0**	**497,000**

Unfunded Projects:

Project Number	Project Title	Six Year Total
Total Unfunded Surface Water Management Utility Projects		**0**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded status
" = Moved from funded status to unfunded status
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

WATER/SEWER UTILITY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
WA 0051	7th Avenue/114th Avenue Watermain Replacemen	108,200	380,000	344,000					724,000	724,000			
WA 0058	NE 75th Street/130th Avenue NE Watermain Replc							634,100	634,100	634,100			
WA 0078	NE 85th St/132nd Ave NE Watermain Replacemen	150,000		236,900	1,061,000	983,500	337,600		2,619,000	2,619,000			
WA 0090	Emergency Swr Pgm Watermain Replacement Pgm			50,000		50,000		50,000	150,000	150,000			
WA 0093	Vulnerability Analysis Facility Upgrades	70,000				218,600			218,600	218,600			
WA 0094	North Reservoir Rehabilitation/Repainting	150,000	690,000						690,000	690,000			
WA 0096	NE 83rd St Watermain Replacement					32,800	202,600		235,400	235,400			
WA 0097	120th Ave NE Watermain Replacement						251,000		251,000	251,000			
WA 0098	126th Ave NE Watermain Replacment						462,500		462,500	462,500			
WA 0099	Alexander Ave Watermain Replacement							211,000	211,000	211,000			
WA 0101	108th Ave NE Watermain Replacement			274,000					274,000	274,000			
WA 0102	104th Ave NE Watermain Replacement							374,500	374,500	374,500			
WA 0103	NE 113th Pl Watermain Replacement				193,000				193,000	193,000			
WA 0105	124th Ave Watermain Replacement			249,300					249,300	249,300			
WA 0110	105th Ave NE/106th Ave NE Watermain Rep		200,000	126,700					326,700	326,700			
WA 0115	***Telemetry Upgrades***			***150,000***					***150,000***	***150,000***			
SS 0046	Market Street Sewermain Replacement			206,000	801,000	218,500			1,225,500	1,225,500			
SS 0050	NE 80th Street Sewermain Replacemen		240,000	916,700	196,300				1,353,000	1,353,000			
SS 0051	6th Street South Sewermain Replacemen							391,800	391,800	391,800			
SS 0052	108th Avenue NE Sewermain Replacemen							753,500	753,500	753,500			
SS 0056	Emergency Sewer Construction Program			1,000,000		1,000,000		1,000,000	3,000,000		3,000,000		
SS 0060*	Trend Lift Station Elimination	160,000	399,000						399,000	399,000			
SS 0062	NE 108th Street Sewermain Replacement/Rehabilitatior					699,400	792,300		1,491,700	1,491,700			
SS 0063	NE 53rd Street Sewermain Replacemen				116,700	181,400			298,100	298,100			
SS 0064	7th Avenue South Sewermain Replacemen						310,700		310,700	310,700			
SS 0066	***Plaza Lift Station Pump Upgrades***			***50,000***					***50,000***	***50,000***			
Total Funded Utility Projects		**638,200**	**1,909,000**	**3,603,600**	**2,368,000**	**3,384,200**	**2,356,700**	**3,414,900**	**17,036,400**	**14,036,400**	**3,000,000**	**0**	**0**

Unfunded Projects:

Project Number	Project Title	Six Year Total
WA 0052	108th Avenue NE Watermain Replacemen	1,410,000
WA 0057	116th Avenue NE Watermain Replacemen	1,643,000
WA 0059	101st Avenue NE Watermain Replacemen	131,000
WA 0060	10th Avenue Watermain Replacemen	262,000
WA 0063	Supply Station #3 Replacement & Transmission Main Add	770,000
WA 0067	North Reservoir Pump Station Replacement	847,000
WA 0076	6th Avenue Watermain Replacement	366,000
WA 0077	NE 110th Street Watermain Replacemen	223,000
WA 0091	Norkirk Watermain Replacement Program	2,415,000
WA 0104	NE 62nd St Watermain Replacment	131,000
WA 0107	NE 73rd St Watermain Replacement	131,000
WA 0108	Public Watermain Replacements at NW University	1,288,000
WA 0109	112th Ave NE Watermain Replacement	547,000
WA 0111	111th Ave NE Watermain Replacement	364,000
WA 0112	116th Ave NE/NE 60th St Watermain Replac	849,000
WA 0113	116th Ave NE/NE 70th St Watermain Replac	671,000
Total Unfunded Utility Projects		**12,048,000**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded statu
" = Moved from funded status to unfunded statu
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

PARK PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
PK 0049	Open Space and Pk Land Acq Grant Match Program		100,000						100,000		100,000		
PK 0056	Forbes Lake Park Development				50,000		577,400		627,400	627,400			
PK 0066	Park Play Area Enhancements			100,000	100,000	125,000	125,000	125,000	575,000	575,000			
PK 0078 400	Rose Hill Elementary Playfields Improvements		250,000						250,000			250,000	
PK 0078 600	A.G. Bell Elementary Playfields Improvements							302,000	302,000	302,000			
PK 0091	South Rose Hill (north) Neigh. Park Development	50,000		429,000					429,000	249,000	180,000		
PK 0095	Heritage Park Development (formerly Waverly Park)	1,050,000	850,000	255,000					1,105,000	1,105,000			
PK 0099	N. Juanita Neigh. Park Acquisition/Development (Phase I)							579,600	579,600	279,600	300,000		
PK 0109	Juanita Bay Park Wetland Restoration	115,000	50,000	50,000					100,000	100,000			
PK 0119	Juanita Beach Park Development	400,000			456,800	577,300			1,034,100	1,034,100			
PK 0121	Green Kirkland		50,000	50,000	100,000				200,000	200,000			
PK 0122	Indoor Recreation Space Planning/Site Analysis		60,000						60,000	60,000			
PK 0123	Peter Kirk Pool Upgrades		50,000						50,000	50,000			
Total Funded Park Projects		**1,615,000**	**1,410,000**	**884,000**	**706,800**	**702,300**	**702,400**	**1,006,600**	**5,412,100**	**4,582,100**	**580,000**	**250,000**	**0**

Unfunded Projects:

Project Number	Project Title	Six Year Total
PK 0059	Indoor Recreation Space	10,000,000 - 20,000,000
PK 0086	Totem Lake Neighborhood Park Acquisition	335,000 - 1,000,000
PK 0087	Waverly Beach Park Renovation	660,000 - 1,000,000
PK 0096	Ohde Avenue Park Development	250,000
PK 0097	Reservoir Park Renovation	200,000
PK 0100	N. Juanita Neighborhood Park Acquisition/Development (Phase II)	1,000,000 - 1,500,000
PK 0101	N. Rose Hill Neighborhood Park Acquisition/Development (A)	1,000,000 - 1,500,000
PK 0102	N. Rose Hill Neighborhood Park Acquisition/Development (B)	1,000,000 - 1,500,000
PK 0103	Market Neighborhood Park Acquisition/Development	1,000,000 - 1,500,000
PK 0108	McAuliffe Park (Phase II)	500,000 - 2,000,000
PK 0112	Everest Park A-Field Bleachers	250,000
PK 0113	Spinney Homestead Park Renovation	400,000
PK 0114	Mark Twain Park Renovation	500,000
PK 0115	Terrace Park Renovation	400,000
PK 0116	Lee Johnson Field Artificial Turf Installation	1,000,000 - 1,500,000
PK 0117	Lake Avenue West Street End Park Enhancement	50,000 - 100,000
Total Unfunded Park Projects		**18,545,000 - 33,600,000**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded status
" = Moved from funded status to unfunded status
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

PUBLIC SAFETY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
PS 0024*	Fire Boat			248,350					248,350	181,296			67,054
PS 0025*	Water Rescue Boat			109,450					109,450	79,899			29,551
PS 0055	Fire Paging and Alerting Systems	60,000	100,000						100,000	73,000			27,000
PS 0058	Special Operations Vehicle (vehicle upgrade)		297,100						297,100		216,883		80,217
PS 0059	Quick Attack Reduced Access Vehicle				298,500				298,500	217,905			80,595
PS 0061	Mobile Data Computers					219,600			219,600	160,308			59,292
PS 0062	Defibrillator Unit Replacements							144,900	144,900	105,777			39,123
PS 0063	Breathing Air Fill Station Replacement						157,600		157,600	115,048			42,552
PS 0064	***Regional Fire Training Div. Office Space Imprv.***			***50,000***					***50,000***	***36,500***			***13,500***
Total Funded Public Safety Projects		**60,000**	**397,100**	**407,800**	**298,500**	**219,600**	**157,600**	**144,900**	**1,625,500**	**969,733**	**216,883**	**0**	**438,884**

Unfunded Projects:

Project Number	Project Title	Six Year Total
PS 0043	Senior Center Emergency Power	410,000
PS 0046	North Kirkland Community Center Emergency Power	337,500
Total Unfunded Public Safety Projects		**747,500**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
Shaded year(s) = Previous timing
Bold italics = New projects

City of Kirkland
Revised 2006-2011 Capital Improvement Program

GENERAL GOVERNMENT PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2006	2007	2008	2009	2010	2011	2006-2011 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
TECHNOLOGY													
GG 0006 100	Geographic Information System		462,000	385,000	295,000	366,000	385,000	233,000	2,126,000	2,002,000			124,000
GG 0006 110	Records Management System	636,300			53,000		84,400		137,400	137,400			
GG 0006 130	Customer Relationship Mgmt System				194,400	120,200			314,600	314,600			
GG 0006 150	Wireless Access for Field Workers	113,300				158,400			158,400	158,400			
GG 0006 160	Finance and HR System Modules		200,700	77,500	81,100		129,400	121,700	610,400	610,400			
GG 0006 201	Police Automated Vehicle Location System		65,800	78,800					144,600	144,600			
GG 0006 202	Fire RMS System Replacement				79,600				79,600		79,600		
GG 0006 204	***Public Safety Scheduling Software***			***130,000***					***130,000***	***130,000***			
GG 0006 300	Local and Wide Area Networks		380,200	368,600	217,500	391,400	363,500	237,700	1,958,900	1,958,900			
GG 0006 301*	Disaster Recovery System Improvements			50,000	100,000				150,000	150,000			
GG 0006 501*	Permit Plan System Replacement				100,000	444,700			544,700		544,700		
GG 0006 600	Electronic Public Access to Information		82,000	123,600	175,000	136,600	202,600	162,300	882,100	882,100			
GG 0006 701	Fleet Management System Replacement				74,300				74,300		74,300		
GG 0006 702	Maintenance Management System Upgrade				79,600				79,600	79,600			
GG 0006 801*	Parks Work Order System				53,000				53,000	53,000			
GG 0006 802	Wireless Systems in Parks		84,200	31,400					115,600	115,600			
GG 0006 803	Recreation Registration System Replacement				79,600				79,600		79,600		
FACILITIES													
GG 0008	Electrical, Energy Mgt & Lighting Systems		237,900	133,800	2,200	204,700	54,500		633,100		633,100		
GG 0009	Mechanical/HVAC Systems Replacements		141,600	7,000	20,400	85,000	37,100	164,600	455,700		455,700		
GG 0010	Painting, Ceilings, Partition & Window Replc.		71,000	14,200	60,400	503,100	323,600	108,300	1,080,600		1,080,600		
GG 0011	Roofing, Gutter, Siding and Deck Replacements		61,300		27,700	64,900			153,900		153,900		
GG 0012	Flooring Replacements		108,400	18,100	25,700	493,600	130,900	40,500	817,200		817,200		
GG 0030 001+	Council Chamber Renovation - AV Equipment			150,000					150,000	150,000			
GG 0031 001	Police Evid. Storage/Proc. Lab (Phase I & II)		685,000	275,100					960,100		960,100		
GG 0032 001	Police Department Safety Improv. (Phase I)		998,000						998,000		998,000		
GG 0033 001	IT Department Reconfiguration (Phase I)		201,000						201,000		201,000		
CITYWIDE													
GG 0023	Neighborhood Connection Program		100,000	100,000	100,000	100,000	100,000	100,000	600,000	600,000			
Total Funded General Government Projects		**749,600**	**3,879,100**	**1,943,100**	**1,818,500**	**3,068,600**	**1,811,000**	**1,168,100**	**13,688,400**	**7,486,600**	**6,077,800**	**0**	**124,000**

Unfunded Projects:

Project Number	Project Title	Six Year Total
GG 0006 203	Police CAD & RMS System Replacement	1,400,000
GG 0006 401	Utility Billing/Cashiering System Replc.	491,700
GG 0006 402	Financial System Replacement	1,500,000
GG 0013	Public Safety Building	TBD
GG 0030 002	Council Chamber Renovation	543,400
GG 0031 002	Police Evidence Storage/Proc.Lab (Phase III)	281,000
GG 0032 002	Police Department Safety Improv. (Phases II & III)	691,000
GG 0033 002	IT Department Reconfiguration (Phase II)	256,400
Total Unfunded General Government Projects		**5,163,500**

Notes
* = Modification in timing and/or cost (see Project Modification/Deletion Schedule for greater detail)
+ = Moved from unfunded status to funded status
Shaded year(s) = Previous timing

ATTACHMENT B

Revised 2006 - 2011 CIP
PROJECT MODIFICATIONS & DELETIONS

Project Type/Title	Project #	Modification/Deletion
TRANSPORTATION		
Street:		
NE 120th Street Roadway Extension (east section)	ST 0057	Project moved from 2007-2010 to 2006-2010 to purchase right-of-way in 2006 under current agreement with Infinity dealership. Funding moved from 2009 costs.
NE 132nd St Roadway Improv. (Corridor Study Only)	ST 058	Initial study of the corridor funded in 2006 with project design and construction remaining in the unfunded portion of the CIP. The State Nickel package projects in the area have prompted an earlier than planned study of the corridor.
NE 85th Street Utility Underground Conversion	ST 0075	New project to underground overhead utilities along NE 85th in conjunction with other roadway improvement projects taking place along the corridor.
Non-Motorized:		
Rose Hill Business District Sidewalks	NM 0051	Total project cost decreased by $368,000 to partially fund the NE 85th Street Utility Underground Conversion project.
Traffic Improvement:		
NE 85th St/124th Ave NE Intersection Improvements	TR 0080	Total project cost decreased from $966,000 to $374,000 due to a correction.
NE 68th St/108th Ave NE Intersection Improvements	TR 0085	Total project cost decreased by $372,000 to partially fund the NE 85th Street Utility Underground Conversion project. This project will be reevaluated in the next CIP cycle for timing and funding options.

Six Year Funding Reconciliation - Transportation Projects

(in 000's)

Adopted Total Transportation Projects		$ 36,982
NE 120th Street Roadway Extension (east section)	$ (18)	
NE 132nd St Roadway Improv. (Corridor Study Only)	200	
NE 85th Street Utility Underground Conversion	1,665	
Rose Hill Business District Sidewalks	(368)	
NE 85th St/124th Ave NE Intersection Improvements	(592)	
NE 68th St/108th Ave NE Intersection Improvements	(372)	
Subtotal of Revisions		515
Revised Total Transportation Projects		$ 37,497

ATTACHMENT B

Project Type/Title	Project #	Modification/Deletion
SURFACE WATER MANAGEMENT		
Forbes Creek/KC Metro Access Road Culvert Enh.	SD 0051	Total project cost unchanged at $279,000; City funding decreased from $279,200 to $232,200 with receipt of funding from King County Metro of $47,000.

Six Year Funding Reconciliation - Surface Water Management Projects

(in 000's)

Adopted Total Surface Water Management Projects		$ 8,768
Forbes Creek/KC Metro Access Road Culvert Enh.	$ -	
Subtotal of Revisions		-
Revised Total Surface Water Management Projects		$ 8,768

Project Type/Title	Project #	Modification/Deletion
UTILITIES		
Water:		
Telemetry Upgrades	WA 0115	New project; total project cost of $150,000.
Sewer:		
Trend Lift Station Elimination	SS 0060	Total project decreased from $869,000 to $399,000 due to revised timing of the project prompted by the delay of a development in the area.
Plaza Lift Station Pump Upgrades	SS 0066	New project; total project cost of $50,000.

Six Year Funding Reconciliation - Utility Projects

(in 000's)

Adopted Total Utility Projects		$ 17,306
Telemetry Upgrades	$ 150	
Trend Lift Station Elimination	(470)	
Plaza Lift Station Pump Upgrades	50	
Subtotal of Revisions		(270)
Revised Total Utility Projects		$ 17,036

ATTACHMENT B

Project Type/Title	Project #	Modification/Deletion
PARKS		
No changes, additions or deletions to the Parks CIP		

Six Year Funding Reconciliation - Parks Projects

(in 000's)

Adopted Total Parks Projects		$ 5,412
	$ -	
Subtotal of Revisions		-
Revised Total Parks Projects		$ 5,412

Project Type/Title	Project #	Modification/Deletion
PUBLIC SAFETY		
Fire Boat	PS 0024	Total project cost increased from $225,100 to $248,350.
Water Rescue Boat	PS 0025	Total project cost increased from $73,200 to $109,450.
Regional Fire Training Division Office Space Improv.	PS 0064	New project; total project cost of $50,000.

Six Year Funding Reconciliation - Public Safety Projects

(in 000's)

Adopted Total Public Safety Projects		$ 1,516
Fire Boat	$ 24	
Water Rescue Boat	36	
Regional Fire Training Division Office Space Improv.	50	
Subtotal of Revisions		110
Revised Total Public Safety Projects		$ 1,626

ATTACHMENT B

Project Type/Title	Project #	Modification/Deletion
GENERAL GOVERNMENT		
Technology:		
Public Safety Scheduling Software	GG 0006 204	New project to assist with 24/7 shift scheduling, overtime call-outs, and timekeeping.
Disaster Recovery System Improvements	GG 0006 301	Moved from 2009 to 2007/2008; total project cost decreased from $163,900 to $150,000.
Permit Plan Replacement	GG 0006 501	Moved from 2006/2007 to 2008/2009; total project cost increased from $507,000 to $544,700.
Parks Work Order System	GG 0006 801	Moved from 2007 to 2008; total project cost increased from $51,500 to $53,000.
Facilities:		
Council Chamber Renovation - AV Equipment	GG 0030 001	Portion of project moved to funded from unfunded category in order to address needed audio, visual and lighting systems in the Council Chambers.

Six Year Funding Reconciliation - General Government Projects

(in 000's)

Adopted Total General Government Projects		$ 13,383
Public Safety Scheduling Software	$ 130	
Disaster Recovery System Improvements	(14)	
Permit Plan Replacement	38	
Parks Work Order System	2	
Council Chamber Renovation - AV Equipment	150	
Subtotal of Revisions		306
Revised Total General Government Projects		$ 13,689

RESOLUTION R-4604

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AMENDING THE 2006-2011 SIX-YEAR CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF KIRKLAND.

WHEREAS, the City Manager together with the department heads for the City of Kirkland have prepared and recommended to the City Council a Six-Year Capital Improvement Program for the years 2006-2011; and

WHEREAS, the City Council adopted a two-year review cycle for the Six-Year Capital Improvement Program to be reflected in the 2005-2006 and 2007-2008 Budgets; and

WHEREAS, the City Council has conducted a mid-point review of the 2006-2011 Capital Improvement Program and has approved changes to the CIP adopted on October 4, 2005.

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The Kirkland City Council hereby adopts and approves amendments to the 2006-2011 Six-Year Capital Improvement Program including capital improvement projects as attached hereto and by this reference incorporated herein.

Section 2. Actual appropriation of funds to carry out each scheduled year's capital improvements shall be made as a part of the biennial City Budget for such years.

Section 3. The Six-Year Capital Improvement Program hereby adopted shall be reviewed and updated biannually to provide an ongoing Six-Year Capital Improvement Program.

Passed by majority vote of the Kirkland City Council in open meeting this 3rd day of October, 2006.

Signed in authentication thereof this 3rd day of October, 2006.

_____
Mayor

ATTEST:

_____
City Clerk

CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.ci.kirkland.wa.us

To: Dave Ramsay, City Manager

From: Tracey Dunlap, Director of Finance & Aministration
Barry Scott, Purchasing Agent

Date: September 26, 2006

Subject: REQUEST FOR SOLE SOURCE PURCHASE AUTHORIZATION – DECCAN COMPUTER AIDED ANALYST MODULE

RECOMMENDATION**:**

It is recommended that the City Council authorize a "sole source purchase" for a Computer Aided Dispatch Analyst module manufactured and sold by Deccan International.

POLICY IMPLICATIONS:

This request is consistent with KMC3.85.040, which allows for the purchase of items in excess of $20,000 without competitive bidding if the "purchase is clearly and legitimately limited to a single source of supply."

BACKGROUND DISCUSSION:

Per the attached memo from Deputy Chief Jack Henderson, the Fire Department is recommending the purchase of the Deccan Computer Aided Dispatch Analyst module. The primary justification for the purchase of this particular product is that it is the module already in use by our Automatic and Mutual Aid partners (Bellevue, Redmond, Woodinville and Eastside Fire & Rescue) and we would need to have the same module in order to be part of the integrated regional system.

Deccan International is the manufacturer of this software system. We have verified with Deccan International that the Computer Aided Dispatch Analyst module can only be purchased directly from them. We have also verified that the cities of Bellevue and Redmond had to purchase their Deccan systems directly from Deccan International.

The City's Chief Information Officer, Brenda Cooper, is aware of this planned purchase and agrees that sole source authorization in justified.

As noted in Deputy Fire Chief Jack Henderson's memo, the total purchase price for the Computer Aided Dispatch Analyst is $28,795 plus applicable sales tax.

cc: Jack Henderson, Deputy Fire Chief

CITY OF KIRKLAND
Fire & Building Department
123 Fifth Avenue, Kirkland, WA 98033 425.587.3650
www.ci.kirkland.wa.us

MEMORANDUM

To: Barry Scott, Purchasing Agent

From: Jack Henderson, Deputy Chief (Operations) Fire & Building Department

Date: September 8, 2006

Subject: Request for Sole Source Authorization – DECCAN Computer Aided Dispatch Analyst and Apparatus Deployment Analyst Module Software Programs

Deccan International's Computer Aided Dispatch (CAD) Analyst module is a performance analysis software solution that will be used by Fire Department Administration and Emergency Preparedness to create objective, factual data to graphically show how the department functions on key performance indicators. It is designed as a PC-based application to do **"**what if**"** analysis on the historical database of incident and response information collected by our CAD. The CAD Analyst uses essential incident and response data from the existing CAD systems (Bellevue) for analysis on response performance. The results are shown in the form of color-coded maps that assist in visualizing and understanding key performance indicators of the department.

Deccan International's Apparatus Deployment Analysis Module (ADAM) product is a strategic planning application for Fire Administration and Emergency Preparedness to find alternate solutions to tackle numerous strategic challenges faced by department operations. It helps ask "what if" performance questions to easily and effectively evaluate the impact of changes in the field before they are made.

ADAM will also:

- Perform a detailed **"**what if" analysis of station locations based on response times from different station locations to each part of the City's response area using the City's road network.
- Has the capability to project emergency incident workloads based on the existing and anticipated geographic distribution of population and associated demographics as well as utilize current and historical incident workload information.
- Enables the user to specify alternate fire apparatus location scenarios by merely dragging the apparatus with their "mouse" from one location to another. Then automatically recalculates and graphically displays the resulting response performance.
- Data is calibrated so that response performance projections for the current location scenario closely match the actual recorded performance.
- Incorporates current workloads and current response information so the scenarios will be a true reflection of current performance and a reliable projector of future performance.
- Estimates response travel distance based on the street network, not "as the crow flies." Time-Speed distance models are used for all calculations.
- Estimates "call-to-scene" times under new location scenarios based on historical data only, not on assumptions based on related items such as travel speeds.

- Supports the relocation of stations and/or units simply by clicking on an object and dragging the object to a new location. This allows the user to recalculate all the values. The system defines run assignments as a factor of travel distances for the first, second, third, etc.

This program has been purchased and is being used by our Automatic and Mutual Aid partners; Bellevue, Redmond, Woodinville, and Eastside Fire & Rescue and would make Kirkland part of an integrated system. With these agencies all using the same system it would be an invaluable tool in a large emergency as well as our day to day functions.

Cost Proposal - CAD Analyst & ADAM Applications	**Cost**	**1st Year Maintenance***	**Total Cost**
Total Price for CAD Analyst & ADAM LITE – Software, Licenses	$21,200	$4,240	$25,440
Options: View partition area scores (Pre-defn partitions feature)	$2,250	$450	$2,700
Total Price for CAD Analyst and ADAM	**$23,450**	**$4,690**	**$28,140**
(10% Discount)	($2,345)		
1 MapInfo Professional + 1 MapInfo Runtime License	$3,000		$3,000
Net Price for CAD Analyst and ADAM (Including MapInfo, Licenses and Options)	**$24,105**	**$4,690**	**$28,795**

Maintenance Cost by Year*	**Cost**
Maintenance Cost for Year II	$5,159
Maintenance Cost for Year III	$5,675
Maintenance Cost for Year IV	$6,242
Maintenance Cost for Year V	$6,242

** Starts from date of purchase*

Director of Fire & Building Department_____

RESOLUTION R-4605

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING A SOLE SOURCE PURCHASE OF A COMPUTER AIDED DISPATCH ANALYST MODULE MANUFACTURED AND SOLD BY DECCAN INTERNATIONAL AUTHORIZING THE PURCHASING AGENT TO MAKE SAID PURCHASE.

WHEREAS, the City Purchasing Agent, on the advice of the of the Deputy Fire Chief of the Fire Department, has requested the approval of the City Council for sole source purchase of the following Computer Aided Dispatch Analyst Module pursuant to Kirkland Municipal Code Section 3.85.040:

- Deccan CAD Analyst and ADAM Lite Software and Licenses
- View partition area scores feature
- Mapinfo Professional and Mapinfo license
- Annual maintenance agreement

WHEREAS, the City Council finds that the facts and circumstances presented support the conclusion that such purchases are clearly and legitimately limited to a single source supply and in the best interest of the City,

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The City Council of the City of Kirkland hereby finds that the purchase of the Deccan Computer Aided Dispatch Analyst Module for the Fire Department meets the requirements of KMC 3.85.40 for purchase without competitive bid, Deccan is the only provider of this system.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Elaine Borjeson, Solid Waste Coordinator
Daryl Grigsby, Public Works Director

Date: September 21, 2006

Subject: RESOLUTION TO RELINQUISH THE CITY'S INTEREST IN A PORTION OF UNOPENED RIGHT OF WAY

RECOMMENDATION**:**

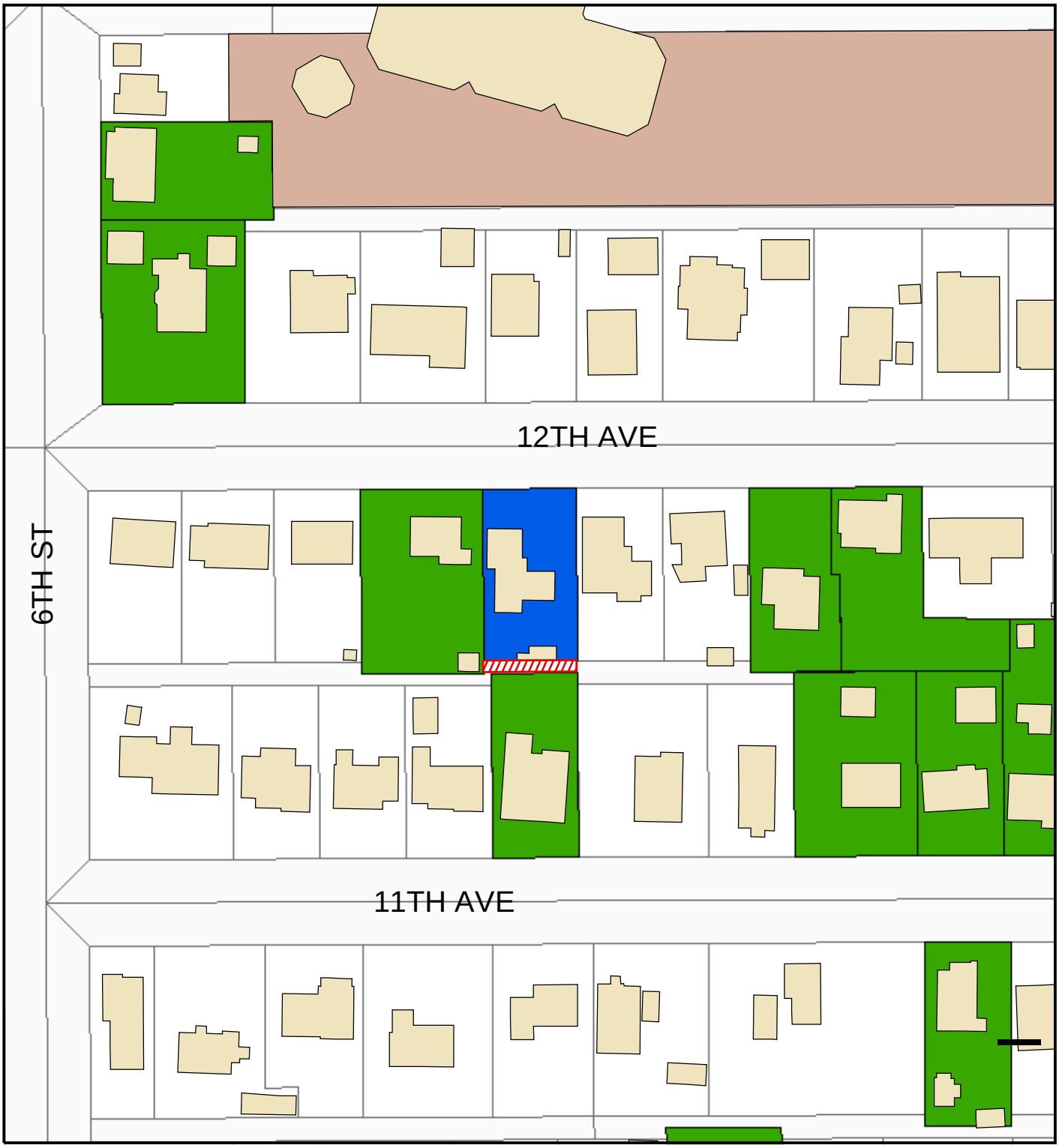
It is recommended that the City Council adopt the enclosed Resolution, relinquishing interest in the north 8 feet of the unopened alley abutting the south boundary of the following described property: Lots 15 and 16 and the easterly 5 feet of Lot 17, Block 28, LAKE AVENUE ADDITION TO KIRKLAND, according to the plat recorded in Volume 6 of Plats, page 86, records of King County, Washington; AND Lots 22 and 23 and the easterly 5 feet of Lot 24, Block 240, SUPPLEMENTARY PLAT TO KIRKLAND, according to the plat thereof recorded in Volume 8 of Plats, page 5, records of King County, Washington.

BACKGROUND DISCUSSION:

The unopened alley abutting the property of 635 12th Avenue was originally platted and dedicated in 1891 as the Supplementary Plat to Kirkland. The Five Year Non-User Statute provides that any street or right-of-way platted, dedicated or deeded prior to March 12, 1904, which was outside City jurisdiction when dedicated and which remains unopened or unimproved for five continuous years is then vacated.

Derek C. Drennan, the owner of the property abutting this right-of-way, submitted information to the City claiming the right-of-way was subject to the Five Year Non-User Statute (Vacation by Operation of Law), Laws of 1889, Chapter 19, Section 32. After reviewing this information, the City Attorney believes the approval of the enclosed Resolution is permissible.

Attachments: Vicinity Map
Resolution



DRENNAN PROPERTY NON-USER VACATION
635 12TH AVE

- Drennan Property
- Proposed Vacation
- Granted Non-User Vacation
- Pedestrian Easement
- Building Outline
- School
- Park

Map Printed August 24, 2006 - Public Works GIS

RESOLUTION R-4606

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE IN AN UNOPENED ALLEY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNER DEREK C. DRENNAN.

WHEREAS, the City has received a request to recognize that any rights to the land originally dedicated in 1891 as right-of-way abutting a portion of the Supplementary Plat to Kirkland have been vacated by operation of law; and

WHEREAS, the Laws of 1889, Chapter 19, Section 32, provide that any county road which remains unopened for five years after authority is granted for opening the same is vacated by operation of law at that time; and

WHEREAS, the area which is the subject of this request was annexed to the City of Kirkland, with the relevant right-of-way having been unopened; and

WHEREAS, in this context it is in the public interest to resolve this matter by agreement,

Now, therefore, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. As requested by property owner Derek C. Drennan, the City Council of the City of Kirkland hereby recognizes that the following described right of way has been vacated by operation of law and relinquishes all interest it may have, if any, in the portion of right-of-way described as follows:

A portion of unopened alley being identified as the north 8 feet of unopened alley abutting the south boundary of the following described property: Lots 15 and 16 and the easterly 5 feet of Lot 17, Block 28, LAKE AVENUE ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 86, records of King County, Washington; AND Lots 22 and 23 and the easterly 5 feet of Lot 24, Block 240, SUPPLEMENTARY PLAT TO KIRKLAND, according to the plat thereof recorded in Volume 8 of Plats, page 5, records of King County, Washington.

Section 2. This resolution does not affect any third party rights in the property, if any.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Elaine Borjeson, Solid Waste Coordinator
Daryl Grigsby, Public Works Director

Date: September 21, 2006

Subject: RESOLUTION TO RELINQUISH THE CITY'S INTEREST IN A PORTION OF UNOPENED RIGHT OF WAY

RECOMMENDATION**:**

It is recommended that the City Council adopt the enclosed Resolution, relinquishing interest in a portion of unopened alley within the City of Kirkland being identified as that portion of 92nd Avenue NE (Rainier Avenue) lying east of the west line of the SE quarter of Section 30, Township 26 North, Range 5 East, WM, in King County, Washington that is south of the centerline of the NE 120th Street right-of-way and north of the southern margin of the NE Juanita Drive right-of-way (and the northern boundary of the Juanita Bay Condominiums) which is adjacent to the following described property: Lots 26 through 30 inclusive, all in vacated Block 31, WATERFRONT ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 92, records of King County, Washington.

BACKGROUND DISCUSSION:

The unopened alley abutting the property of 9205 NE 120th Street was originally platted and dedicated in 1890 as the Waterfront Addition to Kirkland. The Five Year Non-User Statute provides that any street or right-of-way platted, dedicated or deeded prior to March 12, 1904, which was outside City jurisdiction when dedicated and which remains unopened or unimproved for five continuous years is then vacated.

John M. and Kim R. Graham, the owners of the property abutting this right-of-way, submitted information to the City claiming the right-of-way was subject to the Five Year Non-User Statute (Vacation by Operation of Law), Laws of 1889, Chapter 19, Section 32. After reviewing this information, the City Attorney believes the approval of the enclosed Resolution is permissible.

Attachments: Vicinity Map
Resolution

GRAHAM PROPERTY NON-USER VACATION
9205 NE 120TH ST

- Graham Property
- Proposed Vacation
- Granted Non-User Vacation
- Pedestrian Easement
- Building Outline
- School
- Park

Map Printed July 3, 2006 - Public Works GIS

RESOLUTION R-4607

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE IN AN UNOPENED ALLEY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNERS JOHN M. GRAHAM AND KIM R. GRAHAM.

WHEREAS, the City has received a request to recognize that any rights to the land originally dedicated in 1890 as right-of-way abutting a portion of the Waterfront Addition to Kirkland have been vacated by operation of law; and

WHEREAS, the Laws of 1889, Chapter 19, Section 32, provide that any county road which remains unopened for five years after authority is granted for opening the same is vacated by operation of law at that time; and

WHEREAS, the area which is the subject of this request was annexed to the City of Kirkland, with the relevant right-of-way having been unopened; and

WHEREAS, in this context it is in the public interest to resolve this matter by agreement,

Now, therefore, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. As requested by the property owners John M. Graham and Kim R. Graham, the City Council of the City of Kirkland hereby recognizes that the following described right of way has been vacated by operation of law and relinquishes all interest it may have, if any, in the portion of right-of-way described as follows:

A portion of unopened alley within the City of Kirkland being identified as that portion of 92nd Avenue NE (Rainier Avenue) lying east of the west line of the SE quarter of Section 30, Township 26 North, Range 5 East, WM, in King County, Washington that is south of the centerline of the NE 120th Street right-of-way and north of the southern margin of the NE Juanita Drive right-of-way (and the northern boundary of the Juanita Bay Condominiums) which is adjacent to the following described property: Lots 26 through 30 inclusive, all in vacated Block 31, WATERFRONT ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 92, records of King County, Washington.

Section 2. This resolution does not affect any third party rights in the property, if any.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Elaine Borjeson, Solid Waste Coordinator
Daryl Grigsby, Public Works Director

Date: September 21, 2006

Subject: RESOLUTION TO RELINQUISH THE CITY'S INTEREST IN A PORTION OF UNOPENED RIGHT OF WAY

RECOMMENDATION**:**

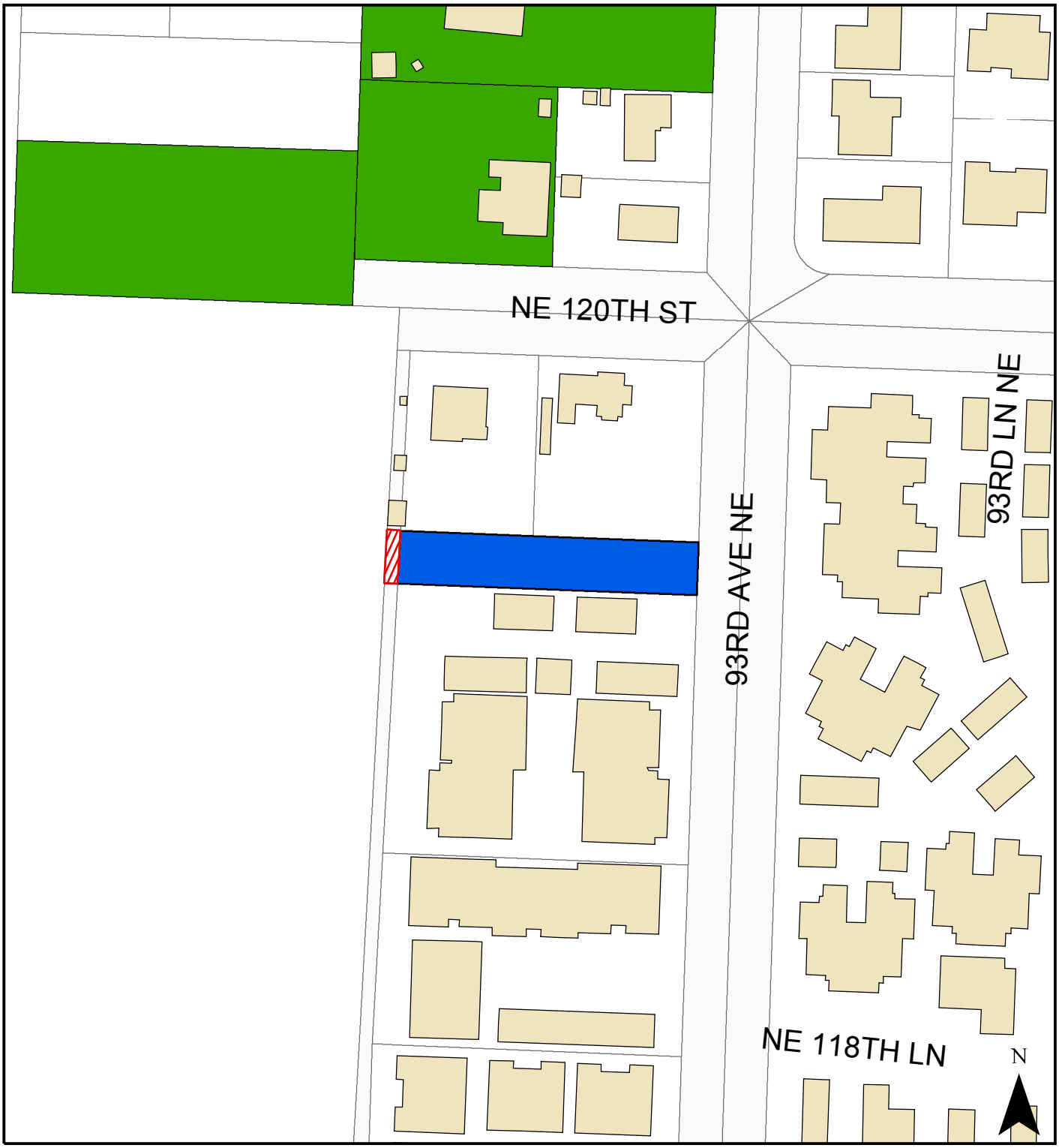
It is recommended that the City Council adopt the enclosed Resolution, relinquishing interest in a portion of unopened alley within the City of Kirkland being identified as that portion of 92nd Avenue NE (Rainier Avenue) lying east of the west line of the SE quarter of Section 30, Township 26 North, Range 5 East, WM, in King County, Washington that is south of the centerline of the NE 120th Street right-of-way and north of the southern margin of the NE Juanita Drive right-of-way (and the northern boundary of the Juanita Bay Condominiums) which is adjacent to the following described property: Lot 6 and part of Lot 7, EXCEPT the south 12 and ½ feet, Lot 25 and all of Lot 24, EXCEPT the south 12 and ½ feet, Block 31, WATERFRONT ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 92, records of King County, Washington, TOGETHER WITH that portion of the adjoining vacated alley which attached by operation of law.

BACKGROUND DISCUSSION:

The unopened alley abutting the property of 11925 93rd Avenue NE was originally platted and dedicated in 1890 as the Waterfront Addition to Kirkland. The Five Year Non-User Statute provides that any street or right-of-way platted, dedicated or deeded prior to March 12, 1904, which was outside City jurisdiction when dedicated and which remains unopened or unimproved for five continuous years is then vacated.

J Bay Properties, LLC, the owner of the property abutting this right-of-way, submitted information to the City claiming the right-of-way was subject to the Five Year Non-User Statute (Vacation by Operation of Law), Laws of 1889, Chapter 19, Section 32. After reviewing this information, the City Attorney believes the approval of the enclosed Resolution is permissible.

Attachments: Vicinity Map
Resolution



J BAY PROPERTIES, LLC NON-USER VACATION
11925 93RD AVE NE

- J Bay Properties LLC
- Proposed Vacation
- Granted Non-User Vacation
- Pedestrian Easement
- Building Outline
- School
- Park

Map Printed August 24, 2006 - Public Works GIS

RESOLUTION R-4608

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE IN AN UNOPENED ALLEY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNER J BAY PROPERTIES, LLC.

WHEREAS, the City has received a request to recognize that any rights to the land originally dedicated in 1890 as right-of-way abutting a portion of the Waterfront Addition to Kirkland have been vacated by operation of law; and

WHEREAS, the Laws of 1889, Chapter 19, Section 32, provide that any county road which remains unopened for five years after authority is granted for opening the same is vacated by operation of law at that time; and

WHEREAS, the area which is the subject of this request was annexed to the City of Kirkland, with the relevant right-of-way having been unopened; and

WHEREAS, in this context it is in the public interest to resolve this matter by agreement,

Now, therefore, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. As requested by the property owner J Bay Properties, LLC, the City Council of the City of Kirkland hereby recognizes that the following described right of way has been vacated by operation of law and relinquishes all interest it may have, if any, in the portion of right-of-way described as follows:

A portion of unopened alley within the City of Kirkland being identified as that portion of 92nd Avenue NE (Rainier Avenue) lying east of the west line of the SE quarter of Section 30, Township 26 North, Range 5 East, WM, in King County, Washington that is south of the centerline of the NE 120th Street right-of-way and north of the southern margin of the NE Juanita Drive right-of-way (and the northern boundary of the Juanita Bay Condominiums) which is adjacent to the following described property:

Lot 6 and the North half of Lot 7, Block 31, WATERFRONT ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 92, records of King County, Washington

Together with that portion of the vacated alley adjoining or abutting thereon, which upon vacation, attached to said premises by operation of law

Except the South 12 and ½ feet of Lot 7.

Lot 25 and the North half of Lot 24, Block 31, WATERFRONT ADDITION TO KIRKLAND, according to the plat thereof recorded in Volume 6 of Plats, page 92, records of King County, Washington

Together with that portion of the vacated alley adjoining or abutting thereon, which upon vacation, attached to said premises by operation of law

Except the South 12 and ½ feet of Lot 24.

Section 2. This resolution does not affect any third party rights in the property, if any.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Jennifer Schroder, Parks and Community Services Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 25, 2006

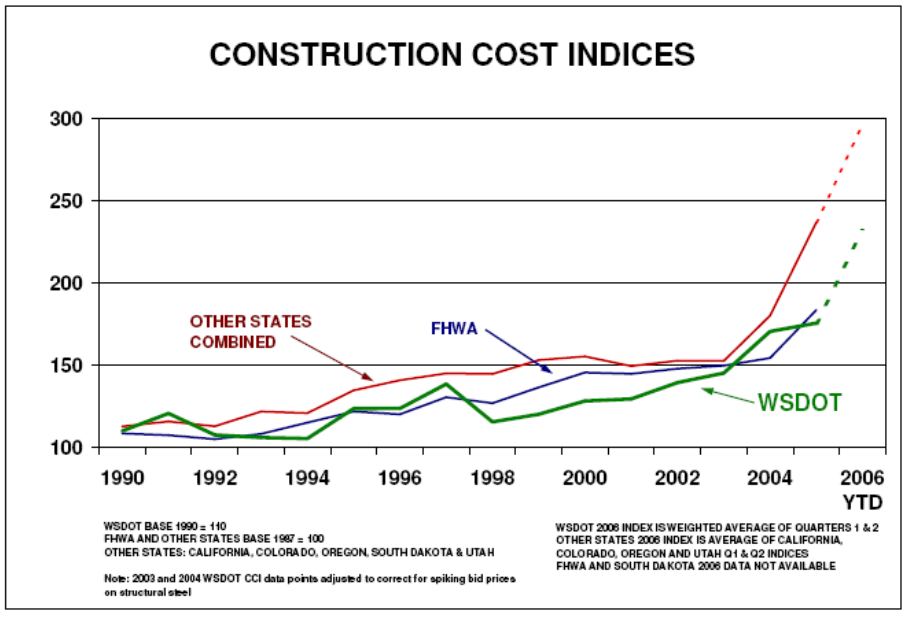
Subject: Construction Cost Increases

RECOMMENDATION:

It is recommended that the City Council consider current and anticipated methods being utilized by staff to manage cost escalation on projects.

BACKGROUND AND DISCUSSION:

For a number of reasons, infrastructure construction costs are increasing in the Puget Sound region far beyond historical trends reflecting a nationwide trend (attachments A, B, D). The WSDOT utilizes a number of factors and measurements to track northwest roadway construction; much of the information used in Kirkland Public Works follows pricing and estimating that is made available by WSDOT. Their recent update (Aug) is shown in the attached graph of cost indices. The graph below shows construction costs over time relative to the WSDOT cost base of 110.



As is evident of the chart, over the last two years, prices in construction significantly break from the previous 10 to 12 year history.

Council has recently been asked to consider a number of requests for budget increases and project modifications in order to continue infrastructure investment. Public Works and the Parks and Community Services Departments continue to work with their consultants and the contractor community to provide projects that will allow continued maintenance and expansion of the City's infrastructure. A number of alternatives have been incorporated into projects to date:

- grouping smaller projects into a larger project (i.e. annual watermain replacements)
- allowing flexible starting dates
- delaying lower priority projects to fund current projects (i.e. delay Trend Lift station and fully fund Waverly Beach lift station)
- explore City owned paver to extend paving options and streamline annual program for bidders

Looking to other agencies for additional considerations, there are a number of other available options. These options fit into two categories:

1) Administrative options currently available to staff. We will implement these during the year as the need arises.

- break projects into various smaller schedules
- coordinate bids with seasonal cycles
- reduce current standards utilized (use asphalt paths in lieu of concrete sidewalk)
- refine project scopes (target specific areas of damage; new video equipment may assist this)

2) Policy options to be considered. Should the need arise, we will return to Finance Committee during the year with a more complete discussion of these options.

- increase project contingency levels from 10-15% to 40-45% during the CIP process – during the CIP update process, public works projects are typically given a 10% contingency and inflation is applied to all projects at 3% per year.
- spread project delivery dates to stay under current funding levels
- raise rates to cover increased costs (utilities) – during the update of the various masterplans and rate studies for utilities, costs estimates will be increased to reflect current trends; this delivery cost would be incorporated into future rates
- look at external debt for utilities (water, sewer, surface water) – Public Works Trust Funds have been secured previously for the wastewater component of the utility, however water and surfacewater projects have not sought that source of funding
- utilize reserves to sustain investment level

In addition, other options developed by WSDOT are included in Attachment C. We will also review and consider these as well.

attachments

SNOHOMISH COUNTY BUSINESS JOURNAL
YOUR COUNTY. YOUR BUSINESS JOURNAL.

Published March 2006

Construction industry panel warns of possible material, labor shortage

By John Wolcott
SCBJ Editor

Builders enjoying Snohomish County's strong construction activity this year may run into some material shortages because the entire Pacific Northwest is a hot market for residential, commercial, industrial and public works projects.

A panel of major project owners recently told the Seattle-based Northwest Construction Consumer Council that some materials could see price hikes, too, as local, regional and global supply-and-demand forces put pressure on various commodities, including drywall and cement.

Laborers, too, are expected to be in short supply in many fields as skilled workers see their ranks stretched to handle a pipeline filled with both major and minor projects, they said.

For instance, Don Grimes, vice president of Glacier Northwest, the region's largest supplier of cement products, said he's "having trouble finding enough drivers, and they're limited by the feds in their work hours, which can be a huge problem for us."

Also, he said he sees "increasing cost for cement, aggregate and equipment in the concrete market, with much of the cement being imported into Washington from other states."

Kim Robinson, regional engineer for the American Institute of Steel Construction Inc., a nonprofit organization, said construction steel is primarily made from scrap metal, noting that the problem is not supply but price.

"At the rate U.S. teenagers are wrecking cars, we can't run out of scrap," she quipped, "but China is paying more for scrap metal and steel, so we have to pay more. Price is the only issue."

The situation is made worse, she said, by the fact that in the past year China has "gone from a net importer of steel to a net exporter of steel, primarily to developing countries such as South Africa, making them a new competitor in the world marketplace."

As for metal framing products, prices are expected to be stable this year, predicted Joe Brosseau, purchasing manager for Vertecs Corp. in Seattle, with good supplies available through the summer.

Drywall, on the other hand, has been on allocation for the past year, he said. Although most Puget Sound suppliers will get all they want, he said, quarterly price increases are expected.

With five insulation producing plants down for maintenance nationally, suppliers already are limiting allocations to clients, he said, and surcharges to cover rising fuel costs for delivery trucks are still being seen in nearly all industries.

Tracy Robbins, area manager in the Seattle area for Walters & Wolf Inc., Mukilteo, suppliers of glass, glazing and exteriors of high-rise office buildings, told the group glass manufacturers continue to face high prices for the large amounts of electricity used in making products.

“Energy cost is a big item for us. The price of aluminum extrusions was up 10 percent in January over the prior year, but the price of glass is of more concern to us. With two major commercial fabricators in North America closed, the remaining plant has a 32-week waiting period. With new plants coming, prices should come down in six to 12 months. We’ve also seen gasoline prices increasing dramatically.”

Like the region, Snohomish County is expected to feel the impact of the robust economy in the region and nationally, said U.S. Bank regional economist John Mitchell, making his 10th annual Pacific Northwest economic outlook presentation to the NWCCC.

He foresees ongoing residential growth, increasing construction of health-care facilities for the aging population, higher state education budgets for more schools, rising hotel occupancy as tourism grows and strong port activity spurred by increased global trade.

Mitchell also noted strong aerospace industry production and employment is supporting an outlook for long-term employment growth at a faster rate than the national economy. Office vacancy rates in the Puget Sound region are declining, he said, and many commercial projects held back during the slower economy are under way again.

Summarizing major construction in the state, managers for BP and Shell refineries, the Washington state Department of Transportation and Sound Transit, the ports of Seattle and Tacoma, the University of Washington, the state General Administration office, Amgen, Vulcan and Boeing reported on their current and future projects:

- BP’s Cherry Point refinery is seeing a decline in Alaskan North Slope crude oil and is searching for replacement oil, including running some Canadian crude oil. The plant will have a host of small capital projects until 2015.

- Shell OPUS’s Anacortes refinery is wrapping up a $400 million investment program that began several years ago, the largest upgrade since the plant was built in the mid-1950s, with $30 million worth of work remaining this year.

- Sea-Tac International Airport has more than $400 million in projects this year, including further construction of the third runway, which will see concrete poured next year and a

late-2008 opening. This month, bids will be invited for realignment of the north expressway into the airport, part of a $100 million investment to extend Sound Transit's Link light rail project to the northwest corner of the parking garage.

- Sound Transit will invest $500 million this year in its light rail project, along with $440 million for its Sounder train system, including construction of several new stations and work on several regional bus transit centers.

- The University of Washington's major focus for the next five to seven years will be on renovating older buildings on campus, beginning with Spector Hall, plus a $300 million construction program at Harborview Medical Center and a $100 million parking garage project at the Tacoma campus, with 125 apartments on top.

- With the new state gas tax to finance highway construction, the typical $1 billion of biennium construction by WSDOT in recent years will increase to a level of $3 billion in 2007-09 for projects throughout the state.

- Washington state's General Administration office has 149 construction projects costing $780 million in the 2005-07 biennium budget, including $22 million for a new Arts and Science facility at Everett Community College; a $9.5 million theater and Mukilteo Hall at Edmonds Community College and $4.7 million to renovate Brier Hall; $5 million for SR-522 off-ramp construction at Cascadia Community College; and $2.2 million for an automotive coursework building at Shoreline Community College.

- Amgen, which employs 800 at its Seattle waterfront biotech site, also plans to expand its Bothell facilities in Canyon Park, where some 150 employees are engaged in research work.

- Vulcan Real Estate projects include its $200 million South Lake Union project for 261 condominiums, a Pan Pacific hotel and retail businesses, due to open this fall; The Martin, with 170 condominiums and street-level retail at Fifth Avenue and Lenora; and the 320 Westlake project, a full city block of mixed-use development that includes a new Group Health headquarters, beginning construction early this year.

- Boeing reported record sales of 1,002 aircraft during 2005 and plans for $100 million to $150 million in construction at the Everett plant for the 787 program, continuing at nearly the same level in 2007.

- Port of Tacoma's 2006-2010 capital improvement budget includes up to $2 billion in projects, including $301 million already planned, $1.2 billion projected and $451 million in potential projects. Most of the projects will focus on marine terminal growth, industrial development and increased infrastructure capacity.

Washington State Department of Transportation

Information about Rising Construction Costs in Washington State

- WSDOT's Construction Cost Index
- Trends – Number of Bidders
- Prospects for Labor Costs
- Relationship between HMA, Crude Oil, and Diesel
- Recent National Media Coverage

For more information, contact:

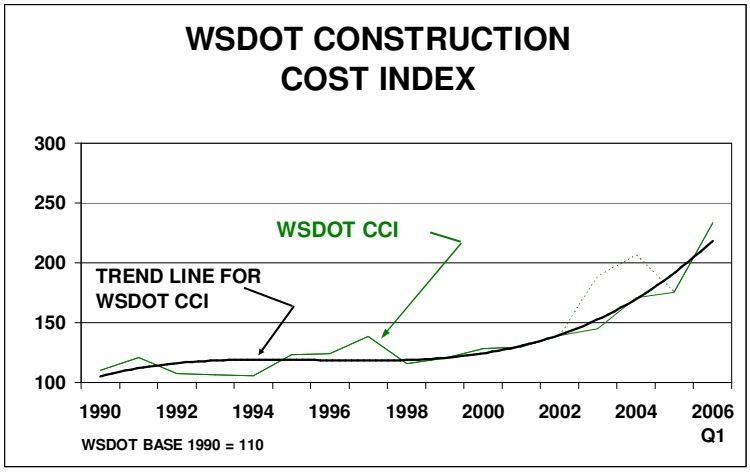
Kevin Dayton, State Construction Engineer
daytonk@wsdot.wa.gov
360-705-7821

Dave Erickson, Asst. CN Engineer, Roadway
ericksd@wsdot.wa.gov
360-705-7829

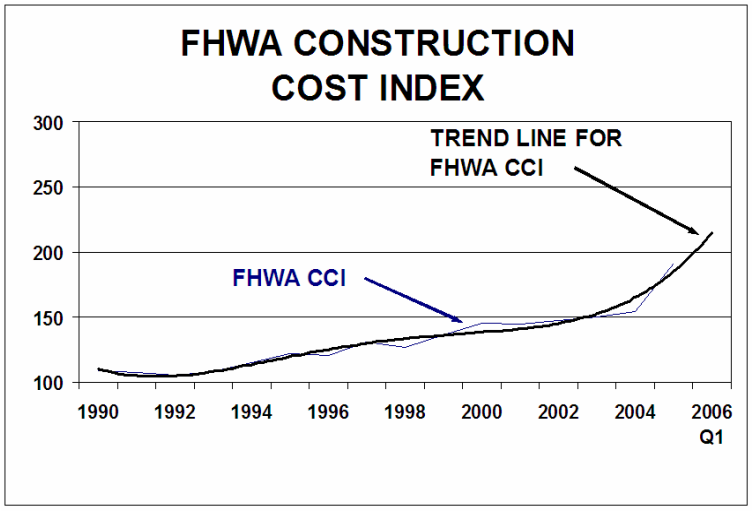
June 29, 2006

WSDOT Construction Cost Index (CCI) With FHWA and Other States Compared

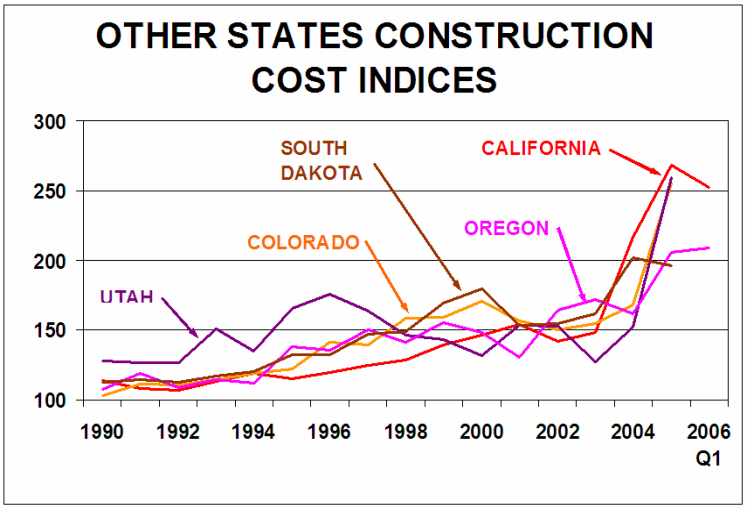
WSDOT has long maintained a "market basket" index of construction costs as drawn from bid submissions on its own projects. The trend line and quarterly data points for the WSDOT Construction Cost Index through the first quarter of 2006 are shown on the adjoining graph. Backup details are on the next two pages.



The Federal Highway Administration (FHWA) maintains a similar index using, however, different materials and different sources and methodology. The FHWA index, through the last quarter of 2005, is shown as a smooth line on the adjoining graph.



Several other states maintain indices of a similar kind, although there is no common methodology. Results from several of the states generally track with the WSDOT and FHWA indices. See the adjoining graph.

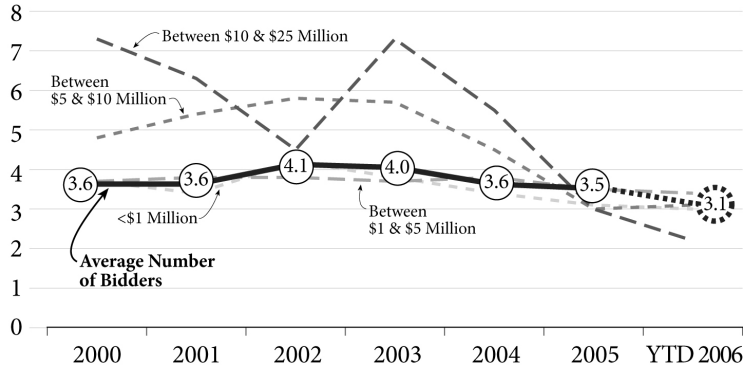


* Index reflects unit and bid prices which include labor, equipment, and materials.

Washington State Department of Transportation

Number of Bidders for WSDOT Construction Projects: Trends Since 2000

Average Number of Bidders
By Size of Contract



	2000	2001	2002	2003	2004	2005	YTD 2006
3 Bidders	24%	23%	16%	24%	23%	33%	17%
4 or more bidders	42%	41%	50%	50%	44%	35%	35%
3 or more bidders	66%	64%	65%	74%	66%	69%	52%

Analysis

- With the large construction program in Washington and national infrastructure rebuilding underway, the number of contractors bidding is trending *downward,* diminishing competition tending toward good bid prices.
- The percent of contracts bid on by at least four firms has decreased from 50% in 2002-03 to about 35% YTD in 2006.
- These trends have been observed by other owners in Washington State and in other states around the country.

WSDOT *does* influence:

- Fair and efficient practices and risk allocating in contract administration.
- Communicating current and future job opportunities and bid advertisement schedules to promote competitive environment. This includes providing special outreach on unusual or difficult projects
- Specifications on which contractors can confidently prepare bids. and a fair process for responding to bidder's questions.

WSDOT *does not* influence:

- Overall volume of public and private sector work seeking contractors or their access to key subcontractors and construction material.
- Bonding and other capacity constraints affecting contractors' appetite for work.
- Market trends in the construction industry towards consolidation and shrinkage of the number of local firms, especially in subcontracting specialists.

Implications for Specific Projects: Examples

SR 543, I-5 to International Boundary (January 18, 2006) There were two bidders with prices ranging from $27.3 million to $28.6 million. The low bid was 22.3% ($5 million) over the Engineer's Estimate of $22.3 mi.

• Most of the excess over the estimate was retaining walls, noise walls, barrier and pavement (concrete) and Hot Mix Asphalt. The lack of competition is attributed to the geographical location and mix of work.

SR 7, SR 507 to SR 512 – Safety (July 27, 2005) The project had three bidders. The low bid was 24% ($2.6 million) over the Engineer's Estimate of $10.8 million.

• Most of the excess over the estimate was haul items (fuel costs and a congested work area), and curbs, islands and sidewalks (concrete prices).

Prospects for Labor Costs

May 25, 2006

Labor costs contribute roughly 40% to contractor costs for the delivery of a typical WSDOT highway construction project. There is significant variation in this percentage based on the specific character of the project.

Hourly salary rates as well as pension and benefit costs are generally established by reference to master agreements negotiated with the trades by the Associated General Contractors, for the five major construction trades (laborers, teamsters, carpenters, cement masons, and operators). These master agreements are negotiated on the west side of the state by the AGC of Washington and on the east side of the state by AGC Inland Northwest Chapter, with the Oregon Chapter handling the five southwest counties of the state.

Master agreements for the east side of the state are set to expire this year, and the Inland Northwest Chapter is currently in negotiations on these agreements, while the agreements on the west side of the state expire next year.

In recent weeks, WSDOT sources in industry have advised us of industry's expectation of significant upward cost pressure. In the recent past, labor contract negotiations have been relatively flat, with respect to wages, leaving the majority of the discussion to center around the benefits package, comprised of healthcare and retirement. Wayne Brokaw, Executive Director of the Inland Northwest Chapter of the AGC, told us that this year negotiations will be different. Wages, healthcare and retirement will all be major issues brought to the table.

AGC of Washington is also expecting to see increases as they begin their contract negotiations next year. Roland Dewhurst, Chief Executive Officer of the AGC of Washington, informed us that the upward pressures on wages and healthcare as well as labor shortages will play a significant role in the cost of projects for several years to come.

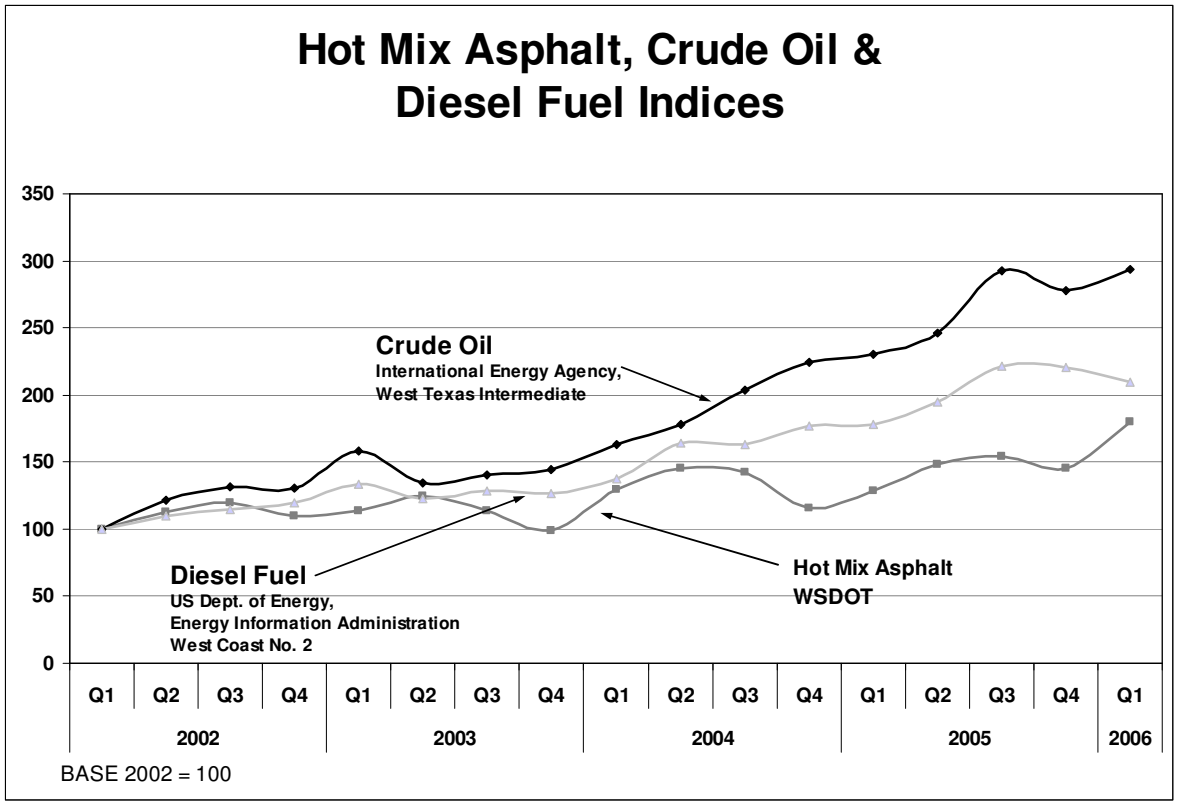
In a booming construction market such as we are currently experiencing, there are other factors that affect the price of a project. For instance, with potential labor shortages, contractors can face a "premium charge" in addition to the labor package in the contract just to attract and retain a qualified workforce. Other labor-related costs also enter into the overall cost of the project, such as transportation costs to get the workers to and from the project site, as well as temporary lodging costs or per diem allowances associated with bringing workers to the projects.

Construction labor costs are incorporated into a contractor's pricing of construction costs. In addition, shortages and significant salary and benefit run-ups are being seen in the rates of private engineering consulting firms that are engaged by WSDOT for outsourced design and other professional consulting services.

There is no systematic tool currently available to WSDOT to predict the exact magnitude of forthcoming inflationary cost pressures arising from collective bargaining for the construction trades and the general labor market rates for engineering consultant services.

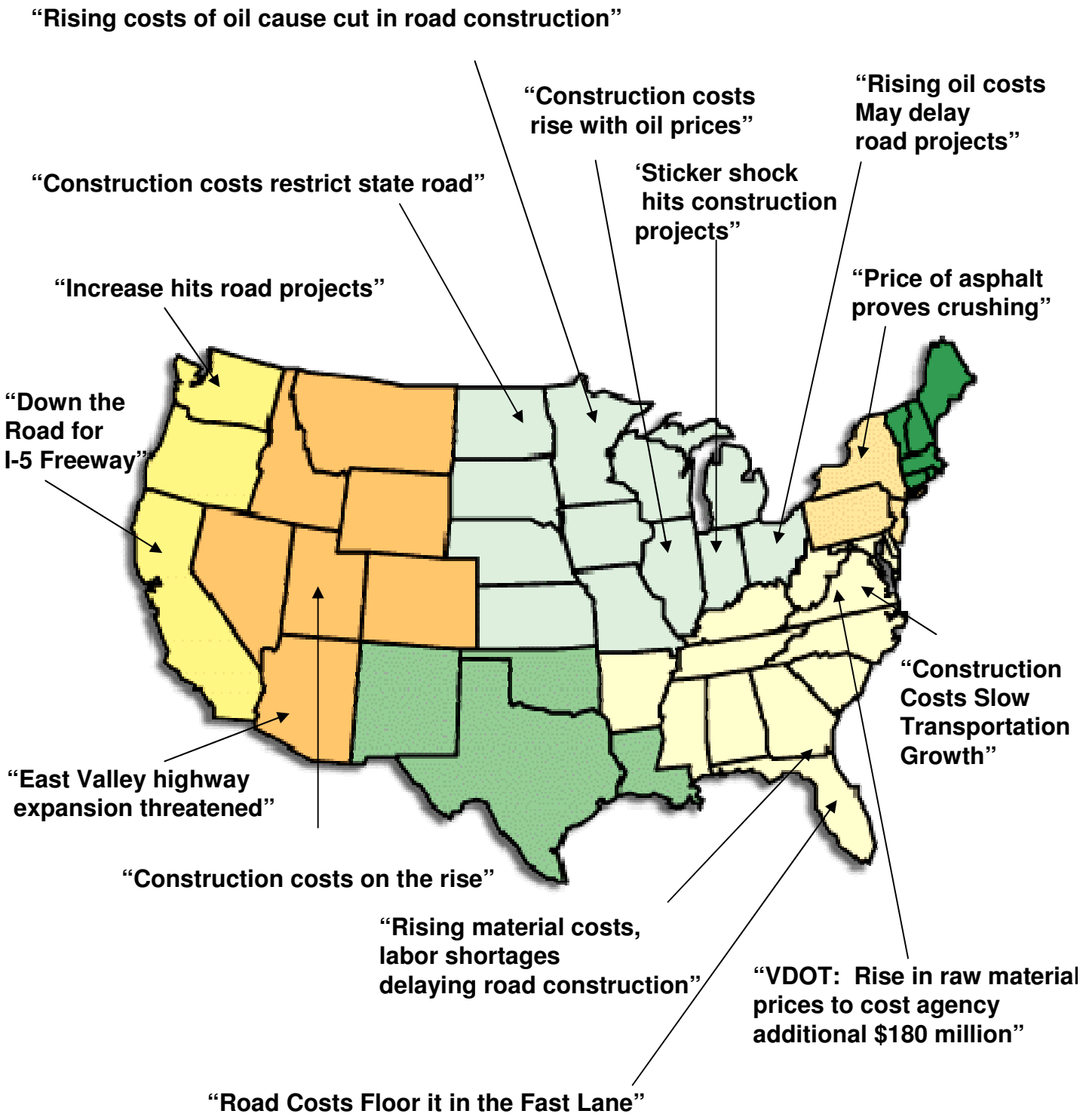
Hot Mix Asphalt Price Experience Tracked Against Crude Oil & Diesel Fuel Costs

Crude oil and diesel fuel prices have been increasing more than HMA in the past but that gap is now closing. This may be due to contractors no longer able to lock-in prices from the supplier due to volatility in the current market conditions.



Washington State Department of Transportation

Rising Construction Costs – Recent National Media Coverage of Rising Highway Construction Costs and Impacts



Things that WSDOT Can Partially Control
The "Toolbox"

Reduced cost through increased competition

Communication

- Time bid advertisements to promote competitive appetite
- Communication of current and future contract opportunities; special outreach on unusual or difficult projects
- Call bidders

Contract structure

- Bundle or break up projects to attract bidders
- Give flexibility to contractors to encourage them to shop for the most economical materials values ("performance or end product specifications")
- Flexible start date

Owner of choice

- Provide early payment provisions ("materials on hand")
- Cost Reduction Incentive Proposals (CRIPS)
- Fair and efficient practices in contract administration
- Fair and efficient risk allocation in the contracting relationship
- Consistency in specifications and a fair process for responding to questions and requests for clarification

Reduced cost through reduced scope

- Bid "additive alternates"
- Adjust a project scope to "buy-less"
- Cancel a project that inflation in materials costs has made too expensive (not preferred)

Things that WSDOT Cannot Control
The "Crystal Ball"

There is no crystal ball. Past results are not a guarantee of future performance. This is precisely the case when looking ahead to national and local construction industry pricing, especially when price volatility seems inevitable from the many trends the industry now faces.

WSDOT cannot influence:

- Overall volume of public and private sector work seeking contractors
- Contractors' access to key subcontractors and sources of construction material
- Bonding and other capacity constraints affecting contractors' appetite for work
- Market trends in the construction industry towards consolidation and shrinkage of number of local firms
- Contractors' appetite for "risk" is inversely proportional to the volume of work available

Questions?

Visit www.wsdot.wa.gov/biz/construction/

From: SR 520 Bridge Replacement & HOV Project [mailto:SR520Bridge@WSDOT.WA.GOV]
Sent: Wednesday, September 20, 2006 4:45 PM
To: SR 520 Bridge Replacement & HOV Project
Subject: SR 520 Bridge Replacement and HOV Project Update: WSDOT Responds to Expert Review Panel Reccomendations

WSDOT Responds to Expert Review Panel Recommendations

SEATTLE – WSDOT today released the results of preliminary revisions to cost estimates for the SR 520 Bridge Replacement and HOV Project and the Alaskan Way Viaduct and Seawall Replacement Project. The release of this information follows suggestions recently made by the Expert Review Panel, and addresses the likely impact of recent worldwide construction cost inflation on project costs.

"It is important that new estimates be in the public's hands," said Doug MacDonald, Secretary of Transportation. "Sharply higher prices for construction materials in recent months have been seen in projects across the country and even around the world. The entire construction industry has been affected by these trends. These two important projects will be no exception, and we have agreed with the Expert Review Panel that the best information we have now should be made available to everyone."

Final stages of the cost estimate updates were conducted under the eye of several Expert Review Panel members in Seattle over recent weeks. Lee Baker, P.E., a construction cost specialist and member of the Expert Review Panel, said: "Today, new cost numbers are not welcome news on any project, but we support the approach WSDOT has taken and it follows our recommendations. We believe the cost ranges that WSDOT has prepared are representative of what the currently envisioned projects will cost. Use of specific costs at this preliminary stage are sufficient for comparing and selecting the alternatives to be built, and even more work will be required for predicting final costs."

A team of in-house WSDOT experts and private sector consulting engineers working under the supervision of David L. Dye, WSDOT's Urban Corridors Office Administrator, prepared the new estimates. "These estimates introduce a new number, the 'likely cost,' as our best way of giving the public good project comparisons when tomorrow's inflation rates are hard to guess and 'worst case' ranges are more pessimistic than the future we actually expect to encounter. Our project design and construction efforts will, we hope, stay very close to the 'likely range' estimates," Dye said.

Alaskan Way Viaduct and Seawall Replacement Project

Core Tunnel:

Re-evaluated Most Likely Cost, Sept 2006	Previous Cost Range, Oct/Nov 2005
$4.63 billion	$2.98 - $3.63 billion

Core Elevated Structure:

Re-evaluated Most Likely Cost, Sept 2006	Previous Cost Range, Oct/Nov 2005
$2.82 billion	$1.99 - $2.36 billion

SR 520 Bridge Replacement and HOV Project

4-Lane Alternative:

Re-evaluated Most Likely Cost, Sept 2006	Previous Cost Range, April 2005 (Pre-Katrina)
$2.79 billion	$1.67 - $2.02 billion

6-Lane Alternative with Montlake Interchange:

Re-evaluated Most Likely Cost, Sept 2006	Previous Cost Range, April 2005 (Pre-Katrina)
$3.90 billion	$2.33 - $2.83 billion

6-Lane Alternative with Pacific Interchange:

Re-evaluated Most Likely Cost, Sept 2006	Previous Cost Range, April 2005 (Pre-Katrina)
$4.38 billion	$2.73 - $3.10 billion

For more information about the latest cost estimates, visit:

www.wsdot.wa.gov/Projects/Viaduct/CostEstimates

The viaduct and Alaskan Way surface street together carry more than 120,000 vehicles each day (about one quarter of all north-south traffic through Seattle) and serve as an important route for commuters and freight. The seawall, which is included in these new project estimates, supports Alaskan Way and the soil underneath the viaduct. Immediately after the 2001 Nisqually earthquake, WSDOT made $3.5 million in earthquake repairs to keep the viaduct safe and functional and began semi-annual earthquake inspections to closely monitor cracks, structural movement and foundation integrity.

The 42-year-old SR 520 Evergreen Point Bridge is 1.5 miles long and carries approximately 115,000 vehicles daily. The bridge approaches, which run between Portage Bay and Lake Washington, are vulnerable to earthquakes, and the floating bridge is vulnerable to windstorms. In February 2006 the 520 bridge had to be closed to traffic during an evening rush-hour winter storm, causing hours of massive traffic congestion on I-5, I-405, I-90 and other roadways around the region.

For more information about the projects and the Expert Review Panel, visit the WSDOT Web sites listed below.

SR 520 Bridge Replacement and HOV Project: www.wsdot.wa.gov/projects/SR520Bridge

Alaskan Way Viaduct and Seawall Replacement Project: www.wsdot.wa.gov/projects/Viaduct

Expert Review Panel: www.wsdot.wa.gov/Projects/Viaduct/ExpertReviewPanel

CITY OF KIRKLAND
Information Technology Department
123 Fifth Avenue, Kirkland, WA 98033 425.587.3050
www.ci.kirkland.wa.us

MEMORANDUM

To: Dave Ramsay, City Manager

From: Janice Perry, MultiMedia Communications Manager
Brenda Cooper, Chief Information Officer

Date: October 3, 2006

Subject: Puget Sound Energy Gas Franchise

Recommendation

1. First reading of an ordinance granting a franchise to Puget Sound Energy Gas. Accompany the ordinance is a Memorandum of Understanding outlining the facilities relocation procedures.

2. Conduct a public hearing on the granting of a franchise to Puget Sound Energy Gas.

Discussion

The team of Janice Perry and Rob Jammerman worked with Andy Swayne, Puget Sound Energy representative to negotiate a non-exclusive franchise with Puget Sound Energy (PSE) for the continued selling and distribution of gas within the city limits of Kirkland. The length of the franchise is ten years with the option of one additional five year period upon request by PSE and at the discretion of the City.

This proposed franchise addresses terms, noninterference of facilities, relocation of facilities, records of installation and planning, coordination and shared excavations, dispute resolution, arbitration, indemnification, emergency management, amendments and insurance. There is also a memorandum of understanding (MOU) to be adopted along with the franchise ordinance. The MOU sets out procedures and timelines for relocation of facilities.

All parties negotiated with the interest of our mutual customers – Kirkland citizens. Two readings of a franchise ordinance and a public hearing on the proposed franchise is in line with state statue. Staff proposes the public hearing and first reading of the ordinance be held on October 3 and the final reading take place on October 17th.

Memorandum of Understanding
Natural Gas Facilities Relocation Procedure

This Memorandum of Understanding is entered into between the City of Kirkland (the “City”) and Puget Sound Energy (“PSE”), also referred to herein together as the "Parties".

WHEREAS the City and PSE have entered into a Franchise Agreement, Ordinance No. 4060 (“the Franchise”), and

WHEREAS the City and PSE recognize the value of defining and developing their working relationship through cooperation, planning, communication and coordination, and

WHEREAS the City and PSE desire to establish a mutually agreed procedure for expeditious and cost effective relocation of PSE’s Natural Gas Facilities that are subject to the Franchise,

NOW, THEREFORE, it is hereby understood and agreed between the Parties as follows:

This Memorandum of Understanding is intended by the Parties to be supplemental to the Franchise to the extent it contains procedures for the expeditious and cost effective relocation of PSE’s Natural Gas Facilities, which are subject to the Franchise. The Facilities Relocations Procedures provided herein have been agreed to by the Parties for the purpose of implementing the respective obligations of the Parties contained in Section 6 of the Franchise with respect to projects specifically identified in the City CIP and identified for project funding in the City’s biennial budget.

The Memorandum of Understanding does not apply to emergency relocations under Section 6C of the Franchise.

Unless specifically defined otherwise in this Memorandum of Understanding, all defined terms herein will have the same meaning as when used in the Franchise.

This Memorandum of Understanding may be amended by mutual agreement of the Parties. Any amendment must be set forth in writing, signed by the Parties, and specifically state that it is an amendment to this Memorandum of Understanding.

The Parties intend that, not withstanding circumstances beyond the control of the Parties, required relocations of PSE's Facilities subject to the Franchise will be performed by the Parties in accordance with the Facilities Relocation Procedures provided herein. The Parties acknowledge that the Facilities Relocation Procedures, including specifically the time requirements provided therein, may, from time to time, require amendment, or as mutually agreed by the Parties deviation therefrom, to reasonably accommodate circumstances beyond the control of either Party. In such event, the Parties will make their respective best efforts to reasonably amend this Memorandum of Understanding, or to reasonably deviate from the procedures contained herein, as the Parties may mutually agree upon.

This Memorandum of Understanding, as from time to time amended, will remain in full force and effect for the term of the Franchise, unless sooner terminated by mutual agreement of the Parties.

Facilities Relocation Procedures

1. Reasonably well in advance of, but in no case less than 130 days before (unless otherwise mutually agreed by the Parties or otherwise necessitated by circumstances beyond the control of the Parties) the City desires PSE to commence construction of a required relocation of PSE's Facilities which are subject to the Franchise, the City will provide PSE with a written scope of work for the City's related Public Works Project which includes, among other things, (a) a reasonably detailed description of the scope of the work required for the Public Works Project, (b) a list of the key milestone dates for the Public Works Project including the projected dates by which construction of the required relocation should be commenced and completed by PSE, and (c) two (2) copies of reasonably detailed drawings showing the planned improvements for the Public Works Project (collectively the "Scope of Work"). The City will also provide PSE with a copy of the relevant electronic file(s) for the Scope of Work in a mutually agreed electronic format.

   After receipt by PSE of the City's Scope of Work, in the event PSE believes it will be unable to comply with the time frames provided for in this Facilities Relocation Procedures, PSE will, within fifteen (15) days so notify the City. In such event and as soon thereafter as practicable, the Parties shall meet to discuss the circumstances precluding performance consistent with the Facilities Relocation Procedures and to mutually agree to alternative time frames for performance that are otherwise consistent with the Facilities Relocation Procedures. The Parties anticipate and intend that relocation of certain PSE Facilities, including but not limited to, high pressure gas mains (operating above sixty (60) psi) and associated equipment, district regulating stations, gas mains attached to bridges, overpasses or crossing under water features and gas main replacements in excess of 2000 lineal feet, will require alternative (longer) time frames to produce and agree to the Relocation Plan described in paragraph 4 below and/or to acquire materials and/or permits necessary to construct the required relocation.

2. Within a reasonable time, but in no case later than seventy (70) days (unless otherwise mutually agreed by the Parties) after receipt by PSE of the City's Scope of Work, PSE will prepare and provide to the City: (a) a proposed design for the relocated Facilities that accommodates the planned improvements for the Public Works Project, and (b) a proposed schedule for completion of the relocation which, to the extent reasonably practicable, reflects the applicable key milestone dates specified in the Scope of Work and provides for completion of the required relocation by the projected relocation completion date provided by the City in the Scope of Work. The proposed relocation design and proposed relocation schedule will be based upon the then current Scope of Work provided to PSE by the City.

3. Within fifteen (15) days after the City's receipt of the proposed relocation design and the proposed relocation schedule from the PSE, the City and PSE will begin meeting, as necessary, in order to (a) review the Scope of Work, (b) review the proposed relocation design, (c) review the proposed relocation schedule, and (d) make any changes thereto necessary to create a final Scope of Work, final relocation design, and final relocation schedule (collectively the "Relocation Plan") reasonably acceptable to both Parties.

4. The Relocation Plan will be accepted in writing by authorized representatives of both Parties not less than thirty (30) days prior to the date PSE is to commence relocation construction contained therein. Once accepted by the Parties, the Relocation Plan may thereafter be changed or amended only in accordance with the change procedures set forth below.

5. The City will promptly notify PSE of any revision(s) and/or addition(s) to the planned improvements for the City's Public Works Project which may impact the design of or location for PSE's Facilities contained in the Relocation Plan.

6. The City will, not less than ten (10) days prior to the date contained in the Relocation Plan that PSE is to commence relocation construction, provide a written notice to PSE to proceed with construction of the required relocation as provided in the Relocation Plan.

7. After receipt of the City's notice to proceed, PSE will relocate such Facilities within the Franchise Area at no cost to the City as provided in the Relocation Plan.

8. The City will be responsible for coordinating the PSE relocation work with all other work to be performed in connection with the Public Works Project and any associated planned improvements. The Parties will work together in an effort to mitigate the costs of the relocation, including, without limitation, identifying ways to accommodate PSE's Facilities within the Franchise Area.

9. Upon request of the City, and in any event as specified in the Relocation Plan, PSE will provide periodic progress reports to the City.

10. Any actual reasonable costs incurred by the City or by any contractor working for the City, caused by construction delays reasonably attributable to a failure by PSE to adhere to the Relocation Plan, including the date contained therein by which PSE is to complete the required relocation, will be the sole responsibility of PSE unless such failure is excused, as provided for in Section 20, Force Majeure, of the Franchise.

11. In the event the City terminates or abandons the Public Works Project, such that relocation of PSE Facilities will not be or would not have been necessary, the City will pay PSE for all actual reasonable costs incurred by PSE in performance of the relocation including any necessary design and/or construction work. The City shall reimburse PSE for costs incurred by PSE for materials and other items ordered or procured by PSE (with the prior authorization of the City) in order to meet the final relocation schedule in the Relocation Plan; provided that to the extent such

materials and other items are commonly used by PSE in its operations, the City will pay PSE a 25% restocking or handling fee in lieu of providing full reimbursement to PSE.

12. Either Party may, at any time, by written request to the other Party, request changes to the Relocation Plan. No request for change will be unreasonably denied by either Party. A Request for Change will be effective and binding upon the Parties only when signed by an authorized representative of each Party. The Parties will meet and work in good faith with the objective of reaching written agreement on mutually acceptable adjustments to the Relocation Plan. Notwithstanding resolution of any dispute and/or mutual agreement concerning requested changes to the Relocation Plan, each Party will, if requested by the other Party and to the extent reasonably practicable, proceed with their respective work in accordance with the Relocation Plan, subject to any mutually agreed change(s), to accommodate the Public Works Project and avoid delays related thereto. In the event the Parties so proceed, the Parties will thereafter make their respective best efforts to resolve any dispute and/or to reach mutual agreement on any requested change(s) and/or the results of such proceeding notwithstanding such prior agreement.

13. Any dispute, disagreement or claim arising out a required relocation of PSE's Facilities must first be presented to and considered by the Parties. A Party who wishes to present such dispute, disagreement or claim will notify the other Party and pursue resolution of the dispute, disagreement or claim consistent with Sections 9 and 10 of the Franchise and as limited by Section 21 of the Franchise. All negotiations pursuant to these procedures for the resolution of disputes will be confidential and will be treated as compromise and settlement negotiations for purposes of the state and federal rules of evidence.

Agreed and Accepted this _____ day of _____, 2006

PUGET SOUND ENERGY, INC.	CITY OF KIRKLAND
_____	_____
(Title)	City Manager

Approved as to form:

_____
Deputy City Attorney

ORDINANCE NO. 4060

AN ORDINANCE OF THE CITY OF KIRKLAND, WASHINGTON, GRANTING PUGET SOUND ENERGY, INC., A WASHINGTON CORPORATION, THE RIGHT, PRIVILEGE, AUTHORITY AND FRANCHISE TO SET, ERECT, CONSTRUCT, SUPPORT, ATTACH, CONNECT AND STRETCH FACILITIES BETWEEN, MAINTAIN, REPAIR, REPLACE, ENLARGE AND OPERATE FACILITIES IN, UPON, UNDER ALONG AND ACROSS THE FRANCHISE AREA FOR THE PURPOSES OF TRANSMISSION, DISTRIBUTION AND SALE OF NATURAL GAS.

THE CITY COUNCIL OF THE CITY OF KIRKLAND DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. Definitions: where used in this franchise ordinance ("The Franchise") terms shall have the following meaning.

A. "City" shall mean the City of Kirkland a municipal corporation of the State of Washington and its respective successors and assigns.

B. "Facilities" means, collectively, any and all natural gas systems, including but not limited to gas pipes, fixtures, communication systems and any and all other equipment, appliances, attachments, appurtenances and other items necessary, convenient or relating to the transmission, distribution and sale of natural gas, whether the same be located over of under ground.

C. "Franchise" means the grant of rights, privileges and authority embodied in this Ordinance.

D. "Franchise Area" means all rights-of-way for public roads, streets, avenues, alleys, and highways of the City as now laid out, platted, dedicated, acquired or improved; all rights-of-way for public roads, streets, avenues, alleys, and highways that may hereafter be laid out, platted, dedicated, acquired or improved with the present limits of the City and as such limits may be hereafter extended; and all City owned utility easements dedicated for the placement and location of various utilities provided such easement permits PSE to fully exercise the rights granted under this Franchise within the area covered by the easement.

E. "Ordinance" means this Ordinance No. 4060, which sets forth the terms and conditions of this Franchise.

F. "Party" or "Parties" means collectively the City and PSE, and individually either the City or PSE.

G. "PSE" means Puget Sound Energy, Inc., a Washington Corporation, and its respective successors and assigns.

H. "Public Works Project" means any City capital improvement or the construction, relocation, expansion, repair, maintenance, or removal of any part of the Franchise Area or City

owned Facilities located on or in the Franchise Area for: roads, and/or streets; sidewalks; curbs; pedestrian and/or vehicle traffic sewers, storm water drains, water Facilities, and; City owned fiber optic cable, conduit or network Facilities.

I. "Tariff" means tariff as that term is defined in WAC 480-80-030(3), or such similar definition describing rate schedules, rules and regulations relating to charged and service as may hereinafter be adopted by the regulatory authority with jurisdiction, under the laws of the State of Washington, over public service companies.

J. "Third Party" means any person, party or entity other than the City and PSE.

K. "WUTC" means the Washington Utilities and Transportation Commission or such successor regulatory agency having jurisdiction over public service companies.

Section 2. Grant of Franchise

A. Pursuant to the laws of the State of Washington including, but not limited to, RCW 35A.47.040 and RCW 80.32.010, the City hereby grants to PSE, subject to the terms and conditions as set forth herein, a Franchise for a period of ten (10) years commencing upon the effective date of this Ordinance and subsequent acceptance of such ordinance and Franchise by PSE. This Franchise is granted upon the express condition that PSE, within thirty (30) days after the adoption of this ordinance, shall file with the City Clerk of the City a written acceptance of the same. If PSE fails to do so within the time frame above, this Ordinance and Franchise shall be null and void. This Franchise may be renewed, at the sole discretion of the City of Kirkland Council, for one additional five (5) year period upon the written request of PSE, such request to be submitted not more than two (2) years nor less than one-hundred-eight (180) days prior to the expiration of the initial ten (10) year term.

B. PSE specifically agrees to comply with the provisions of any applicable City codes, ordinances, regulations, standards, procedures, permits or approvals, as from time to time amended; provided, however, that in the event of a conflict or inconsistency between any such provisions and this Franchise, the express terms and conditions of this Franchise shall govern. The express terms and condition of the Franchise constitutes a valid and enforceable contract between the Parties.

C. Upon the effective date of this Ordinance and acceptance of such Ordinance and Franchise by PSE, all prior franchises between the City and PSE, to its predecessors in interest, which it has acquired for the transmission, distribution and sale of natural gas shall be deemed repealed.

Section 3. Non-Franchise Area City Property

A. This Franchise shall not convey any right to PSE to install Facilities on or to otherwise use City-owned or leased properties or easements outside the Franchise Area.

B. Existing Facilities installed or maintained by PSE in accordance with prior franchise agreements on public grounds and places within the City (but which are not a part the Franchise Area as defined by this Franchise) may be maintained, repaired and operated by PSE at the location where such Facilities exist as of the effective date of this Franchise for the term of this Franchise; provided, however, that no such Facilities may be enlarged, improved or expanded without the prior review and approval of the City pursuant to the provision of any applicable City codes, ordinances, regulations, standards, procedures and/or permits, as now exist or as may be hereafter amended or superseded, provided that such provisions are not in conflict or inconsistent with the express terms and conditions of this Franchise.

Section 4. Nonexclusive Franchise

A. This Franchise is not and shall not be deemed to be an exclusive Franchise. This Franchise shall not in any manner prohibit the City from granting other and further franchises upon, under and across the Franchise Area. This Franchise shall not prohibit or prevent the City from using the franchise Area for any lawful purpose or affect the jurisdiction of the City over the same or any part thereof.

B. The City reserves the right to acquire, construct, own, operate and maintain a municipal natural gas utility to serve all or any portion of the City, at any time during he term of the Franchise and to fully exercise such rights in accordance with applicable law.

Section 5. Noninterference of Facilities

A. PSE's Facilities shall be located and maintained within the Franchise Area so as not to interfere with the free passage of pedestrian and/or vehicle traffic therein, or with the reasonable ingress or egress to the properties abutting the Franchise Area as they exist at the time of installation of the Facilities. Any relocation of PSE Facilities that may be necessary to accommodate a Third Party shall be subject to Section 6 below.

B. PSE shall, after installation, construction, relocation, maintenance, removal or repair of any of PSE's Facilities with the Franchise Area, restore the surface of the Franchise Area and any other City property within the Franchise Area which may be disturbed or damaged by such work, to at least the same condition as it was immediately prior to any such work. The City shall have final approval of the condition of the Franchise Area after restoration pursuant to the provisions of applicable City codes, ordinances, regulations, standards and procedures, as now exist or as may be hereafter amended or superseded, provided that such provisions are not in conflict or inconsistent with the express terms and conditions of this Franchise.

C. The City may require PSE to post an appropriate bond, as determined by the City, to ensure satisfactory restoration of the Franchise Area following the completion of PSE's work therein. In lieu of separate bonds for routine individual projects involving work in the Franchise Area, PSE may satisfy the City's bond requirement of this Section C by posting an approved indemnity bond with the City pursuant to KMC 19.12.095.

D. All survey monuments which are disturbed or displaced by PSE in its performance of any work under this Franchise shall be referenced and restored by PSE, as per WAC 332-120, as from time to time amended, and all pertinent federal, state and local standards and specifications.

E. Except as otherwise provided in this Section 5.E, in the event PSE permanently ceases use of any of its Facilities with the Franchise Area, PSE shall, within one hundred and eighty days (180) after such permanent cessation of use, or such additional time as is agreed to between the parties, remove such Facilities at its sole cost and expense; provided that with the express written consent of the City, PSE may leave such Facilities in place subject to the conditions set forth in this Section 5.E. Any such Facilities to be left in place shall be made inert by purging all natural gas from such Facilities (including displacement of natural gas with an appropriate inert gas) and disconnecting and sealing such Facilities, all in compliance with applicable regulations and industry standards. The City's consent shall not relieve PSE of the obligation and/or costs to subsequently remove or alter such Facilities in the event the City reasonably determines that such removal or alteration is necessary or advisable for the health and safety of the public, in which case PSE shall perform such work at no cost to the City. The obligations contained in this Section 5.E shall survive the expiration, revocation or termination of this Franchise.

F. All work by PSE pursuant to the Section shall be performed in accordance with the permit(s) issued by the City, together with the laws of the State of Washington, the provisions of any applicable City codes, ordinances, regulations, standards and procedures as now exist or as may be hereafter amended or superseded, provided that such provisions are not in conflict or inconsistent with the express terms and conditions of this Franchise.

Section 6. Relocation of Facilities

A. Whenever the City causes the construction of any Public Works Project within the Franchise Area, or on public grounds and places described in Section 3.B, and such construction necessitates he relocation of PSE's Facilities from their existing location within the Franchise Area or on such pubic grounds and places, such relocation will be at not cost to the City.

B. The City and PSE shall work cooperatively to accomplish any such relocation of PSE's Facilities consistent with procedures contained in the Memorandum of Understanding (if any), mutually agreed to and as from time to time amended by mutual agreement of the Parties.

C. In the event an emergency posing a threat to public safety or welfare requires the relocation of PSE's Facilities within the Franchise Area, the City shall give PSE notice of the

emergency as soon as reasonably practicable. Upon receipt of such notice from the City, PSE shall endeavor to respond as soon as reasonably practicable to relocate the affected Facilities.

D. Subject to Section 6.E, whenever any Third Party requires the relocation of PSE's Facilities to accommodate work of such Third Party within the Franchise Area or on such public grounds and places described in Section 3.B, then PSE shall have the right as a condition of any such relocation to require payment to PSE, at a time and upon terms acceptable to PSE, for any and all costs and expenses incurred by PSE in the relocation of PSE's Facilities.

E. Any condition or requirement imposed by the City upon any Third Party (including, without limitation, any condition or requirement imposed pursuant to any contract or in conjunction with approvals or permits obtained pursuant to any zoning, land use, construction or other development regulation) which requires the relocation of PSE's Facilities within the Franchise Area shall be a condition or requirements causing relocation of PSE's Facilities to occur subject to the provisions of Section 6.D; provided, however in the event the City reasonably determines and notifies PSE that the primary purpose of imposing such condition or requirement upon such Third Party is to cause or facilitate the construction of a Public Works Project to be undertaken within a segment of the Franchise Area on the City's behalf and consistent with the City's Capital Improvement Plan; Transportation Improvement Program; or the Transportation Facilities Program, then only those costs and expenses incurred by PSE in reconnecting such relocated Facilities with PSE'S other Facilities shall be paid to PSE by such Third Party, and PSE shall otherwise relocate its Facilities within such segment of the Franchise Area in accordance with Section 6.A.

F. As to any relocation of PSE's Facilities whereby the cost and expense thereof is to be borne by PSE in accordance with this Section 6, PSE may after receipt of written notice requesting such relocation, submit in writing to the City alternatives to relocation of its Facilities. Upon the City's receipt from PSE of such written alternatives, the City shall evaluate such alternatives and shall advise PSE in writing if one or more of such alternatives are suitable to accommodate the work which would otherwise necessitate relocation of PSE's Facilities. In evaluating such alternatives, the City shall give each alternative proposed by PSE full and fair consideration with due regard to all facts and circumstances which bear upon the practicality of relocation and alternative to relocation. In the event the City reasonably determines that such alternatives are not appropriate, PSE shall relocate its Facilities as otherwise provided in Section 6.A and 6.B.

G. If the City requires the subsequent relocation of Facilities with five (5) years from the date of relocation of such Facilities pursuant to Section 6.A and Section 6.E (when such Section 6.E relocation would be considered a Section 6.A relocation), the City shall bear the entire cost of such subsequent relocation.

H. Nothing in this Section 6 shall require PSE to bear any cost or expense in connection with the relocation of any Facilities existing under benefit of easement (other than City owned utility easements described in Section 1.D or other rights not arising under this Franchise, nor shall anything in the Section 6 require the City to bear any such cost or expense. Nothing in this Section

6 shall be construed to be a waiver of any right of either PSE or the City to contest any claim or assertion by the other of responsibility to pay such cost or expense.

Section 7. Records of Installation and Planning

A. Upon the City's reasonable request, PSE shall provide to the City copies of any plans prepared by PSE for potential improvements, relocations and conversions to its Facilities within the Franchise Area; provided, however, any such plans so submitted shall be for information purposes only and shall not obligate PSE to undertake any specific improvements within the Franchise Area, not shall such plan be construed as a proposal to undertake any specific improvement with the Franchise Area.

B. Upon the City's reasonable request, PSE shall provide to the City copies of available drawings in use by PSE showing the location of its Facilities at specific locations with the Franchise Area. As to any such drawings so provided, PSE does not warrant the accuracy thereof and, to the extent the locations of Facilities are shown, such Facilities are shown in their approximate location.

C. Upon the City's reasonable request, in connection with the design of any Public Works Project, PSE shall verify the location of its underground Facilities within the Franchise Area by excavating (e.g. pot holing) at no expense to the City. In the event PSE performs such excavation, the City shall not require any restoration of the disturbed area in excess of restoration to the same condition as existed immediately prior to the excavation.

D. Any drawings and/or information concerning the location of PSE's Facilities provided by PSE shall be used by the City solely for management of the Franchise Area. The City shall take all prudent steps reasonably necessary to prevent disclosure or dissemination of such drawings and /or information to any Third Party, without the prior express consent of PSE, to the extent permitted by law.

E. Notwithstanding the foregoing, nothing in this Section 7 is intended (nor shall be construed) to relieve either party of their respective obligations arising under applicable law with respect to determining the location of utility facilities.

Section 8. Coordination, Shared Excavations

A. PSE and the City shall each exercise all best reasonable efforts to coordinate any construction work that either may undertake within the Franchise Areas so as to promote the orderly and expeditious performance and completion of such work as a whole. Such efforts shall include, at a minimum, reasonable and diligent efforts to keep the other party and other utilities within the Franchise Areas informed of its intent to undertake such construction work. PSE and the City shall further exercise best reasonable efforts to minimize any delay or hindrance to any construction work undertaken by themselves or utilities with the Franchise Area.

B. If, at any time or from time to time, either PSE or the City shall cause excavations to be made with the Franchise Area, the party causing such excavation to be made shall afford the other, upon receipt of a written request to do so, an opportunity to use such excavation, provided that; (1) such joint use shall not unreasonably delay the work of the party causing the excavation to be made; and (2) such joint use shall be arranged and accomplished on terms and conditions satisfactory to both Parties.

Section 9. Dispute Resolution

A. If there is any dispute or alleged default with respect to performance under this Franchise, the City shall notify PSE in writing, stating with reasonable specificity the nature of the dispute or alleged default. Within seven (7) days of its receipt of such notice, PSE shall provide written response to the City that shall acknowledge receipt of such notice and state PSE's intentions with respect to how PSE shall respond to such notice. PSE shall further have thirty (30) days (the "cure period") from its receipt of such notice to:

1. Respond to the City, contesting the City's assertion(s) as to the dispute or any alleged default and requesting a meeting in accordance with Section 9.B or;

2. Resolve the dispute or cure the default, or;

3. Notify the City the PSE cannot resolve the dispute or cure the default with thirty (30) days, due to the nature of the dispute or alleged default. Notwithstanding such notice, PSE shall promptly take all reasonable steps to begin to resolve the dispute or cure the default and notify the City in writing and in detail as to the actions that will be taken by PSE and the projected completion date. In such case, the City may set a meeting in accordance with Section 9.B.

B. If any dispute is not resolved or any alleged default is not cured or a meeting is requested or set in accordance with this Section 9.B, then the City shall promptly schedule a meeting between the City and PSE to discuss the dispute or any alleged default. The City shall notify PSE of the meeting in writing and such meeting shall take place not less than ten (10) days after PSE's receipt of notice of the meeting. Each Party shall appoint a representative who shall attend the meeting and be responsible for representing the Party's interests. The representatives shall exercise good faith efforts to resolve the dispute or reach agreement on any alleged default and/ort any corrective action to be taken. Any dispute (including any dispute concerning the existence of or any corrective action to be taken to cure any alleged default) that is not resolved with ten (10) days following the conclusion of the meeting shall be referred by the Parties' representatives in writing to the senior management of the Parties for resolution. In the event senior management is unable to resolve the dispute with twenty (20) days of such referral (or such other period as the Parties may agree upon), each Party may pursue resolution of the dispute or any alleged default through other legal means consistent with Section 10 of the Franchise. All negotiations pursuant to these procedures for the resolution of disputes shall be confidential and

shall be treated as compromise and settlement negotiations for purposes of the state and federal rules of evidence to the extent permitted by law.

C. If, at the conclusion of the steps provided for in Section 9.A and 9.B, the City and PSE are unable to settle the dispute or agree upon the existence of a default or the correction action to be taken to cure any alleged default, the City or PSE (as PSE may have authority to do so) may:

1. Take any enforcement or corrective action provided for in City Code, as from time to time amended; provided such action is not otherwise in conflict with the provisions of this Franchise, and/or;

2. Demand arbitration, pursuant to Section 10 below, for disputes arising out of or related to Section 2.B (or such other sections with respect to the existence of conflicts or inconsistencies with the express terms and conditions of this Franchise and any applicable City codes, ordinances, regulations, standards, and procedures as now exist or as may be hereafter amended or superseded); 3, 5, 6 (excluding project delay claims exceeding $30,000), 7,13, and 19 of this Franchise (the "Arbitrable Claims"), and/or;

3. By ordinance, declare an immediate forfeiture of this Franchise for a breach of any material, non-arbitrable, obligations under this Franchise and/or;

4. Take such other action to which it is entitled under this Franchise or any appropriate law.

D. Unless otherwise agreed by the City and PSE in writing, the City and PSE shall, as may reasonable be practicable, continue to perform their respective obligations under this Franchise during the pendency of any dispute.

Section 10. Arbitration

A. The Parties agree that any dispute, controversy, or claim arising out of or relating to the Arbitrable Claims, shall be referred for resolution to the American Arbitration Association in accordance with the rules and procedures in force at the time of the submission of a request for arbitration.

B. The arbitrators shall allow such discovery as is appropriate to the purposes of arbitration in accomplishing a fair, speedy and cost-effective resolution of the dispute(s). The arbitrators shall reference the Washington State Rules of Civil Procedure then in effect in setting the scope and timing of discovery. The Washington State Rules of Evidence shall apply in total. The arbitrators may enter a default decision against any Party who fails to participate in the arbitration proceedings.

C. The Arbitrators shall have the authority to award compensatory damages, including consequential damages. Such damages may include but not be limited to: all cost and expenses of materials, equipment, supplies, utilities, consumable goods and other items; all costs and expenses

of any staff; all costs and expenses of any labor (including, but not limited to, labor of any contractors and or subcontractors); all pre-arbitration costs and expenses of consultants, attorneys, accountants, professional and other services; and all taxes, insurance, interest expenses, overhead and general administrative costs and expenses, and other costs and expenses of any kind incurred in connection to the dispute. The arbitrator may award equitable relief in those circumstances where monetary damages would be inadequate.

D. Any award by the arbitrators shall be accompanied by a written opinion setting forth the findings of fact and conclusion of law relied upon in reaching the decision. The award rendered by the arbitrators shall be final, binding and non-appealable, and judgment upon such award may be entered by any court of competent jurisdiction.

E. Except as provided in Section 10.G, each Party shall pay the fees of its own attorneys, expenses of witnesses and all other expenses and costs in connection with the presentation of such Party's case including, without limitation, the cost of any records, transcripts or other things used by the Parties for the arbitration, copies of any documents used in evidence, certified copied of any court, property or City documents or records that are placed into evidence by a Party.

F. Except as provided in Section 10. G, the remaining costs of the arbitration, including without limitation, fees of the arbitrators, costs of records or transcripts prepared for the arbitrator's use in the arbitration, costs of producing the arbitrator's decision and administrative fees shall be borne equally by the Parties.

G. Notwithstanding the foregoing Sections 10.E and 10.F, in the event either Party is found during the term of this Franchise to be the prevailing party in any two (2) arbitration proceedings brought by such Party pursuant to this Section 10, or under any Memorandum of Understanding provided for in Section 6 and 7 of this Franchise or any other Memorandum of Understanding between the Parties that provides therefore, then such Party shall thereafter be entitled to recover all reasonably incurred costs, fees and expenses, including attorney fees, of any subsequent arbitration brought by them in which they are found to be the prevailing party.

H. In the event a Party desires to make a copy of the transcript of an arbitration proceeding for its use in writing a post-hearing brief, or a copy of an arbitration decision to append to a lawsuit to reduce the award to judgment etc., then that Party shall bear the cost thereof, except to the extent such cost might be allowed by a court as court costs.

Section 11. Alternative Remedies

No provision of this Franchise shall be deemed to bar the right of the City of PSE to seek or obtain judicial relief from a violation of any provision of the Franchise or any rule, regulation, requirement or directive promulgated there under for non-Arbitrable Claims. Neither the existence of other remedies identified in this Franchise nor the exercise thereof shall be deemed to bar or otherwise limit the right of the City or PSE to recover monetary damages for such violations by the other Party, or to seek and obtain judicial enforcement of the other Party's obligations by means of specific performance, injunctive relief or mandate, or any other remedy at law or in equity.

Section 12. Indemnification

A. PSE shall indemnify, defend and hold the City, its agents, officers or employees harmless from and against any and all claims, demands, liability, loss, cost, damage or expense of any nature whatsoever including all costs and attorney's fees, made against the City, its agents, officers or employees on account of injury, harm, death or damage to persons or property which is caused by, in whole or in part, and to the extent of, the negligent acts or omissions of PSE or its agents, servants, employees, contractors, or subcontractors in the exercise of the rights granted to PSE by this Franchise. Provided, however, such indemnification shall not extend to that portion of any claims, demands, liability, loss cost, damage or expense of any nature whatsoever including all costs and attorney's fees caused by the negligence of the City, its agents, employees, officers, contractors or subcontractors.

B. PSE's indemnification obligations pursuant to the Section 12 shall include assuming potential liability for actions brought by PSE's own employees and the employees of PSE's agents, representatives, contractors, and subcontractors even though PSE might be immune under Title 51 RCW from direct suit brought by such employees. It is expressly agreed and understood that this assumption of potential liability for actions brought by the aforementioned employees is limited solely to claims against the City arising by virtue of PSE's exercise of the rights set forth in this Agreement. The obligations of PSE under this section have been mutually negotiated by the Parties hereto, and PSE acknowledges that the City would not enter into this Agreement without PSE'S waiver thereof. To the extent required to provide this indemnification only, PSE waives its immunity under Title 51 RCW as provided in RCW 4.24.115.

C. In the event any matter (for which the City intends to assert its rights under this Section 12) is presented to or filed with the City, the City shall promptly notify PSE thereof and PSE shall have the right, at its election and at its sole costs and expense, to settle and compromise such matter as it pertains to PSE's responsibility to indemnify, defend and hold harmless the City, its agents, officers or employees. In the event any suit or action is started against the City based upon any such matter, the City shall likewise promptly notify PSE thereof, and PSE shall have the right, at its election and at its sole cost and expense, to settle and compromise such suit or action, or defend the same at its sole cost and expense, by attorneys of its own election, as it pertains to PSE's responsibility to indemnify, defend and hold harmless the City, its agents, officers or employees.

Section 13. Emergency Management

Annually, upon the request of the City, PSE will meet with the City Fire/Emergency Preparedness Department to coordinate emergency management operations and, at least once a year, at the request of the City, PSE personnel will actively participate with either the Fire Department or the City Emergency Operations Center in emergency preparedness drills or planning sessions.

Section 14. Assignment of Franchise

All of the provisions, conditions and requirements herein contained shall be finding upon PSE and the City. PSE may not assign or otherwise transfer its rights, privileges, authority and Franchise herein conferred without the prior written authorization and approval of the City, which shall not e unreasonably withheld. The City hereby authorizes and approves the mortgage by PSE of its rights, privileges, authority and Franchise in and under this Franchise to the trustee for its bondholders.

Section 15. Severability and Survival

A. If any term, provision, condition or portion of this Franchise shall be held to be invalid such invalidity shall not affect the validity of the remaining portions of this Franchise which shall continue in full force and effect. The headings of the sections and paragraphs of this Franchise are for convenience of reference only and are not intended to restrict, affect or be of any weight in the interpretation or construction of the provisions of such sections or paragraphs.

B. All provisions, conditions and requirements of this Franchise that may be reasonably construed to survive the termination or expiration of this Franchise shall survive the termination or expiration of the Franchise. Subject to Section 14, the Parties' respective rights and interests under this Franchise shall inure to the benefit of their respective successors and assigns.

Section 16. Amendments to Franchise

A. This Franchise may be amended only by mutual agreement thereto, set forth in writing in the form of a City ordinance, signed by both Parties, which specifically states that it is an amendment to this Franchise and is approved and executed in accordance with the laws of the State of Washington. Without limiting the generality of the foregoing, this Franchise (including, without limitation the Sections addressing indemnification and insurance) shall govern and supersede and shall not be changed, modified, deleted, added to supplemented or otherwise amended by any permit, approval license, agreement or other document required by or obtained from the City in conjunction with the exercise (or failure to exercise) by PSE of any and all of its rights, benefits, privileges, obligations or duties in and under this Franchise, unless such permit, approval, license, agreement or other document specifically:

1. Reference this Franchise; and

2. States that it contains terms and conditions which change, modify, delete, add to, supplement or otherwise amend the terms and conditions of this Franchise.

B. If, during the term of this Franchise, there becomes effective any change in federal or state law including changes approved by the WUTC which:

1. affords either party the opportunity to negotiate in good faith a term or condition of this Franchise which term or condition would not have, prior to such change, been consistent with federal or state law; or

2. pre-empts or otherwise renders null and void any term or condition of this Franchise which has theretofore been negotiated in good faith;

then, in such event, either party may, within one hundred and eighty (180) days of the effective date of such change, notify the other party in writing that such party desires to commence negotiations to amend this Franchise. Such negotiations shall encompass only the specific term or condition affected by such change in federal or state law and neither party shall be obligated to re-open negotiations on any other term or condition of this Franchise. Within thirty (30) days from and after the other party's receipt of such written notice, the parties shall, at a mutually agreeable time and place, commence such negotiations. Pending completion of such negotiations resulting in mutually agreeable amendment of this Franchise, adoption of such amendment by Ordinance by the City and acceptance of such Ordinance by PSE, and except as to any portion thereof which has been pre-empted or otherwise rendered null and void by such change in federal or state law, the Franchise shall remain in full force and effect.

Section 17. No Third Party Beneficiary

Nothing in this Franchise shall be construed to create or confer any right or remedy upon any person(s) other than the City and PSE. No action may be commenced or prosecuted against any Party by any Third Party claiming as a Third Party beneficiary of this Franchise. This Franchise shall not release or discharge any obligation or liability of any Third Party to either Party.

Section 18. Insurance

A. PSE shall procure and maintain for the duration of the Franchise, insurance, or provide self-insurance, against all claims for injuries to persons or damages to property which may arise from or in connection with the exercise of the rights, privileges and authority granted hereunder to PSE, its agents, representatives or employees. PSE shall provide evidence of self-insurance and/or an insurance certificate, together with an endorsement naming the City, its officers, elected officials, agents, employees, representatives, engineers, consultants, and volunteers as additional insured, to the city for its inspection prior to the commencement of any work or installation of any Facilities pursuant to this Franchise, and such self-insurance and/or insurance certificate shall evidence the following minimum coverage:

1. Comprehensive general liability insurance including coverage for premises – operations, explosions and collapse hazard, underground hazard and products completed hazard, with limits not less than:

(a) $5,000,000 for bodily injury or death to each person;

(b) $5,000,000 for property damage resulting from any one accident; and

(c) $5,000,000 for general liability.

2. Automobile liability for owned, non-owned and hired vehicles with a limit of $2,000,000 for each person and $2,000,000 for each accident;

3. Worker's compensation within statutory limits and employer's liability insurance with limits of not less than $2,000,000;

4. Environmental pollution liability with a limit not less than $5,000,000 for each occurrence, at a minimum covering liability from sudden and/or accidental occurrences.

If coverage is purchased on a "claims made" basis, then PSE shall warrant continuation of coverage, either through policy renewals or the purchase of an extended discovery period, if such extended coverage is available, for not less than three years from the termination date of this Franchise, and/or conversion from a claims made form to an "occurrence" coverage form.

B. Any deductibles or self-insured retentions must be declared to the City. Payment of deductibles and self-insured retentions shall be the sole responsibility of PSE. The insurance certificate required by the Section shall contain a clause stating that coverage shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

C. PSE's insurance shall be primary insurance with respect to the City, its officers, official, employees, agents, consultants and volunteers. Any insurance maintained by the City, its officers, officials, employees, consultants, agents and volunteers shall be in excess of PSE's insurance and shall not contribute with it.

D. In addition to the coverage requirements set forth in this Section, the certificate of insurance shall provide that:

"The above described policy will not be canceled before the expiration date thereof without the issuing company giving thirty (30) days written notice to the certificate holder."

In the event of said cancellation or intent not to renew, PSE shall obtain and furnish to the City evidence of replacement insurance policies meeting the requirements of this Section by the cancellation date.

Section 19. Notice of Tariff Changes

PSE shall, when making application for any changes in tariffs affecting the provisions of the Franchise, notify the City in writing of the application and provide City with a copy of the submitted application within five (5) days of filing with the WUTC. PSE shall further provide the City with a copy of any actual approved tariff(s) affecting the provision of this Franchise.

Section 20. Force Majeure

In the event that either Party is prevented or delayed in the performance of any of its obligations under this Franchise by reason beyond its reasonable control (a "Force Majeure Event"), then that Party's performance shall be excused during the Force Majeure Event. Force Majeure Events shall include, without limitation, war; civil disturbance; flood, earthquake or other Act of God; storm, earthquake or other condition which necessitates the mobilization of the personnel of a Party or its contractors to restore utility service to customers; laws, regulations, rules or orders of any government agency; sabotage; strikes or similar labor disputes involving personnel of a Party, its contractors or a Third Party; or any failure or delay in the performance by the other Party, or a third Party who is not an employee, agent or contractor of the Party claiming a Force Majeure Event, in connection with this Franchise. Upon removal or termination of the Force Majeure Event, the Party claiming a Force Majeure Event shall promptly perform the affected obligations in an orderly and expedited manner under this Franchise or procure a substitute for such obligation. The Parties shall use all commercially reasonable efforts to eliminate or minimize any delay caused by a Force Majeure Event.

Section 21. Memorandum of Understanding

A. The Parties agree to develop and maintain in effect for the term of this Franchise a certain Memorandum of Understanding as provided for in Section 6 of this franchise. This Memorandum of Understanding shall, among other things, detail the expectation of the Parties regarding their respective responsibilities and performance relating to the subject matter thereof.

B. In the event of performance by either Party which is, or which may be asserted or construed to be, inconsistent with the expectations contained in the Memorandum of Understanding provided for by this Section 21, such performance shall not be, nor shall such performance be construed to be a failure to perform any materials obligation under this Franchise for the purposes of Section 9 and Section 10 of this Franchise.

Section 22. This ordinance shall be in force and effect five days from and after its passage by the Kirkland City Council and publication pursuant to Section 1.08.017, Kirkland Municipal Code in the summary form attached to the original of this ordinance and by this reference approved by the City Council.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

Approved as to Form:

_____
City Attorney

PUBLICATION SUMMARY
OF ORDINANCE NO. 4060

AN ORDINANCE OF THE CITY OF KIRKLAND GRANTING PUGET SOUND ENERGY, INC., A WASHINGTON CORPORATION, THE RIGHT, PRIVILEGE, AUTHORITY AND FRANCHISE TO SET, ERECT, CONSTRUCT, SUPPORT, ATTACH, CONNECT AND STRETCH FACILITIES BETWEEN, MAINTAIN, REPAIR, REPLACE, ENLARGE AND OPERATE FACILITIES IN, UPON, UNDER ALONG AND ACROSS THE FRANCHISE AREA FOR THE PURPOSES OF TRANSMISSION, DISTRIBUTION AND SALE OF NATURAL GAS.

SECTIONS 1-21. Provide for the grant of a franchise to Puget Sound Energy, Inc. of a franchise for natural gas facilities and distribution for ten years on specified terms and conditions.

SECTION 22 . Authorizes publication of the ordinance by summary, which summary is approved by the City Council pursuant to Section 1.08.017 Kirkland Municipal Code and establishes the effective date as five days after publication of summary.

The full text of this Ordinance will be mailed without charge to any person upon request made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City Council at its meeting on the _____ day of _____, 2006.

I certify that the foregoing is a summary of Ordinance 4060 approved by the Kirkland City Council for summary publication.

_____
City Clerk

CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 (425) 587-3000
www.ci.kirkland.wa.us

To: Dave Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Noel Schoneman P.E., Neighborhood Transportation Program Coordinator

Date: September 7, 2006

Subject: Complete Streets language

RECOMMENDATION

It is recommended that the Council enact the attached ordinance regarding Complete Streets.

BACKGROUND

On May 2, representatives from the Cascade Bicycle Club addressed the City Council requesting provision of complete streets legislation in Kirkland codes. The Council requested that the Transportation Commission review the request and make a recommendation to Council. The purpose of the request from Cascade is to codify practices that are already being followed for accommodating bicycle and pedestrian facilities in Kirkland.

The idea behind complete streets legislation is to make sure that all transportation projects include the appropriate facilities for all users. For example, appropriate facilities for cyclists could range from no additional improvements on a low volume residential street to bike lanes on higher volume streets.

Staff met with representatives from Cascade and proposed language based on Florida regulations to the Commission for the Commission's June meeting. The Commission had several concerns about the language that was originally proposed, primarily around the structure of the language but also because of what might be required of the City. The original language was modified by the Commission and taken back to the Cascade Bicycle Club by staff. By changing a word or two, the new Commission language was satisfactory to Cascade. Representatives of Cascade met with the Commission at the Commission's July meeting and the Commission unanimously passed the compromise language which is reflected in the proposed ordinance.

The Transportation Commission's concern was the extent to which the City would be required to do improvements which may increase the cost or scope of various transportation projects. After discussion of the issue, both the Commission members and City staff believe the bicycle and pedestrian improvements are already considered in transportation projects and that project costs already include such facilities. In cases where projects do not include pedestrian and bicycle facilities, we believe this ordinance rightly demands that full consideration and accommodation be

made for pedestrians and bicyclists. In addition, in cases where the cost outweighs the need and benefit, the proposed language allows flexibility to the Public Works Director.

We believe the Complete Streets Ordinance both confirms our existing practice and ensures we continue this emphasis in the future. By adoption of this ordinance by the City Council, Kirkland will be the first City to do so in the State of Washington.

It is recommended that the Complete Streets language be placed in a new section (§19.08.055) of the Kirkland Municipal code, preceding material that describes general requirements of street lighting and following general information about the 6 year Transportation Improvement Plan.


Parking Lane
5' Bike Lane
Travel Lane
Travel Lane
5' Bike Lane
Parking Lane

ORDINANCE NO. 4061

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO BICYCLE AND PEDESTRIAN WAYS ALONG TRANSPORTATION FACILITIES.

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

Section 1. The Kirkland Municipal Code is amended by the addition of a new Section 19.08.055 to read as follows:

19.08.055 Bicycle and pedestrian ways along transportation facilities.

(1) Bicycle and pedestrian ways shall be accommodated in the planning, development and construction of transportation facilities, including the incorporation of such ways into transportation plans and programs.

(2) Notwithstanding that provision of paragraph (1), bicycle and pedestrian ways are not required to be established:

(a) Where their establishment would be contrary to public safety;
(b) When the cost would be excessively disproportionate to the need or probable use;
(c) Where there is no identified need;
(d) Where the establishment would violate Comprehensive Plan policies; or
(e) In instances where a documented exception is granted by the Public Works Director.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2006.

Signed in authentication thereof this _____ day of _____, 2006.

_____
MAYOR

Attest:

_____
City Clerk

Approved as to Form:

_____
City Attorney

CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Tracy Burrows, Sr. Management Analyst

Date: September 23, 2006

Subject: Potential Annexation Area Voting Patterns

Recommendation: It is recommended that the City Council receive this report related to voting patterns in the Potential Annexation Area.

This memo provides information about voting patterns on fiscal measures within the annexation area. If annexation goes forward, the annexation ballot measure will likely request that annexation area residents incur their proportionate share of the City's bonded indebtedness. Such a ballot measure would trigger a minimum voter turn-out requirement and would request a financial commitment from annexation area residents. This memo examines annexation area voting results to help shed light on the following two issues:

1. How annexation area voter turn-out and voting patterns may influence the preferred timing of an annexation ballot measure; and,
2. What recent election results in the annexation area indicate about the likelihood that PAA residents would vote to take on their proportionate share of Kirkland's voted debt.

Voter Turn-Out – Impact on the Timing of an Annexation Ballot Measure

Washington State law includes a voter turn-out threshold requirement for an annexation ballot measure related to incurring voted debt. If the annexation ballot includes a "yes" or "no" vote on whether annexation area residents are willing to share in the City's bonded indebtedness, then the number of votes cast on the measure must be a minimum of 40% of the voter turn-out from the previous general election in order to be validated. Thus, by definition, an annexation vote that takes place during a November general election automatically meets the threshold validation requirements. An election held at any other time must meet the 40% of the general election turn-out threshold. The pattern of voter turn-out in the PAA indicates that the 40% threshold is not likely to be a barrier to validation, unless the annexation vote were to occur during a special election following a presidential year general election.

Table 1 below shows that the voter turn-out in the PAA was sufficient to meet the 40% threshold in the May 2003 King County Parks Levy, the September 2004 Woodinville Fire District Levy, and the February 2006 Lake Washington School District Bond/Levy elections. These elections all followed non-presidential year general elections. Largely because of the high voter turn-out for the 2004 presidential election, the May 2005 Fire District 41 Levy election fell significantly short of the 40% threshold (voter turn-out was 28% of the presidential general election.)

The May 2004 Evergreen Hospital Bond election was the only bond or levy-related issue since 2002 that did not meet the 40% threshold following a non-presidential general election. This levy garnered only 36% of the previous year's non-presidential election turn-out. However, one would expect that an annexation ballot measure would likely generate more voter interest than a hospital bond issue. These results indicate that the City Council has flexibility in

determining the timing of the annexation ballot measure, but that it would be prudent to avoid placing the annexation measure on a special election ballot following the November 2008 presidential election. This is consistent with the annexation timeline scenarios that the Council is currently considering which anticipate a 2008 annexation election that would be validated by the 2007 general election turn-out threshold.

Table 1 Potential Annexation Area Election Turn-Out for Bond and Levy Issues

Date	Election Issue	PAA Turn-Out	40% Threshold	Met Threshold?
May-03	Special Election - King County Parks Levy	4555	4059	YES
Nov-03	General Election	11470	4588	YES
May-04	Special Election Evergreen Hospital Bonds	4108	4588	NO
Sep-04	Primary Election - Woodinville Fire Levy	1408	829*	YES
Nov-04	2004 General Election - Presidential	16052	6421	YES
May-05	Special Election Fire District 41 Levy	3679	5164*	NO
Nov-05	2005 General Election -Human Services Levy	9767	3907	YES
Feb-06	Special Election School District Levy and Bond Issues	5059	3907	YES

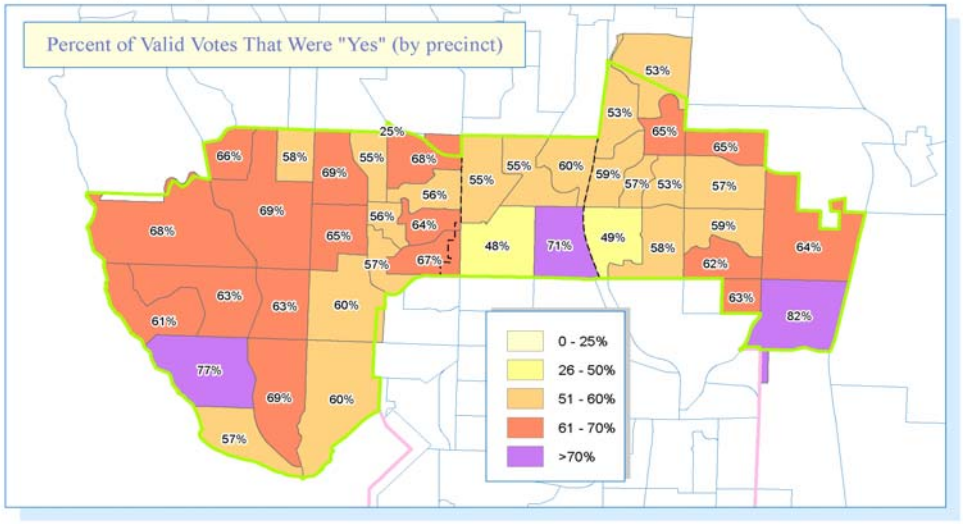
*Pro-rated to reflect precincts voting in the Fire District Levy Election

Potential Annexation Area Support for Bond and Levy Measures

The voters in Kirkland's Potential Annexation Area have demonstrated support of levy and bond measures in recent elections. The maps below show, by voting precinct, the levels of support for the 2003 King County Parks Levy, the 2005 Initiative 912 proposal to repeal the gas tax increase, and the 2006 Lake Washington School District bond measure. None of the PAA voting precincts supported the repeal of the gas tax, with the Finn Hill neighborhood precincts voting most consistently against the repeal. The Parks Levy and School District bond measures garnered strong support in the PAA, with 61% support of the Parks Levy and 64% support for the Lake Washington School District Bond. For both those measures, the precincts with the strongest levels of support tended to be in the Finn Hill and Kingsgate neighborhoods.

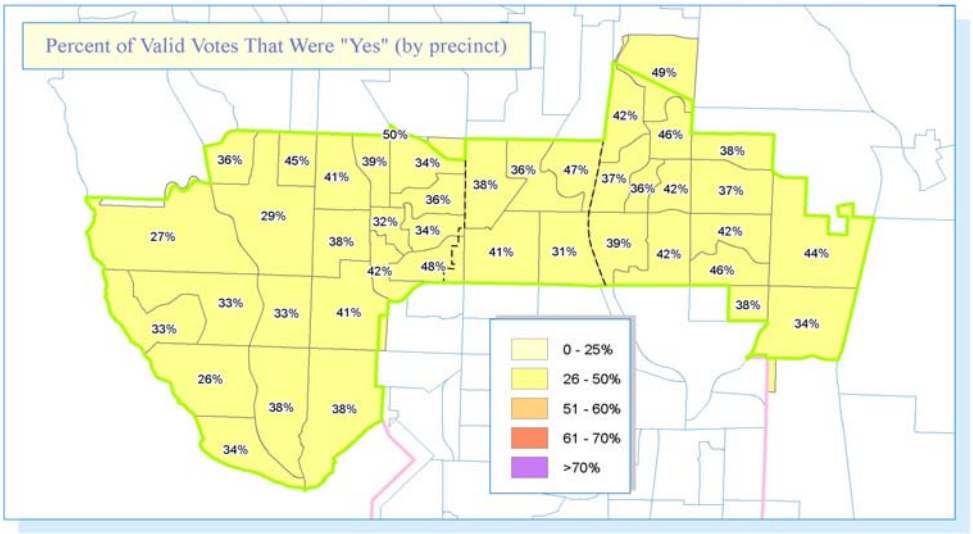
The voters in the PAA also voted to support the 2003 Woodinville Fire and Life Safety Levy (53% yes in the PAA, while this measure failed overall in the Fire District with a 48% yes vote), the 2004 Evergreen Hospital Bonds (69% yes), the Fire District 41 levy (63% yes), and the Veteran and Human Services Levy (55% yes). The precinct by precinct results of these elections are displayed on maps that are available in the Council Study.

PAA Summary: 61% of valid votes on this measure were "Yes"



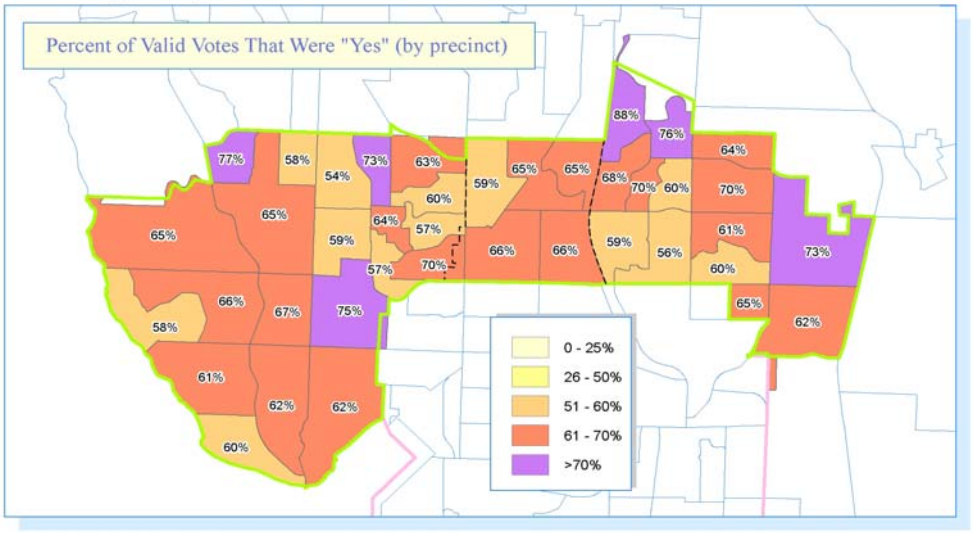
5/2003 Special Election
Proposition 1
King County Parks Levy

PAA Summary: 38% of valid votes on this measure were "Yes"



11/2005 General Election
Initiative 912
Repeal Gas Tax Increase

PAA Summary: 64% of valid votes on this measure were "Yes"



2/2006 Special Election
Proposition 3
Lake Washington School
District Bond

Recent election returns from the PAA indicate that the voting patterns in the annexation area are very similar to voting patterns of the current residents of Kirkland. Annexation area vote results were generally within one to two percentage points of the City of Kirkland results. The proposed gas tax repeal was the only measure where the voting patterns were more distinct. 67% of Kirkland residents opposed the repeal compared to 62% of annexation area residents. Table 2 shows the comparison of Kirkland and Potential Annexation Area (PAA) voters on various fiscal measures.

Table 2 Comparison of Kirkland and Annexation Area Voting Patterns

Date	Election Issue	Jurisdiction	Yes Votes	No Votes	% For	% Against
May 2003	King County Parks Levy	Kirkland	4,081	2,762	59.6%	40.4%
		PAA	2,797	1,758	61.4%	38.6%
May 2004	Evergreen Hospital Bonds	Kirkland	8,480	3,596	70.2%	29.8%
		PAA	5,686	2530	69.1%	30.9%
Nov. 2005	Vet. & Human Services Levy	Kirkland	7,073	5,515	56.2%	43.8%
		PAA	5,086	4,235	54.6%	45.4%
Nov. 2005	Gas Tax Repeal	Kirkland	4,365	8,931	32.8%	67.2%
		PAA	3,720	6,047	38.1%	61.9%
Feb 2006	LWSD Bond Issue	Kirkland	4,306	2,148	66.7%	33.3%
		PAA	2,865	1,628	63.8%	36.2%

Conclusion

The pattern of voter turn-out in the annexation area indicates that an annexation ballot measure would likely meet the validation requirements, even if the measure were on a special or primary election ballot. The exception to this would be a special or primary election following the 2008 presidential election. Because of the high voter turn-out for the presidential election, there is the potential that a 2009 non-general annexation election would not meet the 40% voter turn-out threshold.

Voting patterns on fiscal issues in the annexation area show that annexation area residents typically vote very consistently with current Kirkland residents. The area is generally supportive of bond and levy measures. This would indicate that including the question of taking on a proportionate share of the City's voted debt would not likely be the determining factor on the outcome of the annexation measure itself.

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: Dave Ramsay, City Manager

From: Jenny Gaus, Senior Surface Water Utility Engineer
Daryl Grigsby, Public Works Director

Date: Friday, September 22, 2006

Subject: King Conservation District Assessment

RECOMMENDATION**: It is recommended that the City Council develop and approve a position on the KCD assessment re-authorization and allocation, so that the Council's representative to the Suburban Cities Association Public Issues Committee (PIC) subcommittee can present this position at the October 11th meeting.**

POLICY IMPLICATIONS:

- The PIC will be voting on a position on the KCD issue at their October 11th meeting, and will subsequently send a letter to the County Council noting and explaining the position.
- The King County Council will be voting "yes" or "no" on the KCD assessment by December 1st
- The proposed KCD allocation would reduce funding that goes directly to WRIA 8 for salmon recovery projects, while increasing funding for KCD programs and local government salmon recovery projects/programs.

BACKGROUND DISCUSSION:

The King Conservation District (KCD) provides services and funds for natural resources conservation within King County. KCD is funded through a special assessment on each tax parcel, which was set at $10 for 2006. The King County Council has authority to authorize the amount of the assessment, while the KCD has authority over allocation of funds collected through the assessment. KCD has presented a package to the King County Council that proposes keeping the assessment at $10 per parcel for each of the next 5 years, that proposes an allocation of funds for 2007, and that proposes methods for allocating funds in future years. The allocation portion of this proposal has created controversy, as the 2007 proposal is significantly different than the 2006 allocation, specifically in the amount of money that is dedicated to WRIA salmon recovery efforts. Mayor Lauinger sent a letter to KCD in July (Attachment A) expressing some specific concerns about the allocation, and recommending development of a compromise proposal. KCD did not develop a compromise, and proceeded with their original allocation proposal (Attachment B).

The Suburban Cities Association PIC met to discuss this issue on September 13th. The attached issue paper (Attachment C) summarizes the situation and recommends a position on the proposed KCD assessment. The PIC chose to continue to continue discussion of this issue, and will take a vote on a position at the October 11th meeting. The proposed SCA position is of concern, because a "no" vote on re-authorization of the KCD assessment would mean that KCD would need to curtail operations, and that no funds would be collected for either WRIA 8 or local government projects in 2007. Council members Burleigh and McBride are working with other parties to develop

alternatives to the recommended position. Results of those efforts, including a proposed position, will be hand-delivered to the Council prior to the October 3rd meeting. The hope is to develop a solution that would provide funding for KCD and WRIA 8 in a way that is congruent with the mission of KCD.

Attachments:

A – Letter from Mayor Lauinger to the King Conservation District
B – King Conservation District 2007 Proposed Allocation of Funds
C – Suburban Cities Association " Briefing for SCA Public Issues Committee on the King Conservation District Assessment Re-authorization"

July 14, 2006

King Conservation District Board of Supervisors
Written Public Comments
935 Powell Avenue SW, Ste D
Renton, WA 98055

RE: KCD 2007 Proposed Special Assessment

Dear King Conservation District Board of Supervisors:

The City of Kirkland has reviewed the District's Preliminary 2007 Special Assessment Proposal and has several comments and concerns regarding proposed allocation of funds and administration and management of programs.

Before reciting these concerns, please know that the City greatly appreciates the work of the King Conservation District (KCD) on natural resource protection especially including the regional salmon conservation efforts. We further support reauthorization of the special assessment at $10 per parcel for 5 years. The discussion over allocation of special assessment funds has become polarized, and we feel that it is important to step back, take a deep breath, and revisit common ground that exists between the KCD and member jurisdictions. We all stand to lose should the reauthorization be denied. The tight timeframe allowed for member jurisdiction comment on the allocation proposal has created friction, and the suggestions below present a compromise that would set aside time for development of a mutually beneficial proposal.

As we understand it, the current Preliminary Special Assessment Proposal states that funds be allocated each year based on a work program developed by the KCD. We feel that an allocation plan providing multi-year certainty to jurisdictions and to WRIA 8 over the life of the assessment would be more beneficial. At the same time, we recognize that there is not sufficient time between now and August 1st (when the special assessment must be presented to the King County Council) to determine what this allocation should be. We therefore propose that one of the tasks to be completed during the first year of the assessment be to determine, in communication and consultation with member jurisdictions, the allocations for the remaining 4 years of the special assessment. KCD does have final authority over the allocation proposal, but the KCD must develop a proposal that the majority of member jurisdictions can support in order to be successful in fulfilling its mission. The 2006 allocation ($2 KCD, $2member jurisdictions, $6 WRIAs) could be continued for 2007, with alterations to the allocation for 2008-2011 as directed by KCD in concert with member jurisdictions.

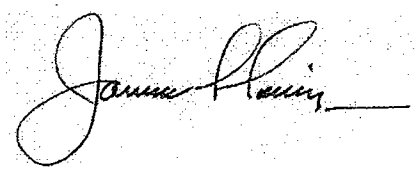
The success of WRIA 8 salmon conservation and recovery is critical to the ecological and economic well-being of the Puget Sound Region. It is laudable that KCD has recognized this and has proposed allocation of 71% of funds be used for salmon recovery purposes, proposes to provide funds to WRIA 8-recommended projects/programs, and proposes creation of an independent grant

program. At the same time, the City is concerned that the structure accompanying this allocation may duplicate effort. We therefore request that you consider the following

- Do not create an independent grant program. If there are issues with the WRIA 8 recommendation/allocation process, such as the amount of involvement by non-governmental organizations, these can be addressed through grant program criteria and dialogue with the newly formed WRIA 8 guiding body.
- Send salmon recovery proposals through WRIA 8 for review and recommendation. This body is well-prepared to determine the concurrency of proposals with the WRIA 8 Chinook Salmon Conservation Plan, and creation of a separate process within KCD would be inefficient and would cause confusion. Develop a process to dedicate funds to each of the 3 Tiers of priorities in the WRIA 8 plan in order to satisfy the needs of jurisdictions attempting to implement programs and regulatory actions that will support project actions in Tier 1 areas.
- Do not restrict funds allocated directly to member jurisdictions to salmon recovery (whatever that allocation may be), but rather recognize that these funds can go toward natural resource conservation efforts, such as urban forest management, that will contribute indirectly to salmon recovery. As suggested above, funds dedicated to salmon recovery should be allocated through the WRIA 8 guiding body.
- Recognize that KCD is first and foremost a source of funding for regional initiatives. Individual member jurisdictions should not depend on KCD money where local sources such as utility enterprise funds could be used for local programs.

In closing, the City of Kirkland supports reauthorization of the special assessment at $10 per parcel for 5 years, especially with consideration of the alterations suggested above. We support the independence of KCD, and look forward to working with you to develop an allocation and administration process that will achieve our mutual natural resource protection goals.

Sincerely,



James Lauinger, Mayor
City of Kirkland

Cc:
Joan McBride, Deputy Mayor and WRIA 8 Forum representative for Kirkland
Daryl Grigsby, Public Works Director
Rob Jammerman, Development Engineering Manager
Jenny Gaus, Senior Surface Water Utility Engineer

G:\DATA\WORD\ADMIN\kcd comments 7-14-06.doc:jjg/JL

ATTACHMENT B

King Conservation District
2007 Special Assessment Proposal Summary
Approved July 24, 2006
Figures based on 586,774 assessed parcels

DETAIL

Assessment Duration, Amount, & Land Classifications

5 years; $9.98 per parcel, plus $0.00 annual rate for parcels < 1 acre, $0.01 annual rate for parcels that are 1 to 5 acres, and $0.02 annual rate for parcels > 5 acres; all lands except those classified forestry

Estimated Assessment Collections (before fee deductions) $ 5,856,759.99

Estimated Allocation Calculations (adjusted by fees)	Member Jurisdiction Partnerships	WRIA Forum Partnerships	Conservation Partnerships Grants & Contracts	All Other KCD Services/Programs	Total Dollars by Initiative	Percent Total Assessment
Salmon Recovery Initiatives [1]	$ 1,524,007.57	$ 1,754,046.45	$ 339,888.85	$ 472,224.57	$ 4,090,167.45	0.71
Landowner Assistance & BMP Implementation	-	-	138,182.26	1,163,208.30	1,301,390.56	0.22
Sustainable Agriculture Initiatives	143,774.30	-	-	88,588.20	232,362.50	0.04
Natural Resource Conditions Monitoring & Evaluation	57,509.72	57,509.72	-	59,252.44	174,271.88	0.03
	$ 1,725,291.59	$ 1,811,556.17	$ 478,071.11	$ 1,783,273.52	$ 5,798,192.39	1.00

[1] *Salmon Recovery Initiatives includes Implementation of capital projects and initiatives included in the salmon recover plans for the three King County WRIA Forums; implementation of member jurisdiction priorities that are congruent with WRIA Forum salmon recovery plans; implementation of marine and freshwater shoreline protection and restoration projects; implementation of forest health and enhancement projects; and implementation of water quality enhancement projects.*

SUMMARY

Estimated Allocation by 2007 Program of Work Priorities & Initiatives

Salmon Recovery Initiatives (includes KCD fee)	$ 4,090,167.45	71% of total assessment
Landowner Assistance & BMP Implementation	1,301,390.56	23% of total assessment
Sustainable Agriculture Initiatives	232,362.50	4% of total assessment
Natural Resource Conditions Monitoring & Evaluation	174,271.88	3% of total assessment
	$ 5,798,192.39	

Estimated Allocation by Stakeholder/Partnership Program

Member Jurisdiction Partnerships (less Assessor & KCD fees)	$ 1,725,291.59
WRIA Forum Partnerships (less Assessor & KCD fee)	1,811,556.17
Conservation Partnerships Grants/Contracts (less Assessor & KCD fee)	478,071.11
Other King CD Programs & Services (less Assessor & plus KCD KCD Fee)	1,783,273.52
	$ 5,798,192.39

Estimated WRIA Forum Allocations ("Proposed" is based on WRIA 7, 8 & 9 ILA fees)	Proposed	2006 (Estimated)	2005 (Actual)
WRIA 7 Watershed Forum (28.654% of total ILA fees)	$ 519,086.90	$ 685,894.78	$ 342,947.39
WRIA 8 Watershed Forum (41.132% of total ILA fees)	745,130.46	1,371,789.60	685,894.80
WRIA 9 Watershed Forum (30.214% of total ILA fees)	547,338.81	1,371,789.60	685,894.80
	$ 1,811,556.17	$ 3,429,473.98	$ 1,714,736.99

Estimated Member Jurisdiction Allocations	Proposed	2006 (Estimated)	2005 (Actual)
KING COUNTY	$ 416,828.69	$ 283,428.12	$ 141,714.06
ALGONA	3,419.57	2,190.22	1,095.11
AUBURN	34,083.96	22,404.88	11,202.44
BEAUX ARTS	367.54	243.18	121.59
BELLEVUE	114,589.37	76,503.94	38,251.97
BLACK DIAMOND	5,092.60	3,336.00	1,668.00
BOTHELL	15,201.35	9,930.98	4,965.49
BURIEN	31,240.69	20,645.00	10,322.50
CARNATION	2,022.93	1,339.32	669.66
CLYDE HILL	3,340.18	2,202.08	1,101.04
COVINGTON	17,118.43	11,237.76	5,618.88
DES MOINES	27,362.43	17,926.78	8,963.39
DUVALL	6,356.93	4,101.67	2,050.84
HUNTS POINT	605.70	401.24	200.62
ISSAQUAH	22,046.37	13,422.34	6,711.17
KENMORE	19,899.95	13,069.58	6,534.79
KENT	63,222.33	41,411.46	20,705.73
KIRKLAND	50,434.97	33,219.16	16,609.58
LAKE FOREST PARK	14,627.99	9,734.48	4,867.24
MAPLE VALLEY	20,155.76	12,396.68	6,198.34
MEDINA	3,731.24	2,489.56	1,244.78
MERCER ISLAND	24,680.88	16,390.64	8,195.32
NEWCASTLE	10,646.83	6,990.84	3,495.42
NORMANDY PARK	7,415.44	4,901.54	2,450.77
NORTH BEND	4,604.51	3,019.52	1,509.76
REDMOND	43,404.71	28,366.86	14,183.43
RENTON	53,292.94	34,377.86	17,188.93
SAMMAMISH	44,125.08	29,322.28	14,661.14
SEATAC	20,161.64	13,210.14	6,605.07
SEATTLE	554,561.16	365,964.10	182,982.05
SHORELINE	52,931.28	35,037.00	17,518.50
SNOQUALMIE	8,712.11	5,092.08	2,546.04
TUKWILA	17,065.50	11,015.04	5,507.52
WOODINVILLE	10,682.11	6,998.34	3,499.17
YARROW	1,258.45	839.26	419.63
	$ 1,725,291.59	$ 1,143,159.93	$ 571,579.97

Briefing for SCA Public Issues Committee
on the
King Conservation District Assessment Re-authorization
September 13, 2006

Issue:
The King Conservation District has requested approval by the King County Council to re-authorize the existing special assessment of $10 per parcel, which was approved in 2006, for a 5-year period and has proposed a new assessment allocation of funding.

Background:
The King Conservation District (KCD) is a special purpose district within King County that is allowed by State law to assess up to $10 per parcel to fund the KCD programs. Prior to 2006 the KCD assessment was $5 per parcel. In 2005, the King County Council approved a one-year assessment of $10 per parcel for 2006. The KCD is now requesting re-authorization of the $10 per parcel assessment along with changes as to how the funding would be allocated. The estimated total revenue to be generated in 2007 by the $10 per parcel assessment is $5.87 million.

The revenue from the new 2007 assessment is proposed to be allocated to the following programs in the KCD work program, as compared to the existing 2006 KCD assessment, is as follows:

Stakeholder/Partnership Program	2007 Allocation of Funding	2006 Allocation of Funding
Member Jurisdiction Partnerships	$1,725,291	$1,112,523
WRIA Forum Partnerships	$1,811,556	$3,337,570
Conservation Partnerships Grants/Contracts	$478,071	$0
Other King Conservation District Programs & Services	$1,783,274	$1,112,523
Total	$5,798,192	$5,562,616*

*The difference between 2006 and 2007 total allocations are due to estimated revenue amounts and change revenue due to the increase in the number of parcels within the County.

The existing KCD 2006 funding for the WRIA Forum Partnership is distributed to each WRIA, with WRIA 7 receiving 20% and WRIA 8 and 9 each receiving 40% of the funding (20-40-40).

The changes in the 2007 assessment from the 2006 assessment are as follows:

- 50% increase in funding to the County and cities that are members of the King Conservation District.
- $440,000 dedicated to implementation of the Conservation District Strategic Initiatives related to salmon recovery, sustainable agriculture and response monitoring.
- $478,071 dedicated to a new competitive grant program, which will allow non-profit groups and local governments to apply for funds to implement projects related to salmon recovery, sustainable agriculture and response monitoring.
- A 12.5% increase in funding for the Conservation District activities due to the increased workload that has resulted from the passage of the County's new Critical Areas Ordinance and partially replaces contact funds for this purpose that

used to come from King County. This funding is primarily used to help property owners with the development of a farm plan that protects water quality and salmon habitat.

- The WRIA Forum's funding would be reduced by 46% below the level of funding that was provided to the WRIA Forum's through the 2006 KCD assessment to fund projects identified in the WRIA 7, 8 and 9 Salmon Habitat Plans. In addition, the proposed 2007 KCD assessment would change the distribution of WRIA Forum funding from the current WRIA Forum funding distribution (20-40-40). The KCD proposes to change the distribution of funding between the WRIA 7, 8 and 9 to be approximately 29%, 41% and 30% respectively (29-41-30).
- The following table shows the change in the amount and distribution of funding to each of the WRIA Forum's:

Comparison WRIA Forum Allocations (Based on KCD preliminary 2007 Special Assessment Stakeholder)						
WRIA Forum	**Proposed 2007 Allocation**	**Percentage of 2007 WRIA Forum Allocations**	**Current 2006 WRIA Allocation**	**Percentage of 2006 WRIA Forum Allocation**	**Variation (2007 vs. 2006)**	**Percentage Change**
WRIA 7	$519,086.90	29%	$667,514	20%	($148,427)	-22%
WRIA 8	$745,130.46	41%	$1,335,028	40%	($589,897)	-44%
WRIA 9	$547,338.81	30%	$1,335,028	40%	($787,689)	-59%
Total	$1,811,556.17	100%	$3,337,570	100%	($1,526,013)	-46%

In summary, the 2006 KCD $10 per parcel assessment was allocated with WRIA Forums getting $6, Member Jurisdictions getting $2 and the KCD also getting $2 (6-2-2). The proposed 2007 KCD $10 per parcel assessment would be allocated with the WRIA Forums getting $3, Member Jurisdiction getting $3, the KCD getting $3 and a new competitive grants program getting $1 (3-3-3-1). In addition to each WRIA Forum getting less funding, the distribution of funding between WRIA Forums 7, 8 and 9 would be changed from 20%, 40% and 40% respectively to 29%, 41% and 30% respectively

Policy Issues:

1. The 46% (over $1.5 million) reduction of funding to the WRIA Forums will significantly reduce their ability to implement the priority projects. These projects have been identified for implementation in each of the Salmon Habitat Plans developed for WRIA's 7, 8 and 9 and ratified by the County and the cities within each of the WRIA's. The WRIA Forums could submit project to the KCD as part of the new competitive grants program, but it would create additional work, another layer of review, and unnecessary bureaucracy. Each jurisdiction that is a member of the KCD could use their 50% increase in funding to fund projects identified in the WRIA Salmon Habitat Plans, but there is no guarantee that jurisdictions would do that and again it creates additional work, another layer of review, and unnecessary bureaucracy.

   The jurisdictions within the WRIA worked together over the last six years to produce the WRIA Salmon Habitat Plans and implement projects in response to the Endangered Species Act listing of Chinook salmon and bull trout. These

plans are an integral part of a Salmon Recovery Plan for the Puget Sound Evolutionary Significant Unit that is being developed by NOAA Fisheries and the USFW Services, in coordination with Shared Strategy. The KCD funding is important to show the federal agencies that the actions identified within the WRIA plans will be implemented over a reasonable time period.

The WRIA Forums are ramping up implementation of the ratified WRIA Salmon Habitat Plans and the reduction in funding will hurt this effort. The reduction in funding could result in the need for individual jurisdictions to contribute more to the implementation of the WRIA plans, slow down or stop project implementation. It also may have an impact on the new 9-year interlocal agreement being developed to fund the administrative and project management costs associated with implementing the WRIA plans. Jurisdictions may not approve a new WRIA interlocal agreement, if there is reduced funding to implement projects due to the concern that the funding shortfall may have to be made up by the jurisdictions that are part of the new WRIA interlocal agreement.

2. The changes in the distribution of funding between WRIA Forum's also changes the ability of the different Forum's to implement projects. The 2006 WRIA Forum funding was proportioned to meet the needs of each WRIA Forum to implement projects.

3. The total proposed allocation distribution provides a lot of funding for salmon recovery, but it would be distributed so broadly that the regions ability to address the significant habitat improvements that are necessary to increase salmon population, distribution and diversity would be decreased.

4. Each member jurisdiction would get a 50% increase in the funding that they could submit non-competitive grant applications to the KCD for projects that meet the KCD funding criteria. This may be beneficial to individual jurisdictions to fund other programs and efforts. The increase in funding to medium and small cities is not very much and may not be enough to do anything of value. In addition, there is still the administrative work of getting approval of a grant by the KCD, the legislative approval of an agreement with the KCD for the grant and, reporting that offsets the benefits of the incremental increase in funding.

5. The KCD assessment has to be approved by the King County Council, which can only approve or reject the KCD proposed $10 per parcel assessment and assessment allocation. The County Council cannot change how the KCD assessment is allocated.

Options:

The following are options that the SCA can consider:

1. Support the re-authorization of the proposed KCD $10 per parcel assessment, the proposed assessment allocations (3-3-3-1) and the distribution of funding between the WRIA 7, 8 and 9 Forum's (29%-41%-30%).

2. Support the re-authorization of the proposed KCD $10 per parcel assessment, but not the proposed assessment allocation and distribution between the WRIA Forum's. Support the assessment allocations and WRIA Forum funding

distribution that was approved in 2006, or develop an alternative assessment allocation.

3. De-annex from the King Conservation District and be removed from the district assessment.

Recommendation:
Recommend that the SCA support the proposed King Conservation District $10 per parcel assessment re-authorization, but not the proposed assessment allocation of 3-3-3-1 or the proposed WRIA 7, 8 and 9 Forum funding distribution of 29%, 41% and 30% respectively. Recommend that the SCA request the King County Council to reject the proposed KCD assessment and funding allocation plan, unless the King Conservation District revises the proposal to include an assessment allocation that is similar to the 2006 assessment allocation of (6-2-2) with the same percentage distribution of WRIA Forum funding (20-40-40) that was proportioned to meet the needs of each WRIA Forum to implement the salmon recovery actions, as identified in each WRIA Forum Salmon Habitat Plan.

Submitted by:
Ronald J. Straka, P.E.
City of Renton
Surface Water Utility Engineering Supervisor
1055 S. Grady Way - 5th Floor
Renton WA 98055
Phone: 425-430-7248
Fax: 425-430-7241
Email: rstraka@ci.renton.wa.us

Council Meeting: 10/03/2006
Agenda: Unfinished Business
Item #: 10. d.

CITY OF KIRKLAND
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.ci.kirkland.wa.us

MEMORANDUM

To: Dave Ramsay, City Manager

From: Daryl Grigsby, Public Works Director

Date: September 22, 2006

Subject: Council Actions on WADOT Draft EIS for SR 520 Bridge Replacement and HOV Project

On October 2nd, public comment period closes for the Draft EIS for the SR 520 Bridge Replacement and HOV Project. City staff and councilmembers have attended and/or provided comment during the Open Houses held in late September. In addition, the City has submitted an Interest Statement regarding SR 520 for WADOT consideration.

The City has also been asked to participate in a Joint Interest Statement with Bellevue and Redmond. City of Kirkland Public Works staff met with staff from both cities in late September to develop a proposed statement. During that meeting we worked to have the Joint Statement reflect previous positions taken by the Council, as well as the Council Interest Statement as approved in November of 2005. The Joint Statement covers each of the points raised in the earlier City of Kirkland Interest Statement. Bellevue, Redmond and Kirkland staff also worked to have our position align as much as possible with the statement from the Points Communities. There is also an additional element urging the City of Seattle and the University of Washington to reach agreement on a regionally beneficial solution near the proposed interchanges on the west side of Lake Washington.

In addition to the Joint Interest Statement, staff is proposing that Council authorize the Mayor the send the attached letter from the City of Kirkland with additional comments. In our letter we reiterate the issues in our Interest Statement, and note an additional issue raised by staff during review of the DEIS. The SR 520 plan assumes the region will achieve a 30% transit mode split. Since current transit planning and operations do not support that level, we raise that as a potential issue. This can impact the operations both of SR 520 and local streets in the city of Kirkland.

The City of Kirkland has contacted WADOT to request an extension of the public comment period for a few days beyond October 2nd. Other cities have made that request as well. As of this memo, we are not certain of the status of our request. We are hopeful it will be granted. To that end, we recommend the Council approve the Joint Interest Statement and authorize the Mayor to sign the City of Kirkland response to the DEIS.

SR 520 Corridor and Bridge Replacement Improvements

CITIES OF REDMOND, KIRKLAND AND BELLEVUE

POLICY INTEREST STATEMENT

Updated: October 2006

- The Cities of Redmond, Kirkland and Bellevue support multi-modal transportation solutions for the SR 520 Bridge and Corridor that include general purpose, HOV, high-capacity transit (HCT), bus transit and non-motorized improvements;

- SR 520 Bridge and Corridor improvements and funding must be coordinated with other regional transportation efforts underway, including I development of Sound Transit Phase 2 and the Regional Transportation Improvement District improvements, for a comprehensive system of multi-modal transportation improvements for the Eastside;

- The Cities of Redmond, Kirkland and Bellevue support the following options for the SR 520 Bridge and Corridor:

    - A 6-lane SR 520 Bridge Replacement and HOV option (two general purpose lanes and one new HOV lane in each direction)

    - A system of freeway-to-freeway HOV connections at SR 520/I-5, and SR 520/I-405

    - Direct transit access at 108th Avenue NE, provided that existing regional bus service levels are not impaired

    - A SR 520 Bridge and Corridor designed and sized to incorporate HCT, with adequate right-of-way to accommodate the required footprint of HCT and a re-constructed east high-rise that can structurally accommodate HCT

    - Bus transit flyer stops between the SR 520 Bridge and I-405 as long as HCT can be accommodated in the future

    - Bicycle/pedestrian path across the SR 520 Bridge and throughout the Corridor from I-5 to SR-202, providing a continuous, seamless bicycle/pedestrian path

- The Cities of Redmond, Kirkland and Bellevue encourage WSDOT, Sound Transit, the City of Seattle, the University of Washington and affected Seattle neighborhoods to reach agreement on design options and transit access that result in solutions that provide regional benefits and enable the design and construction of the SR 520 Bridge and Corridor improvements to proceed without delay;

- The Cities of Redmond, Kirkland and Bellevue urge the WSDOT to meet the current schedule for SR 520 Bridge and Corridor improvements, with the Final EIS issued in 2007, a Record of Decision in 2008 and bid for construction in 2009;

- The Cities of Redmond, Kirkland and Bellevue are committed to working with WSDOT to minimize neighborhood impacts of SR 520, including addressing Corridor bottlenecks and queuing of traffic onto local arterials;

- The Cities of Redmond, Kirkland and Bellevue will work with WSDOT to develop a construction mitigation plan that will minimize impacts to SR 520 users and affected neighborhoods; and

- The Cities of Redmond, Kirkland and Bellevue will actively assist in efforts to secure necessary funding for implementation of the SR 520 Bridge and Corridor improvements, and will continue to work together on planning for future HCT on the SR 520 Bridge.

October 3, 2006

D R A F T

Mr. Paul Krueger, Environmental Manager
SR 520 Project Office
414 Olive Way, Suite 400
Seattle, WA 98101

Subject: SR 520 Bridge Replacement and HOV Project Draft Environmental Impact Statement

Dear Mr. Krueger:

Thank you for the presentation on the SR 520 Bridge Replacement and HOV Project. The City of Kirkland supports the multi-modal transportation solutions for the SR 520 Bridge and Corridor. The City believes that the following options will best meet the goals of the region.

- A 6-lane SR 520 Bridge Replacement and HOV option that includes two general purpose lanes and one HOV lane in each direction with a bicycle/pedestrian path across the bridge.

- The HOV lanes should connect I-5 with SR 520 and I-405.

- The SR 520 should be design to accommodate future High Capacity Transit (HCT) and a re-constructed east high-rise that can structurally accommodate light rail.

- Bus transit flyer stops between the SR 520 Bridge and I-405 as long as light rail can be accommodated in the future

- Enhancements and/or mitigation to minimize neighborhood impacts, including improvements that will address Corridor bottlenecks and alleviate queuing of traffic onto local arterials.

- Direct transit access to 108th Avenue NE to connect to the South Kirkland Park-and-Ride.

- Bicycle/pedestrian path across the SR 520 Bridge and throughout the Corridor from I-5 to SR-202, providing a continuous, seamless bicycle/pedestrian path.

These options would Improve safety and reliability, increase mobility for people and goods, and avoid, minimize, and/or mitigate the project effects on neighborhoods and the environment.

Page 2 of 2
Paul Krueger, SR 520 Project Office
October 3, 2006

The City understands that the forecast growth in traffic and change in mode split would increase transit demand by approximately 30% on SR 520. The current transit agency long term plans do not support increasing service to accommodate the estimated demand under the SR 520 Bridge Replacement project. The disconnect between the projected transit demand on SR 520 and the transit agency service plan will have a significant impacts to the efficiency of the corridor and its ability to mitigate the forecasted growth. This also has an implication of additional impacts to the local streets in Kirkland and Bellevue.

The City of Kirkland believes that the transit component is essential to the success of meeting the goals of the project. Thus, the City urges WSDOT to continue to work with transit agencies to provide a solution to accommodate the future transit demand on SR 520.

Thank you again for giving the City of Kirkland an opportunity to comment on the DEIS.

Sincerely,
Kirkland City Council

James L. Lauinger, Mayor

cc: Daryl Grigsby, Public Works
Thang T Nguyen, Public Works

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Daryl Grigsby, Public Works Director
Ray Steiger, P.E., Capital Projects Manager

Date: September 21, 2006

Subject: DOWNTOWN KIRKLAND TRANSIT CENTER – PROJECT UPDATE

RECOMMENDATION:

It is recommended that the City Council receive an update on the status of the current proposal for the new Downtown Transit Center.

BACKGROUND AND DISCUSSION:

At their July 18, 2006 study session, City Council was given an in-depth report on the project status, development of various options, and proposed schedule of next steps for the new Sound Transit funded Downtown Transit Center. During the study session, three approaches for the transit center were discussed: Option A included amenities similar to those that exist on Third Street today, Option B introduced landscaping on the west side of Third Street and a center median along Third to inhibit jaywalking, and Option F provided for transit only (no cars) and the "English-style" center platform. All of the various options impact the surrounding properties to some degree, and impact to Peter Kirk Park has been a significant concern that has been raised during the development of options.

Staff and their consultants received significant feedback from City Council at the study session and have been refining elements of the project to address that feedback (Attachment A). Based on issues identified by the Council, Staff and the INCA consulting team are prepared to introduce an option that will then be presented to the Community at a public open house in early November, 2006, and to other stakeholders that have been involved in the project. In advance of those meetings, the option (Attachment B & C) will be presented to City Council for review and comment.

One piece of substantive information that was presented at the Study Session was Resolution 3237 (adopted in December of 1985 – and attached as Attachment D). When King County/METRO, formerly Metro, agreed to construct a transit center for Kirkland along Third Street, they requested that the right-of-way be dedicated for purposes of the Transit Center. The resolution identified specific areas to be included in the dedication, and Staff's research into the language of the resolution confirms that it does support the current footprint of the existing Transit Center.

The most recent Council discussion regarding the new Transit Center took place during the September 19, 2006 CIP study session; at that study session, intersection improvements at NE 68th Street/108th Ave NE were the subject of concern. It was proposed that $372,000 worth of 2007 funding, a total budget of $840,000 is identified in the 2006 – 2011 CIP, be reprogrammed to the NE 85th Street underground conversion project. Questions were raised by Council regarding Sound Transit's contribution to this intersection improvement, and staff requested the opportunity to report back during the

October 3 meeting. The intersection of NE 68th Street and 108th Ave NE has the following improvements identified in the 2006 - 2011 CIP:

"Install westbound to northbound right turn lane and other improvements identified as a part of Sound Transit's Route 540 improvements. These improvements will allow the intersection to maintain a level of service less than the required 1.4 volume to capacity ratio"

Kirkland "concurrency" improvements

Sound Transit's "Route 540" improvements

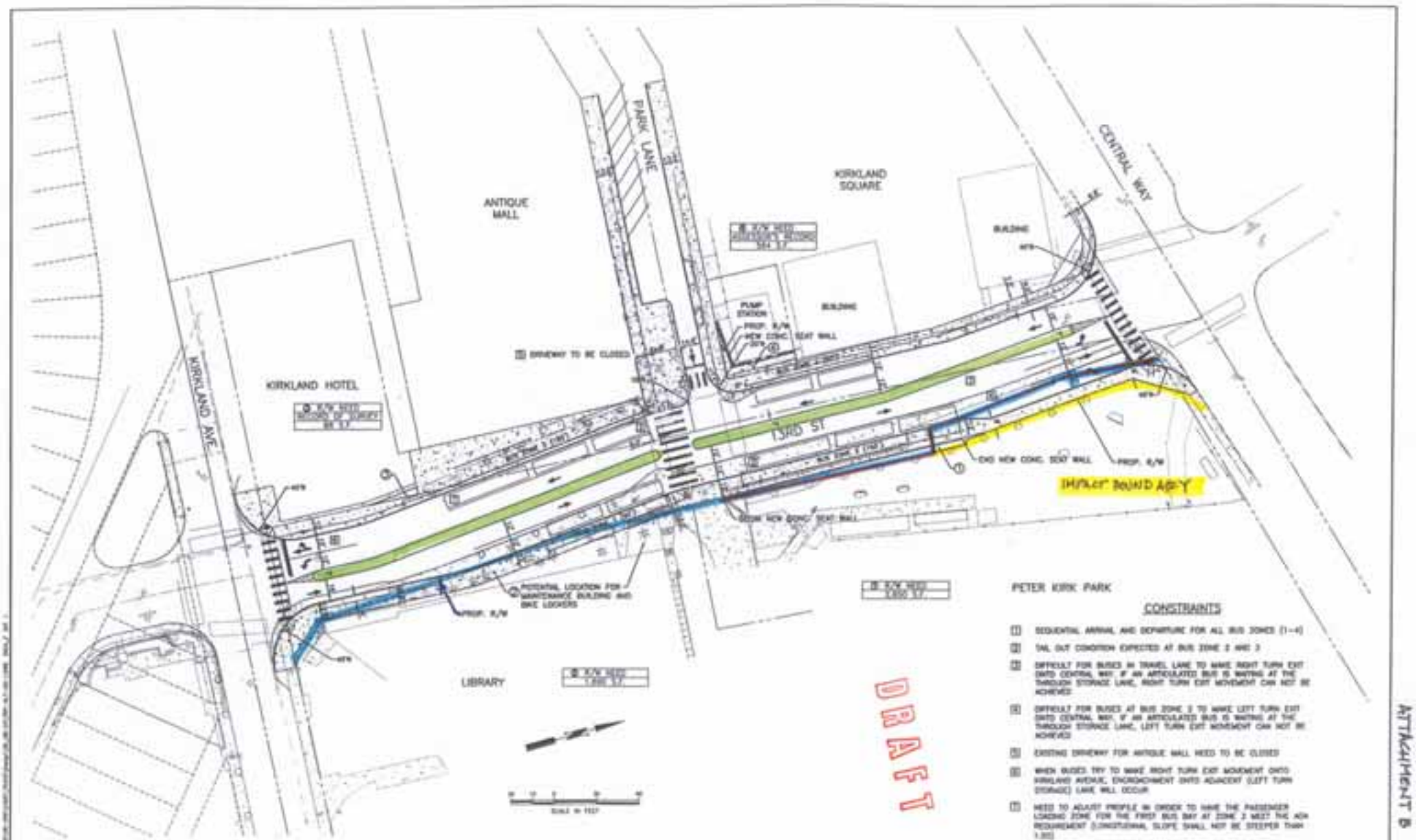
The CIP document has no external funding identified for this project, and thus the proposed reprogramming only affects the concurrency element of the project. The current status of the Downtown Transit Center is such that the overall intersection improvement will be delayed which will allow the City funding to be revisited during the 2007 CIP update process. Additionally, Sound Transit continues to identify funding in the Downtown Transit Center for the Route 540 improvements at this location, and the October 2004 Term Sheet specifically addresses the funding for these intersection improvements (Attachment E).

Cc: Jennifer Schroder, Parks and Community Services Director
Eric Sheilds, Planning and Community Development Director
Paul Stewart, Planning and Community Development Deputy Director
Michael Cogle, Park Planning & Development Manager

Attachment A

Kirkland Transit Center
City Council Meeting – July 18, 2006

WHAT WE HEARD	WHAT WE DID
Alternative A was preferred, but the Council liked elements of Alternative B that promoted pedestrian safety.	• Refined Alternative A o Optimized available sidewalk/ pedestrian space on both sides of street. o Added a planted median with architectural barrier (or art element) and street lights to channelize pedestrians and discourage jaywalking. Added park-like green space and enhanced spatial definition of the streetscape. o Changed Park Lane to one-way eastbound, relocated the crosswalk at 3rd Street/ Park Lane intersection to the south side to enhance the pedestrian connection between Peter Kirk Park and Park Lane and increasing safety for pedestrians.
Sweetgum trees on west side of Peter Kirk Park are important to the Council.	• Sound Transit hired a certified arborist to inspect and assess the sweetgums. The arborist's report indicated the majority of the trees have a fair to poor prognosis for future health. These trees aren't expected to live long under any scenario and are generally not good candidates for relocation. • Awaiting City arborist's review and concurrence with Sound Transit's findings. • Sound Transit will replace the sweetgum trees with similar sized trees with a much longer life span than the existing trees. • Sound Transit will explore the possibility of planting the new trees before constructing the rest of the transit center to minimize the temporal loss of the tree cover.
Be creative in reducing impacts to Peter Kirk Park green space and in finding ways to add park-like green space to the project.	• Refined Alternative A reduces to approximately 3,000 square feet use of Peter Kirk Park land. Ordinance 3237 dedicated for right-of-way use almost all of the land needed for the transit center development. • The project has the potential to add between 3,000 to 4,500 sf of green space in areas such as a planted median, plaza areas, and street trees and plantings.
Maintain the visual character and excellent amenities the City of Kirkland has created or provides throughout the City.	• Strengthened the pedestrian plaza design opportunity and connection between Peter Kirk Park and Park Lane. • The proposed median will provide a strong and memorable visual element which could include plantings, trees, decorative lighting, architectural barriers, and artwork. • The project will provide widened sidewalks, additional seating, improved signage, enhanced street lighting and improved weather protection for bus patrons. • The project will pursue additional opportunities to integrate public art and civic amenities.



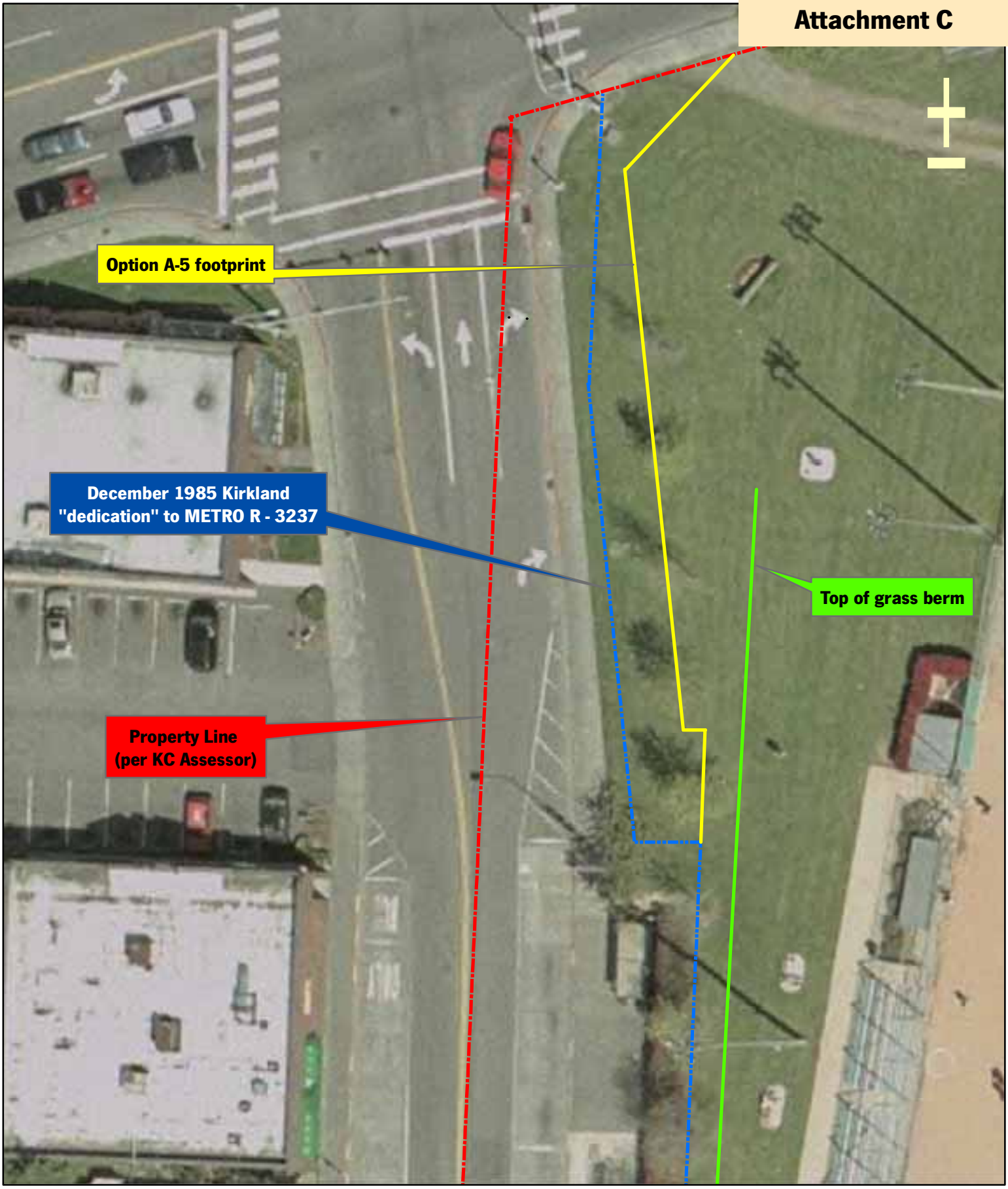
INCA ENGINEERS INC.
Bellevue Washington

KIRKLAND TRANSIT CENTER

ENHANCED EXISTING TRANSIT CENTER

ATTACHMENT B

Attachment C



Kirkland Downtown Transit

City of Kirkland

Attachment D

DEPARTMENT OF PUBLIC WORKS

M E M O R A N D U M

TO: Terry Ellis

FROM: Larry Larse

DATE: November 14, 1985

SUBJECT: Third Street Dedication from Central Way to Kirkland Avenue

RECOMMENDATIONS

It is recommended that the City Council dedicate necessary right-of-way to accommodate Third Street not only as it exists but also with the proposed widening for the Metro Transit Center.

POLICY IMPLICATIONS

The City Council has approved for Metro to construct a transit center on Third Street from Central Way to Kirkland Avenue.

BACKGROUND AND DISCUSSION

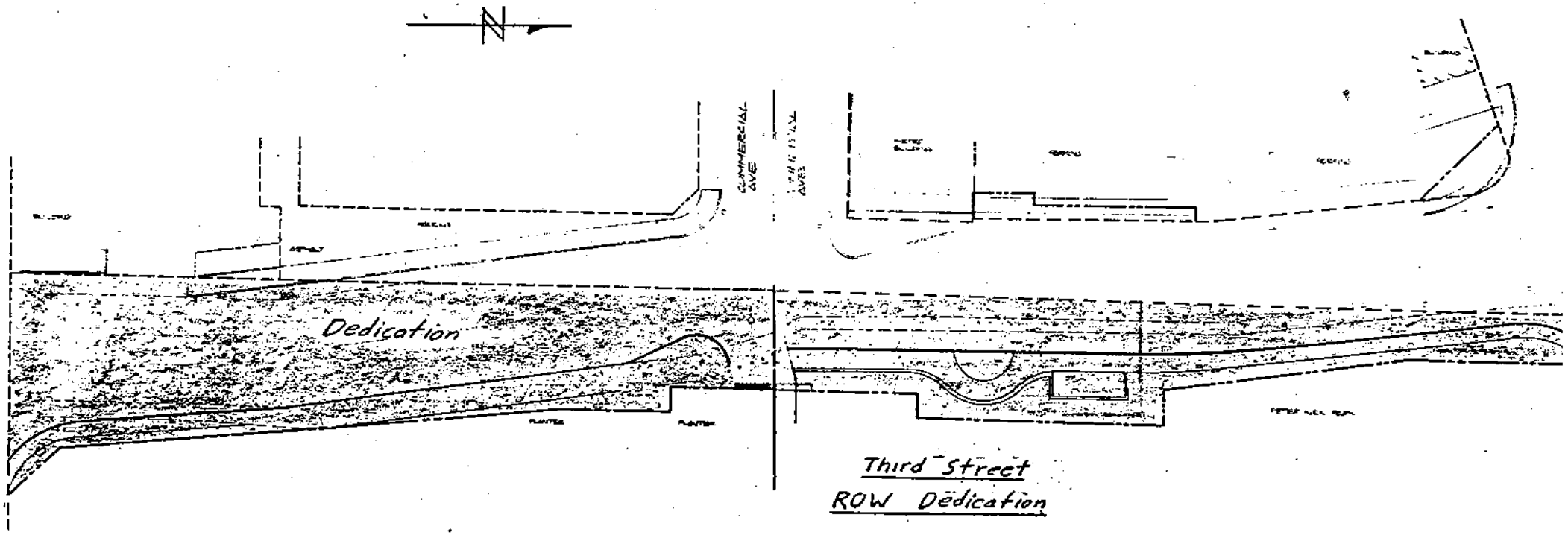
The east half of Third Street from Central Way to Kirkland Avenue was never dedicated as a public right-of-way but is in public ownership through acquisition of the Peter Kirk Park and old Armory site. Currently, the east edge of the right-of-way runs approximately down the centerline of Third Street. This came about due to previous realignment of Third Street onto City-owned property without benefit of dedication.

Since Metro will be constructing the transit center on Third Street, they have requested that the right-of-way will be dedicated so that they will not be doing their construction on City-owned property.

Lynn Stokesbary, Parks and Recreation Director, has checked with the IAC which provided a grant for the reconstruction of Peter Kirk Park. The IAC has no objection to dedication of frontage along the property, as it will not impact any of the improvements funded by the IAC grant.

Attached is a map which shows the proposed dedication in relationship to the existing street improvements.

1270C/206A/LL:cw



Third Street
ROW Dedication

RESOLUTION R 3237

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND DECLARING CERTAIN CITY-OWNED REAL PROPERTY ADJACENT TO THIRD STREET BETWEEN CENTRAL WAY AND KIRKLAND AVENUE, TO BE PUBLIC RIGHT-OF-WAY AND AVAILABLE FOR INCLUSION WITHIN THIRD STREET AND THE METRO BUS TRANSFER STATION IMPROVEMENT TO BE THERE INSTALLED.

Whereas, the real property hereinafter described is a small portion of a larger area of publicly-owned real property, all of which was heretofore acquired by the City of Kirkland and used for public right-of-way, park and other municipal and public purposes; and

Whereas, the City Council hereby finds in the interest of traffic and pedestrian safety and other public convenience that it is necessary and advisable to dedicate the hereinafter described real property to be included within the public right-of-way area of Third Street between Central Way and Kirkland Avenue, including the Metropolitan Municipal Corporation of Seattle (Metro) bus transfer station to be there constructed and installed, now, therefore,

Be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The real property described in Section 2 of this resolution and owned by the City of Kirkland is hereby dedicated by the City of Kirkland as public right-of-way to be included within the public right-of-way of Third Street between Central Way and Kirkland Avenue, including the bus transfer station facility to be there installed.

Section 2. The real property subject to the public right-of-way dedication is situate in Kirkland, King County, Washington and described as follows:

That portion of Section 5, Township 25 north, Range 5 east, W.M., described as follows: Commencing at the meander corner between Sections 5 and 8 of said township thence along the south line of said Section 5, north 89 39 00 east 790.00 feet thence north 00 21 00 west 30.00 feet to the true point of beginning; said point of beginning being on the east line of 3rd Street as conveyed to the City of Kirkland under

Auditor's file No. 3883807 records of King County; thence continuing along said east line, north 00 21 00 west 623.19 feet more or less (623.14 record) to the southerly margin of Central Avenue in Kirkland Terrace, as per plat recorded in Volume 21 of plats, page 42, records of King County, (formerly Lake Avenue in the plat of the Town of Kirkland, as per plat recorded in Volume 6 of plats, page 53, records of King County), thence along said southerly margin north 70 04 15 east 21.23 feet; thence leaving said southerly margin south 00 21 00 east 67.43 feet; thence south 08 58 37 east 100.00 feet; thence north 89 39 00 east 15.00 feet; thence south 00 21 00 east 245 feet; thence south 06 05 21 east 200.00 feet; thence south 45 21 00 east 28.28 feet to the north margin of Kirkland Avenue; thence along said north margin south 89 39 00 west 90.00 feet to the point of beginning.

Containing 29,786 square feet more or less.

Passed by majority vote of the Kirkland City Council in regular, open meeting this 2nd day of December, 1985.

Signed in authentication thereof this 2nd day of December, 1985.

Doris Cooper
MAYOR

ATTEST:

Director of Administration & Finance
(ex officio City Clerk)

Downtown Kirkland Transit Center
Term Sheet Agreement in Principle between Sound Transit and City of Kirkland
October 5, 2004

General Financial Approach:	
SOUND TRANSIT	**CITY OF KIRKLAND**
If Alternative 2 is selected (transit center only at 3rd Street): • Sound Transit would agree to purchase property and provide funding to construct a transit center on 3rd Street. • Sound Transit would prepare for review a detailed plan for the transit center to include: (a) transit center improvements; (b) pedestrian and vehicular safety improvements including reducing vehicular traffic: (c) transit and pedestrian amenities; (d) improvements or enhancements to Peter Kirk Park (if appropriate to mitigate impacts); and (e) off-site improvements. • Sound Transit agrees to mitigate adverse impacts and provide offsite improvements based on a traffic analysis, applicable provisions of SEPA and City Code, and as mutually agreed by the City and Sound Transit. Sound Transit would further agree to make investments in additional off-site transit improvements to facilitate transit movements to and from the transit center location in the vicinity of downtown Kirkland as defined under "General Approach: Scope" of this term sheet. However, any future decision by the Sound Transit Board to exceed the recommended $13.3 million potential new Downtown Kirkland Transit Center project budget would require a 2/3 majority Board approval to transfer any such additional funding from the East King County Program Reserve. Sound Transit Staff agrees in principle to recommend to the Sound Transit Board that such a transfer should occur if funding in addition to the $13.3 million Transit Center project budget is necessary to complete the intersection projects. It is the intention of Sound Transit to complete the intersection projects even if a new transit center is not constructed. Intersections under consideration for these improvements include: NE 68th Street/State Street; 108th Avenue NE/NE 68th Street/ 6th Street/Central Way; 6th Street/Kirkland Way; 3rd Street/Kirkland Way. Sound Transit agrees to manage (in consultation with the City) and fund a public review process to obtain comment if there is the need for additional property rights for the transit center development from Peter Kirk Park.	If Alternative 2 is selected (transit center only at 3rd Street): • If needed, and after public review and comment and approval by the City Council, the City would agree to grant an easement (or other similar property rights) on Peter Kirk Park for use as required for reconstruction of 3rd Street site for a transit center. • The granting of any such property rights would be reviewed by the City Council along with a more detailed proposal of transit and pedestrian amenities, as well as potential off-site improvements.

CITY OF KIRKLAND
Information Technology Department
123 Fifth Avenue, Kirkland, WA 98033 425.587.3050
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Brenda Cooper, CIO

Date: September 19, 2006

Subject: Information Technology Strategic Plan

RECOMMENDATION

We've provided Council with the final discussion draft of the Information Technology Strategic Plan. You may remember being interviewed by CH2MHILL staff early in the process, and we hope that we have addressed the ideas and issues that you brought up in those interviews. Because technology is one of the strategic tools available to you, we'd like to hear Council's impressions and ideas regarding the plan before we produce the final product.

POLICY IMPLICATIONS

None at this time. We did ask the consultants to do their best to keep projects and recommendations within the resources available to IT. They did a reasonable job of that, but did identify some needs that are over and above what we have otherwise available. We recognize that the fiscal situation is tight, and are not asking for any form of blanket funding for this plan. Each project and/or resource request will go through the normal budget processes for operational and capital funding and can thus be considered by you in light of overall priorities. Some of these projects are already funded through the CIP process.

BACKGROUND DISCUSSION

The Information Technology Department completed its first strategic plan in 2001, and has now completed or started almost all of the recommendations included in that plan. This plan is designed to guide IT investment in the next five years, including specific guidelines for the next two years and more general strategic direction for the following three years. Note that we completed a GIS plan last year, and so what you see before you does not include any GIS projects except for one which expanded in scope as a result of this planning process. We hope to complete a strategic plan an 2010 that addresses GIS and IT together so that we can more clearly display the relationships between GIS and other technology projects and funding.

FINAL DISCUSSION DRAFT

City of Kirkland
Information Technology Strategic Plan

September 2006

Prepared by

CH2MHILL

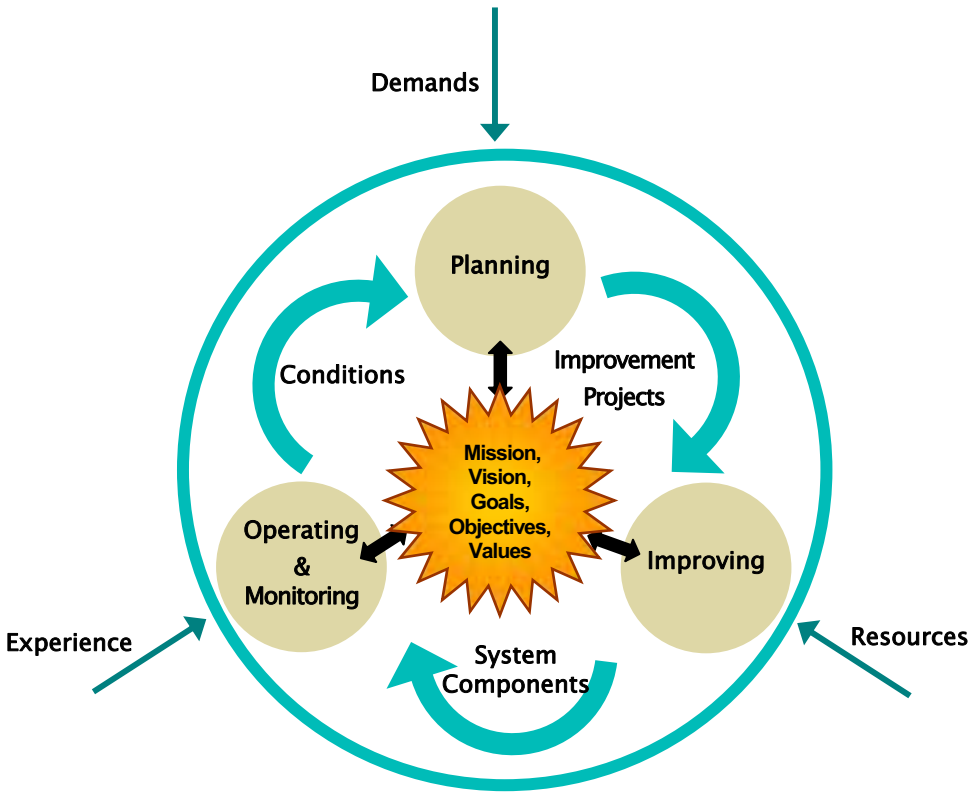
1. EXECUTIVE SUMMARY

1.1 Background

Kirkland has long been admired for its spectacular waterfront, lively downtown, appealing neighborhoods, dynamic arts scene, and highly rated schools. As the city grows – through organic growth and annexation – so does the need for municipal services such as law enforcement and courts, permitting, public outreach and communication, as well as infrastructure planning, design, construction, and maintenance. One of the threads running through all of these areas is information technology (IT), which has a tremendous impact on an enterprise such as the City of Kirkland.

Wanting to more effectively provide service to its customers and better align itself with the Kirkland's goals and plans for growth, the City's IT department embarked on a comprehensive strategic planning process. This resulting report documents the planning approach and recommendations for moving forward. Exhibit 1 illustrates the IT enterprise planning lifecycle. With the changes and investments on the horizon for the City, planning at this time is advantageous.

EXHIBIT 1. A LIFECYCLE VIEW



1.2 Overview

The ultimate purpose of an IT strategic plan is to determine how IT should be used in support of an enterprise's mission, vision, goals, and objectives. Other benefits of the IT strategic planning process include establishing a path forward and priorities for the use of IT at the City and creating an organization-wide understanding of IT challenges and initiatives.

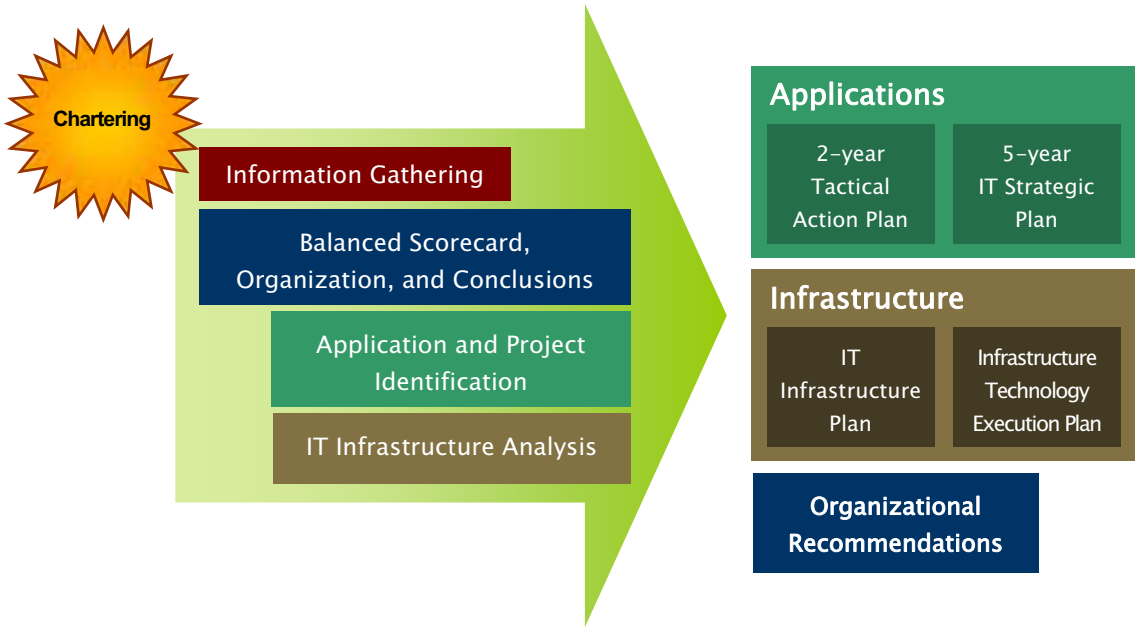
The current state of IT within the City of Kirkland is one of quality, innovation, and efficiency. Customer surveys consistently provide high marks for service. The City's collaboration with regional partners to deliver innovative public service applications is award-winning and is the leading national model. Successful strategies and prudent management have enabled the City to enjoy high levels of IT service with relatively low staffing levels.

A staff of 18.25 FTEs and four one-time-funded staff provide centralized support for about 500 customers. Their services include support for all major applications such as finance, HR, police CAD and RMS, utility infrastructure inventory and work orders, permitting, internet and intranet sites, and project management and reporting. Additionally, IT provides support for desktop PCs and network printers, all IT network and infrastructure, a training program, a full enterprise GIS program, Multimedia Services, regional applications, and support to other cities.

The City's previous Strategic Information Plan, released in July 2001, examined service delivery, applications, IT decision making, and technical infrastructure. The plan resulted in a number of recommendations that the department implemented, or are in the process of implementing, during its 2001 to 2005 horizon.

Facing the end of the plan's life, the City underwent a subsequent 2006 strategic planning process to rechart its course and set priorities for the next five years. Through information gathering and interviews with a wide range of staff and users; an analysis of its Application, Project, and IT Infrastructure needs; and the use of a Balanced Scorecard approach, the strategic planning team identified and prioritized dozens of projects for implementation in a two-year and five-year horizon. Exhibit 2 illustrates the major activities undertaken as part of this effort and their correlation to each other. The GIS Strategic Plan (completed in 2005) and this IT Strategic Plan are complementary documents. Recommendations relating to GIS are not explicitly described in this Plan except in cases where the scope of a recommended project is changed or a project recommendation has been added.

EXHIBIT 2. APPROACH OVERVIEW

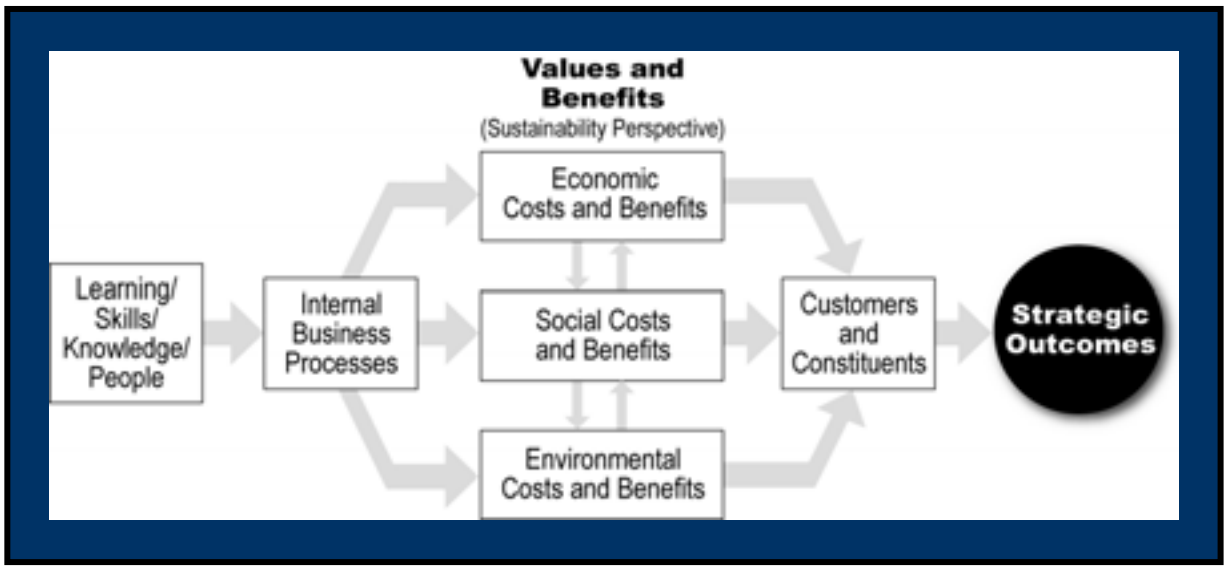


1.3 Findings and Recommendations

The City of Kirkland relies heavily on technology which allows the City to run lean while delivering high levels of service to the community. The City's intensity of IT utilization has resulted in a relatively high number of applications and large infrastructure capacity requirements. Current efforts will add applications to the City's portfolio, but will also more fully utilize other existing applications, providing broader support across the City of Kirkland enterprise. While the IT department at Kirkland is clearly on the right track, there are a number of projects and recommendations to consider that will help the City maintain its leading position in the utilization of information technology and to better prepare itself for disaster recovery.

A primary objective of the IT Strategic Planning project was to ensure that the information technology project ranking and selection criteria considered Kirkland's unique organization and organizational objectives. In order to achieve this, CH2M HILL used a framework based on our adaptation of the Balanced Scorecard (BSC) Approach to consider Triple Bottom Line (Economic, Social, and Environmental) conditions and benefits for the City. The general framework is provided below in Exhibit 3.

EXHIBIT 3. TRIPLE BOTTOM LINE BALANCED SCORECARD



In order to extract strategic themes for Kirkland, the City Manager, Assistant City Manager, all Department Directors, and nearly all of the City Council members were interviewed. A surprisingly consistent set of themes and priorities emerged from these discussions. They are listed below as key criteria for project evaluation.

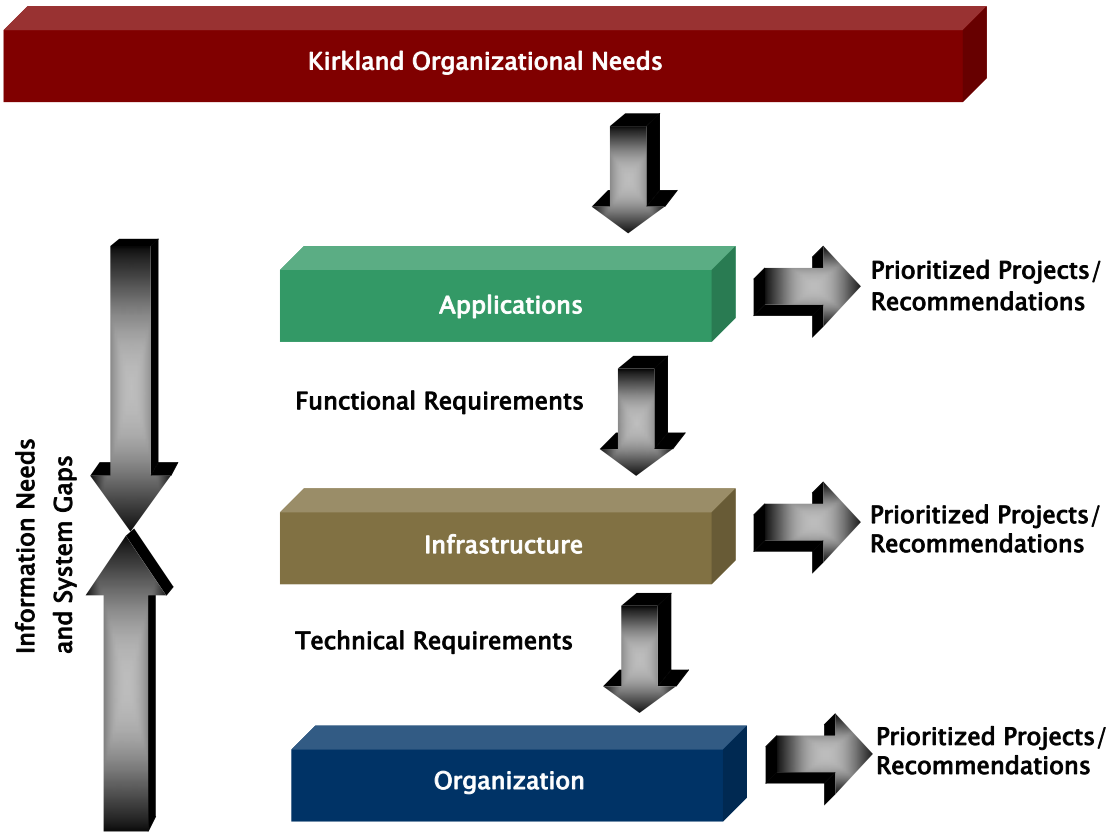
1. Increasing density while preserving Kirkland's character and sense of place
2. Doing more with less (efficiency and effectiveness)
3. Improve the effectiveness of communications with citizens
4. Implement systems as driven by state requirements or standardization between cities

The framework is one of a number of methods we used to prioritize opportunities. We consider it a tool to create a common understanding and consensus among the team on the prioritization criteria and establish a process for objectively ranking the opportunities. Other factors affected how we put together the implementation plan, including existing plans and schedules, logistics and expectations within City of Kirkland, and potential dependencies between opportunities that could affect the timing for initiation.

The process of identifying candidate projects and recommendations took both a top-down view to ensure that City priorities are reflected in the recommendations, and a bottom-up view to ensure that all technical gaps and opportunities were identified (see Exhibit 4).

The resulting recommendations (see Exhibit 5 for a selected summary) are categorized by whether the primary focus relates to organization (including staffing, policy and governance), applications (including database and regional efforts), or infrastructure (network and server resources).

EXHIBIT 4. RECOMMENDATIONS AREAS



The following table (Exhibit 5) lists recommendations that are provided to illustrate highlights of those contained in the Strategic Plan. The final project list has been filtered down from a list of well over 100 candidate projects. The final project list is comprised of 64 projects that have been prioritized and programmed for implementation within the next 5 years; a few have been placed on hold indefinitely. All of the projects represent significant efforts that have either a department or enterprise impact.

EXHIBIT 5. RECOMMENDATIONS SUMMARY

APPLICATIONS	
Implement an Electronic Document Management System (EDMS)	*Continue the procurement process and prepare for implementation. Execute a Discovery/Planning project to review and document key use cases associated with that function across the enterprise. Encourage a review of existing processes, and potential re-engineering based on the outcome. Deliver prioritized list of use cases for implementation - the document management roadmap - with target implementation dates.*
Develop a Virtual Kirkland GeoSpatial Model	*Create a virtual model of the city, or parts of the city, using digital terrain models, building footprints, tree inventory, building textures, window treatments, sidewalks, and other layers to demonstrate how a development (e.g., a new commercial or office building) or policy (e.g., Zoning Code, Comprehensive Plan, etc.) will visually impact the city. This may also incorporate the ability to show changes over time.*
Analyze recruitment process and implement an online application solution	*Improve and automate the process for attracting and hiring quality staff, including leveraging our regional relationships to provide a regional applicant portal. This project will be pursued jointly with regional partners and executed in two phases. Phase I will analyze areas for improvement and how technology can assist with process automation. Phase II will implement an Application Online solution based on the results of Phase I.*
Streamline permit process workflow	*Perform detailed review of all permitting processes, workflow, and roles and responsibilities. This work will prepare the City to scale its permitting function to accommodate new demand post-annexation. In addition, the permit process workflow will provide guidance to the EDMS project to ensure that the system is aligned to effectively support permitting.*
Receivables	*Document the Accounts Receivable process for each department that currently deals with receivables. Define requirements for an Accounts Receivable system. Implement a centralized AR system (potentially Springbrook) with refined AR processes. Provide automated posting to IFAS.*
e-Gov	*NWMaps is designed to be an online GIS mapping resource available to the public both for Kirkland-specific information and to provide regional GIS data from multiple entities into a seamless whole for specific data layers.* *NWProperty.net is a regional property locator services. The eCityGov Alliance Operations and Executive Boards manage the work plan for the system which facilitates decision-making for*

	businesses looking to relocate to or within Kirkland and other eCityGov alliance members. . *MyParksandRecreation.com is a single online source for regional information about parks and recreation opportunities. The website allows citizens to search and find availability of classes across the region, connect to City sites to register for recreation classes. Particular work this year is to integrate parks, facilities, and trails information for the region with search functionality and GIS component*
Mobilize Remote Workforce	*Develop a city-wide mobile strategy. For example, to what extent to we want to provide mobile systems, and how we will maintain connectivity? There are currently funded in-flight mobility projects to provide GIS connectivity in the field and for field inspectors in public works and building. The City already provides mobility solutions for Police and Fire (Fire's are managed by the City of Bellevue, who also dispatches Fire).This project is to define the strategy for current, funded, and unfunded wireless mobility needs. Unfunded mobility projects include providing photographic and complaints data to code enforcement officers via mobile technology, Mobile fire inspections, and field time entry for Public Works & Parks crews. The strategy should include functions to automate, tools for automation, wireless infrastructure, estimated costs for implementation and support, and ongoing governance strategies designed to encourage technical flexibility.*
INFRASTRUCTURE	
Implement a storage area network	*Install a Storage Area Network (SAN) attached to key servers based on application storage requirements. The system will give the City a flexible central pool of data storage space that can be allocated to applications as needed.*
Perform server virtualization	*Perform server virtualization to reduce the physical footprint of the servers in use (reducing electricity and cooling load), and allow the City to maintain a comprehensive testing environment, potentially reducing the number of outages due to change issues.*
Improve network redundancy	*Consider entering into an agreement with the City of Bellevue to use the fiber connection between the two cities and share connections to King County as a back-up link in the event of an outage. The City of Kirkland recently established multiple pairs of fiber cable between Kirkland City Hall and the City of Bellevue's new data center. The city should also evaluate the redundancy of its phone system.*

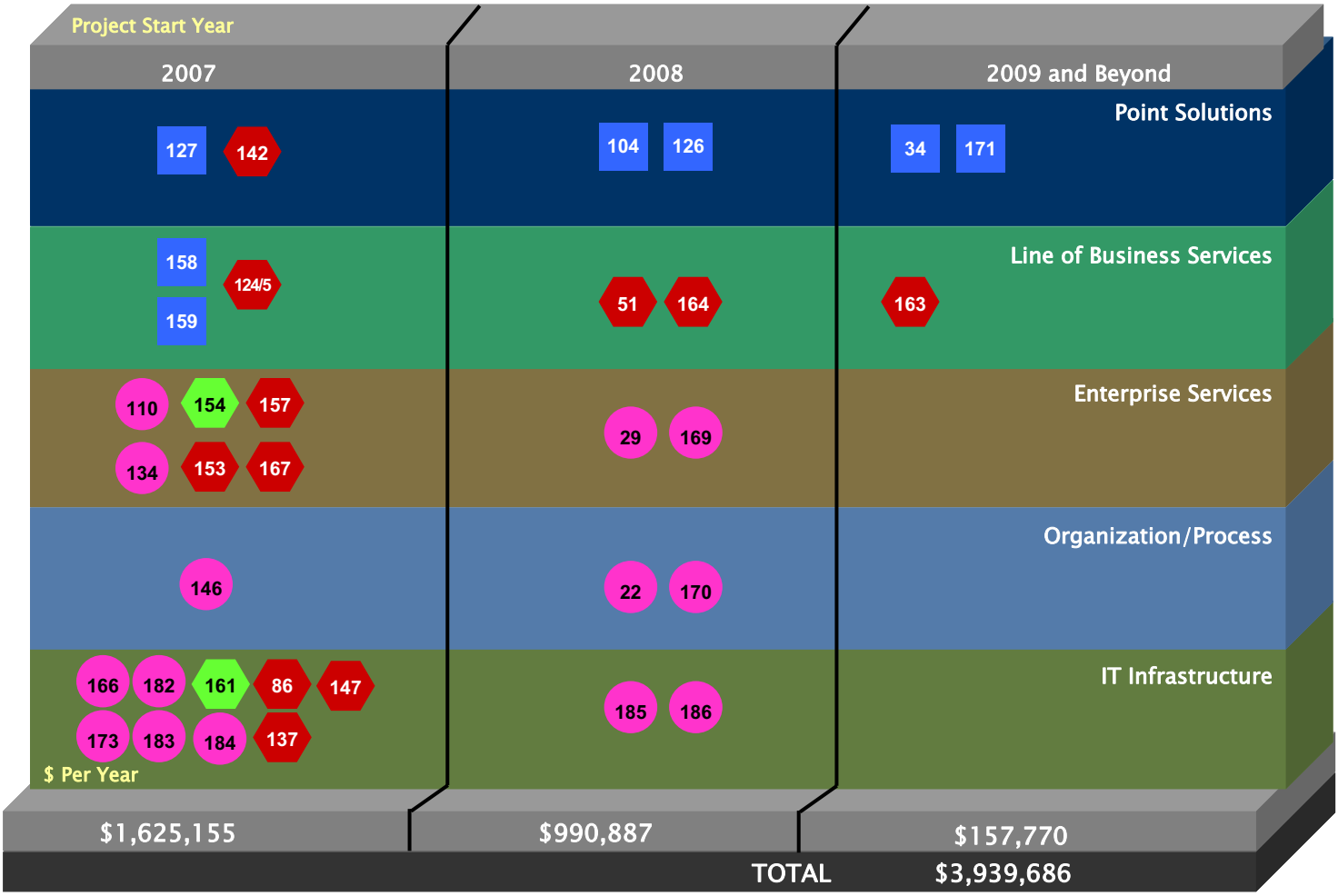
Implement automated system monitoring	*The City IT department's current process uses a lengthy daily checklist to verify that infrastructure services are working correctly and to identify potential issues. It is a time consuming process and can benefit from automation. Select and implement automated system monitoring tools on critical City systems. There are a number of commercially available tools that can be easily implemented, would significantly reduce the time required to perform the daily checklist, and provide a real time view into the health of the infrastructure.*
Address disaster recovery needs	*Implement back-up and recovery hardware infrastructure and redundancy of various City systems. Also utilize neighboring City of Bellevue data center to store backup systems and Bellevue's connection to other agency networks to ensure connectivity during emergencies.*
ORGANIZATION	
Continue approach to regionalization and establish a strategic, rational process for regional project planning and selection	*Work with regional partners to develop a set of criteria to select projects for consideration. Convene an annual coordination meeting between key regional representatives to share annual programs, priorities, and identify synergies. Regional decision-makers should involve appropriate representation in project selection discussions. These should be individuals that can speak to implementation challenges.*
Introduce the role of Public Information Officer (PIO)	*Add a PIO reporting to the City Manager's Office (CMO). Tools and technology to support the PIO should reside in IT. The PIO will be point for cross-departmental coordination on critical external communications, branding, media relationships, and emergency communications.*
Introduce the role of Application Team Manager	*Add a full-time application team manager responsible for workload leveling, prioritization, issue escalation, and project performance monitoring. The application team manager will be able to relieve the project management workload which will exceed existing staff capacity over the duration of the plan.*
Implement a project governance body or IT Project Management Organization (PMO)	*Implement a virtual project management organization to develop project management best practices and delivery standards. A virtual project management organization (PMO) is one where critical project delivery roles are primarily distributed amongst existing staff resources. The IT PMO will provide monitoring and review of projects for quality and also provide project portfolio management and prioritization. It is recommended that the proposed Application Team Manager position chair the PMO and develop an implementation plan. The implementation plan should*

	take a phased approach that defines the PMO components (i.e. standards and best practices) and defines plans for training and resource assignment. it is further recommended that the PMO functions be piloted on major projects and focus on the most challenging aspects of project delivery as currently experienced by City of Kirkland IT, which are scheduling and resource leveling.
Continue to add staff as appropriate and as resources allow	*Identify and address other staffing gaps such as those currently filled by one-time funded staff and those posed by future growth plans. The City should request ongoing City funding for its four one-time funded staff who are not currently built into the City's base budget and whose workloads are not anticipated to diminish. Other current staffing needs have been identified as a GIS specialist (see GIS Strategic Plan), network specialist, and an intern. As the City grows – in physical size through annexation and in associated staffing and infrastructure – the IT department should continue to assess its customers' growing needs and add staff as appropriate to help support the City's ability to run efficiently.*

1.4 Impacts and Plan Forward

The IT department is currently resource constrained in its capacity to lead projects. All of the systems administrators are committed to significant maintenance activities and daily support for current systems. Availability of key staff for projects currently ranges from 25 percent to 50 percent, with many already committed to long-term projects. Adding an applications manager will take responsibility for a portion of the project management workload and help ensure that all projects are delivered efficiently. The following plan (see Exhibit 6) illustrates the initial implementation plan for the strategic plan project portfolio. The horizontal layers on the graphic depict the scope and focus of the project. Infrastructure projects represent improvements to the technical architecture (hardware and networking) that supports applications for the enterprise. Organization/process projects are improvements to staffing and business practices that improve IT service delivery or ready the organization for new applications. Enterprise Services, Line of Business Services and Point Solutions are new applications or enhancements to existing applications that have increasingly focused scope and benefit (e.g. point solutions address a specific need within a department). This plan will be adjusted as necessary over the next 5 years as priorities change, available resources fluctuate, and new needs emerge.

EXHIBIT 6. PLAN SCHEDULE AND COST SUMMARY BY YEAR AND PROJECT TYPE



Project Key for Exhibit 5

- 34 Position Management
- 104 Refine Parks Work Order Process
- 126 Online citizen incident reporting
- 127 Pawns Downloads
- 158 Fire Inspection Implementation
- 159 In-Car Mapping
- 171 Online court payments
- 22 Permit Process Mapping
- 29 Receivable Integration
- 65 CRM Project
- 110 Virtual Kirkland Geospatial Model
- 134 Staff Scheduling
- 135 Capital Budgeting Process
- 146 Employee Status Change Process Analysis & Automation
- 166 NWMaps.net
- 169 Electronic archival system for all email
- 170 Standard Reporting Tool
- 173 Disaster Recovery Planning
- 76 Document Management
- 154 IFAS 7i: HR/Finance System Web-based Client
- 161 Mobile Remote Access for Field Operations
- 172 Intranet Upgrade
- 51 Probation Management System
- 86 Software License Tracking
- 124/5 Electronic Ticketing & Accidents
- 136 Internal Affairs
- 137 Digital Voice Recording System
- 142 JBRS
- 147 MyParksandRecreation.com
- 153 MyBuildingPermit.com
- 157 Recruitment Process Analysis & Application Online Implementation
- 163 Hansen Upgrade
- 164 Permit System Replacement
- 165 Norcom Regional Public Safety Technology Study
- 167 NWProperty.net

158 **Department** 184 **Enterprise** 161 **In Flight** 137 **Must Do**

FINAL DISCUSSION DRAFT

City of Kirkland
Information Technology Strategic Plan

September 2006

Prepared by

CH2MHILL

TABLE OF CONTENTS

TABLE OF CONTENTS – CONTINUED

TABLE OF CONTENTS – CONTINUED

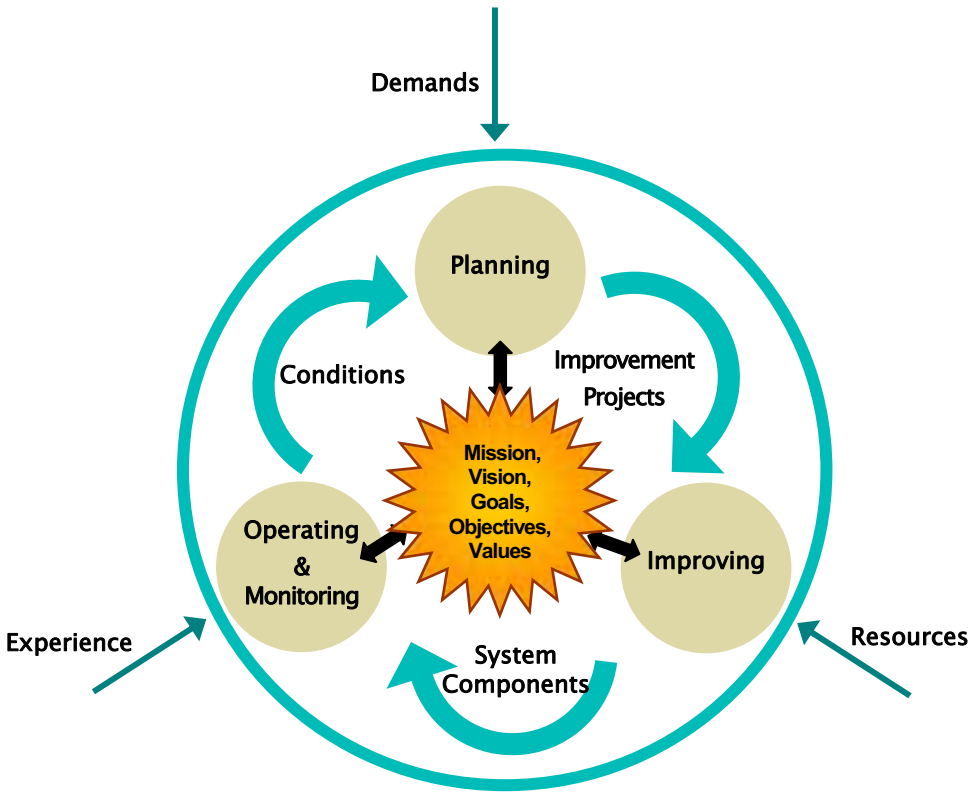
1. EXECUTIVE SUMMARY

1.1 Background

Kirkland has long been admired for its spectacular waterfront, lively downtown, appealing neighborhoods, dynamic arts scene, and highly rated schools. As the city grows – through organic growth and annexation – so does the need for municipal services such as law enforcement and courts, permitting, public outreach and communication, as well as infrastructure planning, design, construction, and maintenance. One of the threads running through all of these areas is information technology (IT), which has a tremendous impact on an enterprise such as the City of Kirkland.

Wanting to more effectively provide service to its customers and better align itself with the Kirkland's goals and plans for growth, the City's IT department embarked on a comprehensive strategic planning process. This resulting report documents the planning approach and recommendations for moving forward. Exhibit 1 illustrates the IT enterprise planning lifecycle. With the changes and investments on the horizon for the City, planning at this time is advantageous.

EXHIBIT 1. A LIFECYCLE VIEW



1.2 Overview

The ultimate purpose of an IT strategic plan is to determine how IT should be used in support of an enterprise's mission, vision, goals, and objectives. Other benefits of the IT strategic planning process include establishing a path forward and priorities for the use of IT at the City and creating an organization-wide understanding of IT challenges and initiatives.

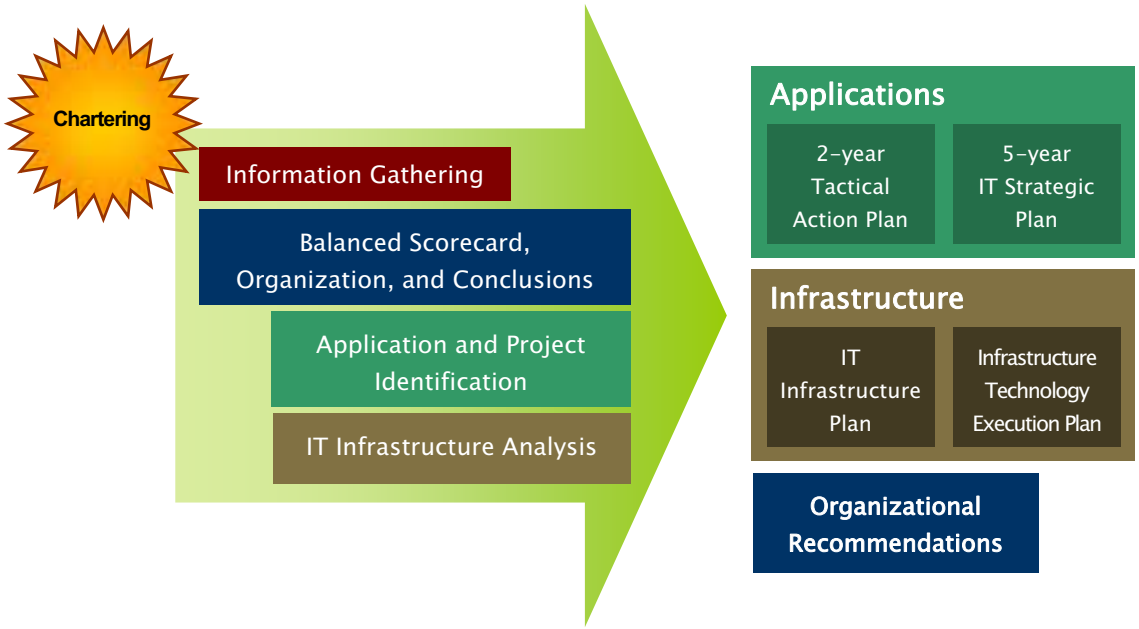
The current state of IT within the City of Kirkland is one of quality, innovation, and efficiency. Customer surveys consistently provide high marks for service. The City's collaboration with regional partners to deliver innovative public service applications is award-winning and is the leading national model. Successful strategies and prudent management have enabled the City to enjoy high levels of IT service with relatively low staffing levels.

A staff of 18.25 FTEs and four one-time-funded staff provide centralized support for about 500 customers. Their services include support for all major applications such as finance, HR, police CAD and RMS, utility infrastructure inventory and work orders, permitting, internet and intranet sites, and project management and reporting. Additionally, IT provides support for desktop PCs and network printers, all IT network and infrastructure, a training program, a full enterprise GIS program, Multimedia Services, regional applications, and support to other cities.

The City's previous Strategic Information Plan, released in July 2001, examined service delivery, applications, IT decision making, and technical infrastructure. The plan resulted in a number of recommendations that the department implemented, or are in the process of implementing, during its 2001 to 2005 horizon.

Facing the end of the plan's life, the City underwent a subsequent 2006 strategic planning process to rechart its course and set priorities for the next five years. Through information gathering and interviews with a wide range of staff and users; an analysis of its Application, Project, and IT Infrastructure needs; and the use of a Balanced Scorecard approach, the strategic planning team identified and prioritized dozens of projects for implementation in a two-year and five-year horizon. Exhibit 2 illustrates the major activities undertaken as part of this effort and their correlation to each other. The GIS Strategic Plan (completed in 2005) and this IT Strategic Plan are complementary documents. Recommendations relating to GIS are not explicitly described in this Plan except in cases where the scope of a recommended project is changed or a project recommendation has been added.

EXHIBIT 2. APPROACH OVERVIEW

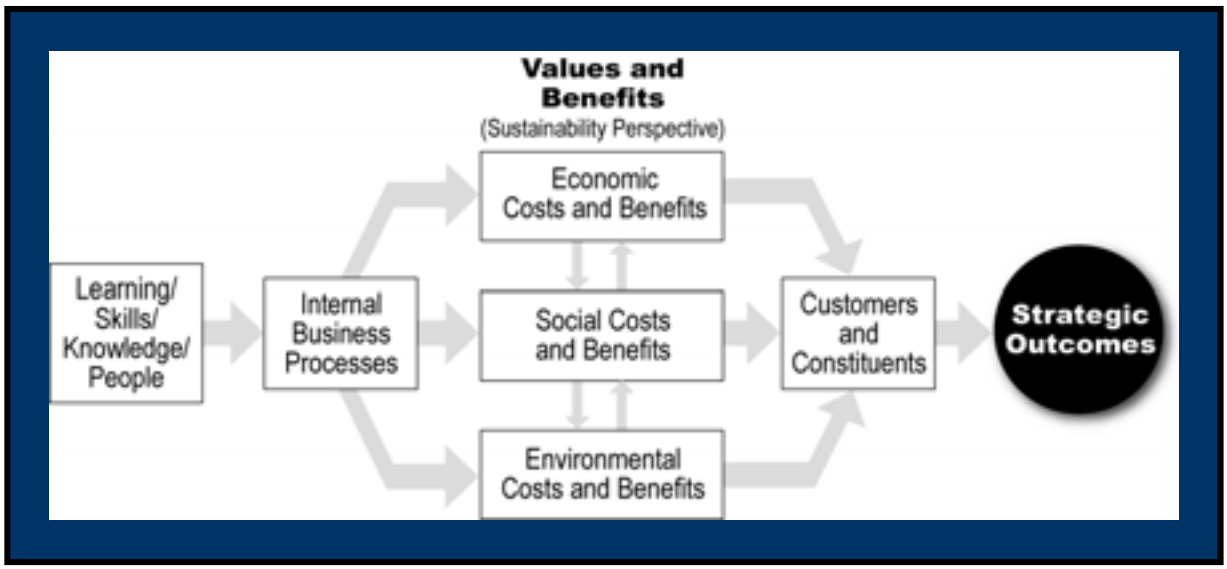


1.3 Findings and Recommendations

The City of Kirkland relies heavily on technology which allows the City to run lean while delivering high levels of service to the community. The City's intensity of IT utilization has resulted in a relatively high number of applications and large infrastructure capacity requirements. Current efforts will add applications to the City's portfolio, but will also more fully utilize other existing applications, providing broader support across the City of Kirkland enterprise. While the IT department at Kirkland is clearly on the right track, there are a number of projects and recommendations to consider that will help the City maintain its leading position in the utilization of information technology and to better prepare itself for disaster recovery.

A primary objective of the IT Strategic Planning project was to ensure that the information technology project ranking and selection criteria considered Kirkland's unique organization and organizational objectives. In order to achieve this, CH2M HILL used a framework based on our adaptation of the Balanced Scorecard (BSC) Approach to consider Triple Bottom Line (Economic, Social, and Environmental) conditions and benefits for the City. The general framework is provided below in Exhibit 3.

EXHIBIT 3. TRIPLE BOTTOM LINE BALANCED SCORECARD



In order to extract strategic themes for Kirkland, the City Manager, Assistant City Manager, all Department Directors, and nearly all of the City Council members were interviewed. A surprisingly consistent set of themes and priorities emerged from these discussions. They are listed below as key criteria for project evaluation.

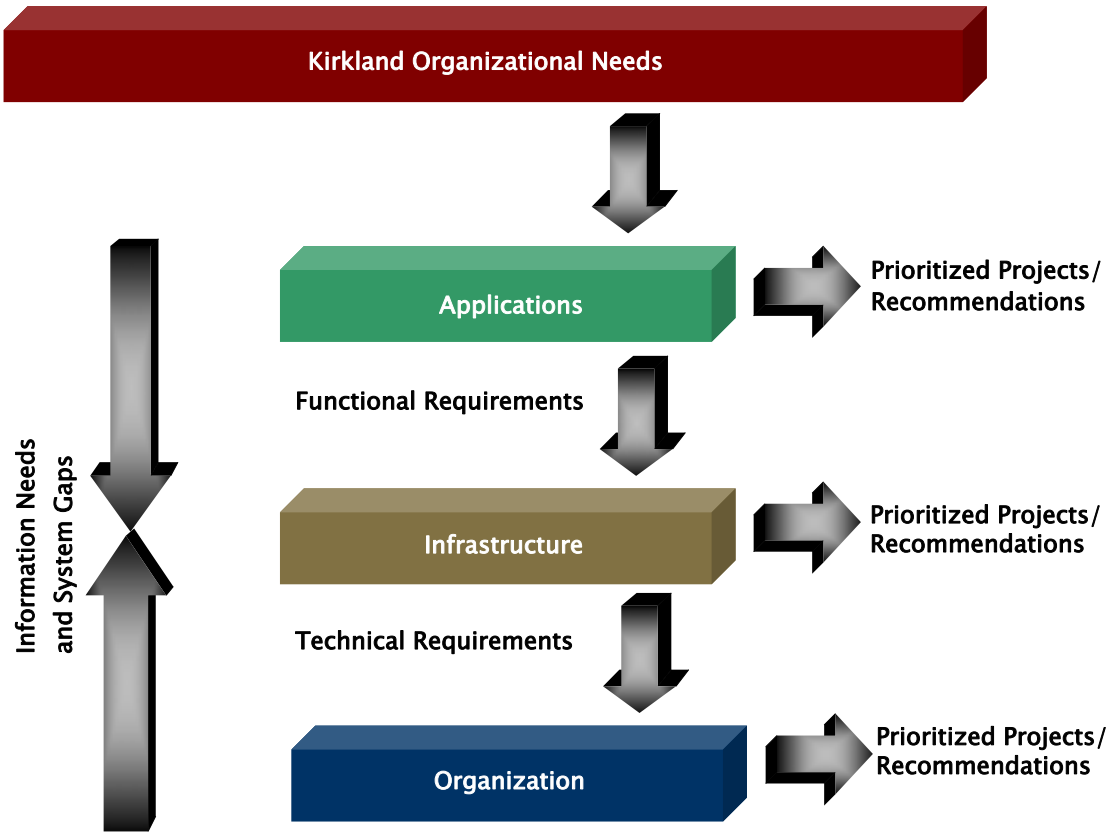
1. Increasing density while preserving Kirkland's character and sense of place
2. Doing more with less (efficiency and effectiveness)
3. Improve the effectiveness of communications with citizens
4. Implement systems as driven by state requirements or standardization between cities

The framework is one of a number of methods we used to prioritize opportunities. We consider it a tool to create a common understanding and consensus among the team on the prioritization criteria and establish a process for objectively ranking the opportunities. Other factors affected how we put together the implementation plan, including existing plans and schedules, logistics and expectations within City of Kirkland, and potential dependencies between opportunities that could affect the timing for initiation.

The process of identifying candidate projects and recommendations took both a top-down view to ensure that City priorities are reflected in the recommendations, and a bottom-up view to ensure that all technical gaps and opportunities were identified (see Exhibit 4).

The resulting recommendations (see Exhibit 5 for a selected summary) are categorized by whether the primary focus relates to organization (including staffing, policy and governance), applications (including database and regional efforts), or infrastructure (network and server resources).

EXHIBIT 4. RECOMMENDATIONS AREAS



The following table (Exhibit 5) lists recommendations that are provided to illustrate highlights of those contained in the Strategic Plan. The final project list has been filtered down from a list of well over 100 candidate projects. The final project list is comprised of 64 projects that have been prioritized and programmed for implementation within the next 5 years; a few have been placed on hold indefinitely. All of the projects represent significant efforts that have either a department or enterprise impact.

EXHIBIT 5. RECOMMENDATIONS SUMMARY

APPLICATIONS	
Implement an Electronic Document Management System (EDMS)	*Continue the procurement process and prepare for implementation. Execute a Discovery/Planning project to review and document key use cases associated with that function across the enterprise. Encourage a review of existing processes, and potential re-engineering based on the outcome. Deliver prioritized list of use cases for implementation - the document management roadmap - with target implementation dates.*
Develop a Virtual Kirkland GeoSpatial Model	*Create a virtual model of the city, or parts of the city, using digital terrain models, building footprints, tree inventory, building textures, window treatments, sidewalks, and other layers to demonstrate how a development (e.g., a new commercial or office building) or policy (e.g., Zoning Code, Comprehensive Plan, etc.) will visually impact the city. This may also incorporate the ability to show changes over time.*
Analyze recruitment process and implement an online application solution	*Improve and automate the process for attracting and hiring quality staff, including leveraging our regional relationships to provide a regional applicant portal. This project will be pursued jointly with regional partners and executed in two phases. Phase I will analyze areas for improvement and how technology can assist with process automation. Phase II will implement an Application Online solution based on the results of Phase I.*
Streamline permit process workflow	*Perform detailed review of all permitting processes, workflow, and roles and responsibilities. This work will prepare the City to scale its permitting function to accommodate new demand post-annexation. In addition, the permit process workflow will provide guidance to the EDMS project to ensure that the system is aligned to effectively support permitting.*
Receivables	*Document the Accounts Receivable process for each department that currently deals with receivables. Define requirements for an Accounts Receivable system. Implement a centralized AR system (potentially Springbrook) with refined AR processes. Provide automated posting to IFAS.*
e-Gov	*NWMaps is designed to be an online GIS mapping resource available to the public both for Kirkland-specific information and to provide regional GIS data from multiple entities into a seamless whole for specific data layers.* *NWProperty.net is a regional property locator services. The eCityGov Alliance Operations and Executive Boards manage the work plan for the system which facilitates decision-making for*

	businesses looking to relocate to or within Kirkland and other eCityGov alliance members. . *MyParksandRecreation.com is a single online source for regional information about parks and recreation opportunities. The website allows citizens to search and find availability of classes across the region, connect to City sites to register for recreation classes. Particular work this year is to integrate parks, facilities, and trails information for the region with search functionality and GIS component*
Mobilize Remote Workforce	*Develop a city-wide mobile strategy. For example, to what extent to we want to provide mobile systems, and how we will maintain connectivity? There are currently funded in-flight mobility projects to provide GIS connectivity in the field and for field inspectors in public works and building. The City already provides mobility solutions for Police and Fire (Fire's are managed by the City of Bellevue, who also dispatches Fire).This project is to define the strategy for current, funded, and unfunded wireless mobility needs. Unfunded mobility projects include providing photographic and complaints data to code enforcement officers via mobile technology, Mobile fire inspections, and field time entry for Public Works & Parks crews. The strategy should include functions to automate, tools for automation, wireless infrastructure, estimated costs for implementation and support, and ongoing governance strategies designed to encourage technical flexibility.*

INFRASTRUCTURE	
Implement a storage area network	*Install a Storage Area Network (SAN) attached to key servers based on application storage requirements. The system will give the City a flexible central pool of data storage space that can be allocated to applications as needed.*
Perform server virtualization	*Perform server virtualization to reduce the physical footprint of the servers in use (reducing electricity and cooling load), and allow the City to maintain a comprehensive testing environment, potentially reducing the number of outages due to change issues.*
Improve network redundancy	*Consider entering into an agreement with the City of Bellevue to use the fiber connection between the two cities and share connections to King County as a back-up link in the event of an outage. The City of Kirkland recently established multiple pairs of fiber cable between Kirkland City Hall and the City of Bellevue's new data center. The city should also evaluate the redundancy of its phone system.*

Implement automated system monitoring	*Select and implement automated system monitoring tools on critical City systems. There are a number of commercially available tools that can be easily implemented, would significantly reduce the time required to perform the daily checklist, and provide a real time view into the health of the infrastructure. The City IT department's current process uses a lengthy daily checklist to verify that infrastructure services are working correctly and to identify potential issues. It is a time consuming process and can benefit from automation.*
Address disaster recovery needs	*Implement back-up and recovery hardware infrastructure and redundancy of various City systems. Also utilize neighboring City of Bellevue data center to store backup systems and Bellevue's connection to other agency networks to ensure connectivity during emergencies.*

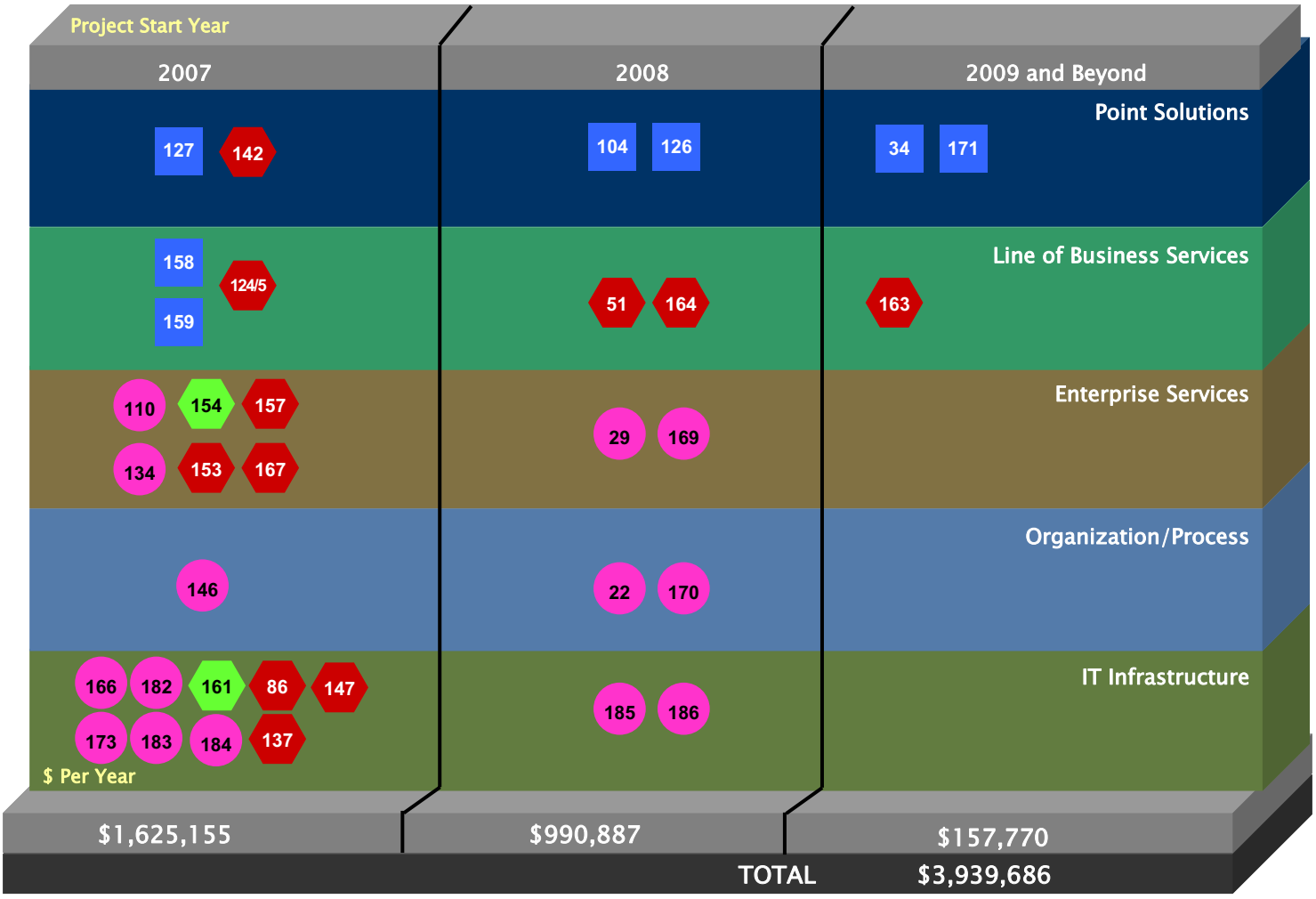
ORGANIZATION	
Continue approach to regionalization and establish a strategic, rational process for regional project planning and selection	*Work with regional partners to develop a set of criteria to select projects for consideration. Convene an annual coordination meeting between key regional representatives to share annual programs, priorities, and identify synergies. Regional decision-makers should involve appropriate representation in project selection discussions. These should be individuals that can speak to implementation challenges.*
Introduce the role of Public Information Officer (PIO)	*Add a PIO reporting to the City Manager's Office (CMO). Tools and technology to support the PIO should reside in IT. The PIO will be point for cross-departmental coordination on critical external communications, branding, media relationships, and emergency communications.*
Introduce the role of Application Team Manager	*Add a full-time application team manager with responsibilities and high demand for applications staff time for workload leveling, prioritization, issue escalation and project performance monitoring. The application team manager will be able to relieve the project management workload which will exceed existing staff capacity over the duration of the plan.*
Implement a project governance body or IT Project Management Organization (PMO)	*Implement a virtual project management organization to develop project management best practices and delivery standards. A virtual project management organization (PMO) is one where critical project delivery roles are primarily distributed amongst existing staff resources. The IT PMO will provide monitoring and review of projects for quality and also provide project portfolio management and prioritization. It is recommended that the*

	proposed Application Team Manager position chair the PMO and develop an implementation plan. The implementation plan should take a phased approach that defines the PMO components (i.e. standards and best practices) and defines plans for training and resource assignment. It is further recommended that the PMO functions be piloted on major projects and focus on the most challenging aspects of project delivery as currently experienced by City of Kirkland IT, which are scheduling and resource leveling.
Continue to add staff as appropriate and as resources allow	*Identify and address other staffing gaps such as those currently filled by one-time funded staff and those posed by future growth plans. The City should request ongoing City funding for its four one-time funded staff who are not currently built into the City's base budget and whose workloads are not anticipated to diminish. Other current staffing needs have been identified as a GIS specialist (see GIS Strategic Plan), network specialist, and an intern. As the City grows – in physical size through annexation and in associated staffing and infrastructure – the IT department should continue to assess its customers' growing needs and add staff as appropriate to help support the City's ability to run efficiently.*

1.4 Impacts and Plan Forward

The IT department is currently resource constrained in its capacity to lead projects. All of the systems analysts are committed to significant maintenance activities and daily support for current systems. Availability of key staff for projects currently ranges from 25 percent to 50 percent, with many already committed to long-term projects. Adding an applications manager will take responsibility for a portion of the project management workload and help ensure that all projects are delivered efficiently. The following plan (see Exhibit 6) illustrates the initial implementation plan for the strategic plan project portfolio. The horizontal layers on the graphic depict the scope and focus of the project. Infrastructure projects represent improvements to the technical architecture (hardware and networking) that supports applications for the enterprise. Organization/process projects are improvements to staffing and business practices that improve IT service delivery or ready the organization for new applications. Enterprise Services, Line of Business Services and Point Solutions are new applications or enhancements to existing applications that have increasingly focused scope and benefit (e.g. point solutions address a specific need within a department). This plan will be adjusted as necessary over the next 5 years as priorities change, available resources fluctuate, and new needs emerge.

EXHIBIT 6. PLAN SCHEDULE AND COST SUMMARY BY YEAR AND PROJECT TYPE



PROJECT KEY FOR EXHIBIT 5

34	Position Management
104	Refine Parks Work Order Process
127	Pawns Downloads
158	Fire Inspection implementation
159	In-Car Mapping
171	Online court payments
22	Permit Process Mapping
29	Receivable Integration
110	Virtual Kirkland Geospatial Model
134	Staff Scheduling
146	Employee Status Change Process Analysis & Automation
166	NWMaps.net
169	Electronic archival system for all email
170	Standard Reporting Tool
173	Disaster Recovery Planning
154	IFAS 7i: HR/Finance System Web-based Client
161	Mobile Remote Access for Field Operations
51	Probation Management System
86	Software License Tracking
124/5	Electronic Ticketing & Accidents
137	Digital Voice Recording System
142	JBRS
147	MyParksandRecreation.com
153	MyBuildingPermit.com
157	Recruitment Process Analysis & Application Online Implementation
163	Hansen Upgrade
164	Permit System Replacement
167	NWProperty.net

158 **Department** 184 **Enterprise** 161 **In Flight** 137 **Must Do**

2. BACKGROUND

This document summarizes the analysis and recommendations for the City's Information Technology Strategic Plan (ITSP). This document is the result of many hours of discussion and work with and by City staff. CIO Brenda Cooper served as project sponsor. The IT Strategic Planning Group and primary contributors were Brenda Cooper, Karen Friesen, and Kassie Tadsen; the entire IT department provided significant input on this effort as well. The remainder of the City team was comprised of contributors from throughout the City.

The ITSP identifies opportunities for enhancing IT delivery through improvements to its organization, applications, and infrastructure. These improvements are expressed as strategic recommendations and projects that comprise an implementation plan. We divided these into a two-year view (short term) and a five-year view. For each opportunity we recommend for execution within the next two years, we present its strategic value, the scope of the recommended solution, resource requirements and proposed schedule, as well as any constraints and challenges that might affect its completion. A comprehensive list of all projects identified during this analysis, including five-year opportunities, is also provided without detailed estimates. An appendix of key information and analyses is included as supporting documentation.

2.1 Document Purpose

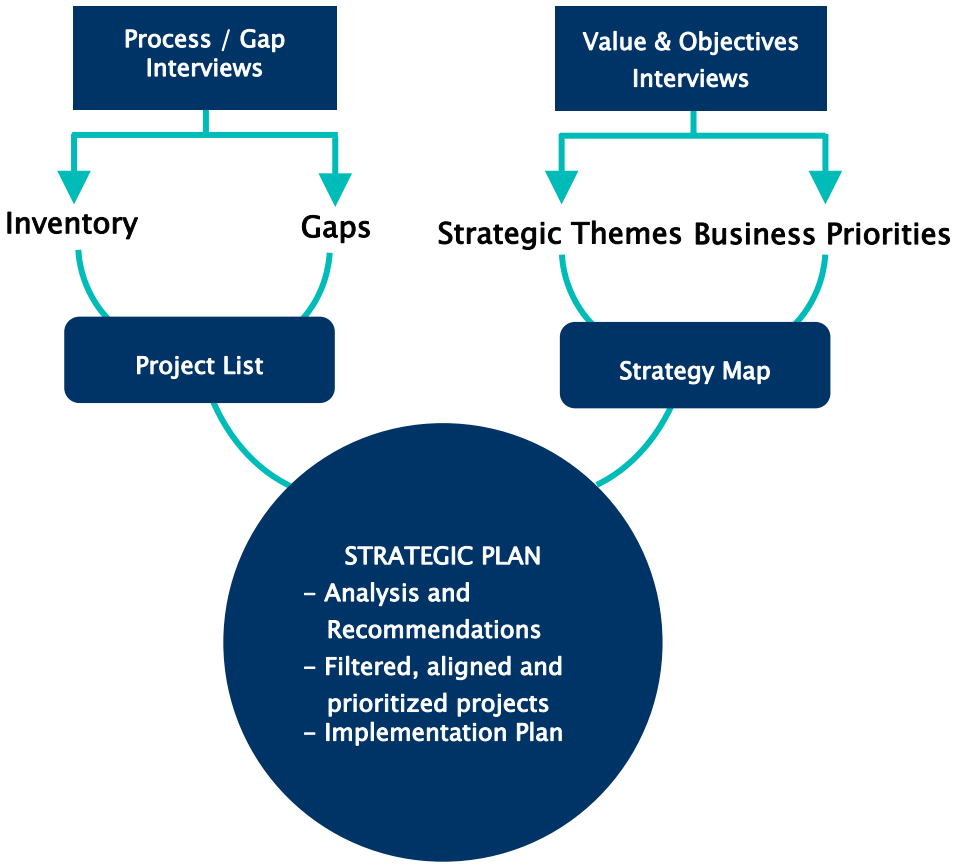
The ITSP charts the course for the current five-year planning horizon. The strategic recommendations are provided to support tactical and operational decision-making. The implementation plan summarizes projects which transform the plan into actions that result in the improvements needed to support the City's strategic outcomes. Components of this plan are intended to serve as tools by which to manage the plan's implementation and to record the changes to systems and conditions the City should affect according to the plan. Since the plan is not intended as a static "snapshot" in time or view ahead, the stewards of the plan should stay open to new opportunities, be aware of emerging drivers and their impact on priorities, and revisit the plan as resource levels change.

2.2 Approach and Methodology Overview

The approach was chosen to provide a business focused roadmap for IT investment over the next five years. Building consensus among the IT department's customers and stakeholders, including City departments, the City Manager, and City Council, was a special focus of the approach. Additional information about the approach and methodology are included in the Analysis, Findings and Recommendations that are included in Section 3.2. Major activities, which are illustrated in Exhibit 7, included the following:

- Documentation and cataloging of existing applications that are core to City business
- Identification of gaps and opportunities that represent needs and potential projects
- Identification of critical strategic themes that provide a project prioritization framework
- Development of a Strategic Plan that presents a synthesis of recommendations
- Assessment of the IT infrastructure and development of the Infrastructure Plan

EXHIBIT 7. DISCOVERY AND ANALYSIS PROCESS



The ITSP methodology took a comprehensive view of the City's business processes and infrastructure while focusing on current and future needs to form recommendations to guide the City's IT investments. In order to achieve this, the methodology had the following qualities:

- Engaged stakeholders to set a business direction, using a balanced scorecard approach.
- Talked to key business and technical resources.
- Formed the technical direction of the plan in alignment with results of the business analysis and balanced scorecard model.
- Developed recommendations which are technically and financially consistent with information gathered from the extended City team.

Our approach utilized decision models to align the IT department with the City's overall mission, goals and objectives. Through interviews with City executives and staff, we were able to identify changes and projects that would improve the Department's ability to support annexation activities, focus on primary IT activities in support of other departments, manage City resources effectively and

efficiently, and ultimately provide improved customer service. As part of this approach, some projects with merit, such as forms analysis, events permitting, and application integration, were placed in an on-hold category because they lack priority and/or funding in the five-year horizon covered by this plan.

This document, as the summation of these tasks, is intended to be a concise, clearly communicated plan that will prepare the City to continue to provide its citizens, staff, and customers with quality services befitting the community.

MISSION, CITY OF KIRKLAND IT DEPARTMENT

Proactively provide cost effective, reliable, standardized, and current information technology tools, systems, and services including customer focused support.

2.2.1 IT-focused Balanced Scorecard Model

WHAT IS BALANCED SCORECARD?

The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It is a linkage between internal business processes and external outcomes in order to continuously improve strategic performance and results. When effectively deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

A primary objective of the IT Strategic Planning project was to ensure that the information technology project ranking and selection criteria considered Kirkland's unique organization and organizational objectives. In order to achieve this, CH2M HILL used an adaptation of the Balanced Scorecard (BSC) Approach to consider Triple Bottom Line (Economic, Social, and Environmental) conditions and benefits for the City. The general framework was provided in Exhibit 3 in the Executive Summary.

This approach formed the conceptual foundation for our evaluation. If City management determines to move forward and develop a scorecard, we have framed some initial ideas regarding performance measures that might be used. However, for the purposes of the ITSP project, the primary purpose of this model is for context.

Exhibit 3 illustrated the general flow of objectives involved in strategy execution per the Balanced Scorecard Approach. Objectives in each of the four BSC "perspective" areas are generally related through leading and lagging interaction. Thus, a strategy map is used to "decompose" a strategic theme (or set of strategic themes) into the workings of an organization. By incorporating the motivation, tools, and skills needed to improve the leading performance types into the day-to-day workings of the organization, we can accomplish the strategic results that we seek (lagging condition types).

For the purposes of the ITSP effort, the objective was to identify the top strategic themes for the City and to consider the technology tools (and the business processes that may require technology tools) that would drive achievement of those themes in the prioritization of potential IT projects.

2.2.2 Identification of Strategic Themes

While the City Council had recently attended a retreat and identified a list of Council priority areas (see list below), the items on the list are not considered to truly represent strategic themes, per se, nor do they provide enough guidance for strategy development or IT prioritization.

COUNCIL PRIORITY LIST

- Economic Development
- Transportation
- Community Involvement
- Annexation
- Environmental Stewardship
- Public Safety
- Housing
- Human Services
- Long-range Planning
- Neighborhoods

In order to extract strategic themes for Kirkland, the City Manager, Assistant City Manager, all Department Directors, and nearly all of the City Council members were interviewed. A surprisingly consistent set of themes and priorities emerged from these discussions. The identified themes are discussed in the following section. Examples of technology and process impacts are identified below primarily for illustrative purposes. While we see these as potentially important projects, the actual projects (and finalization of criteria) were selected in concert with City IT staff.

2.2.3 The Themes

Several themes emerged from the interviews. They are categorized below into: a short-term thematic goal, long-term externally-focused themes, and a long-term internally-focused theme.

Short-term Thematic Goal

Prepare for Annexation

Some themes represent an important but temporary objective – the single thing that the organization must do over the next 6 to18 months to be successful. In Kirkland's case, this critical goal is to prepare for annexation. There are a number of ways that this goal can impact the City's technology needs and business processes. These include the following:

- The need to make business processes scalable (e.g., we might be able to do things the way we do now for the current population/workforce, but not for the expanded one).

- The need to provide systems and support to an increased City staff level.
- The need to provide systems and support to a more dispersed City staff (e.g., satellite offices).
- The need to provide services and systems to an increased City population.

Long-term Externally-focused Themes

These themes represent ongoing externally-focused City objectives that continue well into the future.

- Increase the density of the city (in compliance with State mandate) while preserving Kirkland's existing unique character and sense of place.
- Improve the effectiveness of communications efforts/interaction with ALL citizens.
- Continue to improve the walkability of the city.
- Maintain and enhance the unique connection to Lake Washington.
- Have Kirkland recognized as a technology leader in the region.

Increase Density, Maintain Sense of Place

The themes above are listed in decreasing order of importance to the City. This is, of course, based on our perception from the interviews. Clearly the most important and overarching theme (as well as perhaps the most challenging) is that of increasing the density of the city (in compliance with State mandate) while preserving Kirkland's existing unique character and sense of place. Other variations of this theme include maintain the "livability" of Kirkland, be the "un-Bellevue," maintain an "authentic main street" or a "real downtown," keep the "there…there."

Planning rules and processes and design guidelines are one important component of this theme. Particular focus areas for this theme are: the downtown area (Lake and Central, Lakeshore Plaza, Park Lane, downtown parking solution), the Juanita area, Totem Lake, and the 85th Street corridor. A particular challenge to this theme is the 'not in my backyard" (NIMBY) syndrome and the high level of resistance to change in Kirkland.

There are a number of ways that this theme can impact the City's technology needs and business processes. These include the following:

- This challenge creates the need to refine the planning/rulemaking/development business process area. These efforts, which would include evaluation of the entire business process related to development (planning, rulemaking, project approval, and citizen acceptance), would support scaling for annexation and possible better leverage economic development opportunities.
- An important IT related objective would be to improve the clarity and ease of Council decision-making and citizen understanding and acceptance of complex decisions (e.g., economic development projects) through the use of effective spatial visualization tools. In particular, this approach can provide citizens (and Council) with alternate views of the future to support decision-making, including the ability to determine whether current zoning rules

are consistent with desired economic development objectives. Another benefit of such a system would be the ability to rule out the as-is scenario, if it is not one of the options. Residents have a tendency to compare projects against the as-is even when that is not a viable option (e.g., the test cottage village project was compared in residents' minds versus the privately owned green space there prior – retaining that space as undeveloped was not a viable option).

Improve Communication with Citizens

Another relatively universal theme is the desire to improve the effectiveness of communications efforts and interactions with ALL citizens ("be both high tech AND high touch"). There are a number of ways that this theme can impact the city's technology needs and business processes. These include the following possible opportunities/projects:

- Evaluate the current communication processes (what to communicate, to whom, how often, how to communicate, who decides?). Note that this is not primarily a technology issue.
- Increase citizen and staff web-based "self-service" opportunities (e.g., reservations through MyParksandRecreation.com).
- Use technology to enhance the quality and effectiveness of strategic community involvement and citizen interaction where possible (not just more communication).
- Develop an electronic means to provide access to public documents (e.g., through an electronic data management system [EDMS]).

Other External Themes

Other externally focused themes include: improving the walkability of the city ("FROM places TO places"), and maintaining and enhancing the unique connection to Lake Washington, and positioning Kirkland as a recognized technology leader in the region.

These themes potentially impact the City's technology needs and business processes as follows:

- Desire for security cameras throughout City.
- Wireless in the parks.
- Wireless in the city (like Google/San Francisco deal).

Long-term internally-focused theme

One key internally-focused city theme was identified.

Do more with less.

There was broad consensus that the City operates in a very "lean" mode. This mode of operation is generally well-accepted by City department managers. However, there is also an interest in operating in the most efficient way possible to make the best possible use of those lean staffing levels. There are a number of ways that business process improvement and effective application of technology can support this desire. Examples of this include providing access to field workers to City systems (timekeeping, MMIS, etc.), and supporting the replacement of paper processes with electronic where possible. While the technology can support efficiencies, the addition of more tools to save staff time in one area correlates to the need for additional IT staffing to implement and maintain those systems.

2.2.3 Application to Prioritization

The Criteria for Prioritization

It is recommended that the most important themes above serve as the decision criteria for ranking the importance of IT projects based on "value." The collective value rankings were matrixed by the collective score of a resources based set of criteria (e.g., cost, schedule, resources, and uncertainty). The value side of the matrix then was driven by how well a project serves to move the City toward achievement of its themes:

1. **Increasing density while preserving Kirkland's character and sense of place**
2. **Doing more with less (efficiency and effectiveness)**
3. **Improve the effectiveness of communications with citizens**

And, a final criterion is that, while not driven by a key strategic theme, provides for consideration of the many standard systems encouraged or mandated by the State and other authorities/standards-making organizations, as well as those projects that are valuable because the risk of not doing them is a critical driver.

4. **Implement systems as driven by State requirements or standardization between cities, as well as those that are critical to the City's operations, such as improving disaster planning.**

Exhibit 8 shows the value and complexity scoring system utilized.

EXHIBIT 8. VALUE SCORING SYSTEM

Item	Values	Points
Item 1	Increasing density while preserving Kirkland's character and sense of place	4 points
Item 2	Doing more with less (efficiency and effectiveness)	3 points
Item 3	Improve the effectiveness of communications with citizens	2 points
Item 4	Implement systems as driven by State requirements or standardization between cities, as well as those that are critical to the City's operations, such as improving disaster planning.	1 point

To provide a meaningful spread in scoring, each criterion was given a qualitative weight of high, medium, or low based on the degree to which the project supports the value and its respective strategic theme.

For example:

Project 157, Recruitment Process Analysis & Application Online Implementation, received one of the highest value scores with 28 points. The 28 points were derived from the project's scoring against the criteria in Exhibit 8.

Value Criterion	Degree to which project supports (High/Medium/Low)	Criterion Score
4 points	High (x3)	12
3 points	High (x3)	9
2 points	High (x3)	6
1 point	Low (x1)	1
	Total	**28**

2.2.4 Gap Analysis, Business Needs and Priorities

Concurrent with the identification of themes, interviews with City of Kirkland departmental representatives identified gaps and verified the catalog of existing applications. Represented in the interviews were Police, Fire, Building, Public Works, Planning and Community Development, Parks, Courts, Finance and Administration, City Manager's Office, Human Resources and Information

Technology. Additional interviews were held with each IT division. Each interview followed a guide in order to maximize consistency and completeness across all departments.

Information collected from the interviews describing existing applications was used to verify existing City of Kirkland applications (developed by the IT Applications group) and is summarized in the Applications Portfolio (Appendix B).

An additional goal of the interviews was to provide a bottom up view for comparison and contrast with the top down work performed at the executive level during the BSC analysis. The goals of this process were to:

- Develop an inventory of processes and functions supported by the business
- Determine the level of automation of those processes
- Document gaps in process automation and areas of improvement through process re-engineering
- Obtain guidance and insight on potential solutions
- Review business priorities at the line manager level

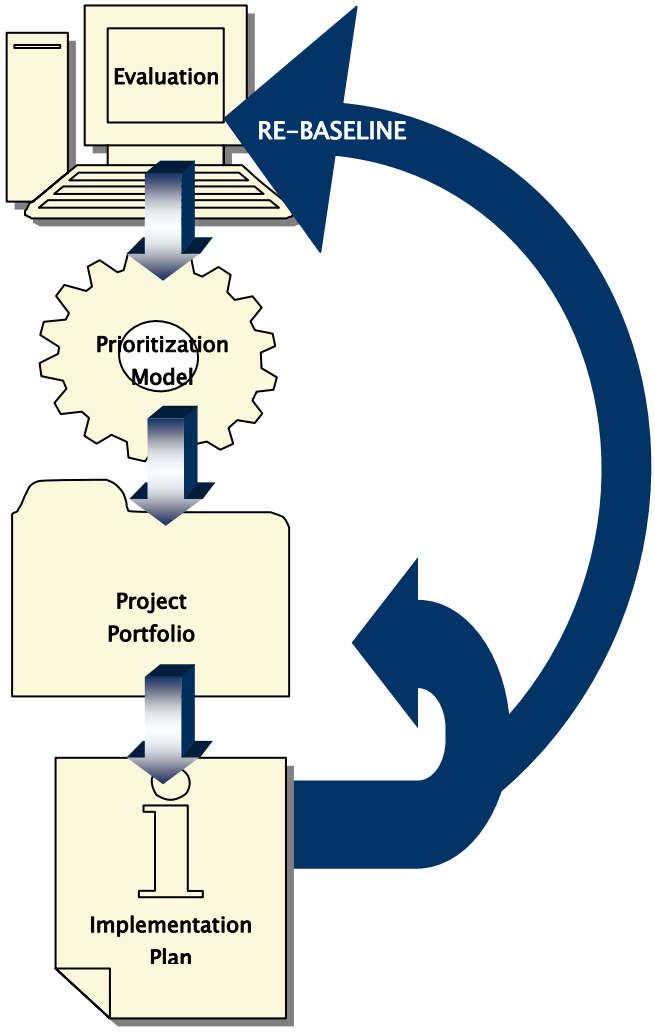
The workshops resulted in the collection of 178 gaps in service, business process, or infrastructure, which became the basis of determining the initial project list. Gaps identified during the interviews are captured in a consolidated gap analysis (Appendix C). These gaps were reviewed by the Applications Team and further refined to obtain common themes across the departments, as well as to determine potential remedies.

The gaps identified were used to develop candidate projects. This effort resulted in a little over 80 projects, which were then categorized by urgency: Just Do It, Must Do It, and the Project Portfolio. Each project was rated for its relative value using the 4 major themes (described above) identified during the BSC analysis – Conformance, Sense of Place, More with Less, and Communications. In addition, each project's impact on annexation and as a regional candidate was also noted for prioritization purposes.

3. STRATEGIC PLAN

The previous section explored the context in which IT strategic planning was undertaken, including overarching goals and their technological implications for the City's future. In this section, we focus on the City's IT Department: where it is today as an organization and recommendations for the future. The recommendations are based on the findings from the interviews discussed in the previous section, and reflect and balance the views of elected leadership, City department heads, managers, IT customers, and IT staff. Exhibit 9 illustrates the Strategic Plan lifecycle.

EXHIBIT 9. STRATEGIC PLAN LIFECYCLE

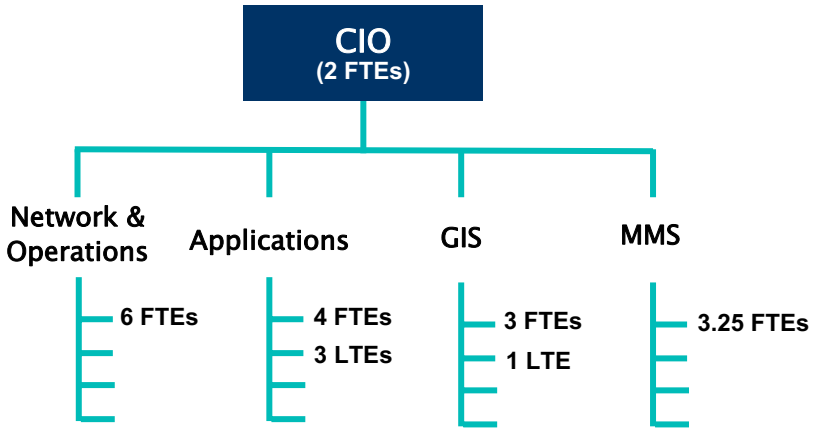


3.1 Current State of IT Department

By many standards, the City of Kirkland IT Department is exemplar of quality, innovation and efficiency. Customer surveys consistently provide high marks for service. The City's collaboration with regional partners to deliver innovative public service applications is award-winning and is the leading national model for regionalization in delivery of IT solutions. Successful strategies such as this as well as prudent management have enabled the City to enjoy high levels of IT service with a minimum level of staff.

The City of Kirkland IT Department is comprised of 22 staff who provide centralized support for about 500 customers (see Exhibit 10), including the following:

EXHIBIT 10. CURRENT ORGANIZATION



FTE = full time employee
LTE = limited term employee or one-time funded position

- All major applications such as finance, HR, police CAD, RMS, and mobile applications, utility infrastructure inventory and work orders, permitting, an internet and intranet site, parks and recreation, etc. Includes support of database systems, project management and reporting.
- Support for desktop PCs and network print devices including an internal help desk
- All network and infrastructure support including internal wired and wireless networks, server infrastructure, IP telephony, and a portion of shared regional fiber networks
- A training program, primarily geared toward office applications
- A full enterprise GIS program

- Multimedia Services (MMS), including telecommunications franchising, most print and some electronic media, and all content and production management for two government television stations
- Regional applications, primarily in electronic government through eCityGov.net, which is an alliance of multiple local cities which co-own and manage eGov infrastructure
- Support to other cities, most notably Mercer Island and Medina, including police applications support (both cities are police dispatch customers)

3.1.1 Major Accomplishments Since 2001 Plan

The City's IT capability has increased significantly over the past several years. It remains a recognized leader at the forefront of government agencies. Some recent accomplishments include:

- Implemented the Hansen Maintenance Management System.
- Provided the technical support necessary to host the City of Mercer Island as a Dispatch client.
- Implemented the King County sponsored RAIN network to help officers share data amongst and between jurisdictions.
- Completed a re-design of the City of Kirkland website to make information more accessible.
- Implemented a pilot program for city-provided wireless access in parks and, possibly, in business districts.
- Implemented a content management system for streaming video over the internet.
- Selected a vendor to assist us in implementing a document/records management system, including workflow management, to ensure we are handing documents in the most efficient manner possible, reduce offsite storage and retrieval, and gain process efficiencies.
- Launched an online Intranet-based portal to give city staff access to HR functions from their desktops.
- Allowed citizens to pay for utility bills online.
- Replaced the city's automated time entry program with a new one, and made it available to all departments.
- Integrated responsibility for cable and telecommunications franchising, graphic arts, and the city's television stations into the department.
- Completed and distributed a Service level Agreement for the Multimedia Services Division.
- Implemented and supported a program of opt-in mail lists as a new way to keep the community informed about topics and events.
- Continued work with Lake Washington School District, the University of Washington, and the City of Bellevue to lay fiber-optic cables in key locations throughout Kirkland.

- Completed mapping of major utility layers so that water, wastewater, storm, and sewer are now all mapped.
- Joined the eCityGov Alliance in joint rollout of several web-based tools that assist businesses and citizens

3.1.2 Department Finances

The IT department is an internal service fund, and departments are billed for IT as a line item in their budgets. Large software purchases, server replacements, and most support for GIS projects are funded through the Capital Improvement Plan (CIP).

The combined capital and operating budget for the years 2007 through 2011 is expected to be about $24 million or somewhat less than $5 million per year on average. The capital budget includes costs associated with infrastructure and systems improvements, including the outside services required to implement them. The operating budget covers staff costs, maintenance and repair costs, consumables, and other various costs required to support provisioning of IT services to the City of Kirkland.

For 2006, the operating budget is approximately $ 2.8 million and the total CIP project requests were just over $1.2 million dollars. This equates to 30 percent of IT expenditures going towards new capital assets and facilities. While this ratio is quite high from a general government perspective, it is primarily indicative of two things: 1. the current systems are maintained and operated efficiently; 2. significant latent demand for IT/automation exists throughout the City. This level of capital expenditure relative to operating budget is appropriate for the City of Kirkland, considering the major enterprise investments in process or in plan. This ratio will likely trend downward depending on the timing of additional major system replacements over the next 10 years.

3.1.3 Challenges and Constraints

A primary challenge of the IT department is maintaining high operational levels of service while efficiently delivering new improvements to infrastructure, process and systems. Other challenges arise from the nature of the business IT supports. Some of these include:

- Consumption of IT resources by supported departments varies based on their ability and by the level of complexity of their systems and applications.
- Capacity constraints (primarily related to IT and non-IT staff resource availability) affect the ability to deliver projects within initial schedule time spans.
- IT staff are stretched between the time and technical challenges of new system implementation and those of day to day departmental support requirements.

3.1.4 Opportunities

The City of Kirkland has a comprehensive applications portfolio that provides services to individual departments and to the enterprise. For many of these systems, the City owns functions and features that have not been implemented. City IT staff are talented and resourceful and despite significant

daily responsibilities for desktop, applications and network support, manage to lead one or more projects to implementation. Additional project delivery resources, such as standard requirements and scheduling methods, could provide additional support to these efforts, improve schedule compliance, and further leverage City Staff. The City's use of regional collaboration to provide IT and other services is a model that can be expanded upon.

3.1.5 Summary of Current IT Situation

EXHIBIT 11. IT DEPARTMENT ANALYSIS

What IT does well	What IT can improve
High quality service Recognized for regionalization efforts Stable organization with little turnover GIS	Project management, resource scheduling Applications Manager position
How IT can provide added value	**What could harm the organization**
Fully implement existing applications Add an IT PMO to coordinate project process documentation and requirements	Lack of disaster preparedness Lack of network redundancy One-time funding of staff not transitioned to FTEs as need for more support is demonstrated Preventative maintenance and routine testing are not accomplished due to over-worked staff

3.2 Analysis, Findings, Recommendations

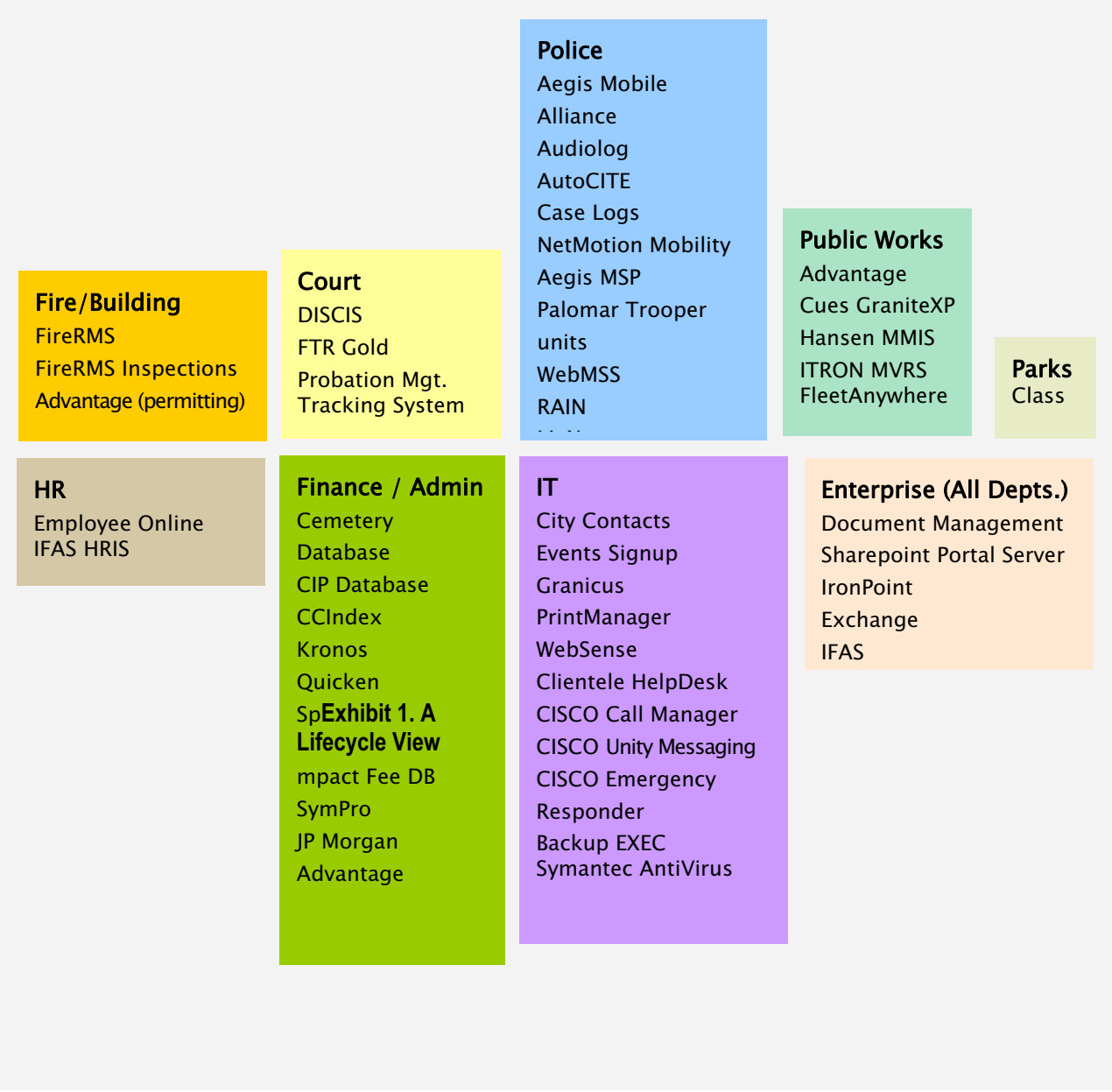
The City of Kirkland's IT Department is well positioned to continue to serve the vital role information technology plays in fulfilling its mission and goals. There are several things the department can do to enable staff to meet ever-changing demands for service and over time can enhance the capacity of the organization. This section is organized along the areas that were identified in the City's request for proposal. For each area, an analysis of the existing condition is provided followed by a recommendation of actions to be considered for improving upon the current situation.

3.2.1 Portfolio Management

The ITSP resulted in a technology portfolio that includes a server and network infrastructure portfolio, application portfolio, project portfolio, and skills portfolio. These set a baseline from which several

paths forward can be traced. Efficient IT management requires effective change management. Past investment decisions have resulted in a relatively diverse technology environment (i.e. several database platforms, operating systems). Some of these decisions have been correctly driven by requirements, others have resulted from the lack of a systematic approach to managing the IT portfolio. The current state of the applications portfolio for instance (Exhibit 12) presents a relatively high number of individual applications relative to the size, uniqueness, or complexity of the City's operations.

EXHIBIT 12. APPLICATIONS PORTFOLIO



KEY FOR EXHIBIT 12: APPLICATIONS PORTFOLIO

Application Name	Application Description
Sharepoint Portal Server	Intranet Software
SQL Server 2000 / Informix	Various Application Databases
Ironpoint	Internet CMS Software
DISCIS	State system for managing municipal court activity
FTR Gold	Court proceedings recording system
Probation Management Tracking System	Probation Management Tracking
Cemetery Database	Cemetery Plot Tracking
CIP Database	Capital Improvement Project Budgeting
CCIndex	Document Management
IFAS	Financial & Human Resource System
Kronos	Timekeeping (being replaced by Tenrox)
Quicken	Cash Management
Reflections X	Terminal Emulation and FTP
Springbrook	Utility Billing/Cash Receipts
Tax Tools	Sales Tax Analysis
Tenrox	Timekeeping
SymPro	Investment Management
JP Morgan	Procurement card transaction reporting
FireRMS	Fire Records
FireRMS Inspections	Fire Inspections
Employee Online	Employee HR/Payroll Info (internal)
City Contacts	City Phone Directory
Events Signup	Class and Event Signup
Exchange	eMail Server
Granicus	Streaming Video & Training
PrintManager	Department Print/Copy Tracking
WebSense	URL Filtering and Monitoring
Clientele HelpDesk	Help Desk Ticketing System
CISCO Call Manager	IP Telephony System
CISCO Unity Messaging	IP Telephony System
CISCO Emergency Responder	IP Telephony System
Backup EXEC	Network Backup System
Symantec AntiVirus	Virus protection and detection
Advantage	Permits, Business Licenses
Class	Parks Registration
Aegis Mobile	Police Mobile and Field Reporting
Audiolog	Dispatch and On Demand Call Recorder
AutoCITE (parking tickets)	Parking Ticket Data
Aegis MSP	Police CAD/Records/Corrections
WebMSS	Police NCIC/WACIC
RAIN	Regional Police Datasharing
LInX	Regional Police Datasharing
Hansen MMIS (Enterprise Solution)	Assets/Work Orders/Facilities/Service Requests
ITRON MVRS	Water Meter Reading
FleetAnywhere	Fleet Management

Application Name	Application Description
Case Logs	Detective case tracking
Rangemaster Pro	Police Range scores
Alliance	Police System (being replaced by Aegis Mobile & MSP)
Impact Fee database	Tracking of impact fees collected for construction
Palomar Trooper units	Police mobile computers

Findings and Recommendations

Validate and adopt the ITSP technology portfolio as a baseline and maintain it to reflect change. This information can be managed and updated in its current form (Excel workbooks) or can be used to populate a portfolio management tool.

Review and catalog the capabilities (functions and features) of existing systems (including those that are not currently implemented). Review requirements against this catalog prior to making new investment decisions.

3.2.2 Applications Portfolio

An inventory of all products currently supported by IT was completed and was later enlarged to include all modules of those applications. In addition, it was noted whether modules had been implemented, or were owned and not implemented. Information describing existing applications was captured in the Applications Portfolio (Appendix B). Exhibit 12, below, illustrates the current application portfolio (without module detail). Key information obtained for each application included:

- Application name and functional focus
- Number of users and business ownership (department or enterprise)
- Criticality and level of acceptance
- Vendor relationship (positive, negative, or average)
- Technology stack
- Assessment of annexation impact

Findings and Recommendations

Analysis of this data showed that the City already owns a number of modular functions that could positively impact service if implemented. The City also has a number of opportunities for consolidation – in effect standardizing on a particular vendor in order to reduce the number of products supported. Finally, Kirkland may want to investigate negotiating maintenance payment reductions based upon product use, given the number of modules that are not expected to be implemented.

Continue to document a preferred framework for commercial off-the-shelf (COTS) applications (IT Standards): *Kirkland IT should continue to evaluate new off-the-shelf, non-customized products, upgrades, and replacements for movement towards a desired technical framework that provides*

value and flexibility in delivery of City services. Currently, the most appropriate technical framework would center on the Microsoft Windows and SQLServer. Preferred COTS applications would be natively compatible with the Microsoft Windows family of operating systems and utilize the SQLServer database through an open architecture.

Services Oriented Architecture should not be a focus: *While implementation of a SOA is desirable for a number of reasons, it is far less important in an organization that does not focus on custom development. Applications that provide re-usable components that can be leveraged using the Sharepoint framework are desirable, but the SOA architecture should not be the focus of product evaluation at this time.*

Evaluate and prioritize opportunities for better application integration*: The City would benefit from a standard approach to system integration. The original discussion around this recommendation was focused on use of a third party tool, but this was rejected due to the cost of products and implementation. Other ad hoc approaches could be used to provide a solution for major pain points, such as Advantage & Hansen, Hansen & Tenrox, FireRMS & Tenrox, CLASS & IFAS. The key here is to estimate the cost of not integrating these in terms of time spent in redundant entry and error correction.*

Review existing applications for potential consolidation*: It may be that business or technical requirements that drove decisions to purchase products with overlapping functionality have changed. Opportunities for consolidation may exist to reduce the amount of functional overlap.*

The City of Kirkland has acquired and implemented a large number of applications in the last several years, in some cases purchasing a larger product in order to fulfill a niche solution. The stated goal has been to provide mid-tier functionality, which generally translates to reduced expenditure for solutions. IT management is aware of the inefficiencies that have occurred due to this approach and the challenges that they present, including:

- *Disparate look and feel across applications, requiring additional training and support*
- *Data are in product-related stores, rather than process-related stores, each with its own data model*
- *Workflow is challenging as processes cross multiple applications*
- *Reporting from these disparate data stores is challenging due to the multiple data models and inherent differences of data definition and different reporting tools integrated with each application*

We recommend a fresh review of the applications identified in the technical data collection deliverable for potential consolidation.

3.2.3 Infrastructure

CH2M HILL reviewed the City's current IT infrastructure – including local and wide area networks, wireless infrastructure, security and server infrastructure – with the goal of prioritizing improvement projects required to support the strategic plan. One of the biggest challenges uncovered during stakeholder interviews was the growing storage requirements of applications. Part of the reason for

this is Kirkland's progressive use of technology, which requires the storage of geospatial data and large video files, for example. Another reason is the number of underutilized servers and hardware resources, which are often required by vendors in the implementation of new applications. These resources occupy precious data center space and cooling and power requirements. The infrastructure planning process took into account new demands generated by recommendations and projects that may impact infrastructure requirements. In addition, a gap analysis was conducted to identify existing resource constraints (unmet needs in either staff or equipment) that the Infrastructure Plan should address.

Findings and Recommendations

Implement a storage area network (SAN): *Projected storage requirements over the next two years will grow beyond the ability to effectively manage using traditional direct-attached storage technology. Driving storage requirements are annexation activities, significant expansion of existing multimedia services, files, expanded GIS usage, and a document management system. CH2M HILL is recommending the City install a SAN attached to key servers based on application storage requirements. This system will give the City a flexible central pool of storage space that can be dynamically allocated to applications as needed.*

Server consolidation/virtualization: *The wide range of applications used by the City has led to a significant number of servers that are allocated to a specific function. These systems are typically only lightly used resource wise and take up a large amount of rack space in the existing datacenter. During the course of the assessment CH2M HILL identified a number of systems that are good candidates for virtualization via technology such as VMWare. In addition to reducing the physical footprint of the servers in use, virtualization technology would also allow the City to maintain a comprehensive testing environment, potentially reducing the number of outages due to change issues. It would also reduce the amount of IT hours spent monitoring and maintaining servers.*

Implement better redundancy for network, but hold off on larger investment until annexation impact can be quantified: *During the course of the assessment, it was noted that the Cisco 6513 core switch that provides network services to the users located at City Hall and links the remote site together is a single point of failure. Given the cost of the Cisco 6513 chassis, space constraints in the existing datacenter, and the uncertainly of the effect annexation will have on employee distribution in the City, we recommend that the City invest in making the existing Cisco 6513 as redundant as possible and hold off purchasing additional switch hardware until the infrastructure requirements for annexation are better defined.*

Evaluate importance of call manager surveys and investigate implementation of redundancies: *The current Cisco Call Manager system is well designed and implemented with the exception that it lacks redundancy within current key components. If one of the Call Manager servers were to fail, certain services such as voicemail, call routing and queuing, and automated greetings could become unavailable for the duration of the outage. The City should evaluate the how crucial these services are to its day- to-day operations and determine if redundant systems are justified.*

Implement automated system monitoring: *The IT department currently uses a lengthy daily checklist to verify that infrastructure services are working correctly and to identify potential issues. While this checklist appears to catch early indicators of issues, it is a time-consuming process and only provides the organization a once a day look into the state of the environment. CH2M HILL has*

identified a number of low cost tools that can be easily implemented, would significantly reduce the time required to perform the daily checklist, and provide a real time view into the health of the infrastructure. These are detailed in the Infrastructure Plan.

3.2.4 Disaster Recovery

There is not a sufficient amount of dedicated funding to maintain a robust ability to recover Kirkland data in a severe regional disaster. Most of the City's data systems run on standard platforms using vendor-provided software. While this increases the City's resiliency in the case of a disaster, and makes it more likely that it could, in fact, recover from medium-scale disaster, the City could not currently recover some critical systems in a reasonable time frame. In other words, the City's ability to operate smoothly in a serious disaster is not adequate. CH2M HILL identified several infrastructure improvement projects that the City of Kirkland should complete to significantly improve the resiliency of the City network in the event of a failure. These are detailed in the accompanying Infrastructure Plan.

Findings and Recommendations

Implement changes to backup and recovery: *Significant new storage requirements call for additional backup capacity and new backup systems. CH2M HILL is recommending the City expand the existing backup system to accommodate the increased demands.*

Utilize Bellevue datacenter for disaster recovery (Site specific): *The City recently established multiple pairs of fiber cable between Kirkland City Hall and City of Bellevue's new datacenter. The City should work with Bellevue to establish space in this facility for disaster recovery servers.*

Proactively fund disaster recovery. *To ensure disaster recovery funding is an ongoing priority, the City should build these costs into future acquisitions. This has not been considered in the past.*

Undergo disaster recovery planning. *There is a need for documentation and complete business continuity planning.*

3.2.5 Financial Models and Major Systems Replacement

The City of Kirkland follows fundamentally sound approaches to financing its IT services and capital investments. There are a number of changes that could be made to simplify its financial models and better position it for large system replacements whether they are scheduled or emerging. Recent major system replacement cost analysis performed by the City of Kirkland IT Department indicates that an estimate $840,000 of additional revenue needs to be identified to support current replacement assumptions and maintain a strategic reserve fund going forward. Currently, funds are set aside for major systems replacement in an ad hoc manner by transferring savings that are realized relative to planned expenditures.

Findings and Recommendations

Implement a simplified financial model based on FTEs rather than network logins: *This provides a more stable and available data source for the basis of cost allocation. While some*

departments will experience an increase in cost allocation, under the new model, it provides a better relationship for distributing the benefit of enterprise and core IT functions.

Select and Implement a replacement model for core systems: *In addition to defined end of life plans for major systems, several scenarios could justify early system replacement. Key changes to the legal requirements for program administration may render existing systems incompatible. Vendor business problems such as bankruptcy or cessation of business activities may render the system unsupportable (in real or in dollar terms). High degrees of customization may cause the application of vendor upgrades impractical. External factors such as population growth may overtax existing systems and require more scalable systems. Shifts in technology such as the introduction of Web self-service may provide sufficient additional benefit to justify early retirement of an existing application.*

The standard replacement policy should take into account the system's customer satisfaction ratings, its conformity to a target architecture, the cost of replacement, the comparative cost of maintaining the existing and replacement systems and the potential benefits to be realized by replacing the system. Benefits of replacing a system may include efficiencies to be gained by streamlining business processes, allowing better integration of applications and data, or improve the service provided by the agency employing the software. Target architecture is an important consideration as it will have longer-term effects on maintenance costs by reducing the complexity of the overall infrastructure. Generally, cost analysis should be performed to provide a realistic understanding of the short and long-term costs and benefits of the project and ensure that the reasons driving the replacement are well-grounded.

Several options exist for funding major systems replacements. The most traditional option is to make use of the existing revenue sources and carve out a portion of those funds to go into a systems replacement fund. Another option is to issue special purpose IT improvement bonds, such as those pioneered by the Commonwealth of Massachusetts. Bonds may be approved for specific projects or a portfolio of projects and could be particularly effective for more urgent replacements. Each of these options have advantages and disadvantages with respect to the City's appetite for long-term debt and the challenges of scaling IT delivery, among others.

- ***Increase CIP Allocation to IT –*** *Increase the volume of annual capital dollars available for IT projects.*
- ***Institute a Major System Replacement charge*** *– This would supplement the existing maintenance and operating charges and PC replacement charges. Charges should match to the scope of the system (e.g. line of business systems vs. enterprise systems).*
- ***Issue long term debt through councilmanic bonds –*** *Appropriate only for major enterprise systems replacement (i.e. Finance and Accounting systems).*
- ***Seek voter approval for special purpose bonds –*** *This would require careful consideration and a public campaign to educate voters on the City of Kirkland's record of fiscal responsibility and provide tangible benefit information to set appropriate expectations.*
- ***Tie system replacement for Line of Business Services to appropriate Special Revenue funds –*** *This option would cover only a portion of the long-term replacement needs and address only those departments with access to Special Revenue funds.*

The City should consider one ore more of the following major system replacement funding options or identify others that would be adequate to fill the anticipated gap in systems replacement funding.

3.2.6 Regionalization

The Eastside has a culture of regionalization, and IT is at the core of many of these cross jurisdictional efforts, which drive a significant portion of the IT department's work. Some of these efforts have included the fiber consortium, police, parks and planning. The City of Kirkland has enjoyed benefits from its regionalization efforts. While many benefits to the public have been realized (e.g. consistent user experience, "one stop" point of service), other benefits with respect to IT finance and operational metrics have been harder to realize (e.g. economics of scale, speed of implementation). In addition, the process through which projects are identified, selected, and prioritized for regional implementation has at times lacked a rational decision framework and suffered from inadequate participation by those whom will be required to implement the projects.

One of the challenges of regionalization is the lack of control the City has over it. Regional efforts are more of a political process than an analytical one and require strategic involvement and sometimes compromise. The City's current approach to regional project evaluation is to move forward with them if the initiative makes sense for its customers, not necessarily because it is cheaper, faster, better, or easier. At times, internal, non-strategic drivers force the need to complete regional initiatives.

Findings and Recommendations

Continue the current approach to regionalization: *The success of Kirkland's regionalization strategy is evidenced by the award winning eGov Alliance. We recommend that the City continue this by evaluating each new candidate project with regionalization in mind. During the process of project identification and prioritization, the team identified projects (such as the online employment applications) that could be fulfilled more efficiently from a financial perspective by taking a regionalized approach, however, efficiencies must be balanced by "time to service" needs. Our team provided a criteria model for evaluation of candidates, recapped below in Exhibit 13. This model is an attempt to quantify the decision within the same overall dimensions as the prioritization model.*

EXHIBIT 13. PROJECT EVALUATION CRITERIA MODEL

Regionalization - Value			1-High	2-Medium	3-Low
Category	Rank	Points	3	2	1
Universal Need	1st	4	12	8	4
Economies of Scale	2nd	3	9	6	3
Network Effect	3rd	2	6	4	2
Cost Sharing/Mitigation	4th	1	3	2	1
Regionalization - Complexity			**1-High**	**2-Medium**	**3-Low**
Category	Rank	Points	3	2	1
Organizational Change	1st	4	12	8	4
Process Standardization	2nd	3	9	6	3
Varied Solutions in Existance	3rd	2	6	4	2
Lack of Public Consensus	4th	1	3	2	1

***Establish a strategic, rational process for regional project planning and selection**: This will require development of a set of criteria that defines what types of projects are considered for regionalization. It will necessitate communication of projects that emerge outside of individual strategic planning cycles. At a minimum, an informal coordination meeting should occur between key regional representatives during the annual budget planning cycle (first quarter if amenable to all parties) to share their annual program, understand priorities, identify synergies and produce action plans for collaboration.*

***Include appropriate representation in the project selection process**: Individuals who can speak to the implementation challenges of regional projects (such as complexity, risk and competition for staff resources) should be included in project selection discussions.*

3.2.7 Help Desk

The Help Desk is well established, and an application is in place (Clientele HelpDesk) that allows Help Desk staff to track issues and outages as they are reported. The application also allows Kirkland IT to track completion times. Help Desk staff noted some issues with regard to data quality.

In reviewing current practices, opportunities for implementing aspects of the Information Technology Information Library (ITIL) were considered. A key tenet of ITIL – providing a single point of contact for service – is already in place at Kirkland for Desktop Applications. Enterprise Applications – for example Police, Finance and HR systems – are typically serviced by the appropriate application administrator.

While it was agreed that there was room for improvement of tools and process, it was also clear the necessary requirements have been met to generate and report metrics against the published Service Level Agreement, at least for desktop applications and network issues.

In terms of Help Desk ratios, a survey performed by CH2M HILL with the assistance of the Municipal Research Service Center (MRSC) indicates that Help Desk to supported user ratios range from 1:125 to 1:150 in city governments. While it is difficult to compare directly between cities without completely understanding the scope of help desk responsibilities, at roughly 1:165, Kirkland is serving its customers efficiently relative to the identified benchmark.

Findings and Recommendations

***Consider implementing components of ITIL over time:** ITIL is a set of best practices and tools that provides repeatable processes and a common language around IT services. Over time, the City should consider implementing relevant components of governance based on ITIL where they make sense for this size organization and where impact to speed of delivery is minimal. The Office of Government Commerce (OGC) recently published a guide for implementing ITIL in small IT units. ITIL Small Scale Implementation considers how the circumstances of delivering effective IT Service Management are affected by situations that typically occur within a small organization and how to get good results quickly by adapting the ITIL advice to circumstances. Based on CH2M HILL's observations of the existing support processes, it is recommended that the City of Kirkland IT Department consult the OGC Small Scale ITIL guide and consider efforts that drive consistency by which support is provide whether by Network/Operations or Applications Staff.*

3.2.8 GIS

Geographic Information System (GIS) implementation is a success story for the City of Kirkland. The City enjoys excellent GIS products and services as is evidenced by high quality maps, a number of GIS-enabled point solutions, and progress towards further integration of GIS with a number of business-line and enterprise applications. The GIS division completed a strategic plan in 2005 and is moving forward with recommendations from the plan.

Findings and Recommendations

Continue to implement the 2005 GIS Strategic Plan: *The 2005 GIS Strategic Plan articulates a rational strategy for the City to follow and is both consistent with and complementary to the IT Strategic Plan. It should be used in concert with this plan. The GIS Strategic Plan provides an in-depth, prioritized identification of staffing, service delivery, architecture, and infrastructure needs through the current IT planning horizon.*

Develop an integrated GIS/IT Strategic Plan: *Following implementation of the 2005 GIS Strategic Plan and the recommendations in this IT Strategic Plan, the City should develop an integrated document for the next planning horizon, beginning in 2010 or 2011. The integrated plan should include both the IT and GIS functions, as they are directly related in terms of resources, funding, organization, and customers.*

3.2.9 Staff Structure

The IT Department is divided into four divisions:

- The **Network and Operations Division** that designs, maintains and monitors the City's data and telephone networks. This includes security and Help Desk support.
- The **Applications Division** that procures, maintains, and supports primary computer applications and related database systems. This includes management of the Internet web site and the City's Intranet reporting.
- The **GIS Division** that designs, implements, manages, and maintains enterprise-wide mapping and spatial data analysis tools, mapping applications. The GIS Division also provides direct support to departments that do not have GIS professional staff.
- The **Multimedia Services (MMS) Division** that supports City staff with graphic design and production. The MMS Division also manages two television stations and creates special-purpose web design and development.

There are two primary gaps in the current IT organization: a central point for communications and a leader for the applications group. While integrating the MMS Division with IT has helped to coordinate City internal and external communications, there needs to be one person dedicated to directing, managing, and implementing a coordinated City communications strategy. The applications group leader is needed to offset the high number of direct reports to the CIO and provide workload leveling for the group. These recommendations are further described below.

Findings and Recommendations

Introduce the role of Public Information Officer*: We recommend that Kirkland proceed with the desired addition of a Public Information Officer (PIO), reporting into the City Manager's Office (CMO). Tools and technology should still reside in IT, but priorities and process should be driven from the business.*

A CMO-level reporting structure would also allow more effective cross departmental coordination, as well as better coordination in the event of an emergency. The PIO must be positioned at the right level in order to be truly effective.

PIO responsibilities should include items such as:

- ***Branding –*** *Beyond color palette and logo, the PIO should be responsible for communicating the common themes that are important to Kirkland*
- ***Building media relationships –*** *This can take many forms, including providing content to media outlets in advance of major events*
- ***Providing communications liaison –*** *Providing coordinated responses for major news items or during emergencies, and acting as Kirkland's communications liaison to the regional emergency operations center*
- ***Interfacing with IT –*** *Coordination with IT on priorities and processes as chair of a Communications Steering Committee.*

The role of the PIO is pivotal in terms of communicating to the citizens all that the City does.

Introduce the role of Application Team Manager: *The Network/Operations team has a dedicated manager reporting to the CIO, whereas each of the Applications team members reports directly to the CIO. Given the complexity of the environment and the number of applications and projects supported, we believe the team would benefit from a full time manager to assist in workload leveling and prioritization, issue escalation, and project performance monitoring. The Application Team Manager will also have primary responsibility for the proposed Project Management Organization (PMO) and will therefore need to possess strong project management and training skills. The PMO is discussed further in the Project and Task Management and IT Governance Reporting section.*

Monitor MMS improvements: *While several areas of concern were initially noted around MMS services – including perceived quality issues, missed deadlines, low morale, and absenteeism – a number of recent changes have helped improve project delivery and morale. These include:*

- *Implemented staff changes and reorganization.*
- *Identified an on-call graphic artist to work during peak workload.*
- *Contracted graphic services for parks brochure production.*
- *Prepared Service Level Agreement.*
- *Developed internal tools to use when working with customers to set clear expectations around the work request, product, and timelines.*

MMS staff is doing well; they feel good about work and they feel supported; there is a sincere desire and continued efforts to improve scheduling and customer service. . Also, the addition of a PIO will help the MMS group set priorities, which is expected to continue the upward trend in morale and effectiveness. The effect of these improvements should be monitored to ensure they continue to provide benefit.

Coordinate internal communications: *The need exists to disseminate information through various mechanisms within MMS – web, television, print. Currently there is no coordinated process to broadcast and circulate this information. The task of creating an organized process which follows Kirkland's multi-media venues should be developed, implemented, and enforced under the direction of the new PIO.*

3.2.10 Project and Task Management and IT Governance Reporting

According to interviews with staff, the City of Kirkland's IT projects are currently delivered to expectations. Despite satisfaction with current delivery, IT staff has acknowledged that adherence to initial project schedules and resource scheduling are currently a challenge. Staff availability (both IT and customer department) and project management workload are primary contributors. The additional workload posed by the pending annexation is expected to exacerbate current project delivery issues if new processes and tools are not in place to further leverage the current staff, plan resource allocation on projects, and provide additional visibility into the project portfolio.

Findings and Recommendations

Implement a standard delivery/project management process*: Project management approach and competency varies significantly across City departments and IT staff. We recommend an incremental implementation of appropriate and tailored process, methodology, and templates to assist the City with standardized metrics and common, teachable principles (see Exhibit 14). Specific aspects of project management/delivery are described in the Program Management Organization below.*

Implement a project governance body or Project Management Organization (PMO): *Kirkland currently uses the IT Steering Committee to review project progress on a periodic basis. We recommend extending this approach to include continual review of project priorities and high level project status (budget, schedule, risk, and resource availability). We also recommend that this team continue to review candidate projects for inclusion in the portfolio using the balanced scorecard technique introduced by this project.*

We believe that the key to successful implementation of a standard implementation methodology, as well as to an increase in quality, lies in implementation of a PMO. This may end up being the same Technology Steering Committee as it exists today, with additions to the charter of that body.

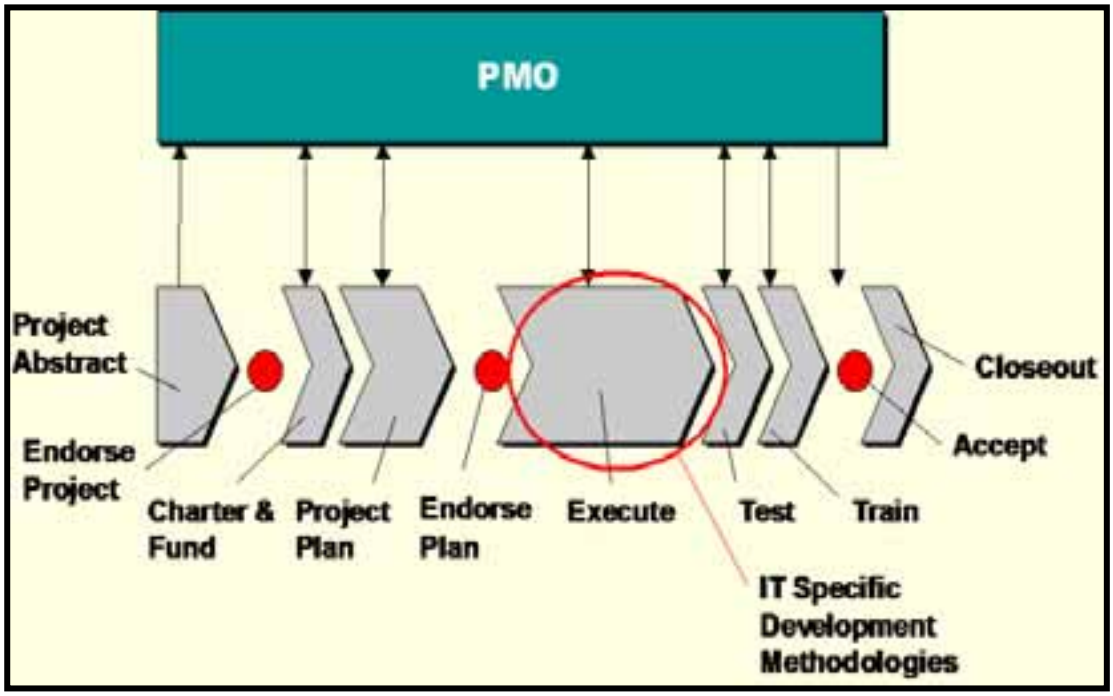
It is key that some form of project governance be put in place that determines what projects should be initiated, and monitors them during their lifecycle. This is important not only from the perspective of project quality, but also from that of providing project team members a point of escalation. The PMO should be chartered with three major responsibilities initially:

1. *Ownership and extension of the methodology, to include evaluation of leading project management practices as they relate to Kirkland*

2. *Monitoring and review of projects for quality of execution as they relate to standards, particularly at common junctures such as initiation, planning, execution, test, and acceptance*

3. *Ongoing portfolio management and project prioritization*

EXHIBIT 14. PMO PROCESS



While many Kirkland employees have a project management background, currently there are no standards in place at the City. The IT Strategic Planning team identified the following projects as required for implementing an effective project management process at Kirkland, organizing them under a Service Delivery Standards program.

1. ***Create project management organization, methods, and tools, including:***

    a) *An IT PMO focused methodology, with tools and templates for key milestones and processes. The basis of this methodology should be consistent with industry practices and project management standards.*

    b) *Project cost tracking standards, methods, and tools.*

    c) *Refined process for project change control, particularly around CIP projects.*

    d) *Standard project management training across the City for key participants, including resources expected to manage projects as well as those expected to sponsor them.*

2. ***Create project schedule tracking mechanism to give schedule performance visibility to project team and sponsors.*** *This should be scalable based on the scope, size, and*

importance of the project. Exhibit 15 illustrates varying degrees of schedule tracking depending on the level of importance schedule performance and project type.

3. ***Select and establish a common approach to requirements gathering and documentation, and train business and IT leads.*** *Goals of this effort should include ensuring traceability from requirements to use cases, features, and test scripts. There are many existing standards for the documentation of requirements. The challenge with requirements is that they often must be communicable to all parties involved in delivery from the (potentially) non-technical business customer to ultimately the vendors who respond to requests for proposals. Often times a business analyst can sit between these extremes and translate the language of the business to the technical language of the developers. However, even through translation, a common process must be followed in order to ensure that business needs are being satisfied.*

4. ***Select and establish a repository to store requirements that emerge outside of the context of a project or planning activity.*** *It would also be of value to decompose existing applications into functional requirements in order to ensure that existing applications are fully utilized where appropriate.*

EXHIBIT 15. LEVELS OF SCHEDULE TRACKING

Schedule	Type of Project	Typical Dollar Value	Project Schedule Control Required	Suggested Tools	Time required for schedule management (set-up / update)
Schedule Performance Not an Issue	Feasibility / Scoping / Definition	< 100K	Minimum: Milestone schedule with bar chart	Visio	1 to 8 hours / 1 – 4 hours
"Normal" delivery schedule with minimum task / resource dependencies	Point Solution Development	Up to $250K	Basic: Task-based schedule with start and finish dates for each task	Visio or Microsoft Project	1 – 12 hours / 1 – 6 hours
"Normal" delivery schedule with multiple task / resource dependencies	Enterprise Application Development / Major System Integration	$250K to $1M	Enhanced: Detailed, resource-loaded, activity-based schedule with hour estimates, start and finish dates and staff assignments for each activity.	Microsoft Project	24 – 40 hours / 8 – 12 hours

Accelerated Schedule	Mission Critical or Legally Mandated Infrastructure / System Project	$250K to $1M >	Enhanced: Detailed, resource-loaded, activity-based schedule with hour estimates, start and finish dates and staff assignments for each activity	Microsoft Project	24 – 40 hours / 8 – 12 hours

3.2.11 Content Management

Trends in the industry points towards unified content management system strategies that consider both internally and externally accessible content. The City currently has a content management tool for the web. There are many policy as well as technical aspects to consider.

Findings and Recommendations

Develop an overall content management strategy with the PIO: *Many organizations have implemented unified content management systems which manage both internal and external access to documents and other content types.*

Continue implementation of the current Hummingbird System: *An enterprise electronic document management system (EDMS) will be a component of a larger content management strategy.*

3.2.13 Policies and Service Level Agreement

The existing IT Service Level Agreement was reviewed and was found to be complete and appropriate for the City's needs within the planning horizon.

4. IMPLEMENTATION PLAN

4.1 Project Prioritization Summary

The strategic planning team identified over 130 projects in the analysis phase. An initial review allowed the team to quickly reduce the number based on agreed upon major criteria (organizational readiness, internal capabilities and immediate needs). Those projects that did not pass the initial filter were retained on the list for future consideration. The final list included 64 projects. These are described briefly in section 4.2 and described in full in Appendix E.

The team then evaluated each project in light of the key criteria identified during the IT Balanced Scorecard Effort:

1. Increasing density while preserving Kirkland's character and sense of place
2. Doing more with less (efficiency and effectiveness)
3. Improve the effectiveness of communications with citizens
4. Implement systems as driven by state requirements or standardization between cities

The framework is one of a number of methods we used to prioritize opportunities. We consider it a tool to create a common understanding and consensus among the team on the prioritization criteria and to establish a process for objectively ranking the opportunities. Other factors affected how we put together the execution plan, including existing plans and schedules, logistics and expectations within City of Kirkland, and potential dependencies between opportunities that could affect the timing for initiation.

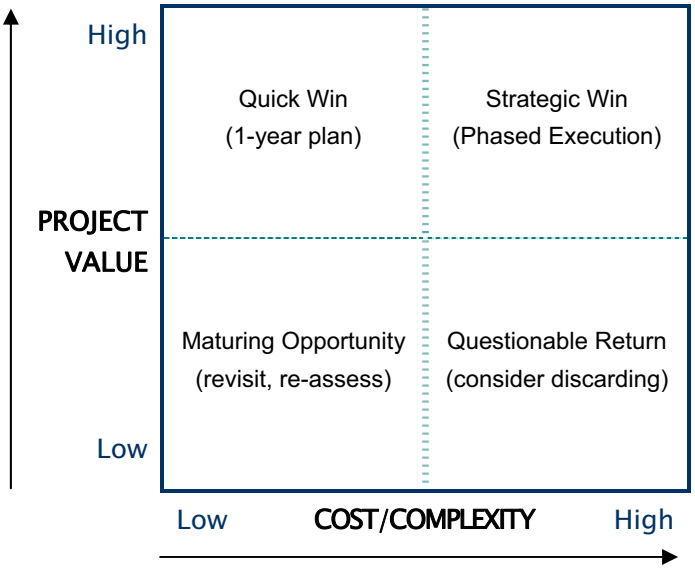
Following the definition of opportunities identified in discovery via workshops with departments and review of existing applications, we developed a prioritization framework to help us first make a quantitative assessment of the benefits, costs, and complexity of the opportunities. Based upon these quantitative results, qualitative judgment (reflecting real-world conditions) was applied to help create an implementation plan for completing the projects with demonstrated business value. Factors that went into qualitative judgment were project sequence and interdependencies, the opportunity for quick wins, and the availability of IT and City staff.

4.1.2 Scoring Matrix

We developed a two-dimensional scoring matrix for creating an Effort/Importance chart, or "Magic Quadrant," commonly used to assess the strategic value of business opportunities.[1] We describe the "Importance" dimension or axis as "Business Value" and the "Effort" axis as "Complexity." Simply put, complexity will make the successful execution of any opportunity more difficult, making the business value more uncertain the greater the complexity becomes. Based on the relative business value and complexity of each opportunity, we can graph all opportunities into four quadrants. Each quadrant indicates what kind of decision should be made about a given opportunity, as expressed in Exhibit 16.

[1] This methodology is commonly employed as a business analysis tool, e.g., by Gartner & Assoc. for market assessments. The methodology is not related to formally quantitative schemes such as multi-attribute decision theory.

EXHIBIT 16. INTERPRETATION OF PRIORITIZATION FRAMEWORK SCORES



4.1.3 Applications Criteria Definitions

We identified four criteria to contribute to the score for each axis, and gave each criterion a weighted value for its relative influence on business value or complexity. The criteria are based upon the incremental impact of the proposed opportunity, not the overall impact of the technology. The scoring for Applications Opportunities is as follows:

EXHIBIT 17. APPLICATIONS OPPORTUNITY SCORING SCHEME

Business Value Axis		
Criterion	**Criterion Rank**	**Points**
Sense of Place	1st	4
More with Less	2nd	3
Communications	3rd	2
Conformance	4th	1

Cost/Complexity Axis		
Criterion	**Criterion Rank**	**Points**
Cost*	1st	4
Resources	2nd	3
Uncertainty	3rd	2
Schedule	4th	1

*(<$200K = Low, $100K-$400K = Medium, >$400K = High)

4.1.4 Complexity Measures

1. Cost: We determined that cost was the number one driver of complexity at Kirkland in spite of the clear resource constraints to which the City is subject. The higher the cost, the larger the challenge for obtaining funding; cost drives time to implementation as well as the complexity of the funding mechanisms and the number of departments that must be involved to obtain funding.

2. Resources: City resources were continually identified as a major constraint. Short term load leveling is challenging for Kirkland given the City's approach to funding resources. Longer term, IT is able to load level, but this still involves negotiations across departments. We therefore ranked this as second in the complexity matrix.

3. Uncertainty: This criterion really belies the challenges of implementing a new product or technology at Kirkland in the current delivery environment. Delivery in and of itself has a degree of uncertainty due to lack of project management standards and governance. When new technology is added to that challenge, uncertainty is a clear criterion.

4. Schedule: In many environments, an aggressive schedule would drive the complexity of the project. At Kirkland, we believe the longer the project in duration, the more challenging. We have worked with the IT Applications team to create more projects with shorter durations in order to mitigate this by design.

4.1.5 Prioritization Formula

The placement of each opportunity in the magic quadrants below (exhibits 20 and 21) was achieved by rating the impact of each criterion on the opportunity in the following manner:

EXHIBIT 18. IMPACT RANKING

Impact	Points
High	3
Medium	2
Low	1

For each opportunity, the criterion's impact was multiplied by its weight, and the resulting scores added together for each dimension. It is very important to note that the rankings are in the context of macro-level City business value and complexity, as opposed to the business value and complexity for a specific department. Furthermore, the rankings identify the ***incremental*** benefit and complexity of migrating from the current tool(s) to the new opportunity.

The table below illustrates the scoring process for the CRM Project:

EXHIBIT 19. SCORING PROCESS

	Impact		Weight		Score
Sense of Place	Med (2)	x	4	=	8
More with Less	High (3)	x	3	=	9
Communications	High (3)	x	2	=	6
Conformance	Med (2)	x	1	=	2
Business Value Score					**25**
Cost	Med (2)	x	4	=	8
Resources	Med (3)	x	3	=	9
Uncertainty	Med (2)	x	2	=	4
Schedule	Med (2)	x	1	=	2
Complexity Score					**23**

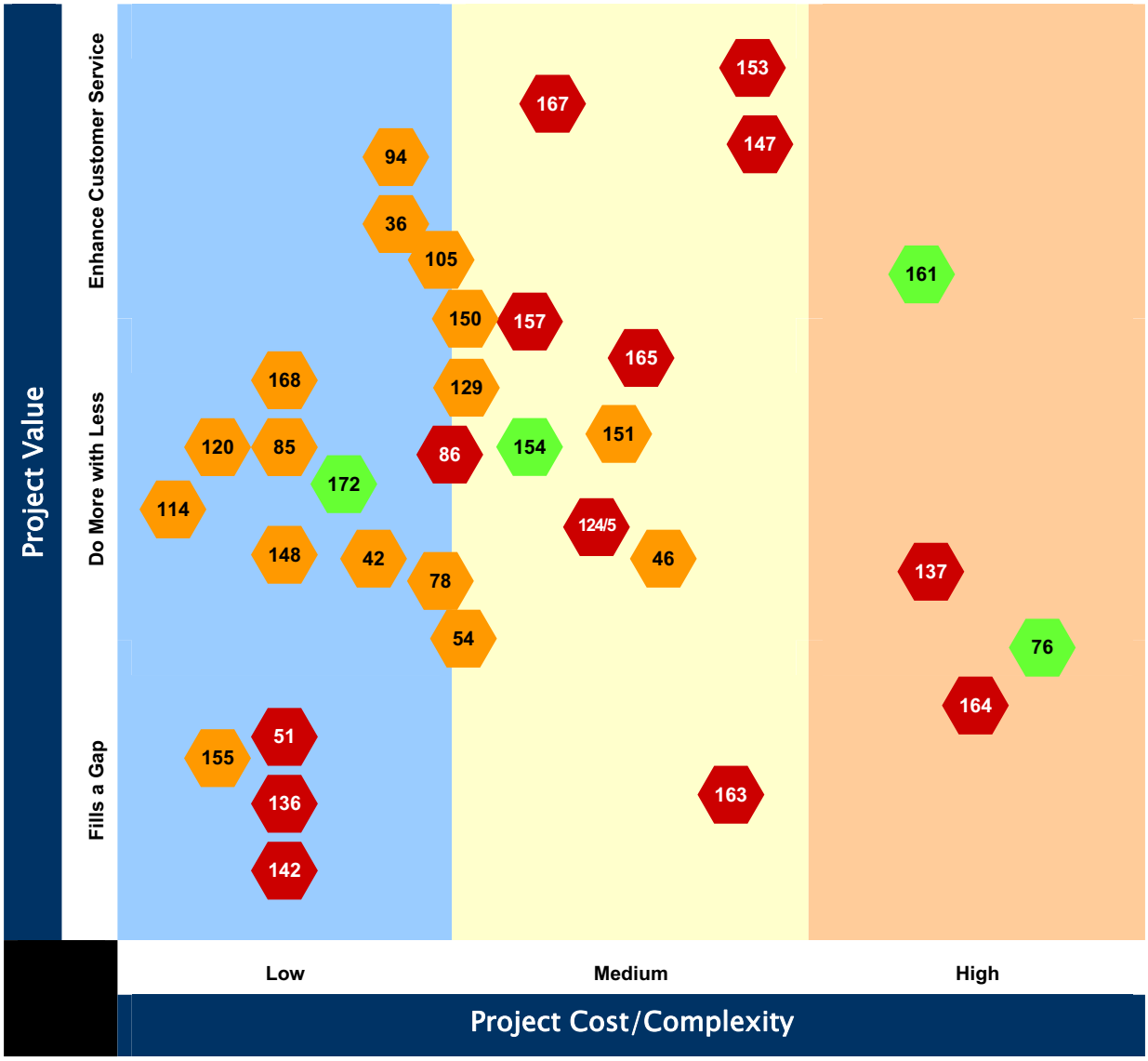
4.1.6 Prioritization Overrides

There were three cases for which projects were separated from the project portfolio because they are considered in progress/substantially complete, not optional, the opportunity cost for ***not doing*** the project clearly exceeds the associated costs, or the project was small enough that project prioritization was considered unnecessary. The first case is the “In Flight” project that is already underway with committed funds and deliverables. The second case is the “Must Do It” project. These projects are either mandated (by regulation or otherwise) or commitments have already been made via regional organizations (such as eGov). The third case is the “Just Do It” project that represents “quick wins” which can be quickly initiated and delivered when resources are available.

4.1.7 Results

Through the ranking process, the project portfolio – as well as In Flight, Must Do, and Just Do It projects – received points based on their value and complexity. The two project sets – the portfolio, and the In Flight-Must Do-Just Do It projects – were then plotted on quasi magic quadrant diagrams to show their relation to one another. These diagrams are included as exhibits 20 and 21. The numbers in the symbols denote the project’s tracking number. The y-axis of these diagrams reflects two value scales. The Project Value scale presents the values resulting from the scoring formula described above. The “Fills a Gap / Do More with Less / Enhance Customer Service” scale represents qualitative ratings performed by a team of IT and department staff. These represent refinements of the Project Value scores.

EXHIBIT 20. IN FLIGHT, MUST DO, AND JUST DO IT PROJECTS



888 In Flight

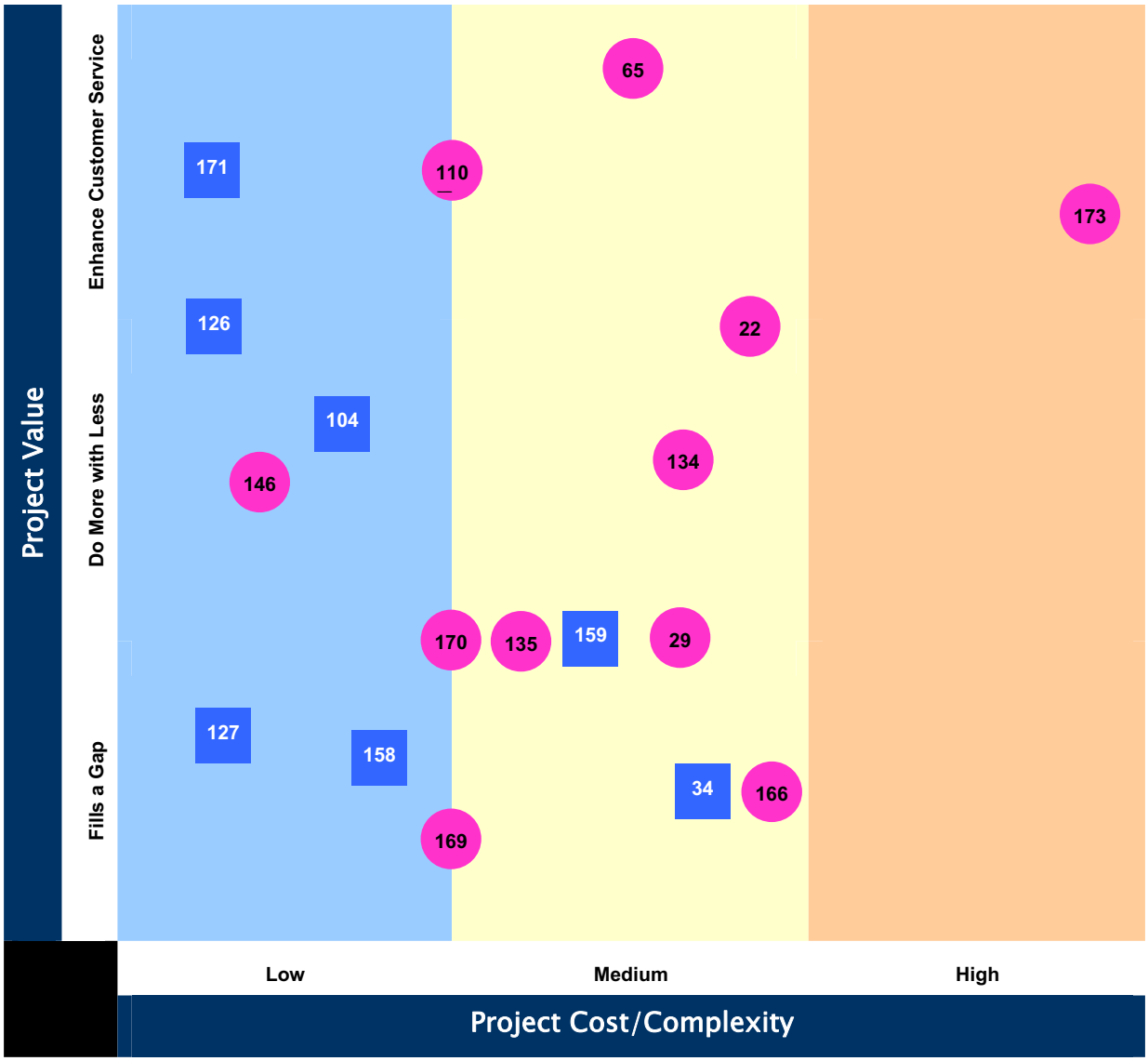
888 Must Do

888 Just Do It

- 76 Document Management
- 154 IFAS 7i: HR/Finance System Web-based Client
- 161 Mobile Remote Access for Field Operations
- 172 Intranet Upgrade
- 51 Probation Management System
- 86 Software License Tracking
- 124/5 Electronic Ticketing & Accidents
- 36 Regional Vendor Mgmt
- 42 Volunteer and Commission Membership Tracking
- 46 Mobile Remote Access Strategy
- 54 Issue Management Process
- 78 Photograph Library
- 85 Project Schedule Tracking
- 94 Facilities Scheduling
- 105 Install additional web cams for high-use facilities

- 136 Internal Affairs
- 137 Digital Voice Recording System
- 142 JBRS
- 147 MyParksandRecreation.com
- 153 MyBuildingPermit.com
- 157 Recruitment Process Analysis & Application Online Implementation
- 163 Hansen Upgrade
- 164 Permit System Replacement
- 165 Norcom Regional Public Safety Technology Study
- 167 NWProperty.net
- 114 Create web stat reporting method and tools
- 120 Hansen Workflow
- 129 WACIC Interface
- 148 HR Forms Workflow
- 150 Career Development Process & Automation
- 151 Salary Surveys Online
- 155 Employee Provisioning Checklist
- 168 DISCIS Integration Discovery

EXHIBIT 21. PROJECT PORTFOLIO



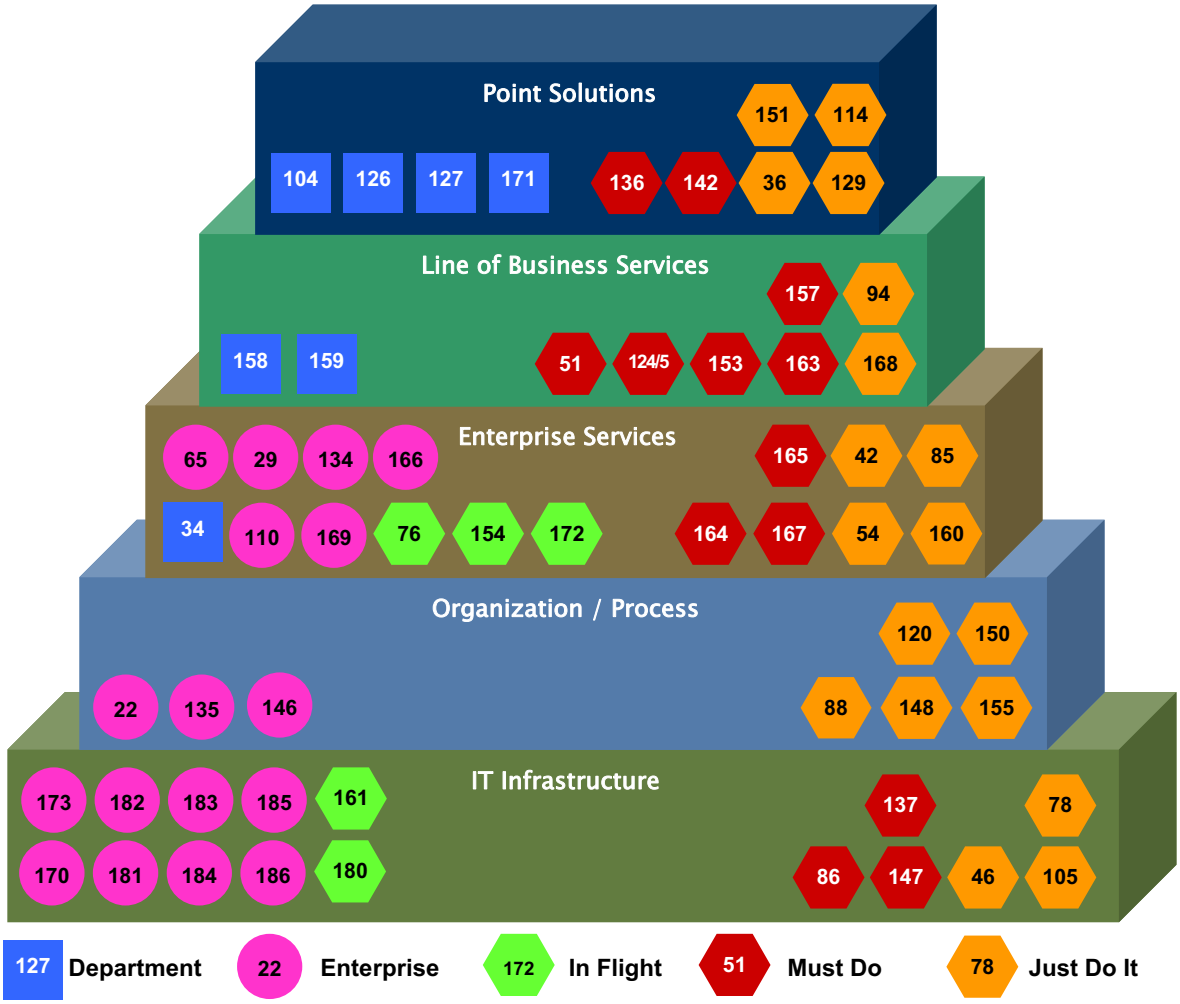
888 Department 888 Enterprise

- 34 Position Management
- 104 Refine Parks Work Order Process
- 126 Online citizen incident reporting
- 127 Pawns Downloads
- 158 Fire Inspection implementation
- 159 In-Car Mapping
- 171 Online court payments

- 22 Permit Process Mapping
- 29 Receivable Integration
- 65 CRM Project
- 110 Virtual Kirkland Geospatial Model
- 134 Staff Scheduling
- 135 Capital Budgeting Process
- 146 Employee Status Change Process Analysis & Automation
- 166 NWMaps.net
- 169 Electronic archival system for all email
- 170 Standard Reporting Tool
- 173 Disaster Recovery Planning

The enterprise impact of the projects were plotted (see Exhibit 21) to illustrate the focus of the projects – whether they would impact a single division, or the entire enterprise. The bulk of the projects fall under enterprise-level projects with far reaching effects.

EXHIBIT 22. CITY OF KIRKLAND IT ENTERPRISE ARCHITECTURE



76 Document Management
154 IFAS 7i: HR/Finance System Web-based Client
161 Mobile Remote Access for Field Operations
172 Intranet Upgrade
180 Storage Solution
51 Probation Management System
86 Software License Tracking
124/5 Electronic Ticketing & Accidents
136 Internal Affairs
137 Digital Voice Recording System
142 JBRS
147 MyParksandRecreation.com
153 MyBuildingPermit.com
157 Recruitment Process Analysis & Application Online Implementation
163 Hansen Upgrade
164 Permit System Replacement

36 Regional Vendor Mgmt
42 Volunteer and Commission Membership Tracking
46 Mobile Remote Access Strategy
54 Issue Management Process
78 Photograph Library
85 Project Schedule Tracking
94 Facilities Scheduling
105 Install additional web cams for high-use facilities
114 Create web stat reporting method and tools
120 Hansen Workflow
129 WACIC Interface
148 HR Forms Workflow
150 Career Development Process & Automation
151 Salary Surveys Online
155 Employee Provisioning Checklist

165 Norcom Regional Public Safety Technology Study

167 NWProperty.net

34 Position Management

104 Refine Parks Work Order Process

126 Online citizen incident reporting

127 Pawns Downloads

158 Fire Inspection implementation

159 In-Car Mapping

171 Online court payments

160 Mobile Device Content

168 DISCIS Integration Discovery

22 Permit Process Mapping

29 Receivable Integration

65 CRM Project

110 Virtual Kirkland Geospatial Model

134 Staff Scheduling

135 Capital Budgeting Process

146 Employee Status Change Process Analysis & Automation

166 NWMaps.net

169 Electronic archival system for all email

170 Standard Reporting Tool

173 Disaster Recovery Planning

181 City Hall Core Network Improvements

182 Bellevue/Kirkland Datacenter link

183 Automated Monitoring Solution Improvements

184 Server Virtualization

185 Tape Backup System Improvements

186 Cisco Call Manager redundancy improvements

4.2 Staffing and Organizational Projects Summary

The following projects address process and people needs for continued IT excellence and incremental improvements at the City of Kirkland.

4.2.1 Permit Process Mapping

What is the Project?

Perform detailed review of all permitting processes, workflow, roles and responsibilities and create a more streamlined workflow in order to support one permit entry point for the public. Plan a permit process that is scalable for annexation. Provide permits that are accessible by both geospatial queries and requestor. This may be accomplished either via GIS integration to Advantage, or via a spatially enabled document management system. Implement electronic workflow for permit review. Coordination with document management will be required.

Benefits of the Project:

Improve customer service by streamlining the permit application and processing process. This includes easily accessible permit application point or points of entry, the ability to follow the status of the permit, and an efficient and customer centric permit issuing procedure.

4.2.2 Position Management

What is the Project?

Provide better automation through implementation of IFAS Position Budgeting. One purpose of the Position Budgeting (PB) system is to create a personnel budget for the next fiscal year. The budget will be based on existing data from the Human Resource (HR) and Payroll (PY) systems. The data is imported into a "model" and several models may be in use simultaneously. The PB system provides very flexible utilities that enable the imported data to be manipulated using multiple variables for COLAs, benefits and other personnel assumptions. Since the HR and PY data is imported into the PB system there is no danger of affecting live HR or PY data.

Proposed solution would be to implement the Finance/HRIS IFAS system Position Budgeting module which we already own and which is included in our annual software support costs. Personnel data can be imported into the PB model and manipulated for global and specific changes and reported on using CDD Reports.

Benefits of the Project:

- Perform budget checks prior to posting a new position.
- Better budget modeling of changes to personnel, COLA and benefit increases, etc.
- Better personnel reporting.

4.2.3 Mobile Remote Access Strategy

What is the Project?

Develop a city-wide mobile strategy. For example, to what extent to we want to provide mobile systems, and how we will maintain connectivity?

There are currently funded in-flight mobility projects to provide GIS connectivity in the field and for field inspectors in public works and building. The City already provides mobility solutions for Police and Fire (Fire's are managed by the City of Bellevue, who also dispatches Fire).

This project is to define the strategy for both current, funded, and unfunded wireless mobility needs. Unfunded mobility projects include prividing photographic and complaints data to code enforcement officers via mobile technology, Mobile fire inspections, and field time entry for Public Works & Parks crews. The strategy should include function to automate, tools for automation, wireless infratsructure, estimated costs for implementation and support, and ongoing governance strategies desuigned to encourage technical flexibility.

Benefits of the Project:

Pull together disparate mobility projects into a single, cohesive strategy.

4.2.4 Issue Management Process

What is the Project?

Develop enterprise process and workflow for tracking and reporting progress on city projects to the CMO, City Manager and council

Benefits of the Project:

- One single source for status of city projects
- Able to easily see at a glance progress and status on city projects
- Uncover impacts, synergies or efficiencies of projects by seeing them side-by-side

4.2.5 Requirements Gathering Methodology

What is the Project?

Research IT best practices in requirements gathering and documentation methodology, select a common and proven practice(s), and provide training to IT Applications Division Staff.

Benefits of the Project:

- IT will be able to perform more complete and thorough analysis of requirements
- IT staff will be more interchangeable across projects

4.2.6 Facilities Scheduling

What is the Project?

Fully implement Class Facilities module. This does not include sharing with the schools which would require further study of the costs and complexity.

Benefits of the Project:

- Shareable facility scheduling
- Customers could see availability of facilities online

4.2.7 Capital Budgeting Process

What is the Project?

Perform discovery project to review capital budgeting process. Provide a refined process for project change control, particularly around CIP projects.

Possible solutions include better definition of JL use for Project Budgets, using existing IFAS Budget import or having a custom interface designed. Additional CDD report writing for analysis functions that are currently performed manually.

Benefits of the Project:

- More budget staff time to work on higher level tasks
- Departments will have better information about their capital budgets.

4.2.8 Employee Status Change Process Analysis & Automation

What is the Project?

Review and refine the workflow surrounding employee status changes. Define the as-is Employee Status Change Process (includes hires, step increases, position changes and terms (including volunteer hiring/terms) – anything that currently uses the Personnel Action Form (PAF). Include reviewing the impact to departments besides HR/Payroll in the process including IT, Facilities. Analyze areas for improvement and how technology can assist with automation including the use of workflow.

Possible solutions include using either the Document Management workflow and/or the workflow tool in IFAS 7i to route information/data regarding employee status changes. Investigate triggers that can be put in place that kickoff a workflow process for known employee changes (such as step increases). For employee benefit elections investigate providing employees with a web form for making benefit elections and importing that data to the HR/Finance (IFAS) system to avoid data-entry errors and redundancy. Create reports for items currently hand-written on the PAFs that have translations to meaningful information for all participants (instead of two-letter codes) and can be routed for review and approval. Possible changes or improvements to notifications/workflow for IT/Facilities regarding certain employee changes.

Benefits of the Project:

- Improved understanding of how we process employee changes including new hires, terminations and employee status changes and where responsibilities lie;
- Reduce errors and missed deadlines (such as step increases);
- Reduce redundant data-entry and completion of four-part forms;
- Accelerate the routing of employee change information; and
- Improve efficiency in the process to meet payroll deadlines.

4.2.9 HR Forms Workflow

What is the Project?

Define workflow for Employee Online changes that require forms and redirect the user directly to the appropriate form when they make a change.

Benefits of the Project:

Potentially, improved completion of HR forms when making a change in Employee Online.

4.2.10 Career Development Process & Automation

What is the Project?

Provide tracking vehicle and reporting for established Succession Planning & Organizational trainings to be tracked by HR staff.

Possible solution is to use the existing Finance/HRIS IFAS System: HR Education and Skills module. CDD reports would then be created using data from the module.

Also provide employees a self-service tracking mechanism for tracking trainings that do not fit under mandatory or succession planning training, through Employee Online.

Possible solution is to use the existing Employee Online HRIS database used for tracking wellness miles by adding tables, relationships, stored procedures and reports for employee trainings.

Benefits of the Project:

- Improved analysis of our succession planning information.
- Clear communication to employees of what competencies and trainings are required for a position.
- Additional tools to augment the capture of data for the evaluation process.
- Avoid leaving a vacuum when a manager or director retires, leaves or is promoted by having a tool to review our progress in bringing line staff up through the ranks.
- Improve employee morale and retention by having key measurements of where they are in their career development and where they fit into the city's succession plan.

4.2.11 Employee Provisioning Checklist

What is the Project?

Examine and document the types of items provisioned to employees that must be retrieved upon employee termination. Provide centralized database for collection of all items provisioned to an employee (keys, access cards, computers etc.). Including a report of items by employee to be used as a checklist during an employee exit interview. Provide tools and process for HR to take-over the issuance of Employee ID cards.

Possible solution: Use the existing HR_EQUIPMENT screen of the Finance/HRIS IFAS system HR module. Create CDD reports off of the data for check lists. Would need to train a representative from each department on data-entry to HR_EQUIPMENT screen and configure security.

Benefits of the Project:

- Documentation of all items provisioned to an employee during employment;
- Checklist of items to be retrieved from employee during exit interview;

4.2.12 Norcom Regional Public Safety Technology Study

What is the Project?

Perform a technology study to determine:

- If one of our existing CAD/RMS/Mobile solutions meets Norcom's needs (Kirkland's existing system, Bellevue's existing system, or other systems that may be used by agencies that commit to Norcom).

- Analyze the peripheral but linked systems such as Jail, evidence tracking, etc. Develop a strategy for these systems.
- Select the system to implement. This particular project is currently identified as done at system selection.

Benefits of the Project:

- Norcom itself is expected to provide better coordination between police and fire dispatch, an improved governance structure for Fire dispatch, long term significant cost avoidance.
- This study will inform the final go/no go decision with a good estimate for technology costs in a combined dispatch center.

4.3 Application Projects Summary

4.3.1 Receivable Integration

What is the Project?

Document the Accounts Receivable process for each department that currently deals with receivables. Define requirements for an Accounts Receivable system. Implement a centralized AR system (potentially Springbrook) with refined AR processes. Provide automated posting to IFAS.

Benefits of the Project:

- Ability track City-wide AR in one place/application
- Improved ability to track and enforce late payments
- Improved accounting controls for AR
- Improved IFAS implementation through direct link to new AR system
- Establishing a City-wide AR policy

4.3.2 Regional Vendor Management

What is the Project?

Provide a regional online vendor registration form where vendors can register with one or more municipalities. The shared list can be published twice annually as required by RCW and the regional participants can share in the publishing costs instead of paying for them separately.

Possible solution is to create a web form vendors can sign that is attached to a database. That data can then be imported into IFAS to the Person/Entity (PE) module for use in the vendor/PO process.

Benefits of the Project:

- Compliance with the RCW;
- Reduced advertising cost; and
- Reduce Purchasing staff time taking phone calls and meeting with cold-call vendors regarding vendor sign-up.

4.3.3 Volunteer and Commission Membership Tracking

What is the Project?

Need to perform an analysis of what information different departments collect on their volunteers. Provide a centrally managed system that tracks key information on volunteers. Key requirements are flexibility in information provided and in role description. System must also secure personal information.

Possible solution is to enter volunteers in the Finance/HRIS IFAS system as employees without a pay screen. This would fold volunteers into the Employee Change process providing triggers for when they arrive and depart. Existing CDD reports that run off of employee data would need to be modified to exclude volunteers. New CDD reports would need to be created to track and analyze volunteer information. With these reports we may be able to add the ability to search for volunteers, including providing a web page so that departments could view the pool of volunteers available.

Benefits of the Project:

- Increased security of City of Kirkland data and physical access;
- More efficient L&I reporting for Payroll;
- Consistent City of Kirkland approach to managing volunteers; and
- Improved visibility of available volunteers.

4.3.4 Probation Management System

What is the Project?

Replace current Probation Management System (PMS), which is an Access database, with a more secure system that allows for remote access by probation officers. Perform requirements analysis and select a new Probation system that meets those requirements. Implement the selected system.

Benefits of the Project:

- Secure probationer data in compliance with federal regulations;
- Probation Officers may have enhanced functionality and reporting; and

- System that can be supported by the Applications group of the IT department.

4.3.5 CRM Project

What is the Project?

The general feedback City of Kirkland receives from constituents is that we are very customer-service oriented and do a good job of responding to inquiries and needs. However, we have no means of objectively measuring our service levels and the information regarding inquiries varies by department. We also have no means for determining if inquiries receive any response, or if similar inquiries consistently receive the same response, or the amount of time it takes to fulfill a request. It would be helpful to analyze our current processes for constituent inquiries and determine what CRM solutions would be beneficial in improving our ability to respond to inquiries and issues and in capturing objective measures in this area.

Since this is a large project it is broken into phases:

Phase I: Perform cross-departmental discovery project on how constituent inquiries are addressed and resolved including length of time from inquiry to completion, methods of tracking the inquiry and successful completion rate. Include information regarding frequently asked questions and correct responses. Create a CRM Focus Team. Upon completion, each functional area should have a completed Business Process Mapping of their inquiry process.

Phase II: Create a searchable knowledge base of frequently asked questions for use on the Internet and Intranet (COK employees can use to respond to phone inquiries). Knowledge base should be updatable by COK employees and should include reporting to determine frequency of use by Internet users. Investigate feasibility of multi-lingual translation of FAQs.

Phase III: Investigate electronic survey of constituents. Document requirements of electronic surveys and determine if vendor solution can meet the requirements or if internal staff/current technology can be utilized.

Phase IV: Create web forms that allow constituents to submit service requests electronically.

Document requirements for electronic service request web forms. Determine if a vendor solution can meet this need or if internal staff/current technology can be utilized. Investigate feasibility of multi-lingual translation of web forms.

Benefits of the Project:

Phase I:

- A comprehensive analysis of our current constituent inquiry processes.
- Documentation of frequently asked questions/responses.

Phase II:

- Improve constituent self-service by providing an easily searchable knowledge base.

- Analyze trends of information accessed.

Phase III:

- A documented approach to performing electronic surveys.

Phase IV:

- Provide multiple methods for constituents to access information and submit service requests (i.e. phone, web, in-person).
- Analyze trends in service requests.

4.3.7 Document Management

What is the Project?

Implement a Document and Records Management System

Benefits of the Project:

- Address legal requirements for document retention/disposition
- Dramatically reduce staff time searching for documents
- Reduce number of lost documents

4.3.8 Photograph Library

What is the Project?

Provide photograph library that is accessible and searchable by subject and description to city staff. City needs to find digital asset management software; purchase; deploy then import and catagorize all of the assets so users can search and find needed files.

Benefits of the Project:

- Better access to city photo and digital assets
- Ability to search assets
- More control over staff use of “approved” assets
- Protect integrity of assets by securing the image originals
- Organizational policy on photos library

4.3.9 Project Schedule Tracking

What is the Project?

Determine complete requirements and then do a make/buy analysis. Include additional analysis of whether or not Clientele can meet needs and whether or not there is a system that will meet project tracking and Help Desk needs. Either develop or purchase the system.

Benefits of the Project:

- Ability to more accurately understand what IT staff are working on
- Better visibility to IT backlog
- Management tools to allow better resource allocation
- Communication tool for IT customers
- Improve ability to quickly locate original work associated with a project (maps, graphics, etc.)

4.3.10 Software License Tracking

What is the Project?

Create a centralized database for tracking licenses, including "check out" to specific users where appropriate, renewal dates, seats and maintenance.

Poll user community and/or procurement for software packages in use but purchased by individual departments. Update License Tracking database and Clientele.

Benefits of the Project:

Reduce costs

4.3.11 Refine Parks Work Order Process

What is the Project?

Review the current work order process and tools and determine if refinements can be made that would reduce the amount of redundant entry and handoffs. Ideally, Parks would start using our existing asset management and work order system, Hansen.

Benefits of the Project:

- Allow Parks to more easily track and cost work orders
- Allow Parks to schedule preventative maintenance
- Allow Parks to track costs for equipment, materials, man hours and so on
- Allow Parks to transfer work order man hours to Tenrox (see related project)

- Allow Parks to keep an electronic inventory

4.3.12 Virtual Kirkland Geospatial Model

What is the Project?

The 2005 GIS Strategic Plan identified "3D GIS" as one of the Phase II GIS implementation projects. The project will create a virtual model of the city, or parts of the city, using digital terrain models, building footprints, tree inventory, building textures, window treatments, sidewalks, and other layers to demonstrate how a development (e.g., a new commercial or office building) or policy (e.g., Zoning Code, Comprehensive Plan, etc.) will impact the city.

This will allow City staff and citizens to visualize in three dimensions the impact of a new development in the city, and may also show changes over time. A free viewer will need to be installed/downloaded on each user's PC to enable the 3D view.

Benefits of the Project:

Internal

Project-based- This enables better decision making from a planning and development perspective prior to issuing permits, acquiring new land for a park, revising code, and so on. The overall benefit is to enhance decision making capabilities by visualizing the impacts that the built environment will have in critical city objectives (density, character of built environment, view lines, trail linkages, etc.) before issuing permits and starting development.

Policy based- This enables better decision making from a planning and development policy standpoint. For example, it allows scenario visualization such as: What are the impacts of a code/zoning change? What are the impacts of no change? What is the effect on density?

External

A significant benefit of this project is that it will allow the City to communicate with citizens exactly what they can expect from a particular development, zoning change, traffic project etc. This is key to accommodating the expected growth required by the State Growth Management Act while dealing with an engaged and interested community concerned with changes to the city, particularly with respect to the unique feel and character of an area like downtown, as well as the development potential for areas like Totem Lake and the N.E. 85th Street corridor.

4.3.13 Create web stat reporting method and tools

What is the Project?

Create web stat reporting method and tools in order to determine how effective and/or popular certain pages are, and to monitor effectiveness of delivery. This would be achieved through an enterprise level reporting tool such as Webtrends

Benefits of the Project:

- Better access to web site statistics
- Better access to custom reporting options
- Increase city site visitor/citizen satisfaction through web analytics

4.3.14 Hansen Workflow

What is the Project?

Automated email notifications sent by Hansen and Advantage to notify appropriate personnel when an event, such as a customer service request, completed work order or water meter installation, had occurred. These email notifications will be accomplished using database triggers within the application database. Also, the processes (customer service, work order, water meter) will be analyzed and documented to establish when, and to whom the emails should be sent.

Benefits of the Project:

Customer Service and Work Order (Hansen)

- Improve customer service by quickly delivery service requests to the appropriate employees
- Help management to better monitor work progress through work order completions
- Help management to schedule work crews

Utility Billing (Advantage)

- Help Utility Billing to better monitor and create new UB accounts
- Improve customer service by enabling UB to start billing on the proper date
- Improve UB account creation consistency (previously done from various inconsistent sources)

4.3.15 Electronic Ticketing and Accidents

What is the Project?

Tickets and traffic accidents are currently written on paper forms by police officers and must be hand-entered into multiple systems in the City (New World by Police and DISCIS by Court) and various state entities. However, there is a strong desire to reduce redundant work in the City, and this will become even more important with increased volumes which will result from annexation.

SECTOR is a software application developed by the state to automate and streamline the collection of this data. The software creates tickets and accident reports electronically, and electronically transmits them to the City and then to all of the other entities that require the data. It will be provided free to police agencies. It is not required by the State Patrol; we are free to implement a different

solution, such as the New World Mobile Accident module with the APS ticket interface that sends data to the SECTOR database.

Project Details

- Meet with Washington New World customers to decide on a joint project. Develop specs for New World interface and submit to New World for programming, perhaps leveraging the existing Mobile Merge process.
- Implement electronic ticketing and accidents in the police cars and for motorcycle officers on our current hardware and wireless connections. Add barcode readers for collecting driver and vehicle information, and thermal printers for printing tickets in the field.
- Install SECTOR repository and New World interface.
- Data from mobiles will be uploaded with one of two methods: either to a SECTOR repository at the City, from which it will be transmitted to the state and sent to the New World database; or to a location on the City network where it would be imported into New World, then sent to the SECTOR database, which would then send it to the state.

Benefits of the Project:

Single point of entry for ticket and accident data that electronically flows to all of the other entities that require it. Elimination of the current lag time in populating the databases throughout the PD and other agencies that use it.

4.3.16 Online citizen incident reporting

What is the Project?

The police department would like to implement a web-based reporting tool for its citizens to report certain types of incidents (such as lost property requiring a police report for insurance, theft from vehicle, vandalism, harassing phone calls, shoplifting at businesses) on-line instead of having to come to the police department, or wait for an officer to come to their homes. Many police departments in the area are implementing this functionality, and it is just a matter of time before Kirkland's web-savvy residents are asking for it.

Coplogic's online reporting software works with New World's mobile merge software to import the data into the New World system, building on existing technology with which users are already familiar.

Benefits of the Project:

This will provide another way for citizens to interact with the police department, and also has the potential of freeing officer time for higher priority calls.

4.3.17 Pawns Downloads

What is the Project?

Pawnshops typically have their own software into which they input all pawn transactions. Many pawnshops also submit their data electronically to a national clearing house called LEADS Online. However, they have to submit all pawns slips to the Kirkland Police department on paper, which are then input into New World manually, if they get entered at all.

The police department would like an aapplication they could use to import pawn data from electronic files from either the pawnshops or from LEADS Online, or both. This would be additional functionality of the New World system.

Benefits of the Project:

This would eliminate the many pieces of paperwork that would have to be searched through to locate a record, which have to be manually input into both WACIC and New World.

4.3.18 WACIC Interface

What is the Project?

The police department is required to input several types of records into the WACIC system run by the State Patrol, including pawns, stolen property, wants and warrants, etc. They also need to enter this data into the New World system for reporting and analysis.

Currently most of this data is only being entered into WACIC because there are not enough staff to do the duplicate data entry. This leaves large gaps in our ability to analyze this data, for example, we cannot try to match pawned items againts stolen items.

New World's "on-line" modules take the data entered into the New World system and automatically send it to the WACIC system, eliminating the need to enter that data twice.

Benefits of the Project:

More complete records in New World and no duplicate data entry.

4.3.19 Electronic Bookings

What is the Project?

Install an application (to be provided by King County Jail) that creates the booking data to book inmates into King County jail. The KC jail will eventually require customers that book prisoners to use this app. This application will replace the current manual forms based workflow. Expect to install a secured, web-based application to include certificates; application will be available on wireless-connected mobile computers as well as station.

Benefits of the Project:

Allow corrections and arresting officers to write up Superforms (booking forms) and send to King County electronically before delivering prisoners. Allows pre-approval process by internal supervisors and pre-screening of prisoners for acceptance at KC Jail. Will result in faster processing of prisoners, getting officers back on the street more quickly. The data will also be available to the prosecutors, which will eliminate the need to send them hard copy or electronic copies.

4.3.20 Staff Scheduling

What is the Project?

Fire and Police are currently using far from optimal tools for scheduling staff, including a paper system in the Police department and a component of FireRMS in the Fire department. Staff spends a lot of time creating and maintaining the schedules, and they duplicate effort to get the historical information into the City's time-keeping system. Callouts for emergency coverage or backfilling are done manually with limited or poor information on staff availability or eligibility. The departments have little or no management reporting capabilities. Timekeepers must manually enter timekeeping data for close to 200 employees into Tenrox.

Fire and Police (and possibly Parks and Public Works) need a staff scheduling tool that takes into account their complex business rules for scheduling backfill, over time, training, time-off, etc. There is also a significant need for management reporting. The departments want an automated tool that will be available 24X7 (as their personnel are deployed) that can contact personnel via telephone, pager, or email, and be available for response by the users by telephone or Web. They also want a tool that will interface or provide data electronically to their other systems (Tenrox timekeeping, FireRMS, and New World CAD) to eliminate the effort and potential errors of duplicate data entry. Finally, a key desired feature is the system's ability to automate callouts in an emergency or disaster situation, allowing the battalion chief or police command staff to deal with the emergency instead of staffing issues.

We used information from Telestaff, a leading scheduling application in the public safety arena, to develop the costs for this project. It's likely this software can provide the capabilities needed, as well as interfaces to our existing systems. Other public safety agencies in the area (including Bellevue) use the software, giving Kirkland the potential to piggyback on their contracts and to leverage our implementation using some of their business rule definition. We will ask this vendor to bid on the project.

Project Implementation:

- Document requirements and business processes in detail
- Develop and release RFP
- Develop detailed demonstration scenario to verify that software meets the requirements and can handle business rules
- Demo software of vendors who meet the criteria of the RFP
- Site visit to customers for further verification

- Negotiate contract, or piggyback on other agency's contract
- System installation at Kirkland
- Local web-based training for system administrators
- Configuration training at vendor site (2 fire, 2 police, 2 IT)
- Interface development and installation
- On-site by vendor for configuration tuning
- User training by in-house trainers

Benefits of the Project:

- Accurate personnel schedules with automated information flow to other systems, reducing staff time needed to develop schedules and duplicate data entry
- Easily accessible tool for end users

4.3.21 Internal Affairs

What is the Project?

Currently the police department tracks complaints about officers and internal investigations on paper and/or in Word documents, and they use "drop files" to file them. This system does not allow any visibility on potential problems, it is purely reactionary.

IAPro software is widely used in the U.S. by many big police departments. In addition to organizing data all in one place and allowing analysis of the data, the system will proactively alert the administration when they have an officer who might be having some problems. The web-based component will allow individuals who take complaints to enter them immediately into the system with access to just a browser (for example, data could be entered by supervisors in the field).

Benefits of the Project:

The system would proactively alert the police administration to, and to allow them to intervene in, errant behavior by officers before it becomes a liability to the police department or the City.

4.3.22 JBRS

What is the Project?

Implement a jail data sharing interface required by WASPC, to include all jails in Washington. This system will allow police to see who is serving time in any jail in the state, as well as provide national VINE (victim notification) data.

APPRISS is the vendor WASPC has selected to provide the jail data sharing and victim notification software (lets crime victims know when the offender is out of jail). This vendor is already familiar with the New World data dictionary and has set up other jails around the country with the same type of system. APPRISS will provide a set of queries to pull the data onto a PC that they will provide. The data will then be sent via FTP to APPRISS, which they will then use to populate JBRS and VINE.

APPRISS will need an up-to-date copy of the live New World database to extract data on inmates, so IT will set up a log shipping server to provide the data without affecting performance on the live server.

Benefits of the Project:

State-wide data sharing of jail data and victim notification of released offenders.

4.3.23 MyParksandRecreation.com

What is the Project?

Develop parks, trails and facilities listings, site design and content update, add event calendar.

Benefits of the Project:

- Single online source for regional information about parks and recreation opportunities
- Allows citizens to search and find availability of classes across the region, connect to City sites to register for recreation classes
- Particular work this year is to integrate parks, facilities, and trails information for the region with search functionality and GIS component

4.3.24 Salary Surveys Online

What is the Project?

Provide collaboration site for regional HR directors - salary data by job/position code, benefits data etc. Must develop requirements, standards for data uploads and commitment from eGov alliance members to utilize proposed tool.

Possible solutions include either a Sharepoint site or SQL database with web forms.

Benefits of the Project:

- Less time spent by HR staff collecting salary and position information in person.

4.3.25 MyBuildingPermit.com

What is the Project?

Phase 4 of the www.mybuildingpermit.net, shared eCityGov Alliance website development. Building on the successes of phase 1 (basic permit application) and 2 (permit status checking) and the progress of Phase 3 (inspection requests), phase 4 is the expansion of phase 1 to allow citizens to apply for more advanced permit types. The current website is limited to very basic permits, electrical, low voltage, mechanical, plumbing, and re-roofs, that do not require plans. One of the features of phase 4 is to implement a way for citizens/contractors to "upload" plans in electronic form. This feature will allow users to apply for more complex permits using www.mybuildingpermit.net.

Benefits of the Project:

- Single place to purchase permits for one to many cities with a single transaction
- Web-based permit scheduling will save contractor and city staff time
- Web-based status check will save contractor and city staff time
- Reduces trips to city hall for routine business
- Continued expansion of award winning eCityGov Alliance project
- Allow the submission of electronic documents as part of the permit application process
- Expand the types and complexity of permits that can be applied for
- Further reduction in workload on permit technicians through automation
- Improved permit data quality by automatically inserting permit data into the permit system, rather then re-typing it in

4.3.26 IFAS 7i: HR/Finance System Web-based Client

What is the Project?

Upgrade to IFAS 7(i); providing better user experience with client application and augmenting HR/Finance processes with Workflow.

Benefits of the Project:

- Improve Finance system user-experience.
- Reduce training and new user learning curve.
- Increase process automation via workflow.
- Decrease need to install and configure client application on each Finance system user's desktop.
- Increased user data-entry productivity with the ability to rearrange forms to fit data-entry workflow.

- Eliminate additional bank reconciliation software (Quicken) through use of Bank Reconciliation implementation.
- Improve reporting of daily cash balance through use of Bank Reconciliation module.

4.3.27 Recruitment Process Analysis & Application Online Implementation

What is the Project?

Phase I: Define the as-is Recruitment Process (including applicant tracking, funding, desired competencies, salary planning, requisition, candidate acquisition, interview process, hire process, EEO/AA reporting etc.). Analyze areas for improvement and how technology can assist with automation.

Phase II: Define requirements for Application Online system. Perform a selection project for Application Online (with regional members). Implement selected Application Online solution.

The proposed solution is to partner with the City of Bellevue using their in-house customized web-based applicant online system. The City of Bellevue system has been in use for several years and has received praise for its ease of use and for capturing the relevant data from the applicant. This would significantly reduce the data-entry burden on the HR staff and reduce errors. It will also give the HR staff a more sophisticated tool for verifying applicant information and comparing all of the applicants for a given position.

Additional solutions include using the Document Management system and workflow for collecting and distributing applications and resumes so that departments can review in a timely manner and can be notified when new applications are processed.

Also, Salary Surveys Online (Project #151) would help with the position definition and salary planning portion of the recruitment process.

Benefits of the Project:

- Improved understanding of how we fulfill new position requests and where responsibilities lie;
- Improve the capture of data, eliminate redundancy and improve efficiency in the process;
- Give HR staff more time to focus on more important pieces of the recruitment process; and
- Potential for an improved pool of applicants.

4.3.28 In-Car Mapping

What is the Project?

Add in-car mapping and automatic vehicle location (AVL) functionality to New World Mobile.

AVL is widely used in public safety to ensure the safety of officers in the field. This software will use existing GPS-enabled wireless modems to display the current locations of patrol cars to all other officers and dispatchers.

The police department has a number of brand new officers coming out of basic academy and going into the field in the next several months. Also, the number of field officers could almost double with annexation. It will take months for new officers to get familiar with the city, and if we annex, there will be a large portion of the city that no officers know. In-car mapping will provide the ability for officers (and dispatchers) to get directions from their current locations to the locations of their assigned calls. It will help them geo-verify addresses in their reports so that they can be merged into the New World Records system with minimal intervention by records staff (currently this takes a lot of time).

Both AVL and in-car mapping will be useful in pursuits when officers need to see each other's locations and be able to react quickly to assist each other.

Benefits of the Project:

Both of these will result in better response times and will allow officers to take more calls (as they won't have to spend so much time figuring out where to go and how to get there), and will enhance officer safety by providing accurate location data during an incident.

4.3.29 Mobile Device Content

What is the Project?

Optimize the new internet software to sniff for connected device (such as mobile devices, like PDAs) and display content accordingly. Either develop or work with vendor to develop custom page type(s)

Benefits of the Project:

- Better mobile accessibility to city web content

4.3.30 Hansen Upgrade

What is the Project?

Upgrade Hansen, the asset management application, from v7.7 to v8.X including the conversion of the existing Hansen data.

Benefits of the Project:

- Hansen v8 is thin-client (no software on workstation), the old version, v7.7 is fat-client
- Ability to group assets for projects, work orders, service requests, etc.
- Added GIS Functionality (Map Drawer)

- Added Custom Configuration
- Additional Management Tools (Digital Dashboard)
- Need to stay current and supported
- Thin-client software will be easier for field access and easier for IT to support.

4.3.31 Permit System Replacement

What is the Project?

Replace our existing permitting system, Advantage, due to the fact it may become unsupported at any time. Changes in the ownership of the Advantage software may, at any time, result in Advantage being "retired". As a result, the City needs to be prepared to replace Advantage with a new and supported application.

This project also includes the migration/conversion of all, if not most, of the existing permit data into the new system.

Benefits of the Project:

The main benefit of this project is to replace an old and unsupported application with a new fully supported application. Other benefits include:

- The current system works well but may not be supported soon, need a supported system
- May of the processes used in the current system should be applicable to the new system
- Configuring the new system to work with our processes
- Opportunity to improve our permitting and licensing processes
- Opportunity to improve the quality of the data stored in the permitting system
- This project may identify the need for a separate licensing application
- May allow for easier integration between back-end system and mybuildingpermit.com.

4.3.32 NWMaps.net

What is the Project?

NWMaps is designed to be an online GIS resource available to the public both for Kirkland-specific information and to provide regional GIS data from multiple entities into a seamless whole for specific data layers.

The eCityGov Alliance Operations and Executive Boards manage the work plan for the system and the Kirkland Representative for this project is our GIS Administrator, Xiaoning Jiang.

IT and/or GIS support is primarily to provide requirements, attend meetings, and help test the system, particularly the Kirkland-specific layers. This project does need further enhancement to customize for some of the GIS layers Kirkland would like to see displayed.

Benefits of the Project:

Allows citizens to directly look up common GIS data base layers.

4.3.33 NWProperty.net

What is the Project?

NWProperty.net is a regional property locator services. The eCityGov Alliance Operations and Executive Boards manage the work plan for the system and the business side lead for the regional project is Ellen Miller-Wolfe.

As necessary, provide IT and/or GIS support to the project.

Benefits of the Project:

- Give people who want to locate here a single web source to search
- Includes statistics and other information in addition to available property

4.3.34 DISCIS Integration Discovery

What is the Project?

Perform discovery project to determine ability to integrate systems with AOC DISCIS system.

Some things that the court would like to do include: importing parking ticket data into DISCIS; accepting credit card payments for fines; printing from DISCIS to printers other than a dot matrix, and the ability to print to a PDF file.

Since the DISCIS system is owned by the AOC (Administrative Office the Courts), Kirkland IT's role is expected to be the technical facilitator: working with the court to determine exactly what they want or need, relaying that information to the technical staff at AOC, and implementing any solutions provided by AOC.

It must be clear to the court staff that Kirkland IT will not be able to provide the solutions to these needs directly as we do not own this system.

Benefits of the Project:

Some of the desired benefits are the elimination of duplicate data entry, more flexibility for the users of the system, and better/faster service to customers.

4.3.35 Standard Reporting Tool

What is the Project?

Improve user's access to information by upgrading current reporting tool and purchasing additional licenses. Investigate and select a Standardized Reporting Tool: Crystal Enterprise or MS SQL Reporting Services.

Phase I: Upgrade Crystal Enterprise and buy additional licenses. Train technical staff and users on current version. Encourage business users to create and request reports using the new tool and publish to a central location. Solicit requests for reports that are based on key measurements that the City wants to track for continuous improvement analysis. Evaluate whether a single reporting repository improves efficiency and access to information and the efficacy of using the reporting tool for tracking continuous improvement metrics.

Phase II: Investigate and select Enterprise reporting tool with the emphasis on a tool that is intuitive for business users. Convert all existing reports and train technical staff and users on the selected tool.

Benefits of the Project:

- End users with appropriate training will be better able to create their own reports;
- Increased access to information by staff and management;
- Less time spent maintaining skills on multiple reporting tools;
- Staff and management would have one place to go for all of their reports;
- Less IT time spent creating basic reports;
- More IT help would be available for complex reports; and
- Would prepare the enterprise for projects such as role-based dashboard and a defined continuous improvement measurement system.

4.3.36 Online court payments

What is the Project?

There is a need to allow customers to pay fines and court related fees via the Internet. The existing system (external to the City) charges very large transaction fees.

Benefits of the Project:

- Reduce Court staff time
- Improve customer service

- Increase the number of paid fines
- Improve tracking of paid fines and late fees
- Establish City-wide credit card payment policy

4.4 Infrastructure Projects Summary

4.4.1 Install additional web cams for high-use facilities

What is the Project?

Install additional web cams for high-use facilities in order to allow people the ability to determine whether or not to visit based on current occupancy. Cameras could also be used for public safety uses such as areas prone to grafitti or public disturbance trouble areas.

Benefits of the Project:

- Better citizen satisfaction
- Better security
- Better utilization of city parks
- Better visibility for Kirkland and Kirkland Parks

4.4.2 Digital Voice Recording System

What is the Project?

Evaluate, select and implement a new digital recording system to track all calls into dispatch regrdless of entry point.

Benefits of the Project:

Provide a more reliable, user friendly solution to replace the existing system

4.4.3 Fire Inspection implementation

What is the Project?

Phase I: Optimize the use of the FireRMS system as it is now. This will Provide Fire the tools and knowledge necessary to schedule and track inspections.

Phase II: Implement Mobile Inspections to reduce data entry and paper form handling. This will also give us better and timelier data.

Benefits of the Project:

Better Fire Inspection scheduling and tracking to identify fire code violations to be corrected for public safety.

4.4.4 Mobile Remote Access for Field Operations

What is the Project?

Given the records number of permits being issued in the last 2-3 years, there is a related need to complete more permit related inspections. It has been identified that inspectors spend 2-3 hours of each 8 hour day at City Hall getting their daily schedule at the beginning of the day and doing data entry at the end of the day. This time would be better spent doing inspections in the field and being able to do inspection data entry in the field as inspections are completed. It would also be useful for the inspectors to have access to the tools and data that they use daily in the field.

Benefits of the Project:

- Allows inspector to complete more inspections more accurately
- Reduces the time inspectors spend at their desks when they could be in the field
- Give the inspectors the data and tools they need in the field
- Speeds inspection completion, signed off as soon as they are completed
- Easily and inexpensively scalable solution (annexation)
- Field computers can also be used as desktop computer when in the office
- Provide better customer service on-site
- Ability to print rather than write permits, correction notices and stop work orders in the field

4.4.5 Electronic archival system for all email

What is the Project

Determine email archival needs and implement system.

Benefits of the Project:

- Reduce risk to the City
- Save time and money in the event of an audit or legal request
- Automates archiving policies
- Meet legal requirements for storage of public records – we now rely on individuals to save all emails that are public records and have no backup and recovery system that works. As people

leave the City, any email they have which is public record probably does not get saved. A centralized system that stores all email would relieve individuals of this responsibility.

4.4.6 Intranet Upgrade

What is the Project?

Upgrade existing intranet software from Sharepoint Portal 2001 server to a newer version of software. During this process we will also redesign the intranet, including departmental workspaces.

We will do an inventory of existing content on KirkNet and departmental workspaces and then select content to either keep or remove. We will build KirkNet (the top level site) first; then work in a phased manner to build and bring departmental sites online. We will then migrate the selected content to the new sites

Benefits of the Project:

- Software will be more current for easier support
- More current and correct information and data on sites
- Better functionality and features in newer version (discussions, Polls, dashboards)
- Better integration with Microsoft Office
- Better productivity and worker knowledge management
- .net technology – easier to develop powerful and reusable web site features

4.4.7 Disaster Recovery Planning

What is the Project?

Develop Disaster Recovery requirements, procedures and establish off-site servers. Includes providing “hot” redundancies for critical systems like Police Dispatch and email. May include additional out-of-state backup sites for a few systems.

At this point in time we only have reasonably adequate off-site disaster recovery for the financial system. We do not have any off-site locations for other servers. Data is stored off-site at a fire station, and periodically sent to Iron Mountain for safekeeping. The most current backups are kept onsite here. If we experience a disaster that destroyed the usability of, or access to, our servers, we would have to borrow or purchase new hardware, which could take anywhere from days to weeks. We are prevented from testing a DR plan without having DR servers.

Where needed and possible, work with departments to ensure that all aspects of business continuity are addressed, including how they will operate should a system be unavailable for an extended period of time, what records and information might be needed to operate in a paper environment, and what level of staffing is required to operate in a paper or electronic environment during an actual

disaster (for example, paychecks and PO's might need to work in any disaster, but the ability to accept utility bill payments may not be required unless we enter a long period of response and recovery).

There are many case studies available about the importance of disaster recovery in light of recent natural and manmade incidents from 9/11 to Katrina.

Benefits of the Project:

Allow the City to perform well in a disaster by having key systems such as public safety dispatch, finance, GIS, and infrastructure maintenance systems operational.

4.5 Schedule

The projects in the portfolio were scheduled for implementation along a 5-year timeline. Selecting the start date for each project took into consideration several factors. These included the availability of IT Staff to manage and participate in the project, departmental priorities, and project funding status. The projects are significantly front-loaded in the time period. This is the result of the "must-do" status of a number of projects, regional partner schedule drivers, and departmental priorities. Project costs are associated to start year though actual costs will be in many cases distributed between several years. Appendix F provides a GANTT chart representing each of the projects ordered by calendar sequence. In addition, resource assignment and level of effort assumptions are embedded in the file. Project listed in the table without a cost identified indicate the project requires staff time only.

The annualized cost summaries are consistent with historic and anticipated capital improvement program (CIP) funding levels. In fact, many of the projects are currently listed in the IT CIP. These projects should be reconciled with the current CIP during the next request cycle.

EXHIBIT 23. PROJECT START DATE AND ONE-TIME COST

	Project Name	Start Date	Cost
In Flight Projects			
168	DISCIS Integration Discovery	2/3/06	N/A
130	Electronic Bookings	8/28/06	$750
172	Intranet Upgrade	9/5/06	$19,736
165	Norcom Regional Public Safety Technology Study	9/5/06	N/A
65	CRM Project	9/5/06	$314,600
76	Document (Records) Management	9/8/06	$788,400
180	Storage Solution	10/2/06	N/A
136	Internal Affairs	10/16/06	$32,513
135	Capital Budgeting Process	11/6/06	$2,875
181	City Hall Core Network Improvements	11/13/06	$32,000
			$1,190,874
2007 Projects			
124/125	Electronic Ticketing and Accidents	1/1/07	$94,285
94	Facilities Scheduling	1/8/07	$4,000
78	Photograph Library	1/8/07	$18,000
42	Volunteer and Commission Membership Tracking	1/8/07	$6,480

	Project Name	Start Date	Cost
134A	Fire Staff Scheduling	1/8/07	$68,120
110	Virtual Kirkland Geospatial Model	1/8/07	$50,000
137	Digital Voice Recording System	1/8/07	$113,000
147	MyParksandRecreation.com	1/8/07	N/A
166	NWMaps.net	1/8/07	$2,000
167	NWProperty.net	1/8/07	N/A
154	IFAS 7i: HR/Finance System Web-based Client	1/8/07	$131,670
161	Mobile Remote Access for Field Operations	1/8/07	$87,300
182	Bellevue/Kirkland Datacenter link	1/9/07	N/A
183	Automated Monitoring Solution Improvements	1/9/07	$11,000
173	Disaster Recovery Planning	3/5/07	$370,000
114	Create web stat reporting method and tools	4/2/07	$1,800
142	JBRS	4/2/07	N/A
158	Fire Inspection implementation	4/2/07	$56,518
153	MyBuildingPermit.com	5/3/07	$32,000
105	Install additional web cams for high-use facilities	5/14/07	$25,000
157	Recruitment Process Analysis and Application Online Implementation	6/4/07	$84,822
85	Project Schedule Tracking	7/2/07	$25,000
134B	Police Staff Scheduling	7/2/07	$68,121
146	Employee Status Change Process Analysis and Automation	7/2/07	$6,360
88	Requirements Gathering Methodology	8/13/07	$7,500
129	WACIC Interface	9/3/07	$69,568
151	Salary Surveys Online	9/3/07	$79,062
159	In-Car Mapping	10/1/07	$114,669
86	Software License Tracking	10/1/07	$30,000
127	Pawns Downloads	10/1/07	$10,880
184	Server Virtualization	10/30/07	$58,000
155	Employee Provisioning Checklist	11/19/07	N/A
			$1,625,155
2008 Projects			
170	Standard Reporting Tool	1/7/08	$175,000
36	Regional Vendor Management	1/7/08	N/A
126	Online citizen incident reporting	1/7/08	$21,037
22	Permit Process Mapping	1/7/08	$20,000
51	Probation Management System	1/14/08	$60,000
104	Refine Parks Work Order Process	6/23/08	$23,400
169	Electronic archival system for all email	7/7/08	$143,000
29	Receivable Integration	8/5/08	$26,450
185	Tape Backup System Improvements	8/22/08	$22,000
164	Permit System Replacement	10/6/08	$500,000
186	Cisco Call Manager redundancy improvements	10/21/08	N/A
			$990,887
2009 and Beyond Projects			
163	Hansen Upgrade	1/5/09	$57,000

Project	Name	Start Date	Cost
160	Mobile Device Content	1/5/09	$10,000
34	Position Management	3/20/09	$36,450
120	Hansen Workflow	3/24/09	N/A
150	Career Development Process and Automation	6/1/09	$4,320
54	Issue Management Process	6/8/09	N/A
171	Online Court Payments	10/12/09	$50,000
			$157,770
			$3,939,686

Under the current project prioritization and sequencing, IT staff are allocated project hours beyond their capacity of time set aside from their core IT responsibilities (which ranges from 25% to 50%). In situations where planned projects significantly exceed staff capacity, additional project schedule time spans were increased. This will theoretically provide IT staff additional float time within projects and enable them to more easily juggle conflicting responsibilities. The addition of an application manager is intended to provide project support – including project start-up, planning, schedule management, and closeout – to IT staff who are managing projects.

4.6 Costs

Many of the projects included in the IT Strategic Plan will require ongoing maintenance and support costs and IT service hours. In addition, ongoing hours will be required from non-IT City departments. These are summarized in Exhibit 24.

EXHIBIT 24. PROJECT COST SUMMARY

Project Number	Project Name	One-time Cost	Ongoing Cost	Ongoing Hours
APPLICATION PROJECTS				
29	Receivable Integration	$26,450	$3,875/yr	
36	Regional Vendor Mgmt			20 IT 40 Non-IT
42	Volunteer and Commission Membership Tracking	$6,480		16 IT 200 Non-IT
51	Probation Management System	$60,000	$3,000	150 IT 0 Non-IT
65	CRM Project	$314,600	$50,000	260 IT 130 Non-IT
76	Document Management	$513,000- $788,400	$116,000-$135,000	.5 IT .25 Non-IT
78	Photograph library	$18,000	$3,600	2 hrs/mo
85	Project Schedule Tracking	$25,000		
86	Software License Tracking	$30,000	$1,000	60 IT 0 Non-IT
104	Refine Parks Work Order Process	$23,400	$3,000/yr	
110	Virtual Kirkland Geospatial Model	$30,000- $50,000		40 IT 0 Non-IT
114	Create web stat reporting method and tools	$1,800	$460	5-10/mo IT
120	Hansen Workflow	40-50 hours		10 hrs/yr
126	Online citizen incident reporting	$21,037	$4,517	40 IT
127	Pawns Downloads	$10,880	$1,741	Police: 100- 150 hrs to use
129	WACIC Interface	$69,568	$6,267	
130	Electronic Bookings		$750	40 IT
134	Staff Scheduling	$136,241	$20,496	40-80 IT 40-80 Police & Fire
136	Internal Affairs	$32,513	$6,395	40-60 IT
142	JBRS	Staff time only		40-80 IT
147	MyParksandRecreation.com			
151	Salary Surveys Online	Option 1: $0 Option 2:$79,062	Option 1:$0 Option 2: $30,355	40 IT 60 Non-IT
153	MyBuildingPermit.com	$32,000		
154	IFAS 7i: HR/Finance System Web-based Client	$131,670	$14,434	104 IT 56 Non-IT
157	Recruitment Process Analysis & Application Online Implementation	$84,822	$15,752	260 IT 500 Non-IT
159	In-Car Mapping	$114,669	$13,422	
160	Mobile Device Content	Option 1: $1-$10,000 Option 2: $0		100 IT

Project Number	Project Name	One-time Cost	Ongoing Cost	Ongoing Hours
163	Hansen Upgrade	$57,000	$30,000/yr	
164	Permit System Replacement	$500,000	$40,000/yr	
166	NWMaps.net	$2,000		
167	NWProperty.net			
168	DISCIS Integration Discovery	Staff time only		
170	Standard Reporting Tool	Ph 1: $30,000-$50,000 Ph 2: $30,000-$50,000 Prof Svcs:$75,000	Ph 1: $7,500-$12,500 Ph 2: $7,500-$12,500	
171	Online court payments	$50,000	$4,500/yr	
124, 125	Electronic Ticketing & Accidents	$94,285	$16,080	240 IT
INFRASTRUCTURE PROJECTS				
105	Install additional web cams for high-use facilities	Basic cam: $1,500-$3,000 Live video: $3,800-$10,500	$3,500/yr	100 IT 0 Non-IT
137	Digital Voice Recording System	$113,000	$12,960	
158	Fire Inspection implementation	Software:$40,518.50 Fire RMS Optimization:$16,000	Fire RMS:$8,055.50 Training:$4,000	Mobile: 40 IT; 20 Fire Other: 16-24 IT; 60 Conference attendee; 16-24 training for each
161	Mobile Remote Access for Field Operations	$87,300	$10,860/yr	
169	Electronic archival system for all email	$143,000	$15,000	10 IT 5 Non-IT
172	Intranet Upgrade	$16,736-$19,736	$3,315	400 IT 100 Non-IT
173	Disaster Recovery Planning	$370,000	$153,000	100 IT 100 Non-IT
STAFFING AND ORGANIZATION PROJECTS				
22	Permit Process Mapping	$20,000		
34	Position Management	$36,450		50 IT 500 Non-IT
46	Mobile Remote Access Strategy	Staff costs + some GIS consultant costs of approx 40 hrs		
54	Issue Management Process			10 IT 0 Non-IT
88	Requirements Gathering Methodology	$7,500		
94	Facilities Scheduling	$4,000		
135	Capital Budgeting Process	$2,875	$173	16 IT 520 Non-IT
146	Employee Status Change Process Analysis & Automation	$6,360	$180	64 IT 16 Non-IT

Project Number	Project Name	One-time Cost	Ongoing Cost	Ongoing Hours
148	HR Forms Workflow			20 IT 0 Non-IT
150	Career Development Process & Automation	$4,320		20 IT 208 Non-IT
155	Employee Provisioning Checklist			16 IT 240 Non-IT
165	Norcom Regional Public Safety Technology Study	$100,000		

CITY OF KIRKLAND
Planning and Community Development Department
123 Fifth Avenue, Kirkland, WA 98033 425.587-3225
www.ci.kirkland.wa.us

MEMORANDUM

To: David Ramsay, City Manager

From: Eric Shields, Planning Director
Angela Ruggeri, Senior Planner

Date: September 21, 2006

Subject: Appointment of Kirkland Special Voting Member to the King County Landmarks and Heritage Commission (File No. CC-99-77)

RECOMMENDATION

Appoint Kirkland's representative to the Landmarks and Heritage Commission.

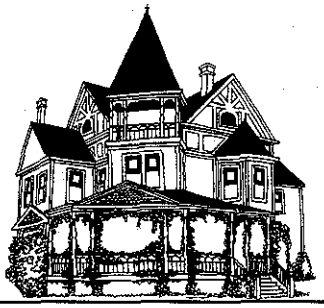
BACKGROUND DISCUSSION

In July of 1999, the City Council authorized the City Manager to execute an interlocal agreement with the King County Office of Cultural Resources. The interlocal agreement includes a provision for appointment by the mayor, subject to City Council confirmation, of a special member to the King County Landmarks and Heritage Commission. This special member is appointed for a three-year term and participates in decisions relating to designated historic landmarks in Kirkland. There are presently two designated landmarks in Kirkland, Heritage Hall and the Peter Kirk Building.

Cathy Smith was recommended by the Heritage Society and appointed by the City Council as the City's first voting member of the Landmarks and Heritage Commission in December of 1999 and she was later reappointed to a second term. The Council asked the Heritage Society to recommend some potential candidates and then they chose one for the final appointment, rather than doing their own recruitment.

The special voting member is only allowed to serve for two terms and so it is time for a new appointment. The Heritage Society Board has recommended three potential candidates for the Council's consideration: Barbara Loomis, Thomas Hitzroth and Lynette Weber to fill the vacant position. A letter from Bob Burke, the Heritage Society's President and resumes for each of the candidates are attached.

cc: Bob Burke, President, Kirkland Heritage Society, 1032 4th Street, Kirkland, Washington 98033



Kirkland Heritage Society

Angela Ruggeri
Planning & Community Development
City of Kirkland

RE: Resumes for Kirkland Landmarks Commission Member

Attached are resumes for: Barbara L. Loomis
Thomas K. Hitzroth; and
Lynette Friberg Weber.

These are the recommendations of the Board of the Kirkland Heritage Society to fill the vacant position for Kirkland's representative.

Please call if there are any questions.

Bob Burke, President
Kirkland Heritage Society

BARBARA LOOMIS

304 8TH AVENUE WEST KIRKLAND, WA 98033 425.827.7194 bloomis2@verizon.net

RELATIVE EXPERIENCE FOR AN APPOINTMENT TO THE KIRKLAND LANDMARKS COMMISSION

2000-Present Governor's Advisory Council on Historic Preservation

- Member of a nine member board appointed by the Governor to evaluate and designate historic resources, including buildings, sites, and archeological sites in the State of Washington, and make recommendations as to their historic relevance to the National Trust for Historic Preservation for inclusion on the National Register of Historic Places.

1999-2003 City of Kirkland Design Review Board

- Member of a new five member board set up to evaluate project design based on City policies and regulations related to design found in the Kirkland Design Guidelines, the Kirkland Zoning Code, and the Comprehensive Plan.

1992-Present Kirkland Heritage Society

- Multiple roles in the Society: Board of Directors, President, Secretary, Communications Officer, Membership Chair, Newsletter Publisher, Historic Sites Chair
- Organized historic society to identify and encourage the preservation of Kirkland's historic resources. Developed mission statement, goals and objectives. Produced literature; membership brochures, newsletters, data base, and display materials for exhibit booth.
- Successfully negotiated with the City to fund and conduct historic sites surveys in 1991 and 1995.
- Completed a Report: Historic Preservation - City of Kirkland for use by Growth Management Commission and City Council (Awards: Washington Trust for Historic Preservation and Association of King County Historical Organizations 1995).
- Researched the significance of the former Kirkland Christian Science Church and successfully persuaded the City Council that it was indeed an historic site worthy of preservation and reuse. Now it is dedicated as Heritage Hall and used by the citizens of Kirkland as a beautiful addition to meeting space in the City. The lower level is used by the Kirkland Heritage Society as a repository for Kirkland's historic photographs and memorabilia.

1989-1996 King County Landmarks and Heritage Commission

- Vice Chair and member of a volunteer Commission appointed by the King County Executive.
- Identified, evaluated and designated historic resources throughout King County.
- Served on the Design Review Committee to advise and evaluate projects for architectural appropriateness.
- Served on review committee for King County Grants Program.

1983-1989 City of Kirkland Planning Commission

- Served on the Commission responsible for land use planning for the City of Kirkland. Included policy formation for Land Use Policy Plan and evaluation of land use projects within zoning code provisions.
- Developed extensive knowledge of public participation, zoning tools, and implementation.

1982-1996 Association of King County Historical Organizations (AKCHO)

- Member of the Board (1983) of a countywide organization of over 80 heritage organizations.
- Treasurer for one year, set up bookkeeping system, audited the books for three years.
- Sat on legislative committee; lobbied state legislators for Preservation bills.
- Designed and produced certificates, invitations, and graphic display for 20th Anniversary.

1982-1998 Historic Preservation Consultant

- Prepared Cultural Resources Management Plan for Camp Withycomb, Clackamas, Oregon, 1998.
- Successfully completed nominations of the following properties to the National Register of Historic Places: Hancock Four-plex, Portland, OR, 1992; The Lindquist Apartment House, Portland, OR, 1992; Shumway Mansion, Kirkland, WA, 1986 (Award, WTHP 1986); Five Peter Kirk Buildings, Kirkland, WA, 1982.

RESUME

Name: Thomas K. Hitzroth

Address: 11925 106th Ave NE, Kirkland, WA, 98034

Position: City of Kirkland Landmarks and Heritage Commission

EXPERIENCE:

City of Redmond

Vice-Chair - City of Redmond Landmarks and Heritage Commission 2005 -

King County Historic Preservation Program

Issaquah Railroad Depot	Issaquah	Completed 2003
Dorr & Eliza Forbes House and Site	Kirkland	Completed 2004

Research Projects – Completed

Clark M. Sturtevant	Pioneer of Bellevue	Completed 1998
Letitia Whitehall	1926 Kirkland Murder	Completed 2004

Research Projects – Ongoing

History of Willowmoor Historic District – Marymoor Park – Private Ownership.
Martin W. Hubbard/Henry Goldmyer – Original Pioneers of Juanita
James M. Colman – Kennydale Pioneer – 1886 Murder Case

Historical Society Memberships and Positions/Responsibilities Held

Marymoor Museum of Eastside History

Board Member and President of the Board	1991 – 1998

Kirkland Heritage Society

Co-Chair – Planning and Historic Sites Committee	2004 –
Board Member At-Large	2005 – 2006
Treasurer	2006 –

Have held or hold various board positions or conducted research for Eastside Heritage Center, Issaquah Historical Society, and Redmond Historical Society.

Research Accomplishments (other than board participation)

Issaquah Railroad Depot made landmark by Issaquah Landmarks/Heritage Commission.
Letitia Whitehall Murder – Kirkland – Unsolved murder resolved.
Relocated the original homestead site of John Tosh at Marymoor Park.
Relocated the original site of the James Clise hunting lodge in the Clise mansion.
Corrected various historical records based upon original research.
Wrote/edited script for Moments in History segment for City of Kirkland Centennial.

Lynette Friberg Weber
141 Sixth Avenue
Kirkland, Washington

Lynette was born in Spokane, Washington on August 16, 1949. She moved to Seattle in 1968 and discovered the charming town of Kirkland in 1970 where she now resides in the Norkirk neighborhood.

Her interests and research lead to the Kirkland Heritage Society in 1990, where she has since held various positions on the Board of Directors.
Currently she holds the positions of Membership Chair Person, At-Large and sits on the Program Committee.

In 1996 she was a liaison between KHS and Marymoor Museum concerning archival properties.

In 1997 as the Chair Person for Planning and Historic Sites, she completed two years of identifying 350 Kirkland Historic Properties, working with Washington State Archive records and Mike Saunders of Puget Sound Archives.

She is presently salvaging building parts and fixtures from the historic homes which are sadly being demolished in Kirkland. Her passion, however, is identifying and preserving the historic architecture of Kirkland.