



**CITY OF KIRKLAND**  
City Manager's Office  
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[www.ci.kirkland.wa.us](http://www.ci.kirkland.wa.us)

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## MEMORANDUM

**To:** Kirkland City Council

**From:** Marilynne Beard, Assistant City Manager

**Date:** September 3, 2009

**Subject:** COUNCIL GOALS – RECAP OF PERFORMANCE MEASURE DISCUSSIONS TO DATE

### RECOMMENDATION:

City Council reviews a summary of Council goals work to date and receives the 2008 Performance Report and discusses how the two efforts can be merged in the future.

### BACKGROUND:

#### Council Goals

City Council discussed possible performance measures and refinement of goal statements related to the ten goal areas at their July 21, August 4 and September 1 meetings. Council asked for a recap of the discussions to date. General observations included:

- The final product/document should include a "preamble" that emphasizes the purpose of the goal statements and measures. The preamble should note that the City will strive to achieve the stated goals within available resources. Goals are long term by their nature and are achieved over time. They provide ways of prioritizing resource allocation (through the budget process) and an overarching set of principles against which the City Council can weigh new policy initiatives for consistency. There is also an implicit commitment to a citywide survey in order to obtain data for some of the performance measures.
- There should be consistency between the Value/Goal statements and the measures. Measures should be relevant to the goal. Quality is more important than quantity. Whenever possible, measures should be related to an accepted industry benchmark, adopted standard or overarching goal that validates the underlying measure.
- The final goal statements should ideally be completed prior to the beginning of the City Manager search process and used at the next Council retreat as context for budget planning.

In some cases, minor edits were made to the vision and/or goal statements. Staff attempted to translate the Council's discussion about measures into a consistent format and level of details. Staff's observation was that some of the performance measures discussed are actually strategies that the City Council would use to achieve the overall goal. The example below is

provided as a way to illustrate the relationship that would be developed between goals, measures, objectives and strategies.

**Public Safety**

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

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

**Performance Measure:**

1. Percentage of residents surveyed that feel safe walking in their neighborhood at night.
2. Percentage of fires that are contained to the room of origin.
3. Percentage of fire and emergency medical calls for service with response time at or below standard adopted in strategic plan.
4. Percentage of residents surveyed that are prepared for a three day emergency.

Measure	Long Term Target	Short Term Objectives/Strategies
Community preparedness for emergencies	___% of residents surveyed are prepared for a three day emergency event ___% of residents are familiar with 3 days/3 ways preparedness	Increase number of CERT trained individuals by ___ per year Hold ___ community information sessions per year on 3 days/3 ways preparedness
Resident perception of safety	___% of residents feel safe walking in their neighborhood at night	
Severity of fire damage	___% of fires are confined to the room of origin	Increase the number of residential smoke detectors Implement residential sprinkler ordinance by the end of 2010

It should be noted that the performance measures included in the following pages are somewhat inconsistent in format. If the Council accepts the draft measures in general, staff will need to perform further work to develop actual numeric goals/benchmarks. The annual budget and work planning processes will become the venues for identifying and implementing specific strategies to meet near term objectives.

## 2008 Performance Measure Report

Also included with this memo is the 2008 Performance Report. It is presented in the format that the City has used for the past several years. As you will see, there is some overlap between the ten goal areas identified in the Council's most recent efforts and the performance measure report published in the budget document. At some point, Council will need to decide whether to continue using the existing performance measure report format and integrate the newer Council goals work into that or to use a different format for reporting to the public. Staff will provide an overview of the 2008 Performance Measure report at the September 15 study session.

The following pages include all final changes made to the value and goal statements during the Council's discussion as well as draft performance measures. Notes are included after each goal area as needed. The 2008 Performance Measure Report follows the value and goal statements.

**DRAFT**  
**Council Vision and Goals**  
**Revised September 2009**

**I. Neighborhoods *(goal statement edited)***

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

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

**Performance Measures:**

- \_\_\_% of residents surveyed are satisfied with their neighborhood growth and character.
- \_\_\_% of residents surveyed rate neighborhood infrastructure and maintenance as good or excellent.
- Number of people participating in neighborhood connections process as percent of total neighborhood population

**II. Public Safety *(no change in value or goal statement)***

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

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

**Performance Measures:**

- Percentage of residents surveyed that feel safe walking in their neighborhood at night.
- Percentage of fires that are contained to the room of origin.
- Percentage of fire and emergency medical calls for service with response times at or below standard adopted in strategic plan.
- Percentage of residents surveyed that are prepared for a three day emergency.
- Percentage of residents surveyed that are familiar with 3 days/3 ways preparedness

*Notes: Need to look at how to integrate use of on line police reporting system as a means of enhancing department efficiency.*

### **III. Human Services *(no change in value or goal statement)***

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

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

**Performance Measures:**

- Annual per capita investment in human services programs
- Percentage of funded agencies that meet or exceed human services contract goals

### **IV. Balanced Transportation *(no change in value or goal statement)***

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

**Goal Statement:** To reduce reliance on single occupancy vehicles.

**Performance Measures:**

- Number individuals surveyed that used non-automobile modes of transportation for trips less than one mile at least \_\_\_% of the time
- Complete sidewalk construction on at least one side of principal and minor streets by 2016.
- Complete sidewalk construction on at least one side of all school walk routes streets on collectors and arterials by 2019.
- Miles of continuous (linked) bike and walking trails
- Complete all construction-related improvements to bike network by 2018.
- Number of auto accidents involving bikes or pedestrians per year.

### **V. Parks, Open Spaces and Recreational Services *(value and goal statements edited)***

**Value Statement:** Kirkland values an exceptional park, natural areas and recreation system that provides a wide variety of opportunities aimed at promoting the community's health and enjoyment.

**Goal:** To provide and maintain natural areas and recreational facilities and opportunities that enhance the health and wellbeing of the community.

**Performance Measures:**

- Complete capital projects in the adopted Parks, Recreation and Open Space Master Plan by \_\_\_\_ (year)
- 2.1 acres of parks per one thousand population

- At least one neighborhood park is within a quarter-mile radius of each Kirkland household
- 700 sq. ft./thousand population for non-athletic recreation space
- 500 sq. ft./thousand population for athletic recreation space
- Have 372 acres of forested areas restored by 2028
- Expand the non-motorized trails within the park system by 1800 linear feet by 2012.
- \_\_\_% of households surveyed rate City parks as good or excellent.
- 85% of recreation program classes meet enrollment targets

*Notes: The adopted Parks, Open Space and Recreation Master Plan provides long term targets for the number and types of parks and natural areas. The amount of space added per year is the measure of how well we are meeting that target.*

*The adopted 20-Year Forest Restoration Plan has an overall goal of 372 acres of forested area restored by 2028. Near term objectives may be to have two additional acres per year in restoration. Use of volunteers to restore natural areas is a strategy to achieve restoration and the number of volunteer hours is an indicator of how well that strategy is working.*

## **VI. Diverse Housing (*no change in value or goal statement*)**

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

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

### **Performance Measure:**

- Total housing units affordable to low and moderate income households as a percentage of total housing units.
- Total units produced under Kirkland's programs providing choices in housing: cottage, carriage and two/three unit homes, accessory dwelling units and small lot size-limited homes.
- Total units produced in areas with housing incentives.
- Ratio of housing prices to average

## **VII. Financial Stability *(no change in value or goal statement)***

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

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

### **Possible Performance Measures Suggested by Departments:**

- Maintain AAA credit rating
- General Purpose contingency reserves are funded at a minimum of 80% of target
- Obtain the Government Financial Officers Association (GFOA) award for the Comprehensive Annual Financial Report (CAFR) and budget document
- Achieve annual audit results with no findings

## **VIII. Environment *(no change in value or goal statement)***

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

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

### **Performance Measures:**

- Achieve 40% tree coverage by \_\_\_\_ (year).
- \_\_\_\_% annual decrease in total waste per capita entering the landfill.
- Reduce Greenhouse gas emissions by 80% from 2005 levels by the year 2050
- Total water consumption compared to previous year
- Surface water quality as measured by the benthic index of biotic integrity

*Notes: The adopted Climate Action Plan has mid-range targets for greenhouse gas emissions that provide incremental benchmarks.*

*The tree canopy was last measured three years ago and stood at 32%. A 40% tree coverage ratio would significantly improve storm water management and air quality. Proactive tree management, tree regulations, private tree preservation, street tree standards and tree education programs are strategies that promote tree preservation.*

## **IX. Economic Development (*value and goal statements edited*)**

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

**Goal Statement:** To attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs for residents.

### **Performance Indicators:**

- Business satisfaction with Kirkland as a place to do business
- Resident satisfaction with availability of goods and services in Kirkland
- Value of goods and services purchased by residents and businesses from Kirkland businesses as a percent of total purchases (sales tax leakage)
- Net living wage job growth per year
- Overnight hotel/motel stays

*Notes: The performance measures for economic development should reflect how well we are meeting our program objectives. There are other indicators that can be monitored such as retail sales tax per capita. However, external factors out of our control may have more impact on those indicators than City programs. One element of the ED program would be monitoring, analysis and reporting of key indicators that may inform where the City needs to focus ED efforts. Indicators to watch could include:*

- *Number of employees*
- *Retail sales tax per capita*
- *Net business growth (new businesses versus business closures)*
- *Commercial vacancy rate*
- *Website visits to Explore Kirkland Website*
- *Number of Kirkland events guide subscriptions*
- *Lodging tax revenue*
- *Business tax revenue*
- *Number of businesses registered on KirklandFirst (buy local) website*

*There was also discussion of the need for a profile of businesses that represent the types of businesses targeted in our ED program. The measure would be net growth in jobs in that sector.*

**X. Dependable Infrastructure (*value statement edited*)**

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

**Goal Statement:** To provide and maintain a sustainable, integrated infrastructure system.

**Performance Measures:**

- Attain Pavement Condition Index of 70% or higher for major and minor arterial streets
- Attain Pavement Condition Index of 65% or higher for collectors and neighborhood streets
- Sustain capital reserve levels as determined by fiscal policies
- 90% of respondents to survey are satisfied with the maintenance of active transportation facilities (bike lanes, pedestrian flags, in-pavement lights, etc)
- Reduce number of water main failures caused by fatigue or age by \_\_\_% per year



## CITY OF KIRKLAND

Department of Finance & Administration

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### MEMORANDUM

**To:** Dave Ramsay, City Manager

**From:** Tracey Dunlap, Director of Finance and Administration  
Tammy McCorkle, Budget Analyst

**Date:** September 03, 2009

**Subject:** Performance Measures Report

### **RECOMMENDATION:**

It is recommended that the City Council review the 2009 Kirkland Performance Measures Report for the year ending December 31, 2008.

### **BACKGROUND:**

2009 is the fifth year Kirkland has produced the Performance Measures Report. The Report includes four years of performance measurement data for six key service areas and two years for Economic Development, with 2009 being the first year this service is included in the Performance Measure Report. For each service area, the data is accompanied by a narrative vignette that illustrates a service provided by the City of Kirkland. The primary audience for this report is the City Council and the general public. The general public may obtain a report by calling the City of Kirkland and requesting a paper copy or by downloading a copy online at:

[http://www.ci.kirkland.wa.us/depart/CMO/Performance\\_Measures.htm](http://www.ci.kirkland.wa.us/depart/CMO/Performance_Measures.htm)

2009 has brought some changes to the report including a more thorough description of the reports purpose, key findings and challenges, reliability of information and where the report may be accessed.

### **RESULTS:**

Some notable findings of the Performance Measures Report are:

#### **Key Findings and Challenges**

Some notable findings of the Performance Measures report are:

#### **Fire and Emergency Medical Services:**

Over the last two years total fire incidents in Kirkland have been decreasing. There were 300 fires in 2007 and only 260 fires in 2008. From 2001-2006 there were more than 300 fires every year. The City works to not only confine fires to room of origin when they occur, but also to prevent fires from occurring through building codes and public education. Currently the City is tracking legislation that would require all new buildings to have sprinkler systems installed. This would not only assist in containing fires to the room of origin, but also assist in decreasing property damage and saving lives.

**Streets:**

The 2008 pavement condition index (PCI) survey shows the PCI reduced from 70 in 2004 to 65 in 2008 and indicated a need for additional funding to maintain the condition of Kirkland's street network. An inflation rate of 11% has been realized over the last several years for road maintenance and repair. Due to the high inflation rate, it becomes more and more challenging to maintain the current PCI. The high inflation rate also results in an increase in deferred maintenance costs.

**Information Technology (IT):**

The City has been working on increasing information available online including an online ordinance and document search function and employment applications. The number of user sessions/visits to the website has nearly doubled since 2005. The hope is that this indicates visitors to the City website are finding the site more useful.

**Police:**

To ensure a safe community the City of Kirkland Police Department continues to emphasize the enforcement of traffic law violations that lead to injury such as DUI, speeding, crosswalk violations and seatbelt usage. Traffic citations increased by 262 in 2008, with a decrease in the number of drivers arrested for DUI. 2008 saw a significant increase in the total number of arrests made as well as an increase in the number of incidents the Police Department responded to.

**Parks and Community Services:**

The most significant differences in 2008 Parks data can be seen in two areas:

1. Increase in number of volunteers and volunteer hours.
2. Decrease in Recreation class offerings.

The number of volunteers and volunteer hours continues to increase due to the success of our city-wide Kirkland Green program. The decrease in recreation classes is due to some business changes in the Recreation division. In an effort to create more efficiency in operations, classes with few participants were cancelled, and some sections were combined, thus still providing the same recreation opportunities with more efficiency.

**Refuse and Recycling:**

The City of Kirkland has realized significant success in resident participation in waste reduction activities. In the past four years the average pounds of garbage collected per Single Family Residence (SFR) account, per week, decreased from 27.3 lbs. in 2005 to 18.9 lbs. in 2008 and the SFR recycling diversion rate increased from 59% to 69% - both the best in King County.

**Economic Development:**

In 2008, Kirkland saw a 5.2% growth in businesses over 2007 with 233 more businesses coming to Kirkland than leaving. The City is dedicated to assisting businesses to stay in Kirkland and in 2008 worked directly with 133 businesses to help them continue to be a part of our community through the Business Retention Program.

FUTURE OF PERFORMANCE MEASURES PROGRAM:

The real value of a performance measurement system is in monitoring the data trends over time to see whether the City is gaining or losing ground in a particular measure, and using the data to guide decisions.

The City Council has been working since March 2009 to develop Council goals and identify potential measures to monitor the progress the City is making towards the goals. Once this has been completed, a logical next step is the integration of the current Performance Measures Report with the measures and goals set by City Council.

Council may also wish to consider using the performance measures program as a management tool that the City Council and Department leadership can use to:

- Identify emerging issues and trends in service delivery;
- Pinpoint service delivery areas that would benefit from process improvements; and
- Inform decision-making about the allocation of City resources.



# PERFORMANCE MEASURES

# PERFORMANCE MEASURES

## Purpose

Since 2004, the City of Kirkland has been monitoring key performance measures in six service areas: Fire and Emergency Medical Services; Streets; Information Technology; Police; Parks and Community Services; and Refuse and Recycling. This report includes a new section on Economic Development.

The purpose of this report is to present performance information to the public and City Council. As we continue to monitor these key measures we will have a good indicator of how much progress the City is making in meeting our goal to provide high quality services in a cost-effective way.

The following goals and key measures have been identified for each service area:

## Fire and Emergency Medical Services:

Preserve lives and protect property through high quality response to fire and emergency medical incidents.



**Key measures:** Emergency Response Times and Effectiveness in Containing Fires.

## Streets:

Construct and maintain the public infrastructure of the City and ensure efficient and reliable public streets for Kirkland residents.



**Key measures:** Pavement condition rating and citizen rating of street maintenance.

## Information Technology (IT):

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



**Key measures:** Share of the City's business that is conducted through E-Commerce and rating of IT services.

## Police:

Reduce crime and increase the community perception of safety through high quality law enforcement services.



**Key measures:** Crime rates and citizen ratings of safety in their neighborhoods.

## Parks and Community Services:

Enrich and enhance Kirkland's quality of living by effectively managing our public lands and serving the leisure needs of all residents.



**Key measures:** Citizen rating of the City's parks and recreation programs and citizen enrollment in recreation classes.

## Refuse and Recycling:

Reduce waste generated by Kirkland residents and businesses by recycling, reducing, and reusing materials.



**Key Measures:** Diversion rates and tons of recycling material collected.

## Economic Development:

Promote a strong and diverse economy consistent with community values, goals, and policies.



**Key Measures:** Number of new businesses, business closures and business growth.

The goal for each service area has been identified by each department providing the service. The key measures have been identified by a collaborative effort between jurisdictions throughout the state in coordination with the International City and County Management Association (ICMA) Center for Performance Management and by City Departments. Key measures are identified throughout the report by corresponding icons.

The City is committed to the enhancement of Kirkland as a community for living, working and leisure, with an excellent quality of life which preserves the City's existing charm and natural amenities.

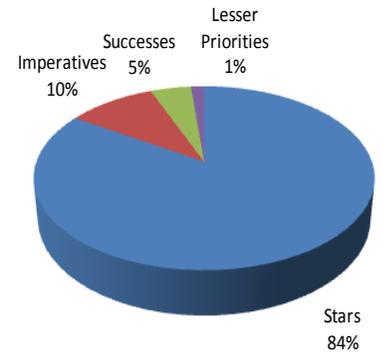
verses versus the City's performance in providing that service. For example, the "Stars" in the upper right hand square were rated as having high importance and a high level of performance.

The Performance Measures Report provides information on the key service areas that support this mission. Many of the performance measures relate to citizen satisfaction with City services. In the 2008 Citizen Survey by Elway Research, Inc, citizens were asked to rate various services provided by the City as to their importance and how well they were provided. These services make up more than 75% of the City's budget.

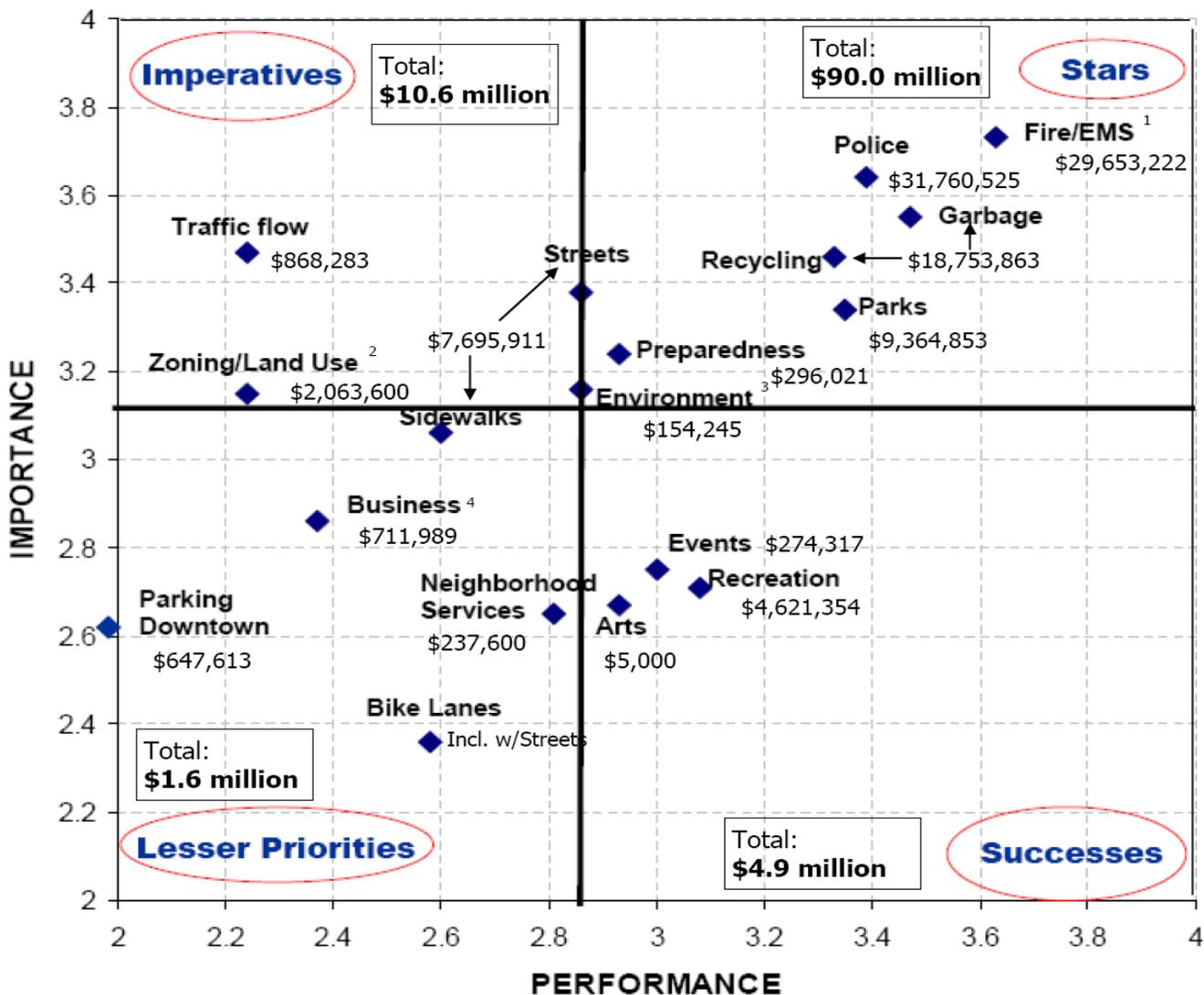
To provide additional context, the City's biennial budget was then overlaid onto the survey results to show the cost of the services provided. For example, the City invests over \$60 million each biennium into two of the largest areas in the "Stars" category, Fire/EMS (\$29.7 million) and Police services (\$31.8 million).

Examples of service areas that were included in the survey are Police, Fire, Garbage and Recycling Services, Streets, and Emergency Preparedness.

As can be seen by the chart below, the City's budget decision-making closely aligns with the community's priorities. \$90 million or 84% of the cost shown is invested in the high importance and performance "Stars".



The results are displayed on the chart below. Each quadrant in the chart represents a different combination of citizen ratings of the importance of specific ser-



1. Fire/EMS excludes Building Services and Emergency Preparedness.  
 2. Zoning/Land Use only includes the Land Use Mgmt portion of the Planning budget.  
 3. Environment includes environmental stewardship funding in Parks and an estimated \$10-15 thousand in Planning.  
 4. Business includes the Economic Development budget.

## Cost of Service Per Resident

Service Area	2008 Actuals	Est. Cost per Resident
Police:	\$11,565,513	\$239
Fire & Emergency Services:	\$14,149,621	\$177
Refuse and Recycling:	\$8,322,861	\$172
Parks & Community Services:	\$5,851,805	\$121
Information Technology (IT):	\$4,202,710	\$87
Streets:	\$4,048,038	\$84

- The estimated 2008 population for all services, except Fire & Emergency Services is 48,410. Fire & Emergency Services estimated their service area population to be 80,000, including the area North of the City known as the Potential Annexation Area and Fire District 41.
- Economic Development is not included in the table as 2009 is the first year the program's budget is tracked separately within the City Manager's Office.

## Key Findings and Challenges

Some notable findings of the Performance Measures report are:

### ***Fire and Emergency Medical Services:***

Over the last two years total fire incidents in Kirkland have been decreasing. There were 300 fires in 2007 and only 260 fires in 2008. From 2001-2006 there were more than 300 fires every year. The City works to not only confine fires to room of origin when they occur, but also to prevent fires from occurring through building codes and public education. Currently the City is tracking legislation that would require all new buildings to have sprinkler systems installed. This would not only assist in containing fires to the room of origin, but also assist in decreasing property damage and saving lives.

### ***Streets:***

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## ***Information Technology (IT):***

The City has been working on increasing information available online including an online ordinance and document search function and employment applications. The number of user sessions/visits to the website has nearly doubled since 2005. The hope is that this indicates visitors to the City website are finding the site more useful.

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### ***Refuse and Recycling:***

The City of Kirkland has realized significant success in resident participation in waste reduction activities. In the past four years the average pounds of garbage collected per Single Family Residence (SFR) account, per week, decreased from 27.3 lbs. in 2005 to 18.9 lbs. in 2008 and the SFR recycling diversion rate increased from 59% to 69% - both the best in King County.

### ***Economic Development:***

In 2008, Kirkland saw a 5.2% growth in businesses over 2007 with 233 more businesses coming to Kirkland than leaving. The City is dedicated to assisting businesses to stay in Kirkland and in 2008 worked directly with 133 businesses to help them continue to be a part of our community through the Business Retention Program.

## **Reliability of Information**

Information is gathered and reported on by each responsible department and is checked annually. The report contains no data known to be inaccurate or misleading. Should an error be identified after the report has been published it is corrected the following year and noted.

To ensure accuracy of the report there are several steps taken:

1. Information is provided by each department to the performance measures report coordinator.
2. The information is gathered in the report format and randomly verified.
3. If any data seems high or low the department providing the service is asked for their reasoning of the difference.
4. The report is returned to department staff that originally provided the information to the coordinator and asked to review and verify that everything is correct.
5. Each department director reviews the report.
6. The City Manager and Finance review the report.

There are no changes in the measures or measurement methodology made unless noted.

Due to the homogeneity and size of the City of Kirkland, most information presented in the report is aggregated. There are a few exceptions where information is disaggregated, such as information presented on Refuse and Recycling.

## **Report Accessibility**

The City of Kirkland operates on a calendar year and the information reported covers the period of January-December, with the most recent information covering January 1, 2008 through December 31, 2008.

Copies of the report may be obtained by calling the City of Kirkland at 425.587.3018 and requesting a paper copy or online at:

[http://www.ci.kirkland.wa.us/depart/CMO/Performance\\_Measures.htm](http://www.ci.kirkland.wa.us/depart/CMO/Performance_Measures.htm)

This report is issued on: August 25, 2009

# ***FIRE AND EMERGENCY MEDICAL SERVICES***

## **Goal**

When Fire and Emergency Medical Services employees respond to fires and medical emergencies, they strive to preserve lives and protect property. Their goal is to provide effective and efficient services that enhance a safe environment for the public.

Fire Department	MEASURE	2005	2006	2007	2008
Respond to Medical Emergencies	Paid fire and EMS staffing per 1,000 population served	0.9	1.0	1.0	1.0
	EMS responses per 1,000 population served (BLS <sup>1</sup> )	65.2	66.9	64.5	66.6
So that.... Timely Treatment Received	Average EMS response times (BLS) 	5:17 min	5:21 min	5:30 min	5:27 min
	% of EMS response times under 5 minutes (Goal = 90%) 	52%	51%	49%	50%
Respond to Fires	Total fire incidents per 1,000 population <sup>2</sup>	4.0	5.0	3.8	3.3
	Total non-fire incidents per 1,000 population <sup>3</sup>	22.1	29.5	22.4	20.9
So that.... Minimize Damage	Average fire (emergency) response times 	5:53 min	6:02 min	5:59 min	5:47 min
	% of fire response times under 5.5 minutes (Goal = 90%) 	49%	46%	47%	53%
So that.... Keep Community Safe	% of building fires confined to area of origin 	67%	44%	41%	80%

<sup>1</sup> BLS = Basic Life Support.

<sup>2</sup> Total fire incidents per 1,000 pop. was reported as 26.2 in the 2007 Performance Measures Report and has been adjusted to 3.3.

<sup>3</sup> Total non-fire incidents per 1,000 pop. was reported as 12.4 in the 2007 Performance Measures Report and has been adjusted to 20.9.

## **Key Findings and Challenges**

Over the last two years total fire incidents in Kirkland have been decreasing. There were 300 fires in 2007 and only 260 fires in 2008. From 2001-2006 there were more than 300 fires every year. The City works to not only confine fires to room of origin when they occur, but also to prevent fires from occurring through building codes and public education. Currently the City is tracking legislation that would require all new buildings to have sprinkler systems installed. This would not only assist in containing fires to the room of origin, but also assist in decreasing property damage and saving lives.

## SERVICE IMPROVEMENT

In Kirkland, the Office of Emergency Management is part of the Fire Department; however, it truly is a city-wide program. Every City department is involved in disaster preparedness, mitigation, response and recovery. But emergency preparedness cannot stop there. Every resident, business, and non-governmental agency needs to be prepared and get involved.

The goal is to become a disaster resilient community by:

- Being able to minimize damage from a disaster;
- Being self-reliant during a disaster;
- Responding to extraordinary needs and assisting each other;
- Recovering and getting back to normal as soon as possible.

The City has educated staff on personal preparedness, ensuring they are able to respond during a disaster. The City also has an Emergency Operations Center (EOC) that receives calls, coordinates responses and resources, and develops incident action plans during a disaster. Staff receives regular training to help prepare them to fill their disaster roles, such as: EOC drills and exercises, structural collapse rescue, shelter management, pet shelter management, damage assessment and National Incident Management training.

The City has also been helping and developing partners in the community. The City has trained over 250 people through the CERT program (Community Emergency Response Team). These dedicated community members know how to minimize possible damage from a disaster, are self-reliant, and have the skills and training to help others during a disaster.



There is also a group of volunteers that staff and manage the City's ham radio emergency communications network (ARES), to be used when regular communication lines are disrupted.



Volunteers have assisted with implementing the Washington State program, Map Your Neighborhood (MYN). This program connects neighbors with neighbors so that when a disaster hits, the connections have already been made and neighbors can help each other out.

Through the business outreach program, the City has also provided training to local businesses on how to develop a continuity of business plan.

Disaster preparedness is a journey, not a destination. The more people on the path, the better, and as long as we all keep moving forward, then our community will become resilient.

**If you thought preparing for a disaster was hard... try explaining why you didn't!**

# STREETS

## Goal

The Streets Division of the Public Works Department is responsible for keeping City-owned streets and landscaped surfaces maintained. The Streets Division works to provide the infrastructure for the City to ensure safe, attractive, efficient and reliable public streets and rights-of-way for Kirkland residents.

Street Maintenance	MEASURE	2005	2006	2007	2008
Roads are Repaired	Total paved lane miles	351.8	352	352	352
	Road rehab expenses per paved lane mile	\$3,471	\$4,919	\$6,261	\$6,483
	Tonnage of asphalt used by the City paving team <sup>1</sup>	*	*	3,132	2,719
So that....					
Roads are well maintained	Pavement Condition Index (PCI) <sup>2</sup>	70	70	70	65
	Percentage of lane miles assessed as fair or better <sup>3</sup>	90%	90%	90%	70%
	Citizen ratings of road maintenance (satisfactory or better) <sup>4</sup>	*	95%	*	93%
Sweep Streets					
So that....					
Streets are clean and storm drains are clear	Street sweeping expenditures per capita	\$4.42	\$4.12	\$3.79	\$4.10
	Street sweeping (tons)	517	497	600	507
So that....					
Safe Streets and Improved Surface Water Quality					

<sup>1</sup> A paving machine was purchased in 2007 and is utilized for repairing patches in the road at least 10' wide prior to a complete overlay being done. This is a new measure showing the tonnage of asphalt used by the City team using the paving machine.

<sup>2</sup> The City of Kirkland uses the Washington State DOT method for objectively rating the pavement condition based on factors including cracking, patching, weathering, and rutting. Every 3 to 4 years the PCI ratings for the entire City's street network are updated. The last survey was performed in 2008.

<sup>3</sup> Last done in 2004 and updated in 2008 the PCI survey data; "fair or better" equates to a PCI of 41 or better. Pavement Condition Index (PCI) is a rating of the general condition of pavements and is based on a scale of 0 to 100. A PCI of 100 represents a newly constructed road with no distresses; a PCI below 10 corresponds to a failed road requiring complete reconstruction.

<sup>4</sup> Survey completed every other year

## Key Findings and Challenges

The 2008 pavement condition index (PCI) survey shows the PCI reduced from 70 in 2004 to 65 in 2008 and indicated a need for additional funding to maintain the condition of Kirkland's street network. An inflation rate of 11% has been realized over the last several years for road maintenance and repair. Due to the high inflation rate, it becomes more and more challenging to maintain the current PCI. The high inflation rate also results in an increase in deferred maintenance costs.

## 116TH WALKWAY

The Highlands neighborhood needed a safe walking path along 116th Ave NE. It's a busy road that gets heavy use by pedestrians, joggers, school kids, and dog walkers. The existing gravel path was muddy in places, cars often parked on it, and you couldn't push a stroller or ride a bike. In some spots, pedestrians had to walk along a narrow shoulder, inches away from passing cars.

There was no funding currently approved in the CIP for a sidewalk, so Highlands neighbors met with city staff Mark Berntsen and Noel Schoneman onsite to discuss alternatives, and more affordable solutions.



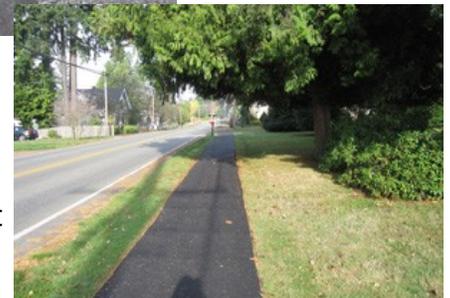
Noel and Mark had some great suggestions, and helped the neighborhood understand the options. The City's Street Division prepared a quote for the work, and the neighborhood voted to use part of the 2008 Neighborhood Connections (neighborhood CIP Program) money to fund the project.



Shortly after funding was approved, the Street Division had a crew out building the first part of the walkway, a raised section just north of NE 94th St.



Over the next few months they constructed the remainder of the path.



The asphalt walkway begins just south of NE 88th St and continues just short of NE 94th St. The project was completed at a fraction of the cost of what a concrete sidewalk with curb and gutter would have cost, and provides most of the same benefits.

The project was completed well within a year of the final ballot, which is a great accomplishment given all the property owners the City had to work with on details along the right of way.

"I was impressed at how quickly they worked and at the quality of the work. The crew clearly takes pride in what they do. I can see the walkway from my window, and every time I watch someone jog, walk, or cycle past I feel a surge of satisfaction. I often walk on 116th myself, and it's so much safer and more pleasant now. I believe that when citizens and City personnel work together we can find solutions to any problem."— City resident, Karen Story

# INFORMATION TECHNOLOGY

## Goal

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

IT Department	MEASURE	2005	2006	2007	2008
	Total apps/network and ops IT staff	5 / 6	6.75/6	6.75/5	5.75/5
Usability of Website	Average weekly hours updating site	15	17.5	25	25
	Number of user sessions per year	452,560	448,100	611,671	881,924
So that.... Citizens & Business Informed, Access to Government Any-time and Anywhere	Percentage of building permits applied for online that are available online 	30%	66%	66%	47%
	Percentage Parks & Recreation registration online that are available online <sup>1</sup> 	31%	33%	38%	34%
	E-Gov transactions dollar amount	\$434,469	\$364,125	\$413,310	\$549,010
So that.... Citizens Satisfied with City Website	% of citizens who have visited the City of Kirkland website <sup>2</sup>	*	56%	*	57%
	# of help desk calls per # of help desk employees	*	1,193	1,389	1,486
Provide IT Tools	# of help desk calls per # of permanent city employees	*	7.67	8.85	9.43
	Total help desk calls	3,835	3,580	4,166	4,460
So that.... Increase Staff Productivity and Efficiency	Total training sessions provided	37	9	44	23
	# of employees that took an IT training class	*	53	*	216
So that.... Staff More Efficient and Satisfied	Internal customer satisfaction: general IT services 	*	90%	92%	93%

<sup>1</sup> Percent of Parks and Recreation online can be as high as 75% in the beginning of the summer. After processing refunds, and as the year progresses less registration is done online. Numbers reported reflect overall annual registration for all Parks and Recreation Programs.

<sup>2</sup> Citizen Opinion Surveys are completed every other year.

\* indicates that data is not available

## Key Findings and Challenges

The City has been working on increasing information available online including an online ordinance and document search function and employment applications. The number of user sessions/visits to the website has nearly doubled since 2005. The hope is that this indicates visitors to the City website are finding the site more useful.

## KIRKLAND GETS AN UPGRADE

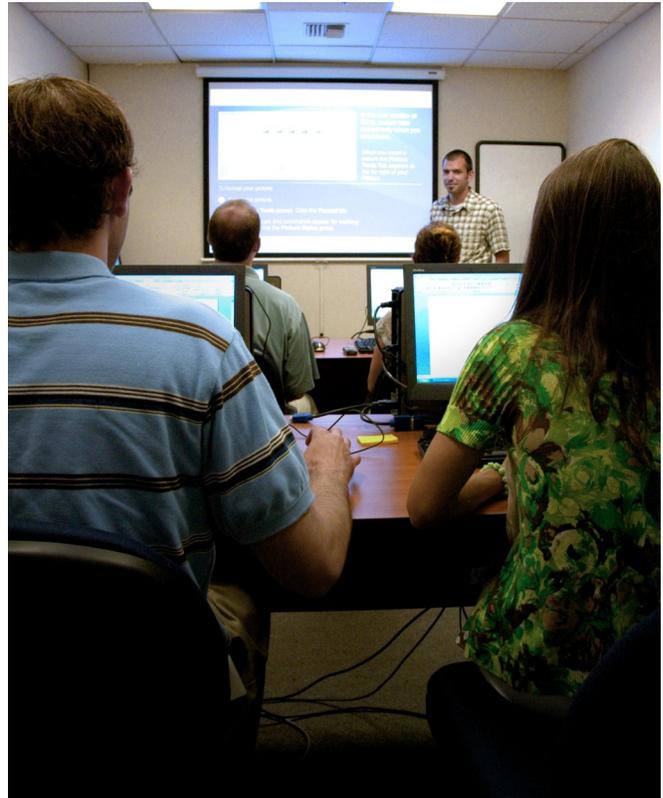
The City of Kirkland had a major technology roll-out in 2008 with new additions to computer hardware and software. Not only did nearly half of the City's staff receive new computers, but the Information Technology department also updated all the City's computers to the new Microsoft Office 2007 suite.

The computers were upgraded as part of the City's ongoing renewal of computer equipment. Computers are replaced on a 4 year cycle, and 2008 turned out to be a big year for the replacement schedule. The project was so big that IT added temporary staff to handle the rollout of new machines.

Beginning in April, computers started to arrive, and in May desktops and laptops started being delivered to departments around the City. IT staff were kept busy trying to schedule the changeover while minimizing the impact on staff productivity and service delivery. Progress was steady through the summer and fall, and by November the scheduled replacements were installed and the project was complete.

In addition to the new computers, all City computers, not just those with new machines, were given a software upgrade from Office 2003 to Office 2007. The upgrade to Office 2007 included many changes in the software, creating a new look and feel for frequently used programs like Word and Excel. Microsoft replaced the previous menus and toolbars in the Office suite with a user interface they called the Ribbon.

Because of the new look and feel of the Office programs, IT offered classes to City staff to help with the transition to the new software. Dubbed the 'Don't Fear the Ribbon Tour 2008' by IT, the classes were held throughout the summer and fall. Over 200 attendees learned about the features and changes of the new Office 2007 software suite during the tour.



These changes in technology help provide City staff with the best tools available to perform their daily work efficiently.



# POLICE SERVICES

## Goal

The Kirkland Police Department strives to provide quality law enforcement that builds trust, confidence and respect throughout the community. The Police Department places a strong emphasis on ensuring that all those who live, shop, work, and play in Kirkland feel safe. The Police Department prevents and responds to crime so that Kirkland remains safe for all community members.

Police Department	MEASURE	2005	2006	2007	2008
Prevent and Respond to Crime	Police incidents <sup>4</sup>	36,991	35,901	37,563	39,394
	Average # of incidents per shift	50.6	49.1	51.4	53.9
	Total 911 calls received	27,962	28,249	27,633	26,534
	Criminal citations	1,468	1,775	2,005	2,307
	Infractions	8,618	7,516	8,167	8,429
So that.... Keep City	Sworn FTE's (authorized) <sup>1</sup> per 1,000 population	1.4	1.4	1.4	1.4
	Total arrests per 1,000 population	42.6	50.9	48.8	67.5
	DUI arrests per 1,000 population	9.0	5.5	7.5	5.8
	Total part I violent crimes <sup>2</sup> per 1,000 population 	1.6	1.9	1.4	2.0
	Total part I property crimes <sup>3</sup> per 1,000 population 	39	40	40	40
So that.... Citizens Feel Safe <sup>4</sup>	Citizen rating of safety in their neighborhood during the day <sup>5</sup> 	*	Very Safe <u>89%</u> Somewhat Safe <u>9%</u>	*	Very Safe <u>77%</u> Safe <u>21%</u>
	Citizen rating of safety in their neighborhood after dark <sup>5</sup> 	*	Very Safe <u>54%</u> Somewhat Safe <u>29%</u>	*	Very Safe <u>41%</u> Safe <u>38%</u>

<sup>1</sup> Increased personnel provide for additional patrol coverage, investigations & other police services that keep the community safe.

<sup>2</sup> Part 1 violent crimes include: murder and non-negligible manslaughter, forcible rape, robbery and aggravated assault.

<sup>3</sup> Part 1 property crimes include: burglary, larceny-theft, motor vehicle theft and arson.

<sup>4</sup> This measure has been changed and updated from Calls for Service to Police Incidents, which is in alignment with what is reported on and tracked within the department.

<sup>5</sup> Survey is completed every other year.

## Key Findings and Challenges

To ensure a safe community the City of Kirkland Police Department continues to emphasize the enforcement of traffic law violations that lead to injury such as DUI, speeding, crosswalk violations and seatbelt usage. Traffic citations increased by 262 in 2008, with a decrease in the number of drivers arrested for DUI. 2008 saw a significant increase in the total number of arrests made as well as an increase in the number of incidents the Police Department responded to.

## KIRKLAND POLICE CITIZEN'S ACADEMY

In 2008, the Kirkland Police Department conducted a Police Citizens' Academy. The academy is designed to help local residents better understand police work in the City of Kirkland. It also develops stronger ties between the community and the police department in an effort to better understand and address crime issues.



The feedback from the 2008 academy participants was very positive. **"This class was amazing! There wasn't a dull night in 10 weeks. Each session was very interactive and informative. I learned so much about policing and had fun in the process."** (2008 Academy Graduate Andrea Larson).



The classes were held on Wednesday evenings for approximately three hours. The instruction is comprehensive and each week different areas of the department were covered.



The Kirkland Police Department Citizen's Academy is an excellent way for the police to inform the public of what they do and why they do it. It also strengthens the communication and relationship between the community and the Police Department.



# PARKS AND COMMUNITY SERVICES

## Goal

The City strives to provide high quality parks, facilities, and programs to support citizens in increasing their health and activity. The City Parks and Community Services Department wants to enrich and enhance Kirkland's quality of living by effectively managing our public lands and serving the leisure needs of all residents to make Kirkland the place to be.

Parks and Recreation	MEASURE	2005	2006	2007	2008
Parks & Recreation Staff	Total staff for parks maintenance and recreation programs	59.80	70.89 <sup>1</sup>	57.07	56.52
	Park maintenance FTE's per 100 acres developed land	14.80	19.99	16.19	15.51
	Number of volunteers/volunteer hours	711/ 2,115	455/ 1,240	1,293/ 4,333	1,484/ 5,010
So that.....	Recreation programs Operating & Maintenance (O&M)	\$1,659,619	\$1,663,761	\$1,686,929	\$1,753,941
Maintain Parks & Provide Recreation Programs	Recreation O&M per capita	\$36.28	\$35.26	\$35.23	\$36.23
	Total O&M for parks maintenance	\$2,446,832	\$2,643,047	\$2,929,276	\$3,091,386
	Parks maintenance O&M per capita	\$53.49	\$56.02	\$61.17	\$63.86
So that.....	Developed park acreage per 1,000 population	4.60	4.38	4.41	4.40
Provide High Quality Parks and Recreation Programs	Citizen ratings of appearance of Parks & Recreation Facilities <sup>2</sup> -satisfactory or better 	*	98%	*	96%
	Citizen ratings of the quality of Parks and Recreation programs -satisfactory or better 	*	89%	*	87%
So that.....	Recreation classes offered	2,812	2,741	2,778	2,530
Increase citizens' quality of life	Citizens' enrollment in classes 	18,104	18,067	18,075	17,603
	Citizen ratings of overall satisfaction with Parks & Recreation -satisfactory or better 	*	98%	*	96%
So that.....	Citizen Satisfaction				

<sup>1</sup> Increased staffing due to increased programs and park development.

<sup>2</sup> Citizen Opinion Surveys are completed every other year.

## Key Findings and Challenges

The most significant differences in 2008 Parks data can be seen in two areas:

1. Increase in number of volunteers and volunteer hours.
2. Decrease in Recreation class offerings.

The number of volunteers and volunteer hours continues to increase due to the success of our city-wide Kirkland Green program. The decrease in recreation classes is due to some business changes in the Recreation division. In an effort to create more efficiency in operations, classes with few participants were cancelled, and some sections were combined, thus still providing the same recreation opportunities with more efficiency.

## "MOVE IT!" ADULT FITNESS PROGRAM



The new "Move It!" quarterly fitness pass program allows customers to purchase a pass and take advantage of any fitness class available at the North Kirkland Community Center. The fitness programs

provide a non-intimidating and inviting community atmosphere, with no club contracts to sign, no yearly membership fees, and no monthly dues.

Using resistance bands, hand weights and other portable fitness instruments provided by the participants, the intensity of a workout is controlled by class level and the motivation and determination of each participant. With a dynamic team of instructors and a variety of classes and

times available, the "Move It" program classes provide a true sense of community while promoting health and wellness.

"I've never seen a program with such an impact on a community", "class numbers have tripled in size, which gives me as an instructor a larger connection to the community", "with the Move It Pass members are able to stay healthy without breaking the bank", "not only are participants staying fit but they are building friendships that are impossible to cultivate in a gym setting where everyone keeps to themselves with their I-pods on" - Laura Miller, instructor.

"I cannot stress how important the NKCC Move It Pass is to me and my health, it helps keep me healthy and physically mobile" -Duane Easterly, participant.



# ***REFUSE AND RECYCLING***

**Goal**

The City strives to reduce waste generated by Kirkland residents and businesses by promoting and educating about recycling, reducing, and reusing materials. Recycling reduces the amount of garbage the community produces and extends the life span of the local landfill. Recycling helps protect the environment and

Recycling Program	<b>MEASURE</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Residents Participate	Participation rate SFR <sup>1</sup>	64%	84%	90%	81%
	Participation rate MFR <sup>2</sup>	95%	95%	95%	94%
So that.....					
Minimize Garbage	Total tons of recycled material collected SFR/ MFR/commercial 	8,714 tons	8,906 tons	9,271 tons	9,396 tons
	Diversion rate SFR (Goal = 52%) <sup>3</sup> 	59%	62%	68%	69%
	Diversion rate MFR 	16%	16%	14%	15%
	Total tons of SFR food & yard waste collected	6,664 tons	7,099 tons	7,482 tons	7,062 tons
So that.....					
Divert Waste from Landfill	Total tons of garbage collected SFR/MFR/commercial	33,000 tons	33,690 tons	32,698 tons	28,364 tons
	Average pounds of garbage collected per week per SFR account (goal = under 33lbs)	27.30 lbs	25.5 lbs	20.1 lbs	18.9 lbs
So that.....					
Extend Landfill Life	Actions the City has taken to reduce the generation of waste	Pilot commercial food waste recycling program	Commercial organics and residential food waste, MFR outreach	Promotion of commercial organics, development of MFR food waste pilot, MFR outreach	Expanded organics program to elementary schools, implemented multifamily recycling project
	Expected life span of Cedar Hills Landfill	2015	2016	2016	2016

<sup>1</sup> SFR – Single Family Residence

<sup>2</sup> MFR – Multi-Family Residence

<sup>3</sup> Diversion Rate – the percent of waste materials diverted from the landfill to be recycled, composted or reused.

SFR – includes yard waste, MFR – does not include yard waste.

**Key Findings and Challenges**

The City of Kirkland has realized significant success in resident participation in waste reduction activities. In the past four years the average pounds of garbage collected per Single Family Residence (SFR) account, per week, decreased from 27.3 lbs. in 2005 to 18.9 lbs. in 2008 and the SFR recycling diversion rate increased from 59% to 69% - both the best in King County.

## REFUSE AND RECYCLING MULTI-FAMILY OUTREACH

The City of Kirkland has an aggressive education outreach and assistance recycling program, that is offered to all multi-family residences. By participating in these programs, owners are able to save money, promote environmental stewardship, and save space in the landfill.

In 2008, City of Kirkland Solid Waste and Recycling staff conducted a recycling assessment at the Woodside Terrace Condominiums to assist in increasing recycling capacity, help identify other opportunities to recycle, and to educate the Home Owners' Association and residents about recycling.

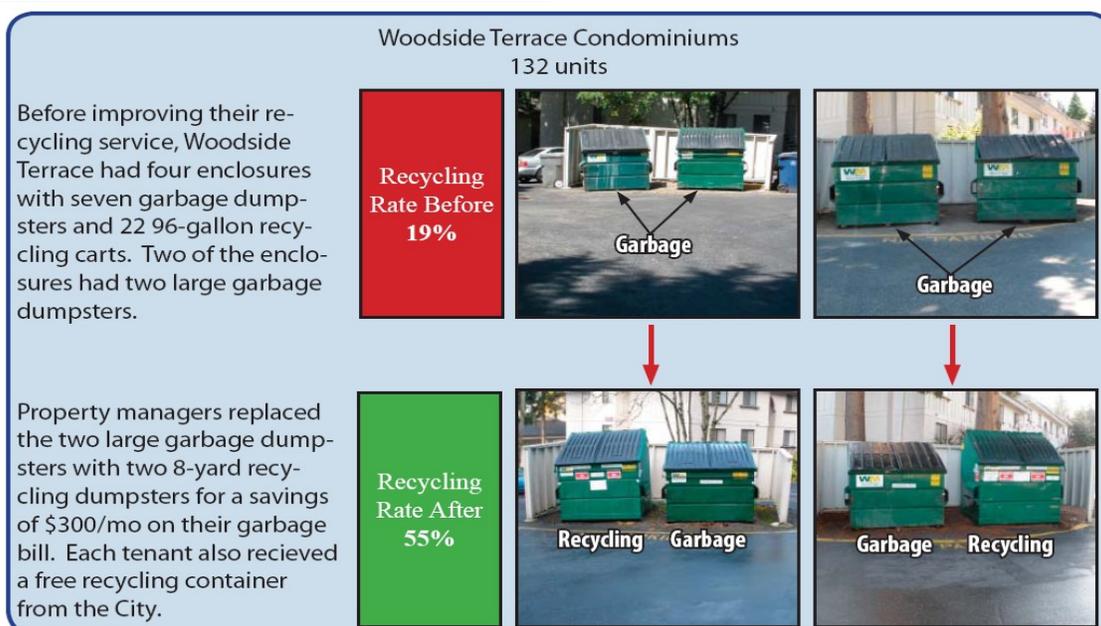
Having been a property manager for the past thirty years I was very impressed by the services provided by the City of Kirkland. Getting a recycling program going can be difficult and we did not need to struggle with signage or where to put the cans or how many. The assistance really sped up the process and made recycling a priority.



In contrast to the recycling diversion rate, the **Recycling Rate** refers to the proportion of recycling capacity relative to garbage capacity. For example, a multifamily property with a 6-cubic yard garbage dumpster and a 4-cubic yard recycling dumpster would have a recycling rate of 40% (*4 yards of recycling divided by garbage plus recycling volume (4/10=40%)*). The recycling rate is used in the multifamily sector as a way to gauge if customers have adequate space to recycle effectively. In Kirkland, our goal is to assist multifamily properties to achieve at least a 50% recycling rate, wherever possible.

By reducing their garbage service and increasing their recycling service, Woodside Terrace Condominiums was able to save about \$300/mo. or about \$3,600/yr. on their garbage bill and increase their recycling rate to over 50 percent.

This success story is an example of what can be accomplished when the City and determined multifamily residents and property managers collaborate to make a difference in the bottom line and the environment.



For more information on Kirkland's recycling programs visit:  
[http://www.ci.kirkland.wa.us/depart/Public\\_Works/recyclingsolidwaste.htm](http://www.ci.kirkland.wa.us/depart/Public_Works/recyclingsolidwaste.htm)

# ECONOMIC DEVELOPMENT

**Goal**

A healthy economy is an integral part of Kirkland’s high quality of life. Kirkland’s economy allows residents access to job opportunities, goods and services, and provides revenue sources that help to ensure needed public services. The City of Kirkland strives to provide an economic climate that maintains a healthy economy for jobs and businesses without sacrificing the qualities that make Kirkland a desirable place to live.

Economic Development	MEASURE	2007	2008	
Monitor Economic Health	Retail sales tax per capita	\$345	\$310	
	# of new businesses 	957	1,092	
	# of business closures 	574	639	
	Total businesses	4,477	4,710	
	Business growth <sup>1</sup> 	383	453	
	Commercial vacancy rate <sup>2</sup>	13.7%	8.7%	
	Office space vacancy rate <sup>2</sup>	6%	20%	
	# of commercial building permits	176	175	
	# of public building permits	8	19	
	# of green business program participants	10	25	
	So that....	Marketing packets distributed	*	250
	Recruit and Retain Businesses	# of businesses assisted to remain in Kirkland	*	133
		Actions the City has taken to promote economic development	<ul style="list-style-type: none"> <li>New Kirkland Business Roundtable fosters relationships with CEOs of larger companies</li> <li>Ongoing City communications with local commercial brokers nets businesses like Google</li> </ul>	<ul style="list-style-type: none"> <li>Provide Retention consultant who offers free service to local businesses</li> <li>Developed a new recruitment packet with video called "This is Kirkland"</li> </ul>
So that....				
Sustainable Economy				

<sup>1</sup> Business growth is # of New Businesses minus # of Business Closures

<sup>2</sup> Ideal vacancy rates are between 6-9%. Part of the high office space vacancy rate in 2008 is due to the addition of the Google office space, which is not yet occupied.

**Key Findings and Challenges**

In 2008, Kirkland saw a 5.2% growth in businesses over 2007 with 233 more businesses coming to Kirkland than leaving. The City is dedicated to assisting businesses to stay in Kirkland and in 2008 worked directly with 133 businesses to help them continue to be a part of our community through the Business Retention Program.

## ECONOMIC DEVELOPMENT

The City Economic Development Program seeks to enhance and promote the Kirkland business climate, to retain existing businesses and recruit new businesses, and to promote Kirkland as a business destination, tourist destination, center for arts and culture, and great place to live.

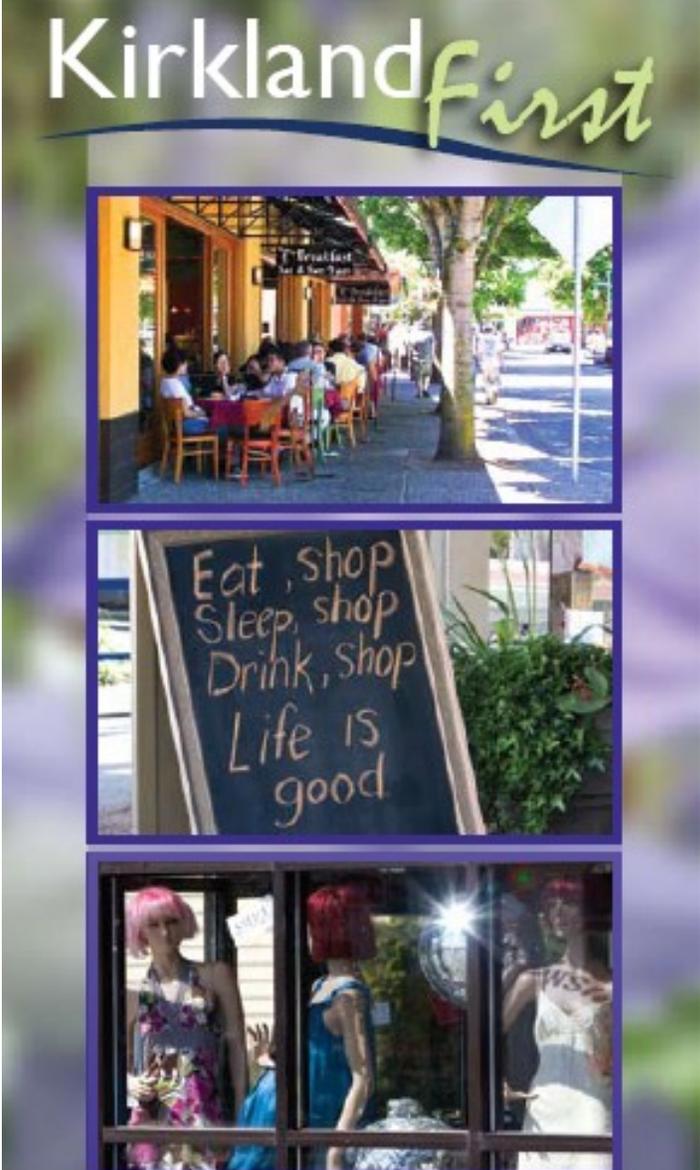
Sustainable economies are healthy economies – strong, resilient and diverse. Buying local, occupying smaller ecological footprints with less reliance on the automobile, recycling and energy conservation, and contributing to the social network of the community are characteristics of green businesses that translate to a healthy local economy.

How sustainable is the Kirkland economy? To what extent are goods and services that residents need available in the city? What are opportunities to increase business revenue in Kirkland? What is the current level of green business activity in Kirkland? These were some questions the 2008 Economic Sustainability Assessment sought to answer.

Funding from the Washington State Department of Community, Trade and Economic Development (CTED) enabled the City to retain O'Brien & Company, sustainability experts, and E.D. Hovee & Company, economists, to help with the assessment. Online surveys directed at businesses and residents, a retail leakage study, community meetings, and research on comparable communities and the tools they use to build sustainable economies were used to gather pertinent information.

There were numerous recommendations that resulted from the study (available online at: <http://www.ci.kirkland.wa.us/Assets/!Global+PDFs/Economic+Sustainability+Study+Final.pdf>) - several of which have become part of current City programs. A desire to strengthen the local economy by recognizing goods and services produced in Kirkland, promoting efficiencies in transportation, resource use and waste reduction, and encouraging pedestrian activity led to

the initiation of a 'buy local' campaign named *kirklandfirst*. Design of a website - the first online, searchable directory of Kirkland businesses - got underway in 2008 with launch planned for Spring, 2009.



**KirklandFirst**

• Support Kirkland Businesses

• Help Keep Local Money in the Local Economy

• Show Kirkland is a Community that Cares

• Protect Our Environment by Reducing Emissions

Find the products and services you need [www.kirklandfirst.org](http://www.kirklandfirst.org)