

Appendix A

Persons Interviewed

Attorney's Office

Robin Jenkinson, City Attorney

Building Division

Tom Phillips, Building Official

Clell Mason, Building Inspections Supervisor

Inspectors

Office Tech Group

Permit Techs

Plans Examiners

Steve Lybeck, Permit Tech Supervisor

Tom Jensen, Plan Review Supervisor

City Manager's Office

Kurt Triplett, City Manager

Marilynne Beard, Deputy City Manager

Design Review Board

Scott Reusser, Chair

Economic Development

Ellen Miller-Wolfe, Economic Development Manager

Finance Department

Tracey Dunlap, Finance Director

Fire Division

J. Kevin Nalder, Fire Chief

Helen Ahrens-Byington, Deputy Fire Chief

Jim Crowe, Deputy Fire Marshal

Grace Stewart, Fire Marshal

Dave Walker, Assistant Fire Marshal

Inspection Staff

Plan Review Group

Houghton Community Council

Rick Whitney

John Kappler

Information Technology

Brenda Cooper, Director

Lindsay Talbott

IT/Energov Committee

Planning Commission

Mike Miller, Chair

Planning Department

Eric Shields, Planning Director

Paul Stewart, Deputy Director

Nancy Cox, Development Review Manager

Dawn Nelson, Planning Supervisor

Angela Ruggeri, Senior Planner

Caryn Saban, Senior Office Specialist

Christian Geitz, Asst Planner

Craig Salzman, Code Enforcement Officer

David Barnes, Planner

Desiree Goble, Planner

Joan Lieberman-Brill, Senior Planner

Janice Coogan, Senior Planner

Jeremy McMahan, Planning Supervisor

Jon Regala, Senior Planner

Judd Tuberg, Code Enforcement Officer

Prins Cowin, Admin. Supervisor

Sean Leroy, Planner

Teresa Swan, Senior Planner

Tony Leavitt, Associate Planner

Public Works

Ray Steiger, Director of Public Works

Rob Jammerman, Development and Environmental Svcs Manager

Vandana Sheth, Management Analyst

Bill Reed, SR Development Plans Examiner

Dave Godfrey, Transportation Engineer

Jeff Pray, Construction Inspector

Jenny Gaus, Surface Water Engineer Supervisor

John Burkhalter, Development Engineering Supervisor

Katy Coleman, Development Engineer

Kelli Jones, Surface Water Engineer

Philip Vartanian, Development Engineer

Stacey Rush, Senior Surface Water Engineer

Terri Corps, Permit Technician

Thang Nguyen, Transportation Engineer

Tom Christ, Senior Construction Inspector

Wes Ayers, Permit Technician

Appendix B

Employee Short Questionnaire

City of Kirkland, WA
Development Services Organizational Review
EMPLOYEE QUESTIONNAIRE

Please check your **function**:

- Building
- Fire
- Planning and Community Development
- Public Works
- Other (list) _____

In the boxes below, enter the appropriate number for each statement according to this guide.

- | | |
|---------------------|------------------|
| 1 Strongly Disagree | 4 Somewhat Agree |
| 2 Somewhat Disagree | 5 Strongly Agree |
| 3 Neutral | 6 Not Applicable |

1.	Our Division seeks to identify problems quickly.	[]
2.	When problems are identified, our Division moves quickly to solve them.	[]
3.	Our Division has an effective process for listening to citizen or client concerns.	[]
4.	The concern for employees in our Division is more than lip service.	[]
5.	Good service is the rule rather than the exception in our Division.	[]
6.	Managers in our Division encourage and advance new ideas from employees.	[]
7.	We have a strong emphasis on training in our Division.	[]
8.	Management in our Division discusses objectives, programs and results with employees regularly.	[]
9.	There is free and open communication in our Division between all levels of employees about the work they are performing.	[]
10.	Employees in our Division treat citizens with respect.	[]
11.	Our Division encourages practical risk-taking and supports positive effort.	[]
12.	Our Division has a clear sense of what its programs are trying to accomplish.	[]

City of Kirkland, WA
Development Services Organizational Review
EMPLOYEE QUESTIONNAIRE

1 Strongly Disagree	4 Somewhat Agree
2 Somewhat Disagree	5 Strongly Agree
3 Neutral	6 Not Applicable

-
- | | |
|---|-------|
| 13. We do our jobs very well in our Division | [] |
| 14. We have an efficient records management and documentation system in our Division. | [] |
| 15. I am satisfied with the type of leadership I have been receiving from my supervisor in our Division. | [] |
| 16. I have enough time to do my work as it needs to be done. | [] |
| 17. I am kept abreast of changes that affect me. | [] |
| 18. There is good teamwork and communication between the different departments, divisions or organizations conducting development review, plan checking and inspection in the City. | [] |
| 19. I am aware of standard turnaround times in our Division for processing plans and permits as communicated by my supervisor. | [] |
| 20. I am able to meet standard turnaround times for processing plans and permits in our Division as communicated by my supervisor. | [] |
| 21. The City has a clear and coordinated development review and plan checking process. | [] |
| 22. Permit and development processes in the City are not unnecessarily complex nor burdensome on the applicant. | [] |
| 23. Application review in the City is undertaken in a consistent manner | [] |
| 24. Applications are reviewed in the City in a timely manner. | [] |
| 25. It should be the policy of the City and its employees to assist any applicant in completing his/her application, see that it is complete as soon as possible, and process it without undue delay. | [] |
| 26. It should be the policy of the City to make the development and permit process as pleasant and expeditious as possible. | [] |

City of Kirkland, WA
Development Services Organizational Review
EMPLOYEE QUESTIONNAIRE

1 Strongly Disagree
2 Somewhat Disagree
3 Neutral

4 Somewhat Agree
5 Strongly Agree
6 Not Applicable

-
- | | |
|---|-------|
| 27. We are doing the right amount of long range planning. | [] |
| 28. The Planning Commission works well and is effective. | [] |
| 29. The Design Review Board works well and is effective. | [] |
| 30. The Hearing Examiner works well and is effective. | [] |
| 31. The Public Works Division has clear construction standards. | [] |
| 32. The Comprehensive Plan is good. | [] |
| 33. The Zoning Ordinance is good. | [] |
| 34. Building permits are reviewed in a short and timely way. | [] |
| 35. Building inspections are held the next day after requested or sooner. | [] |
| 36. Public work permit applications are reviewed in a short and timely way. | [] |
| 37. The Code Compliance program in the Division is effective. | [] |

Please briefly answer the following:

38. Please list any “pet peeves” or concerns about your Department, Division, or the City as related to the functions of the Development Services Organization.
39. Please provide at least one suggestion or recommendation for improvement related to your Department, Division, or the City as related to the functions of the Development Services Organization.
40. What are you most proud of in relation to your Department or Division?

Figure 27
City of Kirkland
Building
Employee Questionnaire

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18	Ave
#1	3	4	4	2	4	4	5	2	1	1	1	4	2	2	2	4	4	4	2.94
#2	4	4	3	1	4	3	4	2	2	1	4	4	2	2	2	3	5	4	3.00
#3	5	4	4	3	5	4	5	2	4	1	4	3	4	3	3	4	5	3	3.67
#4	4	4	5	2	4	4	5	2	4	3	5	3	4	4	1	5	5	5	3.89
#5	5	5	5	5	5	5	4	5	5	5	5	5	4	4	3	5	5	5	4.72
#6	4	4	5	1	4	3	5	2	3	1	4	4	2	3	3	3	5	4	3.33
#7	5	3	5	1	4	4	4	2	5	1	4	5	1	3	5	4	5	3	3.56
#8	2	4	5	2	4	3	5	2	5	1	4	4	4	4	4	3	5	4	3.61
#9	5	5	5	2	3	3	5	2	2	1	1	5	4	4	2	4	5	5	3.50
#10	5	5	5	4	5	5	5	5	4	5	5	5	4	4	4	5	5	5	4.72
#11	4	3	5	2	3	2	4	4	3	4	2	5	3	3	3	3	N/A	2	3.24
#12	3	4	4	3	4	2	5	4	3	4	2	4	5	4	2	4	5	2	3.56
#13	5	4	5	2	5	4	4	4	4	4	5	5	2	4	1	3	5	4	3.89
#14	2	2	4	2	5	4	4	4	2	2	1	4	1	2	1	1	5	1	2.61
#15	4	5	3	1	3	3	5	2	2	1	5	4	2	2	1	5	5	4	3.17
#16	2	5	3	2	4	2	2	2	3	4	1	2	5	1	1	2	4	2	2.61
#17	4	4	3	2	4	3	4	4	2	2	4	5	2	3	1	3	5	3	3.22
#18	3	5	2	3	4	4	5	4	4	4	1	4	1	3	4	3	5	2	3.39
#19	5	2	4	4	5	5	5	5	4	4	3	N/A	5	2	4	3	5	2	3.94
#20	4	N/A	3	5	4	2	4	4	3	4	3	N/A	5	4	4	4	5	3	3.81
#21	3	3	4	4	5	3	4	4	4	2	5	5	5	3	2	2	5	3	3.67
#22	2	3	3	5	4	3	2	4	1	2	4	4	4	3	2	3	5	3	3.17
#23	4	N/A	3	4	5	3	4	4	3	2	5	2	5	3	2	3	5	3	3.53
#24	4	3	3	4	5	2	4	4	3	4	5	2	4	3	4	N/A	5	3	3.65
#25	4	5	5	4	5	5	5	4	3	2	3	5	4	4	4	5	5	4	4.22
#26	5	5	5	5	5	5	5	5	5	3	5	5	5	4	4	5	5	4	4.72
#27	N/A	3	N/A	N/A	N/A	4	2	N/A	3	3	1	N/A	3	N/A	3	N/A	N/A	3	2.78
#28	N/A	3	N/A	N/A	N/A	3	4	N/A	3	3	2	N/A	3	N/A	3	N/A	N/A	3	3.00
#29	N/A	3	N/A	N/A	N/A	3	4	N/A	3	3	3	N/A	3	N/A	3	N/A	N/A	3	3.11
#30	N/A	3	N/A	N/A	N/A	2	3	N/A	3	3	3	5	3	N/A	3	N/A	N/A	3	3.10
#31	N/A	5	N/A	N/A	N/A	3	4	N/A	3	4	5	N/A	3	N/A	3	N/A	5	3	3.80
#32	N/A	3	N/A	N/A	N/A	3	3	N/A	3	3	3	N/A	3	N/A	3	N/A	5	3	3.20
#33	N/A	3	N/A	N/A	N/A	3	4	N/A	3	3	1	2	3	N/A	3	N/A	5	3	3.00
#34	3	3	3	5	5	2	4	4	4	4	4	4	4	2	4	3	5	4	3.72
#35	5	5	5	5	5	4	5	5	4	4	5	5	5	4	5	4	5	5	4.72
#36	N/A	3	N/A	N/A	N/A	N/A	5	N/A	4	3	5	N/A	3	N/A	3	N/A	5	3	3.78
#37	N/A	5	5	N/A	4	3	4	N/A	3	2	5	4	4	3	3	3	5	2	3.67
Ave	3.86	3.83	4.07	3.04	4.34	3.33	4.19	3.46	3.24	2.78	3.46	4.14	3.38	3.10	2.84	3.54	4.94	3.30	3.60

Figure 28
City of Kirkland
Fire
Employee Questionnaire

	Emp #1	Emp #2	Emp #3	Emp #4	Ave
#1	3	2	1	3	2.25
#2	2	1	1	3	1.75
#3	3	4	1	4	3.00
#4	3	4	3	3	3.25
#5	4	5	4	5	4.50
#6	2	3	2	3	2.50
#7	N/A	4	5	3	4.00
#8	2	2	2	3	2.25
#9	4	4	3	2	3.25
#10	3	5	5	5	4.50
#11	1	4	3	4	3.00
#12	1	3	4	4	3.00
#13	4	4	4	2	3.50
#14	1	2	1	2	1.50
#15	3	2	5	2	3.00
#16	5	2	4	3	3.50
#17	2	2	2	3	2.25
#18	4	5	4	2	3.75
#19	4	3	4	5	4.00
#20	5	4	4	5	4.50
#21	4	4	4	3	3.75
#22	2	3	1	3	2.25
#23	4	4	2	3	3.25
#24	4	4	4	5	4.25
#25	5	5	5	2	4.25
#26	5	5	5	3	4.50
#27	3	N/A	2	3	2.67
#28	N/A	N/A	1	3	2.00
#29	N/A	N/A	1	3	2.00
#30	N/A	N/A	N/A	3	3.00
#31	N/A	4	5	3	4.00
#32	N/A	N/A	3	3	3.00
#33	N/A	N/A	2	3	2.50
#34	5	4	4	3	4.00
#35	5	5	4	5	4.75
#36	N/A	4	N/A	3	3.50
#37	2	3	2	3	2.50
Ave	3.28	3.55	3.06	3.24	3.28

Figure 29
City of Kirkland
Manager
Employee Questionnaire

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Ave
#1	5	5	5	5	5	5	5	5.00
#2	5	4	5	5	5	5	4	4.71
#3	4	3	4	5	4	4	3	3.86
#4	5	4	5	1	5	5	5	4.29
#5	5	5	5	5	5	5	5	5.00
#6	5	5	5	1	4	4	4	4.00
#7	4	4	4	3	3	4	3	3.57
#8	4	2	5	4	5	5	3	4.00
#9	5	5	5	4	5	5	5	4.86
#10	5	5	4	5	5	4	5	4.71
#11	5	4	4	4	4	5	2	4.00
#12	5	4	4	5	5	5	4	4.57
#13	4	5	5	4	5	4	4	4.43
#14	4	2	4	3	5	4	4	3.71
#15	5	3	5	3	4	5	4	4.14
#16	2	2	4	2	2	4	5	3.00
#17	5	4	3	4	5	5	5	4.43
#18	3	5	4	5	N/A	5	5	4.50
#19	5	4	5	4	N/A	N/A	5	4.60
#20	4	4	5	3	N/A	N/A	5	4.20
#21	4	4	4	5	N/A	4	5	4.33
#22	4	3	2	3	N/A	4	3	3.17
#23	4	4	3	4	N/A	4	4	3.83
#24	4	4	2	3	N/A	4	4	3.50
#25	5	4	5	5	4	5	5	4.71
#26	5	4	5	5	5	4	5	4.71
#27	3	N/A	N/A	4	4	5	3	3.80
#28	3	N/A	N/A	4	5	4	4	4.00
#29	4	N/A	N/A	4	N/A	4	4	4.00
#30	4	N/A	N/A	5	N/A	5	5	4.75
#31	4	N/A	N/A	5	N/A	N/A	5	4.67
#32	3	N/A	N/A	5	5	4	4	4.20
#33	3	N/A	N/A	5	5	4	3	4.00
#34	4	4	3	3	N/A	2	3	3.17
#35	5	5	5	5	N/A	5	5	5.00
#36	3	N/A	N/A	5	N/A	N/A	3	3.67
#37	3	4	3	4	5	5	4	4.00
Ave	4.16	3.97	4.21	4.03	4.54	4.42	4.16	4.21

Figure 30 City of Kirkland Planning Employee Questionnaire

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18	Emp #19	Emp #20	Emp #21	Ave
#1	2	5	N/A	3	4	1	5	4	1	4	3	4	5	5	5	4	4	4	3	5	3	3.70
#2	1	4	N/A	3	4	1	5	4	1	4	3	3	3	4	5	4	3	4	3	5	2	3.30
#3	4	4	3	2	5	2	4	4	1	5	2	5	2	4	5	5	4	4	5	4	4	3.71
#4	2	4	4	5	4	1	5	5	5	4	3	5	4	4	5	5	5	5	4	4	3	4.10
#5	3	3	5	5	5	4	5	5	5	N/A	2	5	5	5	5	5	5	5	5	4	5	4.55
#6	1	4	4	3	4	1	5	4	1	N/A	5	4	3	4	5	5	4	5	3	4	3	3.60
#7	2	2	4	2	3	2	4	3	1	N/A	4	4	2	3	2	4	3	4	3	3	2	2.85
#8	1	3	4	4	3	1	5	4	1	5	5	4	2	3	5	4	4	4	4	4	4	3.52
#9	1	2	4	3	4	1	5	3	2	3	4	4	3	4	5	5	5	5	4	3	4	3.52
#10	5	4	5	5	5	4	5	5	5	5	4	5	5	4	5	5	4	5	4	3	5	4.62
#11	2	3	4	2	5	2	5	5	2	4	4	4	4	3	3	5	4	4	5	4	2	3.62
#12	3	4	5	3	5	4	5	5	1	N/A	5	4	3	5	5	5	4	5	5	4	2	4.10
#13	5	4	5	4	5	5	5	4	5	N/A	5	5	4	4	5	5	4	5	4	5	4	4.60
#14	4	4	5	2	3	4	4	3	1	N/A	1	4	4	2	2	5	4	4	5	4	1	3.30
#15	3	5	4	5	5	1	5	5	3	5	4	4	4	5	5	5	5	5	4	5	4	4.33
#16	2	4	5	5	2	2	4	4	1	2	3	4	4	5	5	4	3	4	4	2	4	3.38
#17	4	2	5	4	4	1	5	5	1	N/A	4	5	4	4	5	4	4	4	2	5	2	3.70
#18	5	3	4	3	3	3	5	4	1	2	4	N/A	4	4	5	4	5	4	3	4	2	3.60
#19	4	N/A	N/A	2	4	3	5	5	5	4	5	N/A	5	4	4	4	5	N/A	4	3	2	4.00
#20	3	N/A	N/A	5	3	3	4	N/A	2	3	4	N/A	5	3	5	3	N/A	N/A	3	N/A	2	3.43
#21	3	3	N/A	1	3	2	4	4	1	3	3	5	4	4	4	4	5	4	5	5	3	3.50
#22	2	4	N/A	1	3	2	4	3	1	2	2	5	4	5	5	4	4	4	3	4	2	3.20
#23	2	3	N/A	2	4	2	4	4	2	N/A	4	5	3	3	4	4	4	4	3	4	2	3.32
#24	4	2	N/A	4	3	4	5	4	4	N/A	4	5	4	4	4	4	4	5	3	4	3	3.89
#25	1	4	4	5	3	5	5	5	5	5	5	5	4	5	5	2	5	4	5	5	4	4.33
#26	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4.71
#27	1	N/A	N/A	3	2	2	4	5	2	3	3	4	4	4	2	4	5	4	5	3	N/A	3.33
#28	4	4	N/A	2	3	4	5	5	3	3	4	5	4	4	4	5	5	5	N/A	3	N/A	4.00
#29	4	N/A	N/A	3	4	4	5	5	3	3	4	N/A	4	4	4	5	5	5	N/A	4	4	4.12
#30	5	4	5	5	5	5	5	5	5	5	5	N/A	5	5	5	5	5	5	N/A	5	5	4.95
#31	N/A	N/A	N/A	4	3	3	3	N/A	2	N/A	4	N/A	5	N/A	5	N/A	5	N/A	N/A	N/A	N/A	3.78
#32	4	4	N/A	3	3	4	5	5	4	N/A	3	5	4	4	5	4	4	4	3	4	4	4.00
#33	4	4	4	3	3	4	5	5	2	5	4	4	4	3	5	5	4	4	5	4	3	4.00
#34	4	N/A	N/A	3	3	2	3	4	2	4	4	N/A	4	3	5	4	4	N/A	3	3	2	3.35
#35	4	5	N/A	4	3	4	3	N/A	5	4	4	N/A	5	N/A	4	N/A	N/A	N/A	5	5	N/A	4.23
#36	N/A	N/A	N/A	3	3	2	3	N/A	N/A	N/A	N/A	N/A	5	N/A	4	N/A	5	N/A	N/A	3	N/A	3.50
#37	1	5	4	N/A	4	3	5	4	N/A	4	2	N/A	3	N/A	4	N/A	4	4	N/A	5	N/A	3.71
Ave	2.97	3.67	4.33	3.33	3.70	2.78	4.54	4.36	2.60	3.84	3.72	4.48	3.97	4.00	4.43	4.36	4.37	4.42	3.87	4.06	3.03	3.85

Figure 31
City of Kirkland
Public Works
Employee Questionnaire

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Ave
#1	4	3	2	4	4	2	5	3	4	3	5	5	4	3.69
#2	4	4	2	4	2	4	5	4	4	4	5	4	4	3.85
#3	4	5	2	5	4	5	5	5	5	5	5	3	2	4.23
#4	4	3	3	4	5	3	5	4	5	4	5	4	4	4.08
#5	5	4	3	5	5	5	5	4	5	5	5	5	4	4.62
#6	4	3	2	4	5	4	5	5	4	4	4	4	2	3.85
#7	3	4	2	4	3	4	1	3	4	1	3	1	2	2.69
#8	3	4	3	3	5	4	5	5	4	2	3	3	4	3.69
#9	4	3	2	4	4	5	5	5	5	3	5	4	4	4.08
#10	4	5	2	4	5	4	5	4	5	5	5	5	5	4.46
#11	5	3	2	4	4	5	4	5	4	2	5	4	3	3.85
#12	4	4	3	5	4	4	4	4	4	3	5	3	3	3.85
#13	4	4	3	5	5	5	4	4	5	5	4	4	4	4.31
#14	2	2	1	4	2	1	2	1	4	2	2	3	4	2.31
#15	4	5	1	4	5	5	5	5	5	5	5	4	4	4.38
#16	2	3	2	3	1	1	1	5	4	4	2	1	3	2.46
#17	3	4	1	4	5	4	5	4	4	4	4	4	4	3.85
#18	4	5	2	4	4	4	2	2	5	4	4	4	3	3.62
#19	3	3	2	5	5	3	3	4	5	3	5	4	5	3.85
#20	N/A	4	3	4	1	3	3	5	4	5	4	2	4	3.50
#21	3	3	3	5	3	4	3	3	2	4	3	3	3	3.23
#22	2	3	1	4	3	3	3	4	2	5	3	4	4	3.15
#23	4	3	2	4	4	3	3	4	2	5	5	4	4	3.62
#24	4	3	3	4	1	3	3	5	3	4	3	2	4	3.23
#25	3	5	3	5	5	3	5	3	4	5	5	4	3	4.08
#26	5	5	5	4	5	5	5	5	5	5	5	2	3	4.54
#27	4	3	3	N/A	N/A	3	4	5	3	3	3	3	N/A	3.40
#28	N/A	3	3	N/A	N/A	3	3	N/A	3	3	3	4	N/A	3.13
#29	N/A	N/A	3	N/A	N/A	3	3	N/A	3	3	3	3	N/A	3.00
#30	N/A	3	3	N/A	N/A	3	3	5	3	5	3	3	N/A	3.44
#31	4	4	3	5	5	4	4	5	5	4	4	5	5	4.38
#32	4	N/A	3	N/A	N/A	3	3	N/A	3	4	3	3	N/A	3.25
#33	4	N/A	3	N/A	4	3	3	N/A	3	3	3	3	N/A	3.22
#34	N/A	N/A	3	4	2	3	3	N/A	2	3	3	3	4	3.00
#35	N/A	5	3	N/A	N/A	3	5	N/A	5	3	3	4	4	3.89
#36	4	4	2	4	2	3	5	4	5	4	4	2	5	3.69
#37	4	3	3	N/A	N/A	3	3	4	3	3	4	4	N/A	3.40
Ave	3.71	3.70	2.49	4.21	3.73	3.51	3.78	4.13	3.92	3.76	3.92	3.43	3.70	3.69

Appendix C

Employee Long Questionnaire

**City of Kirkland, Washington
Development Services Organizational Review**

EMPLOYEE QUESTIONNAIRE

Employee Name _____ **Job Title** _____

Department _____ **Division** _____

The following questionnaire is an important and essential part of the City's Development Services Organizational Review being conducted by Zucker Systems. The study is aimed at improving effectiveness and efficiency. Your ideas and thoughts are essential to the study. This questionnaire will supplement other work being undertaken by the consultants.

Please complete this questionnaire and return it to us **within one week**. You can do this in one of two ways:

1. The best way to complete the questionnaire is on line at www.zuckersystems.com. You will find the questionnaire under "links" on our website. If you have any problems call us at 619-260-2680.
2. You can also mail the questionnaire in a sealed envelope to Zucker Systems, 3038 Udall St. San Diego, CA 92106.

Take your time in answering the questions and be as complete as possible. You are encouraged to include attachments or examples. Note that all questions may not apply to you. In that case, simply skip that question.

Your comments may be merged with others and included in our report; however, the consultants will not identify individuals in relation to specific comments. Your responses and comments will be held in confidence. We have a specific clause in our contract with the City that says that the raw questionnaires and confidential data will not be seen by the City.

Thank you for your help.

Paul C. Zucker, President, Zucker Systems

1. What do you see as the major **strengths** of the Development Services Organization and your Department or Division, the things you do well?

3. What do you see as the major **weaknesses** of the Development Services Organization and your Department or Division, and what can be done to eliminate these weaknesses?

4. What important policies, services or programs are no longer pursued or have never been pursued in relation to the Development Services Organization and your Department or Division that you feel should be added?

5. Do you feel any of the City's ordinances, policies, plans, or procedures related to the Development Services Organization and your Department or Division should be changed? If so, list them and explain why.

6. Are there any programs, activities or jobs related to the Development Services Organization and your Department or Division that you would eliminate or reduce and why?

7. How would you describe the goals or mission of your function, Department, or Division?

8. What would help you perform your specific duties more effectively and efficiently?

9. What problems, if any, do you experience with your records or files and what should be done to eliminate these problems? (Please be specific.)

10. Are there any problems in providing good service to your customers? If so, please list them and give recommendations to solve these problems.

11. Do you feel that the processing of applications and permits should be shortened, sped up or simplified? If so, what do you suggest? Or conversely, do you feel that you try to move development applications through the permit process too quickly? In either case, how would you suggest it be improved?

12. What suggestions do you have for improving communication in your function, your Department, Division or the City?

13. Do you have any difficulty in carrying out your function due to problems with other departments or divisions? If so, please explain and provide suggestions on how to correct these problems.

14. Have you received sufficient training for your responsibilities? If not, please comment and indicate areas you would like more training.

15. What functions are you currently handling manually that you believe could or should be automated? (Please be specific.)

16. What functions that are currently computer-automated need improvement? List your suggested improvements.

17. What problems, if any, do you have with the telephone system and what would you suggest to correct the problems?

18. What problems, if any, do you have with the email system and what do you suggest to correct these problems?

19. Do you have all the equipment you need to properly do your job? If not, please list what you need.

20. Please provide comments concerning good or bad aspects of the City's organizational structure for the Development Services Organization and your Department or Division. Provide any suggestions for improvement or changes.

21. Do you use consultants or should consultants be used for any of the Development Services Organization or your Department or Division functions?

22. If you use consultants for any of the Development Services Organization and your Department or Division functions what problems, if any, do you experience with these consultants and what would you recommend to correct this problem?

23. What changes, if any, would you recommend in relation to the City Council processes in relation to the Development Services Organization and your Department or Division functions?

24. What changes, if any, would you recommend in relation to the Planning Commission processes in relation to the Development Services Organization and your Department or Division functions?

25. What changes, if any, would you recommend in relation to the Design Review Board processes in relation to the Development Services Organization and your Department or Division functions?

26. What changes, if any, would you recommend in relation to the Hearing Examiner processes in relation to the Development Services Organization and your Department or Division functions?

27. What changes, if any, would you recommend in relation to the Code enforcement processes in relation to the Development Services Organization and your Department or Division functions?

28. What changes, if any, would you recommend in relation to the Public Works and Engineering processes in relation to the Development Services Organization and your Department or Division functions?

29. What changes, if any, would you recommend in relation to the Comprehensive Plan?

30. What changes, if any, would you recommend in relation to the Zoning Ordinance?

31. What changes, if any, would you recommend in relation to the Public Works construction standards?

32. If you are short of time to do your work, what changes would you recommend to correct this problem?

33. Please list the major tasks or work activity you undertake and provide a rough estimated percentage of your time for each task. The percentages should total 100%.

<u>Task</u>	<u>Percent</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
	100%

34. What additional handouts to the public or changes to existing handouts to the public would be helpful?

35. What changes if any would you recommend for the City's web page or e-government applications?

36. What changes, if any, would you recommend in relation to the City's GIS program?

37. What changes, if any, would you recommend in relation to the City's computer permitting system?

38. Do relations between the office staff and inspectors work well? If not, what do you recommend to improve the relations?

39. Who is your direct supervisor?

40. List the names of the staff that you supervise.

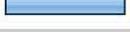
41. List any other topics you would like the consultants to consider, or other suggestions you have for your function, Department, Division, or the City. Take your time and be as expansive as possible.

Note: We will interview many, but possibly not all, staff. If you would like a confidential interview we will try to do so. Let us know by phone, email or in person. Also, feel free to call us at 1.619.260.2680 or email to paul@zuckersystems.com to discuss any concerns or provide recommendations. When calling, ask for Paul.

Appendix D

Customer Survey

1. Please check off the types of development actions you have applied for through the City during the past 12 months.

		Response Percent	Response Count
Building Permit		89.2%	33
Planning Official Decision (Wireless, ADR, etc.)		2.7%	1
Sewer Connection		10.8%	4
Development (PUD)		8.1%	3
Lot Line Alteration		10.8%	4
Grading Permit		18.9%	7
Sign Permit		18.9%	7
Right of Way		16.2%	6
Alterations		24.3%	9
Design Review Board		10.8%	4
Subdivision		5.4%	2
Variance		8.1%	3
Planned Unit Development (PUD)		5.4%	2
	Other (please specify)		5

2. Please indicate what the permit or approval was for.

		Response Percent	Response Count
New single family		37.5%	12
Remodel or addition to single family		21.9%	7
New multifamily dwelling/condo		9.4%	3
Remodel or additional to multifamily dwelling/condo		0.0%	0
New commercial or industrial building		12.5%	4
Remodel or tenant improvement to commercial or industrial building		31.3%	10
Sign		15.6%	5
Right of Way		12.5%	4
Subcontractor work (plumbing, fence, landscaping, electrical, mechanical)		28.1%	9
Other (please specify)			6

3. Please indicate how often you work with the City's development review and plan checking process.

		Response Percent	Response Count
One time user of the development review and plan checking process		12.5%	5
More than one time user of the development review and plan checking process		87.5%	35
Type any comments here			3

4. I understand the City's Development Review and Plan Check processes. They are straightforward and not unnecessarily cumbersome or complex in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	28.2% (11)	61.5% (24)	2.6% (1)	5.1% (2)	0.0% (0)	2.6% (1)	39
Engineering	11.4% (4)	48.6% (17)	5.7% (2)	8.6% (3)	0.0% (0)	25.7% (9)	35
Fire	11.8% (4)	47.1% (16)	2.9% (1)	8.8% (3)	0.0% (0)	29.4% (10)	34
Planning	11.8% (4)	52.9% (18)	2.9% (1)	5.9% (2)	11.8% (4)	14.7% (5)	34

Type any comments here

6

5. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	64.1% (25)	28.2% (11)	2.6% (1)	2.6% (1)	0.0% (0)	2.6% (1)	39
Engineering	34.3% (12)	31.4% (11)	0.0% (0)	5.7% (2)	0.0% (0)	28.6% (10)	35
Fire	31.4% (11)	28.6% (10)	8.6% (3)	0.0% (0)	2.9% (1)	28.6% (10)	35
Planning	42.9% (15)	28.6% (10)	0.0% (0)	11.4% (4)	2.9% (1)	14.3% (5)	35

Type any comments here

4

6. Staff provides prompt feedback on incomplete submittals in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	36.8% (14)	34.2% (13)	7.9% (3)	7.9% (3)	0.0% (0)	13.2% (5)	38
Engineering	26.5% (9)	23.5% (8)	8.8% (3)	5.9% (2)	0.0% (0)	35.3% (12)	34
Fire	24.2% (8)	27.3% (9)	12.1% (4)	3.0% (1)	0.0% (0)	33.3% (11)	33
Planning	24.2% (8)	30.3% (10)	3.0% (1)	15.2% (5)	3.0% (1)	24.2% (8)	33

Type any comments here

6

7. In general, the City staff has provided good customer service in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	51.3% (20)	43.6% (17)	2.6% (1)	0.0% (0)	0.0% (0)	2.6% (1)	39
Engineering	31.4% (11)	40.0% (14)	0.0% (0)	0.0% (0)	0.0% (0)	28.6% (10)	35
Fire	28.6% (10)	40.0% (14)	0.0% (0)	2.9% (1)	0.0% (0)	28.6% (10)	35
Planning	31.4% (11)	45.7% (16)	2.9% (1)	5.7% (2)	0.0% (0)	14.3% (5)	35

Type any comments here

4

8. In general, the City staff anticipated obstacles early on and provided options where they were available in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	44.7% (17)	28.9% (11)	13.2% (5)	2.6% (1)	0.0% (0)	10.5% (4)	38
Engineering	21.9% (7)	31.3% (10)	0.0% (0)	9.4% (3)	0.0% (0)	37.5% (12)	32
Fire	17.6% (6)	29.4% (10)	11.8% (4)	2.9% (1)	2.9% (1)	35.3% (12)	34
Planning	26.5% (9)	41.2% (14)	5.9% (2)	2.9% (1)	5.9% (2)	17.6% (6)	34

Type any comments here

3

9. Development plan checking is complete and accurate. Additional problems did not surface later that should have been caught in the initial review in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	44.7% (17)	34.2% (13)	7.9% (3)	2.6% (1)	0.0% (0)	10.5% (4)	38
Engineering	24.2% (8)	33.3% (11)	3.0% (1)	6.1% (2)	0.0% (0)	33.3% (11)	33
Fire	23.5% (8)	23.5% (8)	17.6% (6)	0.0% (0)	0.0% (0)	35.3% (12)	34
Planning	26.5% (9)	35.3% (12)	5.9% (2)	5.9% (2)	5.9% (2)	20.6% (7)	34

Type any comments here

4

10. Plan checking turnaround time is acceptable in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	35.9% (14)	30.8% (12)	7.7% (3)	7.7% (3)	10.3% (4)	7.7% (3)	39
Engineering	25.7% (9)	25.7% (9)	5.7% (2)	8.6% (3)	5.7% (2)	28.6% (10)	35
Fire	25.7% (9)	31.4% (11)	11.4% (4)	2.9% (1)	0.0% (0)	28.6% (10)	35
Planning	34.3% (12)	28.6% (10)	0.0% (0)	8.6% (3)	14.3% (5)	14.3% (5)	35

Type any comments here

3

11. Codes and policies are applied by staff in a fair and practical manner in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	46.2% (18)	41.0% (16)	5.1% (2)	5.1% (2)	0.0% (0)	2.6% (1)	39
Engineering	25.7% (9)	31.4% (11)	2.9% (1)	8.6% (3)	2.9% (1)	28.6% (10)	35
Fire	25.7% (9)	34.3% (12)	8.6% (3)	2.9% (1)	0.0% (0)	28.6% (10)	35
Planning	25.7% (9)	40.0% (14)	2.9% (1)	17.1% (6)	2.9% (1)	11.4% (4)	35

Type any comments here

5

12. The turnaround time for review and approval or disapproval of my application was not any longer with Kirkland than other cities or counties where I have filed applications for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	30.8% (12)	38.5% (15)	2.6% (1)	10.3% (4)	10.3% (4)	7.7% (3)	39
Engineering	20.0% (7)	22.9% (8)	8.6% (3)	11.4% (4)	5.7% (2)	31.4% (11)	35
Fire	17.1% (6)	28.6% (10)	14.3% (5)	8.6% (3)	0.0% (0)	31.4% (11)	35
Planning	25.7% (9)	28.6% (10)	0.0% (0)	17.1% (6)	11.4% (4)	17.1% (6)	35

Type any comments here 5

13. If project processing is delayed, the delay is typically justifiable. Projects are not delayed over minor issues in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	18.4% (7)	26.3% (10)	15.8% (6)	18.4% (7)	0.0% (0)	21.1% (8)	38
Engineering	8.8% (3)	20.6% (7)	17.6% (6)	14.7% (5)	2.9% (1)	35.3% (12)	34
Fire	11.8% (4)	23.5% (8)	23.5% (8)	8.8% (3)	0.0% (0)	32.4% (11)	34
Planning	17.6% (6)	23.5% (8)	8.8% (3)	20.6% (7)	8.8% (3)	20.6% (7)	34

Type any comments here 7

14. Kirkland is just as fair and practical in its application of regulations as other neighboring cities or counties in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	31.6% (12)	52.6% (20)	5.3% (2)	5.3% (2)	2.6% (1)	2.6% (1)	38
Engineering	23.5% (8)	32.4% (11)	8.8% (3)	0.0% (0)	5.9% (2)	29.4% (10)	34
Fire	17.6% (6)	41.2% (14)	8.8% (3)	2.9% (1)	0.0% (0)	29.4% (10)	34
Planning	17.6% (6)	47.1% (16)	8.8% (3)	5.9% (2)	5.9% (2)	14.7% (5)	34

Type any comments here 5

15. Staff was courteous from the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	69.2% (27)	30.8% (12)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	39
Engineering	51.4% (18)	17.1% (6)	0.0% (0)	2.9% (1)	0.0% (0)	28.6% (10)	35
Fire	51.4% (18)	14.3% (5)	5.7% (2)	0.0% (0)	0.0% (0)	28.6% (10)	35
Planning	62.9% (22)	17.1% (6)	0.0% (0)	5.7% (2)	0.0% (0)	14.3% (5)	35

Type any comments here 4

16. The conditions of approval or plan check corrections applied to my project were reasonable and justified from the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	25.6% (10)	53.8% (21)	7.7% (3)	5.1% (2)	0.0% (0)	7.7% (3)	39
Engineering	14.3% (5)	42.9% (15)	5.7% (2)	8.6% (3)	2.9% (1)	25.7% (9)	35
Fire	17.1% (6)	40.0% (14)	14.3% (5)	2.9% (1)	0.0% (0)	25.7% (9)	35
Planning	14.3% (5)	48.6% (17)	8.6% (3)	8.6% (3)	5.7% (2)	14.3% (5)	35

Type any comments here 4

17. The City staff was easily accessible when I needed assistance in resolving problems in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	44.7% (17)	39.5% (15)	2.6% (1)	5.3% (2)	0.0% (0)	7.9% (3)	38
Engineering	24.2% (8)	33.3% (11)	3.0% (1)	6.1% (2)	0.0% (0)	33.3% (11)	33
Fire	21.2% (7)	30.3% (10)	12.1% (4)	3.0% (1)	0.0% (0)	33.3% (11)	33
Planning	27.3% (9)	36.4% (12)	3.0% (1)	12.1% (4)	0.0% (0)	21.2% (7)	33

Type any comments here 4

18. I found the handouts supplied by the City to be useful and informative in explaining the requirements I must meet for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	30.8% (12)	33.3% (13)	23.1% (9)	2.6% (1)	0.0% (0)	10.3% (4)	39
Engineering	17.1% (6)	28.6% (10)	17.1% (6)	2.9% (1)	0.0% (0)	34.3% (12)	35
Fire	14.3% (5)	22.9% (8)	28.6% (10)	0.0% (0)	0.0% (0)	34.3% (12)	35
Planning	17.1% (6)	28.6% (10)	25.7% (9)	5.7% (2)	0.0% (0)	22.9% (8)	35

Type any comments here 3

19. Inspectors rarely found errors in the field during construction that should have been caught during the plan checking process for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	30.8% (12)	33.3% (13)	15.4% (6)	5.1% (2)	0.0% (0)	15.4% (6)	39
Engineering	17.1% (6)	25.7% (9)	17.1% (6)	0.0% (0)	0.0% (0)	40.0% (14)	35
Fire	14.3% (5)	20.0% (7)	25.7% (9)	0.0% (0)	0.0% (0)	40.0% (14)	35
Planning	22.9% (8)	28.6% (10)	20.0% (7)	0.0% (0)	0.0% (0)	28.6% (10)	35

Type any comments here 6

20. The City's website provides comprehensive and useful information for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	15.8% (6)	44.7% (17)	28.9% (11)	5.3% (2)	0.0% (0)	5.3% (2)	38
Engineering	8.8% (3)	23.5% (8)	35.3% (12)	8.8% (3)	0.0% (0)	23.5% (8)	34
Fire	6.1% (2)	24.2% (8)	36.4% (12)	9.1% (3)	0.0% (0)	24.2% (8)	33
Planning	11.8% (4)	29.4% (10)	32.4% (11)	8.8% (3)	0.0% (0)	17.6% (6)	34

Type any comments here 4

21. The Planning Commission treated me fairly.

	Response Percent	Response Count
Strongly Agree 	7.5%	3
Agree 	12.5%	5
No Opinion 	15.0%	6
Disagree	0.0%	0
Strongly Disagree	0.0%	0
Not Applicable 	65.0%	26

Type any comments here 2

22. The Planning Commission members were courteous during the hearing.

	Response Percent	Response Count
Strongly Agree 	5.0%	2
Agree 	2.5%	1
No Opinion 	15.0%	6
Disagree 	2.5%	1
Strongly Disagree	0.0%	0
Not Applicable 	75.0%	30

Type any comments here 2

23. The City Council treated me fairly.

		Response Percent	Response Count
Strongly Agree		5.0%	2
Agree		2.5%	1
No Opinion		17.5%	7
Disagree		2.5%	1
Strongly Disagree		0.0%	0
Not Applicable		72.5%	29

Type any comments here 3

24. The City Council members were courteous during the hearing.

		Response Percent	Response Count
Strongly Agree		5.0%	2
Agree		0.0%	0
No Opinion		15.0%	6
Disagree		2.5%	1
Strongly Disagree		0.0%	0
Not Applicable		77.5%	31

Type any comments here 3

25. The Hearing Examiner treated me fairly.

		Response Percent	Response Count
Strongly Agree		2.5%	1
Agree		2.5%	1
No Opinion		17.5%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		77.5%	31

Type any comments here 1

26. The Hearing Examiner was courteous during the hearing.			
		Response Percent	Response Count
Strongly Agree		2.5%	1
Agree		2.5%	1
No Opinion		17.5%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		77.5%	31
Type any comments here			1

27. I found the input from the City Council useful in the hearing process.			
		Response Percent	Response Count
Yes		30.0%	3
No		70.0%	7
Type any comments here			5

28. I found the input from the Planning Commission useful in the hearing process.			
		Response Percent	Response Count
Yes		37.5%	3
No		62.5%	5
Type any comments here			4

29. I found the input from the Hearing Examiner useful in the hearing process.			
		Response Percent	Response Count
Yes		25.0%	2
No		75.0%	6
Type any comments here			4

30. Was your application ultimately approved?

		Response Percent	Response Count
Yes		90.9%	20
No		9.1%	2
Type any comments here			4

31. Four departments, divisions, or functions are most involved in development review and plan checking in Kirkland. They are Building, Engineering, Fire, and Planning. If you experienced coordination problems between any two departments, divisions, or functions, please list them below.

		Response Percent	Response Count
Coordination problems between what?		100.0%	8
Coordination problems between what?		0.0%	0
Coordination problems between what?		0.0%	0

Q1. Please check off the types of development actions you have applied for through the City during the past 12 months.

1	We did not apply for the building permit.	Nov 20, 2012 7:35 AM
2	None in the past 12 months. Did four major development applications within the past five years.	Nov 16, 2012 1:51 PM
3	short subdivision	Nov 16, 2012 9:35 AM
4	plumbing and mechanical permits	Nov 15, 2012 3:50 PM
5	electrical permit	Nov 15, 2012 2:46 PM

Q2. Please indicate what the permit or approval was for.

1	Demolition	Nov 16, 2012 7:13 PM
2	Envelop remediation on Condominiums	Nov 16, 2012 6:41 AM
3	A custom storage shed/workshop	Nov 15, 2012 10:15 PM
4	light industrial new electrical service upgrade	Nov 15, 2012 3:00 PM
5	electrical service upgrade	Nov 15, 2012 2:46 PM
6	To remove a shake roof and install a composite material roof on my home	Nov 15, 2012 1:42 PM

Q3. Please indicate how often you work with the City's development review and plan checking process.

1	New to business in this municipality	Nov 16, 2012 7:13 PM
2	Generally, I really appreciate the staff and the willingness they have to work with me on my buildings and TI with the clients we have for commercial. They are helpful at the counter and on the phone for preap questions, etc	Nov 15, 2012 4:43 PM
3	3-4 permits per year	Nov 15, 2012 1:52 PM

Q4. I understand the City's Development Review and Plan Check processes. They are straightforward and not unnecessarily cumbersome or complex in the functions of:

1	Great staff. The city had a poor reputation for many years. A difficult City Council was replaced. Staff has always been top notch even when Council was poor.	Nov 16, 2012 1:51 PM
2	I generally on work with Building and occasionally with planning	Nov 15, 2012 4:43 PM
3	The individual interaction was great at the front counter with the Bldg & Public works Depts. Vacations, days off and holidays by plan review staff added a min. of 4-6 weeks in plan review to our overall time line. The planing staff was not helpful due to their individual work load, due to limitation of resource and timing they could provide due expressed direction from.City Coincil.	Nov 15, 2012 4:04 PM
4	Neither dept knows what the other is doing. Took about 4 months to get through the whole process. I felt as though they were intentionally trying to delay the process.	Nov 15, 2012 2:08 PM
5	The Planning, & public works reviews I experienced on most recent project were incomplete requiring multiple resubmittals to address new requirements-	Nov 15, 2012 1:59 PM
6	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q5. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:

1	Great staff- good communication, helpful, looks for solutions.	Nov 16, 2012 1:51 PM
2	My experience with Planning staff has been dependent on the staff person who I am working with.	Nov 16, 2012 8:43 AM
3	Again- concise responses that would limit the requirements for multiple resubmittals would be appreciated.	Nov 15, 2012 1:59 PM
4	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q6. Staff provides prompt feedback on incomplete submittals in the functions of:

1	LITTLE OR NO GUIDENCE,	Nov 19, 2012 1:57 PM
2	our submittals are NOT incomplete	Nov 16, 2012 8:43 AM
3	I haven't had any incomplete submittals	Nov 15, 2012 4:43 PM
4	The Planners at the Help Desk were very helpful and provided great information and problem solving. Our assigned Planner was frustrated w/ her work load and was curt regarding our questions on compliance issues, completion timelines and their general courteousness.	Nov 15, 2012 4:04 PM
5	In my most recent submittal- planning was delayed in responding to my submittal compared to Building, by more than a week, for which they apologized, and the building department commented on plannings slow response	Nov 15, 2012 1:59 PM
6	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q7. In general, the City staff has provided good customer service in the functions of:

1	The best.	Nov 16, 2012 1:51 PM
2	In general staff was friendly.	Nov 15, 2012 2:08 PM
3	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM
4	Katharine Durish and John are always helpful and provide excellent service.	Nov 15, 2012 1:47 PM

Q8. In general, the City staff anticipated obstacles early on and provided options where they were available in the functions of:

1	Most of the staff has been there many years and is very knowledgable.	Nov 16, 2012 1:51 PM
2	Didn't provide options. This is the way it is. Do it.	Nov 15, 2012 2:08 PM
3	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q9. Development plan checking is complete and accurate. Additional problems did not surface later that should have been caught in the initial review in the functions of:

1	Fire review information is not coordinated with building inspectors. As an architect, it is VERY frustrating to have a contractor omit fire requirements (and get away with it) On projects where we are not involved with construction administration, we have no ability to enforce these requirements. So This lack of follow through makes us look bad as the architect and the city look bad because life safety items are not put in place on the project.	Nov 16, 2012 8:43 AM
2	Our firm does no development work	Nov 15, 2012 4:43 PM
3	There is always something that is found during construction but nothing out of the ordinary.	Nov 15, 2012 2:04 PM
4	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q10. Plan checking turnaround time is acceptable in the functions of:

1	Simple structure demolition permits should not take 6+ weeks to review.	Nov 16, 2012 7:13 PM
2	Not at all.	Nov 15, 2012 2:08 PM
3	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q11. Codes and policies are applied by staff in a fair and practical manner in the functions of:

1	There were several conditions of permit that were not applicable to our project. These were clarified in the field by the inspectors.	Nov 20, 2012 7:35 AM
2	haven't had any issues, but haven't dealt much with Engineering and Fire	Nov 15, 2012 4:43 PM
3	The initial Planning staff was helpful and provide assistance in applying the complicated criteria and solutions to ABE and the single family FAR. However during plan review there was another interpretation that was applied by the assigned reviewer. We the applicants need help and consistency.	Nov 15, 2012 4:04 PM
4	Fair, yes. Practical, no! In 34 years and jurisdictions from Kent to Everett I have never had so many different kind of inspections that don't need to be done.	Nov 15, 2012 2:08 PM
5	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q12. The turnaround time for review and approval or disapproval of my application was not any longer with Kirkland than other cities or counties where I have filed applications for the functions of:

1	often quicker	Nov 21, 2012 4:37 PM
2	Kirkland almost always gets our permits back in great time	Nov 15, 2012 4:43 PM
3	City of Kirkland was FASTER than most local agencies I have worked with in the past	Nov 15, 2012 3:00 PM
4	Never been longer.	Nov 15, 2012 2:08 PM
5	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q13. If project processing is delayed, the delay is typically justifiable. Projects are not delayed over minor issues in the functions of:

1	Recent ROW permits held up because one person was out sick	Nov 19, 2012 1:57 PM
2	Lag time in review after requirements to apply to we're in place (ongoing expenses i.e. fencing, surveys, rentals, abatement, etc.) and permit/inspections were finished exponentially increased project cost and wasted both city and private resources.	Nov 16, 2012 7:13 PM
3	When projects are complete, there is often a delay in "calculating the final permit fee" this delay can often be 2 days or more	Nov 16, 2012 8:43 AM
4	If I have questions, I deal with these upfront before submittal to keep this to a minimum!	Nov 15, 2012 4:43 PM
5	Not sure if planning or building - two separate projects (contractors) for on the same school site. We could not pull our permit until the Master Plan for the other project was issued. This delayed out work (sidewalks) which I did not feel was necessary. Staff worked very hard to get the Master Plan through timely.	Nov 15, 2012 2:04 PM
6	Trivial items hold up project approvals- most city have the ability to add notes to plans to address insignificant and even significant requirements/requests. Requiring resubmittals for items that can be address easily is not a common practice by most jurisdictions.	Nov 15, 2012 1:59 PM
7	Haven't had to do any engineering or fire stuff in Kirkland. Haven't noticed any delays...yet.	Nov 15, 2012 1:52 PM

Q14. Kirkland is just as fair and practical in its application of regulations as other neighboring cities or counties in the functions of:

1	compared to Bellevue, the building department in Kirkland is miles ahead	Nov 16, 2012 9:46 AM
2	Kirkland is fair, but many municipalites have codes that are more constructive to the community. For instance, Seattle allows a sloped roof exception for roof height, this reduces the scale of homes from the right of way and creates a more interesting and varied streetscape. Kirkland should be more progressive in situations like these. (and they would not have so many box like flat roof homes built. This type of regulation only hurts the city and public. The city response when questioned about this is this is what "the people want" I simply do not believe this as few people really feel this way...	Nov 16, 2012 8:43 AM
3	City of Kirkland exceeded my expectations of being fair in its applicaiton of regulations as other neighoring cities	Nov 15, 2012 3:00 PM
4	Not a true statement with regard to some departments- except in comparison to Medina. Kirkland is the most difficult of the eastside cities. Issaquah requires a resubmittal on all projects- Sammamish is the eastside's gold standard, Redmond is extremely helpful and efficient and Bellevue's process is excellent	Nov 15, 2012 1:59 PM
5	Haven't had to do any engineering or fire stuff in Kirkland. Not as easy to get a permit from as Federal Way, but you kick Seattle and Bellevue to the curb.	Nov 15, 2012 1:52 PM

Q15. Staff was courteous from the functions of:

1	Great people.	Nov 16, 2012 1:51 PM
2	Help Desk was good. Assigned Planner less so.	Nov 15, 2012 4:04 PM
3	The staff was always courteous	Nov 15, 2012 1:59 PM
4	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q16. The conditions of approval or plan check corrections applied to my project were reasonable and justified from the functions of:

1	Building Dept can be a bit picky and inflexible. Not as customer friendly as the other departments but not bad....at least they do take the time to explain their issues.	Nov 16, 2012 1:51 PM
2	It has been a long time since I had a comment letter	Nov 15, 2012 4:43 PM
3	some of the conditions on the approval of my latest project were unbelievable. I have never had conditions remotely close to those I have just experienced even on projects in other jurisdictions with multiple Critical Areas on site. I had a project in Seattle with 5 types of critical areas that I submitted at the roughly the same time as a simple residential remodel/addition in Kirkland with no critical areas. The project in Seattle received a permit 4+ months faster than the project in Kirkland.	Nov 15, 2012 1:59 PM
4	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q17. The City staff was easily accessible when I needed assistance in resolving problems in the functions of:

1	The building inspector was very helpful.	Nov 20, 2012 7:35 AM
2	I haven't worked with fire or engineering	Nov 15, 2012 4:43 PM
3	Work loads were a problem in Planning. The work/review was delayed by Vacations, the Wed AM no contact period and Holidays.	Nov 15, 2012 4:04 PM
4	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q18. I found the handouts supplied by the City to be useful and informative in explaining the requirements I must meet for the functions of:

1	While the handouts are useful I have found that, at times, the volume of paperwork necessary seems excessive. In places (I am thinking here of SFR submittal requirements) it is not clear how many copies of a particular document are required, i.e. additional copies of the site plan are referenced/required in a number of places and it is not clear if these are concurrent or cumulative. If cumulative they could amount to 8 or 10 copies of the site plan.	Nov 30, 2012 12:31 PM
2	Several items were inapplicable to our project.	Nov 20, 2012 7:35 AM
3	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q19. Inspectors rarely found errors in the field during construction that should have been caught during the plan checking process for the functions of:

1	There were several boilerplate items that were stamped on our project that were not applicable to this small remodel project. The inspector in the field was very helpful to clarify what it was that we needed to do.	Nov 20, 2012 7:35 AM
2	Haven't started construction yet.	Nov 18, 2012 8:02 PM
3	I don't do the CA on my projects so I don't know about this	Nov 15, 2012 4:43 PM
4	We are still waiting for Bldg Permit Issuance.	Nov 15, 2012 4:04 PM
5	Philip the field inspector didn't pull any surprises out in the field and was extremely professional	Nov 15, 2012 3:00 PM
6	Haven't had to do any engineering or fire stuff in Kirkland.	Nov 15, 2012 1:52 PM

Q20. The City's website provides comprehensive and useful information for the functions of:

1	Haven't used it enough to comment	Nov 18, 2012 8:02 PM
2	I never use it	Nov 16, 2012 2:23 PM
3	no replacement for REAL PEOPLE WHO CAN ACTUALLY ANSWER QUESTIONS!	Nov 16, 2012 8:43 AM
4	They use the "My Building Permit" website.	Nov 15, 2012 1:52 PM

Q21. The Planning Commission treated me fairly.

1	I think the planning commission gives too much leeway to the somewhat ignorant vocal minority who oppose any type of planned growth within one of the more popular urban centers in close proximity to a thriving metropolitan area.	Nov 15, 2012 2:23 PM
2	Don't think I have ever had to testify before a commission.	Nov 15, 2012 1:52 PM

Q22. The Planning Commission members were courteous during the hearing.

1	I think the planning commission gives too much leeway to the somewhat ignorant vocal minority who oppose any type of planned growth within one of the more popular urban centers in close proximity to a thriving metropolitan area.	Nov 15, 2012 2:23 PM
2	Don't think I have ever had to testify before a commission.	Nov 15, 2012 1:52 PM

Q23. The City Council treated me fairly.

1	Current Council is great. Past Council was inept, subversive, biased- hence the law suit that I had to file against the city but that is in the past.	Nov 16, 2012 1:51 PM
2	I think the city council gives too much leeway to the somewhat ignorant vocal minority who oppose any type of planned growth within one of the more popular urban centers in close proximity to a thriving metropolitan area.	Nov 15, 2012 2:23 PM
3	Don't think I have ever had to testify before the City Council.	Nov 15, 2012 1:52 PM

Q24. The City Council members were courteous during the hearing.

1	Again. Current Council is wonderful.	Nov 16, 2012 1:51 PM
2	I think the city council gives too much leeway to the somewhat ignorant vocal minority who oppose any type of planned growth within one of the more popular urban centers in close proximity to a thriving metropolitan area.	Nov 15, 2012 2:23 PM
3	Don't think I have ever had to testify before the City Council.	Nov 15, 2012 1:52 PM

Q25. The Hearing Examiner treated me fairly.

1	I have my own audiologist.	Nov 15, 2012 1:52 PM
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Q26. The Hearing Examiner was courteous during the hearing.

1	I have my own audiologist.	Nov 15, 2012 1:52 PM
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Q27. I found the input from the City Council useful in the hearing process.		
1	not applicable	Nov 15, 2012 4:43 PM
2	NA	Nov 15, 2012 3:00 PM
3	I think the council is disconnected from reality when it comes to development procedures and development rights. They should not be a part of the process. The city staff is required to follow state and federal laws regarding permitting and they don't need an elected official with a political agenda disrupting the permit process. All public hearings should be in front of a Hearing Examiner.	Nov 15, 2012 2:23 PM
4	Multiple "Never Been There..." responses.	Nov 15, 2012 1:52 PM
5	Not Applicable	Nov 15, 2012 1:47 PM

Q28. I found the input from the Planning Commission useful in the hearing process.		
1	not applicable	Nov 15, 2012 4:43 PM
2	NS	Nov 15, 2012 3:00 PM
3	Multiple "Never Been There..." responses.	Nov 15, 2012 1:52 PM
4	Not Applicable	Nov 15, 2012 1:47 PM

Q29. I found the input from the Hearing Examiner useful in the hearing process.		
1	not applicable	Nov 15, 2012 4:43 PM
2	NA	Nov 15, 2012 3:00 PM
3	Multiple "Never Been There..." responses.	Nov 15, 2012 1:52 PM
4	Not Applicable	Nov 15, 2012 1:47 PM

Q30. Was your application ultimately approved?		
1	Haven't received approval yet.	Nov 18, 2012 8:02 PM
2	not applicable	Nov 15, 2012 4:43 PM
3	Fairly swiftly.	Nov 15, 2012 1:52 PM
4	Not Applicable	Nov 15, 2012 1:47 PM

Q31. Four departments, divisions, or functions are most involved in development review and plan checking in Kirkland. They are Building, Engineering, Fire, and Planning.		
If you experienced coordination problems between any two departments, divisions, or functions, please list them below.		
Coordination problems between what?		
1	Some confusion btw Bldg & Planning in re: who/whether or not GeoTech report requirement is triggered by Planning or Bldg. In some instances this has been a Bldg requirement but during my last visit/check Bldg deferred to Planning and indicated that if Planning did not flag it as a steep slope or other ECA then Bldg would not trigger geo-tech requirement (SFR)	Nov 30, 2012 12:31 PM
2	building and public works and planning and licencing and	Nov 19, 2012 4:54 PM
3	Planning and Engineering	Nov 16, 2012 9:35 AM
4	fire and building inspection	Nov 16, 2012 8:43 AM
5	Initial Planning and Review Planning	Nov 15, 2012 4:04 PM
6	Planning and building	Nov 15, 2012 2:08 PM
7	Building and planning	Nov 15, 2012 1:59 PM
8	building and planning	Nov 15, 2012 1:34 PM

Q32. Please add any comments or suggestions that you may have that will improve the process or customer service. Please give us at least one idea.

1	The Architect was responsible for the permit on this project, and most of this is not applicable as we were not involved in the application process. However, overall I really thought the inspectors in the field were great. Building inspector Phillip Austin, in particular, was really helpful and pleasant to work with during the construction process. After working with him, I was very impressed with the city from our point of view as the general contractor on the project. Also, from our perspective, it is helpful that Kirkland has mainly one inspector looking at each project. Other building departments have different inspectors for each discipline, and too often we find ourselves caught between different inspectors views as to what is required. We had a good experience in Kirkland, and all of us felt it was primarily due to Phillip Austin's work.	Nov 20, 2012 7:35 AM
2	time is money.....	Nov 19, 2012 4:54 PM
3	Cross training ,so that when one staff member is out,the work still gets done.Everything should not come to a halt because one person is out of the office	Nov 19, 2012 1:57 PM
4	Sometimes it takes a bit too long to hear back from folks and sometimes I don't ever get a call back. It would be nice to get a response within 24-48 hours. Thanks	Nov 18, 2012 8:02 PM
5	Great City Manager. Great Economic Development Coordinator. Planning Staff is the best. Public Works staff is friendly, helpful and knowledgeable. Fire is very clear with standards that are required. Building is efficient, not as friendly but they do a good job. This is the best overall staff I've ever worked with in my 25 years of development in many jurisdictions.	Nov 16, 2012 1:51 PM
6	I install plumbing in 34 jurisdictions in the greater Seattle area and find the city of Kirkland to be one of the best departments to work with.	Nov 16, 2012 1:02 PM
7	please see above	Nov 16, 2012 8:43 AM
8	Please keep people knowledgeable about the existing buildings in the city of Kirkland. These are the ones we work in and it is imperative that someone know about the existing codes and conditions for these buildings. Vicki	Nov 15, 2012 4:43 PM
9	Streamline. The walkthrough process is cumbersome and not efficient. Very time consuming.	Nov 15, 2012 2:08 PM
10	The staff does a good job working within the codes. I think many codes are not fair	Nov 15, 2012 2:05 PM
11	Like working with the City of Kirkland. King County needs this survey.	Nov 15, 2012 2:04 PM
12	while aspects of the submittal process are excellent and the counter staff are excellent, the process of getting a review is too long, and when done is incomplete. I received comments on my drawings addressing issues that I not only had on the drawings from the original submittal but I had on the drawings on nearly every sheet in bold type surrounded in a box with a large black drop shadow. Finally in the 3rd review cycle I started using an orange highlighter on top of my response letters that identified all responses. I have a very frustrated owner who expected that we would be building during the summer and completing construction on their project in January and because of the review cycles they are not starting until January.	Nov 15, 2012 1:59 PM
13	Well, you could always lower the permit fees..... I don't have a lot of trouble getting permits in Kirkland. The Washington State Energy Code isn't superseded by local regulations (as in Seattle). If I could apply for full-review mechanical projects from my office (Carnation area), that might save me some gas and time. I believe they are working toward this goal now.	Nov 15, 2012 1:52 PM
14	We would like to have the ability to apply on-line (electronically) for fire permits as we currently now do for mechanical, plumbing, electrical, etc. Would save us time, gas, and money for travelling to Kirkland and back.	Nov 15, 2012 1:47 PM
15	Review time of submittal is unacceptable. Takes too long.	Nov 15, 2012 1:34 PM