



**CITY OF KIRKLAND**  
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**MEMORANDUM**

**To:** Kurt Triplett, City Manager  
**From:** Tracey Dunlap, Director of Finance and Administration  
Sri Krishnan, Financial Planning Manager  
**Date:** July 28, 2010  
**Subject:** Budget Update and Core Services Discussion

**RECOMMENDATION:**

City Council receive information on the budget process and related financial issues and provide input and direction in preparation for the 2011-2012 budget discussions.

**BACKGROUND:**

In preparation for the 2011-2012 budget, this memorandum provides background on mid-year 2010 results and the 2011-2012 budget process, including the results of the Core Services exercise.

**Mid-Year 2010 Results**

The mid-year results for 2010 are summarized in the Financial Management Report (FMR), which is included as Attachment A. Selected highlights include:

- As of June 30, 2010 General Fund revenues are 4.2 percent ahead of the same period last year primarily due to the timing of the contract payment from Fire District 41. Overall, increased revenue from sales and property taxes, franchise fees, and internal charges are offset by declines in utility taxes, building permit revenues, and interest earnings. General Fund revenues for the first six months are in line with the amended budget for 2010.
- General Fund expenditures as of June 30, 2010 are lower than the same period in 2009 as a result of reducing staffing and implementing furloughs. The actual expenditures are also in line with the amended budget for 2010.
- Based on the actual revenues and expenditures for the first six months, it appears that no major adjustments will be required for the remainder of the 2010 budget.

The amended 2010 budget used several one-time tools to balance the budget including:

- Implementation of furloughs and other compensation concessions that resulted in \$1.1 million reduction in 2010 General Fund expenditures.
- Use of COLA, Contingency, and Revenue Stabilization reserves to offset the anticipated shortfall in 2010 revenues (a total of \$2.4 million).

At the mid-biennium, the *potential* use of the Rainy Day reserves was identified, although the budget was not amended to include use of this reserve pending evaluation of 2010 trends. Based on the actual results through June 30<sup>th</sup>, the need to make this budget transfer has not been identified. Council will be informed if the use of this reserve is required to offset any revenue shortfalls in 2010 later in the year.

### 2011-2012 Budget Process

Departments are currently in the process of developing the 2011-2012 Budget, which includes the development of current year estimates for revenues and expenditures along with their requests for 2011 and 2012. Departments will be submitting this information to Finance on August 6<sup>th</sup>, which will form the basis for budget development. Some of the key budget assumptions include:

- Restoration of the 3.4% salary reduction and no furloughs beyond 2010.
- The replenishment of selected reserves as a first priority on any year-end balances, based on the City's adopted reserve policies as summarized below (shown in *italics*):
  - *Council Contingency – "Replenished from the General Fund year-end transfer."*
  - *General Operating Reserve ("Rainy Day" fund) – Requires "a plan for replenishing the reserve within a two to three year period."* Since the use of this reserve is planned as a contingency in 2010 and will only occur if needed, no replenishment is planned at this time.
  - *Revenue Stabilization Reserve – "Replenishing the reserve will constitute the first priority for use of year-end transfers from the General Fund."* All of this reserve has been used (over \$2 million).
  - *Contingency Fund – "This fund can be replenished through interest earnings up to the maximum balance or through year-end transfer if needed."*
- The Consumer Price Index (CPI) for the Seattle metro area for the period of June 2009 through June 2010 was negative 0.10 percent. This means that employees will not receive COLA increases in 2011. A 3.5 percent COLA increase is assumed in 2012 for budget development purposes.
- The implementation of a self-funded self insurance program in 2011. It appears that the issues are more complex than originally anticipated and the impact of the Federal Health Care Plan are still being identified. The details of this proposed change are still being developed and the exact impact on the 2011-2012 Budget has yet to be determined.

As discussed at the 2010 Council Retreat in March, the development of the 2011-2012 budget will be challenging because we will be working to:

- Close the existing City budget gap,
- Gear up for annexation,
- Address fund changes due to changing regulations,
- Deal with economic uncertainties, potential state and regional cuts, and
- Consider establishing sinking fund reserves for on-going replacement of public safety equipment and information technology infrastructure as discussed in the Preliminary 2011-2016 CIP.

The following discussion provides additional background information on each of these challenges.

*Closing the Existing Budget Gap*

At the Council Retreat in March, the forecasted 2011-2012 on-going General Fund deficit was \$5 million. This figure will be updated as the budget is developed, however, as with past budgets, the City has three categories of tools to balance the budget:

- Reduce expenditures;
- Increase revenues; and
- Use of reserves or other one-time monies.

It is important to recognize that the City has in place a number of policies that helped prepare for the current downturn, so that immediate drastic action was not required when the downturn began in early 2008. While a future downturn cannot be avoided, it can be planned for by continuing to be prepared and pursuing conservative budget policies that include:

- Replenishing reserves when times are better,
- Living within our means (ongoing revenue for ongoing services), and
- Diversifying the revenue base.

One of the tools to inform the upcoming budget process is the Core Services exercise. In 2009, the City Council undertook a Core Services exercise to help prioritize services to the public and to identify specific reductions to be implemented if the proposed utility tax increase was not approved by voters. The results of the exercise informed the reductions that were implemented as part of the Mid-Biennial Budget adjustment process in December 2009.

At the 2010 Council Retreat, Council indicated an interest in revisiting the Core Services exercise to provide input on priorities rather than recommendations on specific budget reductions. **“Core Services” are those services that should be supported by sustainable, predictable revenue sources.** If a service is not “core”, that does not mean that the service is not valued by the City Council and community. In fact, many of the non-core services are important contributors to Kirkland’s quality of life. Services ranked as “core” would not be immune to reductions and “non-core” services are not automatically reduction candidates. As the budget picture becomes clearer, the role of the core services results will be further refined.

At the June 15, 2010 City Council meeting, staff distributed the Core Services exercise worksheets for the Council to complete. Council members’ responses have been summarized and the detailed results will be presented at the August 4<sup>th</sup> Special Study Session. As an introduction, the table on the following page summarizes the share of the ongoing 2010 budget rated as “Core” or “Non-Core” by department/fund. In total, the results are very similar to those discussed in 2009, with about 95% of services ranked as core.

**It is the City Manager’s intent, with the concurrence of the Council, to use the Core Services exercise as a guideline of policy priorities, rather than as line item budget decisions as we develop the 2011-2012 proposed budget.**

**Core Services Matrix Summary**  
Ongoing Core & Non-Core Expenditures Based on Total Ratings

| Department/<br>Fund             | Ongoing Core Services |                     |                       | Ongoing Non-Core Services |                     |                           |
|---------------------------------|-----------------------|---------------------|-----------------------|---------------------------|---------------------|---------------------------|
|                                 | Core Expenditures     | Offsetting Revenues | Net Core Expenditures | Non-Core Expenditures     | Offsetting Revenues | Net Non-Core Expenditures |
| <b>GENERAL FUND</b>             |                       |                     |                       |                           |                     |                           |
| City Council                    | 230,000               | -                   | 230,000               | 9,835                     | -                   | 9,835                     |
| CMO (excluding Court)           | 1,077,899             | -                   | 1,077,899             | 222,768                   | -                   | 222,768                   |
| Municipal Court                 | 1,040,000             | -                   | 1,040,000             | -                         | -                   | -                         |
| Human Resources                 | 892,565               | -                   | 892,565               | 19,108                    | -                   | 19,108                    |
| CAO                             | 928,891               | -                   | 928,891               | -                         | -                   | -                         |
| Parks & Comm. Svc.              | 3,462,488             | (679,440)           | 2,783,048             | 1,585,083                 | (540,775)           | 1,044,308                 |
| PW - Engineering                | 1,930,553             | -                   | 1,930,553             | 71,209                    | -                   | 71,209                    |
| Finance & Administration        | 2,450,866             | -                   | 2,450,866             | 58,625                    | -                   | 58,625                    |
| Planning & Community Dev.       | 2,355,754             | -                   | 2,355,754             | 112,029                   | -                   | 112,029                   |
| Police                          | 12,877,805            | (31,402)            | 12,846,403            | 237,336                   | (75,060)            | 162,276                   |
| Fire/Building                   | 14,766,289            | (1,105,220)         | 13,661,069            | 40,702                    | -                   | 40,702                    |
| <b>SUBTOTAL Excl. Non-Dept.</b> | <b>42,013,111</b>     | <b>(1,816,062)</b>  | <b>40,197,048</b>     | <b>2,356,696</b>          | <b>(615,835)</b>    | <b>1,740,861</b>          |
| Non-Departmental                | 1,572,528             | -                   | 1,572,528             | 468,444                   | (45,000)            | 423,444                   |
| <b>SUBTOTAL GENERAL FUND</b>    | <b>43,585,639</b>     | <b>(1,816,062)</b>  | <b>41,769,576</b>     | <b>2,825,140</b>          | <b>(660,835)</b>    | <b>2,164,305</b>          |
| <b>OTHER FUNDS</b>              |                       |                     |                       |                           |                     |                           |
| Streets                         | 2,292,072             | -                   | 2,292,072             | 106,050                   | -                   | 106,050                   |
| Fleet                           | 1,730,639             | -                   | 1,730,639             | -                         | -                   | -                         |
| Information Technology          | 3,398,503             | -                   | 3,398,503             | 196,701                   | -                   | 196,701                   |
| Facilities                      | 2,574,321             | -                   | 2,574,321             | 31,480                    | -                   | 31,480                    |
| <b>SUBTOTAL OTHER FUNDS</b>     | <b>9,995,534</b>      | <b>-</b>            | <b>9,995,534</b>      | <b>334,232</b>            | <b>-</b>            | <b>334,232</b>            |
| <b>GRAND TOTAL</b>              | <b>53,581,173</b>     | <b>(1,816,062)</b>  | <b>51,765,111</b>     | <b>3,159,371</b>          | <b>(660,835)</b>    | <b>2,498,536</b>          |

*Annexation*

At the July 20, 2010 City Council Study Session, staff presented the preliminary annexation service package recommendations based on a "revenue-based" approach to phasing-in services to maximize the service provided for the revenue. Staff anticipates that the preliminary service package recommendations will be revisited during the 2011-2012 budget process this fall.

In addition to the new service package recommendations, the continuing costs of the service packages approved in 2010 were included in the projections. The projections also assume that the costs incurred prior to the annexation effective date will be recouped as revenue is available, based on Council policy discussions at prior meetings.

The estimated non-utility revenues and recommended expenditures are summarized below. The revenue and expenditure estimates for the 2011-2012 biennium are nearly in balance.

**2011-2012 Annexation Cash Flow Summary**  
(General Fund, Street Fund, & Internal Service Funds)

|   | 2011                  | 2012                | 2011-12 Total     |
|---|-----------------------|---------------------|-------------------|
| Estimated Revenue                       | \$ 10,445,675         | \$ 20,871,229       | \$ 31,316,905     |
| Estimated Expenditures                  | \$ 11,734,284         | \$ 19,590,425       | \$ 31,324,709     |
| <b>Net (Revenues Less Expenditures)</b> | <b>\$ (1,288,608)</b> | <b>\$ 1,280,804</b> | <b>\$ (7,804)</b> |

It is important to recognize that the information presented reflects where we stand now in terms of the current information available. Over the next several months, the projections (and perhaps the recommendations) will be updated as new information is received.

The 2011-2012 budget will be unique in that comparisons of the budget to prior years will not be particularly meaningful, both due to the addition of annexation revenues and expenditures and the changes in the fund structure discussed in the next section.

#### *Fund Structure Changes in 2011*

The City's fund structure will need to be modified to comply with changes in Government Accounting Standards Board (GASB) standards and in preparation for the 2011-2012 budget process. The changes will consolidate reserves, eliminate selected funds, and simplify the presentation in the financial statements. The requirement for these changes and specific recommendations are discussed in greater detail in Attachment B.

The new standards are required for financial statements for periods beginning after June 15, 2010, which means they will be effective for 2011. The fund modifications include several fund closures and consolidations, which will be incorporated into the 2011-2012 biennial budget. In brief, the size of the General Fund will increase, but the overall budget will decrease due to the elimination of a variety of interfund transfers. Attachment B provides an illustration of the overall impact on the budget and financial statements, using 2009-2010 as an example. The 2011-2012 budget provides an opportune time to simplify the fund structure, in that the focus will be on needs looking forward rather than historical comparisons.

#### *Uncertainties Surrounding Economic Recovery and Potential State and Regional Cuts*

There will be an even greater focus on revenue assumptions in the upcoming budget process than in prior years, given the continuing uncertainty in the economy. The Finance Committee will be reviewing historical revenue trends and initial projection assumptions at their August meeting, in preparation for the Revenue Sources Public Hearing on September 21. In addition, contingency plans will need to be developed related to the potential impacts of pending initiatives and other possible changes in State and County funding.

#### *Sinking Fund Reserves*

The City has a variety of on-going periodic needs that are currently addressed using capital improvement plan (CIP) funds or one-time resources, including replacement of public safety equipment and information technology infrastructure, as discussed in the Preliminary 2011-2016 CIP. Staff will develop an issue paper as part of the preliminary budget to evaluate the option of establishing sinking fund reserves for the on-going needs (similar to the current Fleet internal service model) to recognize these on-going obligations.

#### **Next Steps**

Attachment C contains the current schedule for the 2011-2012 budget process. The next scheduled budget activities before the City Council are the public hearings on proposed revenue sources and the CIP on September 21. In addition, the September issue of *City Update* will contain a feature article on the budget outlook and will highlight upcoming opportunities for public input on the process.



# Financial Management Report as of JUNE 30, 2010

## AT A GLANCE:

Improved sales tax and other revenues generally offset by lower utility taxes and building revenue (page 3)

2010 Sales tax revenue up from 2009 (page 5)

Building permits down, but Planning fees up (page 5)

New City Manager (page 2 sidebar)

Volatile economic conditions continue (pages 7-8)

## Inside this issue:

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## Summary of All Operating Funds: *Revenue*

- General Fund** actual 2010 revenue is **4.2 percent ahead** of the same period last year primarily due to the timing of the contract payment from Fire District #41. Factoring out this timing issue would bring 2010 revenue just slightly ahead of the same period 2009 (0.9 percent). Increased revenue from sales and property taxes, franchise fees, and internal charges are generally offset by declines in utility taxes and building revenue, as well as significantly lower interest earnings revenue. A more detailed analysis of General Fund revenue can be found on page 3, and sales tax revenue performance can be found beginning on page 5.
- Other General Government Funds** actual 2010 revenue is **9.8 percent lower** compared to the same period last year primarily due to lower internal rates, as well as reallocation of property tax from the Street Operating Fund to the General Fund. In addition to expenditure reductions taken within each fund, fleet rates were reduced recognizing lower fuel prices and technology rates were reduced recognizing lower personnel costs and use of fund cash for replacement charges as a budget reduction strategy. Lodging tax revenue is down 5.6 percent compared to the same period last year, indicating slowing in the rate of decline from last year, which was down 20.7 percent compared to the same period in 2008. Motor vehicle fuel tax is up 2.7 percent compared to the same period last year. This may be a sign of increasing economic activity. However, this revenue is down 7.5 percent compared to the same period in 2007 (a peak year). Fuel tax is collected on a flat rate per gallon, so more moderate fuel prices have helped improve this revenue's performance.
- Water Sewer Operating Fund** actual 2010 revenue is **5.9 percent ahead** of the same period last year primarily due to the higher water and sewer rates and despite lower new connection fees. The impact of reduced water usage from the cooler and damper spring and early summer will not be reflected until the third quarter.
- Surface Water Management Fund** actual 2010 revenue is **2.2 percent lower** compared to the same period last year primarily due to timing of revenue collection. Rates are paid through property taxes, which are primarily received in April and October and can be somewhat volatile from year to year.
- Solid Waste Fund** actual 2010 revenue is **3.5 percent lower** compared to the same period last year due to normal variations in timing of revenue collection.

| Resources by Fund                    | Year-to-Date Actual |                   |             | Budget             |                    |              | % of Budget  |              |
|--------------------------------------|---------------------|-------------------|-------------|--------------------|--------------------|--------------|--------------|--------------|
|                                      | 6/30/2009           | 6/30/2010         | % Change    | 2009               | 2010               | % Change     | 2009         | 2010         |
| <b>General Gov't Operating:</b>      |                     |                   |             |                    |                    |              |              |              |
| General Fund                         | 25,096,382          | 26,147,121        | 4.2%        | 54,549,760         | 54,673,277         | 0.2%         | 46.0%        | 47.8%        |
| Other General Gov't Operating Funds  | 8,842,142           | 7,977,283         | -9.8%       | 16,563,457         | 15,655,990         | -5.5%        | 53.4%        | 51.0%        |
| <b>Total General Gov't Operating</b> | <b>33,938,524</b>   | <b>34,124,404</b> | <b>0.5%</b> | <b>71,113,217</b>  | <b>70,329,267</b>  | <b>-1.1%</b> | <b>47.7%</b> | <b>48.5%</b> |
| <b>Utilities:</b>                    |                     |                   |             |                    |                    |              |              |              |
| Water/Sewer Operating Fund           | 8,050,765           | 8,523,398         | 5.9%        | 19,807,210         | 20,660,066         | 4.3%         | 40.6%        | 41.3%        |
| Surface Water Management Fund        | 2,822,776           | 2,761,482         | -2.2%       | 5,350,962          | 5,270,500          | -1.5%        | 52.8%        | 52.4%        |
| Solid Waste Fund                     | 4,290,973           | 4,140,088         | -3.5%       | 8,612,724          | 8,627,630          | 0.2%         | 49.8%        | 48.0%        |
| <b>Total Utilities</b>               | <b>15,164,514</b>   | <b>15,424,968</b> | <b>1.7%</b> | <b>33,770,896</b>  | <b>34,558,196</b>  | <b>2.3%</b>  | <b>44.9%</b> | <b>44.6%</b> |
| <b>Total All Operating Funds</b>     | <b>49,103,038</b>   | <b>49,549,372</b> | <b>0.9%</b> | <b>104,884,113</b> | <b>104,887,463</b> | <b>0.0%</b>  | <b>46.8%</b> | <b>47.2%</b> |

Budgeted and actual revenues exclude resources forward and interfund transfers.



Kurt Triplett,  
new City Manager

Kirkland City Council hired Kurt Triplett as the new City Manager in mid-June and he started on June 28th. "His experience and leadership style make him a great fit for the organization and community" notes Mayor Joan McBride.

In his acceptance, Triplett stated "I know through my personal and professional experiences with Kirkland that it is an exceptional community supported by amazingly active neighborhoods and successful schools. I'm honored to be named Kirkland's City Manager and look forward to working with the Council, staff and community to keep Kirkland great."

The City Manager administers and manages the City according to the mission, policies and guidelines adopted by the City Council. Triplett will oversee the operations of ten departments and will be director of the City Manager's Office (CMO). CMO programs include neighborhood services, legislative advocacy, council relations, economic development, public information, tourism and the volunteer program.

Triplett served as King County's Interim County Executive (2009), Chief of Staff to County Executive Ron Sims (2003-2009), Deputy Director of King County's Department of Natural Resources and Parks (1998-2002), and Deputy Chief of Staff under Ron Sims and Gary Locke. He has a Master's Degree in Public Administration from Harvard University Kennedy School of Government (2003) and a Bachelor of Arts in Political Science from Stanford University (1989).

Triplett follows Dave Ramsay, who retired in April with over 12 years of service. Kirkland's first City Manager, Al Locke, was hired in 1965 and served until 1985. He was followed by Terry Ellis, who served from 1985 to 1997. Prior to 1965, the City operated under the strong mayor form of government.

## Summary of All Operating Funds: *Expenditures*

- **General Fund** actual expenditures are **4.5 percent behind** last year primarily due to lower personnel and internal service rate costs and despite an increase in contracted regional dispatch costs. A regional agency began providing dispatch services as of July 1, 2009. This resulted in a shift from salaries and benefits to contracted services, which is the reason for the increased contracted costs and one of the reasons for reduced personnel costs. Personnel costs are also down due to reduced 2010 salaries taken by most employees (who received furlough days in return) as a budget reduction strategy, as well as reduction in staffing and lower overtime costs. The reduction in overtime costs is largely the result of the elimination of the dispatch staffing. A more detailed analysis of General Fund expenditures by department is found on page 4.
- **Other Operating Funds** actual expenditures are **9.9 percent behind** the same period last year due to generally lower personnel costs and internal rates (primarily due to expenditure reductions), reduced Street operating supplies, and lower facility utility costs, and the elimination of the lease payment for the municipal court building, which was purchased last year. Expenditures are behind the same period last year despite higher vehicle/equipment purchases. Facility utility costs are down about 24 percent, partially due to milder winter weather, but also from staff conservation efforts and the pay-off from investments in updated controls and equipment at various locations. Vehicle replacement costs vary year-to-year depending on the planned replacement cycle.
- **Water/Sewer Operating Fund** actual expenditures are **1.6 percent behind** the same period last year primarily due to a significant decline in regional water connection charges (with a corresponding reduction in new connection revenue).
- **Surface Water Management Fund** actual expenditures are **5.3 percent ahead** of the same period last year due to higher personnel costs related to National Pollutant Discharge Elimination System (NPDES) requirements, which requires public outreach and monitoring of surface water discharge, and normal variability in the timing of payment for various services.
- **Solid Waste Fund** actual expenditures are **13.9 percent ahead** of the same period last year due to the timing of disposal contract billing payments. The monthly contract payments are significant, so timing differences between years can skew comparisons. Normalizing for this impact brings expenditures just slightly behind last year.

| Expenditures by Fund                 | Year-to-Date Actual |                   |              | Budget             |                   |              | % of Budget  |              |
|--------------------------------------|---------------------|-------------------|--------------|--------------------|-------------------|--------------|--------------|--------------|
|                                      | 6/30/2009           | 6/30/2010         | % Change     | 2009               | 2010              | % Change     | 2009         | 2010         |
| <b>General Gov't Operating:</b>      |                     |                   |              |                    |                   |              |              |              |
| General Fund                         | 29,572,757          | 28,234,274        | -4.5%        | 59,167,520         | 57,902,884        | -2.1%        | 50.0%        | 48.8%        |
| Other General Gov't Operating Funds  | 6,915,953           | 6,231,171         | -9.9%        | 15,415,335         | 13,104,036        | -15.0%       | 44.9%        | 47.6%        |
| <b>Total General Gov't Operating</b> | <b>36,488,710</b>   | <b>34,465,445</b> | <b>-5.5%</b> | <b>74,582,855</b>  | <b>71,006,920</b> | <b>-4.8%</b> | <b>48.9%</b> | <b>48.5%</b> |
| <b>Utilities:</b>                    |                     |                   |              |                    |                   |              |              |              |
| Water/Sewer Operating Fund           | 7,177,694           | 7,063,933         | -1.6%        | 15,555,212         | 15,903,927        | 2.2%         | 46.1%        | 44.4%        |
| Surface Water Management Fund        | 1,547,925           | 1,630,159         | 5.3%         | 3,605,721          | 3,448,620         | -4.4%        | 42.9%        | 47.3%        |
| Solid Waste Fund                     | 3,565,181           | 4,059,330         | 13.9%        | 8,455,673          | 8,590,036         | 1.6%         | 42.2%        | 47.3%        |
| <b>Total Utilities</b>               | <b>12,290,800</b>   | <b>12,753,422</b> | <b>3.8%</b>  | <b>27,616,606</b>  | <b>27,942,583</b> | <b>1.2%</b>  | <b>44.5%</b> | <b>45.6%</b> |
| <b>Total All Operating Funds</b>     | <b>48,779,510</b>   | <b>47,218,867</b> | <b>-3.2%</b> | <b>102,199,461</b> | <b>98,949,503</b> | <b>-3.2%</b> | <b>47.7%</b> | <b>47.7%</b> |

Budgeted and actual expenditures exclude working capital, operating reserves, capital reserves, and interfund transfers.

General Fund Revenue

Many significant General Fund revenue sources are economically sensitive, such as sales tax and development-related fees.

- **Sales tax** revenue allocated to the General Fund for 2010 was adjusted to reflect lower projections as a result of the economic recession. However, actual revenue is **5.8 percent ahead** of the same period last year. A detailed analysis of **sales tax** revenue can be found starting on page 5.
- **Utility tax** actual revenue collection is **2.4 percent behind** the same period last year primarily due to significantly lower revenue from natural gas (down 29.3 percent) and electricity (down 4.7 percent) most likely the result of milder winter weather compared to the previous year along with lower natural gas rates. Telephone tax revenue has improved (up 4.2 percent), but still lagging budget slightly. Water and sewer taxes are up reflecting higher utility rates.
- **Other taxes** actual revenue is **23.2 percent behind** the same period last year due to lower gambling tax revenue.
- The **business licenses (base fee) and franchise fees** actual revenue is **17.1 percent ahead** of the same period last year primarily due to higher franchise fee revenue. The **revenue generating regulatory license fee** is **4.9 percent ahead** of the same period last year. This fee was restructured and substantially increased in 2009. The increase in 2010 is a combination of fully realizing the restructured fees, as well as changes in timing for renewal of larger employers, but revenue from this source is still lagging budget expectations.
- **Development-related fee** revenues, which collectively are **down 21.4 percent** compared to the same period in 2009 are experiencing contrasting trends. Compared to the same period last year, **building permits** are **38.4 percent lower** and **engineering services** revenue is **35.9 percent lower**, while

- plan check revenue is **ahead 18 percent** and **planning fees** revenue is **ahead 35.8 percent** due to a significant increase in pre-submittal process applications. The increase in the latter two revenues may be a hopeful sign of improvement in future development activity. Note this increase is in comparison to very low collections during the same period in 2009.
- Compared to the same period last year: **Grant** revenue is **18 percent lower** due to the timing of the emergency preparedness program grant last year; **State shared** revenue is down 2.4 percent due to lower liquor control board profits and liquor taxes (it should be noted that if the initiative passes this fall to privatize liquor sales, the potential annual loss of future revenue is about \$350,000 from liquor profits); **Other intergovernmental services** revenue is **29.8 percent below** last year's actual due to the elimination of the contract providing dispatching services to other cities caused by the formation of a regional communications center and despite an increase to revenue received from providing staffing to the regional Criminal Justice Training Center. As mentioned previously, the timing of Fire District 41 contract revenue is somewhat variable, which skews comparisons between years.
- **Internal Charges** are **16.2 percent ahead** compared to the same period last year primarily due to an increase in capital project engineering charges.
- **Miscellaneous** revenue is **74.4 percent behind** last year due to substantially lower interest earnings.
- **Other financing sources** are ahead of last year due to the funding transferred from other funds for 2010 annexation service packages.

General Fund 2010 revenues are about \$1 million higher than the same period in 2009 largely due to the timing of the Fire District contract revenue, higher business and sales tax revenue and despite lower utility tax and development-related revenue. Revenues are in line with amended budget for 2010.

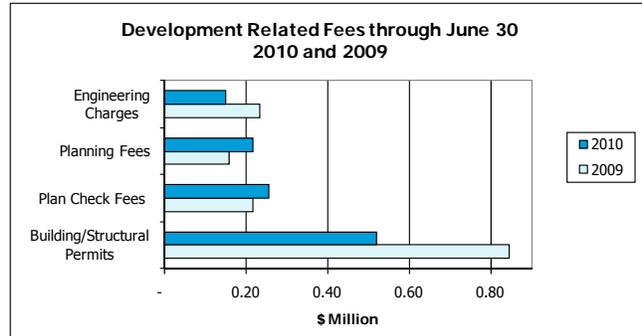
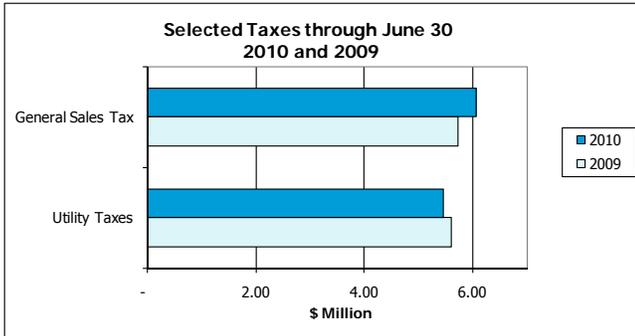
The General Fund is the largest of the General Government Operating funds. It is primarily tax supported and accounts for basic services such as public safety, parks and recreation, and community development.

About 350 of the City's 447 regular employees are budgeted within this fund.

| General Fund Resource Category           | Year-to-Date Actual |                   |               | Budget            |                   |              | % of Budget  |              |
|--|---------------------|-------------------|---------------|-------------------|-------------------|--------------|--------------|--------------|
|  | 6/30/2009           | 6/30/2010         | % Change      | 2009              | 2010              | % Change     | 2009         | 2010         |
| <b>Taxes:</b>                            |                     |                   |               |                   |                   |              |              |              |
| Retail Sales Tax: General                | 5,739,725           | 6,070,367         | 5.8%          | 11,564,551        | 11,464,179        | -0.9%        | 49.6%        | 53.0%        |
| Retail Sales Tax: Criminal Justice       | 483,289             | 466,365           | -3.5%         | 1,107,000         | 1,129,140         | 2.0%         | 43.7%        | 41.3%        |
| Property Tax                             | 4,858,805           | 5,180,444         | 6.6%          | 9,264,941         | 9,904,815         | 6.9%         | 52.4%        | 52.3%        |
| Utility Taxes                            | 5,596,810           | 5,463,314         | -2.4%         | 10,604,676        | 10,983,789        | 3.6%         | 52.8%        | 49.7%        |
| Rev Generating Regulatory License        | 1,138,323           | 1,193,980         | 4.9%          | 2,599,920         | 2,567,468         | -1.2%        | 43.8%        | 46.5%        |
| Other Taxes                              | 212,209             | 162,957           | -23.2%        | 591,779           | 463,900           | -21.6%       | 35.9%        | 35.1%        |
| <b>Total Taxes</b>                       | <b>18,029,161</b>   | <b>18,537,427</b> | <b>2.8%</b>   | <b>35,732,867</b> | <b>36,513,291</b> | <b>2.2%</b>  | <b>50.5%</b> | <b>50.8%</b> |
| <b>Licenses &amp; Permits:</b>           |                     |                   |               |                   |                   |              |              |              |
| Building, Structural & Equipment Permits | 843,820             | 519,866           | -38.4%        | 1,645,600         | 1,436,990         | -12.7%       | 51.3%        | 36.2%        |
| Business Licenses/Franchise Fees         | 774,490             | 907,168           | 17.1%         | 1,654,903         | 1,720,921         | 4.0%         | 46.8%        | 52.7%        |
| Other Licenses & Permits                 | 100,476             | 119,548           | 19.0%         | 183,500           | 175,460           | -4.4%        | 54.8%        | 68.1%        |
| <b>Total Licenses &amp; Permits</b>      | <b>1,718,786</b>    | <b>1,546,582</b>  | <b>-10.0%</b> | <b>3,484,003</b>  | <b>3,333,371</b>  | <b>-4.3%</b> | <b>49.3%</b> | <b>46.4%</b> |
| <b>Intergovernmental:</b>                |                     |                   |               |                   |                   |              |              |              |
| Grants                                   | 184,435             | 151,187           | -18.0%        | 218,754           | 533,933           | 144.1%       | 84.3%        | 28.3%        |
| State Shared Revenues & Entitlements     | 446,999             | 436,316           | -2.4%         | 908,404           | 809,010           | -10.9%       | 49.2%        | 53.9%        |
| Fire District #41                        | 30,694              | 850,745           | N/A           | 3,850,077         | 3,598,238         | N/A          | 0.8%         | 23.6%        |
| EMS                                      | -                   | -                 | N/A           | 836,938           | 866,231           | N/A          | N/A          | N/A          |
| Other Intergovernmental Services         | 452,961             | 317,815           | -29.8%        | 654,713           | 537,436           | -17.9%       | 69.2%        | 59.1%        |
| <b>Total Intergovernmental</b>           | <b>1,115,089</b>    | <b>1,756,063</b>  | <b>57.5%</b>  | <b>6,468,886</b>  | <b>6,344,848</b>  | <b>-1.9%</b> | <b>17.2%</b> | <b>27.7%</b> |
| <b>Charges for Services:</b>             |                     |                   |               |                   |                   |              |              |              |
| Internal Charges                         | 2,143,083           | 2,491,059         | 16.2%         | 4,905,963         | 4,663,482         | -4.9%        | 43.7%        | 53.4%        |
| Engineering Services                     | 231,520             | 148,488           | -35.9%        | 357,134           | 225,000           | -37.0%       | 64.8%        | 66.0%        |
| Plan Check Fee                           | 216,733             | 255,714           | 18.0%         | 520,000           | 408,252           | -21.5%       | 41.7%        | 62.6%        |
| Planning Fees                            | 158,989             | 215,983           | 35.8%         | 247,157           | 245,420           | -0.7%        | 64.3%        | 88.0%        |
| Other Charges for Services               | 408,994             | 399,493           | -2.3%         | 756,426           | 752,921           | -0.5%        | 54.1%        | 53.1%        |
| <b>Total Charges for Services</b>        | <b>3,159,319</b>    | <b>3,510,737</b>  | <b>11.1%</b>  | <b>6,786,680</b>  | <b>6,295,075</b>  | <b>-7.2%</b> | <b>46.6%</b> | <b>55.8%</b> |
| <b>Fines &amp; Forfeits</b>              | <b>644,549</b>      | <b>686,442</b>    | <b>6.5%</b>   | <b>1,407,595</b>  | <b>1,532,000</b>  | <b>8.8%</b>  | <b>45.8%</b> | <b>44.8%</b> |
| <b>Miscellaneous</b>                     | <b>429,478</b>      | <b>109,870</b>    | <b>-74.4%</b> | <b>669,729</b>    | <b>654,692</b>    | <b>-2.2%</b> | <b>64.1%</b> | <b>16.8%</b> |
| <b>Total Revenues</b>                    | <b>25,096,382</b>   | <b>26,147,121</b> | <b>4.2%</b>   | <b>54,549,760</b> | <b>54,673,277</b> | <b>0.2%</b>  | <b>46.0%</b> | <b>47.8%</b> |
| <b>Other Financing Sources:</b>          |                     |                   |               |                   |                   |              |              |              |
| Interfund Transfers                      | 897,645             | 1,599,538         | N/A           | 3,899,053         | 2,274,607         | N/A          | 23.0%        | 70.3%        |
| <b>Total Other Financing Sources</b>     | <b>897,645</b>      | <b>1,599,538</b>  | <b>N/A</b>    | <b>3,899,053</b>  | <b>2,274,607</b>  | <b>N/A</b>   | <b>23.0%</b> | <b>70.3%</b> |
| <b>Total Resources</b>                   | <b>25,994,027</b>   | <b>27,746,659</b> | <b>6.7%</b>   | <b>58,448,813</b> | <b>56,947,884</b> | <b>-2.6%</b> | <b>44.5%</b> | <b>48.7%</b> |

Budgeted and actual revenues exclude resources forward.

General Fund Revenue *continued*



General Fund Expenditures

| General Fund Department Expenditures       | Year-to-Date Actual |                   |               | Budget            |                   |               | % of Budget  |              |
|--|---------------------|-------------------|---------------|-------------------|-------------------|---------------|--------------|--------------|
|  | 6/30/2009           | 6/30/2010         | % Change      | 2009              | 2010              | % Change      | 2009         | 2010         |
| Non-Departmental                           | 549,412             | 571,549           | 4.0%          | 1,254,877         | 1,403,818         | 11.9%         | 43.8%        | 40.7%        |
| City Council                               | 213,198             | 226,099           | 6.1%          | 353,175           | 353,130           | 0.0%          | 60.4%        | 64.0%        |
| City Manager's Office                      | 1,690,813           | 1,437,925         | -15.0%        | 3,434,631         | 3,087,640         | -10.1%        | 49.2%        | 46.6%        |
| Human Resources                            | 520,555             | 514,121           | -1.2%         | 1,081,720         | 1,134,956         | 4.9%          | 48.1%        | 45.3%        |
| City Attorney's Office                     | 506,946             | 486,118           | -4.1%         | 993,790           | 974,121           | -2.0%         | 51.0%        | 49.9%        |
| Parks & Community Services                 | 3,154,843           | 3,191,200         | 1.2%          | 7,621,687         | 6,706,008         | -12.0%        | 41.4%        | 47.6%        |
| Public Works (Engineering)                 | 1,726,429           | 1,594,898         | -7.6%         | 3,629,985         | 3,325,385         | -8.4%         | 47.6%        | 48.0%        |
| Finance and Administration                 | 1,836,492           | 1,788,892         | -2.6%         | 3,671,314         | 3,733,652         | 1.7%          | 50.0%        | 47.9%        |
| Planning & Community Development           | 1,414,716           | 1,330,161         | -6.0%         | 2,835,702         | 2,730,557         | -3.7%         | 49.9%        | 48.7%        |
| Police                                     | 8,749,359           | 8,225,550         | -6.0%         | 16,557,994        | 17,136,276        | 3.5%          | 52.8%        | 48.0%        |
| Fire & Building                            | 9,209,994           | 8,867,761         | -3.7%         | 17,732,645        | 17,317,341        | -2.3%         | 51.9%        | 51.2%        |
| <b>Total Expenditures</b>                  | <b>29,572,757</b>   | <b>28,234,274</b> | <b>-4.5%</b>  | <b>59,167,520</b> | <b>57,902,884</b> | <b>-2.1%</b>  | <b>50.0%</b> | <b>48.8%</b> |
| <i>Other Financing Uses:</i>               |                     |                   |               |                   |                   |               |              |              |
| Interfund Transfers                        | 378,762             | 303,937           | -19.8%        | 1,705,441         | 1,254,335         | -26.5%        | 22.2%        | 24.2%        |
| <b>Total Other Financing Uses</b>          | <b>378,762</b>      | <b>303,937</b>    | <b>-19.8%</b> | <b>1,705,441</b>  | <b>1,254,335</b>  | <b>-26.5%</b> | <b>22.2%</b> | <b>24.2%</b> |
| <b>Total Expenditures &amp; Other Uses</b> | <b>29,951,519</b>   | <b>28,538,211</b> | <b>-4.7%</b>  | <b>60,872,961</b> | <b>59,157,219</b> | <b>-2.8%</b>  | <b>49.2%</b> | <b>48.2%</b> |

Budgeted and actual expenditures exclude working capital, operating reserves, and capital reserves.

Personnel costs in most General Fund departments are down compared to last year due to the combination of the implementation of furloughs (which reduced salaries and benefit costs) and reduction in staffing as strategies to balance the budget in response to declining revenues. In addition, specific factors for individual departments are noted below:

Comparing to the same period last year:

- Actual 2010 expenditures for the **City Council** are **6.1 percent ahead** of last year primarily due to a one-time citizen survey paid this year.
- Actual 2010 expenditures for the **City Manager's Office** are **15 percent lower** due to reduced facilities charges resulting from the purchase of the Municipal Court and lower professional services costs, including court interpreter services and the federal lobbyist (which was funded for 2009 only), as well as the timing of outside agency funding payments and other one-time 2009 expenditures.
- Actual 2010 expenditures for the **Parks & Community Services Department** are **1.2 percent ahead** primarily due to the timing of human service agency grants and despite reductions to staffing levels. Expenditures are expected to be within budget by the end of the year.
- Actual 2010 expenditures for the **Public Works Department** are **7.6 percent lower** almost entirely due to staffing reductions and reallocations.
- Actual 2010 expenditures for the **Finance and Administration Department** are **2.6 percent lower** largely due to the previously mentioned furloughs and a one-time study in 2009, and despite one position added in anticipation of annexation.

Compared to 2009, 2010 General Fund actual expenditures are 4.5 percent lower primarily due to lower personnel costs and despite higher costs for the regional dispatch contract, as noted in the explanation of Police and Fire Department expenditures.

(Continued on page 5)

## Financial Management Report as of JUNE 30, 2010

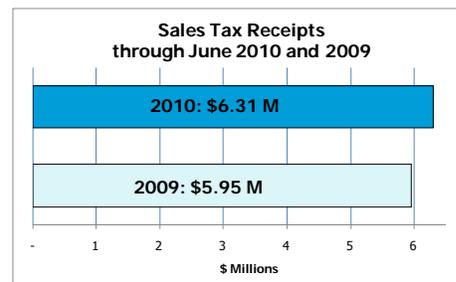
- Actual 2010 expenditures for the **Planning and Community Development Department** are **6 percent behind** due to one-time 2009 costs for the Shoreline Master Plan update, as well as staffing reductions.
- Actual 2010 expenditures for the **Police Department** are **6 percent behind** due to lower personnel costs. Part of this is offset by contract costs caused by the shift from in-house dispatch staffing as of July 2009 to contracting with the agency. Staffing will be hired throughout 2010 in anticipation of annexation, which commences June 1, 2011. Total expenditures are behind last year despite planned increases for equipment and supplies for the new staff. Jail costs are 1.3 percent ahead of the same period last year. These costs have been a concern over the last few years, but are expected to moderate due to contracts with other agencies for lower rates than those charged by King County.
- Actual 2010 expenditures for the **Fire & Building Department** are **3.7 percent behind** due to lower personnel costs. Fire suppression overtime expenses in 2010 are down about 9.3 percent compared to the same period last year, but remain a concern, as the cost is trending above budget.



Summer Concert at Marina Park

### Sales Tax Revenue Analysis

2010 sales tax revenue finishes the second quarter on a positive note, **up 6 percent** compared to the same period last year. Retail sectors are up 4.9 percent collectively compared to the same period last year, largely due to the significant upswing in automobile sales. Contracting revenue was in steep decline last year, and while still far below recent historical performance, the sector has stabilized this year and is no longer in free-fall. These two factors are the primary reasons for improvement to revenue compared to last year (see tables on page 6).



#### Review by business sectors:

- Auto/gas retail** is **up 20.8 percent** compared to the same period last year due to positive performance by all major retailers. Sales performance has been especially strong for the last two months.
- Other retail** is **up 7.9 percent** compared to the same period last year due to electronics, furniture, health care, and internet retailers, as well as the re-classification of one retailer from the general merchandise/miscellaneous retail sector. This is despite the closure of a major sporting goods retailer and declines in building/garden retailers.
- The **services** sector is **up 10.4 percent** compared to the same period last year largely due to software and temporary agency services, likely a result of the sourcing rule change. The accommodations sector started the year slowly, but ends the second quarter up 6.9 percent compared to the same period last year.
- Wholesale** is **up 41.5 percent** compared to the same period last year primarily due to changes in local coding sourcing rules from streamlined sales tax and development-related activity.
- The **miscellaneous** sector is **up 7.1 percent** compared to the same period last year largely due to increases in the manufacturing category, most likely reflecting changes in streamlined sales tax sourcing rules.
- The **contracting** sector is **down 2.3 percent** compared to the same period last year, which is substantially improved from the first quarter, when the sector was down 11.8 percent. Large public projects, including the replacement of Lake Washington High School and the Downtown Transit Center, along with the Bank of America project, have helped contribute to the slowing of the revenue decline in this sector's performance compared to last year.
- General merchandise/miscellaneous retail** is **down 11.1 percent** compared to the same period last year due to disappointing performance by key retailers, the previously mentioned reclassification of one business, as well as impacts from streamlined sales tax rule changes. This sector has replaced contracting as the largest drag on revenue performance.
- Retail eating/drinking** is **down 5.4 percent** compared to the same period last year largely due to the closure of several businesses last year. Recent activity in this sector has improved and a few new restaurants have opened so far this year.
- The **communications** sector is **down 6.1 percent** compared to the same period last year due to reduced development-related activity and declining revenue from telecommunications companies.

#### Streamlined Sales Tax

Washington State implemented new local coding sales tax rules as of July 1, 2008 as a result of joining the national Streamlined Sales Tax Agreement. Negative impacts from this change are mitigated by the State of Washington. About \$61,000 of revenue has been received for the first two quarters of 2010.

#### Neighboring Cities

Bellevue and Redmond 2010 sales tax revenue through June is down 5.1 percent and 1.7 percent respectively compared to the same period in 2009.

## City of Kirkland Actual Sales Tax Receipts

| Business Sector Group  | January - June   |                  | Dollar Change  | Percent Change | Percent of Total |               |
|------------------------|------------------|------------------|----------------|----------------|------------------|---------------|
|                        | 2009             | 2010             |                |                | 2009             | 2010          |
| Services               | 721,290          | 796,155          | 74,865         | 10.4%          | 12.1%            | 12.6%         |
| Contracting            | 855,073          | 835,461          | (19,612)       | -2.3%          | 14.4%            | 13.3%         |
| Communications         | 239,027          | 224,555          | (14,472)       | -6.1%          | 4.0%             | 3.6%          |
| Auto/Gas Retail        | 1,191,611        | 1,439,793        | 248,182        | 20.8%          | 20.0%            | 22.8%         |
| Gen Merch/Misc Retail  | 977,911          | 869,645          | (108,266)      | -11.1%         | 16.4%            | 13.8%         |
| Retail Eating/Drinking | 547,873          | 518,231          | (29,642)       | -5.4%          | 9.2%             | 8.2%          |
| Other Retail           | 757,730          | 817,234          | 59,504         | 7.9%           | 12.7%            | 13.0%         |
| Wholesale              | 285,652          | 404,290          | 118,638        | 41.5%          | 4.8%             | 6.4%          |
| Miscellaneous          | 373,552          | 399,981          | 26,429         | 7.1%           | 6.3%             | 6.3%          |
| <b>Total</b>           | <b>5,949,719</b> | <b>6,305,345</b> | <b>355,626</b> | <b>6.0%</b>    | <b>100.0%</b>    | <b>100.0%</b> |

Kirkland's sales tax base is comprised of a variety of businesses which are grouped and analyzed by business sector (according to NAICS, or "North American Industry Classification System"). Nine business sector groupings are used to compare 2009 and 2010 year-to-date sales tax receipts in the table to the left.

## City of Kirkland Actual Monthly Sales Tax Receipts

| Month        | Sales Tax Receipts |                  | Dollar Change  | Percent Change |
|--------------|--------------------|------------------|----------------|----------------|
|              | 2009               | 2010             |                |                |
| January      | 994,146            | 945,992          | (48,154)       | -4.8%          |
| February     | 1,224,935          | 1,364,023        | 139,088        | 11.4%          |
| March        | 954,492            | 937,460          | (17,032)       | -1.8%          |
| April        | 867,726            | 953,914          | 86,188         | 9.9%           |
| May          | 1,007,790          | 1,094,845        | 87,055         | 8.6%           |
| June         | 900,630            | 1,009,111        | 108,481        | 12.0%          |
| <b>Total</b> | <b>5,949,719</b>   | <b>6,305,345</b> | <b>355,626</b> | <b>6.0%</b>    |

- Monthly revenue performance in 2010 has improved from the mostly double digit declines experienced throughout 2009.
- February 2010 was substantially ahead of February 2009 primarily due to significant improvements in auto/gas retail, other retail, and contracting. Revenue received in February is from activity in December, so it reflects an important part of the critical holiday shopping season.
- In addition to the economic recession, unusually severe winter weather experienced in December 2008 hampered holiday shopping, which negatively impacted February 2009 revenue.
- The impact of significant improvement in automobile sales and the softening of declines to contracting revenue are illustrated in the positive monthly trends experienced in the second quarter of 2010.

When analyzing monthly sales tax receipts, there are two items of special note: First, most businesses remit their sales tax collections to the Washington State Department of Revenue on a monthly basis. Small businesses only have to remit their sales tax collections either quarterly or annually, which can create anomalies when comparing the same month between two years. Second, for those businesses which remit sales tax monthly, there is a two month lag from the time that sales tax is collected to the time it is distributed to the City. For example, sales tax received by the City in June is for sales activity in April. Monthly sales tax receipts through June 2009 and 2010 are compared in the table above.

Kirkland's sales tax base is further broken down by business district (according to geographic area), as well as "unassigned or no district" for small businesses and businesses with no physical presence in Kirkland.

#### Comparing to the same period last year:

**Totem Lake**, which accounts for about 30 percent of the total sales tax receipts, is **up 5 percent** primarily due to significant improvement in automotive/gas retail sales and despite the closure of a major retailer. Over 66 percent of this business district's revenue comes from the auto/gas retail and general merchandise/miscellaneous retail sectors.

**NE 85<sup>th</sup> Street**, which accounts for over 15 percent of the total sales tax receipts, is **flat** primarily due to strong automotive/gas retail offset by declines in the general merchandise/miscellaneous retail sectors. These two sectors contribute about 85 percent of this business district's revenue.

**Downtown**, which accounts for almost 7 percent of the total sales tax receipts, is **down 3.5 percent** due to the loss of several retailers and poor performance in the retail eating/drinking sector. The retail eating/drinking, accommodations, and other retail sectors provide almost 68 percent of this business district's revenue.

**Carillon Point & Yarrow Bay**, which account for about 2 percent of the total sales tax receipts, are **down 1.7 percent** compared to last year primarily due to poor performance in the retail eating/drinking sector and despite positive performance in other retail and the accommodations sectors. About 68 percent of this business district's revenue comes from business services, retail eating/drinking and accommodations.

**Houghton & Bridle Trails**, which account for about 2 percent of the total sales tax receipts, are **down 4.3 percent** collectively almost entirely due to miscellaneous retail and other retail. A major supermarket was closed for renovation and re-opened in May, which should positively impact this sector during the third quarter. These sectors provide about 69 percent of these business districts' revenue.

**Juanita**, which accounts for about 2 percent of the total sales tax receipts, is **up 0.7 percent** primarily due to moderately positive performance across most sectors, with the exception of personal and business services. Retail eating/drinking, miscellaneous retail and personal services provide over 70 percent of this business district's revenue.

When reviewing sales tax receipts by business district, it's important to point out that almost 43 percent of the revenue received in 2010 is in the "unassigned or no district" category largely due to contracting revenue (which has declined compared to last year), and increasing revenue from Internet, catalog sales and other businesses located outside of the City.

City of Kirkland Sales Tax by Business District

| Business District          | Jan - Jun Receipts |                  | Dollar Change  | Percent Change | Percent of Total |               |
|----------------------------|--------------------|------------------|----------------|----------------|------------------|---------------|
|                            | 2009               | 2010             |                |                | 2009             | 2010          |
| Totem Lake                 | 1,816,678          | 1,906,960        | 90,282         | 5.0%           | 30.5%            | 30.2%         |
| NE 85th St                 | 969,783            | 969,425          | (358)          | 0.0%           | 16.3%            | 15.4%         |
| Downtown                   | 451,720            | 436,001          | (15,719)       | -3.5%          | 7.6%             | 6.9%          |
| Carillon Pt/Yarrow Bay     | 147,914            | 145,356          | (2,558)        | -1.7%          | 2.5%             | 2.3%          |
| Houghton & Bridle Trails   | 149,780            | 143,357          | (6,423)        | -4.3%          | 2.5%             | 2.3%          |
| Juanita                    | 136,204            | 137,223          | 1,019          | 0.7%           | 2.3%             | 2.2%          |
| Unassigned or No District: |                    |                  |                |                |                  |               |
| Contracting                | 855,073            | 835,459          | (19,614)       | -2.3%          | 14.4%            | 13.3%         |
| Other                      | 1,422,567          | 1,731,564        | 308,997        | 21.7%          | 26.2%            | 29.6%         |
| <b>Total</b>               | <b>5,949,719</b>   | <b>6,305,345</b> | <b>355,626</b> | <b>6.0%</b>    | <b>100.0%</b>    | <b>100.0%</b> |

**Sales Tax Revenue Outlook** Reaching the half-way point of 2010 with positive revenue performance is encouraging, but in reality, it only illustrates that possibly the bottom has been reached and recovery has started. While improved compared to the same period in 2009, revenue is almost \$2.2 million behind the same period in 2007 and \$1.1 million behind 2008. Sales tax revenue was budgeted to remain flat compared to 2010, but is running 6 percent ahead. However, the gain in sales tax revenue is almost offset by lower than expected utility tax revenue. Contracting revenue is no longer in steep decline and automobile sales have significantly improved compared to last year. While these two sectors have contributed to the improvement in 2010 revenue, they also pose significant risks, since both contribute a large percentage of total sales tax revenue and are especially sensitive to economic conditions. Sales tax remains the largest General Fund revenue source, so negative performance has severe consequences to the City's ability to maintain services. The fragile national recovery is mirrored by the local recovery, so the sustained improvement to revenue through the end of the year is uncertain.

**OFFICE VACANCIES:**

According to CB Richard Ellis Real Estate Services, the Eastside vacancy rate is 19.0 percent for second quarter 2010 compared to 14.2 percent for same quarter last year. Kirkland's 2010 vacancy rate is 28.9 percent, significantly higher than the rate in 2008 of 3.8 percent largely due to vacancies in the new space at the Lakeview Plaza complex.

The Puget Sound regional market experienced its first positive absorption of office space in a year, with the largest gain occurring on the Eastside.

As 2010 continues, Google is expected to expand into the remaining space at Lakeview Plaza, creating further positive absorption.

Positive absorption occurs when the total amount of available office space decreases during a set period.

**LODGING TAX REVENUE:**

Lodging tax 2010 revenue is down 5.6 percent compared to the same period last year.

**Economic Environment Update** There is evidence that the economic recovery stumbled in May, both nationally and in Washington State, according to the Washington State Economic and Revenue Forecast Council. Downside risks include weak employment reports in May and June and weak retail sales in May. Construction activity remains low and small businesses face tight credit conditions. On the upside, exports and the aerospace and software industries remain stable. Exports are expected to help Washington State recover faster than the rest of the nation.

Nationally, there has been three consecutive quarters of growth in domestic product; however the Commerce Department recently revised the increase for the first quarter of 2010 downward to 2.7 percent (annualized rate) from the previously reported 3.2 percent. Economists are forecasting stronger growth for the second quarter (3.8 percent annualized), but there is some controversy over the accuracy of the estimate because of weaker consumer spending. (There certainly is varying opinions on this matter; see the outlook and investment strategy sidebar on page 9.) The second quarter data will be released on July 30th. Retail sales dropped 0.5 percent in June, largely due to declining automobile sales. This follows a decline of 1.1 percent in May. These trends also point to a slowing of the recovery in the second quarter. The local impact to June automobile sales will show up in August receipts.

The U.S. **consumer confidence index** dropped to 52.9 in June compared to 62.7 in May, primarily due to employment concerns. The monthly index changes have been particularly volatile in 2010, reflecting the uncertain economic conditions. An index of 90 indicates a stable economy and one at or above 100 indicates growth.

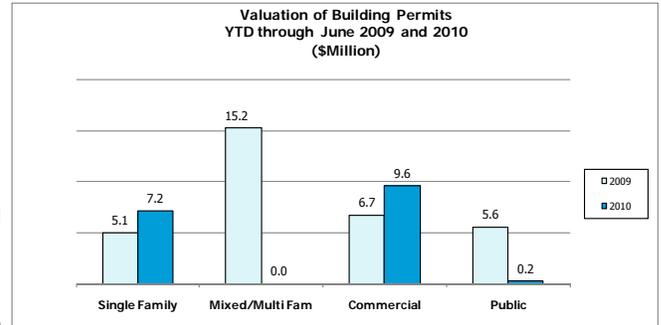
King County's **unemployment rate** is 8.2 percent in March compared to 8.8 percent in March 2009. While remaining high, King County is considerably lower than both Washington State and national rates, which are 8.7 and 9.6 percent respectively.

The **Western Washington chapter of Purchasing Managers survey index** short-term outlook rose to 61.8 in June from 60.5 in May. However, the long-term outlook index fell to 55 from 58.7. An index reading greater than 50 indicates a growing economy, while scores below suggest a shrinking economy.

(Continued on page 8)

Economic Environment Update *continued*

Local **development activity** through June comparing 2010 to 2009 as measured by the valuation of City of Kirkland building permits is illustrated in the chart to the right. Activity remains improved in the single family and commercial sectors. However, activity in the mixed use/multifamily and public sectors is almost nonexistent and the 2010 building permit valuation is 60 percent below the same period in 2009.



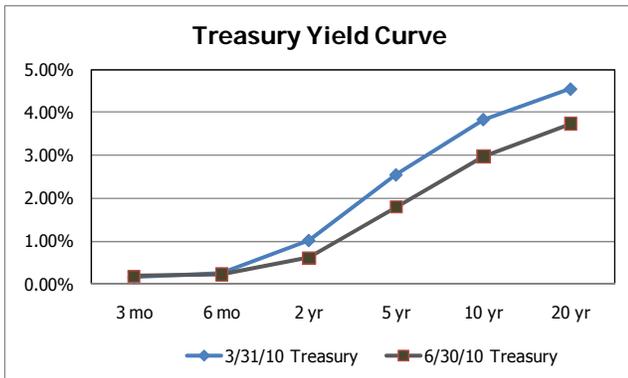
Closed sales of **new and existing single-family homes** on the Eastside are up 25.8 percent in June 2010 compared to June 2009 and the median price increased 2.2 percent (\$550,000 compared to \$538,000). Closed sales for condominium were up 9.2 percent, but the median price dropped 7.7 percent (to \$239,990 from \$260,000). However, the end of the federal tax credit in April is impacting pending sales, which fell 26 percent in June compared to the same month last year. It was the second month of year-over-year declines after 12 consecutive months of gains. While home prices seem to have stabilized, there is some concern that slowing demand will create downward pressure on prices again.

**Seattle metro consumer price index (CPI)**, for June was down 0.10 percent compared to June 2009. This is in contrast to the national index, which was up 1.4 percent. The June index is the contractual basis for budgeting 2011 COLA increases, which means that employees will receive no cost of living adjustment next year. Last June also posted a negative index of 0.7 percent. As a result, employees received no adjustment for 2010. Four bargaining units and management had already agreed to this beforehand as part of a budget reduction strategy. While most economists believe the risk of deflation is remote, declining prices indicate that the economy is losing momentum. Deflation can cause dangerous downward pressure on the economy, as consumers avoid spending money hoping to buy goods later at lower prices.

**Investment Report**

**MARKET OVERVIEW**

The Fed Funds rate continued at 0.25 percent during the second quarter of 2010 as the economy continued giving indications of a very slow recovery. The yield curve dropped slightly as you go farther out on the curve. The 2 year Treasury note rate decreased from 1.02 percent on March 31, 2010 to 0.61 percent on June 30, 2010.

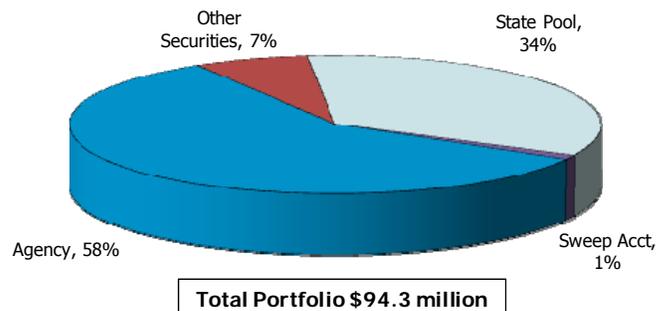


**CITY PORTFOLIO**

The primary objectives for the City of Kirkland's investment activities are: legality, safety, liquidity and yield. Additionally, the City diversifies its investments according to established maximum allowable exposure limits so that reliance on any one issuer will not place an undue financial burden on the City.

The City's portfolio increased in the 2<sup>nd</sup> quarter of 2010 to \$94.3 million compared to \$90.2 million on March 31, 2010. The increase in the portfolio is related to the normal cash flows of the 2nd quarter, as the first half of property taxes is received at the end of April and early May.

**Investments by Category**



**Diversification**

The City's current investment portfolio is composed of Government Agency bonds, State and Local Government bonds, the State Investment Pool and an overnight bank sweep account. City investment procedures allow for 100 percent of the portfolio to be invested in U.S. Treasury or Federal Government obligations.

Investment Report *continued*

**2010 ECONOMIC OUTLOOK and INVESTMENT STRATEGY**

The outlook for the U.S. economy over the next few quarters looks stronger now than it did just three months ago, according to 44 forecasters surveyed by the Federal Reserve Bank of Philadelphia. The forecasters predict real GDP will grow at an annual rate of 3.3 percent over each of the next two quarters, up from the previous estimate of 2.7 percent. The forecasters now project that real GDP growth will be 3.3 percent in 2010. The forecasters continue to see little threat of accelerating inflation. The unemployment rate is expected to average 9.6 percent in 2010 and fall to 8.9 percent in 2011. The Fed Funds rate, currently at 0.25 percent, is expected to remain at this level throughout 2010.

The duration of the portfolio will decrease as securities mature and are called. Opportunities for increasing portfolio returns are scarce as shorter term interest rates continue at historically low levels. New security purchases will be made as opportunities to obtain moderate returns become available. During periods of low interest rates the portfolio duration should be kept shorter with greater liquidity so that the City is in a position to be able to purchase securities with higher returns when interest rates begin to rise. The State Pool is currently at 0.30 percent and will continue to remain low as the Fed Funds rate remains at 0.00 to 0.25 percent. Total estimated investment income for 2010 is \$1.5 million.

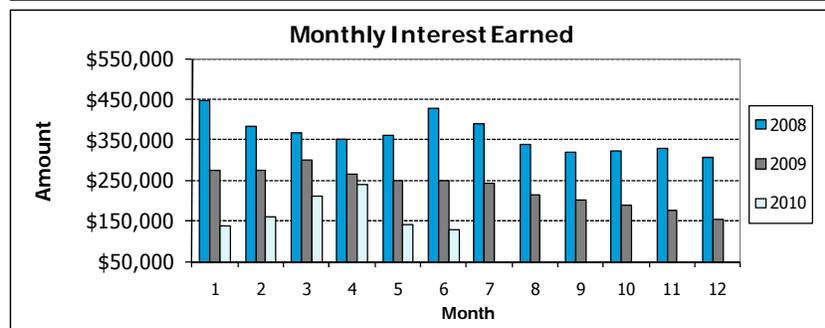
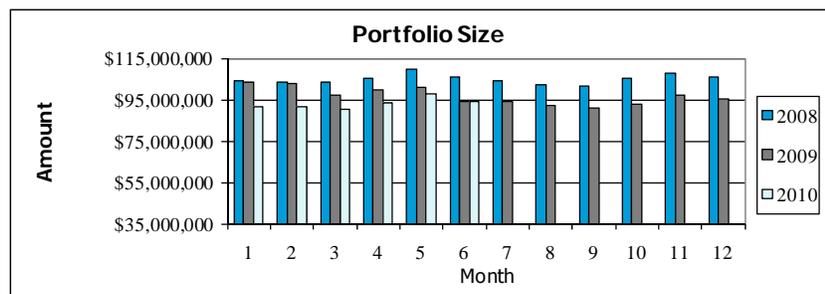
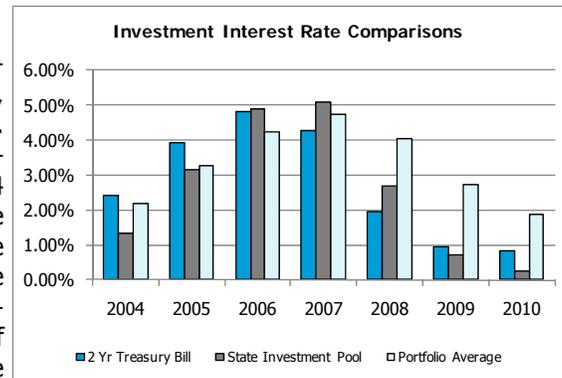
**Liquidity**

The target duration for the City's portfolio is the range between the 90 day Treasury bill and the 2 year Treasury note. The average maturity of the City's investment portfolio decreased slightly from 1.6 years on March 31, 2010 to 1.3 years on June 30, 2010 as securities purchased with higher yields have been called. It is expected that the securities with call provisions will be called on their call dates as the interest rates continue to decline.

| Benchmark Comparison         | March 31 2010 | June 30, 2010 |
|------------------------------|---------------|---------------|
| City Yield to Maturity (YTM) | 2.08%         | 1.58%         |
| City Average YTM             | 2.04%         | 1.89%         |
| City Year to Date Cash Yield | 1.53%         | 2.03%         |
| 90 Day Treasury Bill         | 0.16%         | 0.18%         |
| 2 yr Rolling Avg 2 yr T Note | 1.33%         | 1.11%         |

**Yield**

The City Portfolio yield to maturity decreased from 2.08 percent on March 31, 2010 to 1.58 percent on June 30, 2010. The City's annual average yield to maturity declined to 1.89 percent from 2.04 percent during the same period. The City's portfolio benchmark is the range between the 90 day Treasury Bill and the 2 year rolling average of the 2 year Treasury Note. This benchmark is reflective of the maturity guidelines required in the Investment Policy. The City's portfolio outperformed both the 90 day T Bill at 0.16 percent and the 2 Year rolling average of the 2 year Treasury Note, which was 1.11 percent on June 30, 2010. The City's practice of investing further out on the yield curve than the State Investment Pool results in earnings higher than the State Pool during declining interest rates and lower earnings than the State Pool during periods of rising interest rates. This can be seen in the graph above.



## Reserve Summary

### General Operating Reserve

For the City's "Rainy Day" fund, the target is established by fiscal policy at five percent of the operating budget (excluding utility and internal service funds). Each year, the target amount will change proportional to the change in the operating budget. To maintain full funding, the increment between five percent of the previous year's budget and the current budget would be added or subtracted utilizing interest income and year-end transfers from the General Fund. It is a reserve to be used for unforeseen revenue losses and other temporary events. If the reserve is utilized by the City Council, the authorization should be accompanied by a plan for replenishing the reserve within a two to three year period.

### Revenue Stabilization Reserve

The Revenue Stabilization Reserve was approved by Council in July 2003 and was created by segregating a portion of the General Operating Reserve. The purpose of this reserve is to provide an easy mechanism to tap reserves to address temporary revenue shortfalls resulting from temporary circumstances (e.g. economic cycles, weather-related fluctuations in revenue). Council set the target at ten percent of selected General Fund revenue sources which are subject to volatility (e.g. sales tax, development fees and utility taxes). The Revenue Stabilization Reserve may be used in its entirety; however, replenishing the reserve will constitute the first priority for use of year-end transfers from the General Fund at the end of the biennium.

### Contingency Fund

The Contingency Fund was established pursuant to RCW 35A.33.145 to "provide monies with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget." State law sets the maximum balance in the fund at \$.375 per \$1,000 of assessed valuation. This reserve would be used to address unforeseen expenditures (as opposed to revenue shortfalls addressed by the Revenue Stabilization Reserve). The fund can be replenished through interest earnings up to the maximum balance or through the year-end transfer if needed.

*Reserves are an important indicator of the City's fiscal health. They effectively represent "savings accounts" that are established to meet unforeseen budgetary needs (general purpose reserves) or are otherwise dedicated to a specific purpose (special purpose reserves). The City's reserves are listed with their revised estimated balances at the end of the biennium in the table below:*

### General Government & Utility Reserves Summary

| Reserves                              | 2009-10 Est<br>End Balance | 2009-10<br>Auth. Uses | 2009-10<br>Auth. Additions | Revised 2009-10<br>End Balance |
|---------------------------------------|----------------------------|-----------------------|----------------------------|--------------------------------|
| <b>GENERAL PURPOSE RESERVES</b>       |                            |                       |                            |                                |
| Contingency                           | 2,324,515                  | 518,557               | 370,000                    | 2,175,958                      |
| General Capital Contingency           | 2,444,561                  | 266,514               |                            | 2,178,047                      |
| Park & Municipal Reserve:             |                            |                       |                            |                                |
| General Oper. Reserve (Rainy Day)     | 2,712,836                  |                       |                            | 2,712,836                      |
| Revenue Stabilization Reserve         | 1,082,380                  | 1,082,380             |                            | 0                              |
| Building & Property Reserve           | 2,059,669                  | 125,000               |                            | 1,934,669                      |
| Council Special Projects Reserve      | 271,960                    | 150,426               | 80,000                     | 201,534                        |
| <b>Total General Purpose Reserves</b> | <b>10,895,921</b>          | <b>2,142,877</b>      | <b>450,000</b>             | <b>9,203,044</b>               |
| <b>SPECIAL PURPOSE RESERVES</b>       |                            |                       |                            |                                |
| Excise Tax Capital Improvement:       |                            |                       |                            |                                |
| REET 1                                | 8,370,417                  | 2,349,314             | 266,078                    | 6,287,181                      |
| REET 2                                | 8,134,095                  |                       | 361,336                    | 8,495,431                      |
| Equipment Rental:                     |                            |                       |                            |                                |
| Vehicle Reserve                       | 6,421,787                  |                       |                            | 6,421,787                      |
| Radio Reserve                         | 36,000                     |                       |                            | 36,000                         |
| Information Technology:               |                            |                       |                            |                                |
| PC Replacement Reserve                | 494,373                    |                       |                            | 494,373                        |
| Major Systems Replacement Reserve     | 247,900                    | 200,000               | 197,600                    | 245,500                        |
| Facilities Maintenance:               |                            |                       |                            |                                |
| Operating Reserve                     | 550,000                    |                       |                            | 550,000                        |
| Facilities Sinking Fund               | 1,051,963                  |                       |                            | 1,051,963                      |
| Impact Fees                           |                            |                       |                            |                                |
| Roads                                 | 3,429,578                  |                       |                            | 3,429,578                      |
| Parks                                 | 237,809                    |                       |                            | 237,809                        |
| Park Bond Reserve                     | 558,981                    |                       |                            | 558,981                        |
| Cemetery Improvement                  | 523,405                    |                       |                            | 523,405                        |
| Off-Street Parking                    | 204,410                    |                       |                            | 204,410                        |
| Tour Dock                             | 70,175                     |                       |                            | 70,175                         |
| Street Improvement                    | 994,576                    | 32,567                |                            | 962,009                        |
| Firefighter's Pension                 | 1,590,102                  |                       |                            | 1,590,102                      |
| Park & Municipal Reserve:             |                            |                       |                            |                                |
| Litigation Reserve                    | 51,329                     |                       |                            | 51,329                         |
| Labor Relations Reserve               | 67,183                     |                       |                            | 67,183                         |
| Police Equipment Reserve              | 48,093                     |                       |                            | 48,093                         |
| LEOFF 1 Police Reserve                | 612,029                    |                       |                            | 612,029                        |
| Facilities Expansion Reserve          | 800,000                    |                       |                            | 800,000                        |
| Development Services Reserve          | 457,331                    |                       |                            | 457,331                        |
| Tree Ordinance                        | 28,980                     |                       |                            | 28,980                         |
| Donation Accounts                     | 161,257                    |                       |                            | 161,257                        |
| Revolving Accounts                    | 86,175                     |                       |                            | 86,175                         |
| Water/Sewer Operating Reserve         | 1,799,424                  |                       |                            | 1,799,424                      |
| Water/Sewer Debt Service Reserve      | 826,759                    |                       |                            | 826,759                        |
| Water/Sewer Capital Contingency       | 3,018,240                  | 239,200               |                            | 2,779,040                      |
| Water/Sewer Construction Reserve      | 9,444,066                  | 21,787                |                            | 9,422,279                      |
| Surface Water Operating Reserve       | 394,485                    |                       |                            | 394,485                        |
| Surface Water Capital Contingency     | 617,690                    |                       |                            | 617,690                        |
| Surface Water-Transp. Related Rsv     | 1,302,179                  | 38,126                |                            | 1,264,053                      |
| Surface Water Construction Reserve    | 3,186,434                  |                       |                            | 3,186,434                      |
| <b>Total Special Purpose Reserves</b> | <b>55,817,225</b>          | <b>2,880,994</b>      | <b>825,014</b>             | <b>53,761,245</b>              |
| <b>Grand Total</b>                    | <b>66,713,146</b>          | <b>5,023,871</b>      | <b>1,275,014</b>           | <b>62,964,289</b>              |

Reserve Summary *continued*

## USES AND ADDITIONS HIGHLIGHTS

| RESERVE                                | AMOUNT      | DESCRIPTION   | RESERVE                                     | AMOUNT    | DESCRIPTION  |
|--|-------------|---|---|-----------|--|
| <b>2009-10 Council Authorized Uses</b> |             |   | <b>2009-10 Council Authorized Additions</b> |           |  |
| Contingency                            | \$54,750    | Verizon franchise negotiations  | Contingency                                 | \$50,000  | Reimbursement from Verizon for franchise negotiations        |
|  | \$188,262   | Hydrant Costs   |   |           |  |
|  | \$272,000   | 2009 Firefighter Overtime   |   | \$320,000 | Replenish reserve from 2009 General Fund expenditure savings |
|  | \$3,545     | Return 2008 Interest Backfill to General Fund   |   |           |  |
| General Capital Contingency            | \$64,000    | Downtown Transit Center   | Council Special Projects Reserve            | \$80,000  | Replenish reserve from 2009 General Fund expenditure savings |
|  | \$43,800    | NE 73rd Street Sidewalk additional funding  | Excise Tax Capital REET 1                   | \$266,078 | Closed Capital Projects                                      |
|  | \$98,544    | Return 2008 Interest Backfill to General Fund   | Excise Tax Capital REET 2                   | \$361,336 | Closed Capital Projects                                      |
|  | \$60,170    | Pandemic Flu Supplies   | Major Systems Replacement Reserve           | \$197,600 | Closed Capital Projects                                      |
| Revenue Stabilization Reserve          | \$1,082,380 | Backfill General Fund revenue deficit   |   |           |  |
| Building & Property Reserve            | \$125,000   | Return 2008 Interest Backfill to General Fund   |   |           |  |
| Council Special Projects Reserve       | \$2,000     | Council Retreat facilitator   |   |           |  |
|  | \$26,000    | Funding for federal lobbyist services for 2009  |   |           |  |
|  | \$25,000    | Funding for Neighborhood Connections in 2010  |   |           |  |
|  | \$20,000    | Hopelink relocation   |   |           |  |
|  | \$13,770    | Flexpass program  |   |           |  |
|  | \$12,506    | Bank of America project review process  |   |           |  |
|  | \$5,000     | Council special investigation   |   |           |  |
|  | \$12,400    | Medical transport fee consultant contract   |   |           |  |
|  | \$20,000    | ParkPlace Development Agreement Legal/Financial   |   |           |  |
|  | \$13,750    | Annexation Shoreline Master Plan Services   |   |           |  |
| Excise Tax Capital REET 1              | \$2,349,314 | Municipal Court Building purchase   |   |           |  |
| IT Major Systems Repl. Reserve         | \$200,000   | Permit Plan System replacement  |   |           |  |
| Street Improvement Fund                | \$23,000    | 99th Place NE/100th Ave NE Sidewalk   |   |           |  |
|  | \$9,567     | 2009 Annual Striping Program  |   |           |  |
| Water/Sewer Capital Contingency        | \$54,000    | Additional funding of \$54,000 for telemetry system upgrades at Supply Station #2 to coincide with a City-wide upgrade of telemetry panels at other water facility sites. |   |           |  |
|  | \$128,000   | Funding for the completion of the 2009 Water System Improvement Project.  |   |           |  |
|  | \$17,200    | NE 73rd Street Sidewalk (watermain replacement) additional funding  |   |           |  |
|  | \$40,000    | 3rd Street Watermain Replacement  |   |           |  |
| Water/Sewer Construction Reserve       | \$21,787    | Bridle View Annexation Water System Purchase from Redmond   |   |           |  |
| Surface Water-Transp. Related Rsv      | \$23,000    | Downtown Transit Center (surface water component)   |   |           |  |
|  | \$15,126    | NE 124th Street/124th Ave NE Intersection Improvements (surface water component)  |   |           |  |

## General Government &amp; Utility Reserves Targets Summary

| Reserves                                     | Revised 2009-10 End Balance | 2009-10 Target    | Over (Under) Target |
|--|-----------------------------|-------------------|---------------------|
| <b>GENERAL PURPOSE RESERVES</b>              |                             |                   |                     |
| Contingency                                  | 2,175,958                   | 4,915,571         | (2,739,613)         |
| General Capital Contingency                  | 2,178,047                   | 9,032,430         | (6,854,383)         |
| Park & Municipal Reserve:                    |                             |                   |                     |
| General Oper. Reserve (Rainy Day)            | 2,712,836                   | 3,567,649         | (854,813)           |
| Revenue Stabilization Reserve                | 0                           | 2,188,803         | (2,188,803)         |
| Council Special Projects Reserve             | 201,534                     | 250,000           | (48,466)            |
| <b>General Purpose Reserves with Targets</b> | <b>7,268,375</b>            | <b>19,954,453</b> | <b>(12,686,078)</b> |
| <b>SPECIAL PURPOSE RESERVES</b>              |                             |                   |                     |
| Excise Tax Capital Improvement:              |                             |                   |                     |
| REET 1                                       | 6,287,181                   | 1,653,500         | 4,633,681           |
| REET 2                                       | 8,495,431                   | 8,477,130         | 18,301              |
| Firefighter's Pension                        | 1,590,102                   | 1,103,000         | 487,102             |
| Park & Municipal Reserve:                    |                             |                   |                     |
| Litigation Reserve                           | 51,329                      | 50,000            | 1,329               |
| Water/Sewer Operating Reserve                | 1,799,424                   | 1,799,424         | 0                   |
| Water/Sewer Debt Service Reserve             | 826,759                     | 826,759           | 0                   |
| Water/Sewer Capital Contingency              | 2,779,040                   | 3,018,240         | (239,200)           |
| Surface Water Operating Reserve              | 394,485                     | 394,485           | 0                   |
| Surface Water Capital Contingency            | 617,690                     | 617,690           | 0                   |
| <b>Special Purpose Reserves with Targets</b> | <b>22,841,441</b>           | <b>17,940,228</b> | <b>4,901,213</b>    |
| <b>Reserves without Targets</b>              | <b>32,854,473</b>           | <b>n/a</b>        | <b>n/a</b>          |
| <b>Total Reserves</b>                        | <b>62,964,289</b>           | <b>n/a</b>        | <b>n/a</b>          |

*The summary above details all Council authorized uses and additions to each reserve for the biennium through June 2010.*

*Use of the Revenue Stabilization Reserve was part of the budget-balancing strategy for the 2009-10 biennial budget.*

*The table to the left compares the revised ending balance to the targets established in the budget process for those reserves with targets.*



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- ◆ Tracey Dunlap, Director of Finance & Administration
- ◆ Michael Olson, Deputy Director of Finance & Administration
- ◆ Sri Krishnan, Financial Planning Manager
- ◆ Neil Kruse, Senior Financial Analyst
- ◆ Karen Terrell, Budget Analyst
- ◆ Tammy McCorkle, Budget Analyst

[www.ci.kirkland.wa.us](http://www.ci.kirkland.wa.us)

The Financial Management Report (FMR) is a high-level status report on the City's financial condition that is produced quarterly.

- It provides a **summary budget to actual comparison** for year-to-date revenues and expenditures for all operating funds. The report also compares this year's actual revenue and expenditure performance to the prior year.
- The **Sales Tax Revenue Analysis** report takes a closer look at the City's largest and most economically sensitive revenue source.
- **Economic environment** information provides a brief outlook at the key economic indicators for the Eastside and Kirkland such as office vacancies, residential housing prices/sales, development activity, inflation and unemployment.
- The **Investment Summary** report includes a brief market overview, a snapshot of the City's investment portfolio, and the City's year-to-date investment performance.
- The **Reserve Summary** report highlights the uses of and additions to the City's reserves in the current year as well as the projected ending reserve balance relative to each reserve's target amount.

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***Economic Environment Update References:***

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- Sudeep Reddy and Emmeline Zhao, *Inflation Pressures Remain Muted*, Wall Street Journal, July 17, 2010
- CB Richard Ellis Real Estate Services, *Market View Puget Sound, Second Quarter 2010*
- Washington State Economic & Revenue Forecast Council
- Consumer Board Confidence Index
- U.S. Bureau of Labor Statistics
- Washington State Employment Security Department
- Washington State Department of Revenue
- Washington State Department of Labor & Industries
- City of Kirkland Building Division
- City of Kirkland Finance & Administration Department



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## MEMORANDUM

**To:** Tracey Dunlap, Director of Finance and Administration  
**From:** Teresa Levine, Accounting Manager  
**Date:** July 28, 2010  
**Subject:** Fund Balance Changes

### BACKGROUND:

The Governmental Accounting Standards Board has issued new guidelines (GASB Statement 54) entitled *Fund Balance Reporting and Governmental Fund Type Definitions*, which will require changes in financial reporting beginning in 2011. The objective of this Statement is to provide clearer and more consistent fund balance classifications and to clarify the existing governmental fund type definitions.

Fund balance refers to the difference between assets and liabilities in the governmental funds balance sheet. This information is one of the most widely used elements of state and local government financial statements. Users examine fund balance information to identify the available liquid resources that can be used to repay long-term debt, reduce property taxes, add new governmental programs, expand programs, or enhance the financial position of the government.

The new requirements in GASB Statement 54 prompted Finance to review the City's existing fund structure to determine what changes are required and identified other changes that would simplify the City's fund structure. The 2011-2012 budget offers a unique opportunity to implement fund changes since comparative analysis will be relatively limited due to the addition of the annexation area during the period. At a future date, staff will bring forward revisions to the Kirkland Municipal Code (KMC) to reflect the changes to fund structure and authorizations for fund balance reporting required by GASB Statement 54.

### Fund Balance Definitions

GASB Statement 54 is designed to improve financial reporting by establishing fund balance classifications that are easier to understand and apply. It establishes a hierarchy based largely on the extent to which a government is bound to observe the spending constraints that govern how it can use amounts reported in the governmental funds balance sheet.

The following classifications have been established:

- *Non-spendable Fund Balance* – Amounts that are not in a spendable form or are required to be maintained intact. Example: inventory, long-term notes receivable, endowment principal
- *Restricted Fund Balance* – Amounts that can be spent only for the specific purposes stipulated by external resource providers; constitutionally, or through enabling legislation. Example: grants, lodging tax, impact fees, seized funds
- *Committed Fund Balance* – Amounts that can be used only for the specific purposes determined by a formal action of the City's highest level of decision-making authority. Commitments may be

changed or lifted only by the City taking the same formal action that imposed the constraint originally. Example: program funding, reserves

- *Assigned Fund Balance* – Amounts intended to be used by the City for specific purposes. Intent of use can be expressed by the City Council or by a designated official such as the Finance Director. Assigned fund balance can be used in the General Fund and will be used in all Special Revenue Funds since by definition that balance has been assigned. Example: General Fund Contingency, Aid Car Donations
- *Unassigned Fund Balance* – Residual classification for the general fund and includes all amounts not contained in the other classifications. These amounts are technically available for any purpose.

#### Fund Type Definitions

In addition to the Fund Balance designation changes the definitions of fund types have been clarified in Statement 54.

**Special Revenue Funds** – These funds may only be established when one or more revenue sources are restricted or committed to meet the purpose of the fund. The specific purpose revenue must constitute a substantial portion of the resources reported in the fund, which has been clarified by the Washington State Auditor’s Office to be at least 20%.

**Rainy Day Funds** – Amounts constrained to stabilization are to be reported as restricted or committed fund balance in the general fund. Stabilization arrangements that do not meet the criteria to be reported within the restricted or committed fund balance should be reported as unassigned in the general fund. The City will be required to disclose key information about their stabilization arrangements in the notes to the financial statements.

#### Effective Date

The requirements of this Statement are effective for financial statements for periods beginning after June 15, 2010. The fund modifications, which include several fund closures and consolidations, will be presented with the 2011-2012 biennial budget. Due to the timing of the biennial budget and the planned annexation, the fund modifications will transition more easily at the beginning year of the budget. We expect the changes presented here will be the final result of the City’s implementation but the Washington State Auditor’s Office has yet to make recommendations when RCWs are in direct conflict with this accounting standard. We will bring any further changes to Council’s attention in the final budget document.

#### Anticipated Fund Changes

The changes will consolidate reserves and simplify the presentation in financial statements. The following is a list of the funds that will be consolidated:

- Consolidated with General Fund (Fund 010):
  - Recreation Revolving (Fund 126)
  - Park & Municipal Reserve (Fund 157)
  - Tour Dock (Fund 159)
- Consolidated with Street Operating (Fund 117):
  - Street Improvement (Fund 170)
  - Off-Street Parking Reserve (Fund 158)
- Consolidated with Cemetery Operating (Fund 122):
  - Cemetery Improvement (Fund 154)

Examples of the impacts of the anticipated reporting changes are attached:

**Exhibit 1:** Details the approved 2009-2010 budget amounts by fund and how these amounts would differ given the new statement changes.

**Exhibit 2:** Displays the financial statement presentation changes under the new reporting structure. The financial statements are shown as reported in 2009 and again with 2009 amounts with the new standards in place.

ILLUSTRATION OF FUND CHANGE IMPACT TO ORDINANCE  
(Original 2009-10 Adopted Budget)

| <u>Funds</u>                       | <u>Original Appropriation</u> | <u>Revised Appropriation</u> |
|------------------------------------|-------------------------------|------------------------------|
| General                            | 124,687,343                   | 133,942,598                  |
| Lodging Tax                        | 794,424                       | 794,424                      |
| Street Operating                   | 9,087,068                     | 11,918,254                   |
| Cemetery Operating                 | 199,498                       | 798,026                      |
| Parks Maintenance                  | 2,203,287                     | 2,203,287                    |
| Recreation Revolving               | 2,825,090                     | 0                            |
| Contingency                        | 2,324,515                     | 2,324,515                    |
| Cemetery Improvement               | 598,528                       | 0                            |
| Impact Fees                        | 7,165,555                     | 7,165,555                    |
| Park & Municipal Reserve           | 10,050,552                    | 0                            |
| Off-Street Parking Reserve         | 217,610                       | 0                            |
| Tour Dock                          | 122,675                       | 0                            |
| Street Improvement                 | 2,613,576                     | 0                            |
| Grant Control Fund                 | 216,458                       | 0                            |
| Excise Tax Capital Improvement     | 24,039,092                    | 24,039,092                   |
| Limited General Obligation Bonds   | 2,735,723                     | 2,735,723                    |
| Unlimited General Obligation Bonds | 2,703,581                     | 2,703,581                    |
| General Capital Projects           | 26,142,349                    | 26,142,349                   |
| Grant Capital Projects             | 5,307,113                     | 5,307,113                    |
| Water/Sewer Operating              | 46,479,043                    | 46,479,043                   |
| Water/Sewer Debt Service           | 3,510,123                     | 3,510,123                    |
| Utility Capital Projects           | 18,837,106                    | 18,837,106                   |
| Surface Water Management           | 12,515,606                    | 12,515,606                   |
| Surface Water Capital Projects     | 6,765,553                     | 6,765,553                    |
| Solid Waste                        | 18,753,863                    | 18,753,863                   |
| Equipment Rental                   | 13,971,736                    | 13,971,736                   |
| Information Technology             | 10,111,156                    | 10,111,156                   |
| Facilities Maintenance             | 9,804,443                     | 9,804,443                    |
| Firefighter's Pension              | 1,635,961                     | 1,635,961                    |
|                                    | 366,418,627                   | 362,459,107                  |

## 2009 Financial Statement Presentation

City of Kirkland  
**Statement of Revenues, Expenditures and Changes in Fund Balance**  
 Governmental Funds  
 For the fiscal year ended December 31, 2009

|  | General<br>Fund   | Street<br>Operating | Park and<br>Municipal<br>Reserve | Excise<br>Capital<br>Improvement | General<br>Capital<br>Projects | Grant<br>Capital<br>Projects | Other<br>Governmental<br>Funds | Governmental<br>Funds<br>Total |
|--|-------------------|---------------------|----------------------------------|----------------------------------|--------------------------------|------------------------------|--------------------------------|--------------------------------|
| <b>Revenues</b>                                  |                   |                     |                                  |                                  |                                |                              |                                |                                |
| Taxes and Assessments                            | 35,607,825        | 3,153,322           | 0                                | 1,999,843                        | 158,333                        | 0                            | 2,707,999                      | 43,627,322                     |
| Licenses and Permits                             | 3,269,039         | 0                   | 0                                | 0                                | 0                              | 0                            | 8,755                          | 3,277,794                      |
| Intergovernmental                                | 6,677,986         | 567,753             | 425,486                          | 0                                | 527,213                        | 211,828                      | 555,404                        | 8,965,670                      |
| Charges for Services                             | 6,761,452         | 157,404             | 0                                | 0                                | 0                              | 0                            | 1,835,124                      | 8,753,980                      |
| Fines and Forfeitures                            | 1,505,082         | 0                   | 1,000                            | 0                                | 0                              | 0                            | 0                              | 1,506,082                      |
| Investment Interest                              | 742,058           | 0                   | 0                                | 262,591                          | 632,276                        | 0                            | 17,167                         | 1,654,092                      |
| Miscellaneous Revenues                           | 103,252           | 177,664             | 117,821                          | 0                                | 5,556                          | 0                            | 412,126                        | 816,419                        |
| <b>Total Revenues</b>                            | <b>54,666,694</b> | <b>4,056,143</b>    | <b>544,307</b>                   | <b>2,262,434</b>                 | <b>1,323,378</b>               | <b>211,828</b>               | <b>5,536,575</b>               | <b>68,601,359</b>              |
| <b>Expenditures</b>                              |                   |                     |                                  |                                  |                                |                              |                                |                                |
| Current  |                   |                     |                                  |                                  |                                |                              |                                |                                |
| General Government                               | 9,272,745         | 0                   | 221,001                          | 0                                | 30,754                         | 0                            | 26,136                         | 9,550,636                      |
| Security of Persons and Property                 | 32,331,176        | 0                   | 147,882                          | 0                                | 53                             | 0                            | 0                              | 32,479,111                     |
| Physical Environment                             | 3,458,456         | 0                   | 0                                | 0                                | 2,561                          | 0                            | 27,634                         | 3,488,651                      |
| Transportation                                   | 619,731           | 3,960,564           | 0                                | 0                                | 2,377,199                      | 0                            | 0                              | 6,957,494                      |
| Economic Environment                             | 5,987,158         | 0                   | 7,499                            | 0                                | 0                              | 0                            | 314,638                        | 6,309,295                      |
| Culture and Recreation                           | 5,773,417         | 0                   | 6,742                            | 0                                | 79,391                         | 0                            | 905,172                        | 6,764,722                      |
| Debt Service                                     |                   |                     |                                  |                                  |                                |                              |                                |                                |
| Principal  | 0                 | 0                   | 0                                | 0                                | 0                              | 0                            | 2,190,000                      | 2,190,000                      |
| Interest   | 0                 | 0                   | 0                                | 0                                | 0                              | 0                            | 722,333                        | 722,333                        |
| Capital Outlay                                   | 17,108            | 171,032             | 149,506                          | 0                                | 6,898,136                      | 3,599,760                    | 46,555                         | 10,882,097                     |
| <b>Total Expenditures</b>                        | <b>57,459,791</b> | <b>4,131,596</b>    | <b>532,630</b>                   | <b>0</b>                         | <b>9,388,094</b>               | <b>3,599,760</b>             | <b>4,232,468</b>               | <b>79,344,339</b>              |
| <b>Excess (Deficiency) of revenues</b>           |                   |                     |                                  |                                  |                                |                              |                                |                                |
| Over (under) expenditures                        | (2,793,097)       | (75,453)            | 11,677                           | 2,262,434                        | (8,064,716)                    | (3,387,932)                  | 1,304,107                      | (10,742,980)                   |
| <b>Other Financing Sources (Uses)</b>            |                   |                     |                                  |                                  |                                |                              |                                |                                |
| Sale of Capital Assets                           | 0                 | 0                   | 0                                | 0                                | 0                              | 0                            | 33,036                         | 33,036                         |
| Insurance Recovery                               | 5,520             | 0                   | 0                                | 0                                | 0                              | 0                            | 0                              | 5,520                          |
| Transfers In                                     | 4,477,317         | 25,000              | 767,993                          | 627,414                          | 10,268,926                     | 1,781,884                    | 1,505,349                      | 19,453,883                     |
| Transfers Out                                    | (1,705,441)       | (51,980)            | (2,022,253)                      | (8,824,785)                      | (1,416,338)                    | (145,655)                    | (4,130,641)                    | (18,297,093)                   |
| <b>Total Other Financing Sources (Uses)</b>      | <b>2,777,396</b>  | <b>(26,980)</b>     | <b>(1,254,260)</b>               | <b>(8,197,371)</b>               | <b>8,852,588</b>               | <b>1,636,229</b>             | <b>(2,592,256)</b>             | <b>1,195,346</b>               |
| <b>Net Change in Fund Balance</b>                | <b>(15,701)</b>   | <b>(102,433)</b>    | <b>(1,242,583)</b>               | <b>(5,934,937)</b>               | <b>787,872</b>                 | <b>(1,751,703)</b>           | <b>(1,288,149)</b>             | <b>(9,547,634)</b>             |
| <b>Fund Balances Beginning of Year (Note 16)</b> | <b>7,585,824</b>  | <b>1,974,372</b>    | <b>10,044,409</b>                | <b>15,535,515</b>                | <b>17,876,928</b>              | <b>6,526,121</b>             | <b>7,101,313</b>               | <b>66,644,482</b>              |
| <b>Prior Period Adjustment (Note 16)</b>         | <b>94,395</b>     | <b>0</b>            | <b>0</b>                         | <b>0</b>                         | <b>0</b>                       | <b>0</b>                     | <b>205</b>                     | <b>94,600</b>                  |
| <b>Fund Balances End of Year</b>                 | <b>7,664,519</b>  | <b>1,871,938</b>    | <b>8,801,826</b>                 | <b>9,600,578</b>                 | <b>18,664,800</b>              | <b>4,774,418</b>             | <b>5,813,369</b>               | <b>57,191,448</b>              |

The notes to the financial statements are an integral part of this statement.

## 2009 Pro Forma Presentation with Fund Balance Changes

City of Kirkland  
**Statement of Revenues, Expenditures and Changes in Fund Balance**  
 Governmental Funds  
 For the fiscal year ended December 31, 2009

|  | General Fund       | Street<br>Operating and<br>Improvement | Excise<br>Capital<br>Improvement | General<br>Capital<br>Projects | Grant<br>Capital<br>Projects | Lodging Tax      | Cemetery<br>Operations and<br>Improvements | Parks<br>Maintenance | Impact Fees        | LTGO Debt<br>Service | UTGO Debt<br>Service | Governmental<br>Funds<br>Total |
|--|--------------------|--|----------------------------------|--------------------------------|------------------------------|------------------|--|----------------------|--------------------|----------------------|----------------------|--------------------------------|
| <b>Revenues</b>                                  |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| Taxes and Assessments                            | 35,607,825         | 3,423,322                              | 1,999,843                        | 158,333                        | 0                            | 181,104          | 0  | 808,990              | 0                  | 0                    | 1,447,905            | 43,627,322                     |
| Licenses and Permits                             | 3,277,794          | 0                                      | 0                                | 0                              | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 3,277,794                      |
| Intergovernmental                                | 7,123,042          | 1,103,586                              | 0                                | 527,213                        | 211,828                      | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 8,965,670                      |
| Charges for Services                             | 7,944,809          | 157,404                                | 0                                | 0                              | 0                            | 0                | 68,368                                     | 0                    | 583,399            | 0                    | 0                    | 8,753,980                      |
| Fines and Forfeitures                            | 1,506,082          | 0                                      | 0                                | 0                              | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 1,506,082                      |
| Investment Interest                              | 742,173            | 0                                      | 262,591                          | 632,276                        | 0                            | 3,352            | 0  | 0                    | 13,700             | 0                    | 0                    | 1,654,092                      |
| Miscellaneous Revenues                           | 616,563            | 177,664                                | 0                                | 5,556                          | 0                            | 257              | 1,150                                      | 15,229               | 0                  | 0                    | 0                    | 816,419                        |
| <b>Total Revenues</b>                            | <b>56,818,288</b>  | <b>4,861,976</b>                       | <b>2,262,434</b>                 | <b>1,323,378</b>               | <b>211,828</b>               | <b>184,713</b>   | <b>69,518</b>                              | <b>824,219</b>       | <b>597,099</b>     | <b>0</b>             | <b>1,447,905</b>     | <b>68,601,359</b>              |
| <b>Expenditures</b>                              |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| Current  |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| General Government                               | 9,519,882          | 0                                      | 0                                | 30,754                         | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 9,550,636                      |
| Security of Persons and Property                 | 32,479,058         | 0                                      | 0                                | 53                             | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 32,479,111                     |
| Physical Environment                             | 3,460,327          | 0                                      | 0                                | 2,561                          | 0                            | 0                | 25,763                                     | 0                    | 0                  | 0                    | 0                    | 3,488,651                      |
| Transportation                                   | 619,731            | 3,960,564                              | 0                                | 2,377,199                      | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 6,957,494                      |
| Economic Environment                             | 5,994,657          | 0                                      | 0                                | 0                              | 0                            | 314,638          | 0  | 0                    | 0                  | 0                    | 0                    | 6,309,295                      |
| Culture and Recreation                           | 5,788,472          | 0                                      | 0                                | 79,391                         | 0                            | 0                | 0  | 896,859              | 0                  | 0                    | 0                    | 6,764,722                      |
| Debt Service                                     |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| Principal  | 0                  | 0                                      | 0                                | 0                              | 0                            | 0                | 0  | 0                    | 0                  | 1,105,000            | 1,085,000            | 2,190,000                      |
| Interest   | 0                  | 0                                      | 0                                | 0                              | 0                            | 0                | 0  | 0                    | 0                  | 350,348              | 371,985              | 722,333                        |
| Capital Outlay                                   | 202,369            | 171,032                                | 0                                | 6,898,136                      | 3,599,760                    | 0                | 10,800                                     | 0                    | 0                  | 0                    | 0                    | 10,882,097                     |
| <b>Total Expenditures</b>                        | <b>58,064,496</b>  | <b>4,131,596</b>                       | <b>0</b>                         | <b>9,388,094</b>               | <b>3,599,760</b>             | <b>314,638</b>   | <b>36,563</b>                              | <b>896,859</b>       | <b>0</b>           | <b>1,455,348</b>     | <b>1,456,985</b>     | <b>79,344,339</b>              |
| <b>Excess (Deficiency) of revenues</b>           |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| Over (under) expenditures                        | (1,246,208)        | 730,380                                | 2,262,434                        | (8,064,716)                    | (3,387,932)                  | (129,925)        | 32,955                                     | (72,640)             | 597,099            | (1,455,348)          | (9,080)              | (10,742,980)                   |
| <b>Other Financing Sources (Uses)</b>            |                    |  |                                  |                                |                              |                  |  |                      |                    |                      |                      |                                |
| Sale of Capital Assets                           | 0                  | 0                                      | 0                                | 0                              | 0                            | 0                | 33,036                                     | 0                    | 0                  | 0                    | 0                    | 33,036                         |
| Insurance Recovery                               | 5,520              | 0                                      | 0                                | 0                              | 0                            | 0                | 0  | 0                    | 0                  | 0                    | 0                    | 5,520                          |
| Transfers In                                     | 5,245,310          | 25,000                                 | 627,414                          | 10,268,926                     | 1,781,884                    | 0                | 0  | 50,000               | 0                  | 1,455,349            | 0                    | 19,453,883                     |
| Transfers Out                                    | (5,500,530)        | (1,068,708)                            | (8,824,785)                      | (1,416,338)                    | (145,655)                    | 0                | (32,093)                                   | 0                    | (1,308,984)        | 0                    | 0                    | (18,297,093)                   |
| <b>Total Other Financing Sources (Uses)</b>      | <b>(249,700)</b>   | <b>(1,043,708)</b>                     | <b>(8,197,371)</b>               | <b>8,852,588</b>               | <b>1,636,229</b>             | <b>0</b>         | <b>943</b>                                 | <b>50,000</b>        | <b>(1,308,984)</b> | <b>1,455,349</b>     | <b>0</b>             | <b>1,195,346</b>               |
| <b>Net Change in Fund Balance</b>                | <b>(1,495,908)</b> | <b>(313,328)</b>                       | <b>(5,934,937)</b>               | <b>787,872</b>                 | <b>(1,751,703)</b>           | <b>(129,925)</b> | <b>33,898</b>                              | <b>(22,640)</b>      | <b>(711,885)</b>   | <b>2</b>             | <b>(9,080)</b>       | <b>(9,547,634)</b>             |
| <b>Fund Balances Beginning of Year (Note 16)</b> | <b>20,318,452</b>  | <b>3,366,485</b>                       | <b>15,535,515</b>                | <b>17,876,928</b>              | <b>6,526,121</b>             | <b>292,088</b>   | <b>558,740</b>                             | <b>524,350</b>       | <b>1,164,268</b>   | <b>172,370</b>       | <b>309,165</b>       | <b>66,644,482</b>              |
| <b>Prior Period Adjustment (Note 16)</b>         | <b>94,600</b>      | <b>0</b>                               | <b>0</b>                         | <b>0</b>                       | <b>0</b>                     | <b>0</b>         | <b>0</b>                                   | <b>0</b>             | <b>0</b>           | <b>0</b>             | <b>0</b>             | <b>94,600</b>                  |
| <b>Fund Balances End of Year</b>                 | <b>18,917,145</b>  | <b>3,053,156</b>                       | <b>9,600,578</b>                 | <b>18,664,800</b>              | <b>4,774,418</b>             | <b>162,163</b>   | <b>592,638</b>                             | <b>501,710</b>       | <b>452,383</b>     | <b>172,372</b>       | <b>300,085</b>       | <b>57,191,448</b>              |

The notes to the financial statements are an integral part of this statement.

|  |
|--|
| <p><b>Updated Schedule</b><br/> <b>2011-2012 Budget &amp; 2011-2016 CIP Timeline</b><br/> <b>Council/Finance Committee Key Dates</b></p> |
|--|

**MAY**

|   |        |
|---|--------|
| √ 2011-2016 CIP Presentation at Council Meeting | May 18 |
|---|--------|

**JUNE**

|   |         |
|---|---------|
| √ Core Services Exercise to Council (provided at meeting) | June 15 |
|---|---------|

|   |         |
|---|---------|
| √ Council Input on Core Services Exercise Due | June 30 |
|---|---------|

**JULY**

|  |         |
|--|---------|
| √ Annexation Service Package Discussion at Special Study Session | July 20 |
|--|---------|

**AUGUST**

|   |          |
|---|----------|
| Core Services Discussion at Special Study Session | August 4 |
|---|----------|

|  |           |
|--|-----------|
| Regular Finance Committee Meeting – Revenue Sources / Trends | August 31 |
|--|-----------|

**SEPTEMBER**

|  |              |
|--|--------------|
| Public Hearing on Proposed Revenue Sources | September 21 |
|--|--------------|

|                                 |              |
|---------------------------------|--------------|
| Public Hearing on 2011-2016 CIP | September 21 |
|---------------------------------|--------------|

|   |              |
|---|--------------|
| Regular Finance Committee Meeting – Budget Update | September 28 |
|---|--------------|

**OCTOBER**

|  |            |
|--|------------|
| Finance Committee Review of Budget Issues and Process<br>(Special Meeting) | October 12 |
|--|------------|

|   |            |
|---|------------|
| City Manager's Proposed Budget to City Council and Public | October 21 |
|---|------------|

|   |            |
|---|------------|
| Regular Finance Committee Meeting – Budget Update | October 26 |
|---|------------|

|                                       |                    |
|---------------------------------------|--------------------|
| Council Budget Work Session (3 – 9pm) | October 28 (Thurs) |
|---------------------------------------|--------------------|

**NOVEMBER**

|                       |            |
|-----------------------|------------|
| Council Study Session | November 2 |
|-----------------------|------------|

|   |            |
|---|------------|
| Potential Public Hearing for Budget Input | November 2 |
|---|------------|

|                       |                            |
|-----------------------|----------------------------|
| Council Study Session | November 8 (Mon) if needed |
|-----------------------|----------------------------|

|   |             |
|---|-------------|
| Public Hearing on Proposed 2011-2012 Budget | November 16 |
|---|-------------|

|                                    |             |
|------------------------------------|-------------|
| Preliminary 2011 Property Tax Levy | November 16 |
|------------------------------------|-------------|

**DECEMBER**

|   |            |
|---|------------|
| Budget Adoption & Final Property Tax Levy | December 7 |
|---|------------|

|                        |            |
|------------------------|------------|
| 2011-2016 CIP Adoption | December 7 |
|------------------------|------------|

**Core Services Matrix Summary**  
**Ongoing Core & Non-Core Expenditures Based on Total Ratings**

| Department/<br>Fund                            | Ongoing Core Services |                     |                       | Ongoing Non-Core Services |                     |                           | Percentage of Total Rated Ongoing Services |                       |                           |
|--|-----------------------|---------------------|-----------------------|---------------------------|---------------------|---------------------------|--|-----------------------|---------------------------|
|  | Core Expenditures     | Offsetting Revenues | Net Core Expenditures | Non-Core Expenditures     | Offsetting Revenues | Net Non-Core Expenditures | Total Rated Ongoing Services               | Net Core Expenditures | Net Non-Core Expenditures |
| <b>GENERAL FUND</b>                            |                       |                     |                       |                           |                     |                           |  |                       |                           |
| City Council                                   | 230,000               | -                   | 230,000               | 9,835                     | -                   | 9,835                     | 239,835                                    | 95.9%                 | 4.1%                      |
| CMO (excluding Court)                          | 1,077,899             | -                   | 1,077,899             | 222,768                   | -                   | 222,768                   | 1,300,667                                  | 82.9%                 | 17.1%                     |
| Municipal Court                                | 1,040,000             | -                   | 1,040,000             | -                         | -                   | -                         | 1,040,000                                  | 100.0%                | 0.0%                      |
| Human Resources                                | 892,565               | -                   | 892,565               | 19,108                    | -                   | 19,108                    | 911,673                                    | 97.9%                 | 2.1%                      |
| CAO  | 928,891               | -                   | 928,891               | -                         | -                   | -                         | 928,891                                    | 100.0%                | 0.0%                      |
| Parks & Comm. Svc.                             | 3,462,488             | (679,440)           | 2,783,048             | 1,585,083                 | (540,775)           | 1,044,308                 | 3,827,357                                  | 72.7%                 | 27.3%                     |
| PW - Engineering                               | 1,930,553             | -                   | 1,930,553             | 71,209                    | -                   | 71,209                    | 2,001,763                                  | 96.4%                 | 3.6%                      |
| Finance & Administration                       | 2,450,866             | -                   | 2,450,866             | 58,625                    | -                   | 58,625                    | 2,509,491                                  | 97.7%                 | 2.3%                      |
| Planning & Community Development               | 2,355,754             | -                   | 2,355,754             | 112,029                   | -                   | 112,029                   | 2,467,783                                  | 95.5%                 | 4.5%                      |
| Police   | 12,877,805            | (31,402)            | 12,846,403            | 237,336                   | (75,060)            | 162,276                   | 13,008,679                                 | 98.8%                 | 1.2%                      |
| Fire/Building                                  | 14,766,289            | (1,105,220)         | 13,661,069            | 40,702                    | -                   | 40,702                    | 13,701,771                                 | 99.7%                 | 0.3%                      |
| <b>SUBTOTAL GENERAL FUND (excl. Non-Dept.)</b> | <b>42,013,111</b>     | <b>(1,816,062)</b>  | <b>40,197,048</b>     | <b>2,356,696</b>          | <b>(615,835)</b>    | <b>1,740,861</b>          | <b>41,937,909</b>                          | <b>95.8%</b>          | <b>4.2%</b>               |
| Non-Departmental                               | 1,572,528             | -                   | 1,572,528             | 468,444                   | (45,000)            | 423,444                   | 1,995,972                                  | 78.8%                 | 21.2%                     |
| <b>SUBTOTAL GENERAL FUND</b>                   | <b>43,585,639</b>     | <b>(1,816,062)</b>  | <b>41,769,576</b>     | <b>2,825,140</b>          | <b>(660,835)</b>    | <b>2,164,305</b>          | <b>43,933,881</b>                          | <b>95.1%</b>          | <b>4.9%</b>               |
| <b>OTHER FUNDS</b>                             |                       |                     |                       |                           |                     |                           |  |                       |                           |
| Streets  | 2,292,072             | -                   | 2,292,072             | 106,050                   | -                   | 106,050                   | 2,398,122                                  | 95.6%                 | 4.4%                      |
| Fleet  | 1,730,639             | -                   | 1,730,639             | -                         | -                   | -                         | 1,730,639                                  | 100.0%                | 0.0%                      |
| Information Technology                         | 3,398,503             | -                   | 3,398,503             | 196,701                   | -                   | 196,701                   | 3,595,204                                  | 94.5%                 | 5.5%                      |
| Facilities                                     | 2,574,321             | -                   | 2,574,321             | 31,480                    | -                   | 31,480                    | 2,605,801                                  | 98.8%                 | 1.2%                      |
| <b>SUBTOTAL OTHER FUNDS</b>                    | <b>9,995,534</b>      | <b>-</b>            | <b>9,995,534</b>      | <b>334,232</b>            | <b>-</b>            | <b>334,232</b>            | <b>10,329,766</b>                          | <b>96.8%</b>          | <b>3.2%</b>               |
| <b>GRAND TOTAL</b>                             | <b>53,581,173</b>     | <b>(1,816,062)</b>  | <b>51,765,111</b>     | <b>3,159,371</b>          | <b>(660,835)</b>    | <b>2,498,536</b>          | <b>54,263,647</b>                          | <b>95.4%</b>          | <b>4.6%</b>               |

**Ongoing Services Rated as Non-Core (Total Rating Less than 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service   | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|---|-------------|------|---------------------|------------------|
| 3.00         | City Council     | Essential  | CC-5   | Eastside Transportation Partnership Dues                              | 200         |      |                     | 200              |
| 0.10         | City Council     | Discretionary                                      | CC-7   | All City Dinner   | -           |      |                     | -                |
| -            | City Council     | Discretionary                                      | CC-8   | National League of Cities Dues  | 300         |      |                     | 300              |
| -            | City Council     | Discretionary                                      | CC-9   | Sister City International Dues  | -           |      |                     | -                |
| -            | City Council     | Discretionary                                      | CC-10  | City Council Meals  | -           |      |                     | -                |
| 2.00         | City Council     | Discretionary                                      | CC-12  | City Council Travel and Training                                      | 1,930       |      |                     | 1,930            |
| 3.75         | City Council     | Administration                                     |        | Communications (fax, blackberries), Supplies                          | 7,405       |      |                     | 7,405            |
| 3.55         | CMO              | Discretionary                                      | CM-10  | Neighborhood Services   | 89,000      | 0.70 |                     | 89,000           |
| 1.25         | CMO              | Discretionary                                      | CM-11  | Neighborhood Matching Grants  | 8,000       |      |                     | 8,000            |
| 0.25         | CMO              | Discretionary                                      | CM-12  | Neighborhood Signs  | -           |      |                     | -                |
| 3.00         | CMO              | Discretionary                                      | CM-14  | Combined Volunteer Appreciation/All-City Dinner Event                 | 1,000       |      |                     | 1,000            |
| 0.50         | CMO              | Discretionary                                      | CM-16  | Economic Development Intern   | (472)       |      |                     | (472)            |
| 1.00         | CMO              | Discretionary                                      | CM-17  | Enterprise Seattle Dues   | -           |      |                     | -                |
| 1.50         | CMO              | Discretionary                                      | CM-19  | Communications Services   | 126,000     | 1.00 |                     | 126,000          |
| 0.65         | CMO              | Discretionary                                      | CM-20  | Cultural and Special Events Services                                  | (760)       | -    |                     | (760)            |
| 1.00         | CMO              | Discretionary                                      | CM-21  | Cultural Council Professional Services                                | -           |      |                     | -                |
| 3.25         | Human Resources  | Essential  | HR-22  | Wellness Program  | 9,671       | 0.03 |                     | 9,671            |
| 1.25         | Human Resources  | Discretionary                                      | HR-26  | Organizational Training   | 1,070       |      |                     | 1,070            |
| 1.25         | Human Resources  | Discretionary                                      | HR-27  | Special Projects for Department                                       | 4,548       | 0.05 |                     | 4,548            |
| 2.50         | Human Resources  | Discretionary                                      | HR-28  | Employee Recognition Program  | 3,819       | 0.02 |                     | 3,819            |
| 3.10         | Parks GF         | Discretionary                                      | PK-7   | Pool Operations   | 238,604     | 1.55 | 49,000              | 189,604          |
| 3.00         | Parks GF         | Discretionary                                      | PK-11  | Irrigation  | 37,200      | -    |                     | 37,200           |
| 1.50         | Parks GF         | Discretionary                                      | PK-12  | Long-Range Park Planning  | 18,655      | -    |                     | 18,655           |
| 1.50         | Parks GF         | Discretionary                                      | PK-15  | Youth Council Management  | 88,674      | 0.75 |                     | 88,674           |
| 2.00         | Parks GF         | Discretionary                                      | PK-18  | Highland Center Specialized Recreation Program                        | 7,204       | -    |                     | 7,204            |
| 3.60         | Parks GF         | Discretionary                                      | PK-19  | NKCC Programs & Operations  | 192,530     | 1.65 |                     | 192,530          |
| 2.00         | Parks GF         | Discretionary                                      | PK-24  | Night and Weekend coverage  | 177,662     | 1.50 |                     | 177,662          |
| 1.00         | Parks GF         | Discretionary                                      | PK-25  | Art   | 7,987       | -    |                     | 7,987            |
| 0.50         | Parks GF         | Discretionary                                      | PK-26  | Juanita bay Park Ranger Program                                       | (2,275)     | -    |                     | (2,275)          |
| 1.75         | Parks GF         | Discretionary                                      | PK-28  | Youth Services  | 112,342     | 1.00 |                     | 112,342          |
| 2.57         | Parks GF         | Discretionary                                      | PK-30  | Special Events  | 109,935     | 0.75 | 35,100              | 74,835           |
| 2.56         | Parks GF         | Discretionary                                      | PK-33  | Swim/Dive Team  | 27,745      | 0.10 | 22,600              | 5,145            |
| 3.50         | Parks GF         | Discretionary                                      | PK-35  | Youth Programs & camps  | 148,314     | 0.30 | 161,434             | (13,120)         |
| 3.50         | Parks GF         | Discretionary                                      | PK-36  | Adult General Programming   | 65,263      | 0.30 | 88,241              | (22,978)         |
| 1.33         | Parks GF         | Discretionary                                      | PK-37  | Adult Fitness Programs  | 80,392      | 0.30 | 67,700              | 12,692           |
| 0.50         | Parks GF         | Discretionary                                      | PK-38  | Summer Concert Series   | -           | -    |                     | -                |
| 3.00         | Parks GF         | Discretionary                                      | PK-39  | Recreation Brochure   | 41,375      | -    |                     | 41,375           |
| 3.00         | Parks GF         | Discretionary                                      | PK-40  | Senior Center Van Service   | 53,299      | 0.70 |                     | 53,299           |
| 2.40         | Parks GF         | Discretionary                                      | PK-41  | Senior Community Evening Classes                                      | 47,405      | 0.30 | 42,900              | 4,505            |
| 2.10         | Parks GF         | Discretionary                                      | PK-42  | Senior Fitness, Lifelong learning, enrichment programs                | 64,818      | 0.30 | 55,000              | 9,818            |
| 2.75         | Parks GF         | Discretionary                                      | PK-43  | Senior Center Special Events  | 3,500       | 0.10 | 3,500               | -                |
| 1.88         | Parks GF         | Discretionary                                      | PK-44  | Senior Van Trips  | 40,003      | 0.20 | 15,300              | 24,703           |
| 3.00         | Parks GF         | Discretionary                                      |        | Banking fees (credit card usage)                                      | 24,450      | -    |                     | 24,450           |
| 3.00         | Public Works GF  | Essential  | PW-19  | Support for Parking Programs/PAB                                      | 33,311      | 0.20 |                     | 33,311           |
| 1.85         | Public Works GF  | Discretionary                                      | PW-28  | Traffic Counts  | 6,988       | 0.05 |                     | 6,988            |
| 1.00         | Public Works GF  | Discretionary                                      | PW-31  | Neighborhood Traffic Control Program Coordination                     | 10,174      | 0.55 |                     | 10,174           |
| 2.50         | Public Works GF  | Discretionary                                      | PW-32  | PW Transportation Support for Neighborhood/Business District Planning | 6,902       | 0.05 |                     | 6,902            |

**Ongoing Services Rated as Non-Core (Total Rating Less than 4.0)**

| Total Rating  | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service  | Expenditure         | FTE          | Offsetting Revenues | Net Expenditures    |
|---------------|------------------|--|--------|--|---------------------|--------------|---------------------|---------------------|
| 3.50          | Public Works GF  | Discretionary                                      | PW-34  | Pedestrian Flag Program  | 13,835              | 0.15         |                     | 13,835              |
| 1.50          | Finance          | Discretionary                                      | FA-21  | Park Smart Support   | 21,081              | 0.26         |                     | 21,081              |
| 2.50          | Finance          | Discretionary                                      | FA-22  | Passport   | 37,544              | 0.54         |                     | 37,544              |
| 2.70          | Planning         | Discretionary                                      | PL-10  | Urban forestry services  | 49,323              | 0.50         |                     | 49,323              |
| 2.00          | Planning         | Administration                                     |        | Hourly Wages - Interns   | 4,789               |              |                     | 4,789               |
| 0.50          | Planning         | Administration                                     |        | Professional Services - Annual Retreat                               | -                   |              |                     | -                   |
| 3.65          | Planning         | Administration                                     |        | On- Call Administrative - Hourly Wages & benefits                    | 32,647              |              |                     | 32,647              |
| 3.60          | Planning         | Administration                                     |        | Travel, training & dues for staff, PC, HCC and DRB                   | 22,270              |              |                     | 22,270              |
| 3.85          | Planning         | Administration                                     |        | Printing/postage/miscellaneous                                       | 3,000               |              |                     | 3,000               |
| 2.95          | Police           | Discretionary                                      | PD-13  | School Resource Officer  | 110,446             | 1.00         | 75,060              | 35,386              |
| 2.90          | Police           | Discretionary                                      | PD-14  | Neighborhood Resource Officer  | 106,801             | 1.00         |                     | 106,801             |
| 3.70          | Police           | Discretionary                                      | PD-17  | Community Services Unit Supervisor                                   | 9,915               | -            |                     | 9,915               |
| 3.30          | Police           | Discretionary                                      | PD-23  | Explorer Program   | 9,424               | 0.05         |                     | 9,424               |
| 3.50          | Police           | Discretionary                                      | PD-25  | Volunteer Program  | 750                 |              |                     | 750                 |
| 3.00          | Fire & Building  | Essential  | FB-14  | Reserve Program  | (8,400)             |              |                     | (8,400)             |
| 2.45          | Fire & Building  | Discretionary                                      | FB-21  | Public Education Coordination  | 49,102              | 0.45         |                     | 49,102              |
| 2.05          | Non-Departmental | Discretionary                                      | ND-10  | Employee Transportation Program                                      | 30,000              |              |                     | 30,000              |
| 2.00          | Non-Departmental | Discretionary                                      | ND-11  | Credit Card Fees   | 30,000              |              |                     | 30,000              |
| 2.50          | Non-Departmental | Discretionary                                      | ND-12  | KPC Admission Tax Rebate   | 45,000              |              | 45,000              | -                   |
| 2.00          | Non-Departmental | Discretionary                                      | ND-14  | Fund 125 Subsidy   | -                   |              |                     | -                   |
| 3.00          | Non-Departmental | Discretionary                                      | ND-16  | Management Retreat   | 1,000               |              |                     | 1,000               |
| 3.20          | Non-Departmental | Discretionary                                      | ND-20  | Multi Media Services (MMS) -- Duplicates Costs Shown in IT Fund      | 325,539             |              |                     | 325,539             |
| 3.50          | Non-Departmental | Discretionary                                      | ND-22  | Graphic Specialist - Budget Adj -- Duplicates Costs Shown in IT Fund | 36,905              |              |                     | 36,905              |
| 3.50          | Street Fund      | Discretionary                                      | ST-42  | Spraying   | 12,290              | 0.11         |                     | 12,290              |
| 1.00          | Street Fund      | Discretionary                                      | ST-44  | Ancillary Operations   | -                   | -            |                     | -                   |
| 3.20          | Street Fund      | Discretionary                                      | ST-45  | Graffiti   | 68,549              | 1.00         |                     | 68,549              |
| -             | Street Fund      | Discretionary                                      | ST-46  | CBD Appurtenance   | 25,211              | 0.35         |                     | 25,211              |
| 3.00          | IT Fund          | Discretionary                                      | IT-18  | Television station management  | 111,373             | 0.97         |                     | 111,373             |
| 2.00          | IT Fund          | Discretionary                                      | IT-20  | Other video services   | 85,328              | 0.30         |                     | 85,328              |
| 2.00          | Facilities       | Discretionary                                      | FM-23  | Janitorial -Art Display Cleaning                                     | 42                  |              |                     | 42                  |
| 3.35          | Facilities       | Discretionary                                      | FM-25  | Office Reconfiguration   | 7,895               | 0.14         |                     | 7,895               |
| 1.85          | Facilities       | Discretionary                                      | FM-26  | New Construction/Tenant Improvements                                 | 7,360               | 0.08         |                     | 7,360               |
| 2.75          | Facilities       | Discretionary                                      | FM-27  | Training   | 8,344               |              |                     | 8,344               |
| 2.35          | Facilities       | Discretionary                                      | FM-30  | Space Planning   | 7,840               | 0.04         |                     | 7,840               |
| <b>TOTALS</b> |                  |  |        |  | <b>\$ 3,159,371</b> | <b>19.39</b> | <b>\$ 660,835</b>   | <b>\$ 2,498,536</b> |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service   | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|---|-------------|------|---------------------|------------------|
| 6.11         | City Council     | Mandated   | CC-1   | Mayor and Councilmembers  | 139,000     | 7.00 |                     | 139,000          |
| 5.80         | City Council     | Essential  | CC-2   | Puget Sound Regional Council Dues   | 24,000      |      |                     | 24,000           |
| 5.80         | City Council     | Essential  | CC-3   | Association of Washington Cities Dues                                       | 33,500      |      |                     | 33,500           |
| 5.30         | City Council     | Essential  | CC-4   | Suburban Cities Association Dues  | 26,000      |      |                     | 26,000           |
| 5.30         | City Council     | Essential  | CC-6   | Kirkland Chamber Dues   | 500         |      |                     | 500              |
| 4.70         | City Council     | Discretionary                                      | CC-11  | Neighborhood Council Meetings - printing and postage of notice to neighbors | 6,000       |      |                     | 6,000            |
| 5.75         | City Council     | Discretionary                                      | CC-13  | Council Retreat   | 1,000       |      |                     | 1,000            |
| 7.00         | CMO              | Mandated   | CM-1   | City Manager  | 218,000     | 1.00 |                     | 218,000          |
| 7.00         | Municipal Court  | Mandated   | CM-2   | Judicial Services   | 995,000     | 9.74 |                     | 995,000          |
| 5.90         | CMO              | Essential  | CM-3   | Council Support   | 73,000      | 0.75 |                     | 73,000           |
| 7.00         | Municipal Court  | Essential  | CM-4   | Court Security  | 40,000      |      |                     | 40,000           |
| 7.00         | Municipal Court  | Essential  | CM-5   | Public Defender Screening   | 5,000       | 0.15 |                     | 5,000            |
| 4.00         | CMO              | Discretionary                                      | CM-6   | City Update   | 6,000       |      |                     | 6,000            |
| 4.50         | CMO              | Discretionary                                      | CM-7   | On-Going KDA Funding  | 51,000      |      |                     | 51,000           |
| 4.00         | CMO              | Discretionary                                      | CM-8   | Economic Development/Coordinator  | 305         |      |                     | 305              |
| 6.00         | CMO              | Discretionary                                      | CM-9   | Intergovernmental and Regional Services                                     | 104,375     | 1.00 |                     | 104,375          |
| 6.00         | CMO              | Discretionary                                      | CM-13  | Volunteer Services  | 54,000      | 0.50 |                     | 54,000           |
| 6.55         | CMO              | Discretionary                                      | CM-15  | Economic Development Services   | 222,219     | 0.85 |                     | 222,219          |
| 6.80         | CMO              | Administration                                     | CM-23  | Asst. City Manager, Exec. Assts. 1 & 2                                      | 349,000     | 2.00 |                     | 349,000          |
| 6.95         | Human Resources  | Mandated   | HR-1   | Labor Relations   | 83,585      | 0.64 |                     | 83,585           |
| 6.50         | Human Resources  | Mandated   | HR-2   | Recruitments  | 149,845     | 0.71 |                     | 149,845          |
| 7.00         | Human Resources  | Mandated   | HR-3   | Background checks   | 6,319       | 0.02 |                     | 6,319            |
| 7.00         | Human Resources  | Mandated   | HR-4   | Safety Program  | 40,826      | 0.28 |                     | 40,826           |
| 7.00         | Human Resources  | Mandated   | HR-5   | Risk Management   | 36,612      | 0.36 |                     | 36,612           |
| 5.95         | Human Resources  | Mandated   | HR-6   | Monetary recovery - Claims  | 25,046      | 0.26 |                     | 25,046           |
| 6.95         | Human Resources  | Mandated   | HR-7   | LEOFF / Disability Board  | 9,302       | 0.06 |                     | 9,302            |
| 6.95         | Human Resources  | Mandated   | HR-8   | Civil Service   | 7,696       | 0.06 |                     | 7,696            |
| 6.95         | Human Resources  | Mandated   | HR-9   | Leave Administration  | 7,119       | 0.07 |                     | 7,119            |
| 6.65         | Human Resources  | Mandated   | HR-10  | Policy Administration   | 44,303      | 0.36 |                     | 44,303           |
| 5.70         | Human Resources  | Mandated   | HR-11  | Organizational Training   | 15,486      | 0.14 |                     | 15,486           |
| 4.95         | Human Resources  | Essential  | HR-12  | Industrial Psychologist   | 1,000       |      |                     | 1,000            |
| 6.80         | Human Resources  | Essential  | HR-13  | HR Employee Services  | 14,086      | 0.14 |                     | 14,086           |
| 6.95         | Human Resources  | Essential  | HR-14  | HR Staff Training - new hire  | 6,743       | 0.07 |                     | 6,743            |
| 6.00         | Human Resources  | Essential  | HR-15  | Orientation/Exit Interviews, ID Badges                                      | 26,973      | 0.28 |                     | 26,973           |
| 6.75         | Human Resources  | Essential  | HR-16  | Employee Relations and Communications                                       | 101,700     | 1.00 |                     | 101,700          |
| 5.00         | Human Resources  | Essential  | HR-17  | Re-Class/Reorg Salary Survey  | 65,346      | 0.54 |                     | 65,346           |
| 5.75         | Human Resources  | Essential  | HR-18  | MEBT Retirement Plan Committee Support                                      | 7,119       | 0.07 |                     | 7,119            |
| 5.75         | Human Resources  | Essential  | HR-19  | Benefits Administration - Health & Retirement                               | 44,312      | 0.46 |                     | 44,312           |
| 6.45         | Human Resources  | Essential  | HR-20  | General Administration - Support  | 81,881      | 0.85 |                     | 81,881           |
| 4.95         | Human Resources  | Essential  | HR-21  | Employee Assistance Program   | 8,000       |      |                     | 8,000            |
| 5.95         | Human Resources  | Essential  | HR-23  | Diversity Program   | 5,390       | 0.03 |                     | 5,390            |
| 4.50         | Human Resources  | Discretionary                                      | HR-25  | On-call / Pool Administration   | 1,819       | 0.02 |                     | 1,819            |
| 6.95         | Human Resources  | Administration                                     |        | Director & Assistants   | 102,057     | 0.56 |                     | 102,057          |
| 7.00         | CAO              | Mandated   | CA-1   | Public Defender   | 139,402     |      |                     | 139,402          |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service   | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|---|-------------|------|---------------------|------------------|
| 7.00         | CAO              | Mandated   | CA-2   | Prosecution   | 192,444     |      |                     | 192,444          |
| 7.00         | CAO              | Mandated   | CA-3   | Witness Fees  | 5,000       |      |                     | 5,000            |
| 7.00         | CAO              | Mandated   | CA-4   | Ordinances, instruments, and civil duties   | 75,000      | 0.60 |                     | 75,000           |
| 7.00         | CAO              | Essential  | CA-5   | Interpret statutes, Kirkland Municipal Code, rules, or contracts and review key documents               | 85,000      | 0.65 |                     | 85,000           |
| 6.80         | CAO              | Essential  | CA-6   | Code Enforcement  | 20,500      | 0.05 |                     | 20,500           |
| 7.00         | CAO              | Essential  | CA-7   | Legal process and recording fees  | 3,500       |      |                     | 3,500            |
| 6.20         | CAO              | Discretionary                                      | CA-8   | Advise City Council, Boards and Commissions, City Manager, and departments. Draft and review documents. | 75,000      | 0.60 |                     | 75,000           |
| 6.20         | CAO              | Discretionary                                      | CA-9   | Attend City Council meetings and review agenda packets  | 15,000      |      |                     | 15,000           |
| 6.25         | CAO              | Discretionary                                      | CA-10  | Information for service providers and WCIA requirements   | 20,108      |      |                     | 20,108           |
| 6.25         | CAO              | Discretionary                                      | CA-11  | Negotiation and drafting of contracts   | 20,000      | 0.10 |                     | 20,000           |
| 6.55         | CAO              | Discretionary                                      | CA-12  | Outside legal counsel   | 12,250      |      |                     | 12,250           |
| 6.95         | CAO              | Administration                                     |        | Director and administrative staff   | 265,687     | 2.00 |                     | 265,687          |
| 6.90         | Parks GF         | Mandated   | PK-1   | Inspections / installations   | 112,099     | 1.00 |                     | 112,099          |
| 6.95         | Parks GF         | Mandated   | PK-2   | Comprehensive Plan - Park Element   | 3,817       | 0.03 |                     | 3,817            |
| 4.95         | Parks GF         | Essential  | PK-3   | Cemetery Operations   | 118,340     | 1.00 |                     | 118,340          |
| 5.20         | Parks GF         | Essential  | PK-4   | Ballfield Maintenance   | 383,326     | 3.50 |                     | 383,326          |
| 5.20         | Parks GF         | Essential  | PK-5   | Park Mowing / turf maintenance  | 333,066     | 3.00 |                     | 333,066          |
| 5.00         | Parks GF         | Essential  | PK-6   | Water Safety Instruction  | 103,286     | 0.35 | 158,400             | (55,114)         |
| 4.50         | Parks GF         | Discretionary                                      | PK-8   | Landscape Maintenance - Parks   | 59,695      | 1.25 |                     | 59,695           |
| 5.80         | Parks GF         | Discretionary                                      | PK-9   | Garbage / litter collection /park closure   | 136,860     | 1.20 |                     | 136,860          |
| 4.95         | Parks GF         | Discretionary                                      | PK-10  | Restroom operations   | 298,296     | 2.20 |                     | 298,296          |
| 6.00         | Parks GF         | Discretionary                                      | PK-13  | Human Service grants ongoing  | 450,299     | -    |                     | 450,299          |
| 5.25         | Parks GF         | Discretionary                                      | PK-14  | CDBG & H.S. grant management, H.S. Advisory Committee   | 71,639      | 0.63 |                     | 71,639           |
| 5.95         | Parks GF         | Discretionary                                      | PK-16  | Teen Center Support and Management  | 196,837     | 0.30 |                     | 196,837          |
| 5.00         | Parks GF         | Discretionary                                      | PK-17  | Beach Lifeguards  | 67,273      | 0.20 |                     | 67,273           |
| 4.25         | Parks GF         | Discretionary                                      | PK-20  | Senior Center Operations  | 191,102     | 1.20 |                     | 191,102          |
| 4.50         | Parks GF         | Discretionary                                      | PK-21  | Facility Rentals  | 35,463      | 0.30 | 13,850              | 21,613           |
| 5.25         | Parks GF         | Discretionary                                      | PK-22  | Community Service division administration   | 51,557      | 0.70 |                     | 51,557           |
| 6.00         | Parks GF         | Discretionary                                      | PK-27  | Regional Human Services projects  | 46,507      | 0.25 |                     | 46,507           |
| 4.84         | Parks GF         | Discretionary                                      | PK-29  | Business Services   | 186,699     | 1.30 | 157,300             | 29,399           |
| 5.00         | Parks GF         | Discretionary                                      | PK-31  | Youth Sports: programs and camps  | 85,538      | 0.60 | 119,880             | (34,342)         |
| 4.00         | Parks GF         | Discretionary                                      | PK-32  | Adult Sports  | 91,493      | 0.55 | 99,815              | (8,322)          |
| 4.50         | Parks GF         | Discretionary                                      | PK-34  | Preschool Programs  | 98,733      | 0.40 | 130,195             | (31,462)         |
| 6.95         | Parks GF         | Administration                                     |        | Department Administration   | 316,565     | 2.22 |                     | 316,565          |
| 7.00         | Parks GF         | Administration                                     |        | Stormwater Fees   | 24,000      | -    |                     | 24,000           |
| 6.00         | Public Works GF  | Mandated   | PW-1   | Transportation Improvement Plan   | 6,875       | 0.05 |                     | 6,875            |
| 7.00         | Public Works GF  | Mandated   | PW-2   | Utility Comprehensive Planning  | 7,811       | 0.05 |                     | 7,811            |
| 6.90         | Public Works GF  | Mandated   | PW-3   | GMA Concurrency Planning  | 26,323      | 0.15 |                     | 26,323           |
| 5.95         | Public Works GF  | Mandated   | PW-4   | Monitoring of Commute Trip Reduction (CTR) Employers  | 6,902       | 0.05 |                     | 6,902            |
| 5.90         | Public Works GF  | Mandated   | PW-35  | Commute Trip Reduction Program  | 13,804      | 0.10 |                     | 13,804           |
| 4.95         | Public Works GF  | Mandated   | PW-5   | Administer City's Trip Reduction Program  | 6,902       | 0.05 |                     | 6,902            |
| 7.00         | Public Works GF  | Mandated   | PW-6   | SEPA Traffic Analysis   | 96,631      | 0.70 |                     | 96,631           |
| 5.00         | Public Works GF  | Mandated   | PW-7   | Training (safety, pathogens, etc)   | -           | -    |                     | -                |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service  | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|--|-------------|------|---------------------|------------------|
| 6.85         | Public Works GF  | Essential  | PW-9   | Public Works Mapping/GIS   | 34,719      | 0.30 |                     | 34,719           |
| 6.95         | Public Works GF  | Essential  | PW-10  | PW Customer Service @ Front Counter                                  | 49,343      | 0.60 |                     | 49,343           |
| 6.95         | Public Works GF  | Essential  | PW-11  | Development Review Engineering                                       | 398,903     | 3.40 |                     | 398,903          |
| 6.95         | Public Works GF  | Essential  | PW-13  | Inspection for Development   | 198,231     | 2.00 |                     | 198,231          |
| 6.75         | Public Works GF  | Essential  | PW-14  | Sidewalk clearance and sight distance                                | 33,662      | 0.30 |                     | 33,662           |
| 6.95         | Public Works GF  | Essential  | PW-15  | PW Land Use Permit Review  | 47,441      | 0.30 |                     | 47,441           |
| 6.95         | Public Works GF  | Essential  | PW-16  | ROW Permit and ROW Vacations (non-user vacations) Administration     | 52,443      | 0.50 |                     | 52,443           |
| 6.95         | Public Works GF  | Essential  | PW-17  | Development Review Policy and Program Support/Administration         | 106,027     | 1.00 |                     | 106,027          |
| 6.95         | Public Works GF  | Essential  | PW-18  | Performance/Maintenance Securities Processing                        | 42,661      | 0.50 |                     | 42,661           |
| 7.00         | Public Works GF  | Essential  | PW-20  | Traffic Accident Analysis & Records Management                       | 13,975      | 0.10 |                     | 13,975           |
| 6.95         | Public Works GF  | Essential  | PW-21  | Engineering for Traffic Signing, Marking and Signals (including ITS) | 115,535     | 0.75 |                     | 115,535          |
| 6.00         | Public Works GF  | Essential  | PW-22  | Maintain BKR Traffic Model   | 6,902       | 0.05 |                     | 6,902            |
| 6.95         | Public Works GF  | Essential  | PW-23  | Transportation Engineering Support for CIP                           | 13,975      | 0.10 |                     | 13,975           |
| 6.95         | Public Works GF  | Essential  | PW-24  | Bike, Pedestrian, Transit issue coordination                         | 35,098      | 0.20 |                     | 35,098           |
| 6.00         | Public Works GF  | Essential  | PW-25  | PW Research & Analysis Support                                       | 6,988       | 0.05 |                     | 6,988            |
| 6.90         | Public Works GF  | Essential  | PW-26  | Regional Interagency Coordination                                    | 29,299      | 0.25 |                     | 29,299           |
| 6.90         | Public Works GF  | Essential  | PW-27  | Adjacent agency CIP project coordination                             | 15,622      | 0.10 |                     | 15,622           |
| 6.00         | Public Works GF  | Discretionary                                      | PW-29  | Grant Writing and Accounting   | 12,317      | 0.13 |                     | 12,317           |
| 4.50         | Public Works GF  | Discretionary                                      | PW-30  | Kirkland Transportation Commission Support                           | 17,549      | 0.10 |                     | 17,549           |
| 6.50         | Public Works GF  | Discretionary                                      | PW-33  | Regional Transportation Planning                                     | 17,549      | 0.10 |                     | 17,549           |
| 6.95         | Public Works GF  | Administration                                     |        | Director, Admin Asst, Admin Mgr, Acct                                | 447,065     | 3.55 |                     | 447,065          |
| 5.00         | Public Works GF  | Administration                                     |        | Transfer to Development Services Reserves                            | 70,000      |      |                     | 70,000           |
| 6.95         | Finance          | Mandated   | FA-1   | Financial Reporting  | 143,919     | 1.38 |                     | 143,919          |
| 6.95         | Finance          | Mandated   | FA-2   | Accounts Payable   | 146,581     | 1.66 |                     | 146,581          |
| 6.95         | Finance          | Mandated   | FA-3   | Grant Accounting   | 23,535      | 0.21 |                     | 23,535           |
| 6.95         | Finance          | Mandated   | FA-4   | Payroll  | 205,118     | 2.12 |                     | 205,118          |
| 6.95         | Finance          | Mandated   | FA-5   | Tax Collections  | 56,467      | 0.53 |                     | 56,467           |
| 6.95         | Finance          | Mandated   | FA-6   | Debt Service and Cash Mgmt.  | 128,854     | 1.45 |                     | 128,854          |
| 6.95         | Finance          | Mandated   | FA-7   | Budget Preparation   | 125,691     | 1.10 |                     | 125,691          |
| 6.95         | Finance          | Mandated   | FA-8   | Fixed Asset Management   | 29,298      | 0.32 |                     | 29,298           |
| 6.95         | Finance          | Mandated   | FA-9   | Annual Audit   | 108,689     | 0.53 |                     | 108,689          |
| 6.90         | Finance          | Mandated   | FA-10  | Records Management   | 131,361     | 0.80 |                     | 131,361          |
| 6.90         | Finance          | Mandated   | FA-11  | City Council Meetings & Support                                      | 137,556     | 1.45 |                     | 137,556          |
| 6.95         | Finance          | Mandated   | FA-12  | Elections  | 134,000     |      |                     | 134,000          |
| 7.00         | Finance          | Essential  | FA-13  | Financial Analysis and Monitoring                                    | 58,101      | 0.50 |                     | 58,101           |
| 7.00         | Finance          | Essential  | FA-14  | Contract Costing   | 35,708      | 0.30 |                     | 35,708           |
| 7.00         | Finance          | Essential  | FA-15  | Special Analysis   | 59,197      | 0.50 |                     | 59,197           |
| 6.95         | Finance          | Essential  | FA-16  | Financial System Op/Maint  | 18,363      | 0.16 |                     | 18,363           |
| 6.95         | Finance          | Essential  | FA-17  | Centralized Purchasing   | 198,829     | 2.00 |                     | 198,829          |
| 5.95         | Finance          | Essential  | FA-18  | Cemetery Administration  | 23,738      | 0.28 |                     | 23,738           |
| 7.00         | Finance          | Essential  | FA-19  | Business License Administration                                      | 99,791      | 1.16 |                     | 99,791           |
| 6.90         | Finance          | Essential  | FA-20  | Staff & Public Support - Records Services                            | 57,275      | 0.45 |                     | 57,275           |
| 4.00         | Finance          | Discretionary                                      | FA-23  | False Alarm Administration   | 44,078      | 0.53 |                     | 44,078           |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service   | Expenditure | FTE   | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|---|-------------|-------|---------------------|------------------|
| 6.90         | Finance          | Discretionary                                      | FA-24  | Capital Improvement Program   | 70,424      | 0.60  |                     | 70,424           |
| 5.00         | Finance          | Discretionary                                      | FA-25  | Mail Services and On-call Hourly Wages                                      | 93,932      | 1.10  |                     | 93,932           |
| 5.50         | Finance          | Discretionary                                      | FA-26  | Information Desk  | 23,134      | 0.30  |                     | 23,134           |
| 6.95         | Finance          | Administration                                     | FA-29  | Director and Admin Assistant  | 297,225     | 2.00  |                     | 297,225          |
| 6.95         | Planning         | Mandated   | PL-1   | Building, mechanical & sign permits   | 246,613     | 1.50  |                     | 246,613          |
| 6.95         | Planning         | Mandated   | PL-2   | State mandated land use permits   | 228,648     | 2.00  |                     | 228,648          |
| 6.95         | Planning         | Mandated   | PL-3   | Comprehensive planning, regulations & shoreline management (State mandated) | 226,860     | 2.00  |                     | 226,860          |
| 6.45         | Planning         | Mandated   | PL-4   | State mandated natural resource plans & regulations.                        | 71,958      | 0.50  |                     | 71,958           |
| 6.85         | Planning         | Essential  | PL-5   | Public regulatory information   | 173,955     | 2.00  |                     | 173,955          |
| 6.45         | Planning         | Essential  | PL-6   | Code enforcement  | 231,107     | 2.00  |                     | 231,107          |
| 7.00         | Planning         | Essential  | PL-7   | ARCH  | 62,757      |       |                     | 62,757           |
| 5.25         | Planning         | Essential  | PL-8   | Comprehensive planning and regulations (non state mandated)                 | 248,422     | 2.00  |                     | 248,422          |
| 5.50         | Planning         | Discretionary                                      | PL-9   | Land use permits not mandated by State                                      | 257,024     | 2.50  |                     | 257,024          |
| 5.75         | Planning         | Discretionary                                      | PL-11  | Comprehensive planning and regulations (non state mandated)                 | 113,081     | 1.00  |                     | 113,081          |
| 5.75         | Planning         | Discretionary                                      | PL-12  | Natural Resource plans and regulations                                      | 57,589      | 0.50  |                     | 57,589           |
| 6.85         | Planning         | Administration                                     |        | Salaries & benefits   | 386,940     | 3.56  |                     | 386,940          |
| 6.00         | Planning         | Administration                                     |        | Professional Services - Administrative                                      | 2,900       |       |                     | 2,900            |
| 6.65         | Planning         | Administration                                     |        | Office Supplies, operating supplies, furniture                              | 15,000      |       |                     | 15,000           |
| 6.00         | Planning         | Administration                                     |        | Software, repairs/maintenance   | 21,900      |       |                     | 21,900           |
| 5.35         | Planning         | Administration                                     |        | Advertising   | 11,000      |       |                     | 11,000           |
| 6.95         | Police           | Mandated   | PD-1   | Responding to Calls for Service - Patrol Division                           | 4,300,882   | 37.00 |                     | 4,300,882        |
| 7.00         | Police           | Mandated   | PD-2   | Public Safety Answering Point/911 Calls                                     | 1,695,674   | 0.20  |                     | 1,695,674        |
| 7.00         | Police           | Mandated   | PD-3   | Training  |             |       |                     | -                |
| 7.00         | Police           | Mandated   | PD-4   | Jail  | 1,334,539   | 15.00 | 31,402              | 1,303,137        |
| 7.00         | Police           | Mandated   | PD-5   | Outside Agency Incarceration Costs  | 944,644     |       |                     | 944,644          |
| 6.90         | Police           | Mandated   | PD-6   | Records Maintenance   | 370,928     | 4.65  |                     | 370,928          |
| 7.00         | Police           | Mandated   | PD-7   | Evidence  | 86,278      | 1.10  |                     | 86,278           |
| 4.55         | Police           | Mandated   | PD-8   | Accreditation   | 73,037      | 0.50  |                     | 73,037           |
| 6.95         | Police           | Essential  | PD-9   | Investigations Division   | 946,451     | 7.15  |                     | 946,451          |
| 6.95         | Police           | Essential  | PD-10  | Management Staff  | 556,664     | 3.40  |                     | 556,664          |
| 6.95         | Police           | Essential  | PD-11  | Traffic Division  | 488,576     | 4.15  |                     | 488,576          |
| 6.95         | Police           | Essential  | PD-12  | Marine Patrol   | 39,000      |       |                     | 39,000           |
| 6.50         | Police           | Discretionary                                      | PD-15  | Family Violence Detective   | 113,729     | 1.00  |                     | 113,729          |
| 6.05         | Police           | Discretionary                                      | PD-16  | Family/Youth Advocate   | 89,640      | 1.00  |                     | 89,640           |
| 5.70         | Police           | Discretionary                                      | PD-18  | Special Response Team   | 16,580      | 0.05  |                     | 16,580           |
| 5.75         | Police           | Discretionary                                      | PD-19  | Crisis Negotiations Team  | 11,480      | 0.05  |                     | 11,480           |
| 5.00         | Police           | Discretionary                                      | PD-20  | Eastside Narcotics Task Force   | 121,256     | 1.00  |                     | 121,256          |
| 6.40         | Police           | Discretionary                                      | PD-21  | Crime Analysis  | 99,428      | 1.00  |                     | 99,428           |
| 4.35         | Police           | Discretionary                                      | PD-22  | K-9 Unit  | 113,487     | 1.00  |                     | 113,487          |
| 4.50         | Police           | Discretionary                                      | PD-24  | Chaplain's Program  | 750         |       |                     | 750              |
| 4.00         | Police           | Discretionary                                      | PD-26  | ProAct Unit   | 557,963     | 5.15  |                     | 557,963          |
| 7.00         | Police           | Administration                                     | PD-30  | Director and Staff Coordinator  | 285,392     | 2.00  |                     | 285,392          |
| 6.80         | Police           | Administration                                     | PD-31  | Support Staff   | 396,011     | 4.10  |                     | 396,011          |
| 6.80         | Police           | Administration                                     | PD-36  | Department Supplies & Other Miscellaneous Fees                              | 132,663     |       |                     | 132,663          |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service   | Expenditure | FTE   | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|---|-------------|-------|---------------------|------------------|
| 7.00         | Police           | Administration                                     | PD-37  | Communication Fees  | 62,190      |       |                     | 62,190           |
| 6.55         | Police           | Administration                                     | PD-38  | Professional Fees   | 40,563      |       |                     | 40,563           |
| 6.45         | Fire & Building  | Mandated   | FB-1   | Emergency Management  | 100,354     | 0.50  |                     | 100,354          |
| 7.00         | Fire & Building  | Mandated   | FB-2   | Fire Training   | 463,442     | 2.20  |                     | 463,442          |
| 6.95         | Fire & Building  | Mandated   | FB-3   | Fire Inspection   | 368,445     | 2.70  |                     | 368,445          |
| 7.00         | Fire & Building  | Mandated   | FB-4   | Fire Investigation  | 98,782      | 0.50  |                     | 98,782           |
| 6.95         | Fire & Building  | Mandated   | FB-6   | Fire/Bldg Records Management                                | 111,283     | 1.60  |                     | 111,283          |
| 5.95         | Fire & Building  | Essential  | FB-7   | Fire Suppression/EMS  | 1,081,027   | 3.80  |                     | 1,081,027        |
| 7.00         | Fire & Building  | Essential  | FB-8   | Station 21  | 1,623,000   | 12.00 |                     | 1,623,000        |
| 7.00         | Fire & Building  | Essential  | FB-9   | Station 22  | 2,183,073   | 16.00 |                     | 2,183,073        |
| 7.00         | Fire & Building  | Essential  | FB-10  | Station 24  | 202,553     |       |                     | 202,553          |
| 7.00         | Fire & Building  | Essential  | FB-11  | Station 25  | 1,684,150   | 12.00 |                     | 1,684,150        |
| 7.00         | Fire & Building  | Essential  | FB-12  | Station 26  | 2,454,955   | 18.00 |                     | 2,454,955        |
| 7.00         | Fire & Building  | Essential  | FB-13  | Station 27  | 2,486,383   | 20.00 |                     | 2,486,383        |
| 7.00         | Fire & Building  | Essential  | FB-15  | Trench Rescue and Training                                  | 8,100       |       |                     | 8,100            |
| 7.00         | Fire & Building  | Essential  | FB-16  | Hazardous Materials   | 21,900      |       |                     | 21,900           |
| 7.00         | Fire & Building  | Essential  | FB-17  | Confined Space Rescue                                       | 6,450       |       |                     | 6,450            |
| 5.00         | Fire & Building  | Essential  | FB-18  | Water Rescue  | 9,750       |       |                     | 9,750            |
| 7.00         | Fire & Building  | Essential  | FB-19  | Motor Vehicle Rescue  | 11,520      |       |                     | 11,520           |
| 6.38         | Fire & Building  | Essential  | FB-24  | Addressing  | 55,250      | 0.75  | 44,200              | 11,050           |
| 6.73         | Fire & Building  | Essential  | FB-25  | Plan Review   | 458,943     | 5.30  | 403,869.84          | 55,073           |
| 6.73         | Fire & Building  | Essential  | FB-26  | Construction Inspection                                     | 509,612     | 5.85  | 448,458.56          | 61,153           |
| 6.73         | Fire & Building  | Essential  | FB-27  | Permitting  | 237,150     | 3.38  | 208,692             | 28,458           |
| 5.50         | Fire & Building  | Discretionary                                      | FB-20  | Chaplain's Program  | 8,400       |       |                     | 8,400            |
| 5.20         | Fire & Building  | Discretionary                                      | FB-22  | My Bldg. Permit.com   | 64,783      | 0.60  |                     | 64,783           |
| 6.95         | Fire & Building  | Discretionary                                      | FB-23  | Code Enforcement  | 83,339      | 0.85  |                     | 83,339           |
| 6.95         | Fire & Building  | Administration                                     |        | Director (1); ADC (.30); Admin Asst. (2); Admin Clerk (.15) | 433,645     | 3.45  |                     | 433,645          |
| 7.00         | Non-Departmental | Mandated   | ND-1   | Puget Sound Clean Air Agency                                | 38,000      |       |                     | 38,000           |
| 6.00         | Non-Departmental | Mandated   | ND-2   | 2% Liquor Excise Tax  | 12,505      |       |                     | 12,505           |
| 7.00         | Non-Departmental | Mandated   | ND-3   | LEOFF 1 Direct Medical Payments                             | 36,338      |       |                     | 36,338           |
| 7.00         | Non-Departmental | Mandated   | ND-4   | LEOFF 1 Medical Insurance                                   | 466,433     |       |                     | 466,433          |
| 6.75         | Non-Departmental | Mandated   | ND-5   | Mail Services - Postage                                     | 84,000      |       |                     | 84,000           |
| 7.00         | Non-Departmental | Mandated   | ND-6   | Debt Service  | 757,875     |       |                     | 757,875          |
| 7.00         | Non-Departmental | Essential  | ND-7   | Repairs and Maintenance - Copier Maintenance                | 4,000       |       |                     | 4,000            |
| 5.90         | Non-Departmental | Essential  | ND-8   | Printing, Envelopes, Letterhead, Forms                      | 15,062      |       |                     | 15,062           |
| 5.90         | Non-Departmental | Essential  | ND-9   | Operating Supplies - Office                                 | 29,815      |       |                     | 29,815           |
| 4.00         | Non-Departmental | Discretionary                                      | ND-15  | Litigation Reserve Fund 157                                 | 120,000     |       |                     | 120,000          |
| 4.00         | Non-Departmental | Discretionary                                      | ND-17  | Office Furniture and Equipment - Breakage                   | 6,250       |       |                     | 6,250            |
| 5.90         | Non-Departmental | Discretionary                                      | ND-18  | Misc Equipment & Supplies For Copy Room                     | 750         |       |                     | 750              |
| 5.90         | Non-Departmental | Discretionary                                      | ND-19  | Misc Repairs to Microfiche Reader/Printer                   | 1,500       |       |                     | 1,500            |
| 7.00         | Street Fund      | Mandated   | ST-3   | Streetlight Maintenance                                     | 29,075      | 0.25  |                     | 29,075           |
| 7.00         | Street Fund      | Mandated   | ST-4   | Streetlight Operations                                      | 413,382     | -     |                     | 413,382          |
| 7.00         | Street Fund      | Mandated   | ST-5   | Signal Maintenance  | 119,607     | 1.45  |                     | 119,607          |
| 7.00         | Street Fund      | Mandated   | ST-6   | Electrical  | 43,609      | 0.10  |                     | 43,609           |
| 7.00         | Street Fund      | Mandated   | ST-8   | Signal Operations   | 82,354      | -     |                     | 82,354           |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service                          | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|----------------------------------|-------------|------|---------------------|------------------|
| 6.80         | Street Fund      | Mandated   | ST-9   | Sign Shop                        | 114,195     | 2.00 |                     | 114,195          |
| 6.80         | Street Fund      | Mandated   | ST-10  | Sign Shop Operations             | 67,780      | -    |                     | 67,780           |
| 7.00         | Street Fund      | Essential  | ST-1   | Bridges                          | 6,284       | 0.20 |                     | 6,284            |
| 7.00         | Street Fund      | Essential  | ST-2   | Sidewalk Grind                   | 13,691      | 0.15 |                     | 13,691           |
| 7.00         | Street Fund      | Essential  | ST-7   | Crosswalk Maintenance/Inspection | 15,031      | 0.20 |                     | 15,031           |
| 5.00         | Street Fund      | Essential  | ST-11  | NTCP                             | (500)       | -    |                     | (500)            |
| 4.60         | Street Fund      | Essential  | ST-12  | Parking Management               | 55,830      | 0.50 |                     | 55,830           |
| 7.00         | Street Fund      | Essential  | ST-13  | Shoulders                        | 14,221      | 0.10 |                     | 14,221           |
| 7.00         | Street Fund      | Essential  | ST-14  | Curb/Gutter                      | 8,380       | 0.05 |                     | 8,380            |
| 7.00         | Street Fund      | Essential  | ST-15  | Temp Patch                       | 22,602      | 0.15 |                     | 22,602           |
| 7.00         | Street Fund      | Essential  | ST-16  | Hot Patch                        | 356,130     | 2.46 |                     | 356,130          |
| 7.00         | Street Fund      | Essential  | ST-17  | Saw Cuts                         | 77,244      | 0.53 |                     | 77,244           |
| 7.00         | Street Fund      | Essential  | ST-18  | Extruded Curb                    | 11,086      | 0.07 |                     | 11,086           |
| 7.00         | Street Fund      | Essential  | ST-19  | Conc. Repair                     | 37,015      | 0.33 |                     | 37,015           |
| 6.75         | Street Fund      | Essential  | ST-20  | Gravel Paths                     | 2,386       | 0.06 |                     | 2,386            |
| 6.75         | Street Fund      | Essential  | ST-21  | Paths/Trails                     | 770         | 0.02 |                     | 770              |
| 6.75         | Street Fund      | Essential  | ST-22  | Paths/Trails Operations          | 2,704       | -    |                     | 2,704            |
| 7.00         | Street Fund      | Essential  | ST-23  | Parking Facilities               | 10,725      | 0.13 |                     | 10,725           |
| 4.25         | Street Fund      | Essential  | ST-24  | Parking Facilities Landscapes    | 3,075       | 0.04 |                     | 3,075            |
| 4.90         | Street Fund      | Essential  | ST-25  | Parking Facilities Operations    | 35,980      | -    |                     | 35,980           |
| 5.00         | Street Fund      | Essential  | ST-26  | MC Import/Export                 | 15,590      | 0.20 |                     | 15,590           |
| 5.00         | Street Fund      | Essential  | ST-27  | MC Inventory                     | 9,332       | 0.12 |                     | 9,332            |
| 5.00         | Street Fund      | Essential  | ST-28  | MC Facility Operation            | 4,467       | 0.05 |                     | 4,467            |
| 5.25         | Street Fund      | Essential  | ST-29  | Street Sweeping                  | 48,575      | 0.75 |                     | 48,575           |
| 5.25         | Street Fund      | Essential  | ST-30  | Street Sweeping Operations       | 8,465       | -    |                     | 8,465            |
| 5.00         | Street Fund      | Essential  | ST-31  | Flail Mowing                     | 44,465      | 0.45 |                     | 44,465           |
| 5.30         | Street Fund      | Essential  | ST-32  | Trees/Brush                      | 54,650      | 0.25 |                     | 54,650           |
| 5.30         | Street Fund      | Essential  | ST-33  | Medians                          | 15,082      | 0.85 |                     | 15,082           |
| 5.00         | Street Fund      | Essential  | ST-34  | Median Operations                | 64,098      | -    |                     | 64,098           |
| 4.75         | Street Fund      | Essential  | ST-35  | Facility Maintenance - Grounds   | 11,228      | 0.37 |                     | 11,228           |
| 4.75         | Street Fund      | Essential  | ST-36  | Public Grounds Operations        | 10,930      | 0.13 |                     | 10,930           |
| 4.50         | Street Fund      | Discretionary                                      | ST-37  | Alleys                           | 11,165      | 0.07 |                     | 11,165           |
| 7.00         | Street Fund      | Discretionary                                      | ST-38  | Crack Seal                       | 19,897      | 0.13 |                     | 19,897           |
| 7.00         | Street Fund      | Discretionary                                      | ST-39  | Snow/Ice                         | 23,666      | 0.15 |                     | 23,666           |
| 7.00         | Street Fund      | Discretionary                                      | ST-40  | Snow/Ice Operations              | 1,294       | -    |                     | 1,294            |
| 4.85         | Street Fund      | Discretionary                                      | ST-41  | Street Litter                    | 6,152       | 0.08 |                     | 6,152            |
| 4.00         | Street Fund      | Discretionary                                      | ST-43  | Roadside Litter                  | 4,309       | 0.05 |                     | 4,309            |
| 6.95         | Street Fund      | Administration                                     |        | Admin. Operations                | 334,122     | 1.60 |                     | 334,122          |
| 5.80         | Street Fund      | Administration                                     |        | Grounds Maintenance - Admin      | 61,930      | 0.60 |                     | 61,930           |
| 6.95         | Fleet Fund       | Mandated   | ER-1   | Vehicle Licensing                | 10,294      | 0.05 |                     | 10,294           |
| 6.95         | Fleet Fund       | Mandated   | ER-2   | Vehicle Insurance                | 70,476      | 0.05 |                     | 70,476           |
| 7.00         | Fleet Fund       | Essential  | ER-3   | Fuel/Fuel System & Tanks         | 456,224     | 0.40 |                     | 456,224          |
| 6.95         | Fleet Fund       | Essential  | ER-4   | Vehicle/Equipment Maintenance    | 553,053     | 4.00 |                     | 553,053          |
| 6.90         | Fleet Fund       | Essential  | ER-5   | Vehicle/Equipment Acquisition    | 354,460     | 0.15 |                     | 354,460          |
| 6.95         | Fleet Fund       | Essential  | ER-6   | Vehicle/Equipment Disposition    | 4,766       | 0.05 |                     | 4,766            |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service  | Expenditure | FTE  | Offsetting Revenues | Net Expenditures |
|--------------|------------------|--|--------|--|-------------|------|---------------------|------------------|
| 7.00         | Fleet Fund       | Essential  | ER-7   | 800 MHZ Radio/Access Repair                          | 127,411     | 0.20 |                     | 127,411          |
| 5.85         | Fleet Fund       | Discretionary                                      | ER-8   | Vehicle Cleaning                                     | 5,000       |      |                     | 5,000            |
| 6.95         | Fleet Fund       | Administration                                     |        | General Administration - Supervisor                  | 77,994      | 0.60 |                     | 77,994           |
| 6.80         | Fleet Fund       | Administration                                     |        | Accounting, Budgeting, Database                      | 70,961      | 0.90 |                     | 70,961           |
| 6.95         | IT Fund          | Mandated   | IT-1   | Support for Finance systems                          | 333,279     | 1.12 |                     | 333,279          |
| 5.95         | IT Fund          | Mandated   | IT-2   | Support for Document Management systems              | 93,231      | 0.37 |                     | 93,231           |
| 7.00         | IT Fund          | Mandated   | IT-3   | City-wide desktop software licensing                 | 145,597     | -    |                     | 145,597          |
| 5.75         | IT Fund          | Essential  | IT-4   | PC support   | 480,997     | 2.86 |                     | 480,997          |
| 5.75         | IT Fund          | Essential  | IT-5   | GIS  | 443,799     | 3.56 |                     | 443,799          |
| 5.90         | IT Fund          | Essential  | IT-6   | Central server and network support                   | 410,585     | 2.30 |                     | 410,585          |
| 5.90         | IT Fund          | Essential  | IT-7   | Telecomm and support                                 | 116,836     | 0.54 |                     | 116,836          |
| 6.00         | IT Fund          | Essential  | IT-8   | Permit system and support                            | 298,438     | 0.47 |                     | 298,438          |
| 6.90         | IT Fund          | Essential  | IT-9   | Police system and support                            | 204,703     | 1.19 |                     | 204,703          |
| 6.90         | IT Fund          | Essential  | IT-10  | Fire system and support                              | 50,387      | 0.23 |                     | 50,387           |
| 6.00         | IT Fund          | Essential  | IT-11  | Copier purchase and support                          | 2,600       | -    |                     | 2,600            |
| 5.50         | IT Fund          | Essential  | IT-12  | Franchising and management                           | 38,449      | 0.25 |                     | 38,449           |
| 5.90         | IT Fund          | Essential  | IT-23  | eCityGov Alliance                                    | 77,000      |      |                     | 77,000           |
| 5.90         | IT Fund          | Discretionary                                      | IT-13  | Parks system and support                             | 37,472      | 0.19 |                     | 37,472           |
| 6.90         | IT Fund          | Discretionary                                      | IT-14  | Public works system and support                      | 74,033      | 0.33 |                     | 74,033           |
| 6.90         | IT Fund          | Discretionary                                      | IT-15  | Web system   | 160,824     | 1.15 |                     | 160,824          |
| 4.80         | IT Fund          | Discretionary                                      | IT-16  | Print media production                               | 121,826     | 0.48 |                     | 121,826          |
| 5.00         | IT Fund          | Discretionary                                      | IT-17  | City council meeting support                         | 25,484      | -    |                     | 25,484           |
| 6.95         | IT Fund          | Administration                                     | IT-22  | Director and Admin Assist                            | 282,963     | 2.00 |                     | 282,963          |
| 7.00         | Facilities       | Mandated   | FM-1   | ADA Code Compliance                                  | 25,287      | 0.10 |                     | 25,287           |
| 6.95         | Facilities       | Mandated   | FM-2   | Ergonomics   | 16,139      | 0.25 |                     | 16,139           |
| 7.00         | Facilities       | Mandated   | FM-3   | Maintain Fire/Life & Safety Systems                  | 49,323      | 0.15 |                     | 49,323           |
| 6.00         | Facilities       | Mandated   | FM-4   | L&I Compliance                                       | 5,936       | 0.05 |                     | 5,936            |
| 6.00         | Facilities       | Mandated   | FM-5   | Flags  | 1,802       | 0.02 |                     | 1,802            |
| 7.00         | Facilities       | Mandated   | FM-6   | DOH Compliance -Backflow Tstg                        | 1,262       |      |                     | 1,262            |
| 7.00         | Facilities       | Mandated   | FM-7   | Pesticide Certification (Grounds)                    | 106         |      |                     | 106              |
| 7.00         | Facilities       | Essential  | FM-8   | 24 Hour Coverage/Emergency Response                  | 22,341      |      |                     | 22,341           |
| 7.00         | Facilities       | Essential  | FM-9   | HVAC/Air Quality Issues & Energy Conservation        | 111,361     | 0.82 |                     | 111,361          |
| 7.00         | Facilities       | Essential  | FM-10  | Emergency Systems Support                            | 32,773      | 0.10 |                     | 32,773           |
| 7.00         | Facilities       | Essential  | FM-11  | Public Building Infrastructure & Systems Maintenance | 209,497     | 1.36 |                     | 209,497          |
| 7.00         | Facilities       | Essential  | FM-12  | Security Systems                                     | 34,233      | 0.30 |                     | 34,233           |
| 6.00         | Facilities       | Essential  | FM-13  | Pest Control   | 7,014       | 0.01 |                     | 7,014            |
| 6.00         | Facilities       | Essential  | FM-14  | Life Cycle Projects                                  | 39,837      | 0.40 |                     | 39,837           |
| 6.00         | Facilities       | Essential  | FM-15  | Rental Property Management & Maintenance             | 29,742      | 0.05 |                     | 29,742           |
| 6.35         | Facilities       | Essential  | FM-16  | Janitorial   | 188,332     |      |                     | 188,332          |
| 7.00         | Facilities       | Essential  | FM-17  | Janitorial -Supplies                                 | 20,900      |      |                     | 20,900           |
| 6.85         | Facilities       | Essential  | FM-18  | Janitorial -Carpet & Upholstery Cleaning             | 31,107      |      |                     | 31,107           |
| 5.35         | Facilities       | Essential  | FM-20  | Landscaping -City Facilities                         | 40,352      | 0.55 |                     | 40,352           |
| 5.55         | Facilities       | Essential  | FM-21  | Landscaping -City Facilities (hourly wages)          | 1,550       |      |                     | 1,550            |
| 5.75         | Facilities       | Discretionary                                      | FM-22  | Janitorial -Window Cleaning                          | 2,064       |      |                     | 2,064            |
| 5.35         | Facilities       | Discretionary                                      | FM-28  | Inventory Control                                    | 11,075      | 0.13 |                     | 11,075           |

**Ongoing Services Rated as Core (Total Rating Greater or Equal to 4.0)**

| Total Rating  | Department/ Fund | Mandated/ Essential/ Discretionary/ Administration | Number | Service                                 | Expenditure          | FTE           | Offsetting Revenues | Net Expenditures     |
|---------------|------------------|--|--------|---|----------------------|---------------|---------------------|----------------------|
| 4.35          | Facilities       | Discretionary                                      | FM-29  | Project Management                      | 14,939               | 0.15          |                     | 14,939               |
| 5.85          | Facilities       | Discretionary                                      | FM-31  | Work Order System                       | 9,138                | 0.10          |                     | 9,138                |
| 6.25          | Facilities       | Administration                                     |        | Facilities Admin                        | 44,332               | 0.50          |                     | 44,332               |
| 6.30          | Facilities       | Administration                                     |        | Grounds Admin                           | 43,910               | 0.40          |                     | 43,910               |
| 5.30          | Facilities       | Administration                                     |        | Other Admin Costs -Facilities & Grounds | 41,935               |               |                     | 41,935               |
| 6.00          | Facilities       | Administration                                     |        | Small Tools & Minor Equipment           | 5,626                |               |                     | 5,626                |
| 6.00          | Facilities       | Administration                                     |        | Interfund Transfers                     | 465,235              |               |                     | 465,235              |
| 7.00          | Facilities       | Administration                                     |        | Municipal Court Lease                   | 310,053              |               |                     | 310,053              |
| 7.00          | Facilities       | Administration                                     |        | Parks Maintenance Bldg Lease (KCHA)     | 94,327               |               |                     | 94,327               |
| 6.90          | Facilities       | Administration                                     |        | Utilities                               | 597,324              |               |                     | 597,324              |
| 7.00          | Facilities       | Administration                                     |        | Refuse Collection & Disposal            | 37,470               |               |                     | 37,470               |
| 6.95          | Facilities       | Administration                                     |        | Accounts Payable                        | 22,845               | 0.25          |                     | 22,845               |
| 6.90          | Facilities       | Administration                                     |        | Communication                           | 4,418                |               |                     | 4,418                |
| 5.00          | Facilities       | Administration                                     |        | False Alarm Charges                     | 735                  |               |                     | 735                  |
| <b>TOTALS</b> |                  |  |        |   | <b>\$ 53,581,173</b> | <b>355.41</b> | <b>\$ 1,816,062</b> | <b>\$ 51,765,111</b> |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/City Council**

| Mandated Services               |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|---------------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|-------------|--|--|
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
| CC-1                            | Mayor and Councilmembers  | 47%   | X        | X       | X         | X        | X     | 64%   | X                             | 139,000        | x               |         | 7.00        | Salary and benefits                    |  |
| Essential Services              |   |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
| CC-2                            | Puget Sound Regional Council Dues   | 80%   |          | X       | X         | X        | X     | X     | X                             | 24,000         | x               |         |             |  |  |
| CC-3                            | Association of Washington Cities Dues                                       | 80%   |          | X       | X         | X        | X     | X     | X                             | 33,500         | x               |         |             |  |  |
| CC-4                            | Suburban Cities Association Dues  | 80%   |          | 50%     | X         | X        | X     | X     | X                             | 26,000         | x               |         |             |  |  |
| CC-5                            | Eastside Transportation Partnership Dues                                    | 50%   |          | 50%     | X         |          |       |       |                               | 200            | x               |         |             |  |  |
| CC-6                            | Kirkland Chamber Dues   | 80%   |          | 50%     | X         | X        | X     | X     |                               | 500            | x               |         |             |  |  |
| Discretionary Services          |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
| CC-7                            | All City Dinner   |       |          |         |           |          |       | 10%   |                               | -              | x               |         |             |  |  |
| CC-8                            | National League of Cities Dues  |       |          |         |           |          |       |       |                               | 300            | x               |         |             |  |  |
| CC-9                            | Sister City International Dues  |       |          |         |           |          |       |       |                               | -              | x               |         |             |  |  |
| CC-10                           | City Council Meals  |       |          |         |           |          |       |       |                               | -              | x               |         |             |  |  |
| CC-11                           | Neighborhood Council Meetings - printing and postage of notice to neighbors | X     | X        | X       | X         | 50%      | 20%   |       | X                             | 6,000          | x               |         |             |  |  |
| CC-12                           | City Council Travel and Training  | 50%   |          | 50%     |           | 50%      | 50%   |       |                               | 1,930          | x               |         |             |  |  |
| CC-13                           | Council Retreat   | 75%   | X        | X       | X         | X        | X     |       | X                             | 1,000          | x               |         |             | Changed to in-city in 2009-2010 budget |  |
| CC-14                           | Community Survey  |       |          |         |           |          |       |       |                               | 30,000         | x               |         |             | 2010 Service Package                   |  |
| Administration                  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
|                                 | Communications (fax, blackberries), Supplies                                | 50%   | X        | X       |           | 25%      | X     |       | X                             | 7,405          | x               |         |             |  |  |
| 100% Revenue-Supported Services |   |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
|                                 | None  |       |          |         |           |          |       |       |                               |                |                 |         |             |  |  |
| Non-Program Costs & Adjustments |   |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE         | Notes                                  |  |
|                                 |   |       |          |         |           |          |       |       |                               |                | None            | Partial |             |  |  |
|                                 | Subtotal Non-Program Costs & Adjustments                                    |       |          |         |           |          |       |       |                               | 85,419         |                 |         |             |  |  |
|                                 | <b>Total</b>  |       |          |         |           |          |       |       |                               | <b>355,254</b> |                 |         | <b>7.00</b> |  |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/City Manager's Office**

| Mandated Services                |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|----------------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|
|                                  |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |
| CM-1                             | City Manager  | X     | X        | X       | X         | X        | X     | X     | X                             | 218,000        | x               |         | 1.00 | Salary and Benefits  |
| CM-2                             | Judicial Services                                     | X     | X        | X       | X         | X        | X     | X     | X                             | 995,000        |                 | x       | 9.74 | Assumes all fines and forfeits assigned to Court   |
| Essential Services               |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| CM-3                             | Council Support                                       | 90%   | X        | X       | X         | X        | X     |       | X                             | 73,000         | x               |         | 0.75 | Includes clerical support only, does not include policy-setting support services; .75 Exec. Asst. 1  |
| CM-4                             | Court Security  | X     | X        | X       | X         | X        | X     | X     | X                             | 40,000         |                 | x       |      | Contracted   |
| CM-5                             | Public Defender Screening                             | X     | X        | X       | X         | X        | X     | X     | X                             | 5,000          |                 | x       | 0.15 | .15 Judicial Support Associate I   |
| Discretionary Services           |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| CM-6                             | City Update   | X     | X        | X       |           | X        |       |       | X                             | 6,000          | x               |         |      | 1 printed/mailed edition per year (\$4,080 postage/\$2,166 printing)   |
| CM-7                             | On-Going KDA Funding                                  | X     |          | 50%     | X         | X        | X     |       |                               | 51,000         | x               |         |      | Funds KDA activities   |
| CM-8                             | Economic Development/Coordinator                      | X     |          |         | X         |          | X     | X     |                               | 305            | x               |         | -    | Staff administration of community and business grants (currently budgeted in regular CMO code)   |
| CM-9                             | Intergovernmental and Regional Services               | X     |          | X       | X         | X        | X     | X     | X                             | 104,375        |                 | x       | 1.00 | Includes staff support for legislative and regional programs, performance measurement, and special projects                                |
| CM-9                             | Legislative Services-State Leg. Advocate              |       |          |         |           |          |       |       |                               | 30,000         | x               |         |      | One-time Service Package for State Legislative Advocate  |
| CM-10                            | Neighborhood Services                                 | 80%   | X        | X       |           | 25%      | 50%   |       | X                             | 89,000         | x               |         | 0.70 | Includes staff support, mailings and support services to neighborhoods and to the Neighborhood Connection Program                          |
| CM-11                            | Neighborhood Matching Grants                          |       | X        |         |           | 25%      |       |       |                               | 8,000          | x               |         |      | Grants to 9 neighborhoods  |
| CM-12                            | Neighborhood Signs                                    |       |          |         |           | 25%      |       |       |                               | -              | x               |         |      | Annual budget for refurbishing neighborhood entry signs  |
| CM-13                            | Volunteer Services                                    | X     | X        | X       | X         | X        | X     |       | X                             | 54,000         | x               |         | 0.50 | This program coordinates over 20,000 hours of volunteer time annually, for a value to the City of approximately \$340,000                  |
| CM-14                            | Combined Volunteer Appreciation/All-City Dinner Event | X     |          | X       |           | X        |       |       |                               | 1,000          | x               |         |      |  |
| CM-15                            | Economic Development Services                         | 80%   | X        | X       | X         | X        | X     | 75%   | X                             | 222,219        | x               |         | 0.85 | Includes staff support for the Economic development program, \$12,000 in professional services for the program, and other support services |
| Discretionary Services continued |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| CM-15                            | Economic Development-Downtown Maint.                  |       |          |         |           |          |       |       |                               | 12,500         | x               |         |      | One-time Service Package-Downtown Maintenance  |
| CM-16                            | Economic Development Intern                           |       |          | 50%     |           |          |       |       |                               | (472)          | x               |         |      |  |
| CM-17                            | Enterprise Seattle Dues                               |       |          |         |           | X        |       |       |                               | -              | x               |         |      |  |
| CM-19                            | Communications Services                               | 50%   |          | 50%     |           | 50%      |       |       |                               | 126,000        | x               |         | 1.00 | Includes staff, mailings, and support services for communications program  |
| CM-20                            | Cultural and Special Events Services                  |       |          | 50%     | 5%        | 10%      |       |       |                               | (760)          | x               |         | -    | Includes staff support of Cultural Council and special event volunteers  |
| CM-21                            | Cultural Council Professional Services                |       |          | X       |           |          |       |       |                               | -              | x               |         |      |  |

**FUND/DEPARTMENT: General Fund/City Manager's Office**

Continued

| Administration                  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|---------------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|--------------|---|
|                                 |  |       |          |         |           |          |       |       |                               |                  | None            | Partial |              |   |
| CM-23                           | Asst. City Manager, Exec. Assts. 1 & 2   | 80%   | X        | X       | X         | X        | X     | X     | X                             | 349,000          | x               |         | 2.00         | Includes salary; benefits; \$10,000 in professional services; supplies; printing; mailings; copies; dues, training and travel not associated with specific programs |
| 100% Revenue-Supported Services |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
| CM-22                           | Probation                                |       |          |         |           |          |       |       |                               | 273,867          |                 |         | 3.35         | Revenue can only be used for probation-2.0 Probation Officers, 1.0 Judicial Support Associate II, .35 Judicial Support Associate I                                  |
| Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|                                 | Subtotal Non-Program Costs & Adjustments |       |          |         |           |          |       |       |                               | 409,106          |                 |         |              |   |
| <b>Total</b>                    |  |       |          |         |           |          |       |       |                               | <b>3,066,140</b> |                 |         | <b>22.04</b> |   |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Human Resources**

| Mandated Services  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|--------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                    |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| HR-1               | Labor Relations                               | 95%   | X        | X       | X         | X        | X     | X     | X                             | 83,585         | x               |         | 0.64 | Dir.30 FTE - \$52,959, HR Analyst & HR Coordinator .34 FTE - \$32,753 Supplies \$500, Operating Supplies \$1,000, Labor Relations Travel \$500 , Labor relations Trng \$225 Includes: Contract negotiations, Labor management mtgs w/bargaining units stipulated by contract, contract interpretation, mediations & arbitrations. |
| HR-2               | Recruitments                                  | X     | X        | 50%     | X         | X        | X     | X     | X                             | 149,845        | x               |         | 0.71 | Supplies- \$250; Advertising \$29,500; Printing \$1,500; Prof Svcs testing services mandated by contract (i.e. police, fire, etc.) \$31,800; Assessment Centers Pol & Fire \$26,200, Fed ex mailings \$1,000; Test Scoring \$450, Management Recruitment \$2,500, relocation 1 management \$1,500, staff time - \$68,395          |
| HR-3               | Background checks                             | X     | X        | X       | X         | X        | X     | X     | X                             | 6,319          | x               |         | 0.02 | HR Coor .02 FTE - \$1,819 Background checks for finalist and volunteer positions consistent with RCW 43.43. \$10.00 fee per individual implemented June 2006 and privacy laws requiring notifying individuals of results, \$4,500 fees  |
| HR-4               | Safety Program                                | X     | X        | X       | X         | X        | X     | X     | X                             | 40,826         | x               |         | 0.28 | WAC mandated expenses: DOT exams & CDL Exams - \$1,300; Hearing Tests - \$1,500; Bloodborne Pathogen Trng - \$4,000; Hep B shots - \$3,550; Hep C shots Fire - \$1,500 First Aid Kits - \$500 - Random Testing \$4,000: Staff time - \$28,476   |
| HR-5               | Risk Management                               | X     | X        | X       | X         | X        | X     | X     | X                             | 36,612         | x               |         | 0.36 | Documentation of Claims consistent with WCIA guidelines Claims management staff time: \$36,612  |
| HR-6               | Monetary recovery - Claims                    | 95%   | X        | X       | X         | X        | X     | X     | X                             | 25,046         | x               |         | 0.26 | Monetary recovery, collections and follow-up staff time: \$25,046   |
| HR-7               | LEOFF / Disability Board                      | 95%   | X        | X       | X         | X        | X     | X     | X                             | 9,302          | x               |         | 0.06 | Prof Svcs - \$1,000; Ofc Supplies - \$200 , Operating Sup - \$100 Travel/Training - \$1900; staff time - \$6,102  |
| HR-8               | Civil Service                                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 7,696          | x               |         | 0.06 | Ofc Supplies - Travel/Training - \$1,061; staff time - \$6,635  |
| HR-9               | Leave Administration                          | 95%   | X        | X       | X         | X        | X     | X     | X                             | 7,119          | x               |         | 0.07 | State and Federal Laws staff time: \$7,119  |
| HR-10              | Policy Administration                         | 90%   | X        | 75%     | X         | X        | X     | X     | X                             | 44,303         | x               |         | 0.36 | staff time: \$44,303 (staff time includes Director, Analyst & Coordinator time)   |
| HR-11              | Organizational Training                       | 95%   |          | 75%     | X         | X        | X     | X     | X                             | 15,486         | x               |         | 0.14 | Staff time:\$13,486 . Training required as affirmative legal defense by law and policy Trng- \$2,000;   |
| Essential Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| HR-12              | Industrial Psychologist                       | 95%   |          | X       | X         | X        | X     |       | X                             | 1,000          | x               |         |      | Evaluations for employees, Goodenough Company.  |
| HR-13              | HR Employee Services                          | 95%   | X        | 85%     | X         | X        | X     | X     | X                             | 14,086         | x               |         | 0.14 | HRIS, Web Maintenance, EO Updates, Kirknet, Printing (PAF's) - \$600; Staff time: \$13,486  |
| HR-14              | HR Staff Training - new hire                  | 95%   | X        | X       | X         | X        | X     | X     | X                             | 6,743          | x               |         | 0.07 | staff time:\$6,743  |
| HR-15              | Orientation/Exit Interviews, ID Badges        | 50%   | X        | 50%     | X         | X        | X     | X     | X                             | 26,973         | x               |         | 0.28 | Staff time: \$26,973 - supply costs to be determined  |
| HR-16              | Employee Relations and Communications         | 75%   | X        | X       | X         | X        | X     | X     | X                             | 101,700        | x               |         | 1.00 | Employee Relations and communication documentation, verbal and written warnings, grievance, and employee confidential issues. Staff time: \$101,700.  |
| HR-17              | Re-Class/Reorg Salary Survey                  | 75%   | X        | 75%     | 50%       | X        |       | X     | X                             | 65,346         | x               |         | 0.54 | Dir. .14 FTE -\$24,714 , HR Analyst & HR Coordinator .40 FTE - \$38,532, salary surveys internal and external, job description maintenance and certification, Salary survey publications \$2,100  |
| HR-18              | MEBT Retirement Plan Committee Support        | 75%   | X        | X       | X         | X        | X     | X     | X                             | 7,119          | x               |         | 0.07 | staff time: \$7,119   |
| HR-19              | Benefits Administration - Health & Retirement | 0.75  | X        | X       | X         | X        |       | X     | X                             | 44,312         | x               |         | 0.46 | staff time : \$44,312   |

**FUND/DEPARTMENT: General Fund/Human Resources**

Continued

| Essential Services              |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes   |
|---------------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|-------------|---|
|                                 |  |       |          |         |           |          |       |       |                               |                  | None            | Partial |             |   |
| HR-20                           | General Administration - Support         | 95%   | X        | X       | X         | X        | 50%   | X     | X                             | 81,881           | x               |         | 0.85        | Budget Maintenance, PAF's, Personnel Files, AP/AR, IFAS, employee support, citizen inquiry staff time - \$81,881  |
| HR-21                           | Employee Assistance Program              | 95%   |          | X       | X         | X        | X     | X     | X                             | 8,000            | x               |         |             | The City has had 25% employee and family participation. This program is also required as part of Collective Bargaining and Federal CDL Drug testing. Fee was increased for 2009 - so HR reduced number of visits in order to contain cost for 09/10 to reduce this expense.               |
| HR-22                           | Wellness Program                         | 50%   |          | 75%     | X         | X        |       | X     | X                             | 9,671            | x               |         | 0.03        | Wellness Prg \$9,200 & Flu Shots staff time - \$3,051. Pending medical benefits program changes contain premium reductions for Well-City and/or Wellness Programs.  |
| HR-23                           | Diversity Program                        | 95%   |          | X       | X         | X        | X     | X     | X                             | 5,390            | x               |         | 0.03        | Trng - \$2,500, Diversity program satisfying eeo eap requirements, harassment training initiative; staff time - \$2,890   |
| HR-24                           | Tuition Reimbursement                    |       |          |         |           |          |       |       |                               | 16,569           | x               |         | 0.02        | Reimbursement \$14,750 - Increased use over the past two years - staff time: \$1,819 Required pursuant to CBA and policy  |
| Discretionary Services          |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes   |
| HR-25                           | On-call / Pool Administration            | 50%   | X        | X       | X         | X        |       |       | X                             | 1,819            | x               |         | 0.02        | HR On-call pool administration - staff time -\$1,819 This service provides short term staffing to City Hall for essential city staff absence.   |
| HR-26                           | Organizational Training                  |       |          | X       |           | 25%      |       |       |                               | 1,070            | x               |         |             | ECTC-\$3,500, Rocky Mountain-\$4,040, Cascade Mgmt (2 reg slots 1500) - \$3,000, In-house Training \$5,000. All external training has already been reduced by over 40%, with the remainder of legal requirements now being met with in-house training for there remainder of the biennium |
| HR-27                           | Special Projects for Department          |       |          | X       |           | 25%      |       |       |                               | 4,548            | x               |         | 0.05        | Special projects for department, including research and presentation materials requests for City Council, city manager and director - Staff time \$4,548  |
| HR-28                           | Employee Recognition Program             | 50%   |          | 75%     | X         | 25%      |       |       |                               | 3,819            | x               |         | 0.02        | Service Awards - \$5,000; staff time - \$1,819 this impacts approximately 80 employees annually. Already reduced 60%, considering further reduction on 8% list  |
| Administration                  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes   |
|                                 | Director & Assistants                    | 95%   | X        | X       | X         | X        | X     | X     | X                             | 102,057          | x               |         | 0.56        | Director, strategic planning, meetings, budget approval   |
| 100% Revenue-Supported Services |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE         | Notes   |
|                                 | None                                     |       |          |         |           |          |       |       |                               |                  |                 |         |             |   |
| Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE         | Notes   |
|                                 | Subtotal Non-Program Costs & Adjustments |       |          |         |           |          |       |       |                               | 198,861          |                 |         |             |   |
|                                 | <b>Total</b>                             |       |          |         |           |          |       |       |                               | <b>1,127,103</b> |                 |         | <b>8.22</b> |   |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/City Attorney's Office**

| Mandated Services                        |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
|--|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|--|
|  |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |  |
| CA-1                                     | Public Defender   | X     | X        | X       | X         | X        | X     | X     | X                             | 139,402        |                 | x       |      |  |  |
| CA-2                                     | Prosecution   | X     | X        | X       | X         | X        | X     | X     | X                             | 192,444        |                 | x       |      |  |  |
| CA-3                                     | Witness Fees  | X     | X        | X       | X         | X        | X     | X     | X                             | 5,000          |                 |         |      |  |  |
| CA-4                                     | Ordinances, instruments, and civil duties   | X     | X        | X       | X         | X        | X     | X     | X                             | 75,000         | x               |         | 0.60 | e.g., "civil duties" might include legal actions brought by or against City, conducting investigations, responding to Auditor, and preparing franchises. |  |
| Essential Services                       |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
| CA-5                                     | Interpret statutes, Kirkland Municipal Code, rules, or contracts and review key documents               | X     | X        | X       | X         | X        | X     | X     | X                             | 85,000         | x               |         | 0.65 |  |  |
| CA-6                                     | Code Enforcement  | 80%   | X        | X       | X         | X        | X     | X     | X                             | 20,500         |                 | x       | 0.05 |  |  |
| CA-7                                     | Legal process and recording fees  | X     | X        | X       | X         | X        | X     | X     | X                             | 3,500          | x               |         |      |  |  |
| Discretionary Services                   |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
| CA-8                                     | Advise City Council, Boards and Commissions, City Manager, and departments. Draft and review documents. | 95%   | X        | X       | X         | 25%      | X     | X     |                               | 75,000         | x               |         | 0.60 | e.g., prepare legal memoranda and other documents relating to City business.   |  |
| CA-9                                     | Attend City Council meetings and review agenda packets  | 95%   | X        | X       | X         | 25%      | X     | X     | X                             | 15,000         | x               |         |      |  |  |
| CA-10                                    | Information for service providers and WCIA requirements   | X     | X        | X       | X         | 25%      | X     | X     | X                             | 20,108         | x               |         |      | e.g., assist WCIA outside counsel in defense of City.  |  |
| CA-11                                    | Negotiation and drafting of contracts   | X     | X        | X       | X         | 25%      | X     | X     | X                             | 20,000         | x               |         | 0.10 |  |  |
| CA-12                                    | Outside legal counsel   | 80%   | X        | X       | X         | 75%      | X     | X     | X                             | 12,250         | x               |         |      | e.g., outside counsel retained to assist with selected matters. Does not include legal services charged to the Litigation Reserve.                       |  |
| Administration                           |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
|  | Director and administrative staff   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 265,687        | x               |         | 2.00 |  |  |
| 100% Revenue-Supported Services          |   |       |          |         |           |          |       |       |                               | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
|  |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |  |
| Non-Program Costs & Adjustments          |   |       |          |         |           |          |       |       |                               | Revised Budget | Revenue Offset? |         | FTE  | Notes  |  |
| Subtotal Non-Program Costs & Adjustments |   |       |          |         |           |          |       |       |                               | 39,112         |                 |         |      |  |  |
| <b>Total</b>                             |   |       |          |         |           |          |       |       |                               |                | <b>968,003</b>  |         |      | <b>4.00</b>  |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Parks and Community Services**

| Mandated Services      |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                        |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| PK-1                   | Inspections / installations                           | 90%   | X        | X       | X         | X        | X     | X     | X                             | 112,099        | x               |         | 1.00 | Inspect play areas, docks, lighting, repair and document, ADA accessibility   |
| PK-2                   | Comprehensive Plan - Park Element                     | 95%   | X        | X       | X         | X        | X     | X     | X                             | 3,817          | x               |         | 0.03 | State Mandate   |
| Essential Services     |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| PK-3                   | Cemetery Operations                                   | 95%   | X        | X       |           | X        |       | X     | X                             | 118,340        |                 | x       | 1.00 | Cemetery labor, materials, and utilities  |
| PK-4                   | Ballfield Maintenance                                 | 85%   | X        | 85%     | X         | X        | 50%   |       | X                             | 383,326        |                 | x       | 3.50 | Ballfield prep, maintenance, scheduling, administration   |
| PK-5                   | Park Mowing / turf maintenance                        | 85%   | X        | 85%     | X         | X        | 50%   |       | X                             | 333,066        | x               |         | 3.00 | Mowing and turf maintenance, administration   |
| PK-6                   | Water Safety Instruction                              | X     | X        | X       | X         | X        |       |       | X                             | 103,286        |                 | x       | 0.35 | Revenue supported program plus hourly employees. Revenue for this program is \$158,400.   |
| Discretionary Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| PK-7                   | Pool Operations                                       | 25%   | X        | 85%     |           | X        |       |       |                               | 238,604        |                 | x       | 1.55 | Maintenance & Operation of pool, utilities, supplies, labor, training, staffing: Revenue \$49,000   |
| PK-8                   | Landscape Maintenance - Parks                         | 25%   | X        | 75%     | X         | X        | 50%   |       |                               | 59,695         | x               |         | 1.25 | Maintenance of Landscape areas - Parks  |
| PK-9                   | Garbage / litter collection /park closure             | 80%   | X        | X       | X         | X        | X     |       | X                             | 136,860        | x               |         | 1.20 | Removal of garbage & litter, close parks and lock gates   |
| PK-10                  | Restroom operations                                   | 95%   | X        | X       |           | X        | X     |       | X                             | 298,296        | x               |         | 2.20 | Maintenance, repairs, labor   |
| PK-11                  | Irrigation  |       |          |         | X         | X        | X     |       |                               | 37,200         | x               |         | -    | Maintenance & operation of irrigation systems, utilities, supplies, labor, training   |
| PK-12                  | Long-Range Park Planning                              |       |          | X       |           | 50%      |       |       |                               | 18,655         | x               |         | -    | Includes Natural Resources team, neighborhood connection program, GIS user group, special projects, grant administration  |
| PK-13                  | Human Service grants ongoing                          | X     | X        | X       | X         | X        | X     |       | X                             | 450,299        | x               |         | -    | Per capita: \$10.88   |
| PK-13                  | Human Service grants one-time                         |       |          |         |           |          |       |       |                               | 113,781        | x               |         | -    | One-time Service Package - Human Services funding   |
| PK-14                  | CDBG & H.S. grant management, H.S. Advisory Committee | 75%   | X        | X       | X         | X        | 50%   |       | X                             | 71,639         | x               |         | 0.63 | Human service grant management, advisory committee staff salary   |
| PK-15                  | Youth Council Management                              | 75%   |          | 50%     |           | 25%      |       |       |                               | 88,674         | x               |         | 0.75 | Youth Souncil staff support, project support, school liaison  |
| PK-15                  | All City Youth Summit                                 |       |          |         |           |          |       |       |                               | 4,000          | x               |         | -    | One-time Service Package - All City Youth Summit  |
| PK-16                  | Teen Center Support and Management                    | 95%   | X        | X       | X         | X        | X     |       | X                             | 196,837        | x               |         | 0.30 | Includes contract with Friends of Youth for 160,000   |
| PK-17                  | Beach Lifeguards                                      | X     | X        | X       |           | X        | X     |       | X                             | 67,273         | x               |         | 0.20 | seasonal staffing + program management  |
| PK-18                  | Highland Center Specialized Recreation Program        | X     |          | X       |           |          |       |       |                               | 7,204          | x               |         | -    | Contract with Bellevue to provide specialized recreation  |
| PK-19                  | NKCC Programs & Operations                            | 75%   |          | 85%     | X         | X        |       |       | X                             | 192,530        |                 | x       | 1.65 | Customer service, facilities management, program registration, supplies, drop-in programs, printing, advertising etc. General fund operation of Community Services & Revenue fund |
| PK-20                  | Senior Center Operations                              | 75%   |          | X       | X         | X        | 50%   |       | X                             | 191,102        | x               |         | 1.20 | Includes health and social services, additional hourly employees.   |
| PK-21                  | Facility Rentals                                      | 50%   | X        | X       | X         | X        |       |       | X                             | 35,463         |                 | x       | 0.30 | FTE staff and additional hourly employees:Revenue \$13,850  |
| PK-22                  | Community Service division administration             | 75%   | X        | X       | X         | X        | 50%   |       |                               | 51,557         | x               |         | 0.70 | Customer services, facilities management, program registration, data base management, boat launch sales   |

**FUND/DEPARTMENT: General Fund/Parks and Community Services**

**Continued**

| Discretionary Services continued |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|----------------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|
|                                  |  |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |
| PK-23                            | Senior Council Support (one-time)                      |       |          |         |           |          |       |       |                               | 27,000         | x               |         | -    | One-time Service Package - support for Senior Council  |
| PK-24                            | Night and Weekend coverage                             |       |          | X       |           | X        |       |       |                               | 177,662        |                 | x       | 1.50 | Staff for ballfield prep, garbage/litter, restroom maintenance after 5 pm Mon - Fri and all day Sat/Sun  |
| PK-25                            | Art  |       |          | X       |           |          |       |       |                               | 7,987          | x               |         | -    | Contracted cleaning service and staff maintenance/repairs  |
| PK-26                            | Juanita bay Park Ranger Program                        |       |          | 50%     |           |          |       |       |                               | (2,275)        | x               |         | -    | .15 FTE, supplies and training for volunteer park rangers  |
| PK-27                            | Regional Human Services projects                       | 50%   | X        | X       | X         | 50%      | X     | X     | X                             | 46,507         | x               |         | 0.25 | Leadership with EHSF, membership to Eastside Human Services Forum, Alliance of Eastside Agencies, Communities count, EHAC  |
| PK-28                            | Youth Services   | 50%   |          | X       |           | 25%      |       |       |                               | 112,342        | x               |         | 1.00 | Assets, regional support, Teen mini grants, Teen traffic court, We've Got Issues   |
| PK-29                            | Business Services                                      | 84%   | X        | X       | X         | X        |       |       | X                             | 186,699        |                 | X       | 1.30 | Incl. hourly dock master and morrage attendants. Revenues include concessions, moorage, private partnerships, sponsorships, boat launch. Revenues estimate \$157,300 |
| PK-30                            | Special Events   | 32%   | X        | 75%     |           | 50%      |       |       |                               | 109,935        |                 | x       | 0.75 | administration, coordinate Friday Market at Juanita Beach. Revenue estimate: \$35,100  |
| PK-31                            | Youth Sports: programs and camps                       | X     | X        | X       | X         | X        |       |       | X                             | 85,538         |                 | x       | 0.60 | Revenue supported program: Revenue = 119,880   |
| PK-32                            | Adult Sports   | X     |          | X       | X         | X        |       |       |                               | 91,493         |                 | x       | 0.55 | Revenue supported program. Revenue = 99,815  |
| PK-33                            | Swim/Dive Team   | 81%   |          | X       |           | 75%      |       |       |                               | 27,745         |                 | x       | 0.10 | Revenue = 22,600   |
| PK-34                            | Preschool Programs                                     | X     |          | X       | X         | 50%      |       | X     | X                             | 98,733         |                 | x       | 0.40 | Additional hourly employees. Revenue = 130,195   |
| PK-35                            | Youth Programs & camps                                 | X     |          | X       | X         | 50%      |       |       | X                             | 148,314        |                 | x       | 0.30 | Additional seasonal employees. Revenue = 161,434   |
| PK-36                            | Adult General Programming                              | X     |          | X       | X         | 50%      |       |       |                               | 65,263         |                 | x       | 0.30 | Contracted professional services. Revenue=88,241   |
| PK-37                            | Adult Fitness Programs                                 | 8%    |          | X       |           | 25%      |       |       |                               | 80,392         |                 | x       | 0.30 | Contracted professional services. Revenue=67,700   |
| PK-38                            | Summer Concert Series                                  |       |          | 50%     |           |          |       |       |                               | -              |                 | x       | -    | Program is budgeted for 2010, but with reduction of .5FTE, staffing not available to administer program in 2010.   |
| PK-39                            | Recreation Brochure                                    | 50%   |          | X       | X         | 50%      |       |       |                               | 41,375         |                 | x       | -    | Publication of two brochures per year.   |
| PK-40                            | Senior Center Van Service                              | X     |          | X       | X         |          |       |       |                               | 53,299         |                 | x       | 0.70 | Senior transportation to PKCC, health, wellness, nutrition   |
| PK-41                            | Senior Community Evening Classes                       | 90%   |          | X       |           | 50%      |       |       |                               | 47,405         |                 | x       | 0.30 | Revenue- 42,900  |
| PK-42                            | Senior Fitness, Lifelong learning, enrichment programs | 85%   |          | X       |           | 25%      |       |       |                               | 64,818         |                 | x       | 0.30 | Revenue=55,000   |
| PK-43                            | Senior Center Special Events                           | X     |          | X       |           | 75%      |       |       |                               | 3,500          |                 | x       | 0.10 | Revenue=3500   |
| PK-44                            | Senior Van Trips                                       | 38%   |          | X       |           | 50%      |       |       |                               | 40,003         |                 | x       | 0.20 | Revenue=15300  |
|                                  | Banking fees (credit card usage)                       | X     |          | X       |           |          |       |       |                               | 24,450         |                 | x       | -    | These are added into Recreation fees.  |
| Administration                   |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|                                  | Department Administration                              | 95%   | X        | X       | X         | X        | X     | X     | X                             | 316,565        | x               |         | 2.22 | Department administration, supplies, and park board support, citizen information service, external taxes, City website/Kirknet.                                      |
|                                  | Stormwater Fees  | X     | X        | X       | X         | X        | X     | X     | X                             | 24000          | x               |         | -    | Surface water fees   |



**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Public Works**

| Mandated Services  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|--------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|
|                    |  |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |
| PW-1               | Transportation Improvement Plan                                      | X     |          | X       | X         | X        | X     | X     | X                             | 6,875          | x               |         | 0.05 | 5% Capital Projects Supervisor   |
| PW-2               | Utility Comprehensive Planning                                       | X     | X        | X       | X         | X        | X     | X     | X                             | 7,811          |                 | x       | 0.05 | 5% Capital Projects Manager  |
| PW-3               | GMA Concurrency Planning   | 90%   | X        | X       | X         | X        | X     | X     | X                             | 26,323         | x               |         | 0.15 | Transportation Eng Manager   |
| PW-4               | Monitoring of Commute Trip Reduction (CTR) Employers                 | 95%   |          | X       | X         | X        | X     | X     | X                             | 6,902          | x               |         | 0.05 | Transportation Engineer  |
| PW-35              | Commute Trip Reduction Program                                       | 90%   |          | X       | X         | X        | X     | X     | X                             | 13,804         | x               |         | 0.10 | 10% Transportation Engineer  |
| PW-5               | Administer City's Trip Reduction Program                             | 95%   |          | X       | X         | X        | X     | X     | X                             | 6,902          | x               |         | 0.05 | Transportation Engineer  |
| PW-6               | SEPA Traffic Analysis  | X     | X        | X       | X         | X        | X     | X     | X                             | 96,631         |                 | x       | 0.70 | Transportation Engineer  |
| PW-7               | Training (safety, pathogens, etc)                                    |       | X        | X       |           | X        | X     | X     | X                             | -              | x               |         | 0.00 | Included in staff rates  |
| Essential Services |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| PW-9               | Public Works Mapping/GIS   | 85%   | X        | X       | X         | X        | X     | X     | X                             | 34,719         |                 | x       | 0.30 | 25% GIS Analyst & 5% Capital Projects Manager  |
| PW-10              | PW Customer Service @ Front Counter                                  | 95%   | X        | X       | X         | X        | X     | X     | X                             | 49,343         | x               |         | 0.60 | 20% Permit Tech, 10% Dev Eng Analyst, 100% (.30FTE) Vacant                                     |
| PW-11              | Development Review Engineering                                       | 95%   | X        | X       | X         | X        | X     | X     | X                             | 398,903        |                 | x       | 3.40 | Solid Waste Coord., Dev Engineer, Sr Dev Plans Examiner, 30% Permit Tech, .10 Dev Svcs Manager |
| PW-13              | Inspection for Development   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 198,231        |                 | x       | 2.00 | 2 Development Engineering inspectors   |
| PW-14              | Sidewalk clearance and sight distance                                | 75%   | X        | X       | X         | X        | X     | X     | X                             | 33,662         | x               |         | 0.30 | 30% NTCP Coord = .15 FTE, 30% NTCP Admin = .15 FTE   |
| PW-15              | PW Land Use Permit Review  | 95%   | X        | X       | X         | X        | X     | X     | X                             | 47,441         | x               |         | 0.30 | .30 Development Svcs Manager   |
| PW-16              | ROW Permit and ROW Vacations (non-user vacations) Administration     | 95%   | X        | X       | X         | X        | X     | X     | X                             | 52,443         |                 | x       | 0.50 | 50% Development Engineering Analyst  |
| PW-17              | Development Review Policy and Program Support/Administration         | 95%   | X        | X       | X         | X        | X     | X     | X                             | 106,027        | x               |         | 1.00 | 40% Dev Engineering Analyst, .45 Dev Svcs Manager  |
| PW-18              | Performance/Maintenance Securities Processing                        | 95%   | X        | X       | X         | X        | X     | X     | X                             | 42,661         | x               |         | 0.50 | 50% Permit Tech  |
| PW-19              | Support for Parking Programs/PAB                                     | 75%   |          | X       | X         | 25%      |       |       |                               | 33,311         | x               |         | 0.20 | 15% Transportation Eng Manager, 5% Transportation Engineer                                     |
| PW-20              | Traffic Accident Analysis & Records Management                       | X     | X        | X       | X         | X        | X     | X     | X                             | 13,975         | x               |         | 0.10 | 10% Transportation Engineer  |
| PW-21              | Engineering for Traffic Signing, Marking and Signals (including ITS) | 95%   | X        | X       | X         | X        | X     | X     | X                             | 115,535        | x               |         | 0.75 | 45% Transp. Engineer, 30% Transportation Eng Manager   |
| PW-22              | Maintain BKR Traffic Model   |       | X        | X       | X         | X        | X     | X     | X                             | 6,902          | x               |         | 0.05 | 5% Transportation Engineer   |
| PW-23              | Transportation Engineering Support for CIP                           | 95%   | X        | X       | X         | X        | X     | X     | X                             | 13,975         |                 | x       | 0.10 | 10% Transportation Engineer  |
| PW-24              | Bike, Pedestrian, Transit issue coordination                         | 95%   | X        | X       | X         | X        | X     | X     | X                             | 35,098         | x               |         | 0.20 | 20% Transportation Engineering Manager   |
| PW-25              | PW Research & Analysis Support                                       |       | X        | X       | X         | X        | X     | X     | X                             | 6,988          | x               |         | 0.05 | 5% Transportation Engineer   |
| PW-26              | Regional Interagency Coordination                                    | 90%   | X        | X       | X         | X        | X     | X     | X                             | 29,299         | x               |         | 0.25 | 25% Capital Projects Engineer  |
| PW-27              | Adjacent agency CIP project coordination                             | 90%   | X        | X       | X         | X        | X     | X     | X                             | 15,622         | x               |         | 0.10 | 10% Capital Projects Manager   |

**FUND/DEPARTMENT: General Fund/Public Works**

| Discretionary Services          |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|---------------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|--------------|---|
|                                 |   |       |          |         |           |          |       |       |                               |                  | None            | Partial |              |   |
| PW-28                           | Traffic Counts  |       |          | 85%     |           | X        |       |       |                               | 6,988            | x               |         | 0.05         | 5% Transportation Engineer  |
| PW-29                           | Grant Writing and Accounting  |       | X        | X       | X         | X        | X     | X     | X                             | 12,317           | x               |         | 0.13         | (.04FTE) Transportation Engineer, 33% (.09FTE) Acctg Support Associate  |
| PW-30                           | Kirkland Transportation Commission Support                            | 50%   |          | X       | X         | X        | X     |       | X                             | 17,549           | x               |         | 0.10         | 10% Transportation Engineering Manager  |
| PW-31                           | Neighborhood Traffic Control Program Coordination                     |       |          | 75%     |           | 25%      |       |       |                               | 10,174           | x               |         | 0.55         | Traffic Control Coord. = .85FTE, 40% NTCP Admin = .20FTE  |
| PW-32                           | PW Transportation Support for Neighborhood/Business District Planning |       |          | X       |           | 50%      |       |       |                               | 6,902            | x               |         | 0.05         | 5% Transportation Engineer  |
| PW-33                           | Regional Transportation Planning                                      | 50%   | X        | X       | X         | X        | X     | X     | X                             | 17,549           | x               |         | 0.10         | 10% Transportation Engineering Manager  |
| PW-34                           | Pedestrian Flag Program   | 50%   |          | X       | X         | X        |       |       | X                             | 13,835           |                 | x       | 0.15         | .15 FTE NTCP Admin  |
| Administration                  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|                                 | Director, Admin Asst, Admin Mgr, Acct                                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 447,065          | x               |         | 3.55         | PW Director, Admin Asst, Sr Financial & Admin Analyst, 25% Solid Waste Coord., 10% Sr Accountant, 15% Capital Projects Manager, .05 FTE Permit Tech |
|                                 | Transfer to Development Services Reserves                             |       | X        | X       | X         | X        |       | X     | X                             | 70,000           |                 | x       |              |   |
| 100% Revenue-Supported Services |   |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
| PW-8                            | Capital Improvement Program (CIP) Administration                      |       |          |         |           |          |       |       |                               | 141,866          |                 |         | 1.85         | 60% Capital Projects Manager, 25% Capital Projects Supervisor, 100% CIP Admin Support   |
| PW-12                           | CIP Review  |       |          |         |           |          |       |       |                               | 92,514           |                 |         | 1.00         | 1.0 CIP Inspector   |
| PW-36                           | Emergency Sewer Program Administration                                |       |          |         |           |          |       |       |                               | 6,931            |                 |         | 0.09         | 33% Accounting Support Associate  |
|                                 | CIP Outreach  |       |          |         |           |          |       |       |                               | 53,718           |                 |         | 0.50         | 100% CIP Neighborhood Outreach Specialist   |
| PW-37                           | Capital Project Management-Engineers                                  |       |          |         |           |          |       |       |                               | 831,531          |                 |         | 7.00         | 6.25 project engineers, 70% Capital Proj Supervisor, 5% Capital Projects Manager  |
| PW-38                           | CIP Accounting  |       |          |         |           |          |       |       |                               | 6,732            |                 |         | 0.09         | 33% Accounting Support Associate  |
| Non-Program Costs & Adjustments |   |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|                                 | Subtotal Non-Program Costs & Adjustments                              |       |          |         |           |          |       |       |                               | 245,082          |                 |         |              |   |
| <b>Total</b>                    |   |       |          |         |           |          |       |       |                               | <b>3,380,138</b> |                 |         | <b>27.05</b> |   |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Finance & Administration**

| Mandated Services  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|--------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                    |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| FA-1               | Financial Reporting                       | 95%   | X        | X       | X         | X        | X     | X     | X                             | 143,919        | x               |         | 1.38 | Financial statements & notes, research laws and regulations (RCW 43.09) , expenditure review, CAFR completion, GAAP knowledge thru annual training. accounting oversight, and seized property reporting (RCW 69.50.505) |
| FA-2               | Accounts Payable                          | 95%   | X        | X       | X         | X        | X     | X     | X                             | 146,581        | x               |         | 1.66 | Invoice payments, financial system updates, check printing, 1099's, and expenditure review (RCW 43.09)  |
| FA-3               | Grant Accounting                          | 95%   | X        | X       | X         | X        | X     | X     | X                             | 23,535         | x               |         | 0.21 | Research law and regulations, department oversight, grant reporting, revenue monitoring, policy and procedure updates (Circular A-133)  |
| FA-4               | Payroll                                   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 205,118        | x               |         | 2.12 | Produce bi-monthly payroll for all City employees, process benefits, implement collective bargaining contract provisions (FLSA) Fair Labor Standards Act  |
| FA-5               | Tax Collections                           | 95%   | X        | X       | X         | X        | X     | X     | X                             | 56,467         | x               |         | 0.53 | Monitoring, reporting, customer contact of all tax: telephone (RCW 35A.82) admission(RCW 35.21.280) (RCW Title 80)  |
| FA-6               | Debt Service and Cash Mgmt.               | 95%   | X        | X       | X         | X        | X     | X     | X                             | 128,854        | x               |         | 1.45 | Banking, unclaimed property reporting (RWC 63.21), security bonds   |
| FA-7               | Budget Preparation                        | 95%   | X        | X       | X         | X        | X     | X     | X                             | 125,691        | x               |         | 1.10 | Develop, balance, monitor and adjust department and fund budgets as required by (RCW 35A.34)  |
| FA-8               | Fixed Asset Management                    | 95%   | X        | X       | X         | X        | X     | X     | X                             | 29,298         | x               |         | 0.32 | Inventory, purchases & surplus all assets - capital & attractive, including depreciation ad reporting of CIP, infrastructure, equipment, land, and ROW (RCW 43.09)  |
| FA-9               | Annual Audit                              | 95%   | X        | X       | X         | X        | X     | X     | X                             | 108,689        | x               |         | 0.53 | State Auditors Office contract, data compilation, research, and department coordination \$53,800 (RCW 43.09)  |
| FA-10              | Records Management                        | 90%   | X        | X       | X         | X        | X     | X     | X                             | 131,361        | x               |         | 0.80 | Meet statutory requirements for City-wide official records retention and maintenance (RCW 35A.39.010), provide training and support, public disclosure (RCW 42.56.580)  |
| FA-11              | City Council Meetings & Support           | 90%   | X        | X       | X         | X        | X     | X     | X                             | 137,556        | x               |         | 1.45 | Meeting agenda and packet creation (RCW 35A.13), set up, staffing, minutes (RCW 42.32.030)  |
| FA-12              | Elections                                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 134,000        | x               |         |      | Voter registration, primary and general election, voter pamphlet (RCW 29A)  |
| Essential Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| FA-13              | Financial Analysis and Monitoring         | X     | X        | X       | X         | X        | X     | X     | X                             | 58,101         | x               |         | 0.50 | FMR, sales tax analysis, expenditure & revenue monitoring, reserve analysis   |
| FA-14              | Contract Costing                          | X     | X        | X       | X         | X        | X     | X     | X                             | 35,708         | x               |         | 0.30 | Cost management and bargaining unit contract proposals, participate in mgmt strategy sessions for contract negotiations   |
| FA-15              | Special Analysis                          | X     | X        | X       | X         | X        | X     | X     | X                             | 59,197         | x               |         | 0.50 | Fiscal analysis of a variety of topics - i.e.. Cost of service studies, annexation, parking, jail studies, etc.   |
| FA-16              | Financial System Op/Maint                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 18,363         | x               |         | 0.16 | System maintenance, GL/JL maintenance, new user training, testing, troubleshooting, and ongoing training  |
| FA-17              | Centralized Purchasing                    | 95%   | X        | X       | X         | X        | X     | X     | X                             | 198,829        | x               |         | 2.00 | Provides oversight of purchasing processes to assure compliance with City and State laws, buying and contract/bid management  |
| FA-18              | Cemetery Administration                   | 95%   | X        | X       |           | X        | X     | X     | X                             | 23,738         | x               |         | 0.28 | Maintain cemetery records, sell plots, niches, coordinate burial arrangements   |
| FA-19              | Business License Administration           | X     | X        | X       | X         | X        | X     | X     | X                             | 99,791         |                 | x       | 1.16 | Maintain business license records, process annual renewals, collect delinquent accounts, provide customer support, needed to continue revenue stream  |
| FA-20              | Staff & Public Support - Records Services | 90%   | X        | X       | X         | X        | X     | X     | X                             | 57,275         | x               |         | 0.45 | Manage City-wide records program  |

**FUND/DEPARTMENT: General Fund/Finance & Administration**

| Discretionary Services                   |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset?  |         | FTE  | Notes   |  |
|--|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|------------------|---------|------|---|--|
|  |  |       |          |         |           |          |       |       |                               |                | None             | Partial |      |   |  |
| FA-21                                    | Park Smart Support                     | 50%   |          | 50%     |           | 50%      |       |       |                               | 21,081         |                  | x       | 0.26 | Issue parking permits, provide counter customer service and send quarterly notices for updates regarding Park Smart program   |  |
| FA-22                                    | Passport                               | 50%   |          | X       | X         |          |       |       | X                             | 37,544         |                  | x       | 0.54 | Process passport applications for the U.S. State Department   |  |
| FA-23                                    | False Alarm Administration             | 50%   | X        | X       | X         | 50%      |       |       | X                             | 44,078         |                  | x       | 0.53 | Administer Kirkland's False Alarm Program, process initial applications, renewals and fines for false alarm offenses, implements enforcement  |  |
| FA-24                                    | Capital Improvement Program            | 90%   | X        | X       | X         | X        | X     | X     | X                             | 70,424         | x                |         | 0.60 | Coordinate prep of long term planning for capital infrastructure needs. Monitor and manage the program as part of prudent fiscal practice to ensure integrity of the infrastructure |  |
| FA-25                                    | Mail Services and On-call Hourly Wages | 90%   | X        | 85%     | X         | 25%      |       |       | X                             | 93,932         | x                |         | 1.10 | Collect and distribute all incoming external and internal City mail. Manage permits and bulk mailings   |  |
| FA-26                                    | Information Desk                       | 50%   |          | X       | X         | X        | X     | X     | X                             | 23,134         | x                |         | 0.30 | Provide citizen support to all customers, answers the main phone line, supports the mail and copier room  |  |
| FA-27                                    | Document Management (one-time Svc Pkg) |       |          |         |           |          |       |       |                               | 101,351        | x                |         |      | Implementation of City's Document Mgmt system, including training, development of procedures and documentation of city-wide processes   |  |
| Administration                           |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset?  |         | FTE  | Notes   |  |
| FA-29                                    | Director and Admin Assistant           | 95%   | X        | X       | X         | X        | X     | X     | X                             | 297,225        | x                |         | 2.00 | Overall department management and administration  |  |
| 100% Revenue-Supported Services          |  |       |          |         |           |          |       |       |                               | Revised Budget | Revenue Offset?  |         | FTE  | Notes   |  |
| FA-28                                    | Utility Billing                        |       |          |         |           |          |       |       |                               | 627,823        |                  |         | 6.84 | Billing and customer service for water, sewer and solid waste customers   |  |
| Non-Program Costs & Adjustments          |  |       |          |         |           |          |       |       |                               | Revised Budget | Revenue Offset?  |         | FTE  | Notes   |  |
| Subtotal Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | 494,987        |                  |         |      |   |  |
| <b>Total</b>                             |  |       |          |         |           |          |       |       |                               |                | <b>3,733,652</b> |         |      | <b>30.06</b>  |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Planning and Community Development**

| Mandated Services      |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                        |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| PL-1                   | Building, mechanical & sign permits   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 246,613        |                 | x       | 1.50 | Ongoing staff only including Overtime (\$2,000). 2 Planners and .5 Dev Review Manager   |
| PL-2                   | State mandated land use permits   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 228,648        |                 | x       | 2.00 | Includes subdivisions, shoreline, SEPA, ROW vacations, some zoning. 1.0 Planning Supervisor and 1.0 Associate Planner   |
| PL-3                   | Comprehensive planning, regulations & shoreline management (State mandated) | 95%   | X        | X       | X         | X        | X     | X     | X                             | 226,860        |                 | x       | 2.00 | Includes comprehensive plan & zoning code updates. 2.0 Sr. Planners   |
| PL-4                   | State mandated natural resource plans & regulations.                        | 95%   | X        | X       | X         | 50%      | X     | X     | X                             | 71,958         | x               |         | 0.50 | .50 Deputy Director   |
| Essential Services     |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| PL-5                   | Public regulatory information   | 85%   | X        | X       | X         | X        | X     | X     | X                             | 173,955        |                 | x       | 2.00 | Respond to counter and phone inquiries. 2.0 Planning Info Specialists   |
| PL-6                   | Code enforcement  | 95%   | X        | X       | X         | X        | X     | X     | 50%                           | 231,107        | x               |         | 2.00 | 1.5 Code Enforcement Officers; .50 Dev Review Manager and Communications (\$2,080)  |
| PL-7                   | ARCH  | X     | X        | X       | X         | X        | X     | X     | X                             | 62,757         | x               |         |      | Ongoing ARCH 2010 dues only.  |
| PL-8                   | Comprehensive planning and regulations (non state mandated)                 |       | X        | X       | X         | 50%      | X     | 75%   | X                             | 248,422        | x               |         | 2.00 | Includes some plan and code updates, affordable housing regs. .50 Deputy Director; .50 Planning Supervisor; 1.0 Sr. Planner   |
| Discretionary Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| PL-9                   | Land use permits not mandated by State                                      | 50%   | X        | X       | X         | X        | X     |       | X                             | 257,024        |                 | x       | 2.50 | Includes discretionary permits required by Zoning Code. Reduction would require code amendments that would need short term staffing. .50 Planning Supervisor; 2.0 Planners  |
| PL-10                  | Urban forestry services   | 85%   | X        | 85%     |           |          |       |       | X                             | 49,323         | x               |         | 0.50 | .50 Urban Forester  |
| PL-11                  | Comprehensive planning and regulations (non state mandated)                 | 50%   | X        | X       | 50%       | X        | X     | 75%   | X                             | 113,081        |                 | x       | 1.00 | Includes neighborhood plans; private amendment requests and optional plan/code amendments. 1.0 Sr. Planner  |
| PL-12                  | Natural Resource plans and regulations                                      | 50%   | X        | X       | X         | 50%      | X     | 75%   | X                             | 57,589         |                 | x       | 0.50 | .50 Sr. Planner   |
| Administration         |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|                        | Salaries & benefits   | 85%   | X        | X       | X         | X        | X     | X     | X                             | 386,940        |                 | x       | 3.56 | Ongoing staff for budgeting; personnel; departmental management; interdepartmental coordination; coordination with councils, boards & commissions; training; records (Director, Admin. Supervisor, 1.0 Sr. Office Spec., .5 Office Tech.) including Director travel/medical allowance (\$2,700) |
|                        | Hourly Wages - Interns  | X     |          | X       |           |          |       |       |                               | 4,789          |                 |         |      | Remaining Interns salaries & benefits   |
|                        | Professional Services - Administrative                                      | X     | X        | X       | X         | X        |       | X     | X                             | 2,900          | x               |         |      | Ongoing recording secretary services for Hearing Examiner.  |

**FUND/DEPARTMENT: General Fund/Planning and Community Development**

Continued

| Administration continued                           | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget        | Revenue Offset?        |                | FTE          | Notes   |
|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|-----------------------|------------------------|----------------|--------------|---|
|  |       |          |         |           |          |       |       |                               |                       | None                   | Partial        |              |   |
| Professional Services - Annual Retreat             |       |          | 50%     |           |          |       |       |                               | -                     | x                      |                |              | Facility rental and consultant for department annual retreat.   |
| On- Call Administrative - Hourly Wages & benefits  | 80%   |          | 85%     | X         | X        |       |       | X                             | 32,647                | x                      |                |              | Ongoing recording secretary services for PC, HCC, HE, DRB (\$10,770 wages & \$9,274 benefits). Also includes Admin. Aide (BS) (\$878), High School Admin. Intern (JM) (\$1,288), on-call for admin. vacation/sick (\$2,000) and overtime (\$2,000). |
| Office Supplies, operating supplies, furniture     | 80%   | X        | 85%     | X         | X        | X     | X     | X                             | 15,000                | x                      |                |              | Department office supplies (\$10,000), operating supplies (\$3,000), furniture (2,000)  |
| Travel, training & dues for staff, PC, HCC and DRB |       |          | 85%     | X         | X        |       | 75%   | X                             | 22,270                | x                      |                |              | Staff and Planning Commission, Houghton Community Council and Design Review Board support. Travel (\$5,600), Training (\$8,655), Dues (\$8,015)   |
| Software, repairs/maintenance                      |       | X        | X       | X         | X        | X     | X     | X                             | 21,900                | x                      |                |              | All software purchases (\$1,600) and maintenance (\$20,300)   |
| Advertising  | 50%   | X        | 85%     | X         | X        |       | X     | X                             | 11,000                | x                      |                |              | Advertising for projects and permits  |
| Printing/postage/miscellaneous                     | 50%   | X        | 85%     |           | 50%      |       | X     |                               | 3,000                 | x                      |                |              | Department printing (\$23,000), postage (\$500) and meeting packet delivery (\$1,000)   |
| Professional Services                              |       |          |         |           |          |       |       |                               | 5,000                 | x                      |                |              | One-time Service Package - Cascade Cities Agenda Membership   |
| <b>100% Revenue-Supported Services</b>             |       |          |         |           |          |       |       |                               | <b>Revised Budget</b> | <b>Revenue Offset?</b> |                | <b>FTE</b>   | <b>Notes</b>  |
| None   |       |          |         |           |          |       |       |                               |                       | <b>None</b>            | <b>Partial</b> |              |   |
| <b>Non-Program Costs &amp; Adjustments</b>         |       |          |         |           |          |       |       |                               | <b>Revised Budget</b> | <b>Revenue Offset?</b> |                | <b>FTE</b>   | <b>Notes</b>  |
| Internal Charges & Insurance                       |       |          |         |           |          |       |       |                               | 284,903               | x                      |                |              |   |
| Annexation Service Packages                        |       |          |         |           |          |       |       |                               | 99,201                |                        |                | 1.00         | Annexation Planner  |
| One-Time Adjustments                               |       |          |         |           |          |       |       |                               | (6,566)               |                        |                |              |   |
| Ongoing Adjustments                                |       |          |         |           |          |       |       |                               | (78,440)              |                        |                |              |   |
| 2010 Concessions                                   |       |          |         |           |          |       |       |                               | (67,007)              |                        |                |              |   |
| Subtotal Non-Program Costs & Adjustments           |       |          |         |           |          |       |       |                               | 232,091               |                        |                |              |   |
| <b>Total</b>                                       |       |          |         |           |          |       |       |                               | <b>2,704,874</b>      |                        |                | <b>21.06</b> |   |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Police**

| Mandated Services | Asher   | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE   | Notes   |
|-------------------|---|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|-------|---|
|                   |   |          |         |           |          |       |       |                               |                | None            | Partial |       |   |
| PD-1              | Responding to Calls for Service - Patrol Division | 95%      | X       | X         | X        | X     | X     | X                             | 4,300,882      | x               |         | 37.00 | A total of 36 FTE's are allocated to the Patrol Division with oversight of the division provided by two 0.50 Management Staff personnel (Lieutenant). Uniform costs are \$1,280 per Patrol FTE, Training costs are \$625 per Patrol FTE, and Overtime costs are \$3,701 per Patrol FTE. Costs for Management Staff are \$147,840.   |
| PD-2              | Public Safety Answering Point/911 Calls           | X        | X       | X         | X        | X     | X     | X                             | 1,695,674      | x               |         | 0.20  | With the transition to NORCOM for dispatch services in July 2009, the department will begin paying for services on a per call basis. Fees are included for that payment as well as portions of a Captain (.10) and a Lieutenant (.10) who will provide oversight to all NORCOM related issues. NORCOM fees total \$1,664,179 and costs for management staff are \$31,495. |
| PD-3              | Training  | X        | X       | X         | X        | X     | X     | X                             | -              | x               |         |       | Training expenditures have been allocated to the position/division where the FTE(s) are budgeted.   |
| PD-4              | Jail  | X        | X       | X         | X        | X     | X     | X                             | 1,334,539      |                 | x       | 15.00 | Expenditures include salaries, benefits, uniform costs, and all Kirkland inmate expenditures. Revenues from Point Cities for Housing & Transport, total 2008 revenue received \$31,402. Training costs are \$500 per FTE. Unit is managed by Corrections Manager for a cost of \$136,653.   |
| PD-5              | Outside Agency Incarceration Costs                | X        | X       | X         | X        | X     | X     | X                             | 944,644        | x               |         |       | Inmate housing charges  |
| PD-6              | Records Maintenance                               | X        | X       | 90%       | X        | X     | X     | X                             | 370,928        | x               |         | 4.65  | A total of 4.5 FTE's are allocated to Records with oversight provided by 0.15 Management Staff (Lieutenant). Uniform costs are \$345 per FTE and Training costs are \$500 per FTE. Overtime costs for the division are \$1,444. Costs for Management Staff are \$22,440.  |
| PD-7              | Evidence  | X        | X       | X         | X        | X     | X     | X                             | 86,278         | x               |         | 1.10  | Uniform costs are \$345 for this position, Training costs are \$500, and Overtime costs are \$338. Oversight is provided by a Lieutenant (0.10 FTE) for a cost of \$14,960.   |
| PD-8              | Accreditation                                     | 90%      | X       | 90%       |          | X     |       | X                             | 73,037         | x               |         | 0.50  | This position is filled by Management Staff (Lieutenant) personnel who serves as our Accreditation Manager in addition to other staff responsibilities. Included are \$5,000 yearly Accreditation fees.   |
| PD-8              | Accreditation - one-time costs                    |          |         |           |          |       |       |                               | 5,000          | x               |         |       | One-time Service Package - Accreditation Expenses   |

Continued

| Essential Services     |                               | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|------------------------|-------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|
|                        |                               |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |
| PD-9                   | Investigations Division       | 95%   | X        | X       | X         | X        | X     | X     | X                             | 946,451        | x               |         | 7.15 | A total of 7.0 FTE's are allocated to the Investigations Division with oversight provided by 0.15 Management Staff (Lieutenant). Uniform costs are \$1,060 per FTE, Training costs are \$625 per FTE, and Overtime costs are \$4,444 per FTE. A fund for fees for Special Investigations (\$3,000) is included with this division. Costs for Management Staff are \$22,620.  |
| PD-10                  | Management Staff              | 95%   | X        | X       | X         | X        | X     | X     | X                             | 556,664        | x               |         | 3.40 | Management staff consists of 6 FTE's made up of 2 Captains and 4 Lieutenants. Portions of the Lieutenants' costs are allocated to provide oversight to other divisions within the department. Uniform costs are \$1,600 per FTE and Training costs are \$1,000 per FTE.  |
| PD-11                  | Traffic Division              | 95%   | X        | X       | X         | X        | X     | X     | X                             | 488,576        |                 | x       | 4.15 | A total of 4.0 FTE's are allocated to the Traffic Division with oversight provided by 0.15 Management Staff (Lieutenant). The Traffic Division performs many mandated services such as investigation of fatal or serious injury traffic collisions. Revenues are available from the Traffic Safety Commission for reimbursement of costs associated with special emphasis and/or equipment. Uniform and Overtime costs are included in the total expenditures for the division, and Training costs are \$625 per FTE. Costs for Management Staff are \$21,911. |
| PD-12                  | Marine Patrol                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 39,000         | x               |         |      | Contract service with King County Sheriff's Office to provide for the routine patrol of waters to enforce laws and ordinances May through October of each year. Additionally, they may be called out to respond to serious emergency complaints or situations with a corresponding call out fee.   |
| Discretionary Services |                               | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| PD-13                  | School Resource Officer       | 95%   |          | 50%     | 50%       | X        |       |       |                               | 110,446        |                 | x       | 1.00 | Revenues from Lake WA School District Partial %ly support this position with the current contract calling for a yearly payment from LWSD in the amount of \$75,060. Uniform costs are \$1,100, Training costs are \$625, and Overtime costs are \$4,548. Oversight of this position is provided by the Community Services Unit Supervisor.   |
| PD-14                  | Neighborhood Resource Officer | 90%   |          | 50%     | 50%       | X        |       |       |                               | 106,801        | x               |         | 1.00 | Uniform costs are \$1,100, Training costs are \$625, and Overtime costs are \$4,548. Oversight of this position is provided by the Community Services Unit Supervisor.   |
| PD-15                  | Family Violence Detective     | X     | X        | X       | X         | X        | 50%   | X     | X                             | 113,729        | x               |         | 1.00 | This position is assigned to the Investigations Division. Although listed as Discretionary, the position is responsible for all Domestic Violence incidents in the City. Elimination of the position would create a burden on the Investigations Division by the increased workload. Uniform costs are \$1,060, Training costs are \$625, and Overtime costs are \$4,444.  |

Continued

| Discretionary Services continued |                                    | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|----------------------------------|------------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                                  |                                    |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| PD-16                            | Family/Youth Advocate              | 95%   | X        | 85%     | X         | X        | 50%   | 75%   | X                             | 89,640         |                 | x       | 1.00 | Minimal revenues are generated from Advocacy services provided to the Point Cities. This position is assigned to the Investigations Division and reports to that Division's Sergeant. Although listed as Discretionary, the position is vital in providing assistance, intervention, and counseling to victims of domestic violence as well as providing immediate crisis intervention to those victims and appearing with them at court hearings. The position also oversees the DART (Domestic Abuse Response Team) volunteer program. Uniform costs are \$200, Training costs are \$500, and Overtime costs are \$338. |
| PD-17                            | Community Services Unit Supervisor | 95%   |          | 50%     | 50%       | X        |       | 75%   |                               | 9,915          | x               |         | -    | The position provides direct supervision to the School Resource Officer and the Neighborhood Resource Officer. The position also interacts with citizen and business groups and provides crime prevention information to the public and serves as the department PIO. Uniform costs are \$1,100, Training costs are \$625, and Overtime costs are \$4,548.  |
| PD-18                            | Special Response Team              | 95%   | X        | X       | X         | X        |       | 75%   | X                             | 16,580         | x               |         | 0.05 | It should be noted that although categorized as discretionary, the elimination of this service/program poses liability concerns. Personnel costs for FTE's assigned to this unit are budgeted within other divisions. Training costs are \$2,000. Oversight of the unit is provided by management staff personnel (0.05 Lieutenant) for a cost of \$7480.   |
| PD-19                            | Crisis Negotiations Team           | X     | X        | X       | X         | X        |       | 75%   | X                             | 11,480         | x               |         | 0.05 | It should be noted that although categorized as discretionary, the elimination of this service/program poses liability concerns. Personnel costs for FTE's assigned to this unit are budgeted within other divisions. Training costs are \$1,500. Oversight of the unit is provided by management staff personnel (0.05 Lieutenant) for a cost of \$7480.   |
| PD-20                            | Eastside Narcotics Task Force      | X     | X        | X       | X         | X        |       |       | X                             | 121,256        |                 | x       | 1.00 | Revenues are generated from seizure of property or money associated with illicit drug activity. Revenues must be used to fund narcotics related programs or equipment. Uniform costs are \$1,060, Training costs are \$625, and Overtime costs are \$4,444. Additionally, a narcotics investigation fund in the amount of \$5,000 is attached to this position.   |
| PD-21                            | Crime Analysis                     | X     | X        | X       | X         | X        | 50%   | 90%   | X                             | 99,428         | x               |         | 1.00 | It should be noted that although categorized as discretionary, the position is responsible for mandated crime statistic reporting. The position also provides vital information on criminal activity (patterns, MO, etc.) that assists officers in the apprehension of criminals. Uniform costs are \$200, Training costs are \$500 and Overtime costs are \$338.   |

Continued

| Discretionary Services continued |                                | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|----------------------------------|--------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                                  |                                |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| PD-22                            | K-9 Unit                       | X     | X        | 85%     | 50%       | X        |       |       | X                             | 113,487        | x               |         | 1.00 | Direct supervision provided by a Patrol Sergeant. Expenditures include necessary supplies for the police service dog as well as overtime for the officer. Uniform costs are \$1,000 and Training costs are \$1,000.   |
| PD-23                            | Explorer Program               | 80%   | X        | 50%     |           | X        |       |       | X                             | 9,424          | x               |         | 0.05 | Although listed as discretionary, the Explorers provide a variety of assistance to the City for Special Events, such as Traffic Control, etc. Budgeted expenditures pay for a small portion of their uniforms and training. The Post generates revenue from their assistance at City and regional events, using that revenue for purchases not funded by the General Fund Police budget. Oversight of the unit is provided by the CSU Sergeant (0.05) for a total cost of \$5734.   |
| PD-24                            | Chaplain's Program             | X     | X        | 50%     | X         |          | X     |       | X                             | 750            | x               |         |      | The Police Chaplain performs a wide variety of volunteer services for the department and its' employees. The expenditures represent fees for attendance at a yearly training conference, a portion of which is funded by the FBI.   |
| PD-25                            | Volunteer Program              | X     | X        | 50%     |           | X        |       |       | X                             | 750            | x               |         |      | Necessary clothing & uniform items utilized by our volunteers including our Speed Watch volunteers & DART volunteers.   |
| PD-26                            | ProAct Unit                    | X     | X        | 50%     | 50%       | X        |       |       | X                             | 557,963        | x               |         | 5.15 | A total of 5 FTE's are assigned to this unit consisting of one Sergeant, three Officers, and one support position with oversight of the unit provided by 0.15 Management Staff (Lieutenant). Expenditures include salaries and benefits for the FTE's as well as uniforms and overtime. Training costs for the unit are \$3,000. A fund for fees for Special Investigations (\$1,600) is included with this unit. Costs for Management Staff are \$22,441.  |
| Administration                   |                                | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|                                  |                                |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| PD-30                            | Director and Staff Coordinator | X     | X        | X       | X         | X        | X     | X     | X                             | 285,392        | x               |         | 2.00 | Salaries and benefits for Chief and Staff Coordinator. Uniform costs for Chief are \$1,500 and Training costs are \$3,129 (\$2,500 Chief, \$629 Staff Coordinator).   |
| PD-31                            | Support Staff                  | 95%   | X        | 85%     | X         | X        | X     | X     | X                             | 396,011        | x               |         | 4.10 | Staff consists of the Administrative Corporal, Training Officer, and two Administrative Support positions with oversight provided by .10 Management Staff (Lieutenant). Functions of this group include training, hiring and recruiting, background investigations, inventory and control, and the Telestaff timekeeping system for which the assigned Lieutenant has responsibility. The administrative support positions provide timekeeping and payroll, arrange all travel and training registrations, and perform a wide variety of clerical support. Uniform costs total \$2,000 (\$800 each for sworn position and \$200 each for support position), Training costs total \$2,250 (\$625 each for sworn positions and \$500 for each support position), and Overtime costs are \$2,576 (\$950 for each sworn position and \$338 for each support position). Management staff costs are \$14,960. |

**FUND/DEPARTMENT: General Fund/Police**

**Continued**

| Administration                           |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes  |  |
|--|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|-------------------|-----------------|---------|------|--|--|
|  |  |       |          |         |           |          |       |       |                               |                   | None            | Partial |      |  |  |
| PD-36                                    | Department Supplies & Other Miscellaneous Fees | 95%   | X        | 85%     | X         | X        | X     | X     | X                             | 132,663           | x               |         |      | Includes department supplies consisting of firearms supplies (lethal & less lethal), civil unrest supplies, replacement body armor and office & operating supplies, as well as fees for postage, repairs & maintenance of equipment, association dues, and a wide variety of professional fees that provide support for functions in both the Operations and Services Divisions. |  |
| PD-37                                    | Communication Fees                             | X     | X        | X       | X         | X        | X     | X     | X                             | 62,190            | x               |         |      | Fees for all data lines, radio lines, pagers, and phones.  |  |
| PD-38                                    | Professional Fees                              | 80%   | X        | X       | X         | X        | X     | X     | 75%                           | 40,563            | x               |         |      | Provision of funds for costs related to grant consulting and regional records management data bases which provide vital criminal history information.  |  |
| 100% Revenue-Supported Services          |  |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes  |  |
| PD-27                                    | CJTC Commander (One-time)                      |       |          |         |           |          |       |       |                               | 167,545           |                 |         |      | No FTE is associated with this position as it is a temporary position and funded only as long as the contract with the Training Commission is in effect. All costs associated with this position are reimbursed by the Criminal Justice Training Commission. Uniforms and Training for the position are provided by CJTC.  |  |
| PD-28                                    | CJTC Instructor                                |       |          |         |           |          |       |       |                               | 116,506           |                 |         | 1.00 | All costs associated with this position are reimbursed by the Criminal Justice Training Commission. Overtime costs are \$3,701. Uniforms and Training for the position are provided by CJTC.   |  |
| PD-29                                    | Parking Enforcement                            |       |          |         |           |          |       |       |                               | 146,236           |                 |         | 2.00 | Expenditures include salaries and benefits for the FTE's as well as uniforms, overtime, and supplies associated with Parking Enforcement. Oversight is provided by the Traffic Sergeant. Training costs are \$500 per FTE.   |  |
| Non-Program Costs & Adjustments          |  |       |          |         |           |          |       |       |                               | Revised Budget    | Revenue Offset? |         | FTE  | Notes  |  |
| Subtotal Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | 3,466,478         |                 |         |      |  |  |
| <b>Total</b>                             |  |       |          |         |           |          |       |       |                               | <b>17,016,906</b> |                 |         |      | <b>120.55</b>  |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Fire and Building**

| Mandated Services  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE   | Notes   |
|--------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|-------|---|
|                    |   |       |          |         |           |          |       |       |                               |                | None            | Partial |       |   |
| FB-1               | Emergency Management                            | 95%   | X        | 50%     | X         | X        | X     | X     | X                             | 100,354        | x               |         | 0.50  | .50 Admin Deputy Chief/benefits+ Emr Prep Coord/benefits (50% EMPG grant - one time funded) + Operating cost = \$25,214 |
| FB-1               | Emergency Prep Coordinator                      |       |          |         |           |          |       |       |                               | 106,384        |                 | x       |       | One-time Service Package- Emerg Prep Coord (50% EMPG grant)   |
| FB-2               | Fire Training                                   | X     | X        | X       | X         | X        | X     | X     | X                             | 463,442        |                 | x       | 2.20  | 20% Deputy Chief Salary/Benefits plus 2 Training Officers + Firefighter Training Costs                                  |
| FB-3               | Fire Inspection                                 | 95%   | X        | X       | X         | X        | X     | X     | X                             | 368,445        |                 | x       | 2.70  | ADC .20, Fire Marshall (.90), DFM (.80), Inspector (80), Operating Cost = \$26,558                                      |
| FB-4               | Fire Investigation                              | X     | X        | X       | X         | X        | X     | X     | X                             | 98,782         | x               |         | 0.50  | .10 Fire Marshal, .20 DFM& Inspector, = Operating cost/OT Stand-by =\$41,700  |
| FB-6               | Fire/Bldg Records Management                    | 95%   | X        | X       | X         | X        | X     | X     | X                             | 111,283        |                 | x       | 1.60  | 85% Fire Clerk, 75% Building Clerk = Professional Services cost \$1,500   |
| Essential Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE   | Notes   |
| FB-7               | Fire Suppression/EMS                            | 95%   | X        |         | X         | X        | X     | X     | X                             | 1,081,027      |                 | x       | 3.80  | 80% Deputy Chief Salary/Benefits & Operating Costs plus 3 Shift Battalion Chiefs  |
| FB-7               | Fire Suppression - Personal Protective Clothing |       |          |         |           |          |       |       |                               | 108,489        |                 | x       |       | One-time Service Packages - personal protective clothing  |
| FB-8               | Station 21                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 1,623,000      |                 | x       | 12.00 | Salary/Benefits + 15% of all Stations Operating Budget  |
| FB-9               | Station 22                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 2,183,073      |                 | x       | 16.00 | Salary/Benefits + 20% of all Stations Operating Budget  |
| FB-10              | Station 24                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 202,553        |                 | x       |       | 10% of Budget plus Firefighter OT (12 Hrs)=327,442  |
| FB-11              | Station 25                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 1,684,150      |                 | x       | 12.00 | Salary/Benefits + 15% of all Stations Operating Budget  |
| FB-12              | Station 26                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 2,454,955      |                 | x       | 18.00 | Salary/Benefits + 20% all Stations Operating Budget   |
| FB-13              | Station 27                                      | X     | X        | X       | X         | X        | X     | X     | X                             | 2,486,383      |                 | x       | 20.00 | Salary/Benefits + 20% of all Stations Operating Budget  |
| FB-14              | Reserve Program                                 |       |          | X       |           | X        | X     |       |                               | (8,400)        |                 | x       |       |   |
| FB-15              | Trench Rescue and Training                      | X     | X        | X       | X         | X        | X     | X     | X                             | 8,100          |                 | x       |       |   |
| FB-16              | Hazardous Materials                             | X     | X        | X       | X         | X        | X     | X     | X                             | 21,900         |                 | x       |       |   |
| FB-17              | Confined Space Rescue                           | X     | X        | X       | X         | X        | X     | X     | X                             | 6,450          |                 | x       |       |   |
| FB-18              | Water Rescue                                    | X     |          | X       | X         | X        |       | X     |                               | 9,750          |                 | x       |       |   |
| FB-19              | Motor Vehicle Rescue                            | X     | X        | X       | X         | X        | X     | X     | X                             | 11,520         |                 | x       |       |   |
| FB-24              | Addressing                                      | 88%   | X        | 50%     | X         | X        | X     | X     | X                             | 55,250         |                 | x       | 0.75  | Permit Techs; recovered from fee revenues at 88%  |
| FB-25              | Plan Review                                     | 88%   | X        | 85%     | X         | X        | X     | X     | X                             | 458,943        |                 | x       | 5.30  | Bldg. Plans Examiners, 2 (vacant) + Operating Costs; recovered from fee revenues at 88%                                 |
| FB-26              | Construction Inspection                         | 88%   | X        | 85%     | X         | X        | X     | X     | X                             | 509,612        |                 | x       | 5.85  | Building Inspectors + Operating Costs; recovered from fee revenues at 88%   |
| FB-27              | Permitting                                      | 88%   | X        | 85%     | X         | X        | X     | X     | X                             | 237,150        |                 | x       | 3.38  | Permits Techs (one vacant Permit Tech position) Operating Costs; recovered from fee revenues at 88%                     |

**FUND/DEPARTMENT: General Fund/Fire and Building**

| Discretionary Services          |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes   |  |
|---------------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|-------------------|-----------------|---------|------|---|--|
|                                 |   |       |          |         |           |          |       |       |                               |                   | None            | Partial |      |   |  |
| FB-20                           | Chaplain's Program  | X     | X        | 50%     | X         | X        | X     |       | X                             | 8,400             |                 | x       |      | Funded from Reserve Program Budget Line Item. The Chaplain's Program provides a wide variety of services and support for employees as well as citizens in crisis. |  |
| FB-21                           | Public Education Coordination                               |       |          |         |           |          |       |       |                               | 60,014            |                 |         | 0.55 | Added back as one-time for 2010   |  |
| FB-21                           | Public Education Coordination                               | 95%   |          | 50%     | 50%       | 50%      |       |       |                               | 49,102            |                 | x       | 0.45 | Public Education Coordinator/Benefits/OT +operating cost \$11,308   |  |
| FB-22                           | My Bldg. Permit.com   | 20%   | X        | X       | X         | X        | X     |       | X                             | 64,783            |                 | x       | 0.60 | Transactional Credit Card -time for committees.   |  |
| FB-23                           | Code Enforcement  | 95%   | X        | X       | X         | X        | X     | X     | X                             | 83,339            |                 |         | 0.85 | Bldg. Inspectors, including landlord tenant resolution  |  |
| Administration                  |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes   |  |
|                                 | Director (1); ADC (.30); Admin Asst. (2); Admin Clerk (.15) | 95%   | X        | X       | X         | X        | X     | X     | X                             | 433,645           |                 | x       | 3.45 | Salaries/Benefits/OT/+ Operating Costs = \$23,924   |  |
| 100% Revenue-Supported Services |   |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes   |  |
|                                 | None  |       |          |         |           |          |       |       |                               |                   |                 |         |      |   |  |
| Non-Program Costs & Adjustments |   |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised Budget    | Revenue Offset? |         | FTE  | Notes   |  |
|                                 | Subtotal Non-Program Costs & Adjustments                    |       |          |         |           |          |       |       |                               | 2,206,975         |                 |         |      |   |  |
| <b>Total</b>                    |   |       |          |         |           |          |       |       |                               | <b>17,288,853</b> |                 |         |      | <b>110.48</b>   |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: General Fund/Non-Departmental**

| Mandated Services      |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE | Notes  |
|------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|-----|--|
|                        |  |       |          |         |           |          |       |       |                               |                | None            | Partial |     |  |
| ND-1                   | Puget Sound Clean Air Agency                 | X     | X        | X       | X         | X        | X     | X     | X                             | 38,000         | x               |         |     | Mandatory per Washington State Clean Air Act RCW 70.94.093     |
| ND-2                   | 2% Liquor Excise Tax                         |       | X        | X       | X         | X        | X     | X     | X                             | 12,505         | x               |         |     | 2% based on yearly liquor sales                                |
| ND-3                   | LEOFF 1 Direct Medical Payments              | X     | X        | X       | X         | X        | X     | X     | X                             | 36,338         | x               |         |     | Police and Fire LEOFF 1 Direct Medical Payments                |
| ND-4                   | LEOFF 1 Medical Insurance                    | X     | X        | X       | X         | X        | X     | X     | X                             | 466,433        | x               |         |     | Police and Fire LEOFF 1 Insurance Premiums                     |
| ND-5                   | Mail Services - Postage                      | 90%   | X        | 85%     | X         | X        | X     | X     | X                             | 84,000         | x               |         |     | Citywide Postage   |
| ND-6                   | Debt Service                                 | X     | X        | X       | X         | X        | X     | X     | X                             | 757,875        | x               |         |     | Parking Garage and City Hall                                   |
| Essential Services     |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE | Notes  |
|                        |  |       |          |         |           |          |       |       |                               |                | None            | Partial |     |  |
| ND-7                   | Repairs and Maintenance - Copier Maintenance | X     | X        | X       | X         | X        | X     | X     | X                             | 4,000          | x               |         |     | Routine maintenance and repairs on copy machines               |
| ND-8                   | Printing, Envelopes, Letterhead, Forms       | 90%   | X        |         | X         | X        | X     | X     | X                             | 15,062         | x               |         |     | Stationary supplies, forms for all departments                 |
| ND-9                   | Operating Supplies - Office                  | 90%   | X        |         | X         | X        | X     | X     | X                             | 29,815         | x               |         |     | Paper products, toner  |
| Discretionary Services |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE | Notes  |
|                        |  |       |          |         |           |          |       |       |                               |                | None            | Partial |     |  |
| ND-10                  | Employee Transportation Program              | 80%   |          | 25%     | X         |          |       |       |                               | 30,000         | x               |         |     | Commuting incentive for city employees                         |
| ND-11                  | Credit Card Fees                             |       |          | X       | X         |          |       |       |                               | 30,000         | x               |         |     | Development Services Credit Card Fees                          |
| ND-12                  | KPC Admission Tax Rebate                     |       |          | 50%     | X         | X        |       |       |                               | 45,000         |                 | x       |     | Kirkland Performance Center - Admission Tax Rebate             |
| ND-13                  | ARCH Funding                                 |       |          |         |           |          |       |       |                               | 216,000        | x               |         |     | One-time Service Package - Funding for ARCH Housing Trust Fund |
| ND-14                  | Fund 125 Subsidy                             |       | X        |         | X         |          |       |       |                               | -              | x               |         |     | Subsidy for Parks Maintenance Fund                             |
| ND-15                  | Litigation Reserve Fund 157                  |       | X        | 50%     | X         | 50%      |       | X     |                               | 120,000        | x               |         |     | Transfer of funding for the Litigation Reserve                 |
| ND-16                  | Management Retreat                           | 50%   |          | 50%     | X         | X        |       |       | X                             | 1,000          | x               |         |     | Yearly management retreat                                      |
| ND-17                  | Office Furniture and Equipment - Breakage    | 90%   | X        |         | X         | 10%      |       | X     |                               | 6,250          | x               |         |     | Unforeseen breakage/loss of small office equipment             |
| ND-18                  | Misc Equipment & Supplies For Copy Room      | 90%   | X        | X       | X         | X        |       | X     | X                             | 750            | x               |         |     | Supplies Equipment   |
| ND-19                  | Misc Repairs to Microfiche Reader/Printer    | 90%   | X        | X       | X         | X        |       | X     | X                             | 1,500          | x               |         |     | Microfiche Reader for Ord                                      |
| ND-20                  | MMS  | 70%   |          | X       |           | 50%      |       | X     |                               | 325,539        | x               |         |     | MMS Charges  |
| ND-21                  | MultiMedia Services Intern                   |       |          |         |           |          |       |       |                               | 5,050          | x               |         |     | One-time Service Package - Charges for MMS Intern              |
| ND-22                  | Graphic Specialist - Budget Adj              | X     |          | X       |           | 50%      |       | X     |                               | 36,905         | x               |         |     | Restore Graphic Specialist to .5 FTE                           |

**FUND/DEPARTMENT: General Fund/Non-Departmental**

| Administration                           | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised<br>Budget | Revenue Offset? |         | FTE | Notes |
|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|-------------------|-----------------|---------|-----|-------|
|  |       |          |         |           |          |       |       |                               |                   | None            | Partial |     |       |
|  |       |          |         |           |          |       |       |                               |                   |                 |         |     |       |
| 100% Revenue-Supported Services          |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised<br>Budget | Revenue Offset? |         | FTE | Notes |
| None                                     |       |          |         |           |          |       |       |                               | None              | Partial         |         |     |       |
| Non-Program Costs & Adjustments          |       |          |         |           |          |       |       | Previous Rating<br>(X = Core) | Revised<br>Budget | Revenue Offset? |         | FTE | Notes |
| Subtotal Non-Program Costs & Adjustments |       |          |         |           |          |       |       |                               | 191,307           | None            | Partial |     |       |
| <b>Total</b>                             |       |          |         |           |          |       |       |                               | <b>2,453,329</b>  |                 |         | -   |       |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Street Operating Fund/Public Works**

| Mandated Services  |                                  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|--------------------|----------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                    |                                  |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| ST-3               | Streetlight Maintenance          | X     | X        | X       | X         | X        | X     | X     | X                             | 29,075         | x               |         | 0.25 | Streetlight Inspect/Repair  |
| ST-4               | Streetlight Operations           | X     | X        | X       | X         | X        | X     | X     | X                             | 413,382        | x               |         | -    | Budget Operational Costs - Streetlights                                 |
| ST-5               | Signal Maintenance               | X     | X        | X       | X         | X        | X     | X     | X                             | 119,607        | x               |         | 1.45 | Signal Maintenance/Repair   |
| ST-6               | Electrical                       | X     | X        | X       | X         | X        | X     | X     | X                             | 43,609         | x               |         | 0.10 | Electrical Repair   |
| ST-8               | Signal Operations                | X     | X        | X       | X         | X        | X     | X     | X                             | 82,354         | x               |         | -    | Budget Operational Costs - Signals                                      |
| ST-9               | Sign Shop                        | 80%   | X        | X       | X         | X        | X     | X     | X                             | 114,195        | x               |         | 2.00 | SignShop Operations   |
| ST-10              | Sign Shop Operations             | 80%   | X        | X       | X         | X        | X     | X     | X                             | 67,780         | x               |         | -    | Budget Operational Costs - Signs  |
| Essential Services |                                  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| ST-1               | Bridges                          | X     | X        | X       | X         | X        | X     | X     | X                             | 6,284          | x               |         | 0.20 | Bridge Maintenance  |
| ST-2               | Sidewalk Grind                   | X     | X        | X       | X         | X        | X     | X     | X                             | 13,691         | x               |         | 0.15 | Sidewalk Offset Grinding  |
| ST-7               | Crosswalk Maintenance/Inspection | X     | X        | X       | X         | X        | X     | X     | X                             | 15,031         | x               |         | 0.20 | Lighted Crosswalk Maintenance/Inspection                                |
| ST-11              | NTCP                             |       | X        |         | X         | X        | X     | X     | X                             | (500)          | x               |         | -    | Program Cost Budget handled by Traffic Engineering                      |
| ST-12              | Parking Management               | 60%   | X        | X       | X         | X        |       |       | X                             | 55,830         |                 | x       | 0.50 | Program Cost Budget handled by Traffic Engineering; Parking Coordinator |
| ST-13              | Shoulders                        | X     | X        | X       | X         | X        | X     | X     | X                             | 14,221         | x               |         | 0.10 | Shoulder Grading  |
| ST-14              | Curb/Gutter                      | X     | X        | X       | X         | X        | X     | X     | X                             | 8,380          | x               |         | 0.05 | Curb/Gutter Repair  |
| ST-15              | Temp Patch                       | X     | X        | X       | X         | X        | X     | X     | X                             | 22,602         | x               |         | 0.15 | Pothole Repair  |
| ST-16              | Hot Patch                        | X     | X        | X       | X         | X        | X     | X     | X                             | 356,130        | x               |         | 2.46 | Asphalt Hot Patching  |
| ST-17              | Saw Cuts                         | X     | X        | X       | X         | X        | X     | X     | X                             | 77,244         | x               |         | 0.53 | Asphalt Saw Cutting   |
| ST-18              | Extruded Curb                    | X     | X        | X       | X         | X        | X     | X     | X                             | 11,086         | x               |         | 0.07 | Extruded Curb Repair/Install  |
| ST-19              | Conc. Repair                     | X     | X        | X       | X         | X        | X     | X     | X                             | 37,015         | x               |         | 0.33 | Flat Concrete Repair  |
| ST-20              | Gravel Paths                     | X     | X        | 85%     | X         | X        | X     | 90%   | X                             | 2,386          | x               |         | 0.06 | Gravel Path Maintenance   |
| ST-21              | Paths/Trails                     | X     | X        | 85%     | X         | X        | X     | 90%   | X                             | 770            | x               |         | 0.02 | Paths/Trails Maintenance  |
| ST-22              | Paths/Trails Operations          | X     | X        | 85%     | X         | X        | X     | 90%   | X                             | 2,704          | x               |         | -    | Budget Operational Costs - Paths/Trails                                 |
| ST-23              | Parking Facilities               | X     | X        | X       | X         | X        | X     | X     | X                             | 10,725         | x               |         | 0.13 | Parking Facilities Maintenance  |

**FUND/DEPARTMENT: Street Operating Fund/Public Works**

**Continued**

| Essential Services     |                                | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|------------------------|--------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                        |                                |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| ST-24                  | Parking Facilities Landscapes  | 40%   | X        | 85%     | X         | X        |       |       | X                             | 3,075          | x               |         | 0.04 | Parking Facilities Landscapes Maintenance     |
| ST-25                  | Parking Facilities Operations  | 90%   | X        | X       | X         | X        |       |       | X                             | 35,980         | x               |         | -    | Budget Operational Costs - Parking Facilities |
| ST-26                  | MC Import/Export               |       | X        | X       | X         | X        |       | X     | X                             | 15,590         | x               |         | 0.20 | Spoils Loading                                |
| ST-27                  | MC Inventory                   |       | X        | X       | X         | X        |       | X     | X                             | 9,332          | x               |         | 0.12 | Inventory Taking                              |
| ST-28                  | MC Facility Operation          |       | X        | X       | X         | X        |       | X     | X                             | 4,467          | x               |         | 0.05 | Yard Operations                               |
| ST-29                  | Street Sweeping                | 50%   | X        | X       | X         | X        |       | 75%   | X                             | 48,575         | x               |         | 0.75 | Street Sweeping                               |
| ST-30                  | Street Sweeping Operations     | 50%   | X        | X       | X         | X        |       | 75%   | X                             | 8,465          | x               |         | -    | Budget Operational Costs - Street Sweeping    |
| ST-31                  | Flail Mowing                   | 50%   | X        | X       | X         | X        |       | 50%   | X                             | 44,465         | x               |         | 0.45 | Mowing activities                             |
| ST-32                  | Trees/Brush                    | 80%   | X        | X       | X         | X        |       | 50%   | X                             | 54,650         | x               |         | 0.25 | Tree/Brush field work                         |
| ST-33                  | Medians                        | 80%   | X        | X       | X         | X        |       | 50%   | X                             | 15,082         | x               |         | 0.85 |   |
| ST-34                  | Median Operations              | 50%   | X        | X       | X         | X        |       | 50%   | X                             | 64,098         | x               |         | -    | Budget Operational Costs - Medians            |
| ST-35                  | Facility Maintenance - Grounds | 50%   | X        | 50%     | X         | X        |       | 75%   | X                             | 11,228         | x               |         | 0.37 | City owned bldg landscape maintenance         |
| ST-36                  | Public Grounds Operations      | 50%   | X        | 50%     | X         | X        |       | 75%   | X                             | 10,930         | x               |         | 0.13 | Budget Operational Costs - Public Grounds     |
| Discretionary Services |                                | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|                        |                                |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| ST-37                  | Alleys                         | 50%   | X        | X       | X         | X        |       |       | X                             | 11,165         | x               |         | 0.07 | Alley Maintenance                             |
| ST-38                  | Crack Seal                     | X     | X        | X       | X         | X        | X     | X     | X                             | 19,897         | x               |         | 0.13 | Asphalt Crack Sealing                         |
| ST-39                  | Snow/Ice                       | X     | X        | X       | X         | X        | X     | X     | X                             | 23,666         | x               |         | 0.15 | Snow/Ice Control                              |
| ST-40                  | Snow/Ice Operations            | X     | X        | X       | X         | X        | X     | X     | X                             | 1,294          | x               |         | -    | Budget Operational Costs - Snow/Ice Removal   |
| ST-41                  | Street Litter                  | 50%   | X        | 85%     | X         | X        | 50%   |       | X                             | 6,152          | x               |         | 0.08 | Street Litter                                 |
| ST-42                  | Spraying                       |       |          | 50%     | X         | X        | X     |       |                               | 12,290         | x               |         | 0.11 | Spray program                                 |
| ST-43                  | Roadside Litter                | 50%   | X        | 50%     | X         | X        |       |       | X                             | 4,309          | x               |         | 0.05 | Litter removal from roadside                  |
| ST-44                  | Ancillary Operations           |       |          |         | X         |          |       |       |                               | -              | x               |         | -    | Budget Operational Costs - Ancillary          |
| ST-45                  | Graffiti                       | 70%   |          | X       | X         | 50%      |       |       |                               | 68,549         | x               |         | 1.00 | Graffiti Removal ROW and Parks                |
| ST-46                  | CBD Appurtenance               |       |          |         |           |          |       |       |                               | 25,211         | x               |         | 0.35 | CBD focus activities                          |

**FUND/DEPARTMENT: Street Operating Fund/Public Works**

| Administration                  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes  |
|---------------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|--------------|--|
|                                 |  |       |          |         |           |          |       |       |                               |                  | None            | Partial |              |  |
|                                 | Admin. Operations                        | 95%   | X        | X       | X         | X        | X     | X     | X                             | 334,122          | x               |         | 1.60         | Budget Operational Costs Including Maint/Supervision |
|                                 | Grounds Maintenance - Admin              | 95%   | X        | 85%     | X         | X        |       | X     | X                             | 61,930           | x               |         | 0.60         | Public Grounds Supervision                           |
| 100% Revenue-Supported Services |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes  |
|                                 | None                                     |       |          |         |           |          |       |       |                               |                  |                 |         |              |  |
| Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes  |
|                                 | Subtotal Non-Program Costs & Adjustments |       |          |         |           |          |       |       |                               | 1,482,145        |                 |         |              |  |
| <b>Total</b>                    |  |       |          |         |           |          |       |       |                               | <b>3,880,268</b> |                 |         | <b>16.10</b> |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Equipment Rental Fund/Public Works**

| Mandated Services                        |                                     | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
|--|-------------------------------------|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|-------------|--|
|  |                                     |       |          |         |           |          |       |       |                               |                  | None            | Partial |             |  |
| ER-1                                     | Vehicle Licensing                   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 10,294           |                 | x       | 0.05        | Fleet Supervisor's time (0.05 FTE - \$6,294), and licensing fees (\$4,000).  |
| ER-2                                     | Vehicle Insurance                   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 70,476           |                 | x       | 0.05        | Fleet Supervisor's time (0.05 FTE - \$6,294), insurance cost (\$64,182).   |
| Essential Services                       |                                     | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
|  |                                     |       |          |         |           |          |       |       |                               |                  | None            | Partial |             |  |
| ER-3                                     | Fuel/Fuel System & Tanks            | X     | X        | X       | X         | X        | X     | X     | X                             | 456,224          |                 | x       | 0.40        | Includes all fuel (\$558,310), system administration - Fleet Supervisor's time (0.20 FTE - \$25,176) Fleet Admin's time (0.20 FTE - \$13,888) , and fueling software support (\$5,096). Gasoline for all city vehicles.  |
| ER-4                                     | Vehicle/Equipment Maintenance       | 95%   | X        | X       | X         | X        | X     | X     | X                             | 553,053          |                 | x       | 4.00        | Includes staff labor (\$392,444) consisting (4.0 FTE) mechanics and (0.15 FTE) inventory control shared with Public Works. Plus parts, outside vendors, shop equipment, tools, tires, lubricants, shop supplies, shop repair (\$310,948). Removal would require negotiations of impacts with the Teamster Union.         |
| ER-5                                     | Vehicle/Equipment Acquisition       | 90%   | X        | X       | X         | X        | X     | X     | X                             | 354,460          |                 | x       | 0.15        | Fleet Supervisor's time (0.15 - \$18,881) plus amount budgeted for vehicle acquisition in 2010 (\$448,707), plus advertising of bids (\$497). Not replacing vehicles will increase the cost for repairs and maintenance.   |
| ER-6                                     | Vehicle/Equipment Disposition       | 95%   | X        | X       | X         | X        | X     | X     | X                             | 4,766            |                 | x       | 0.05        | Includes Supervisor's time (0.5 FTE - \$6,294) included in surplus and auction of equipment. Exclusion will impact maintenance and replacement costs.  |
| ER-7                                     | 800 MHZ Radio/Access Repair         | X     | X        | X       | X         | X        | X     | X     | X                             | 127,411          |                 | x       | 0.20        | ESPCA access charges (\$108,510), repair contract (\$41,096), & Fleet Supervisor's time (0.15 FTE - \$18,636), & Admin Asst. time (0.05 FTE - \$6,573). Elimination would degrade our ability to operate with other governmental agencies as well as internally degrading the public safety communications for the City. |
| Discretionary Services                   |                                     | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
|  |                                     |       |          |         |           |          |       |       |                               |                  | None            | Partial |             |  |
| ER-8                                     | Vehicle Cleaning                    | X     | X        | 85%     | X         | X        |       |       | X                             | 5,000            |                 | x       |             | Vehicle washing at vendor White Swan, 90% is Police vehicles conducted by officers. Impact would be the Police officers time to care for their vehicles which would take away public safety duties and increase the use of the wash station at the maintenance center.   |
| Administration                           |                                     | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
|  |                                     |       |          |         |           |          |       |       |                               |                  | None            | Partial |             |  |
|  | General Administration - Supervisor | 95%   | X        | X       | X         | X        | X     | X     | X                             | 77,994           |                 | x       | 0.60        | Fleet Supervisor time (0.2 FTE - \$25,176) Internal Service Manager time (0.4 FTE- \$52,818)   |
|  | Accounting, Budgeting, Database     | 95%   | X        | 85%     | X         | X        | X     | X     | X                             | 70,961           |                 | x       | 0.90        | Fleet Supervisor time (0.15 FTE - \$18,881) Admin Asst (0.75 FTE - \$52,080).  |
| 100% Revenue-Supported Services          |                                     |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
| None                                     |                                     |       |          |         |           |          |       |       |                               |                  |                 |         |             |  |
| Non-Program Costs & Adjustments          |                                     |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE         | Notes  |
| Subtotal Non-Program Costs & Adjustments |                                     |       |          |         |           |          |       |       |                               | 8,540            |                 |         |             |  |
| <b>Total</b>                             |                                     |       |          |         |           |          |       |       |                               | <b>1,739,180</b> |                 |         | <b>6.40</b> |  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Information Technology Fund/Information Technology**

| Mandated Services      |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
|------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|---|
|                        |   |       |          |         |           |          |       |       |                               |                | None            | Partial |      |   |
| IT-1                   | Support for Finance systems             | 95%   | X        | X       | X         | X        | X     | X     | X                             | 333,279        |                 | x       | 1.12 | Mandated by the state and federal agencies (reporting to IRS, DRS, etc.). Includes all parts of finance systems (General Ledger, Accounts Payable, audit support, timekeeping, payroll, human resources, etc.).       |
| IT-2                   | Support for Document Management systems | 95%   | X        | X       | X         |          | X     | X     | X                             | 93,231         |                 | x       | 0.37 | New digital WAC mandates management of electronic records.  |
| IT-3                   | City-wide desktop software licensing    | X     | X        | X       | X         | X        | X     | X     | X                             | 145,597        |                 | x       | -    | Contractual relationship with Microsoft for the next three years to keep software licenses up to date. Includes Microsoft Enterprise agreement and Microsoft Software Assurance.                                      |
| Essential Services     |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| IT-4                   | PC support                              | 90%   | X        | 85%     | X         | X        |       | X     | X                             | 480,997        |                 | x       | 2.86 | Includes help desk system, help desk staff, training, Council meeting support, PC replacements, desktop management, desktop security.   |
| IT-4                   | Help Desk (one-time)                    |       |          |         |           |          |       |       |                               | 20,436         | x               |         |      | One-time Service Package - Help Desk position   |
| IT-5                   | GIS                                     | 90%   | X        | 85%     | X         | X        |       | X     | X                             | 443,799        |                 | x       | 3.56 | Includes data management and maintenance, data development, analysis, maps, mapbooks, GIS application maintenance, etc. GIS also receives significant CIP funding as a separate revenue source.                       |
| IT-6                   | Central server and network support      | 90%   | X        | X       | X         | X        |       | X     | X                             | 410,585        |                 | x       | 2.30 | Includes staff costs, cabling and cable installation, backup tapes, network equipment maintenance, and software, network consulting and support. Replacement funding for servers and network equipment is in the CIP. |
| IT-7                   | Telecomm and support                    | 90%   | X        | X       | X         | X        |       | X     | X                             | 116,836        |                 | x       | 0.54 | Telephone system operation and maintenance, call accounting, bill management, voice mail, etc.  |
| IT-8                   | Permit system and support               | X     | X        | X       | X         | X        |       | X     | X                             | 298,438        |                 | x       | 0.47 | Includes permits and inspections, business licensing, and field mobility. Expenditures include transfer from CIP for permit system replacement, \$214,200.  |
| IT-9                   | Police system and support               | 90%   | X        | X       | X         | X        | X     | X     | X                             | 204,703        |                 | x       | 1.19 | Police systems support for internal systems, automated tickets, helping NORCOM get started, support for Court, etc.   |
| IT-10                  | Fire system and support                 | 90%   | X        | X       | X         | X        | X     | X     | X                             | 50,387         |                 | x       | 0.23 | Fire is dispatched through Bellevue and the majority of their system costs reside there and are paid through contract. We primarily support records management and inspection.  |
| IT-11                  | Copier purchase and support             | X     | X        | X       | X         |          | X     | X     | X                             | 2,600          |                 | x       | -    | Lease and maintenance costs for city copiers.   |
| IT-12                  | Franchising and management              | 50%   | X        | X       | X         | X        |       | X     | X                             | 38,449         |                 | x       | 0.25 | Negotiate and manage telecommunication franchise agreements granted by the City. Includes antenna siting and leases, cable franchise, and franchise management.   |
| IT-23                  | eCityGov Alliance                       | 90%   | X        | X       | X         | X        |       | X     | X                             | 77,000         |                 | x       |      |   |
| Discretionary Services |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes   |
| IT-13                  | Parks system and support                | 90%   | X        | X       | X         | X        |       | X     | X                             | 37,472         |                 | x       | 0.19 | Includes recreation software support and staff assistance.  |
| IT-14                  | Public works system and support         | 90%   | X        | X       | X         | X        | X     | X     | X                             | 74,033         |                 | x       | 0.33 | Maintenance management system which tracks utility assets such as pipes and valves and management of public works work orders.  |
| IT-15                  | Web system                              | 90%   | X        | X       | X         | X        | X     | X     | X                             | 160,824        |                 | x       | 1.15 | Intranet and internet system and support.   |
| IT-15                  | Web Assistant (one-time)                |       |          |         |           |          |       |       |                               | 62,220         | x               |         |      | One-time Service Package - Web Assistant  |

**FUND/DEPARTMENT: Information Technology Fund/Information Technology**

Continued

| Discretionary Services          |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|---------------------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|------------------|-----------------|---------|--------------|---|
|                                 |  |       |          |         |           |          |       |       |                               |                  | None            | Partial |              |   |
| IT-16                           | Print media production                   | 95%   | X        | 85%     | 75%       | 50%      |       | 75%   | X                             | 121,826          |                 | x       | 0.48         | Supports communication to the community and within the organization. Design and create information signs that get used on park kiosks; design, create and produce brochures, posters, flyers, invitations, newsletters, manuals for the organization. Prepares graphics for use with television and for web. Includes on-call graphic support.                                    |
| IT-17                           | City council meeting support             | 25%   | X        | X       | X         | X        |       | 75%   | X                             | 25,484           |                 | x       | .            | Produces live video of regularly scheduled Council meetings and study sessions. Includes preparation and test, actual filming and may include minor editing. Includes Granicus web streaming software.  |
| IT-18                           | Television station management            | 50%   |          | X       | X         | 50%      |       |       | X                             | 111,373          |                 | x       | 0.97         | Ensures operations comply with FCC rules, develops and maintains program schedule (for web and TV). Schedules programs for airing on the channels, trouble shooting problems and maintenance of equipment. Includes searching for free programming, seeking sponsors, promoting TV channels, networking, preparing community notices, responds to special requests and inquiries. |
| IT-20                           | Other video services                     | 50%   |          | X       | 50%       |          |       |       |                               | 85,328           |                 | x       | 0.30         | Youth Council, Currently Kirkland, Senior Council and other video services for the organization. Produce DVD copies, special request for services.  |
| IT-20                           | Multi Media Services Intern              |       |          |         |           |          |       |       |                               | 5,050            | x               |         |              | One-time Service Package - Multi Media Services Intern  |
| Administration                  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
| IT-22                           | Director and Admin Assist                | 95%   | X        | X       | X         | X        | X     | X     | X                             | 282,963          |                 | x       | 2.00         |   |
| 100% Revenue-Supported Services |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
| IT-21                           | Utilities systems and support            |       |          |         |           |          |       |       |                               | 46,431           |                 |         | 0.19         |   |
|                                 | Northshore Fire District Support         |       |          |         |           |          |       |       |                               | 87,020           |                 |         |              | Northshore Help Desk 1.0 temporary FTE per contract.  |
| Non-Program Costs & Adjustments |  |       |          |         |           |          |       |       |                               | Revised Budget   | Revenue Offset? |         | FTE          | Notes   |
|                                 | Subtotal Non-Program Costs & Adjustments |       |          |         |           |          |       |       |                               | 74,481           |                 |         |              |   |
| <b>Total</b>                    |  |       |          |         |           |          |       |       |                               | <b>3,890,841</b> |                 |         | <b>18.50</b> |   |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Facilities Maintenance Fund/Public Works**

| Mandated Services  |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|--------------------|--|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|------|--|
|                    |  |       |          |         |           |          |       |       |                               |                | None            | Partial |      |  |
| FM-1               | ADA Code Compliance                                  | X     | X        | X       | X         | X        | X     | X     | X                             | 25,287         | x               |         | 0.10 | Elevator & automatic door maintenance  |
| FM-2               | Ergonomics   | 95%   | X        | X       | X         | X        | X     | X     | X                             | 16,139         | x               |         | 0.25 | Installation of keyboard trays, etc.   |
| FM-3               | Maintain Fire/Life & Safety Systems                  | X     | X        | X       | X         | X        | X     | X     | X                             | 49,323         | x               |         | 0.15 | Inspection, monitoring & maintenance of fire suppression & alarm systems (incl phone lines & Fire Station doors & alarm systems)             |
| FM-4               | L&I Compliance                                       | X     | X        | X       | X         |          | X     | X     | X                             | 5,936          | x               |         | 0.05 | Boiler certification, training, safety meetings  |
| FM-5               | Flags  | X     | X        | X       | X         | X        |       | X     | X                             | 1,802          | x               |         | 0.02 | Flags & conformance with "half-staff" schedule   |
| FM-6               | DOH Compliance -Backflow Tstg                        | X     | X        | X       | X         | X        | X     | X     | X                             | 1,262          | x               |         |      | Required testing of backflow prevention assemblies on boilers, etc.  |
| FM-7               | Pesticide Certification (Grounds)                    | X     | X        | X       | X         | X        | X     | X     | X                             | 106            | x               |         |      | Required certification and training for pesticide handling   |
| Essential Services |  | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
| FM-8               | 24 Hour Coverage/Emergency Response                  | X     | X        | X       | X         | X        | X     | X     | X                             | 22,341         |                 | x       |      | Standby Pay & Overtime   |
| FM-9               | HVAC/Air Quality Issues & Energy Conservation        | X     | X        | X       | X         | X        | X     | X     | X                             | 111,361        |                 | x       | 0.82 | Maintenance of HVAC systems at all city buildings  |
| FM-10              | Emergency Systems Support                            | X     | X        | X       | X         | X        | X     | X     | X                             | 32,773         |                 | x       | 0.10 | Inspection & maintenance of generators & UPS   |
| FM-11              | Public Building Infrastructure & Systems Maintenance | X     | X        | X       | X         | X        | X     | X     | X                             | 209,497        |                 | x       | 1.36 | Maintenance of infrastructure & systems -painting, repair, plumbing, lighting, electrical, etc. (incl. supplies & gen prof svcs & rpr/maint) |
| FM-12              | Security Systems                                     | X     | X        | X       | X         | X        | X     | X     | X                             | 34,233         |                 | x       | 0.30 | Maintenance, installation and purchase of locks, keys, security systems, etc.  |
| FM-13              | Pest Control   | X     | X        | X       | X         | X        |       | X     | X                             | 7,014          |                 | x       | 0.01 | Contracted pest control services   |
| FM-14              | Life Cycle Projects                                  | X     | X        | X       | X         | X        |       | X     | X                             | 39,837         |                 | x       | 0.40 | Coordination, review and management of building life cycle projects  |
| FM-15              | Rental Property Management & Maintenance             | X     | X        | X       | X         | X        |       | X     | X                             | 29,742         |                 | x       | 0.05 | Coordination of rental properties & fees for contracted management & maintenance & leasehold excise taxes                                    |
| FM-16              | Janitorial   | 50%   | X        | 85%     | X         | X        | X     | X     | X                             | 188,332        |                 | x       |      | Cleaning services at all city buildings  |
| FM-17              | Janitorial -Supplies                                 | X     | X        | X       | X         | X        | X     | X     | X                             | 20,900         |                 | x       |      | Supplies for cleaning all city buildings   |
| FM-18              | Janitorial -Carpet & Upholstery Cleaning             | X     | X        | 85%     | X         | X        | X     | X     | X                             | 31,107         |                 | x       |      | Carpet & upholstery cleaning @ all facilities  |
| FM-20              | Landscaping -City Facilities                         | 50%   | X        | 85%     | X         | X        |       | X     | X                             | 40,352         |                 | x       | 0.55 | Public Grounds staff landscaping   |
| FM-21              | Landscaping -City Facilities (hourly wages)          | 70%   | X        | 85%     | X         | X        |       | X     | X                             | 1,550          |                 | x       |      | Public Grounds seasonal landscaping  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Facilities Maintenance Fund/Public Works**

| Discretionary Services   |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|--------------------------|---|-------|----------|---------|-----------|----------|-------|-------|-------------------------------|----------------|-----------------|---------|--|--|
|                          |   |       |          |         |           |          |       |       |                               |                | None            | Partial |  |  |
| FM-22                    | Janitorial -Window Cleaning             | 90%   | X        | 85%     | X         | X        |       | X     | 2,064                         |                | x               |         | Exterior window cleaning   |  |
| FM-23                    | Janitorial -Art Display Cleaning        | X     |          | X       |           |          |       |       | 42                            | x              |                 |         | Contracted City Hall art cleaning  |  |
| FM-25                    | Office Reconfiguration                  | 50%   |          | 85%     | X         | X        |       | X     | 7,895                         | x              |                 | 0.14    | Moving furniture, reconfiguring cubicles   |  |
| FM-26                    | New Construction/Tenant Improvements    | X     |          | 85%     |           |          |       |       | 7,360                         | x              |                 | 0.08    | New hard-wall offices, etc.  |  |
| FM-27                    | Training                                | 90%   |          | 85%     |           |          |       |       | 8,344                         |                | x               |         | Dues & memberships and training needed for maintenance staff to keep level of knowledge & certifications - Travel & Subsistence included |  |
| FM-28                    | Inventory Control                       | 50%   | X        | 85%     | X         | X        |       | X     | 11,075                        |                | x               | 0.13    | Maintenance & distribution of supplies (esp. janitorial)   |  |
| FM-29                    | Project Management                      | 50%   | X        | 85%     | X         | X        |       | X     | 14,939                        |                | x               | 0.15    | Management of non-Life Cycle projects  |  |
| FM-30                    | Space Planning                          | 50%   |          | 85%     | X         |          |       |       | 7,840                         | x              |                 | 0.04    | Ongoing space planning efforts - largely coordination of consultants   |  |
| FM-31                    | Work Order System                       | X     | X        | 85%     | X         | X        |       | X     | 9,138                         | x              |                 | 0.10    | Maintenance of work order system   |  |
| Administration           |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|                          | Facilities Admin                        | X     | X        | X       | X         | 25%      | X     | X     | X                             | 44,332         | x               |         | 0.50   | Internal Services Manager (45%); Maint & Inv (5%)  |
|                          | Grounds Admin                           | 80%   | X        | X       | X         | 50%      | X     | X     | X                             | 43,910         | x               |         | 0.40   | Public Grounds Supervisor (35%); Street Division Manager (5%)  |
|                          | Other Admin Costs -Facilities & Grounds | 80%   | X        | X       | X         | 50%      |       | X     | X                             | 41,935         | x               |         |  | Office supplies, uniforms, operating supplies, printing, RFO advertising, arborist, misc. consulting & contract services, etc. |
|                          | Small Tools & Minor Equipment           | X     | X        | X       | X         | X        |       | X     | X                             | 5,626          | x               |         |  | Shop tools, broken hand tool replacements, etc.  |
|                          | Interfund Transfers                     | X     | X        | X       | X         | X        |       | X     | X                             | 465,235        | x               |         |  | Lifecycle project transfer   |
| Administration continued |   | Asher | Greenway | McBride | Marchione | Sternoff | Sweet | Walen | Previous Rating<br>(X = Core) | Revised Budget | Revenue Offset? |         | FTE  | Notes  |
|                          | Municipal Court Lease                   | X     | X        | X       | X         | X        | X     | X     | X                             | 310,053        | x               |         |  | Lease & associated costs for Municipal Court space (rent, prop tax, prop ins, common area prof svcs)                           |
|                          | Parks Maintenance Bldg Lease (KCHA)     | X     | X        | X       | X         | X        | X     | X     | X                             | 94,327         | x               |         |  | Lease for Parks Maintenance space  |
|                          | Utilities                               | 90%   | X        | X       | X         | X        | X     | X     | X                             | 597,324        | x               |         |  | Water, Sewer, Electricity, Gas for all city buildings  |
|                          | Refuse Collection & Disposal            | X     | X        | X       | X         | X        | X     | X     | X                             | 37,470         | x               |         |  | Trash removal at three fire stations outside Kirkland city limits & New Waste Management Charge                                |
|                          | Accounts Payable                        | 95%   | X        | X       | X         | X        | X     | X     | X                             | 22,845         | x               |         | 0.25   | Requisition activities, etc.   |
|                          | Communication                           | 90%   | X        | X       | X         | X        | X     | X     | X                             | 4,418          | x               |         |  | Cell phones, pager   |
|                          | False Alarm Charges                     | X     | X        | X       | X         | X        |       |       | X                             | 735            | x               |         |  | Kirkland PD  |

**CITY OF KIRKLAND SERVICES MATRIX**  
**FUND/DEPARTMENT: Facilities Maintenance Fund/Public Works**

| 100% Revenue-Supported Services |  | Revised Budget   | Revenue Offset? |         | FTE         | Notes |
|---------------------------------|--|------------------|-----------------|---------|-------------|-------|
|                                 |  |                  | None            | Partial |             |       |
|                                 | None                                     |                  |                 |         |             |       |
| Non-Program Costs & Adjustments |  | Revised Budget   | Revenue Offset? |         | FTE         | Notes |
|                                 | Subtotal Non-Program Costs & Adjustments | 51,313           |                 |         |             |       |
| <b>Total</b>                    |  | <b>2,657,114</b> |                 |         | <b>5.95</b> |       |