Letter of Transmittal

August 27, 2012

Mr. Kurt Triplett  
City Manager  
City of Kirkland  
123 5th Ave.  
Kirkland, Washington  98033

Dear Mr. Triplett:

Enclosed please find the final report in response to your request for an organizational evaluation, future plan, feasibility of cooperative service delivery, and organizational strategic plan for the Kirkland Fire & Building Department. The associates of ESCI have appreciated the opportunity to work with the community, city staff, and employees of the Kirkland Fire & Building Department in the completion of this project.

We have presented this report in three major sections: organizational and community overview, fire and building department findings and recommendations, and strategic plan recommendations and priorities. A number of appendices are attached that will provide helpful information for the city and fire department.

It is our intent to meet and exceed your expectations and to be available to you after the project is complete. Should you have questions do not hesitate to contact me at our headquarters office in Wilsonville, Oregon, at (503) 570-7778. It has been our pleasure to work with the professional and highly dedicated staff of the Kirkland Fire & Building Department.

Sincerely,

Jack W. Snook  
President, COO

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President, COO
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