



CITY OF KIRKLAND

CITY COUNCIL

Amy Walen, Mayor • Jay Arnold, Deputy Mayor • Dave Asher • Shelley Kloba
Doreen Marchione • Toby Nixon • Penny Sweet • Kurt Triplett, City Manager

Vision Statement

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

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AGENDA

KIRKLAND CITY COUNCIL MEETING

City Council Chamber

Tuesday, November 1, 2016

6:00 p.m. – Study Session

7:30 p.m. – Regular Meeting

COUNCIL AGENDA materials are available on the City of Kirkland website www.kirklandwa.gov. Information regarding specific agenda topics may also be obtained from the City Clerk's Office on the Friday preceding the Council meeting. You are encouraged to call the City Clerk's Office (425-587-3190) or the City Manager's Office (425-587-3001) if you have any questions concerning City Council meetings, City services, or other municipal matters. The City of Kirkland strives to accommodate people with disabilities. Please contact the City Clerk's Office at 425-587-3190. If you should experience difficulty hearing the proceedings, please bring this to the attention of the Council by raising your hand.

PLEASE CALL 48 HOURS IN ADVANCE (425-587-3190) if you require this content in an alternate format or if you need a sign language interpreter in attendance at this meeting.

EXECUTIVE SESSIONS may be held by the City Council only for the purposes specified in RCW 42.30.110. These include buying and selling real property, certain personnel issues, and litigation. The Council is permitted by law to have a closed meeting to discuss labor negotiations, including strategy discussions.

ITEMS FROM THE AUDIENCE provides an opportunity for members of the public to address the Council on any subject which is not of a quasi-judicial nature or scheduled for a public hearing. (Items which may not be addressed under Items from the Audience are indicated by an asterisk*.) The Council will receive comments on other issues, whether the matter is otherwise on the agenda for the same meeting or not. Speaker's remarks will be limited to three minutes apiece. No more than three speakers may address the Council on any one subject. However, if both proponents and opponents wish to speak, then up to three proponents and up to three opponents of the matter may address the Council.

1. *CALL TO ORDER*
2. *ROLL CALL*
3. *STUDY SESSION*
 - a. 2017-2018 Budget
4. *EXECUTIVE SESSION*
5. *HONORS AND PROCLAMATIONS*
6. *COMMUNICATIONS*
 - a. *Announcements*
 - b. *Items from the Audience*
 - c. *Petitions*
7. *SPECIAL PRESENTATIONS*
 - a. Puget Sound Regional Council 2040 VISION Award
8. *CONSENT CALENDAR*
 - a. *Approval of Minutes:* October 18, 2016

***QUASI-JUDICIAL MATTERS**

Public comments are not taken on quasi-judicial matters, where the Council acts in the role of judges. The Council is legally required to decide the issue based solely upon information contained in the public record and obtained at special public hearings before the Council. The public record for quasi-judicial matters is developed from testimony at earlier public hearings held before a Hearing Examiner, the Houghton Community Council, or a city board or commission, as well as from written correspondence submitted within certain legal time frames. There are special guidelines for these public hearings and written submittals.

b. Audit of Accounts:

Payroll \$

Bills \$

c. General Correspondence

d. Claims

e. Award of Bids

f. Acceptance of Public Improvements and Establishing Lien Period

- (1) 2016 Street Preservation Program, Phase I Curb Ramp and Concrete Repairs Project, Westwater Construction Company, Renton, WA
- (2) Waverly Beach Park Renovation Phase 1 Project, Nordland Construction NW, Nordland, WA

g. Approval of Agreements

- (1) Resolution R-5217, Approving Participation by the City in an Interlocal Cooperative Purchasing Agreement with Asotin County and Authorizing the City Manager to Execute Said Agreement on Behalf of the City of Kirkland.
- (2) Resolution R-5218, Authorizing the City Manager to Sign the Memorandum of Understanding Between the City of Kirkland and Puget Sound Energy, Inc. Regarding PSE Increasing the Use of Renewable Energy Sources and Decreasing the Use of Non-Renewable Sources.

h. Other Items of Business

- (1) Cochran Springs/Lake Washington Boulevard Crossing Enhancement Project Briefing and Approval of Project Budget Adjustment
- (2) Ordinance O-4540 and its Summary, Relating to School Impact Fees and Amending Section 27.08.150 of the Kirkland Municipal Code.
- (3) Resolution R-5219, Relinquishing Any Interest the City May Have, Except for Utility, Pedestrian, and Right-of-Way Improvement Easements in an Unopened Right-of-Way as Described Herein and Requested by Property Owner Trudel LLC.
- (4) Report on Procurement Activities

9. PUBLIC HEARINGS

a. Preliminary 2017-2018 Budget

10. UNFINISHED BUSINESS

a. Resolution R-5220, Approving the Kirkland Police Department 2016 Strategic Plan.

ORDINANCES are legislative acts or local laws. They are the most permanent and binding form of Council action, and may be changed or repealed only by a subsequent ordinance. Ordinances normally become effective five days after the ordinance is published in the City's official newspaper.

RESOLUTIONS are adopted to express the policy of the Council, or to direct certain types of administrative action. A resolution may be changed by adoption of a subsequent resolution.

PUBLIC HEARINGS are held to receive public comment on important matters before the Council. You are welcome to offer your comments after being recognized by the Mayor. After all persons have spoken, the hearing is closed to public comment and the Council proceeds with its deliberation and decision making.

NEW BUSINESS consists of items which have not previously been reviewed by the Council, and which may require discussion and policy direction from the Council.

CITY COUNCIL COMMITTEE agendas and minutes are posted on the City of Kirkland website, www.kirklandwa.gov.

ITEMS FROM THE AUDIENCE
Unless it is 10:00 p.m. or later, speakers may continue to address the Council during an additional Items from the Audience period; provided, that the total amount of time allotted for the additional Items from the Audience period shall not exceed 15 minutes. A speaker who addressed the Council during the earlier Items from the Audience period may speak again, and on the same subject, however, speakers who have not yet addressed the Council will be given priority. All other limitations as to time, number of speakers, quasi-judicial matters, and public hearings discussed above shall apply.

- b. Animal Services Update*
- c. Surface Water Design Manual Addendum Update*
- d. 2017-2022 Capital Improvements Program Update*

11. NEW BUSINESS

12. REPORTS

a. City Council Regional and Committee Reports

b. City Manager Reports

(1) Calendar Update

13. ITEMS FROM THE AUDIENCE

14. ADJOURNMENT



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Michael Olson, Director of Finance and Administration
Date: October 24, 2016
Subject: 2017-2018 BUDGET STUDY SESSION #2

The November 1 study session will be a continuation of the budget deliberations from the October 27 study session. Any follow-up materials requested by the City Council at the October 27 Study Session will be distributed at the meeting.

There will also be a discussion of the draft Communications Study results which is still in production. Part I of the report is included as Attachment A and the remaining information (Public Records, Open Meetings and ADA Compliance and Organizational Capacity) will be presented by the consultant at the November 1 Study Session.

City of Kirkland
Communications Strategies
Task 2: Evaluation and Review of Kirkland's Current
Practices

October 18, 2016

Submitted to:

*Kathy Cummings
Communications Program Manager
City of Kirkland – City Manager's Office
123 Fifth Ave., Kirkland, WA 98033*

Prepared by:

*EnviroIssues
101 Stewart St., Suite 1200
Seattle, WA 98101*





Summary Report: Evaluation and Review of Kirkland's Current Practices

1. Introduction

The city of Kirkland is engaged in a proactive assessment of the ways it shares information with Kirkland residents. The city brought us (EnviroIssues) in to provide an objective, third-party review of its current communications practices and tools, along with recommendations that may lead to an increase in the number of Kirkland residents who engage with the city on a number of issues. For this study, the city wished to emphasize opportunities to expand reach and effectiveness on social media and the best communications practices of other cities.

In our introductory conversations with city leaders and communications staff, we asked about specific needs and priorities within the realm of external communications. Based on what we heard, we focused our resources to address a handful of top priorities:

- Sharing positive stories about the city's work and services
- Building internal capacity to respond more quickly when issues arise within the community, and knowing which circumstances warrant a more deliberate response
- Creating and implementing a balanced communications program to reach a wide variety of audiences
- Engaging in more two-way conversations with residents
- Showcasing more diverse voices, both from within the city itself and from Kirkland's diverse neighborhoods and constituencies

We focused our resources for this task on social media and web tools, acknowledging that other engagement activities, such as in-person outreach, direct mail and advisory groups, also play valuable roles in a city's communications toolbox.

This report provides ideas and recommendations that may help the city of Kirkland pursue the priorities listed above. An in-depth analysis of available data from Kirkland's existing communications channels, which is beyond the scope of this report, will help validate effectiveness and help the city of Kirkland test against the evaluation criteria we recommend below. Lastly, social media and web engagement tools are a rapidly-changing landscape, and so we identify places to look for best practices and encourage city of Kirkland communications staff to prioritize keeping up on trends and budgeting time and resources to try new things.



2. Kirkland's communications landscape

To understand the city's existing efforts and opportunities beyond current practice, we spoke with city leadership, communications staff and members of their IT/graphics team.

Type of Interaction	City Staff Participating	Date
Individual phone interview	City of Kirkland Webmaster	9/7/16
Kick-off meeting	Kirkland Communications Manager	9/9/16
Small group workshop	Kirkland Public Information Officers (PIOs)	9/13/16
Group interview	City Manager Deputy City Managers Chief Information Officer	9/28/16
Group interview	IT/graphics team Communications Manager	9/28/16

In addition, we reviewed a handful of the city's external communications materials and channels, and some available analytics on where residents are currently engaging. City Hall represents a healthy mix of institutional knowledge and new staff interested in innovative ways of engaging with the community. Across the board, employees shared pride in their work and a commitment to inclusivity and transparency. We also observed opportunities where current communications efforts could be streamlined in order to free up resources for new initiatives.

We made the following Strengths, Weaknesses, Opportunities and Threats (SWOT) observations after taking the group interviews, workshop with PIOs, print and digital materials and analytics data into account. From these observations, we offer other insights starting on page 4.

Strengths:

- High-functioning and experienced city leadership
- Survey results from the 2016 biennial residents survey show high satisfaction with "delivering services efficiently" and "keeping residents informed"
- A strong network of neighborhood associations across the city
- A collaborative spirit within the communications staff
- A mix of digital channels and tools (News Bites email, Currently Kirkland and other videos, several Facebook pages, Kirkland Conserves blog)
- Interest in measuring the effectiveness of current tools and trying new approaches to expand reach and interest across the city
- Experiments with digital tools and boosted posts on Facebook are showing early positive results

Summary Report: Evaluation and Review of Kirkland's Current Practices

Updated: 10/18/16



- New, well-maintained website
- Seasoned IT/graphics team has dedicated video, web and graphics expertise across several team members; several team members have been with the city for 5+ years
- Robust city calendar featuring many events appealing to wide range of audiences

Weaknesses:

- City policies are unclear on the role and responsibilities of PIOs in representing the city on social media
- There is no PIO for the Kirkland Fire Department, and the Police Department is lacking official social media policies
- City's YouTube channel is updated, but lopsided in the amount of content uploaded across different playlists and over different time periods
- The current decentralized PIO staff often feels over-extended by current workloads, and may need more resources to implement new initiatives. In contrast, other cities have dedicated social media personnel.
- City Update newsletter is resource-intensive, with an inflexible format
- Legacy print material is time-consuming to update
- Very little data on the reach or effectiveness of City Update and other print pieces
- Inconsistent application of Kirkland's logo and brand on all materials and outreach tools
- Large number of GovDelivery bulletin options, many of which have under 500 subscribers or have added fewer than 100 subscribers in the past year
- Visual and tone inconsistency between City Update, News Bites and Kirkland Conserves
- Diffused and inconsistent city branding when different departments create their own logos or material

Opportunities:

- Residents and new voices are out there; city needs to support pathways for their stories to be told
- Many existing materials (including print) could be revamped to become more easily shared across multiple platforms (News Bites, City Update, Currently Kirkland)
- Updating materials to emphasize graphics and bullets over narrative text may continue creating stronger connections with households that speak multiple languages
- Targeted Facebook ads and boosted posts may dramatically extend reach for relatively little cost
- Network of PIOs are an untapped resource for generating content
- The naming of a new Kirkland Police PIO is an opportunity to experiment with new social media sites, tone and topics
- Youth program on YouTube, "We've Got Issues" provides a voice for young residents



Threats:

- The IT staff is managing a large upcoming implementation (SharePoint) that will extend well into 2017, thereby limiting their capacity to train new staff on other day-to-day tools and practices
- Some new staff may not have public sector experience, and are not receiving standardized training about opportunities and mandates associated with public sector communications
- Residents notice when an official social media site isn't being kept up to date; long-term sustainability must be evaluated with each new tool
- Lack of clear policy on new social media platforms like NextDoor has encouraged some PIOs to speak on behalf of city in ad hoc fashion
- Possibility of a public disclosure request asking for social media content
- Resident questions and complaints currently travel through multiple pathways to reach a decentralized number of communicators (e.g. help desk, Council email address, city website, social media). Tracking the topics and volume is inconsistent across channels. Responsiveness varies, along with the approvals required at each checkpoint.
- Adding or expanding digital formats at the expense of print or PDF documents may shrink access for some less web-oriented audiences
- Very limited non-English material

Overall, the SWOT observations reveal the following: a potential disconnect between resources and goals, and some liabilities for the city in the absence of clear communications guidelines in social media specifically. However, the SWOT exercise also raises opportunities to leverage staff expertise and their increasing interest in creative outreach tools. For the city, one key to long-term success in implementing new tools or communications initiatives is to set up for short-term wins. The remaining sections of this summary will take this focus.



3. Social media's double-edged sword

Social media continues to change how cities communicate with their residents. While Facebook remains the most widely-used platform, other social media platforms with different value propositions for their users (e.g. Reddit, Snapchat, NextDoor) are presenting opportunities for cities and other public agencies to experiment with new methods of engagement. Facebook continues to add features that make the platform more robust, while tinkering with its algorithms and business model in ways that make it increasingly a pay-to-play space for public agencies.

The benefits of local government entities experimenting with a variety of social media platforms include:

- Reaching new and diverse audiences by going to where they are
- Opportunities for experimentation in tone, message and medium
- Demonstrating responsiveness and accountability
- Providing residents with increased access and greater transparency to city decision-making and services
- Opportunities to evaluate the effectiveness of different campaigns across platforms, such as clicks, shares and likes
- Declining costs make it possible for local government to experiment with new platforms

The table below presents a current snapshot of the city's main social media metrics compared against other peer cities in the region. In most cases, the city's main Facebook page lags behind other smaller cities such as Issaquah and Olympia.

Social Media Account Followers					
City	Resident Population	Main Facebook	Main Twitter	Other Facebook pages	Other Twitter accounts
Kirkland	87,000	765	2,423	Kirkland Conserves: 440 OEM: 339	Kirkland Conserves: 709 OEM: 541
Bellevue	139,000	3,813	7,092	Fire Dept: 2,409 Police: 2,562 Parks: 1,020 Arts: 738	Police: 11,019 Fire: 6,056 Transportation: 1,247 Parks: 450 Mobility: 297
Issaquah	36,000	7,396	5,104	n/a	Schools: 3,333
Olympia	50,000	4,659	3,225	n/a	Police: 5,179 Construction: 1,182 Parks: 1,054
Federal Way	95,000	1,207	913	Police: 5,132 Fire (South King): 3,103	Police: 4,454 Fire (South King): 1,779



There are risks if local government wants to jump “all in” on social media simply because more platforms are available. With more pages comes the risk of diluting messaging or speaking with too many voices. Here are some key variables to pay attention to if the City Council wants to evaluate the potential return on investment for greater social media activity:

- With more platforms, “city voice” becomes less consistent
- Maintaining multiple channels can take substantial staffing resources over time
- Abandoning channels due to limited resources sends the wrong message to the community
- There are nuances involved in measuring return on investment; it can be time-intensive to do this right
- Unclear legal landscape on how public records retention rules relate to social media

More recommendations and best practices within social media are listed in section 5.



4. How to evaluate existing and proposed tools and materials

Cities across Washington state are responding to engagement from their residents by trying different approaches to creating proactive, meaningful dialogue with various communities. One piece of this work is to assess current communications tools in light of the city's desire to expand conversations with residents across departments and projects.

More than ever, the city of Kirkland today stands at a communications crossroads with a mix of digital tools and sites, print materials and several major public works projects in different phases of design and construction. Producing communications materials because "We've always done this" or "It seems like a good idea" are both paths to unfocused and ineffective storytelling. In working with several cities facing similar challenges, we know that effective external communication toolkits are built around:

- Creating a plan and a set of policies to provide internal and external guidance on implementation
- Identifying goals that are measurable, attainable, and relevant
- Monitoring and measuring efforts
- Adjusting as necessary

On the next page, we provide criteria to use when evaluating various communications materials. We have shown how the criteria can be used to review City Update and the TV program Currently Kirkland. Based on the goals we heard from city staff, we recommend the city evaluate several high-value communications including:

- 5 current Kirkland Facebook pages
- 3 current Kirkland Twitter accounts
- GovDelivery subscription lists
- City-managed websites besides Kirkland.gov (kirklandparks.net; www.environmentalservices.cityofkirklandblogs.com)
- News Bites newsletter
- Any regularly-printed and distributed newsletters or mailings
- Print collateral displayed in front racks at City Hall

Doing this work as a team between now and Q1, 2017 will create more buy-in within the PIOs as to which materials to keep, scrap or improve.

Here are the five criteria we recommend city PIOs use when evaluating current or potential new efforts:

1. **Voice and alignment:** How well does it (the piece/tool) fit with the city's voice? And does it further the city's goals of being accessible, helpful, friendly and useful?



2. **Current and potential reach:** Is the piece reaching its intended audience? Can that reach be measured?
3. **Timeliness and relevancy:** How quickly can the city produce and distribute it? Is it relevant to residents' concerns, and can it address trending topics and approaching milestones?
4. **Adaptability:** Can this material be repurposed for use in another way? How easily can its audience share it with their own networks to maximize impact at low cost to the city?
5. **Sustainability:** How much support do the materials need long-term? Does Kirkland's current communications and IT/graphics staff have the bandwidth to produce new material in a way that improves upon current practice?

We used these criteria to evaluate two high-profile city materials.

Example material: City Update quarterly newsletter

Voice and alignment: Tone is helpful and informative, and fits the look of the piece, which is similar to an e-magazine. Content is varied to capture a wide range of interests and topics. Visual consistency over time has likely helped build a brand and an audience.

Current and potential reach: The open rate (30-33%) is quite good, but the subscriber base (approx. 2,400) is small. There's also no way of knowing which specific stories readers find interesting or valuable.

Timeliness and relevancy: The quarterly publication schedule means this is not a good vehicle for reacting to new issues. The wide-ranging digest approach is likely appreciated by people who lack the time or patience for reading more frequent, smaller updates.

Adaptability: Text-heavy PDF format makes it cumbersome to post individual articles elsewhere, and the look/tone would seem out of place on Facebook or in a blog post.

Sustainability: The quarterly production schedule makes this a periodic but time-intensive product.

Recommendation: A flagship piece like City Update should be reaching a larger audience, but the current format and tone are barriers to expanding distribution. Transitioning this content to into a blog format will give the city a better understanding of which individual stories are most popular, allow stories to be shared on social media, and spread the production time and resources out over time, which may help with workloads.



Example material: Currently Kirkland YouTube videos

Voice and alignment: Well-aligned with main city voice. However, some Currently Kirkland segments seem to use the same script as City Update pieces, which translate poorly to video or voice-over.

Current and potential reach: TV ratings and viewer demographics are unavailable, but anecdotally, the city receives calls when Current Kirkland does not air on local TV. YouTube and Facebook provide analytics for online access.

Timeliness and relevancy: The monthly release does build in some lead time, but video carries less expectation of rapid response. However, the city is increasingly practiced at creating one-off videos in response to an emerging issue. Publishing all the segments to YouTube at the same time is a missed opportunity.

Adaptability: Breaking up Currently Kirkland episode into segments is a big improvement. Video can be very successful on Facebook and is easily shared by audiences, partner agencies and other cities.

Sustainability: With a dedicated video position in place, the question is how many PIOs would need to be trained to take on additional editing needs, special projects (i.e. public safety videos or videos in other languages) or work with community partners to cross-promote Currently Kirkland.

Recommendation: Cross-promote videos on other social media channels and the city's main web page. Publish Currently Kirkland's individual stories over time, rather than all at once, so YouTube subscribers and the city's other social media channels receive more regular content. Continue tagging the videos in YouTube to make it easier for people to search for what interests them. Train 1-2 PIOs to shoot and edit some degree of video so there is an increase in capacity within this area. Consider a non-English playlist or dubbing some videos in different languages.



5. Best engagement practices and a social media checklist

The unique characteristics of any given city—factors like population size, demographics, community relations history, and available staff resources—will influence which communication activities and efforts are most effective. While it is beyond our scope to design a communications strategy or extensively survey the expansive field of digital civic engagement, we can provide a high-level view of best practices, places to look for ideas and resources, and a checklist of low, medium and high-effort things to consider against available or expanded staff capacity.

There is a robust online community of public sector communications practitioners who share tools and tactics via blogs, white papers, annual awards and social media. We recommend as good practice monitoring this community for regular doses of inspiration and insight. Good places to look for best practices in community engagement and social media include:

Federal/national focus

- [Center for Digital Government](#)
- [Official U.S. Federal Portal for Digital Government from General Services Administration's Office of Citizen Services and Innovative Technologies](#)
- [Golden Post Awards](#)
- [TransComm Skills Contest Awards](#)
- [Public Relations Society of America](#)
- [Government Social Media Organization](#)
- [National Information Officers Association](#)

Local/city focus

- [National League of Cities](#)
- [Association of Washington Cities](#)
- [Municipal Research and Services Center](#)
- [Civic Plus](#)
- [Institute for Local Government](#)

There are many approaches to effective social media. Based on our experience managing social media accounts for various public agencies and tapping into the resources listed above, here are some common characteristics of successful public agency social media engagement:

- Agency has clear goals for each social media platform, and has dedicated staff time to its maintenance
- Leadership/elected officials have bought into the plan
- Clear, but not overly prescriptive policies and guidelines

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- Tone and approach shows the individual people behind the accounts, instead of using an impersonal “agency” voice
- The communicators managing the accounts have substantial autonomy and are fluent in current key messages
- Content and answer-review processes are clear and quick
- Agency takes criticism in stride and knows what to address/escalate and what to ignore

When evaluating which platforms to use in Kirkland, consider this checklist before diving in:

	Facebook	Instagram	Reddit
	Twitter	NextDoor	
Identify your goals for using this platform, and the boundaries for the content/conversations you want to have	X	X	X
Dedicate a budget for staff time and paid posts or ads	X	X	
Experiment with and become familiar with the platform’s internal tools (e.g. Facebook Live) and community conventions (e.g. Reddit Ask Me Anything)	X	X	X
Use analytics to identify your successful content and decipher what makes it successful	X		
Develop a protocol for PIOs to share information, content ideas, and know who manages which accounts and when	X	X	X
Create and use a 6-month content calendar to plan campaigns	X	X	
Develop a protocol for engaging with media/press on that platform		X	X
Define boundaries for tone, informality, and administrators’ leash for using language/community conventions of given platform	X	X	X

Additional considerations and recommendations for specific platforms:

Facebook:

- Very few of your page’s fans will see your posts if you do not pay to boost them. Experiment with boosting posts to determine which seem to get the best response. Don’t be afraid to boost posts that share important information
- Facebook Live video streaming is a good way to broadcast an event or hold a Q&A
- Engagement (actions taken with your content) is a more valuable metric of success than page likes and impressions

Twitter:

- Twitter is a good tool for engaging with reporters and for sharing real-time, actionable information (traffic, event updates, emergency information, etc.)



- Engagement (actions taken with your content) is a more valuable metric of success than followers and impressions

6. Recommendations and things to try

From our own evaluation of the city of Kirkland's communications, and our conversations with communications staff, we have compiled a range of suggested initiatives and adjustments for City Council, city leaders, department heads and the PIO cohort to consider. The scope of this summary was limited to providing ideas and best practices, not a budget recommendation or implementation strategy. From here, the city should be able to move toward the assessment process we recommend, and ultimately prioritize which medium and long-term activities are most important to pursue in 2017.

We have broken these ideas and suggestions into high, medium and low-effort categories, where effort refers to the staff time and energy required to undertake and, where relevant, maintain the proposal.

High-effort:

- Department managers incorporate any new or expanded communications initiatives into their 2017 budget requests
- Invest in an internal database that tracks and categorizes select incoming communications
- Invest in a social media monitoring platform that organizes the communications team and assists with data analysis (e.g. Sprout Social, Hootsuite, Simply Measured, NUVI)
- Install monitors in city-owned facilities to display an events calendar and city social media (senior center, library, maintenance center, community centers PKCC, NKCC, City Hall, court)
- Invest in in-house training content for new junior communicators and new PIO managers (possibly produced as online modules from IT/graphics as well as other content for in-person trainings)

Medium-effort:

- Determine PIOs' role in handling social media, then create a protocol and hold trainings to reinforce the approach
- Examine authorization structure for social media and other communications efforts, to ensure proper balance of autonomy and oversight
- Use regular PIO meetings to hold training sessions on social media, graphics/IT, and other communications topics
- Turn the City Update newsletter into a blog that emphasizes infographics and bullet points over newspaper-style articles, and allows for guest posting, social sharing, and more creative content
- Standardize the tone, look and feel of the many GovDelivery bulletins and e-mails
- Create a fact-checking or rumor-dispelling page on city website (modeled after Kansas City, MO initiative)

Summary Report: Evaluation and Review of Kirkland's Current Practices

Updated: 10/18/16



- Empower PIOs to take videos and photo in the field, either to share directly on social media or send to communications leads for sharing
- Mail periodic postcards to new citizens introducing ways to engage with the city, or send a citywide postcard when introducing big changes to city services or communication channels
- Replace business newsletter with an annual business survey or 1:1 interviews to better understand business community's needs
- Include a formal IT/graphics training as part of new employee orientations, led by IT/graphics leads
- Experiment with ways to incorporate City Council into communications (e.g. "City Councilmembers in Cars Getting Coffee"; State of the City video teasers; Q&A video series)
- Identify key language audiences within Kirkland and establish a system for regularly translating materials
- Continue to explore how other cities use social media platforms
- Organize meetups with other Eastside civic communications managers to share knowledge and brainstorm methods of collaboration

Low-effort:

- Display events calendar and city social media feeds on monitor in City Hall lobby
- Post a master PIO list on city's intranet identifying roles and positions within larger city structure
- Create a "menu of services" that explains the types of products the web/graphics/video department can publish, and the level of effort required
- Create protocol for routinely informing key city staff about emerging online conversations or escalating content
- Standardize use of city logo on print and web materials
- Pursue collaborations with other Kirkland information sources like Kirkland Reporter
- Compile "evergreen" print and digital story topics from different city departments for production when time allows
- Designate a person to live-tweet Council and Planning Commission meetings or broadcast them via Facebook Live
- Consolidate the number of GovDelivery mailing list options
- Spread out the uploading of Currently Kirkland video segments to create a regular stream of content
- Maintain a list of teens, residents and businesses who might have an interest in working on video feature stories (i.e. festivals, tourism or adventure segments, new businesses, entrepreneurs, neighborhoods, family fun)
- Try posting short, cellphone-shot videos of events or trending topics to YouTube or Facebook as an avenue to resource-light engagement



- Consider using brief online questionnaires once a year to learn where tech-savvy Kirkland residents get information and engage with city services

Next steps

EnviroIssues will submit two additional summaries as part of this scope of work. One will focus on social media as it relates to public record and open public meeting compliance. The other will revisit the city's current organizational capacity to carry out current work and any new efforts that may emerge as top communications priorities.

**CITY OF KIRKLAND****City Manager's Office**

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001

www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Kari Page, Neighborhood Outreach Coordinator

Date: October 26, 2016

Subject: PSRC VISION 2040 Award – Cross Kirkland Corridor Partnership between SRM Development, Google, Lake Washington School District and the City of Kirkland

RECOMMENDATION:

Receive the Puget Sound Regional Council (PSRC) VISION 2040 Award on behalf of SRM Development, Google, Lake Washington School District and the City of Kirkland for the Cross Kirkland Corridor partnerships that resulted in Feriton Spur and the turf fields at Lakeview Elementary School.

Background:

According to the Puget Sound Regional Council (PSRC): *"Each year the Puget Sound Regional Council honors outstanding real-life examples of how the region is achieving our ambitious vision for growing wisely and creating great quality of life in all the region's communities. The awards are designed to recognize the superb work being done by public and private organizations to achieve our region's growth, economic, and transportation strategy, VISION 2040."*

Nominations for the award can be for projects, programs or plans in the four-county region (King, Kitsap, Pierce and Snohomish Counties) that are developed in the public or private sectors, or through public/private partnerships. The VISION 2040 Award winners are selected by a committee of the PSRC Board.

At the November 1 City Council meeting the VISION 2040 Award will be presented to SRM Development, Google, Lake Washington School District and the City of Kirkland by Josh Brown, Executive Director, of PSRC. Representatives from the project partners (SRM Development, Google, and Lake Washington School District) have also been invited to attend.

In April of 2012, the City of Kirkland purchased a 5.75 mile portion of the Eastside Rail Corridor that runs through the heart of Kirkland and connects schools, parks, neighborhoods, transportation hubs, and business districts. In 2014, the Cross Kirkland Corridor Master Plan was complete. Within 3 years, the Cross Kirkland Corridor Interim Trail was opened.

The trail, now used by thousands of walkers, runners, and bikers each week, provides opportunities for adjacent public and private development. The first of those opportunities was at the Google Kirkland campus located near Lakeview Elementary. The corridor's proximity, immediately adjacent to Google's existing campus, was essential to the decision to expand their facility by another 180,000 square feet and add 1,000 new employees. This expansion provided

the impetus for a unique public/private partnership which brought Feriton Spur Park and other improvements to the community.

Feriton Spur Park was complete in August of 2015. Today, this section represents the first glimpse into the community's master plan for the Cross Kirkland Corridor. This family fun and fitness park (totaling \$3.2 million of private investment) includes the following elements for the community's enjoyment:

- 16 foot wide hard surface trail
- meandering secondary trail
- basketball court
- resting and gathering spots
- trees and landscaping
- beach dunes with a volley ball court
- children's play structure

Google/SRM Development extended the partnership to include the Lake Washington School District for the adjacent Lakeview Elementary school and subsequently converted their gravel playfield into a new turf field that is used for soccer, baseball, and outdoor activities.

DLR Group, the Master Plan consultant for the public improvements at Feriton Spur Park, submitted the nomination to PSRC in May of 2016. Attachment A is the nomination application packet including two letters of support (one from Mayor Amy Walen and one from Director of Support Services, Forrest Miller, of the Lake Washington School District).

In the nomination letter, Director of Support Services, Forrest Miller notes: *"Of the few public/private partnerships the district has been involved in, the Lakeview partnership is a model well worth repeating. The collaborative efforts of the partnership not only provided a solution that would appropriately benefit a wider group of field users but also one that is sustainable."*

In the nomination letter, Mayor Amy Walen notes: *"The City of Kirkland is fortunate to be a major host of one of the most important technology companies in the world. With the construction of Phase 2 of the Kirkland Google Campus, Google becomes one of Kirkland's largest employers, and with that, Google provides the glow that one of the most innovative companies in the world can give the Kirkland community. Google also acts as a magnet to other technology companies that provide jobs for our residents, and Google has brought technology, including WIFI to Kirkland parks, for the use of all residents. Foremost, the partnership that we are honoring here, represents the combined work of the Phase 2 build-out of the Google Campus with dramatic improvements to a major segment of our Cross Kirkland Corridor (CKC) that threads through the Campus."*

The foresight between SRM, Google, Lake Washington School District and the City of Kirkland has allowed for great public amenities that benefit all. These partnerships provide the ground-work for similar developments along the Cross Kirkland Corridor that spur economic growth in the region, alternative commuting opportunities and healthy communities.

Attachment A: PSRC Nomination Application

Cross Kirkland Corridor Park

Partnership between: SRM Development
Google
City of Kirkland

Master Plan by: DLR Group



PSRC Vision 2040 Award Nomination

DLR Group Contact (nominator):
Jeremy Reding
206/461-6000
jreding@dlrgroup.com

City of Kirkland Contact:
Kurt Triplett
425/587-3001
KTriplett@kirklandwa.gov

SRM Contact:
Dave Tomson
509/455-5477
dave@srmddevelopment.com

Google Contact:
Darcy Nothnagle
dnothnagle@google.com

Project Description

In April of 2012 the city of Kirkland purchased a portion of the former rail line that runs through the heart of Kirkland and began converting it to a public trail that connects Lakeview to Totem Lake. The trail, now known as the Cross Kirkland Corridor (CKC), provided many new opportunities for adjacent public and private development that were previously unforeseen. One of those opportunities was at the Google Kirkland campus located near Lakeview Elementary. In 2012 Google partnered with SRM and was looking to expand in the area. SRM identified a nearby site that was located due West of their current property that seemed like a perfect fit except that it was divided by the corridor, essentially dividing the campus. This provided the impetus for a unique public/private partnership to occur between Google, SRM, and the City of Kirkland.

SRM and Google hired DLR Group to help develop a master-plan that would enable them to connect the two sides at grade via a sidewalk/road as well as above grade via a pedestrian bridge. The at-grade connection(s) would enable employees to access the new building via 6th Street South instead of sending all of that traffic through the adjacent neighborhood. In exchange for the easements SRM/Google developed the portion of the trail that ran through campus into a linear public park. The park knots together the Cross Kirkland Corridor with a new paved multi-modal path and provides recreation opportunities including basketball, sand volleyball, TRX training, and a children's playground that features a zip line. The overhead pedestrian bridge connecting Phase I of Google's campus to the new facility spans the park, providing privacy visual interest for the public and secure access for Googlers. The amenities provided by the new park encourage the neighborhood to exercise, come together to play basketball or volleyball, and give city joggers/bikers a destination for their workout. The other benefit is that Google employees are encouraged to walk, run, or bike to work via the CKC, further reducing traffic. Bike lockers and showers are provided to those that use the CKC to commute.

Google/SRM extended the partnership to include adjacent Lakeview Elementary school as well and converted their gravel playfield into a new turf field that will be used for soccer, baseball, and outdoor activities.

In summary, foresight between SRM, Google, and the City of Kirkland has allowed for a great public amenity to be created that benefits all three parties. This partnership provides the ground-work for similar developments along the CKC that spur economic growth in the region, alternative commuting opportunities and healthy communities.

Supporting Material

**Letter of Support:
Mayor Amy Walen**

Mayor of Kirkland, WA



May 20, 2016

Jeremy M. Reding
DLR Group
51 University Street, Suite 600
Seattle, WA 98101

Dear Mr. Reding,

On behalf of the City of Kirkland, I want to give my support to the Vision 2040 Award application that SRM, developers of Kirkland's Google Campus, is submitting to recognize and honor the partnership of Google and the City of Kirkland.

The City of Kirkland is fortunate to be a major host of one of the most important technology companies in the world. With the construction of Phase 2 of the Kirkland Google Campus, Google becomes one of Kirkland's largest employers, and with that, Google provides the glow that one of the most innovative companies in the world can give the Kirkland community. Google also acts as a magnet to other technology companies that provide jobs for our residents, and Google has brought technology, including WIFI to Kirkland parks, for the use of all residents. Foremost, the partnership that we are honoring here, represents the combined work of the Phase 2 build-out of the Google Campus with dramatic improvements to a major segment of our Cross Kirkland Corridor (CKC) that threads through the Campus.

Along with participation in improving a segment of the 5.75 mile Corridor, a Corridor that connects over 1700 businesses, 7 neighborhoods, along with many parks and school facilities, the project also provided a variety of recreation amenities including a volleyball court, for community use within the Corridor right-of-way. Since completion this past year, Google has hosted several community events including a well-attended tree-lighting/musical event during the holiday season. The Google segment has been renamed Feriton Spur, to honor the historic antecedent use of this linear park area. Not to be forgotten, if not for the efforts of Google, what was a brownfield site has been transformed into green fields, green transportation and an opportunity for all to participate in a healthy lifestyle by walking and biking through the Campus and beyond.

Thanks for your serious consideration of the application for a 2040 Vision award.

Sincerely,
Kirkland City Council

A handwritten signature in blue ink, which appears to read "Amy Walen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Amy Walen
Mayor

Supporting Material

**Letter of Support:
Forrest W. Miller, CFP, REFP, EFM**

Director of Support Services
Lake Washington School District



Support Service Center
15212 N.E. 95th Street
Redmond WA. 98052
Office: (425) 936-1100

May 20, 2016

PSRC – Vision 2040 Awards Program
Attn: Michelle Leslie
1011 Western Avenue, Suite 500
Seattle WA 98104

Re: Lakeview Elementary Community Field Partnership

Dear Ms. Leslie,

The Lakeview Elementary School field project is an excellent example of everything anyone would want in a public/private partnership. The partnership includes the Lake Washington School District, the City of Kirkland and SRM Development.

As a school district, our funding is limited. The district standard for elementary schools fields district is an all-weather amended sand field for P.E. and play. This type of field meets the educational program needs of an elementary school. However, it does not meet all community needs for recreation even though the district views our sites and buildings as community assets and welcomes community use. In order to provide assets that better meet everyone's needs, the district depends on public/private partnerships to provide solutions.

Of the few public/private partnerships the district has been involved in, the Lakeview partnership is a model well worth repeating. The collaborative efforts of partnership not only provided a solution that would appropriately benefit a wider group of field users but also one that is sustainable. There are three stages provided by this successful partnership: (1) a new synthetic turf multi-purpose; (2) scheduling field use and maintaining the field; and, (3) replacement of the artificial turf at the end of its useful life. The result is one that provides an ongoing appropriate asset to meet school and community health and recreation needs.

The visionary Lakeview Elementary Community Field partnership is one that all members are proud of and the community in-large enjoys.

Best Regards,



Forrest W. Miller, CFP, REFP, EFM
Director of Support Services
Lake Washington School District

Supporting Material

Tour of CKC Park Improvements



COMMUNITY

public/private
partnership to
enhance local
community





A sport court was installed to offer basketball and other activities to trail users.

ACTIVE





Though we are in the Pacific Northwest, we still love the beach, and our community members enjoy the opportunity to kick off their shoes and play beach volleyball. A great way for some fun at any level of competition the users choose.

BEACHY





The Cross Kirkland Corridor is open to runners, cyclists, and anyone who wants to get outside and on a trail in their community. The amenities installed by SRM and Google invite neighbors and passersby to be active and engage with this company that is such a significant presence in the city.

ENJOY





The Cross Kirkland Corridor was originally a railway. When use of the rail system ceased, the space proved the perfect place for a public trail. A 5.75 mile, 16-foot wide trail with very little elevation change enhances recreational opportunities in this very hilly landscape.

The inclusion of a box car in this new park honors the history of the space that opened the door for the creation of this public space.



HISTORY



The line down the center of the grass circle, and extending in both directions is the legal separation of SRM/Google's private property, and the public park. While the public amenities are all located in the park, SRM and Google intentionally denoted this separation with a line on the ground as opposed to any sort of permanent fence or barrier in the landscape. Promoting inclusion and being part of the neighborhood are important to both SRM and Google, and they didn't want to create any visual implication of exclusivity.

Additionally, for fun, the stones in this line spell "Google Kirkland" in Morse Code.



BLURRED LINES



Next door to the campus is Lakeview Elementary School. The school's athletic fields was due for an update. SRM and Google struck a deal with the school to fund the new field for the school in turn for shared use. While specific times can arranged between the parties, in general the school has use of the field during the day and Google has use in the evenings. Opening the field for use during recess and P.E. classes for the school, and intramural teams of Googlers after business hours.



PLAY



KIRKLAND CITY COUNCIL REGULAR MEETING MINUTES
October 18, 2016

1. CALL TO ORDER

Mayor Walen called the study session to order at 6 p.m. and the Regular Meeting to order at 7:35 p.m.

2. ROLL CALL

Motion to Excuse the attendance of Councilmember Doreen Marchione.

Moved by Councilmember Dave Asher, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

ROLL CALL:

Members Present: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

Members Absent: Councilmember Doreen Marchione.

3. STUDY SESSION

a. Police Strategic Plan - Part 2

Joining Councilmembers for this discussion were City Manager Kurt Triplett, Deputy City Manager Marilynne Beard, Police Chief Cherie Harris, Captain Bill Hamilton, and Lieutenant Michael St. Jean.

b. Discussion with Girl Scout Junior Troop 43784

Council recessed for a short break.

4. EXECUTIVE SESSION

None.

5. HONORS AND PROCLAMATIONS

None.

6. COMMUNICATIONS

- a. Announcements
- b. Items from the Audience

Margit Moore
Margit Standing Bear
Michael Walker
Andy Swain

- c. Petitions

7. SPECIAL PRESENTATIONS

None.

8. CONSENT CALENDAR

- a. Approval of Minutes:

- (1) October 4, 2016
- (2) October 4, 2016

- b. Audit of Accounts:
Payroll \$3,102,757.26
Bills \$3,838,028.49
run #1561 checks #605701 - 605824
run #1562 checks #605849 - 606008

- c. General Correspondence

- d. Claims

Claims received from Charina Alvarez and Rachel Lloyd were acknowledged via approval of the Consent Calendar.

- e. Award of Bids
- f. Acceptance of Public Improvements and Establishing Lien Period
- g. Approval of Agreements
- h. Other Items of Business

- (1) Resolution R-5215, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING A CITY OF KIRKLAND LEGISLATIVE

AGENDA TO BE ADDRESSED TO THE 2017 SESSION OF THE STATE LEGISLATURE."

(2) Report on Procurement Activities

Motion to Approve the Consent Calendar.

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

9. PUBLIC HEARINGS

None.

10. UNFINISHED BUSINESS

a. Local Animal Services Program

Intergovernmental Relations Manager Lorrie McKay and Police Chief Cherie Harris provided a briefing on provision of animal services options, responded to questions and received Council direction.

Motion to Refer further consideration of the Animal Services Program to the Public Safety Committee.

Moved by Councilmember Dave Asher, seconded by Councilmember Shelley Kloba

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

b. City Hall Renovation Project

Facilities Services Manager Chris Dodd provided an update on the project and received Council direction for future enhancements.

Council recessed for a short break

c. Ordinance O-4537 and its Summary, Relating to Solid Waste Collection Rates and Amending Section 16.12.030 of the Kirkland Municipal Code.

Solid Waste Programs Supervisor John MacGillivray and Recycling Programs Coordinator Jenna McInnis provided an overview of the proposed rates and alternatives for funding multifamily recycling program assistance, and responded to Council questions and comment.

Motion to Approve Ordinance O-4537 and its Summary, option D, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO SOLID WASTE COLLECTION RATES AND AMENDING SECTION 16.12.030 OF THE KIRKLAND MUNICIPAL CODE."

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

- d. Resolution R-5216, Renewing the Franchise Granted to Puget Sound Energy, Inc. Pursuant to Ordinance O-4060 and Authorizing the City Manager to Sign an Extension.

Motion to Approve Resolution R-5216, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND EXTENDING THE FRANCHISE GRANTED TO PUGET SOUND ENERGY, INC. PURSUANT TO ORDINANCE NO. 4060."

Moved by Councilmember Dave Asher, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

- e. Ordinance O-4538 and its Summary, Relating to Storm and Surface Water Management of Development Activities.

Surface Water Engineering Supervisor Jenny Gaus and Surface Water Utility Engineer Kelli Jones provided an overview of the proposed updated surface water design requirements and received Council direction on options/alternatives for incorporation in the addendum.

Motion to Approve Ordinance O-4538 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO STORM AND SURFACE WATER MANAGEMENT OF DEVELOPMENT ACTIVITIES."

Moved by Councilmember Penny Sweet, seconded by Councilmember Dave Asher

Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

11. NEW BUSINESS

- a. Ordinance O-4539, Updating and Expanding the Accommodation of Transportation Uses Along Transportation Facilities to Create Complete Streets.

Transportation Engineering Manager Joel Pfundt reviewed the proposed ordinance and responded to Council questions.

Motion to Approve Ordinance O-4539, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND UPDATING AND EXPANDING THE ACCOMMODATION OF TRANSPORTATION USES ALONG TRANSPORTATION FACILITIES TO CREATE COMPLETE STREETS."

Moved by Councilmember Dave Asher, seconded by Deputy Mayor Jay Arnold
Vote: Motion carried 6-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Shelley Kloba, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

12. REPORTS

a. City Council Regional and Committee Reports

Councilmembers shared information regarding National Walk to School week; the Sound Cities Association Networking Dinner; a Pacifica Institute lecture on community policing; Lakeside Christian Church community meeting regarding the hosting of the Eastside Winter Women's Shelter; the Sound Cities Association Public Issues Committee meeting; the upcoming Hopelink annual fundraising luncheon; a NAIOP Commercial Real Estate Developers Association Eastside City Officials & Leadership reception; the Parks Public Works and Human Services Committee met and previewed the Transportation Improvement Board "Complete Streets" award program; a Sound Cities Association All Home Committee meeting; a Kirkland Business Roundtable meeting; the Sophia Way annual benefit luncheon; the Legislative Work Group is scheduling meeting with state legislators; several King County Solid Waste Advisory Committee meetings; planning for the upcoming Winterfest activities; an Emergency Management Advisory Committee meeting; a Community Conversation hosted by the Bellevue Library; a report from the Cascade Water Alliance Teachers Fellowship Program; the Planning, Housing, and Economic Development Committee met discuss the process for free speech activities; an Eastside Transportation Partnership meeting; several Innovation Triangle events; several Totem Lake conversations; a meeting with Cub Scouts about ideas for Totem Lake Park; a Puget Sound Regional Council Transportation Policy Board meeting; the Greater Kirkland Chamber of Commerce luncheon; the Kirkland Performance Center fundraising Auction.

b. City Manager Reports

City Manager Kurt Triplett introduced the new Purchasing Agent Greg Piland and noted that new Assistant City Attorney Stephanie Croll had been in attendance earlier in the meeting. The City Manager also updated the Council on the rescinded offer and additional backup offer on the 505 Market Street building as well as storm preparation efforts.

(1) Calendar Update

City Manager Kurt Triplett reminded the Council about the Special Study Session on October 27 at 3:00 p.m. to discuss the 2017-2018 Budget. Councilmember Arnold provided information about a request from the Kirkland Arts Council for seismic repairs and the possible creation of a historic building preservation fund for these kinds of requests. Council directed the City Manager to explore options for purchase of the Kirkland Arts Center building.

13. ITEMS FROM THE AUDIENCE

14. ADJOURNMENT

The Kirkland City Council regular meeting of October 17, 2016 was adjourned at 10:55 p.m.

City Clerk

Mayor



CITY OF KIRKLAND
Department of Finance and Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Kathi Anderson, City Clerk
Date: October 20, 2016
Subject: CLAIM(S) FOR DAMAGES

RECOMMENDATION

It is recommended that the City Council acknowledges receipt of the following Claim(s) for Damages and refers each claim to the proper department (risk management section) for disposition.

POLICY IMPLICATIONS

This is consistent with City policy and procedure and is in accordance with the requirements of state law (RCW 35.31.040).

BACKGROUND DISCUSSION

The City has received the following Claim(s) for Damages from:

- (1) Cheong Ng
3529 Portland St
Seattle, WA 98118

Amount: \$3633.46

Nature of Claim: Claimant states damage resulted from City owned tree limb falling on their vehicle parked at Juanita Beach Park.

- (2) Arkadiy Ter-Meliksetov
12413 NE 140th St
Kirkland, WA 98034-1525

Amount: \$2750.00

Nature of Claim: Claimant states damage resulted from City owned tree falling on their house.

Note: Names of claimants are no longer listed on the Agenda since names are listed in the memo.



CITY OF KIRKLAND
Department of Public Works
 123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
 www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: George Minassian, P.E, Project Engineer
 Dave Snider, P.E., Capital Projects Manager
 Kathy Brown, Public Works Director

Date: October 20, 2016

Subject: ANNUAL STREET PRESERVATION PROGRAM, 2016 PHASE I CURB RAMP & CONCRETE REPAIRS - ACCEPT WORK

RECOMMENDATION:

City Council accepts the work on the 2016 Street Preservation Program, Phase I Curb Ramp & Concrete Repairs Project, as completed by Westwater Construction Company, of Renton, WA, thereby establishing the statutory lien period.

By taking action on this memo during approval of the consent calendar, City Council is accepting the work performed on the referenced Project.

BACKGROUND DISCUSSION:

The Curb Ramp & Concrete Repairs Project is Phase I of the Annual Street Preservation Program for the maintenance and rehabilitation of the City's street network. This memorandum will provide a brief overview of the status of the entire Annual Street Preservation Program for 2016, but is specifically recommending final acceptance of the Phase I Curb Ramp and Concrete Repairs Project.

The total budget of \$4,050,000 for the 2016 Annual Street Preservation Program is a combination of two revenue sources, including the base Capital Improvement Program and Proposition 1 Levy funds:

Revenue Source	Amount
2015-2020 Base CIP	\$1,750,000
Prop 1 Levy Funds	\$2,300,000
TOTAL BUDGET	\$4,050,000

The three Phases that make up the Annual Street Preservation Program for 2016 include:

- The completed Phase I - Curb Ramp & Concrete Repairs Project,
- The on-going Phase II - Asphalt Overlay Project with a final acceptance recommendation to occur at a future City Council after Phase completion. The current weather forecast shows the Overlay Phase may not be completed until spring, 2017 under the current contract.

- The partially completed Phase III - Slurry Seal Project with a recommendation for acceptance currently scheduled for the City Council meeting of December 13, 2016, after the contractor completes all punch-list items, including the final street sweeping of slurry sealed streets. The Phase III Slurry Seal Project ended before all planned streets were addressed due to weather and temperatures that did not allow for a full completion of the 2016 Project. All remaining 2016 streets will become part of the 2017 Slurry Seal Project with additional information on the streets not completed to be discussed more fully in the December memo.

The Phase I Curb Ramp and Concrete Repairs Project included the installation of 42 new curb ramps, as required by the Americans with Disabilities Act (ADA). The Project also provided for the replacement of broken concrete curb and sidewalk panels immediately adjacent to the six streets making up the 2016 Street Overlay Project (Attachment A). Until the passage of Proposition 1, concrete repairs were bid together with the overlay project under one contract. Staff subsequently split the work into two contracts to facilitate an earlier construction start to maximize the time for completing the larger-scale program resulting from Proposition 1.

At the City Council meeting of May 3, 2016, the contract for the referenced Project was awarded to Westwater Construction Company in the amount of \$486,165. Construction began on May 18, 2016 and all concrete work was substantially complete on August 2, 2016. The total of all payments made to the contractor was \$471,790.11, with the reduced contract amount due to bid item quantities being slightly less-than originally estimated.

The currently anticipated expenses for the entire Annual Street Preservation Program in 2016 are as follows (also see Attachment B):

Phase	Budget Amount	Status	Final Amount
Phase I Curbs and Ramps	\$ 486,165	Accept – This Memo	\$ 471,790
Phase II Overlay Awarded	\$2,277,411	On-Going	\$ 2,277,411*
Phase III Slurry Seal	\$ 390,000	Partially Complete	\$ 254,500**
Engineering, Admin, Inspection	\$ 680,000	On-Going	\$ 680,000*
Milling Machine Contribution	\$ 170,042	Allocated to-date	\$ 82,152
Contingency/Balance	\$ 46,382	Balance Remaining	\$ 284,147
TOTAL	\$4,050,000		\$4,050,000

* *Current Estimated Final Amount*

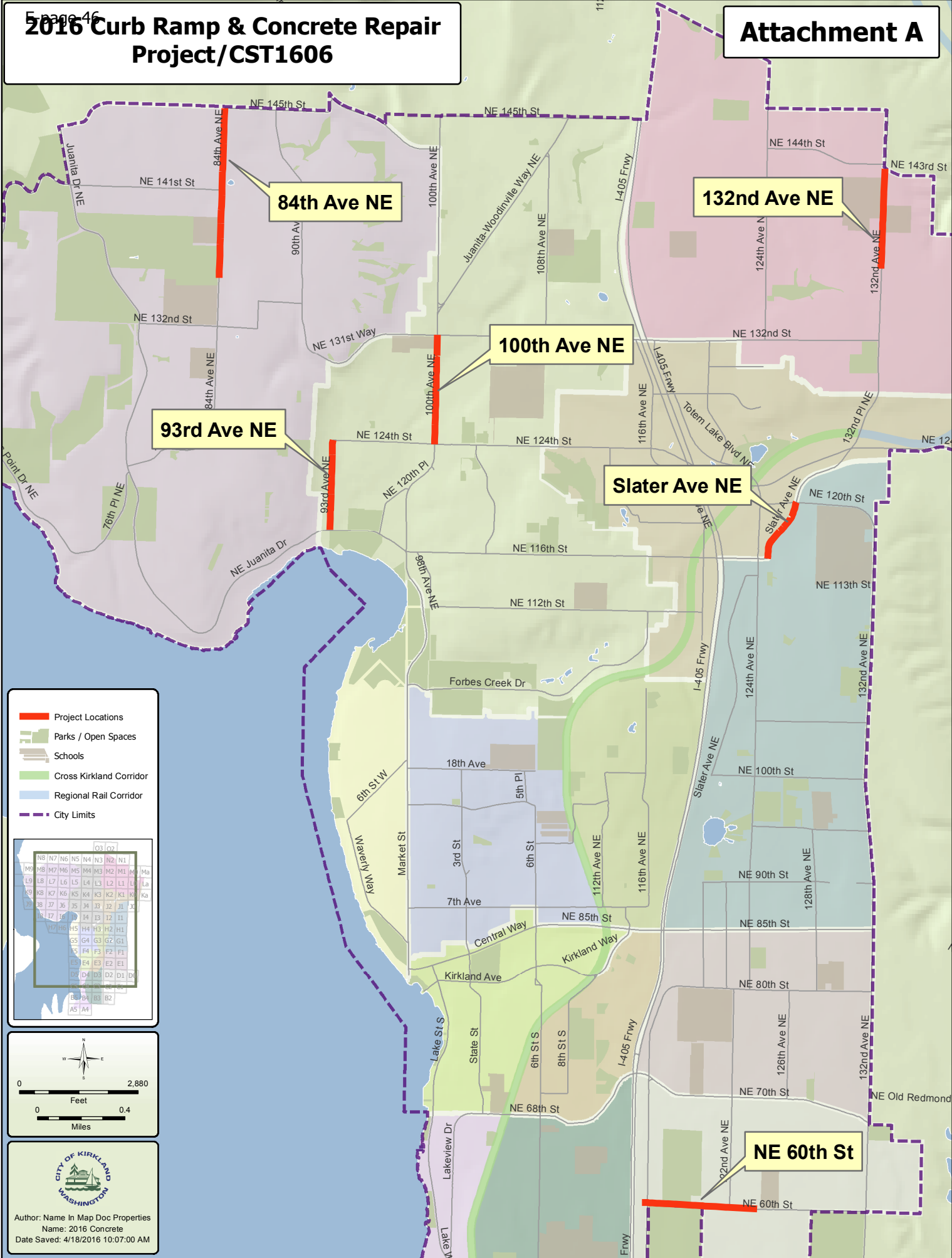
** *Project ended short of target due to weather - work will be completed next year.*

Attachment A – Vicinity Map

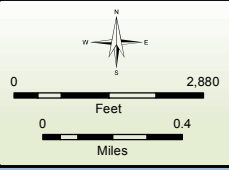
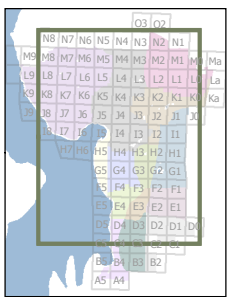
Attachment B – Project Budget Report

Page 46
2016 Curb Ramp & Concrete Repair Project/CST1606

Attachment A



- Project Locations
- Parks / Open Spaces
- Schools
- Cross Kirkland Corridor
- Regional Rail Corridor
- City Limits

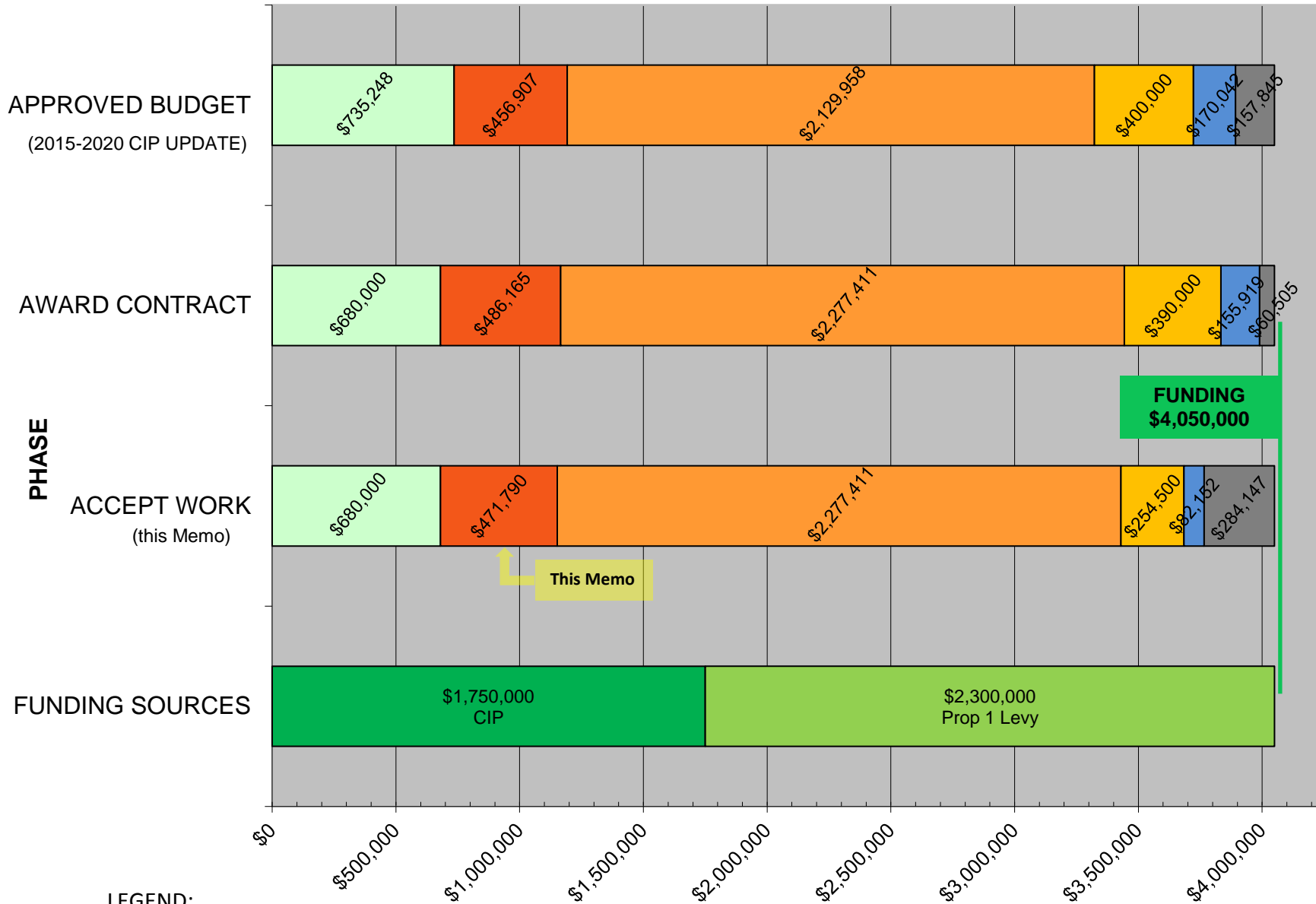


CITY OF KIRKLAND
 WASHINGTON

Author: Name In Map Doc Properties
 Name: 2016 Concrete
 Date Saved: 4/18/2016 10:07:00 AM

Project Budget Report 2016 Curb Ramp and Concrete Repairs Project (ST-1606)

Attachment B



This Memo



CITY OF KIRKLAND

Department of Public Works

123 Fifth Avenue, Kirkland, WA 98033 425.587.3800

www.kirklandwa.gov

Council Meeting: 11/01/2016
 Agenda: Establishing Lien Period
 Item #: 8. f. (2).

MEMORANDUM

To: Kurt Triplett, City Manager

From: Aparna Khanal, P.E., Project Engineer
 David Snider, P.E., Capital Projects Manager
 Michael Cogle, Deputy Director, Parks and Community Services
 Kathy Brown, Public Works Director

Date: October 20, 2016

Subject: WAVERLY BEACH PARK RENOVATION PHASE 1 PROJECT - ACCEPT WORK

RECOMMENDATION:

City Council accepts the work on Waverly Beach Park Renovation Phase 1 Project, as completed by Nordland Construction NW, of Nordland, WA, thereby establishing the statutory lien period.

By taking action on this memo during approval of the consent calendar, City Council is accepting the contract work completed for the Waverly Beach Park Renovation Phase 1 Project.

BACKGROUND DISCUSSION:

Waverly Beach Park is one of Kirkland's oldest parks, dating back to the early 20th century. On the shores of Lake Washington, the park is a popular destination for Kirkland residents and features a swimming beach, pier, playground, picnicking amenities, restroom, and parking (Attachment A). Fishing and non-motorized boating are additional popular year-round activities in the Park.

The Project included demolition and clearing, earthwork, new asphalt pavement, concrete paving and curbs, landscape seat walls, storm drainage improvements, play area renovation, pier renovation, site furnishing installation, picnic shelter, irrigation and landscape improvements, shoreline protection, and beach expansion.

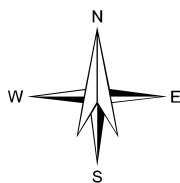
On November 6, 2015, City Council awarded the construction contract Nordland Construction NW in the amount of \$916,515, and increased the total project budget to \$1,557,015. The construction began on January 4, 2016 and was physically complete on September 16, 2016, with three change orders issued. The change order work included the replacing additional concrete surfaces and increasing the number of irrigation vaults, resulting in a revised contract amount of \$965,158.79. This amount represents the total of all payments made to the contractor.

Project Funding:

Source	Amount
Original CIP Funding	\$1,368,500
Additional Project Funding	
• PK0133100 Dock & Shoreline Renovation CIP Project	\$ 75,000
• REET 1 Reserves	\$ 38,515
• Community Picnic Shelter Contribution (Rotary, Park Foundation)	\$ 75,000
Total Project Budget	\$1,557,015

The total Project budget versus expenses remains positive including an \$8,000 set aside for Art (Attachment B). The Parks and Community Services Department is currently working with the Cultural Arts Commission on selecting an artist to complete a tile project to be installed at the picnic shelter. The art project is expected to be completed in the 2nd quarter of 2017.

Attachment A – Vicinity Map
 Attachment B – Project Budget Report

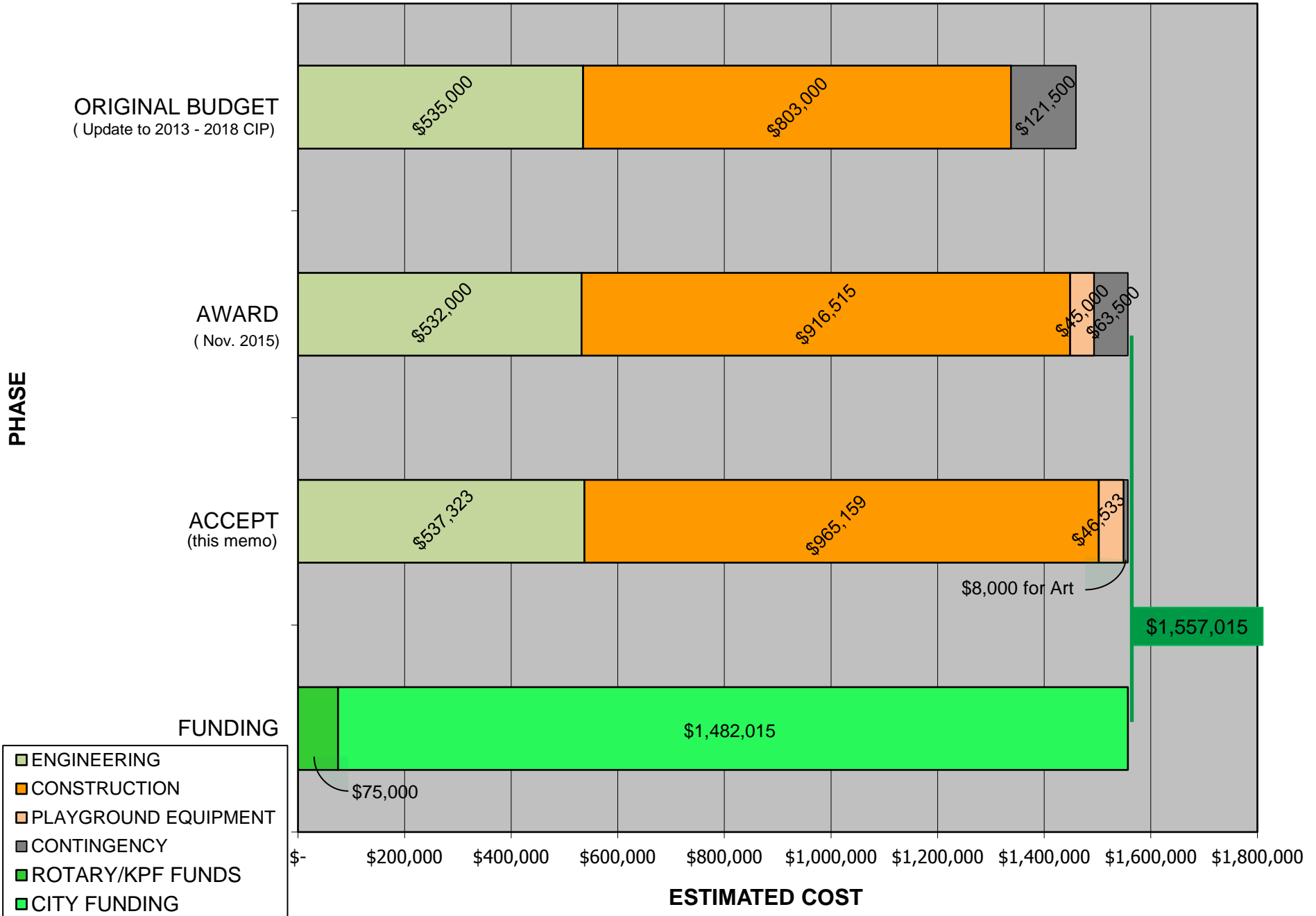


VICINITY MAP

**WAVERLY BEACH PARK RENOVATION
PHASE 1 PROJECT**

**WAVERLY BEACK PARK RENOVATION PHASE 1 PROJECT
(CPK - 0087100)**

PROJECT BUDGET REPORT





CITY OF KIRKLAND
Department of Finance and Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.ci.kirkland.wa.us

MEMORANDUM

To: Kurt Triplett, City Manager

From: Greg Piland, Purchasing Agent

Date: October 18, 2016

Subject: INTERLOCAL COOPERATIVE PURCHASING AGREEMENT WITH ASOTIN COUNTY

RECOMMENDATION:

It is recommended that the City Manager be authorized to execute an Interlocal Cooperative Purchasing Agreement with Asotin County.

By taking action on this memo during approval of the consent calendar, the City Council is authorizing the City Manager to execute the agreement.

BACKGROUND AND DISCUSSION:

In July of 2016, the City conducted a Request for Proposals (RFP) process for the purpose of installation and maintenance of an inmate telephone system and an inmate video visitation system. The RFP included language to allow other government entities to piggyback on the contract that was to be awarded by the City. As a result of the RFP process, the City awarded the contract for installation and maintenance of the inmate telephone system and inmate video visitation system to Consolidated Telephone (CTEL) of Irving, TX.

Asotin County has indicated an interest in taking advantage of the pricing and terms provided by our contract with CTEL. In order for them to utilize the City's contract with CTEL, they must have an interlocal cooperative purchasing agreement in place with the City.

This interlocal agreement complies with the intergovernmental cooperative purchasing requirements set forth in KMC 3.85.180 and RCW 39.34. By itself, this agreement places no financial obligation on the City of Kirkland. This agreement is reciprocal and will allow the City of Kirkland to purchase off of contracts competitively bid by Asotin County, if it is determined to be in the best interest of the City to do so.

RESOLUTION R-5217

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING PARTICIPATION BY THE CITY IN AN INTERLOCAL COOPERATIVE PURCHASING AGREEMENT WITH ASOTIN COUNTY AND AUTHORIZING THE CITY MANAGER TO EXECUTE SAID AGREEMENT ON BEHALF OF THE CITY OF KIRKLAND.

1 WHEREAS, the City of Kirkland and Asotin County seek to enter
2 into an intergovernmental agreement enabling the City of Kirkland to
3 purchase goods and services through Asotin County purchase
4 contracts and also enabling Asotin County to purchase goods and
5 services through City of Kirkland purchase contracts to the extent
6 permitted by law; and
7

8 WHEREAS, the City Council has determined it to be in the best
9 interest of the City of Kirkland to enter into such an interlocal
10 cooperative purchasing agreement; and
11

12 WHEREAS, Chapter 39.34 RCW authorizes City of Kirkland and
13 Asotin County to enter into an interlocal cooperation agreement to
14 perform any governmental service, activity or undertaking which each
15 contracting party is authorized by law to perform;
16

17 NOW, THEREFORE, be it resolved by the City Council of the City
18 of Kirkland as follows:
19

20 Section 1. The City Manager is authorized and directed to
21 execute on behalf of the City of Kirkland an Interlocal Agreement
22 substantially similar to that attached as Exhibit "A", which is entitled
23 "Interlocal Cooperative Purchasing Agreement."
24

25 Passed by majority vote of the Kirkland City Council in open
26 meeting this ____ day of _____, 2016.
27

28 Signed in authentication thereof this ____ day of _____,
29 2016.

MAYOR

Attest:

City Clerk

INTERGOVERNMENTAL COOPERATION AGREEMENT

THIS AGREEMENT is between Asotin County, a municipal corporation of the State of Washington, and the City of Kirkland, a municipal corporation of the State of Washington.

WITNESSETH:

WHEREAS, the Interlocal Cooperation Act, as amended, and codified in Chapter 39.34 of the Revised Code of Washington provides for interlocal cooperation between governmental agencies; and

WHEREAS, Chapter 39.33 of the Revised Code of Washington provides for intergovernmental disposition of property; and

WHEREAS, both parties are required to make certain purchases by formal advertisement and bid process, which is a time consuming and expensive process; and it is in the public interest to cooperate in the combination of bidding requirements to obtain the most favorable bid for each party where it is in their mutual interest; and

WHEREAS, the parties also wish to utilize each other's contracts where it is in their mutual interest;

NOW THEREFORE, the parties agree as follows:

1. PURPOSE The purpose of this agreement is to acknowledge the parties mutual interest to jointly bid the acquisition of goods and services and disposition of property where such mutual effort can be planned in advance and to authorize the acquisition of goods and services and the purchase or acquisition of goods and services under contracts where a price is extended by either party's bidder to other governmental agencies;
2. ADMINISTRATION No new or separate legal or administrative entity is created to administer the provision of this agreement.
3. SCOPE This agreement shall allow the following activities:
 - A. Purchase or acquisition of goods and services by each party acting as agent for either or both parties when agreed to in advance, in writing;
 - B. Purchase or acquisition of goods and services by each party where provision has been provided in contracts for other agencies to avail themselves of goods and services offered under the contract.

- C. Disposal of goods by each party acting as agent for either, or both parties when agreed to in advance, in writing.
4. DURATION OF AGREEMENT - TERMINATION This agreement shall remain in force until canceled by either party in writing.
 5. RIGHT TO CONTRACT INDEPENDENT ACTION PRESERVED Each party reserves the right to contract independently for the acquisition of goods or services and/or disposal of any property without notice to the other party and shall not bind or otherwise obligate the other party to participate in the activity.
 6. COMPLIANCE WITH LEGAL REQUIREMENTS Each party accepts responsibility for compliance with federal, state or local laws and regulations including, in particular, bidding requirements applicable to its acquisition of goods and services or disposal of property.
 7. FINANCING The method of financing of payment shall be through budgeted funds or other available funds of the party for whose use the property is actually acquired or disposed. Each party accepts no responsibility for the payment of the acquisition price of any goods or services intended for use by the other party.
 8. FILING Executed copies of this agreement shall be filed as required by Section 39.34.040 of the Revised Code of Washington prior to this agreement becoming effective.
 9. INTERLOCAL COOPERATION DISCLOSURE Each party may insert in its solicitations for goods a provision disclosing that other authorized governmental agencies may also wish to procure the goods being offered to the party, and allowing the bidder the option of extending its bid to other agencies at the same bid price, terms and conditions.
 10. NON-DELEGATION/NON-ASSIGNMENT Neither party may delegate the performance of any contractual obligation, to a third party, unless mutually agreed in writing. Neither party may assign this agreement without the written consent of the other party.
 11. HOLD HARMLESS Each party shall be liable and responsible for the consequences of any negligent or wrongful act or failure to act on the part of itself and its employees. Neither party assumes responsibility to the other party for the consequences of any act or admission of any person, firm or corporation not a party to this agreement.

- 12. SEVERABILITY Any provision of this agreement, which is prohibited or unenforceable, shall be ineffective to the extent of such prohibition or unenforceability, without invalidating the remaining provision or affecting the validity or enforcement of such provision.

ASOTIN COUNTY BOARD OF COMMISSIONERS

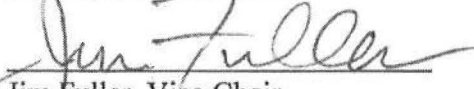
CITY OF KIRKLAND

Dated: 10/10/16

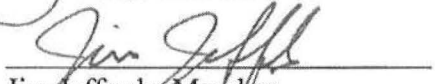
Dated: _____



Brian Shinn, Chairman

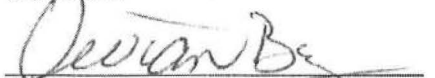


Jim Fuller, Vice Chair



Jim Jeffords, Member

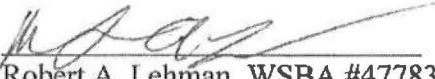
ATTEST:



Vivian Bly
Clerk of the Board

APPROVED AS TO FORM:

Benjamin Nichols
Prosecuting Attorney



Robert A. Lehman, WSBA #47783
Deputy Prosecuting Attorney



CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Rob Jammerman, Development Engineering Manager
Kathy Brown, Public Works Director

Date: October 205, 2016

Subject: Memorandum of Understanding with Puget Sound Energy

RECOMMENDATION:

It is recommended that the City Council approve the attached resolution which authorizes the City Manager to sign the attached Memorandum of Understanding (MOU) with Puget Sound Energy (PSE).

By approval of this item as part of the consent calendar the Council is authorizing the execution of the MOU.

BACKGROUND DISCUSSION:

In conjunction with the PSE Gas Franchise extension, City staff and Deputy Mayor Arnold have been working with PSE representatives to draft a MOU that addresses goals to increase production of renewable energy sources (wind, solar, etc.) and decrease the use of non-renewable energy sources. The attached final draft has been reviewed and agreed to by representatives from parties.

Attachment: MOU

RESOLUTION R-5218

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO SIGN THE MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF KIRKLAND AND PUGET SOUND ENERGY, INC. REGARDING PSE INCREASING THE USE OF RENEWABLE ENERGY SOURCES AND DECREASING THE USE OF NON-RENEWABLE SOURCES.

1 WHEREAS, the City of Kirkland ("City") and Puget Sound Energy,
2 Inc. ("PSE") have negotiated a Memorandum of Understanding wherein
3 PSE has agreed to attempt to increase the use of renewable energy
4 sources and decrease the use of non-renewable sources.

5
6 NOW, THEREFORE, be it resolved by the City Council of the City
7 of Kirkland as follows:

8
9 Section 1. The City Manager is authorized and directed to
10 execute the memorandum of Understanding between the City and PSE
11 substantially in the form of the attached Exhibit A.

12
13 Passed by majority vote of the Kirkland City Council in open
14 meeting this ____ day of _____, 2016.

15
16 Signed in authentication thereof this ____ day of _____,
17 2016.

MAYOR

Attest:

City Clerk

Memorandum of Understanding

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

WHEREAS, thirty-nine cities and King County have established shared, formal targets through countywide planning policies to reduce greenhouse gas emissions

WHEREAS, Kirkland has joined the King County – Cities Climate Collaboration representing more than 1.5 million residents to develop pathways for achieving climate goals, chart out specific projects and initiatives to meet shared emissions reduction targets, including increasing renewable electricity use by 20 percentage points above 2012 levels by 2030, and

WHEREAS, the City has the goal of reducing greenhouse gas emissions within the city by 80 percent by 2050, and

WHEREAS, the City has goals to increase energy efficiency by continuously upgrading its facilities and promoting energy efficiency city-wide, and

WHEREAS, the City has set a goal of 100 percent for renewable energy use by 2050 through regional collaboration, and

WHEREAS, the City has adopted green building codes and has established an expedited green building program that support energy and water efficiency beyond what is required by state building codes, and increasing production of renewable energy, and

WHEREAS the City uses and values the conservation incentives and rebates offered by PSE to support energy efficiency projects, and works in partnership with PSE to promote energy conservation, green power purchases, and

WHEREAS, the City seeks to increase the availability of clean, renewable energy supplies for its residents which includes campaigns such as Solarize Kirkland to promote production of solar energy, and

WHEREAS, PSE recognizes that the City values sustainability, including electricity sourced from renewable energy sources, and

WHEREAS, PSE is pursuing voluntary long term renewable energy service agreements with cities and corporations, including the City, and

WHEREAS, PSE has committed to shut down the Colstrip 1 and 2 coal-fired power plants by July 1, 2022

WHEREAS, PSE purchases renewable energy sources like wind, biogas, and solar, on behalf of residents and businesses through the PSE Green Power Program and offers this program throughout PSE’s service territory, and

WHEREAS, PSE is a leading utility-developer of wind power and PSE also promotes the development of other renewable resources including solar power; and

WHEREAS, PSE offers a number of valuable incentives and energy advisors to its customers to encourage use of energy efficient appliances and upgrades for living and business spaces, and

WHEREAS, PSE continues its long established objective of meeting energy savings goals and customer expectations for energy efficiency programs, while effectively and prudently managing costs for its customers, and

WHEREAS, PSE strives to ensure adequate supply of reliable reasonably priced natural gas and electricity throughout its service territory to a diverse customer base, and

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

NOW, THEREFORE, it is hereby understood and agreed between the Parties as follows: that the City and PSE will work together in good faith to communicate and collaborate on both the City's and PSE's energy values, programs, and goals as and in the manner mutually agreed upon by the Parties from time to time, including;

Cooperation to promote energy conservation incentives and green power options to City residents;

Cooperation to promote increasing energy conservation and renewable energy development;

Agreed and Accepted this _____ day of _____, 2016

PUGET SOUND ENERGY, INC.

CITY OF KIRKLAND

(Signature)

(Name)

(Title)

City Manager

**CITY OF KIRKLAND****Department of Public Works****123 Fifth Avenue, Kirkland, WA 98033 425.587.3800****www.kirklandwa.gov**

MEMORANDUM

To: Kurt Triplett, City Manager

From: Patrick Herbig, P.E., Project Engineer
David Snider, P.E., Capital Projects Manager
Kathy Brown, Public Works Director

Date: October 18, 2016

Subject: COCHRAN SPRINGS / LAKE WASHINGTON BOULEVARD CROSSING
ENHANCEMENT PROJECT – PROJECT & BUDGET UPDATE

RECOMMENDATION:

It is recommended that the City Council receive a briefing and approve a project budget adjustment on the Cochran Springs/Lake Washington Boulevard Crossing Enhancement Project (hereafter referred to as the Cochran Springs Project). Specifically, staff are requesting the following from the City Council:

- That Council receive a project update on the project construction phase, including the many successes achieved, but also certain physical and budgetary challenges encountered to-date; and,
- That Council approve a project budget adjustment of \$158,000 using Surface Water Capital Contingency funds.

By taking action during approval of the consent calendar, City Council is authorizing a budget increase in the Cochran Springs Project, primarily to address cash flow issues due to pending reimbursements from other entities.

BACKGROUND DISCUSSION:

The Cochran Springs Project replaced a pair of aging concrete pipes with a new concrete box culvert where Cochran Springs Creek crosses beneath the roadway (Attachment A). The new box culvert includes a permanent in-line sediment trap to allow maintenance crews greater access for routine removal of sediment. The new sediment trap is designed to produce a net reduction in annual maintenance resource needs and costs, while preserving the quality of fish habitat in the stream. The Project also replaced portions of two Kirkland water mains, one 12-inch and one 8-inch, as well as a segment of 16-inch concrete sanitary sewer main with new ductile iron pipe and access structure, all needed to accommodate the installation of the new fish-passable box culvert. In addition to City utilities, the Project also included coordination with five franchise communications utilities, Puget Sound Energy, and a consortium owned fiber. The utilities and consortium fiber optic line, of which Kirkland is a consortium partner, required relocation prior to the installation of the new culvert. A full width asphalt overlay was also completed as part of the roadway restoration for the Project.

On January 5, 2016, City Council awarded a construction contract to KBL Construction in the amount of \$1,052,682 for the now substantially complete Project. The required establishment period for restoration plantings will run for a one-year period ending October,

2017. During this time, staff will monitor the performance of the culvert, monitor and document sediments being captured in the new sediment trap, and review stream and stream bank conditions upstream of the culvert for improved habitat.

Project Accomplishments:

- All in-water work was completed prior to September 30 "fish-window," ensuring compliance with all permit requirements: Kirkland Critical Areas, Army Corps of Engineers, Washington State Department of Ecology, and Washington State Fish and Wildlife.
- The contractor completed the culvert replacement work, along with associated roadway restoration, in four days -- 19 days ahead of the planned 23-day timeline, thereby shortening the detour time around the work zone. The detour route for vehicles, transit, pedestrians, and cyclists is shown on the Vicinity Map (Attachment A).
- The construction work and detour generated zero recorded complaints from residents, business owners and motorists with an outreach plan that included local businesses, residents, commuters, and nearby schools for both Kirkland and Bellevue.
- All the Franchise Utilities (Frontier, Puget Sound Energy, Verizon Business, Comcast, Zayo Group, and Level 3 Communications) were relocated by August 1, allowing the Contractor ample time to comply with all regulatory permits.
- The Project is now Substantially Complete with Physical Completion expected in late October 2016. All work, including that for the franchise utilities, the water main relocations, the sanitary sewer main relocation, the culvert and sediment trap installation, stream bed and bank enhancements, and paving, was completed within the contract time requirements.



*Concrete Culverts
with new sediment trap*



*Stream bed and
bank restoration*



*Pavement/lane striping
complete*

Private Utility Work

The private utility work was completed between January and August of this year as the various communications companies and PSE relocated their respective underground systems. Through the use of coordinated traffic control plans, Lake Washington Boulevard remained open to motorists, pedestrians, and cyclists for the private utility work.

Three of the six utilities, Zayo Group fiber optic, Level 3 fiber optic, and Kirkland's consortium fiber optic are in a joint trench and are encased within a soft concrete (controlled density fill (CDF)) for protection and reliability. As provided for within their franchise agreement, the City partnered with Zayo Group and Level 3 to relocate the joint consortium trench. The initial estimate to relocate 680-feet of this joint trench was \$568,000. The final cost for Zayo Group to lead the work was \$663,000. The cost increase was due differing field conditions requiring modification of Zayo's original design. The City's proportionate share is shown in Table 1.

Funding and Expenses

The overall Project funding is a combination of Surface Water funds, currently in the amount of \$1,970,000 for the culvert crossing, plus Water/Sewer Utility funding of \$260,000 for the replacement of two water mains running within the work zone, for a total of Project budget of \$2,230,000 (Attachment B).

The project is now substantially complete and the current projection for all expenses are detailed on Table 1. Table 1 also includes pending expenses as well as anticipated reimbursables as provided for within franchise agreements or other arrangements for recovery. Current encumbrances total \$2,319,000 with pending expenses totaling \$69,000. The sum of all project expenses is \$2,388,000 (\$2,319,000 + \$69,000). There are reimbursable expenses for the project that are currently estimated to be \$112,000. The total cost of the project, including reimbursables, is projected to be \$2,276,000.

Table 1: Project Expenses and anticipated Reimbursements

Element	Encumbrances	Pending	Savings / Reimbursable	Total
Design and Permitting	\$333,000	\$20,000 ¹		\$353,000
Construction Inspection	\$340,000		(\$27,000) ⁴	\$313,000
Staff Admin/Mgmt	\$281,000	\$2,000		\$283,000
ROW Easements	\$33,000	\$3,000		\$36,000
Construction	\$1,207,000	\$15,000 ²	(\$77,000) ⁵	\$1,133,000
Fiber Optic Work	\$125,000	\$29,000 ³	(\$8,000) ⁶	\$146,000
Sub totals	\$2,319,000	\$69,000	(\$112,000)	\$2,276,000
Encumbrance + Pend		\$2,388,000		
Current Funding		\$2,230,000		\$2,230,000
Difference	w/out reimburse	(\$158,000) ⁷	w/ reimburse	(\$46,000) ⁸

Notes:

- 1) consultant amendment request for additional inspection services being negotiated
- 2) anticipated PSE expense to hold overhead power poles during construction
- 3) additional Zayo Group expenses due to differing field conditions being negotiated
- 4) City inspection services for private utility work to be reimbursed
- 5) seeking consultant reimbursement for necessary field design revisions, also seeking private utility reimbursement for requested design revisions
- 6) reimbursable expense to repair City/consortium fiber damaged private utility work
- 7) apparent interim shortfall prior to receipt of reimbursables, see recommendation section
- 8) apparent final shortfall with receipt of reimbursables, see recommendation section

There were eight change orders issued for the project totaling \$135,300. Three change orders were for work requested by private utilities and for differing site conditions related to the private utilities. The City will be reimbursed by the utilities for those change orders. Two change orders are resulting from design changes issued during construction and staff is negotiating with the design consultant for reasonable compensation. The remaining three change orders are for City water and sanitary sewer utility changes necessary once the systems were exposed and improvements were deemed necessary for improved maintenance and operations, as well as to better facilitate future system upgrades.

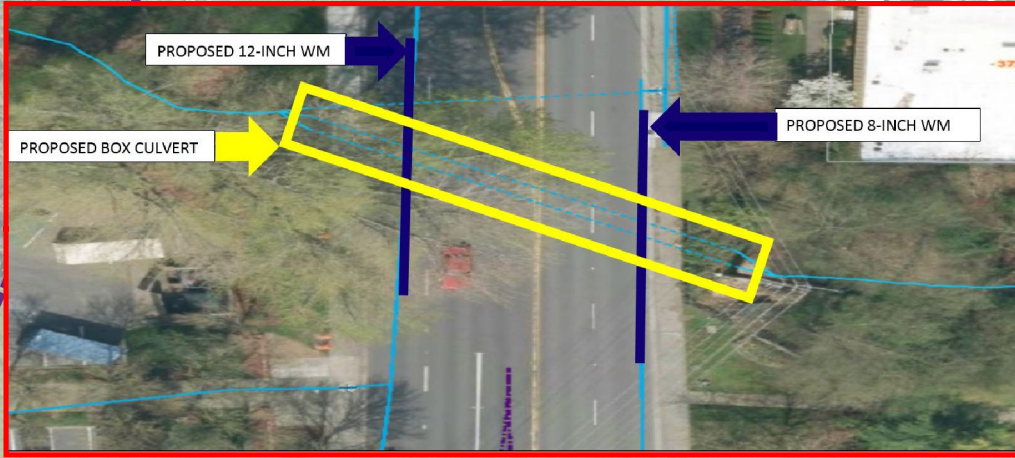
Schedule

It is anticipated that the Contractor will complete all surface restoration and landscaping by late-October, 2016, with all plant establishment work efforts being finished in October, 2017. With the completion of all 2016 activities, staff will engage the various franchise utilities on applicable reimbursements for surface restoration and other work performed by the City's contractor, as noted above in Table 1. In addition, staff will be negotiating the final payment to the prime consultant with full consideration given towards all Project costs directly attributed to any and all design errors and/or omissions.

Recommendation

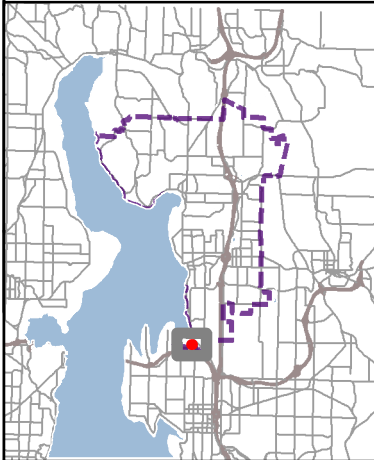
It is staff's recommendation that City Council approve an overall interim adjustment of the Project budget with a temporary increase of \$158,000 using Surface Water Capital Contingency funds (Attachment C). As per the City's contracts and agreements with the various utilities and Project participants, staff will be calculating final reimbursements and negotiated settlements, currently estimated to be in the range of \$105,000 to \$115,000 in credits. Once all debits and credits are known, staff will return to City Council with a full accounting of the final Project costs and City participation. As outlined above, it is currently estimated that all but \$43,000 to \$53,000 of the Surface Water Capital Contingency will be returned to the fund, resulting in a 2% to 2.5% increase on this extremely complex, yet very successful surface water improvement for the environment, habitat, and operations and maintenance.

Attachment A – Vicinity Map
Attachment B – Project Budget Report
Attachment C – Fiscal Note



Legend

-  Detour
-  City Limits



PROJECT LOCATION

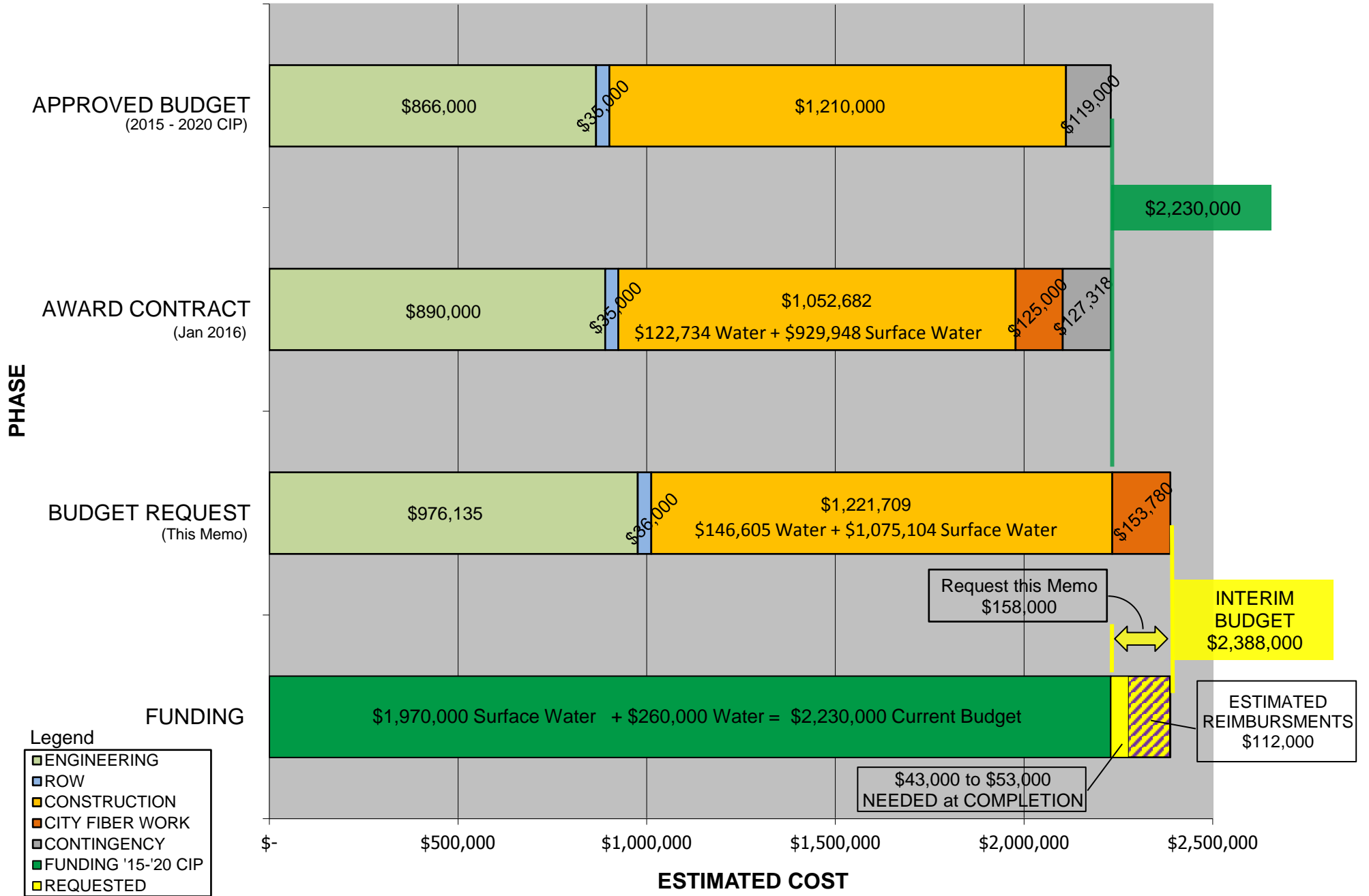
DETOUR ROUTE



VICINITY MAP
Cochran Springs/Lake Washington

**LAKE WASHINGTON BOULEVARD/COCHRAN SPRINGS CROSSING
ENHANCEMENT (CSD - 0048 & CWA - 0162)
PROJECT BUDGET REPORT**

Attachment B



FISCAL NOTE

CITY OF KIRKLAND

Source of Request							
Kathy Brown, Public Works Director							
Description of Request							
Additional funding of \$158,000 for Cochran Springs/Lake Washington Blvd Surface Water Enhancement project CSD 0048 from the Surface Water Contingency reserve as described in the attached memo.							
Legality/City Policy Basis							
Fiscal Impact							
One-time use of \$158,000 from Surface Water Contingency. This reserve is able to fully fund this request.							
Recommended Funding Source(s)							
<i>Reserve</i>	Description	2016 Est End Balance	Prior Auth. 2015-16 Uses	Prior Auth. 2015-16 Additions	Amount This Request	Revised 2016 End Balance	2015 Target
	Surface Water Contingency	391,830	0	0	158,000	233,830	N/A
<i>Revenue/Exp Savings</i>							
<i>Other Source</i>							
Other Information							
Surface Water Contingency is set as 10 percent of the biennial CIP to be used for unexpected costs for existing projects. It is reset for each biennium. The Surface Water Construction reserve has a current estimated 2016 year-end balance of \$6,837,875 and will be used to bring the Contingency reserve to the appropriate balance in the next biennium and also is available for any other unexpected changes to projects.							

Prepared By	Neil Kruse, Senior Financial Analyst	Date	October 20, 2016
-------------	--------------------------------------	------	------------------



CITY OF KIRKLAND
PLANNING AND BUILDING DEPARTMENT
123 5TH AVENUE, KIRKLAND, WA 98033
425.587.3600 - www.kirklandwa.gov

MEMORANDUM

DATE: October 22, 2016
TO: Kurt Triplett, City Manager
FROM: Eric Shields, AICP, Planning and Building Director
SUBJECT: School Impact Fees

Recommendation:

Council adopt the attached ordinance increasing school impact fees pursuant to the request of the Lake Washington School District.

Background:

The Lake Washington School District recently prepared its annual Capital Facilities Plan (CFP) which includes an analysis of the portion of the District's capital expenses that may be offset by revenues from school impact fees. Impact fees are not collected directly by the District, but instead by cities within the District, pursuant to interlocal agreements with each city, including Kirkland. The methodology established by the District reduces the actual fee to fifty percent of the potential fee. The fees are only applicable for new dwelling units that do not replace an existing unit.

Based on the new CFP, the District is requesting that the City collect the following school impact fees in 2017:

- New single family units: \$10,822 (\$1,107 increase over 2016)
- New multi-family units: \$956 (\$142 increase over 2016)

Attachments:

1. Letter from Forrest Miller, Lake Washington School District
2. Adopted LWSD 2016-2021 Capital Facilities Plan

**Support Services Center**

15212 N.E. 95th Street

Redmond WA. 98052

Office: (425) 936-1100 • Fax: (425) 883-8387

June 10, 2016

Mayor Amy Walen
City of Kirkland
123 Fifth Avenue
Kirkland, WA 98033

RE: 2016 Capital Facilities Plan and School Impact Fees

Dear Mayor Walen,

Enclosed please find the Board adopted Lake Washington School District's 2016-2021 Capital Facilities Plan (the "Updated CFP") and school impact fees. The District's Board of Directors adopted the Updated CFP on June 6, 2016. The District presented the Updated CFP to the King County School Technical Review Committee (STRC) on June 9, 2016. The STRC is recommending that King County approve the District's Updated CFP and school impact fees identified in the plan.

The District's requested school impact fees for 2017 are \$10,822 for single family dwelling units (an increase of \$1,107 over the 2016 rate) and \$956 for multi-family dwelling units (an increase of \$142 over the 2016 rate). The school impact fees are based upon capacity projects at all grade levels needed to serve new growth. The fees have increased slightly this year primarily due to an increase in the elementary school student generation rate. However, this increase is largely offset by the increase in the tax payment credit (based on increased average assessed valuation). The school impact fees continue to be discounted by fifty percent of the calculated rate.

The District requests that the City of Kirkland begin its process to adopt the Capital Facilities Element of the City's Comprehensive Plan to reflect the Updated CFP and to update the school impact fees charged by the City to reflect the District's updated school impact fees. Ideally, the City's new fees would be effective no later than January 1, 2017.

Please let me know if you have any questions related to the Updated CFP and/or school impact fees. In addition, please let me know of the City's estimated timeline for updating the school impact fees.

Sincerely,

Forrest W. Miller, CFM, REFP, EFM
Director, Support Services

Enclosure

cc: Denise L. Stiffarm, Pacifica Law Group
Rob Jammerman, City of Kirkland
Eric Shields, City of Kirkland
Paul Stewart, City of Kirkland
Kurt Triplett, City of Kirkland

Six-Year Capital Facility Plan **2016 - 2021**



Carl Sandburg Elementary

Board Adopted: June 6, 2016

Lake Washington School District #414

Serving Redmond, Kirkland, Sammamish, and King County, Washington

Lake Washington School District #414

Serving Redmond, Kirkland, Sammamish, and King County, Washington

SCHOOL BOARD MEMBERS

Nancy Bernard, President

Christopher Carlson, Vice President

Siri Bliesner

Mark Stuart

Eric Laliberte

SUPERINTENDENT

Dr. Traci Pierce

Lake Washington School District's Six-Year Capital Facilities Plan 2016-2021

**For information about this plan, call the District Support Services Center
(425.936.1108)**

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I. Executive Summary

This Six-Year Capital Facilities Plan (the “plan”) has been prepared by the Lake Washington School District (the “district”). It is the organization’s primary facility planning document in compliance with the requirements of the State of Washington's Growth Management Act and King County Code 21A.43. This plan was prepared using data available in the spring of 2016.

King County was the first jurisdiction in the State of Washington to adopt a Growth Management Act school impact fee ordinance in 1991 (with fee collection first becoming effective in 1992). The King County Council adopted the ordinance, including the school impact fee formula, following a stakeholder process that included representatives from school districts and the development community. The adopted formula requires that the calculated fee be reduced by fifty percent. This discount factor was negotiated as a part of the stakeholder process. Most cities in King County (and in other areas) adopted the King County school impact fee formula, including the discount factor, in whole as a part of their school impact fee ordinances.

In order for impact fees to be collected in the unincorporated areas of King County, the King County Council must adopt this plan. The cities of Redmond, Kirkland and Sammamish have each adopted a school impact fee policy and ordinance similar to the King County model.

Pursuant to the requirements of the Growth Management Act and the local implementing ordinances, this plan will be updated on an annual basis with any changes in the fee schedule adjusted accordingly. See *Appendix B* for the current single-family calculation and *Appendix C* for the current multi-family calculation.

The district’s capital facilities plan establishes a "standard of service" in order to ascertain current and future capacity. This plan reflects the current student/teacher standard of service ratio and service model for other special programs. Future state funding decisions could have an additional impact on class sizes and facility needs.

While the State Superintendent of Public Instruction establishes square foot guidelines for funding, those guidelines do not account for the local program needs in the district. The Growth Management Act and King

I. Executive Summary (continued)

County Code 21A.43 authorize the district to determine a standard of service based on the district's specific needs.

The district's current standard provides the following (see *Section III* for specific information):

Grade Level	Target Teacher-Student Ratio
K-1	20 Students
2-3	23 Students
4-5	27 Students
6-8	30 Students
9-12	32 Students

School capacity is based on the district standard of service and the existing inventory of available classrooms, including both permanent and relocatable (portable) classrooms. As shown in *Appendix A*, the district's overall total capacity is 29,239, including permanent capacity of 25,479 and 3,760 in relocatables. Student headcount enrollment as of October 1, 2015 was 27,830.

The district experienced actual growth of 1,114 students in 2015. A six-year enrollment projection, as required for this plan, is shown in *Table 1*. During the six-year window from 2016 to 2021, enrollment is projected to increase by 3,501 students to a total of 31,331. An additional 814 students are expected from 2021 to 2023. Growth is projected at all grade levels.

The Lake Washington School District is the fastest growing school district in King County and one of the fastest growing school districts in the state. The district went from being the sixth largest school district in the state to fourth largest in 2015. The most significant growth continues to be in the Redmond and Kirkland areas. However, growth is also happening in the Sammamish area and some areas in unincorporated King County. Enrollment growth has resulted in overcrowding in many district schools.

In December 2014, a Long-Term Facilities Planning Task Force, comprised of representatives from each of the district's schools and community

I. Executive Summary (*continued*)

members, was convened to develop recommendations on long-term facilities planning. From December 2014 to October 2015, this Task Force and a smaller Working Subcommittee met 20 times to learn about and have detailed discussions on topics ranging from construction costs to classroom space usage to facilities funding. In November 2015, the Board of Directors accepted the recommendations of the Task Force.

The recommendations provide a 15-year framework with the overall approach to building new schools to address capacity as the priority. Subsequent to the work of the Task Force, the district proposed a bond measure for April 2016. Voters approved that bond measure which includes funding for the following projects:

- A new elementary school in North Redmond with a capacity of 550 students
- A new elementary school in Redmond Ridge East with a capacity of 550
- A new middle school in Redmond Ridge with a capacity for 900 students
- Rebuilding and expanding Juanita High School from a capacity of 1,296 to 1,800 students (an increase of 504 students)
- Rebuilding and expanding Kirk Elementary School for a capacity of 550 based on K-3 class size reduction (an increase of 190 students)
- Rebuilding and expanding Mead Elementary School for a capacity of 550 based on K-3 class size reduction (an increase of 158 students)
- Repurposing Old Redmond School House to be a preschool building to free up space at elementary schools
- Rebuilding Explorer Elementary School

In addition, within the six-year window of this plan, the framework of the long term plan includes a future bond measure proposed for 2018. The projects anticipated in the 2018 bond include:

- A new elementary school in the Kirkland area
- Rebuild and enlarge Alcott Elementary School
- Rebuild and enlarge Kamiakin Middle School
- An addition and expansion of Lake Washington High School
- A Choice high school in the Eastlake or Redmond areas
- Property for new schools
- A financing plan is included in *Section VIII*.

II. Six-Year Enrollment Projection and Long Term Planning

Six-Year Enrollment Projection

The district developed long-term enrollment projections to assess facility capacity needs in preparation for a 2016 bond measure. Based on these projections the district expects enrollment to increase by over 3,501 students from the 2016 school year through 2021.

The district experienced actual growth of 1,114 students in 2015. A six-year enrollment projection, as required for this plan, is shown in *Table 1*. During the six-year window from 2016 to 2021, enrollment is projected to increase by 3,501 students resulting in a 12.6% over the current student population. Growth is expected to significantly impact all grade levels. Enrollment growth of an additional 814 students is expected through 2023.

Student enrollment projections have been developed using two methods: (1) *cohort survival* – which applies historical enrollment trends to the classes of existing students progressing through the system; and (2) *development tracking* – which projects students anticipated from new development. The cohort survival method was used to determine base enrollments. Development tracking uses information on known and anticipated housing development. This method allows the district to more accurately project student enrollment resulting of new development by school attendance area.

Cohort Survival

King County live birth data is used to predict future kindergarten enrollment. Actual King County live births through 2014 are used to project kindergarten enrollment through the 2019-2020 school year. After 2020, the number of live births is based on King County projections. Historical data is used to estimate the future number of kindergarten students that will generate from county births. For other grade levels, cohort survival trends compare students in a particular grade in one year to the same group of students in prior years. From this analysis a cohort survival trend is determined. This trend shows if the cohort of students is increasing or decreasing in size. This historical trend can then be applied to predict future enrollment.

II. Six-Year Enrollment Projection and Long Term Planning
(continued)

Development Tracking

In order to ensure the accuracy and validity of enrollment projections, a major emphasis has been placed on the collection and tracking of data of 99 known new housing developments within the district. This information is obtained from the cities and county and provides the foundation for a database of known future developments, as well as city and county housing growth targets. This assures the district's plan is consistent with the comprehensive plans of the local permitting jurisdictions. Contact is made with each developer annually to determine the number of homes to be built and the anticipated development schedule.

Student Generation Rates

Developments that are near completion, or have been completed, within the last five years are used to forecast the number of students generated by new development. District wide statistics show that each new single-family home currently generates a 0.437 elementary student, 0.155 middle school student, and 0.108 senior high student, for a total of 0.700 school-age child per single family home (see *Appendix B*). New multi-family housing units currently generate an average of 0.071 elementary student, 0.014 middle school student, and 0.017 senior high student for a total of 0.102 school age child per multi-family home (see *Appendix C*). Since 2015 the total of the student generation numbers has increased for both single-family developments and multi-family developments. These student generation factors (see *Appendix D*) are used to forecast the number of students expected from the new developments that are planned over the next six years.

III. Current District "Standard of Service"

King County Code 21A.06 refers to a "standard of service" that each school district must establish in order to ascertain its overall capacity. The standard of service identifies the program year, the class size, the number of classrooms, students and programs of special need, and other factors determined by the district, which would best serve the student population. Relocatables (i.e. portable classroom units) may be included in the capacity calculation using the same standards of service as permanent facilities.

The standard of service outlined below reflects only those programs and educational opportunities provided to students that directly affect the capacity of the school buildings. The special programs listed below require classroom space; reducing the total permanent capacity of the buildings housing these programs. Newer buildings have been constructed to accommodate some of these programs. Older buildings require additional reduction of capacity to accommodate these programs. At both the elementary and secondary levels, the district considers the ability of students to attend neighborhood schools to be a component of the standard of service.

The district's standard of service, for capital planning purposes, and the projects identified in this plan, include space needed to serve all students in All Day Kindergarten. Currently, 68% of students participate in the All Day Kindergarten program. For the 2016-2017 school year, the district will receive funding to fully implement All Day Kindergarten.

The State also has begun to fund kindergarten through third grade class size reduction.

Standard of Service for Elementary Students

School capacity at elementary schools is calculated on an average class size in grades K-5 of 23; based on the following student/teacher staffing ratios:

- Grades K - 1 @ 20:1
- Grades 2 - 3 @ 23:1
- Grades 4-5 @ 27:1

III. Current District "Standard of Service" (continued)

The elementary standard of service includes spaces to accommodate:

- Special Education for students with disabilities which may be served in a self-contained classroom
- Music instruction provided in a separate classroom
- Art/Science room in modernized schools

- Resource rooms to serve students in:
 - Safety New / Remedial programs
 - Special Education programs
 - English Language Learners (ELL)
- Special Education, Head Start and Ready Start Preschool
- Gifted education (pull-out Quest programs)

Standard of Service for Secondary Students

School capacity at secondary school is based on the follow class size provisions:

- Class size for grades 6-8 should not exceed 30 students
- Class size for grades 9-12 should not exceed 32 students

In the secondary standard of service model:

- Special Education for students with disabilities may be provided in a self-contained classroom

Identified students will also be provided other special educational opportunities in classrooms designated as follows:

- Resource rooms
- English Language Learners (ELL)

Room Utilization at Secondary Schools

It is not possible to achieve 100% utilization of regular teaching stations at secondary schools due to scheduling conflicts for student programs, the

III. Current District "Standard of Service" (continued)
--

need for specialized rooms for certain programs, and the need for teachers to have a work space during their planning periods.

The district has determined a standard utilization rate of 70% for non-modernized secondary schools. For secondary schools that have been modernized, rebuilt or rebuilt and enlarged, the standard utilization rate is 83%.

IV. Inventory and Evaluation of Current Facilities

As of May 2016, the district has total classrooms of 1,413, including 1,253 permanent classrooms and 160 relocatable classrooms (see *Appendix A-1*). Eight additional relocatables are planned to be added in the summer of 2016 for a total of 168 relocatable classrooms. These classrooms represent a theoretical capacity to serve 33,468 if all classrooms were only used as general classroom spaces. However, the district's standard of service provides for the use of classrooms for special programs, such as special education, English Language Learners and Safety Net programs. These programs serve students at much lower student to teacher ratios than general education classrooms, or serve the same students for a portion of the day when they are pulled out of the regular classroom.

As a result, the net capacity of these school buildings is adjusted. A total of 201 classroom spaces are used for special programs as shown in Appendix A-2. The remaining classrooms establish the net available capacity for general education purposes and represent the district's ability to house projected student enrollment based on the Standard of Service defined in Section III, Current District Standard of Service.

After providing space for special programs the district has a net available classroom capacity to serve 29,239 students. This includes 25,023 in permanent regular education capacity, 456 for self-contained program capacity and 3,760 in portable (relocatable) capacity.

Enrollment is expected to increase to 31,331 in 2021 (see *Table 1*).

The physical condition of the district's facilities is documented in the 2016 State Study and Survey of School Facilities completed in accordance with WAC 180-25-025. As schools are modernized or replaced, the State Study and Survey of School Facilities report is updated. That report is incorporated herein by reference. In addition, every district facility is annually evaluated as to condition in accordance with the State Asset Preservation Program.

V. Six-Year Planning and Construction Plan

Enrollment projections show that enrollment will increase at all grade spans. Based on the enrollment projections contained in *Table 5*, student enrollment is anticipated to reach 31,331 by 2021. The district current inventory of existing permanent capacity is 25,479. As a result, student enrollment will exceed permanent capacity by 1,889 students in 2021.

To address existing and future capacity needs, the district contemplates using the following strategies:

- Construction of new schools
- Additions/expansion of an existing high school
- Rebuild and enlarge existing schools
- Use of relocatables as needed
- Boundary adjustments

Construction of new capacity in one area of the district could indirectly create available capacity at existing schools in other areas of the district through area specific boundary adjustments. Future updates to this plan will include specific information regarding adopted strategies.

Strategies to address capacity needs employed over the prior six-year planning timeline (2010-2015) include:

- Phase II School Modernization (2006-2013) was funded by the voters in February 2006. The approved bond measure funded the modernization/replacement of 11 schools throughout the district. School modernization/replacement projects included the addition of new student permanent capacity, as needed. The Phase II School Modernization projects, within the last six years, included:
 - Lake Washington High School and Finn Hill Middle School opened in the fall of 2011
 - Muir, Sandburg, and, Keller Elementary Schools opened in the fall of 2012
 - Bell, Rush, and Community Elementary Schools; Rose Hill Middle School; and International Community School opened in the fall 2013

V. Six-Year Planning and Construction Plan (*continued*)

- Additional classrooms were built at Redmond and Eastlake High Schools, and a new Science, Technology, Engineering and Math (STEM) high school (Nikola Tesla STEM High School) was built on the east side of the District. The additions opened in the fall of 2012. The STEM school was opened in 2012.
- Three boundary adjustments were completed: (1) Due to overcrowding at Rosa Parks Elementary in Redmond Ridge, a temporary boundary adjustment was made to reassign some students from Redmond Ridge East to Wilder Elementary; (2) Because of overcrowding at Einstein and Rockwell Elementary Schools a temporary boundary adjustment was conducted to move unoccupied new developments from those schools to Mann Elementary; and, (3) District-wide boundary adjustments were identified in 2014 for implementation in the fall of 2016
- Four additional relocatables were added to Mann Elementary and to Wilder Elementary in the summer of 2014 to accommodate additional students.
- Twenty-two relocatable classrooms were added at various locations in the summer of 2015 (as identified in *Section VI*) to help relieve capacity issues. Eight additional portables will be added in 2016 to accommodate enrollment growth.
- A seven-classroom addition at Redmond Elementary School will be opened in 2016.

Based on the student enrollment and facility capacity outlined in *Table 5*, the district has funding from the April 2016 bond measure to construct the following projects within the period of this plan including:

- Two new elementary schools: one in Redmond Ridge East (King County); and one in North Redmond (Redmond)
- Rebuilding and expanding Kirk Elementary School (Kirkland)
- Rebuilding and expanding Mead Elementary School (Sammamish)
- A new middle school in Redmond Ridge (King County)
- Rebuilding and expanding Juanita High School (Kirkland)
- Upgrading Old Redmond School House for Preschool
- Replacing Explorer Elementary with a new modular school

V. Six-Year Planning and Construction Plan (*continued*)

In addition, within the six-year window of this plan, a 2018 bond measure is planned. Though not funded at this time, the proposed bond measure is anticipated to include the following projects:

- One new elementary school (Kirkland)
- One new Choice high school (Eastlake/Redmond area)
- Rebuilding and expanding d Alcott Elementary School (King County)
- Rebuilding and expanding Kamiakin Middle School (Kirkland)
- An addition and expansion of Lake Washington High School (Kirkland)
- Land purchases for new schools

Completed projects, as shown in *Table 5*, would result in student enrollment exceeding permanent capacity by 1,889 students in 2021. Many district sites are either at or close to maximum relocatable placement. However, the District may need to purchase and use relocatables to address capacity needs at sites able to accommodate additional relocatables.

VI. Relocatable and Transitional Classrooms

The district facility inventory includes 160 relocatables (i.e. portable classroom units). Eight additional relocatables will be installed in the summer of 2016, bringing the total number to 168 for 2016-2017 school year. Relocatables provide standard capacity and special program space as outlined in *Section III* (see *Appendix A*).

Relocatable classrooms have been used to address capacity needs in the following schools:

- In 2010, relocatable classrooms were added to district schools in Redmond and unincorporated King County
 - *Redmond area*: Rockwell Elementary School – two classrooms, and Einstein Elementary School – one classroom
 - *Unincorporated King County area*: Rosa Parks Elementary School – four classrooms
- In 2011, the district placed relocatable classrooms at school sites in Kirkland, Redmond and unincorporated King County:
 - *Kirkland area*: Lakeview Elementary School – two classrooms, and Rose Hill Elementary School two classrooms
 - *Redmond area*: Rockwell Elementary School – one classroom and Redmond Middle School - four classrooms
 - *Unincorporated King County area*: Rosa Parks Elementary School – two classrooms
- In 2012, the district placed four relocatable classrooms at Redmond High School. In addition, because of capacity issues, Northstar Middle School moved from Lake Washington High School into relocatables units at Emerson High School and Renaissance Middle School moved from Eastlake High School into relocatables classrooms on the same campus.
- In 2013, four relocatable classrooms were added to Redmond High School to support special education program space needs and two additional relocatable classrooms were placed at Redmond Middle School.
- In 2014 the district placed an additional ten relocatable classrooms needed as a result of enrollment growth. Four relocatables were placed at Mann Elementary School in Redmond and two at

VI. Relocatable and Transitional Classrooms (<i>continued</i>)

Redmond Elementary School. Four relocatables were placed at Wilder Elementary School.

- In 2015 the district added twenty-two portables to address enrollment growth. These were placed at various schools throughout the district
 - Six at Lake Washington High School (Kirkland)
 - Four at Redmond Elementary School (Redmond)
 - Three at Alcott Elementary School (King County)
 - Three at Rush Elementary School (Redmond)
 - Two at Evergreen Middle School (King County)
 - One at Audubon Elementary School (Redmond)
 - One at Franklin Elementary School (Kirkland)
 - One at Frost Elementary School (Kirkland)
 - One at Redmond Middle School (Redmond)
- The district will add another eight relocatables to school in the summer of 2016.
 - Four at Lake Washington High School (Kirkland)
 - Two at Evergreen Middle School (King County)
 - One at Alcott Elementary School (King County)
 - One at Keller Elementary School (Kirkland)

The district anticipates relying primarily on new permanent facilities to serve student enrollment using portables if needed to meet immediate space needs.

For a definition of relocatables and permanent facilities, see *Section 2 of King County Code 21A.06*. As schools are modernized/replaced, permanent capacity will be added to replace portables currently on school sites to the extent that enrollment projections indicate a demand for long-term permanent capacity (see *Table 5*).

As enrollment fluctuates, relocatables provide flexibility to accommodate immediate needs and interim housing. Because of this, new school and modernized school sites are planned for the potential of adding up to four portables to accommodate the changes in demographics. The use and need for relocatable classrooms will be balanced against program needs.

**VII. Six-Year Classroom Capacities: Availability / Deficit
Projection**

Based on the six-year plan, there will be insufficient total capacity to house anticipated enrollment (see *Table 5*). As demonstrated in *Appendix A*, the district currently has permanent capacity (classroom and special education) to serve 11,523 students at the elementary level, 6,171 students at the middle school level, and 7,329 students at the high school level. Current enrollment at each grade level is identified in *Appendix A*. As depicted in *Table 5*, the district currently has insufficient permanent capacity and will continue to have insufficient permanent capacity due to growth through 2021. Completed projects, as shown in *Table 5*, would result in an increased permanent capacity for 3,963 students in 2021, but increased enrollment results in a deficit capacity of 1,889 students. Relocatable facilities will be used to address capacity needs that cannot be immediately served by permanent capacity.

Differing growth patterns throughout the district may cause some communities to experience overcrowding. This is especially true in portions of the district where significant housing development has taken place. A strong residential building market, housing starts, growth and the number of developments under construction continues to increase. The continued development of north and northwest Redmond, the recent increase in development on the Sammamish Plateau and also in the downtown and Totem Lake areas of Kirkland, plus in-fill and short plats in multiple municipalities, will put additional pressure on schools in those areas.

VIII. Impact Fees and the Finance Plan

The school impact fee formula calculates a proportionate share of the costs of system improvements that are reasonably related to new development. The formula multiplies the per student costs of site acquisition and construction costs for new capacity projects by a student generation rate to identify the share per dwelling unit share of the facilities that are needed to serve new growth. (The student generation rate is the average number of students generated by dwelling unit type - new single family and multi-family dwelling units.) The formula then provides a credit against the calculated costs per dwelling unit for any School Construction Assistance Program funding that the District expects to receive for a new capacity project from the State of Washington and for the estimated taxes that a new homeowner will pay toward the debt service on school construction bonds. The calculated fee (see *Appendix B* and *Appendix C*) is then discounted, as required by ordinance, by fifty percent.

For the purposes of this plan and the impact fee calculations, the actual construction cost data from recently completed projects (Sandburg Elementary School, opened in 2012; Rose Hill Middle School, opened in 2013; and Lake Washington High School, opened in 2011) have been used (see *Appendix E*).

The finance plan shown on *Table 6* demonstrates how the Lake Washington School District plans to finance improvements for the years 2016 through 2021. The financing components include secured and unsecured funding. The plan is based on future bond approval, securing state construction funding assistance and collection of impact fees under the State's Growth Management Act. Voluntary mitigation fees paid pursuant to Washington State's Environmental Policy Act may be collected from developments subject to mitigation agreements executed before some jurisdictions adopted GMA school impact fee ordinances.

IX. Appendices

Appendices A1-2: Calculations of Capacities for Elementary Schools,
Middle Schools, and Senior High Schools

Appendix B: Calculations of Impact Fees for Single Family
Residences

Appendix C: Calculations of Impact Fees for Multi-Family
Residences

Appendix D: Student Generation Factor Calculations

Appendices E1-3: Calculation Back-Up

Calculations of Capacities for
Elementary, Middle, and High Schools

TOTAL ALL CLASSROOMS							
Elementary Schools	Number of Classrooms			Capacity			
	Permanent	Portable	Total	Capacity 23 x Classrooms	Permanent 23 x Portables	Portable 23 x Portables	Total
ALCOTT	26	11	37	598	253		851
AUDUBON	22	3	25	506	69		575
BELL	27	0	27	621	0		621
BLACKWELL	24	3	27	552	69		621
CARSON	23	4	27	529	92		621
COMMUNITY	3	0	3	69	0		69
DICKINSON	23	4	27	529	92		621
DISCOVERY	3	0	3	69	0		69
EINSTEIN	24	1	25	552	23		575
EXPLORER	3	1	4	69	23		92
FRANKLIN	23	3	26	529	69		598
FROST	24	1	25	552	23		575
JUANITA	23	0	23	529	0		529
KELLER	21	0	21	483	0		483
KIRK	22	3	25	506	69		575
LAKEVIEW	22	4	26	506	92		598
MANN	22	4	26	506	92		598
MCAULIFFE	23	7	30	529	161		690
MEAD	25	6	31	575	138		713
MUIR	23	0	23	529	0		529
REDMOND	24	8	32	552	184		736
ROCKWELL	25	5	30	575	115		690
ROSA PARKS	27	10	37	621	230		851
ROSE HILL	24	2	26	552	46		598
RUSH	28	3	31	644	69		713
SANDBURG	25	0	25	575	0		575
SMITH	26	8	34	598	184		782
THOREAU	22	0	22	506	0		506
TWAIN	26	4	30	598	92		690
WILDER	23	8	31	529	184		713
Totals	656	103	759	15,088	2,369		17,457
Middle Schools	Number of Classrooms			Capacity			
	Permanent	Portable	Total	Capacity Percent	Permanent (30 x Capacity %)	Portable (30 x Capacity %)	Total
ENVIRONMENTAL****	5	0	5	83%	125	0	125
EVERGREEN	35	11	46	83%	872	274	1,146
FINN HILL****	28	0	28	83%	697	0	697
INGLEWOOD	55	0	55	70%	1,155	0	1,155
INTERNATIONAL****	21	0	21	83%	523	0	523
KAMIAKIN	30	7	37	70%	630	147	777
KIRKLAND****	25	0	25	83%	623	0	623
NORTHSTAR	0	4	4	70%	0	84	84
REDMOND****	37	7	44	83%	921	174	1,095
RENAISSANCE	0	4	4	70%	0	84	84
ROSE HILL****	41	0	41	83%	1,021	0	1,021
STELLA SCHOLA	3	0	3	83%	75	0	75
Totals	280	33	313	9	6,642	763	7,405
Senior High Schools	Number of Classrooms			Capacity			
	Permanent	Portable	Total	Capacity Percent	Permanent (32 x Capacity %)	Portable (32 x Capacity %)	Total
EMERSON HIGH	10	2	12	70%	224	45	269
EASTLAKE	93	0	93	70%	2,083	0	2,083
FUTURES	3	0	3	70%	67	0	67
JUANITA	55	8	63	83%	1,461	212	1,673
LAKE WASHINGTON**	59	6	65	83%	1,567	159	1,726
REDMOND****	73	8	81	83%	1,939	212	2,151
TESLA STEM****	24	0	24	83%	637	0	637
Totals	317	24	341		7,978	628	8,606
TOTAL DISTRICT	1253	160	1413		29,708	3,760	33,468
Key:							
Total Enrollment on this chart does not include Emerson K-12, contractual, transition and WANIC students							
Self-contained rooms have a capacity of 12							
Non-modernized secondary schools have standard capacity of 70%							
****Modernized secondary schools have standard capacity of 83%							

Calculations of Capacities for Elementary, Middle, and High Schools

Elementary Schools	SPECIAL PROGRAM CLASSROOMS USED										NET AVAILABLE CAPACITY				ENROLLMENT Oct 2015	
	Permanent Classrooms	Number of Classrooms								Number of Classrooms		Net Permanent Classroom	Self Contained	Portable Capacity		Total
		Self Cont.	Resource Rooms	ELL Rooms	Pre-School	Computer Labs	Music Rooms	Arts/Sci Rooms	Pull-out Quest	Net Permanent	Portable					
ALCOTT	26	0	2	1	0	0	2	0	0	21	11	483	0	253	736	755
AUDUBON	22	0	2	1	0	0	1	1	0	17	3	391	0	69	460	568
BELL	27	0	2	1	4	0	1	1	0	18	0	414	0	0	414	376
BLACKWELL	24	0	1	0	4	0	1	0	1	17	3	391	0	69	460	516
CARSON	23	0	1	0	0	0	1	1	0	20	4	460	0	92	552	418
COMMUNITY	3	0	0	0	0	0	0	0	0	3	0	69	0	0	69	71
DICKINSON	23	2	3	1	0	0	1	0	0	16	4	368	24	92	484	471
DISCOVERY	3	0	0	0	0	0	0	0	0	3	0	69	0	0	69	71
EINSTEIN	24	0	2	2	0	0	1	0	0	19	1	437	0	23	460	441
EXPLORER	3	0	0	0	0	0	0	0	0	3	1	69	0	23	92	73
FRANKLIN	23	2	2	0	0	0	1	1	0	17	3	391	24	69	484	516
FROST	24	1	2	1	0	0	1	1	0	18	1	414	12	23	449	411
JUANITA	23	0	1	1	4	0	1	1	0	15	0	345	0	0	345	362
KELLER	21	2	2	1	0	0	1	1	0	14	0	322	24	0	346	367
KIRK	22	0	3	0	0	0	1	0	0	18	3	414	0	69	483	528
LAKEVIEW	22	0	1	1	0	0	1	1	0	18	4	414	0	92	506	516
MANN	22	2	2	0	0	0	1	1	0	16	4	368	24	92	484	468
MCAULIFFE	23	2	1	0	0	0	1	0	0	19	7	437	24	161	622	514
MEAD	25	0	2	1	0	0	2	0	0	20	6	460	0	138	598	600
MUIR	23	0	3	1	1	0	1	1	0	16	0	368	0	0	368	399
REDMOND	24	2	3	1	0	0	1	0	0	17	8	391	24	184	599	651
ROCKWELL	25	0	2	1	0	0	1	0	0	21	5	483	0	115	598	624
ROSA PARKS	27	0	2	1	0	0	2	1	0	21	10	483	0	230	713	665
ROSE HILL	24	2	1	1	0	0	1	1	1	17	2	391	24	46	461	395
RUSH	28	0	2	1	1	0	1	1	0	22	3	506	0	69	575	632
SANDBURG	25	0	3	0	1	0	1	1	0	19	0	437	0	0	437	483
SMITH	26	0	4	0	0	0	2	0	0	20	8	460	0	184	644	617
THOREAU	22	0	2	0	0	0	1	0	1	18	0	414	0	0	414	349
TWAIN	26	2	2	1	0	0	1	1	0	19	4	437	24	92	553	552
WILDER	23	0	2	1	0	0	1	0	0	19	8	437	0	184	621	600
Totals	656	17	55	19	15	0	31	15	3	501	103	11,523	204	2,369	14,096	13,799
Middle Schools	Number of Classrooms										NET AVAILABLE CAPACITY				ENROLLMENT Oct 2015	
	Self Cont.	Resource Rooms	ELL Rooms								Net Permanent Classrooms	Portable Classrooms	Net Permanent Classroom	Self Contained		Portable Capacity
ENVIRONMENTAL****	5	0	0	0						5	0	125	0	0	125	140
EVERGREEN	35	2	2	0						31	11	772	24	274	1,070	1,021
FINN HILL****	28	0	1	0						27	0	672	0	0	672	589
INGLEWOOD	55	2	2	0						51	0	1,071	24	0	1,095	1,164
INTERNATIONAL****	21	0	0	0						21	0	523	0	0	523	438
KAMIAKIN	30	1	1	1						27	7	567	12	147	726	652
KIRKLAND****	25	2	0	0						23	0	573	24	0	597	571
NORTHSTAR	0	0	0	0						0	4	0	0	84	84	90
REDMOND****	37	1	0	1						35	7	872	12	174	1,058	1,004
RENAISSANCE	0	0	0	0						0	4	0	0	84	84	96
ROSE HILL****	41	1	2	1						37	0	921	12	0	933	786
STELLA SCHOLA	3	0	0	0						3	0	75	0	0	75	80
Totals	280	9	8	3						260	33	6,171	108	783	7,042	6,531
Senior High Schools	Number of Classrooms										NET AVAILABLE CAPACITY				ENROLLMENT Oct 2015	
	Self Cont.	Resource Rooms	ELL Rooms								Net Permanent Classrooms	Portable Classrooms	Net Permanent Classroom	Self Contained		Portable Capacity
EMERSON HIGH	10	0	2	0						8	2	179	0	45	224	70
EASTLAKE	93	3	5	0						85	0	1,904	36	0	1,940	1,811
FUTURES	3	0	0	0						3	0	67	0	0	67	55
JUANITA	55	4	3	1						47	8	1,248	48	212	1,508	1,432
LAKE WASHINGTON**	59	2	1	1						55	6	1,461	24	159	1,644	1,496
REDMOND****	73	3	0	1						69	8	1,833	36	212	2,081	1,753
TESLA STEM****	24	0	0	0						24	0	637	0	0	637	562
Totals	317	12	11	3						291	24	7,329	144	628	8,101	6,979
TOTAL DISTRICT	1,253	38	74	25	15	0	31	15	3	1,052	160	25,023	466	3,760	29,239	27,309
Key:	Key:															
Total Enrollment on this Total Enrollment on this chart does not include Emerson K-12, contractual, transition and WANIC students																
Self-contained rooms have a capacity of 12																
Non-modernized secondary schools have standard capacity of 70%																
****Modernized secondary schools have standard capacity of 83%																

**Estimated School Impact Fee Calculation
Based on King County Code 21.A.43**

Single Family Residence ("SFR")

School Site Acquisition Cost:

	<u>Facility Acreage</u>	<u>Cost/ Acre</u>	<u>Facility Size</u>	<u>Site Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ SFR</u>
Elementary	10	\$0	550	\$0	0.4370	\$0
Middle	20	\$0	900	\$0	0.1550	\$0
Senior	40	\$0	1800	\$0	0.1080	\$0
TOTAL						\$0

School Construction Cost:

	<u>Percent Permanent</u>	<u>Construction Cost</u>	<u>Facility Size</u>	<u>Bldg. Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ SFR</u>
Elementary	90%	\$23,854,050	550	\$39,034	0.4370	\$17,058
Middle	90%	\$47,290,267	900	\$47,290	0.1550	\$7,330
Senior	90%	\$88,763,400	1800	\$44,382	0.1080	\$4,793
TOTAL						\$29,181

Temporary Facility Cost:

	<u>Percent Temporary</u>	<u>Construction Cost</u>	<u>Facility Size</u>	<u>Bldg. Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ SFR</u>
Elementary	10%	\$225,000	23	\$978.26	0.4370	\$428
Middle	10%	\$225,000	30	\$750	0.1550	\$116
Senior	10%	\$225,000	32	\$703	0.1080	\$76
TOTAL						\$620

State Assistance Credit Calculation:

	<u>Const Cost Allocation</u>	<u>Sq. Ft./ Student</u>	<u>Funding Assistance</u>	<u>Credit/ Student</u>	<u>Student Factor</u>	<u>Cost/ SFR</u>
Elementary	213.23	90.0	24.68%	\$4,736	0.4370	\$2,070
Middle	213.23	117.0	24.68%	\$6,157	0.1550	\$954
Senior	213.23	130.0	24.68%	\$6,841	0.1080	\$739
TOTAL						\$3,763

**Estimated School Impact Fee Calculation
Based on King County Code 21.A.43**

Single Family Residence ("SFR")

Tax Payment Credit Calculation:

Average SFR Assessed Value	\$638,114
Current Capital Levy Rate (2016)/\$1000	\$0.82
Annual Tax Payment	\$522.23
Years Amortized	10
Current Bond Interest Rate	3.27%
Present Value of Revenue Stream	\$4,394

Impact Fee Summary for Single Family Residence:

Site Acquisition Cost	\$0
Permanent Facility Cost	\$29,181
Temporary Facility Cost	\$620
State Assistance Credit	(\$3,763)
Tax Payment Credit	(\$4,394)
Sub-Total	\$21,644
50% Local Share	\$10,822

SFR Impact Fee	\$10,822
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**Estimated School Impact Fee Calculation
Based on King County Code 21.A.43**

Multiple Family Residence ("MFR")

School Site Acquisition Cost:

	<u>Facility Acreage</u>	<u>Cost/ Acre</u>	<u>Facility Size</u>	<u>Site Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ MFR</u>
Elementary	10	\$0	550	\$0	0.0710	\$0
Middle	20	\$0	900	\$0	0.0140	\$0
Senior	40	\$0	1800	\$0	0.0170	\$0
TOTAL						\$0

School Construction Cost:

	<u>Percent Permanent</u>	<u>Construction Cost</u>	<u>Facility Size</u>	<u>Bldg. Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ MFR</u>
Elementary	90%	\$23,854,050	550	\$39,034	0.0710	\$2,771
Middle	90%	\$47,290,267	900	\$47,290	0.0140	\$662
Senior	90%	\$88,763,400	1800	\$44,382	0.0170	\$754
TOTAL						\$4,188

Temporary Facility Cost:

	<u>Percent Temporary</u>	<u>Construction Cost</u>	<u>Facility Size</u>	<u>Bldg. Cost/ Student</u>	<u>Student Factor</u>	<u>Cost/ MFR</u>
Elementary	10%	\$225,000	23	\$978	0.0710	\$69
Middle	10%	\$225,000	30	\$750	0.0140	\$11
Senior	10%	\$225,000	32	\$703	0.0170	\$12
TOTAL						\$92

State Assistance Credit Calculation:

	<u>Const Cost Allocation</u>	<u>Sq. Ft./ Student</u>	<u>Funding Assistance</u>	<u>Credit/ Student</u>	<u>Student Factor</u>	<u>Cost/ MFR</u>
Elementary	213.23	90.0	24.68%	\$4,736	0.0710	\$336
Middle	213.23	117.0	24.68%	\$6,157	0.0140	\$86
Senior	213.23	130.0	24.68%	\$6,841	0.0170	\$116
TOTAL						\$539

**Estimated School Impact Fee Calculation
Based on King County Code 21.A.43**

Multiple Family Residence ("MFR")

Tax Payment Credit Calculation:

Average MFR Assessed Value	\$265,741
Current Capital Levy Rate (2016)/\$1000	\$0.82
Annual Tax Payment	\$217.48
Years Amortized	10
Current Bond Interest Rate	3.27%
Present Value of Revenue Stream	\$1,830

Impact Fee Summary for Single Family Residence:

Site Acquisition Cost	\$0
Permanent Facility Cost	\$4,188
Temporary Facility Cost	\$92
State Assistance Credit	(\$539)
Tax Payment Credit	(\$1,830)
Sub-Total	\$1,911
50% Local Share	\$956

MFR Impact Fee	\$956
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2016 MITIGATION DEVELOPMENT SUMMARY
STUDENT GENERATION FACTORS
Five Year History

SINGLE FAMILY DEVELOPMENTS	CITY/ COUNTY	# PLANNED	# COMPL.	# OCCUP.	2016 STUDENTS				2016 RATIO			
					ELEM	MIDDLE	SENIOR	TOTAL	ELEM	MIDDLE	SENIOR	TOTAL
Ashford Chase	S	38	38	38	16	4	3	23	0.421	0.105	0.079	0.605
Brauerwood Estates	S	33	33	33	19	6	4	29	0.576	0.182	0.121	0.879
Brookside at The Woodlands	R	22	22	22	12	3	1	16	0.545	0.136	0.045	0.727
Chatham Ridge	K	15	15	15	7	1	2	10	0.467	0.067	0.133	0.667
Glenshire at English Hill Div I	R	28	28	28	5	0	3	8	0.179	0.000	0.107	0.286
Glenshire at English Hill Div II	R	16	16	16	4	3	3	10	0.250	0.188	0.188	0.625
Gramercy Park	S	28	28	28	22	6	5	33	0.786	0.214	0.179	1.179
Greenbriar Estates	S	58	58	58	50	21	11	82	0.862	0.362	0.190	1.414
Greystone Manor I	R	91	89	87	47	10	2	59	0.540	0.115	0.023	0.678
Harmon Ridge	K	12	12	12	4	0	0	4	0.333	0.000	0.000	0.333
Hazelwood	R	76	76	76	13	9	10	32	0.171	0.118	0.132	0.421
Highland Ridge	K	18	18	18	1	1	2	4	0.056	0.056	0.111	0.222
Illahoe Tract M	S	16	16	16	9	3	2	14	0.563	0.188	0.125	0.875
Inglewood Place	S	21	21	21	9	4	4	17	0.429	0.190	0.190	0.810
Lakeshore Estates	R	17	17	17	4	1	1	6	0.235	0.059	0.059	0.353
Lakeview Lane	K	29	29	29	2	0	1	3	0.069	0.000	0.034	0.103
Mondavio/Verona I/Vistas I	R	80	69	59	27	14	13	54	0.458	0.237	0.220	0.915
Panorama Estates	K	18	16	16	3	0	0	3	0.188	0.000	0.000	0.188
Park Ridge	R	51	51	51	20	3	6	29	0.392	0.059	0.118	0.569
Pine Meadows	S	26	26	26	13	3	2	18	0.500	0.115	0.077	0.692
Prescott at English Hill	R	70	70	70	25	10	7	42	0.357	0.143	0.100	0.600
Redmond Ridge East	KC	665	665	665	365	131	64	560	0.549	0.197	0.096	0.842
Reserve at Patterson Creek	KC	29	27	27	11	6	5	22	0.407	0.222	0.185	0.815
Sable & Aspen Ridge	R	30	30	30	5	3	4	12	0.167	0.100	0.133	0.400
Sequoia Ridge	R	14	14	14	10	2	1	13	0.714	0.143	0.071	0.929
Stirling Manor	S	16	16	16	9	7	5	21	0.563	0.438	0.313	1.313
Summer Grove I & II	K	38	38	38	2	0	4	6	0.053	0.000	0.105	0.158
Sycamore Park	R	12	12	12	0	0	0	0	0.000	0.000	0.000	0.000
The Crossings	R	18	18	18	16	5	5	26	0.889	0.278	0.278	1.444
The Retreat	R	14	14	14	1	0	0	1	0.071	0.000	0.000	0.071
The Rise	R	23	18	13	0	1	0	1	0.000	0.077	0.000	0.077
Vintner's Ridge	K	51	48	44	11	3	2	16	0.250	0.068	0.045	0.364
Wexford at English Hill	R	16	16	16	6	1	5	12	0.375	0.063	0.313	0.750
Willowmere Park	R	53	29	29	12	3	1	16	0.414	0.103	0.034	0.552
Wisti Lane	K	18	18	18	3	3	0	6	0.167	0.167	0.000	0.333
Woodlands Ridge	R	25	25	25	2	3	5	10	0.080	0.120	0.200	0.400
Woodlands West	R	74	74	74	17	8	10	35	0.230	0.108	0.135	0.473
TOTALS		1,859	1,810	1,789	782	278	193	1,253	0.437	0.155	0.108	0.700

2016 MITIGATION DEVELOPMENT SUMMARY
STUDENT GENERATION FACTORS
Five Year History

MULTI-FAMILY DEVELOPMENTS	CITY/ COUNTY	# OF UNITS	% OCCUP/ # COMPL.	# OCCUP.	2016 STUDENTS				2016 STUDENTS			
					ELEM	MIDDLE	SENIOR	TOTAL	ELEM	MIDDLE	SENIOR	TOTAL
Allez Apartments	R	148	98%	145	4	1	0	5	0.028	0.007	0.000	0.034
Elan Apartments	R	134	95%	127	1	0	0	1	0.008	0.000	0.000	0.008
Francis Village	K	61	61	61	5	3	2	10	0.082	0.049	0.033	0.164
Graystone Condos	R	16	16	16	1	1	0	2	0.063	0.063	0.000	0.125
Kempin Meadows Condos	KC	58	58	58	10	2	2	14	0.172	0.034	0.034	0.241
Kirkland Commons	K	15	15	15	2	0	1	3	0.133	0.000	0.067	0.200
Kirkland Crossing Apartments	K	185	98%	181	4	3	2	9	0.022	0.017	0.011	0.050
Plateau 228	S	71	71	71	18	2	5	25	0.254	0.028	0.070	0.352
Red 160 Apartments	R	250	96%	241	0	0	1	1	0.000	0.000	0.004	0.004
Redmond Ridge East Duplex	KC	135	26	26	2	0	2	4	0.077	0.000	0.077	0.154
Redmond Square Apartments	R	156	94%	147	17	0	1	18	0.116	0.000	0.007	0.122
Slater 116 Condos	K	108	108	108	0	0	0	0	0.000	0.000	0.000	0.000
The Ondine	K	102	102	93	1	0	0	1	0.011	0.000	0.000	0.011
The Rise	R	38	20	20	4	0	1	5	0.200	0.000	0.050	0.250
Velocity Apartments	K	58	100%	58	17	5	6	28	0.293	0.086	0.103	0.483
Villas @ Mondavia	R	84	84	84	20	5	3	28	0.238	0.060	0.036	0.333
Waterscape	K	196	96%	188	10	1	2	13	0.053	0.005	0.011	0.069
TOTALS		1,815		1,639	116	23	28	167	0.071	0.014	0.017	0.102

	<i>Sandburg Elementary School</i>	<i>Future Elementary School</i>
	<i>598 student capacity *</i>	<i>550 student capacity</i>
<i>Cost</i>		
Construction Cost (bid 2011, actual const. costs)	\$21,720,911	
Projected Construction Cost in 2017 @ 550 student capacity @ 3% per year	\$25,935,903	
<i>Size</i>		
<i>Comparison</i>	598 students	550 students (all-day kindergarten, and reduced class size grades k-3)
<i>Capacity</i>		
<i>Adjustment</i>		
2011 construction cost	\$36,323 per student space (based on 2012 construction costs, \$21,720,911 / 598 students)	
2017 projected cost, adjusted for capacity difference	\$43,371 per student space (based on 2017 projected costs, \$25,935,903 / 598 students)	\$43,371 per student space x 550 students = \$23,854,050 (based on 2017 projected costs)
<i>Cost</i>		
<i>Adjustment</i>		
Construction Cost (bid 2011, actual const. costs)	\$21,720,911	
Projected Construction Cost in 2017 @ 550 student capacity		\$23,854,050

* Student capacity includes
69 students for Discovery
Community School

	<i>Rose Hill Middle School</i>	<i>Future Middle School</i>
	<i>900 student capacity</i>	<i>900 student capacity</i>
<i>Cost</i>		
Construction Cost (bid 2012)	\$40,793,000	
Projected Construction Cost in 2017 @ 3% per year	\$47,290,267	
<i>Size</i>		
<i>Comparison</i>	900 students	900 students
<i>Capacity Adjustment</i>		
2012 construction cost	\$45,325 per student space (based on 2012 construction costs, \$40,793,000 / 900 students)	
2017 projected cost, no capacity difference	\$52,545 per student space (based on 2017 projected costs, \$47,290,267 / 900 students)	\$52,545 per student space (based on 2017 projected costs, \$47,290,267 / 900 students)
<i>Cost Adjustment</i>		
Construction Cost (bid 2012)	\$40,793,000	
Projected Construction Cost in 2017 @ 900 student capacity		\$47,290,267

	<i>Lake Washington High School</i> <i>1,567 student capacity</i>	<i>Future High School</i> <i>1,800 student capacity</i>
Cost		
Construction Cost 2009	\$61,000,000	
Projected Construction Cost in 2017 @ 3% per year	\$77,272,975	
Size Comparison		
	1,567 students	1,800 students
Capacity Adjustment		
2009 construction cost	\$38,928 per student space (based on 2009 construction costs, \$61,000,000 / 1,567 students)	
2017 projected cost, adjusted for capacity difference	\$49,313 per student space (based on 2017 construction costs, \$77,272,975 / 1,567 students)	\$49,313 per student space x 1,800 students = \$88,763,400 based on 2017 projected costs)
Cost Adjustment		
Construction Cost 2009	\$61,000,000	
Projected Construction Cost in 2017 @ 1,800 student capacity		\$88,763,400

X. TABLES

Table 1: Six-Year Enrollment Projections

Table 2: Enrollment History

Table 3: Inventory and Capacities of Existing Schools

Table 4: Inventory of Undeveloped Land

Table 4a: Map

Table 5: Projected Capacity to House Students

Table 6: Six-Year Finance Plan

Six-Year Enrollment Projections

	<u>2015*</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
County Live Births**	24,514	24,630	25,032	24,910	25,348	25,415	25,482
change		116	402	(122)	438	67	67
Kindergarten ***	2,199	2,216	2,271	2,290	2,339	2,342	2,345
Grade 1 ****	2,292	2,413	2,437	2,503	2,512	2,554	2,552
Grade 2	2,405	2,420	2,551	2,576	2,630	2,632	2,673
Grade 3	2,363	2,404	2,427	2,561	2,574	2,621	2,622
Grade 4	2,315	2,368	2,420	2,441	2,567	2,573	2,618
Grade 5	2,258	2,314	2,376	2,431	2,439	2,563	2,568
Grade 6	2,213	2,220	2,290	2,356	2,380	2,391	2,537
Grade 7	2,114	2,163	2,176	2,249	2,310	2,323	2,335
Grade 8	2,002	2,061	2,111	2,127	2,197	2,250	2,257
Grade 9	1,998	1,982	2,039	2,085	2,090	2,148	2,196
Grade 10	1,966	2,001	1,992	2,048	2,090	2,092	2,149
Grade 11	1,779	2,032	2,082	2,077	2,126	2,166	2,168
Grade 12	1,926	1,938	2,184	2,233	2,227	2,272	2,311
Total Enrollment	27,830	28,532	29,356	29,977	30,481	30,927	31,331
Yearly Increase		702	824	621	504	446	404
Yearly Increase		2.52%	2.89%	2.12%	1.68%	1.46%	1.31%
Cumulative Increase		702	1,526	2,147	2,651	3,097	3,501

* Number of Individual Students (10/1/15 Headcount).

** County Live Births estimated based on OFM projections. 2019 and prior year birth rates are actual births 5 years prior to enrollment year.

*** Kindergarten enrollment is calculated at 8.11% of County Live Births plus anticipated developments.

**** First Grade enrollment is based on District's past history of first grade enrollment to prior year kindergarten enrollment.

Enrollment History *

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
County Live Births **	21,778	21,863	22,431	22,874	22,680	24,244	24,899	25,222	25,057	24,514
Kindergarten / Live Birth	8.21%	7.76%	7.95%	8.15%	8.25%	7.87%	7.86%	8.08%	8.02%	8.97%
								Period Average		8.11%
Kindergarten	1,789	1,696	1,783	1,865	1,872	1,908	1,957	2,037	2,009	2,199
Grade 1	1,916	1,959	1,903	2,047	2,146	2,121	2,150	2,218	2,292	2,292
Grade 2	1,860	1,901	2,020	1,936	2,108	2,203	2,174	2,228	2,284	2,405
Grade 3	1,870	1,853	1,934	2,036	1,968	2,116	2,207	2,236	2,270	2,363
Grade 4	1,776	1,857	1,901	1,937	2,056	1,986	2,125	2,231	2,258	2,315
Grade 5	1,810	1,753	1,854	1,897	1,936	2,051	2,003	2,137	2,257	2,258
Grade 6	1,726	1,825	1,738	1,838	1,898	1,920	2,002	1,979	2,123	2,213
Grade 7	1,818	1,692	1,805	1,726	1,829	1,857	1,929	2,047	2,023	2,114
Grade 8	1,806	1,811	1,673	1,819	1,734	1,831	1,860	1,924	2,053	2,002
Grade 9	1,765	1,755	1,782	1,660	1,756	1,687	1,802	1,868	1,933	1,998
Grade 10	1,824	1,763	1,739	1,780	1,672	1,740	1,714	1,795	1,853	1,966
Grade 11	1,856	1,811	1,728	1,742	1,798	1,671	1,730	1,649	1,727	1,779
Grade 12	1,881	1,890	1,909	1,802	1,816	1,824	1,742	1,699	1,634	1,926
Total Enrollment	23,697	23,566	23,769	24,085	24,589	24,915	25,395	26,048	26,716	27,830
Yearly Change		(131)	203	316	504	326	480	653	668	1,114
* October 1st Headcount	Average increase in the number of students per year									459
** Number indicates actual births	Total increase for period									4,133
5 years prior to enrollment year.	Percentage increase for period									17%
	Average yearly increase									1.94%

2015-16 Inventory and Capacities of Existing Schools

			<u>Total Capacity**</u>	<u>Net Avail Capacity**</u>
*	<u>Juanita Area</u>	Address		
25	Frost Elementary	11801 NE 140th	575	449
03	Juanita Elementary	9635 NE 132nd	529	345
04	Keller Elementary	13820 108th NE	483	346
26	Muir Elementary	14012 132nd NE	529	368
06	Discovery Community	12801 84th NE	69	69
06	Sandburg Elementary	12801 84th NE	575	437
02	Thoreau Elementary	8224 NE 138th	506	414
60	Environmental & Adventure	8040 NE 132nd	125	125
63	Finn Hill Middle School	8040 NE 132nd	697	672
67	Kamiakin Middle School	14111 132nd NE	777	726
82	Futures School	10601 NE 132nd	67	67
82	Juanita High School	10601 NE 132nd	1,673	1,508
	<u>Kirkland Area</u>			
07	Bell Elementary	11212 NE 112th	621	414
96	Community School	11133 NE 65th	69	69
16	Franklin Elementary	12434 NE 60th	598	484
09	Kirk Elementary	1312 6th Street	575	483
10	Lakeview Elementary	10400 NE 68th	598	506
15	Rose Hill Elementary	8044 128th NE	598	461
18	Rush Elementary	6101 152nd NE	713	575
14	Twain Elementary	9525 130th NE	690	553
96	International Community School	11133 NE 65th	523	523
65	Kirkland Middle School	430 18th Avenue	623	597
80	Northstar Middle School	12033 NE 80th	84	84
69	Rose Hill Middle School	13505 NE 75th	1,021	933
61	Stella Schola Middle School	13505 NE 75th	75	75
80	Emerson High	10903 NE 53rd St	269	224
84	Lake Washington High	12033 NE 80th	1,726	1,644
	<u>Redmond Area</u>			
53	Alcott Elementary	4213 228th NE	851	736
19	Audubon Elementary	3045 180th NE	575	460
46	Dickinson Elementary	7040 208th NE	621	484
24	Einstein Elementary	18025 NE 116th	575	460
46	Explorer Community School	7040 208th NE	92	92
22	Mann Elementary	17001 NE 104th	598	484
23	Redmond Elementary	16800 NE 80th	736	599
21	Rockwell Elementary	11125 162nd NE	690	598
41	Rosa Parks Elementary	22845 NE Cedar Park Creser	851	713
32	Wilder Elementary	22130 NE 133rd	713	621
74	Evergreen Middle School	6900 208th NE	1,146	1,070
71	Redmond Middle School	10055 166th NE	1,095	1,058
85	Redmond High School	17272 NE 104th	2,151	2,081
73	Tesla STEM High School	400 228th Ave NE	637	637
	<u>Sammanish Area</u>			
54	Blackwell Elementary	3225 205th PL NE	621	460
52	Carson Elementary	1035 244th Ave NE	621	552
57	McAuliffe Elementary	23823 NE 22nd	690	622
58	Mead Elementary	1725 216th NE	713	598
56	Smith Elementary	23305 NE 14th	782	644
77	Inglewood Middle School	24120 NE 8th	1,155	1,095
86	Renaissance	400 228th NE	84	84
86	Eastlake High School	400 228TH NE	2,083	1,940

* Note: See Table 4a for District Map. Locations indicated by numbers stated in this column.

** Note: "Total Capacity" = Total permanent/portable capacity as constructed
 (Total Capacity does not account for space used by special programs)
 "Net Available Capacity" = Total Capacity minus uses for special programs
 (Net Available Capacity accounts for space used by special programs)

Inventory of Undeveloped Land

<i>Site # *</i>	<i>Area</i>	<i>Address</i>	<i>Jurisdiction</i>	<i>Status</i>
<u>Juanita Area</u>				
None				
<u>Kirkland Area</u>				
27	Elementary	10638 – 134 th Ave. NE	Redmond	In reserve ***
<u>Redmond Area</u>				
28	Elementary School	172 nd NE & NE 122 nd	King County	In reserve
31	Elementary School	Redmond Ridge East	King County	In reserve
33	No School Use Allowed	194 th NE above NE 116 th	King County	*****
59	Elementary School	Main & 228 th NE	Sammamish	In reserve ***
75	Undetermined	22000 Novelty Hill Road	King County	In reserve ***
72	Middle School	Redmond Ridge Corporate Center	King County	In reserve
90	No School Use Allowed	NE 95 th & 195 th NE	King County	*****
91	Undetermined	NE 95 th Street & 173 rd Place NE	King County	In reserve ***
99	Bus Satellite	22821 Redmond-Fall City Road	King County	In reserve ***

Footnotes

“*” = See Table 4a for a District map. Locations indicated by numbers stated in this column.

“***” = “In reserve” refers to sites owned by the District. While the District does not anticipate construction school facilities on these sites within these six years, they are being held for the District’s long term needs.

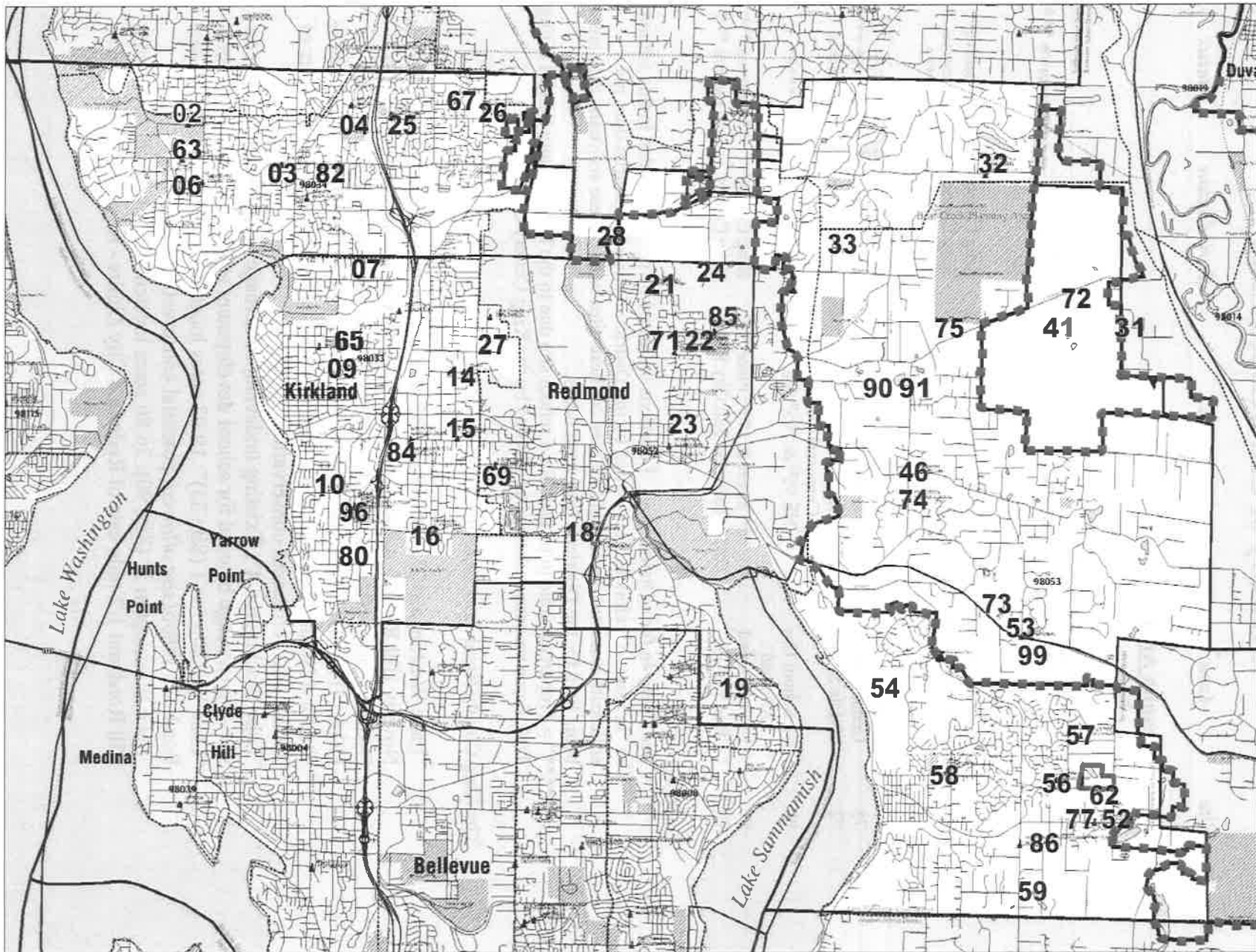
“*****” = Property unable to be used for a school site due to the King County School Siting Task Force recommendations as adopted by the King County Council.

The King County Rural Area Task Force concluded:

1. "Lake Washington 2" (Site 75): 37.85 acre site located on the north side of Novelty Hill Road & adjacent to south boundary of Redmond Ridge. The District must work with King County to find an alternative site within the UGA. If an alternative site cannot be feasibly located, the District can use the site for a "small [5 acre] environmental school while placing the remainder of the use into permanent conservation."
2. "Lake Washington 4": Existing undeveloped acreage at Dickinson/Evergreen site - this acreage be used for school development and can connect to sewer.
3. "Lake Washington 1 (Site 33)": 19.97 acres located 1/4 mile east of Avondale Road - *no school use allowed*; potential conservation value.
4. "Lake Washington 3" (Site 90): 26.86 acres located 1/4 mile south of Novelty Hill Road and 1/2 mile east of Redmond City Limits - *no school use allowed*.

Lake Washington School District

Capital Facility Plan 2016-2021



June 6, 2016

Table 4a

Projected Capacity to House Students[^]

	2015	2016	2017	2018	2019	2020	2021
Permanent Capacity	25,479						
New Construction*:							
Redmond Ridge East Elementary #31				550			
North Redmond Elementary #28				550			
Kirk Elementary School #09					190		
Redmond Ridge Middle School #72					900		
Mead Elementary School #58					158		
** New Lake Washington/Juanita Area Elementary						550	
** Lake Washington High School Addition						233	
*** New Eastside Choice High School							
Modernization / Rebuild and Expansion							
Redmond Elementary Addition #23		138					
Juanita High School #82						504	
** Alcott Elementary School #53							190
*** Kamiakin Middle School #67							
Permanent Capacity Subtotal	25,479	25,617	25,617	26,717	27,965	29,252	29,442
Total Enrollment	27,830	28,532	29,356	29,977	30,481	30,927	31,331
Permanent Surplus/(Deficit) <u>without</u> Projects	(2,351)	(2,915)	(3,739)	(4,360)	(4,864)	(5,310)	(5,714)
Permanent Surplus / (Deficit) <u>with</u> Projects	(2,351)	(2,915)	(3,739)	(3,260)	(2,516)	(1,675)	(1,889)

* New schools and additional permanent capacity through modernization / rebuild (replacement)

** Projects that are not funded (without these projects, the deficit with projects would be -2,862)

*** These projects are anticipated to be under construction, but not completed within the six year window of this plan

[^] Does not include relocatable capacity

Six-Year Finance Plan

Fiscal Year *		<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Total</u>	Est Secured <u>State</u>	<u>Local</u> ^
2016 Bond Projects (voter approved)										
Site 31	New - Redmond Ridge East Elementary	8,404,835	33,753,437	1,098,728				43,257,000		43,257,000
Site 28	New - North Redmond Elementary	8,404,835	33,753,437	1,098,728				43,257,000		43,257,000
Site 09	Rebuild/Enlarge - Kirk Elementary	971,719	7,769,255	35,107,855	1,138,171			44,987,000	3,000,000	41,987,000
Site 58	Rebuild/Enlarge - Mead Elementary	971,719	7,769,255	35,107,855	1,138,171			44,987,000	3,000,000	41,987,000
Site 72	New - Redmond Area Middle School	6,688,430	38,260,615	31,308,372	1,334,582			77,592,000		77,592,000
Site 82	Rebuild/Enlarge - Juanita High School	7,099,278	13,893,054	36,514,727	71,443,755	15,478,753	1,047,434	145,477,000	15,000,000	130,477,000
2018 Bond Projects (proposed) **										
Site 53	Mod - Alcott Elementary		18,512	981,136	7,992,556	36,116,912	1,170,884	46,280,000		46,280,000
Site XX	New - Kirkland Area Elementary	18,512	981,136	7,992,556	36,116,912	1,170,884		46,280,000		46,280,000
Site 67	Mod - Kamiakin Middle School			535,795	6,569,671	40,646,233	34,678,301	82,430,000		82,430,000
Site 84	Addition - Lake Washington High School	524,272	7,690,732	32,991,084	1,073,912			42,280,000		42,280,000
Site XX	New - Eastside Choice High School			536,920	7,876,270	33,786,990	1,099,820	43,300,000		43,300,000
Portable Classrooms (as needed)										
	Portables			600,000	600,000	600,000	600,000	2,400,000		2,400,000
Totals		\$33,083,601	\$143,889,433	\$183,873,755	\$135,284,000	\$127,799,772	\$38,596,439	\$662,527,000	\$21,000,000	\$641,527,000

* Fiscal year is from September of the year stated through August of the following year (e.g. "2016" means "September 2016 through August 2017")

** Monies for the major projects above have not been secured but these projects are shown because of the need

^ Includes secured and unsecured local bond funding, impact fees, and mitigation fees. Impact fees may be applied to growth related capacity projects.

ORDINANCE O-4540

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO SCHOOL IMPACT FEES AND AMENDING SECTION 27.08.150 OF THE KIRKLAND MUNICIPAL CODE.

1 The City Council of the City of Kirkland do ordain as follows:
2

3 Section 1. Section 27.08.150 of the Kirkland Municipal Code is
4 amended to read as follows:
5

6 27.08.150 Fee schedule.

7 (a) School Impact Fee Schedule. School impact fees
8 shall be set as set forth below:

Type of Land Use	Impact Fee	Per Unit
Single-Family Dwelling (detached unit)	\$ <u>9,715</u> <u>10,822</u>	Dwelling Unit
Multifamily Dwelling (attached, stacked, and assisted living unit)	\$ <u>816</u> <u>956</u>	Dwelling Unit

9 Section 2. This Ordinance shall be in force and effect January
10 1, 2017, after its passage by the Kirkland City Council and publication
11 pursuant to Section 1.08.017, Kirkland Municipal Code in the summary
12 form attached to the original of this ordinance and by this reference
13 approved by the City Council.
14

15 Passed by majority vote of the Kirkland City Council in open
16 meeting this ____ day of _____, 2016.
17

18 Signed in authentication thereof this ____ day of
19 _____, 2016.

MAYOR

Attest:

City Clerk

Approved as to Form:

City Attorney

PUBLICATION SUMMARY
OF ORDINANCE O-4540

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO SCHOOL IMPACT FEES AND AMENDING SECTION 27.08.150 OF THE KIRKLAND MUNICIPAL CODE.

SECTION 1. Amends Kirkland Municipal Code Section 27.08.150 by amending rates for school impact fees.

SECTION 2. Authorizes publication of the ordinance by summary, which summary is approved by the City Council pursuant to Section 1.08.017 Kirkland Municipal Code and establishes the effective date as January 1, 2017 after publication of summary.

The full text of this Ordinance will be mailed without charge to any person upon request made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City Council at its meeting on the _____ day of _____, 2016.

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

City Clerk



CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Katy Coleman, Development Engineering Analyst
Kathy Brown, Public Works Director

Date: October 3, 2016

Subject: RESOLUTION TO RELINQUISH THE CITY'S INTEREST IN A PORTION OF UNOPENED RIGHT-OF-WAY VAC16-00714

RECOMMENDATION:

It is recommended that the City Council adopt the attached Resolution acknowledging a de facto relinquishment of interest, except for utility, pedestrian, and right-of-way improvement easements, in a portion of unopened right-of-way abutting the vacant parcel located at 111xx NE 95th Street. Specifically, the subject right-of-way is identified as the north 30 feet of unopened NE 95th Street (Jefferson Avenue) abutting the southern boundary of the following described property: Wetland Area Tract of Kirkland Short Plat SP 90-77 (Nordby short plat) per Recording #9206189002.

Approval of this memo by adopting the Consent Calendar will acknowledge that the property is relinquished under the provisions of the Non-User Statute.

BACKGROUND DISCUSSION:

The unopened portion of NE 95th Street (Jefferson Avenue) abutting the property of the vacant property at 111xx NE 95th Street (Attachment A) was originally platted and dedicated in 1890 as Lake Avenue Addition to Kirkland. The Five Year Non-User Statute provides that any street or right-of-way platted, dedicated, or deeded prior to March 12, 1904, which was outside City jurisdiction when dedicated, and which remains unopened or unimproved for five continuous years, is then vacated. The subject right-of-way was not opened or improved for five consecutive years prior to 1904, although City sewer and trail facilities currently exist in this right-of-way. It has never formally been vacated and still appears on the City records as unopened right-of-way.

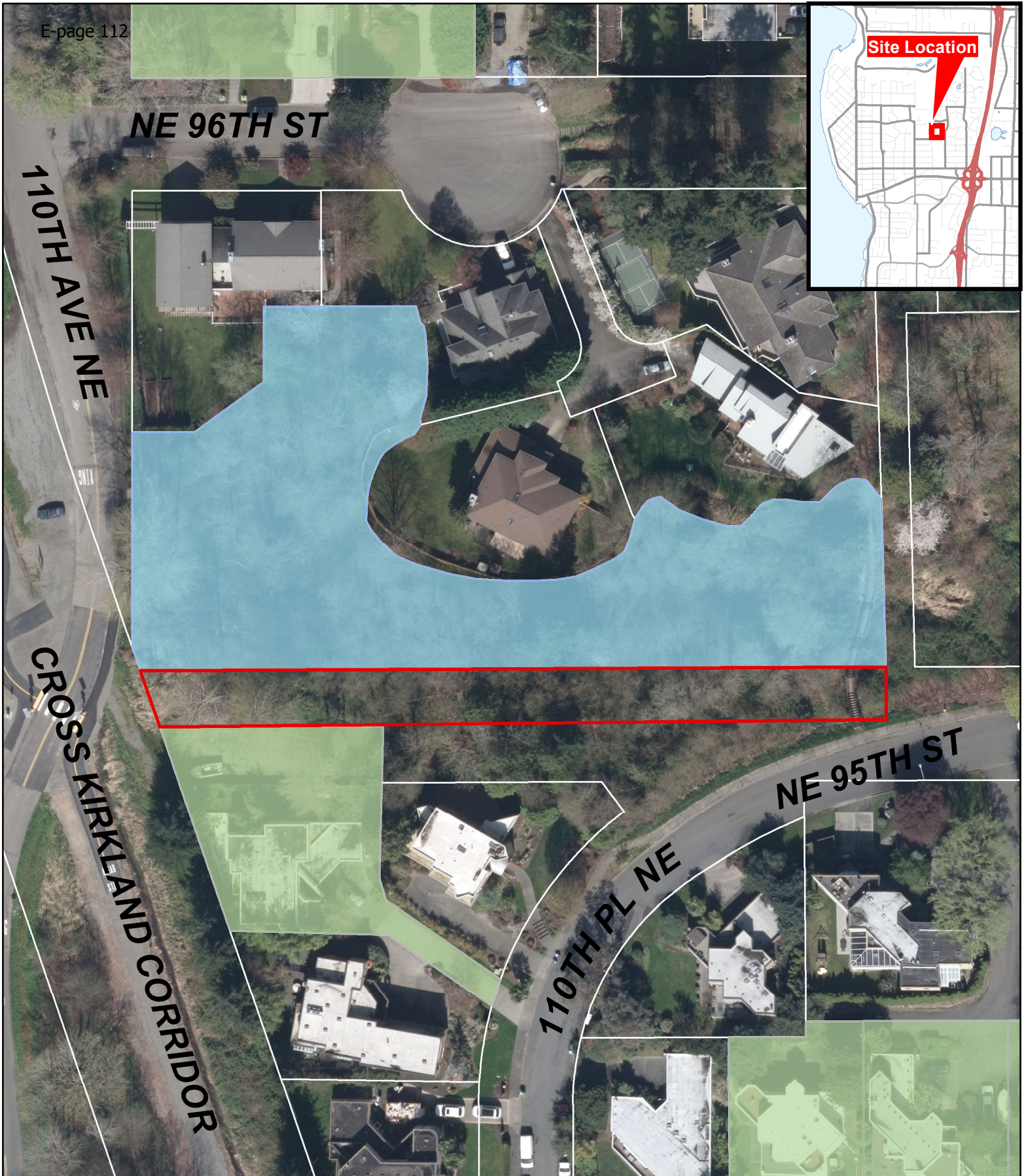
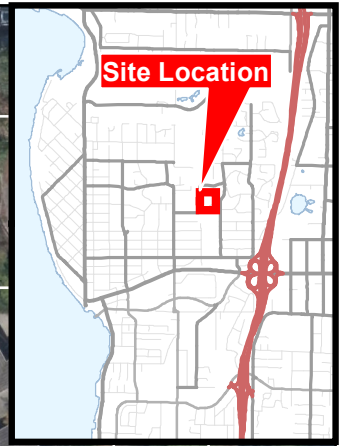
Wayne Seminoff of Trudel LLC, owner of the property abutting this right-of-way, submitted information to the City claiming the right-of-way was subject to the Five Year Non-User Statute (Vacation by Operation of Law), Laws of 1889, Chapter 19, Section 32. After reviewing this information, the City Attorney concurs with the owners, and recommends approval of the enclosed Resolution to bring closure to the matter.

Trudel LLC has granted several easements (Attachment B) over the right-of-way to be relinquished. A Pedestrian Easement has been granted over the entire length of the right-of-way, which will allow for a future pedestrian link to the Cross Kirkland Corridor, as identified in the Cross Kirkland Corridor Master Plan; also, a Pedestrian Easement that covers the north-south stairway/boardwalk that already exists on the east side of the owner property. A Utility Easement has been granted for the existing sanitary sewer main and side sewer connections. A Right-Of-Way Improvement Easement has been granted for the existing roadway and grade.

Attachment A: Vicinity Map

Attachment B: Easement Exhibits

Resolution

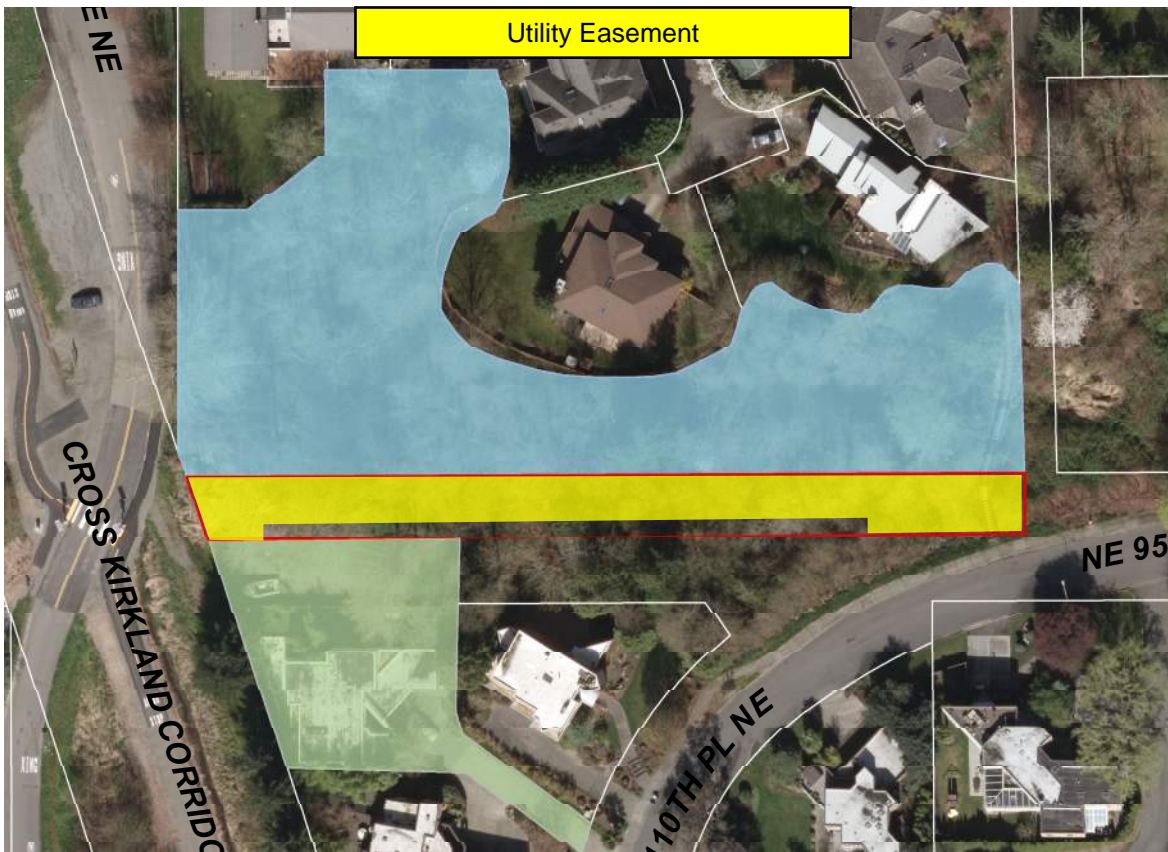
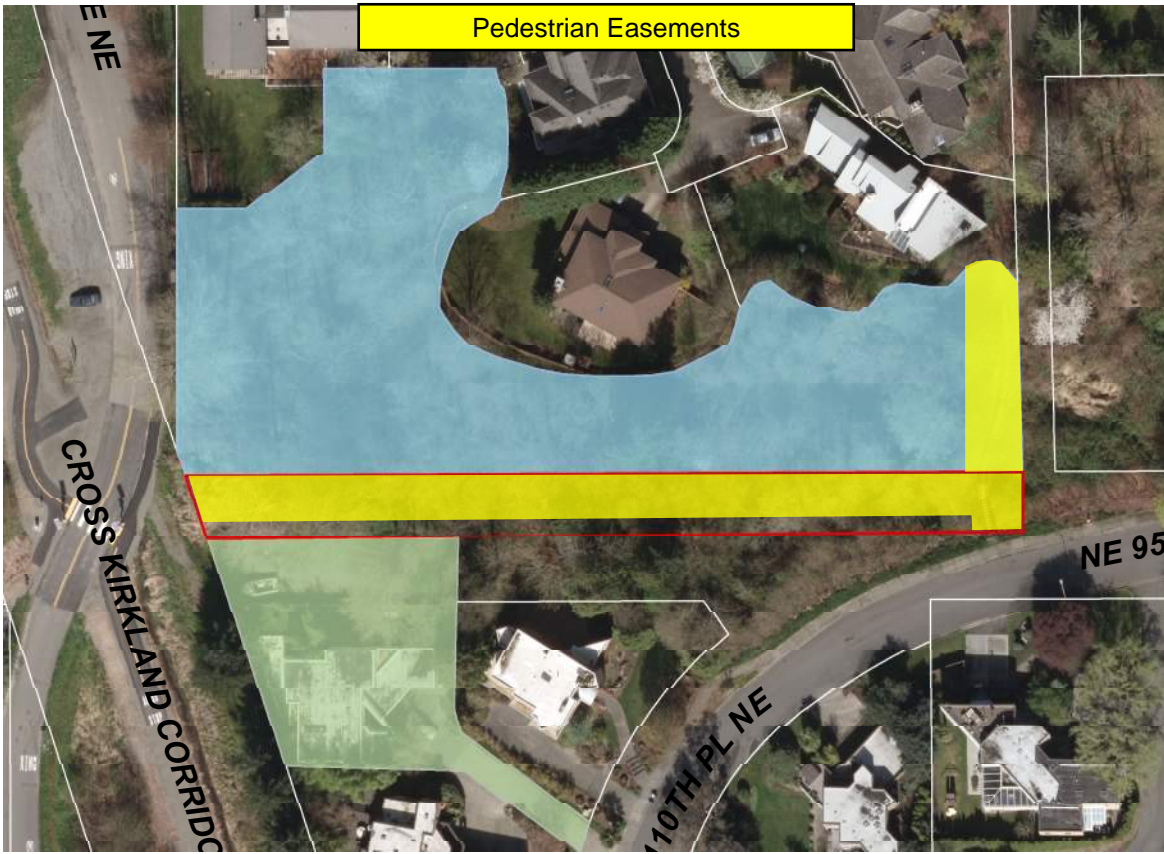


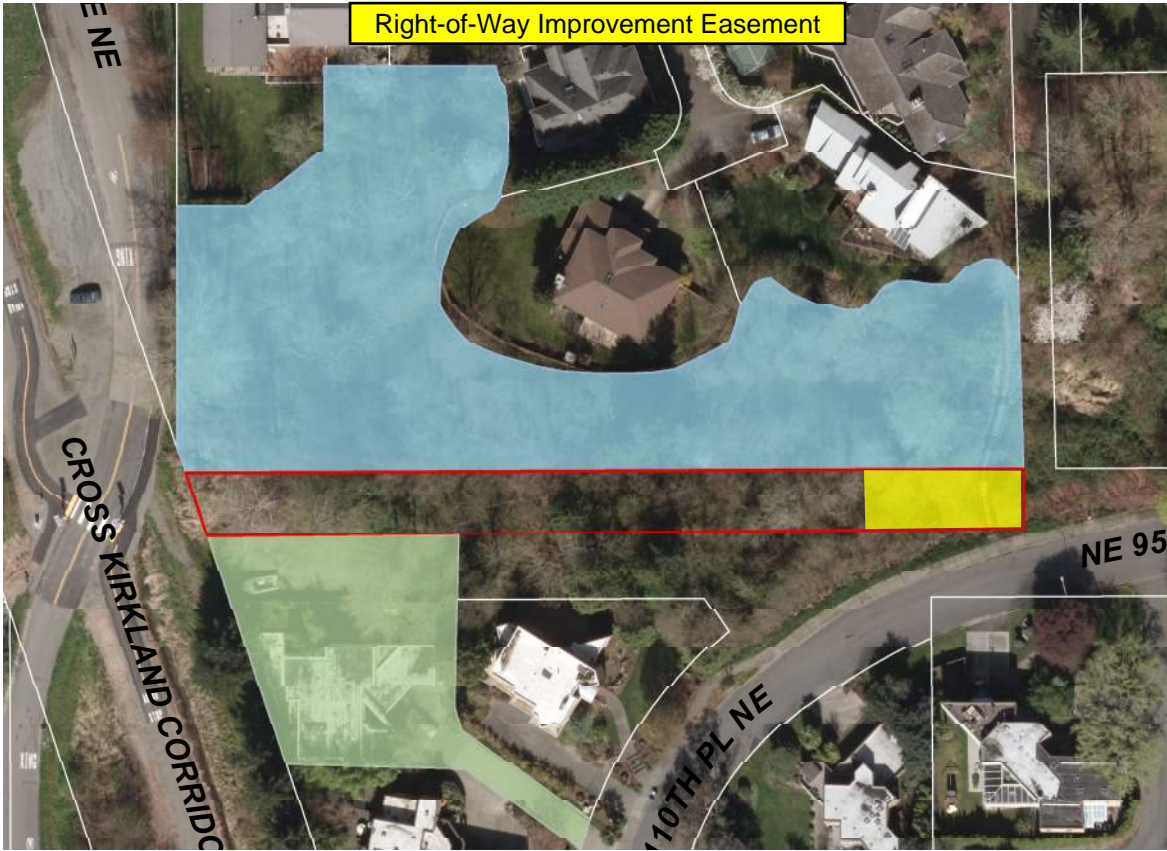
**Trudel LLC Property
Non-User Vacation Exhibit
111xx NE 95th Street**

- Proposed Vacation
- Granted Non-User Vacations
- Trudel LLC Property



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 No warranties of any sort, including but not limited to accuracy, fitness or merchantability, accompany this product.





RESOLUTION R-5219

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE, EXCEPT FOR UTILITY, PEDESTRIAN, AND RIGHT-OF-WAY IMPROVEMENT EASEMENTS IN AN UNOPENED RIGHT-OF-WAY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNER TRUDEL LLC

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

5
6 WHEREAS, the Laws of 1889, Chapter 19, Section 32, provide
7 that any county road which remains unopened for five years after
8 authority is granted for opening the same is vacated by operation of law
9 at that time; and

10
11 WHEREAS, the area which is the subject of this request was
12 annexed to the City of Kirkland, with the relevant right-of-way having
13 been unopened; and

14
15 WHEREAS, in this context it is in the public interest to resolve
16 this matter by agreement,

17
18 NOW, THEREFORE, BE IT RESOLVED by the City Council of the
19 City of Kirkland as follows:

20
21 Section 1. As requested by the property owner Wayne Seminoff
22 of Trudel LLC, the City Council of the City of Kirkland hereby recognizes
23 that the following described right-of-way has been vacated by operation
24 of law and relinquishes all interest it may have, if any, except for utility,
25 pedestrian, and right-of-way improvement easements, in the portion of
26 right-of-way described as follows:

27
28 A portion of unopened right-of-way being identified as the north 30 feet
29 of unopened NE 95th Street ("Jefferson Avenue") abutting the southern
30 boundary of the following described property: Wetland Area Tract of
31 Kirkland Short Plat SP 90-77 (Nordby short plat) per Recording
32 #9206189002; said short plat described as follows: Blocks 17 and 18,
33 Lake Avenue Addition to Kirkland, as recorded in Volume 6 of Plats, page
34 86, records of King County Washington; together with adjacent vacated
35 alleys per Kirkland Vacation Ordinance #3284; less R/R R/W.

36
37 Section 2. This resolution does not affect any third party rights
38 in the property, if any.

39 Passed by majority vote of the Kirkland City Council in open
40 meeting this ____ day of _____, 2016

41
42 Signed in authentication thereof this ____ day of
43 _____, 2016.

MAYOR

Attest:

City Clerk



CITY OF KIRKLAND

Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Barry Scott, Purchasing Agent

Date: October 20, 2016

Subject: REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF NOVEMBER 1, 2016.

This report is provided to apprise the Council of recent and upcoming procurement activities where the cost is estimated or known to be in excess of \$50,000. The "Process" column on the table indicates the process being used to determine the award of the contract.

The City's major procurement activities initiated since the last report dated October 6, 2016 are as follows:

	Project	Process	Estimate/Price	Status
1.	Police Interceptor Utility Vehicles (6)	Cooperative Purchase	\$193,181.17	Order placed with Columbia Ford of Longview, WA using WA State Contract
2.	Audio Visual Equipment Upgrade for Courtrooms 1 & 3	Cooperative Purchase	\$210,653.00	Contract awarded to Avidex of Bellevue using University of Washington contract.
3.	Fire Station 25 Renovation	A&E Roster Process	\$354,755.00	Contract awarded to Carletti Architects, P.S., of Mount Vernon based on qualifications per RCW 39.80.

Please contact me if you have any questions regarding this report.



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Michael Olson, Director of Finance and Administration
Date: October 20, 2016
Subject: PUBLIC HEARING ON PRELIMINARY 2017-2018 BUDGET

RECOMMENDATION:

City Council hold a public hearing on the Preliminary 2017-2018 Budget.

BACKGROUND DISCUSSION:

The purpose of this public hearing is to solicit public comment on the Preliminary 2017-2018 Budget as submitted by the City Manager and available to the public on October 21, 2016. The budget document is available at <http://www.kirklandwa.gov/budgetdoc>.

A public hearing on anticipated revenue sources was held on September 20, 2016. RCW 35A.33 requires that a public hearing on the upcoming budget period be held on or before the first Monday in December.

Study sessions are scheduled for October 27th, November 1st, and November 7th (if needed). Another public hearing will be held on November 15, 2016. The budget is expected to be adopted at the December 13, 2016 City Council meeting.

At the beginning of the public hearing, staff will provide a summary of Council's discussion to date on the Preliminary 2017-2018 Budget.



CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Marilynne Beard, Deputy City Manager
Cherie Harris, Police Chief

Date: October 20, 2016

Subject: POLICE STRATEGIC PLAN ADOPTION

RECOMMENDATION:

City Council approves the attached resolution adopting the Police Strategic Plan prepared by BERK Consulting.

BACKGROUND DISCUSSION:

The Draft Police Strategic Plan was first presented to the City Council at the September 6, 2016 City Council meeting. Based on Council's comments, an updated version of the report was prepared along with the City Manager's and Police Chief's response to the recommendations which were presented at the October 18, 2016 City Council Study Session. Several follow-up items and suggestions were requested by Council including:

- Explore the use of speech recognition software to assist with officer report writing.
- Develop a way to measure the success of community policing efforts tied to the updated department vision, mission and values.
- Continue to work with the expanded KAN group (convened earlier this year in response to property crimes in the Market Street Neighborhood) to help measure the department's success in community policing.
- Develop a detailed implementation work plan.
- Explore working with the Information Technology Department for temporary dedicated staff time from the IT Department to assist in implementing new recommended technology.
- Provide more information on the use of national versus state jail standards.
- Identify additional investments that can be made in the department using one-time resources to help implement the plan.

Staff will work with the Public Safety Committee regarding an implementation plan and follow-up needed. Periodic reports to the full Council will also be provided.

RESOLUTION R-5220

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE KIRKLAND POLICE DEPARTMENT 2016 STRATEGIC PLAN.

1 WHEREAS, the 2003 – 2008 Kirkland Police Department's
2 Strategic Plan, approved by the Council in October of 2004, proved
3 beneficial to the Kirkland Police Department's ("KPD") planning and
4 development; and

5
6 WHEREAS, in accordance with the Washington Association of
7 Sheriffs and Police Chiefs accreditation standards, KPD completed
8 another strategic planning exercise in 2016; and

9
10 WHEREAS, the seven-month planning process included
11 gathering input from a team of consultants, a diverse planning
12 committee representing the Kirkland Police Department and the City of
13 Kirkland, and numerous engagements with KPD staff, Council Members,
14 and community stakeholders; and

15
16 WHEREAS, the City Council reviewed the 2016 KPD Strategic
17 Plan at its Council meeting of September 6, 2016, and its Study Session
18 on October 18, 2016.

19
20 NOW, THEREFORE, be it resolved by the City Council of the City
21 of Kirkland as follows:

22
23 Section 1. The Kirkland City Council approves the Kirkland Police
24 Department 2016 Strategic Plan which is attached as Exhibit A and
25 incorporated by this reference.

26
27 Passed by majority vote of the Kirkland City Council in open
28 meeting this ____ day of _____, 2016.

29
30 Signed in authentication thereof this ____ day of _____,
31 2016.

MAYOR

Attest:

City Clerk



KIRKLAND POLICE DEPARTMENT

Strategic Planning: CONSULTANT REPORT

Final – September 30, 2016





"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

2025 First Avenue, Suite 800
Seattle, Washington 98121
P (206) 324-8760
www.berkconsulting.com

THE BERK TEAM

Brian Murphy, Project Manager

Kristin Mardt, Lead Analyst

Melanie Mayock, Analyst

Karen Daniels, Corrections Consultant

Thomas A. (Tag) Gleason, Police Consultant

Virginia Gleason, Strategic Advisor

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Appendices

The following Appendices provide additional information and analysis as context for the recommendations contained in this report:

- 1. Kirkland Crime Trends**
 - 2. Community Perceptions of Kirkland Police**
 - 3. Community Profile**
 - 4. Review of Existing Conditions**
 - 5. Assessment of the Corrections Unit**
 - 6. References**
-

EXECUTIVE SUMMARY

The Kirkland Police Department has a long history of being an effective, responsive, and professional agency. Through its recent growth, it has stayed a nimble organization with strong leadership, people, and infrastructure. Importantly, the Department has maintained its positive relationships with its community members and City of Kirkland partners. The Department aspires for excellence and is dedicated to critical self-review, ongoing improvement, and, if necessary, substantial change to be the best law enforcement agency possible for the Kirkland community it serves.

This Consultant Report makes recommendations to further strengthen the organization by addressing key observations of the assessment process, including service and staffing capacity, technology, professional development, communication, and the community's desire for even stronger community-police relationships.

The recommendations in this report seek to build upon the foundation the Department has created and further strengthen it by providing the means to:

- Articulate what is most important to the community and to the Department through the Department Philosophy, Mission, Vision, and Values.
- Execute a significant, fundamental shift in operations, moving from a relatively reactive model to a more proactive model focused on community policing and crime prevention. This change has implications for staff capacity, data systems and the capacity to analyze and use data, strengthened community relations, and enhanced officer training.
- Further professionalize the Corrections function as the Unit continues to evolve from a holding facility to a full-fledged correctional facility.
- Strengthen internal communications, performance evaluations, and other internal processes, tools, and procedures.

While this report contains many important recommendations, the following deserve prioritization in the short-term:

- Finalize the Department's Philosophy, Vision, Mission, and Values.
- Engage the community in establishing policing priorities.
- Establish a detailed workplan and timeline for system and process improvements identified in this report.

1. INTRODUCTION AND PLANNING PROCESS

1.1 Purpose and Organization of this Report

This report is the result of a seven-month assessment and planning process that involved a team of consultants, a diverse planning committee representing the Kirkland Police Department and the City of Kirkland, and numerous engagements with KPD staff, Council Members, and community stakeholders.

This document and the accompanying volume of appendices compile the findings and recommendations of the consultant team as discussed and vetted by the Planning Committee. Together with the issuance of this report, KPD will engage City leadership in a dialogue around implementation of some or all of the recommendations contained in these pages. The Department will develop a work plan to implement the final direction as established in subsequent conversations with the City Manager and City Council.

This document and accompanying appendices are organized as follows:

- **The remainder of Section 1** provides additional context by summarizing the planning process and presenting a brief history of the Department. An overview of crime trends and a community profile are provided for additional critical context.
- **Section 2** reviews existing conditions based chiefly on data analysis, consultant observations, and employee input. Topics explored include:
 - Overarching Direction: Departmental Philosophy, Vision, Mission, and Values.
 - Resource Levels, Deployment, and Performance.
 - Corrections Unit Operational Analysis.
- **Section 3** begins to look forward, considering the following:
 - Changes occurring in the Kirkland community and surrounding region.
 - Regulatory changes affecting policing in general.
 - Opportunities to use current and emerging data tools and other technologies.
- **Section 4** provides a situation assessment of the internal functions of the Department and offers strategies to strengthen the organization through:
 - Communication, connection, and collaborative leadership.
 - Performance evaluation and professional development protocols.
 - Retention, succession management and recruitment plans.
 - Community Relationships.
 - Performance Measurement.
- **Section 5** concludes the report with brief summary comments and suggestions for next steps.

1.2 Planning Process

This strategic planning process centered on the four meetings of the Strategic Planning Committee, which included membership from across KPD, as well as representation from City Administration. The Committee met four times during the seven-month planning process, reviewing, commenting on, and helping to revise the work done by the consultant team. Five Committee members also served on a Core Planning Team that provided guidance on draft materials prior to each Committee meeting and served to steward the overall planning process.

To inform and complement the input of Committee members, additional engagement efforts focused on key stakeholders and Department staff. The consultant team also reviewed Kirkland’s Biennial Community Survey and log of citizen complaints to better understand community perceptions of the Department. These inputs are summarized below.

Stakeholder Engagement

The consulting team interviewed stakeholders as part of the assessment process, including community members, City Councilmembers, and City of Kirkland department directors. Two meetings were held with a total of five City Councilmembers, who were asked about strengths and challenges of the Police Department. A group of 15 community leaders was interviewed, including representatives of faith communities, youth, seniors, businesses, human services, and neighborhoods.

From these conversations, three themes emerged:

1) Praise for KPD’s Community Outreach and Responsiveness

- Both community leaders and Councilmembers gave high marks to **KPD’s outreach to the community**, including presence and participation at neighborhood meetings. Several Councilmembers stated that this presence helps the community feel more secure.
- Several community members praised KPD’s relationship with **vulnerable populations**, including homeless persons and individuals with mental illness, and with churches hosting homeless encampments.
- Both community members and Councilmembers praised KPD’s **responsiveness**. The Department is seen to respond quickly to incidents, such as late-night issues at bars, or in follow-up to crimes. The Department also received praise for clear explanations of process and call priority.

KPD Strategic Planning Steering Committee

- Marilynne Beard, Deputy City Manager*
- Cherie Harris, Police Chief*
- William Hamilton, Operations Captain*
- Michel St. Jean, Lieutenant – Training and Cadres*
- Nathan Rich, Sergeant – Traffic and Guild President*
- Randi Crocker, Corporal – Investigations
- Jessica Dreher, Administrative Assistant
- Brandon Hardesty, School Resource Officer
- John Haslip, Lieutenant – Operations
- Eric Karp, Corporal – Operations
- Kimberly McLynne, Records Lead
- Kyle Sheler, Corrections Officer
- Kristina Shull, Crime Analyst
- Clayton Slominski, Detective
- Shawn Stredwick, Sergeant – Corrections
- Tiffany Trombley, Training Officer
- Mike Ursino, Administrative Captain
- Julia Valencia, Traffic Officer

* member of Core Planning Team

- Several Councilmembers expressed strong support for the “**guardian**” culture of respecting everyone, as opposed to an “enforcer” or “warrior” culture. They believe the guardian culture has helped with public interactions, and that it should be maintained and emphasized more, in part through hiring the right people.
- Councilmembers do occasionally hear **complaints** about KPD. Some hear complaints about overly aggressive traffic enforcement in newly annexed areas, but this has declined since annexation. In addition, one Councilmember stated they heard frustrations about inadequate response to property crimes.

2) A Strong Desire for Stronger Community-Police Relationships

Both community members and Councilmembers voiced concerns that **national tensions** between communities and police departments related to officer-involved shootings could spill over in to Kirkland. Community members and Councilmembers expressed a strong desire for more proactive community engagement to maintain or enhance the good relationship that exists now between the Kirkland community and its police force. This will be increasingly critical as the city experiences denser land use, increasing population, demographic shifts, and a more “urban” policing context. Some Councilmembers also expressed concern that the national atmosphere could harm officer recruiting efforts.

Two community members reported that they or family members have had negative experiences with KPD officers, described as racial profiling.

Community members and Councilmembers voiced a desire for KPD to take more steps to proactively reach out to the community and build stronger relationships. This could include:

- Outreach to immigrants, ethnic and language minorities, and faith groups. Building personal connections and relationships can strengthen trust and is seen by Councilmembers as a necessary step to prevent a Ferguson-like situation. In addition, community members felt this would support the Department’s efforts to recruit more diverse candidates for officer positions.
- Better integration of officers in the community, through participation in events, general friendliness, officers getting out of their cars, and perhaps more officers residing in Kirkland.
- A more proactive role in social services and emergency preparedness.
- More diversity and cultural training for officers.

3) A Desire for More Communication

Community members and Councilmembers articulated a desire for more communication from KPD. Desired communication improvements include:

- Increased use of social media to push timely information to residents and business owners. Real-time information during incidents is desired to help reduce speculation and misinformation.
- More educational information for residents, including steps to prevent crime, and how to report non-emergencies.
- Information about policing priorities, including how property crimes are prioritized relative to other demands.

Staff Engagement

The consulting team met with KPD staff members in a series of meetings. These included four meetings with Patrol during shift briefings (on March 3rd and March 24th), a meeting with non-commissioned personnel (March 3rd), a meeting with command staff (March 24th), and four meetings with Corrections professionals (March 17th and March 21st). Discussion centered on KPD's strengths and areas for improvement. Participants were provided a handout with discussion topics and a link to an online survey. One response to the online survey was received; it included similar themes to the in-person meetings.

Information from these employee meetings is considered throughout the report. The major themes heard during these meetings include:

Department Strengths

- People
- Professionalism
- Public image and a strong relationship with the community (that needs to be protected)

Areas for Improvement

- Service and staffing capacity, particularly with regard to proactive policing
- Technology for digital evidence storage, records system, and online reporting
- Performance evaluations
- Professional development, training, and promotional opportunities
- Communications within the Department and with the community
- Performance measurement

Later in the planning process, KPD staff were asked to provide input on Vision, Mission, and Values statements. This input was incorporated in Steering Committee discussion of this topic and is reflected in consideration of these governing statements in **Section 2.1**.

Community Perceptions of Kirkland Police

Nationwide issues affecting community-police relations may impact local perceptions of the Kirkland Police Department. In the past few years, several videotaped and publicized cases of police use of force with African-Americans have drawn protests and increased scrutiny of police departments. Incidents include the deaths of Michael Brown in Ferguson, Missouri in 2014, Eric Garner in New York City in 2014, Freddie Gray in Baltimore in 2015, and Alton Sterling in Baton Rouge, Louisiana this year.

National polling about confidence in police has shown a decline in confidence in the past few years, with Gallup reporting that the proportion of Americans who have “a great deal” or “quite a lot” of confidence in police dropped from 57% in 2012-13 to 52% in 2014-15. (Gallup, 2015) The new figure is the lowest level of confidence reported in this survey since 1993.

The Kirkland community's relationship with its police department is in noted contrast to the national scene. As reflected in the stakeholder input summarized above and the Biennial Community Survey, residents in Kirkland by and large feel safe and have a positive association with the Department. Significant Planning Committee discussion focused on the importance of retaining this trusted position and many of the recommendations contained in this report focus on strengthening the relationship and communication between KPD and the community it serves.

Appendix 2 provides more details on the Biennial Community Survey and citizen complaints.

1.3 History and Structure of the Department

Kirkland was incorporated in 1905 with a population of 400. Shortly thereafter, Charles H. Daniels was named the first Town Marshal beginning the legacy of what is now the Kirkland Police Department. Since that time, the community, the city, and the Department, as well as the nature of policing, has changed fundamentally.

As shown in **Appendix 3**, the Kirkland population has increased greatly, both through natural population growth and annexation. Through 11 annexations, city boundaries are about 12 times as large as they were at founding (Wikipedia). The most recent annexation, in June 2011, added approximately 30,000 residents to the City's population, bringing in the neighborhoods of Finn Hill, Juanita, and Kingsgate. These neighborhoods were previously served by King County Sherriff's Office and as they transitioned to city policing, the Department needed to expand its staffing, budget, and physical space.

The City purchased a former Costco Home property in 2010 and issued \$35 million in bonds to convert it into the new Kirkland Justice Center. The move occurred in June 2014.



The Kirkland Police Department is now a larger department, attempting to address the needs and demands of the population it serves, including:

- A larger geographic service area.
- A larger, growing, and increasingly diverse population.
- Increasing community expectations.
- Increasing expectations for data-driven policing – and the associated technology to support it.

This is being done within the context of a larger police force and a new facility.

These recent changes are important to consider as the remainder of this report describes KPD's current strengths and challenges and considers future opportunities and challenges. KPD's evolution from a quiet suburban department to a larger organization serving a more complex community is very much a work in progress.

Relationship to the City of Kirkland

The Kirkland Police Department is a City of Kirkland department. As such, the Police Chief is responsible to the City Manager, who is hired by the City Council. The Council's Public Safety Committee focuses on police issues, as well as fire and EMS, municipal court, emergency management, and code enforcement.

It is important that a police department have a productive relationship with the City Council, City Manager, and other City departments. In Kirkland's case, this appears to be working very well, as the Department appears to enjoy a highly professional and productive relationship with the City of Kirkland administration and other City departments. This view was supported by input from the Steering Committee, which described these relationships as a "strength" and by interviews conducted for this study with the City Manager and individual department directors.

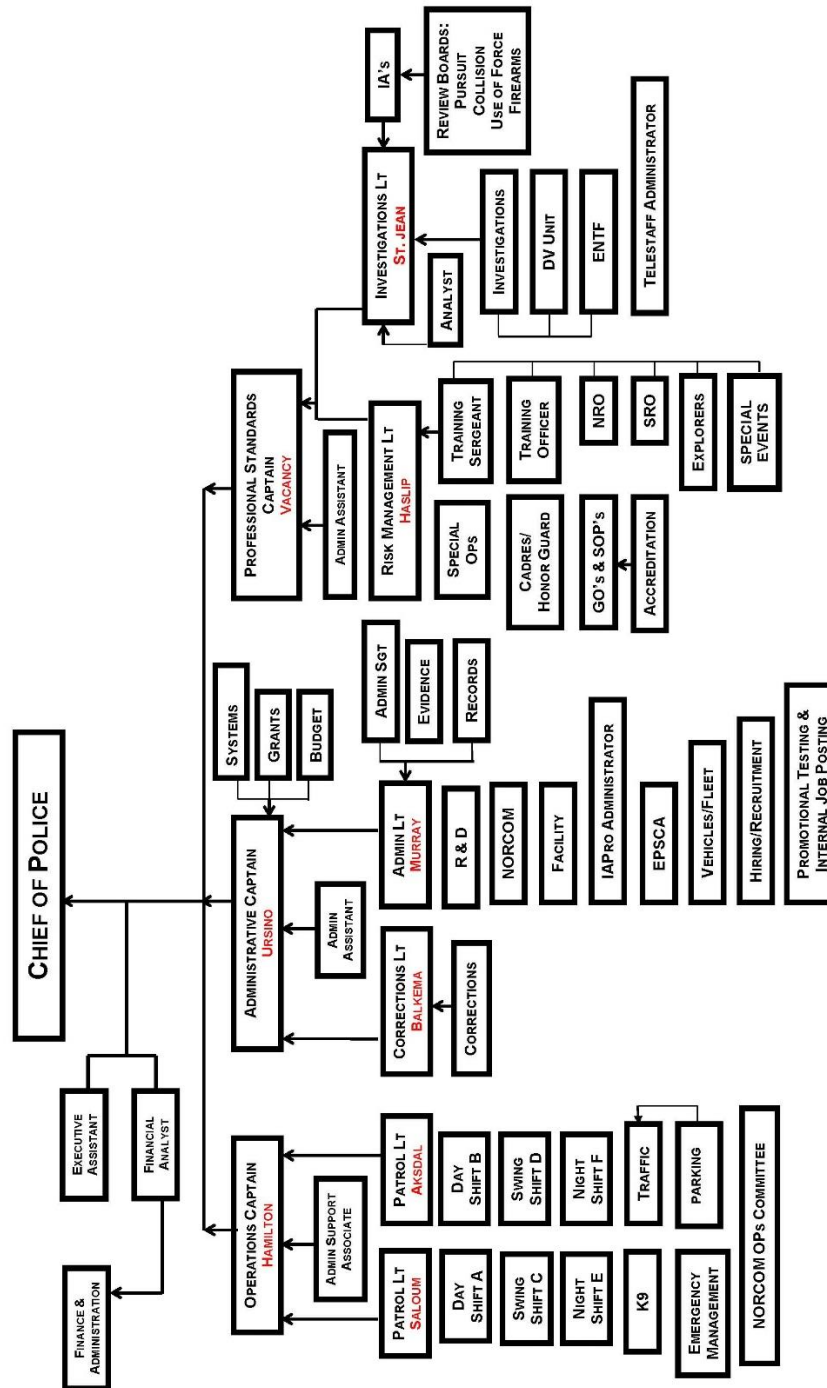
Mutual respect is evident between the Police Department and City Administration. Police leaders seem well informed and supportive of the City's priorities. As the Department develops its Strategic Plan, it will be important to keep this context in mind, building a plan that is aligned with City priorities and cognizant of the Department's part of this larger whole.

Organizational Structure

The current organizational structure of the Department, represented in **Exhibit 1**, is well within industry standards, structured around a Patrol Division, an Investigations Division, and several special units, including:

- A Corrections Unit that manages the Kirkland Jail.
- A Domestic Violence Unit.
- A Records Unit responsible for phone and counter customer service in addition to records management.
- A Traffic Unit that is primarily responsible for traffic enforcement, traffic collision investigation, and all other traffic related incidents.

Exhibit 1. Organizational Structure, February 2016



1.4 KPD’s Previous Strategic Plan

The Department last developed a strategic plan in the early 2000s, which resulted in the *Kirkland Police Department 2003-2008 Strategic Plan*.

Exhibit 2 summarizes the document’s Goals and Objectives and provides a brief status update.



Exhibit 2. Status of 2003 Strategic Plan Goals and Objectives

Goals and Objectives	Notes
1. Adequately staff KPD to meet the needs, expectations, and priorities of our community.	
<ul style="list-style-type: none"> • Create staffing model. 	<ul style="list-style-type: none"> • Became Annexation Staffing model.
<ul style="list-style-type: none"> • Develop budget plan to support staffing needs. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Create an “Annexation” staffing model. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Create Pro-active unit to focus on identified problem areas. 	<ul style="list-style-type: none"> • Created and then shut down during the Recession.
2. Construct and occupy a new public safety facility.	
	<ul style="list-style-type: none"> • Done: move in was June 2014.
3. Provide best training possible for our employees to ensure their success.	
<ul style="list-style-type: none"> • Redefine training officer/coordinator position. 	<ul style="list-style-type: none"> • Completed.
<ul style="list-style-type: none"> • Refine current training matrix. 	<ul style="list-style-type: none"> • Completed and revisited in 2012.

Goals and Objectives	Notes
<p>4. Provide useful and meaningful information to employees and community on continual basis.</p>	
<ul style="list-style-type: none"> Develop plan to educate and involve community and enlist their support for staff and facility needs. 	<ul style="list-style-type: none"> This did not seem to occur in a “formal” program. Related efforts include: <ul style="list-style-type: none"> Crimemapping.com, Participation in community events National Night Out Against Crime Citizens Academy Neighborhood Resource Officer In addition, the City supported KPD’s facility needs through construction of the Kirkland Justice Center.
<ul style="list-style-type: none"> Identify a method to disseminate Civilian Crime Information Bulletin to the community. 	<ul style="list-style-type: none"> Other than CrimeMapping.com, this was not completed.
<ul style="list-style-type: none"> Invite on-duty supervisors and sergeants to weekly staff meetings. 	<ul style="list-style-type: none"> Completed and still a current practice.
<ul style="list-style-type: none"> Establish a monthly one-on-one between the Chief and the Guild President. 	<ul style="list-style-type: none"> Was done inconsistently during the 2003-2008 Strategic Plan period. Now is a consistent practice.
<p>5. Encourage and support high morale throughout the department through open communication and respect for all employees.</p>	
<ul style="list-style-type: none"> Command, Supervisors, and all employees should identify and discuss reasons for low morale and implement ways to improve it. 	<ul style="list-style-type: none"> More detail needed on what was done.
<ul style="list-style-type: none"> Foster and maintain employee recognition for “job well done.” 	<ul style="list-style-type: none"> Created a system for anyone at any level of the department to nominate other KPD employees for awards listed in SOP. Created “Lunch with the Chief” program: employees are nominated for good work, taken out to lunch by the Chief, and given a Chief’s coin.
<p>6. Successfully accomplish the re-accreditation of the KPD.</p>	
	<ul style="list-style-type: none"> Done in 2012. Onsite Accreditation Assessment completed June 2016.

1.5 Kirkland Crime Trends

Kirkland has relatively similar rate of crime (49.4 crimes per 1,000 members of the population) as the neighboring jurisdictions of Redmond (51.2) and Bothell (46.7), with lower crime rates than the state overall (59.2). Despite similar overall crime rates, Kirkland experiences higher rates of motor vehicle theft and larceny than Redmond and Bothell. The community experienced increases in these crimes from 2012 to 2014 while the same crime rates were decreasing in Washington State and across the nation. More details on Kirkland's crime trends are available in **Appendix 1**.

1.6 Community Profile

Population and Demographics

Kirkland's 2015 population was estimated to be 83,460 by the Washington State Office of Financial Management. This reflects a growth of 71% over the 2010 population. As noted in **Section 1.3**, this growth was primarily due to the 2011 annexation of North Juanita, Finn Hill, and Kingsgate, which added approximately 30,000 people to Kirkland.

Along with this increase in population, the city is experiencing growing diversity, with the population of white residents decreasing 13.5 percentage points between 1990 and 2010. During the same period, the population of Asian and Pacific Islanders increased from 4.5% to 11.5% and there were notable increases in those identifying as Hispanic (City of Kirkland, 2015).

Kirkland has experienced a gradual aging of its population since 1990, and now has a median age of 37. The city is also relatively wealthy, but with increasing levels of poverty. The median income for all households in Kirkland was \$94,332 in 2014, which is significantly higher than the median income for all households in King County (\$75,834). Despite this indicator of wealth, in 2010 5.6% of all households were living in poverty, similar to other communities in the region. More information on Kirkland's demographic makeup is available in **Appendix 3**.

Housing

The 2011 annexation of relatively low-density neighborhoods with primarily single family homes decreased the overall citywide density. It also increased the community's share of single-family housing stock to 60% in the 2010 to 2014 time period, from 50% in 2000 (City of Kirkland, 2013; U.S. Census Bureau, 2000). Even though the annexation increased the share of single-family homes in Kirkland, most development over the past decade has been multifamily construction. Of the city's net gain of almost 2,000 housing units between 2006 and 2013, 62% (1,173) were multifamily. More information on Kirkland's housing is available in **Appendix 3**.

Employment

In 2013, the City of Kirkland had an estimated 40,514 jobs. Employment in the city ebbs and flows, declining in 2005 and again in 2009, before rising dramatically in 2012.

Future

Kirkland updated its Comprehensive Plan in 2015 to comply with the Growth Management Act; this plan accommodates expected housing and employment growth through the year 2035. Kirkland is planning for the addition of over 17,000 new residents between 2013 and 2035, for a total 2035 population of

approximately 99,632, and the addition of over 22,000 new jobs. Over 75% of Kirkland's expected housing growth through 2035 is anticipated to be in multifamily housing units (City of Kirkland, 2015).

In addition to increased multifamily housing, ongoing development projects could impact demand for police services, including:

- Kirkland Urban is anticipated to net approximately 2,200 new office employees, 160 new retail employees, and 500 new residents in downtown. (City of Kirkland, 2015)
- On the east side of Interstate 405, the Totem Lake Mall Redevelopment includes new buildings, parking structures, and a redesigned public plaza. In addition to the typical retail uses, the site may include office and residential spaces.
- The Cross Kirkland Corridor is a 5.75-mile segment of the Eastside Rail Corridor. If the trail is opened at night, KPD will need to determine how to patrol it.

2. OPERATIONAL ANALYSIS AND RECOMMENDATIONS

2.1 Overarching Direction: Departmental Philosophy, Vision, Mission, and Values

Nationwide, effective policing strategies are increasingly guided by four variables:

1. Successful crime control depends on a close relationship between the police and the community being policed.
2. Fear in the community is a problem itself regardless of the traditional measures of crime and arrest rates. Police are being asked to reduce this fear and the means used to reduce fear may not be the same traditionally used to address crime.
3. Community members increasingly want to use the police for services other than crime control, often to address disorder, unsettling behavior in their neighborhoods, or to access other service providers.
4. What police see as disparate incidents are often indicators of a continuing, fundamental problem that demands more than an initial police response to resolve.

The Community Policing Style continues to be a popular approach because of its focus on (1) community partnerships, (2) organizational transformation, and (3) problem solving. It also reflects a way of providing police service that does not rely on patrolling in cars to reduce crime, detective work to solve crimes, or quick response times to calls-for-service to reduce crime. It does promote closer community relationships, the systematic assessment of problems, and an organizational approach to solving problems, focusing on addressing crime, the fear of crime, and disorder. Further, it encourages the development of critical thinking; strategic planning; communications skills; organizational skills; and initiative, all desired skills in employees and good for encouraging teamwork and building morale among employees.

Recommendations

Recommendation 1. Finalize the articulation of the Department's Philosophy, Vision, Mission, and Values as begun during this planning process

The Kirkland Police Department operates under the overarching direction established by the City of Kirkland, including its Vision, Guiding Principles, Operating Values, and City Council Public Safety Goals. In setting strategic direction for the Department and in making operational decisions, KPD leadership should be informed by these governing statements.

In parallel fashion, the various divisions and units that make up the Kirkland Police Department should be seen as operating under the umbrella of the Department's Vision, Mission, and Values. It is important, therefore, that these statements are broad enough and inclusive enough to appropriately guide all the work done by all the members of the Department. As noted in **Recommendation 15**, this report recommends establishing a Purpose Statement and set of Guiding Principles specific to the Corrections Unit. These division-level governing statements operate under the overarching departmental guidance described below.

Kirkland City Council Public Safety Goal

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

a. Establish a clear and meaningful description of KPD's guiding philosophy.

The following key ideas were discussed multiple times over the course of the planning process and found to be accurate descriptions of how KPD approaches its work:

- **Kirkland Police exists to serve Kirkland's residents, business, and visitors.** Our top priority is to build a trusting, collaborative relationship with our community and to respond to what is important to community members. Our approach to our work is informed by and focused by what is important to our community, as we ask ourselves: is this what the community wants?
- **Kirkland Police embraces the 21st Century policing model.** We seek to serve ethically, effectively, and efficiently. We believe in procedural justice and must have strong policies and procedures in place to guide our work.
- **Kirkland Police is a progressive department.** We are open to innovative policing models and the appropriate use of technology to strengthen the effectiveness and efficiency of our work. We are a learning organization, seeking to continually improve and adapt to a dynamic operating environment. We seek creative ways to provide efficient and effective service, collaborating with others in the region where appropriate.
- **Kirkland Police practices collaborative leadership.** Our people are empowered to make decisions consistent with our Vision, Mission, Values, and department directives. Clear direction, a collaborative approach to leadership, strong communication, and opportunities to excel support individual and collective success.

The final articulation of this philosophy should be stated in "plain English," without use of buzz words or reliance on national frameworks; it should speak directly and clearly to external audiences as well as those employed in the police profession.

As with the Department's Vision, Mission, and Values, this Philosophy should be true to the Kirkland community's desires for its police department, and it should be informed by members of KPD itself. Ultimately, however, it is the responsibility of the Police Chief to provide leadership to guide the organization toward its Vision.

b. Establish strong Vision, Mission, and Values statements that distinctly represent Kirkland and the Kirkland Police Department.

The Department's **Vision Statement** should be an aspirational and inspiring statement describing the organization that KPD seeks to be. Potential concepts for consideration include:

- *A leading or model department.*
- *A department recognized for excellence.*
- *Other ideas noted in the Department Philosophy section, above.*

The Department's **Mission Statement** should describe the organization's purpose, focusing on what the Department does and its role in the community. Some suggested words or clauses include:

- *Promote community safety; uphold the law; preserve the peace; protect rights.*
- *Principled service; provided with honor.*
- *Working in partnership with the Kirkland community to uphold the law with fairness, preserve the peace, and provide quality service.*

The Mission Statement is an important place to reflect the breadth of the Department's work, inclusive of crime prevention, crime response, corrections, and records. The consultant team recommends a Mission Statement that describes the full extent of the Department's role and functions, such as:

- *We work in partnership with the Kirkland community to prevent crime, respond effectively when incidents occur, and rehabilitate convicted offenders.*
- *We provide for a safe and just community through crime prevention, responsive policing, and the rehabilitation of inmates.*

Organization Values describe the spirit by which the Department approaches its work. Committee discussion emphasized the importance of these in distinguishing what defines the Department, perhaps distinguishing it from other police departments. To avoid dilution, the Department should limit itself to a small number of Values, perhaps three or four, focusing on what matters most. Values may be accompanied by a brief description of how they will be applied to KPD's context or manifested by staff in their day-to-day work.

Appendix 4.1 summarizes the ideas generated by the Planning Committee in its third meeting and the number of votes each option received from staff.

The consultant team recommends the following potential Values as reflective of the type of Department KPD is and seeks to be:

- ***Progressive.***
- ***Compassionate.***
- ***Courageous.***

While there are many other relevant words that could be referenced, including service, professional, respect, etc., they are generally true of well-managed police departments and speak less directly to the spirit of policing embraced by the Kirkland Police Department.

Recommendation 2. Animate these governing statements by promoting them and using them.

Unless the Department puts the above governing statements to work, they are nothing more than words. The statements and what is intended by them must be actively promoted with current and new team members. They must be actively used and referred to whenever the appropriate opportunity arises in making budget requests, in work planning, and in making personnel decisions, including hiring, evaluations, promotions, and terminations. Organizational Values in particular are well-suited to inform personnel decisions; it is most important that they be used to attract and screen for new employees who are well suited to serve the Kirkland community.

2.2 Crime Prevention and Response

This section considers the many interlinked components related to KPD’s capacity for preventing and responding to crime. The Records and Corrections Units that are directly related to this effort are considered in the sections that follow.

The Kirkland Police Department enjoys a positive public image and relationship with the City, and the Kirkland City Council Goals reflect community desires for a community-based approach to crime prevention. Public stakeholders report appreciation for the Department and a desire for more police involvement in community development and social support functions, both of which require more consistent, dedicated resources. At the same time, personnel across the Department report feeling over-extended and would like to be less reactive in their work. Quantitative analysis of Patrol described on the following pages confirms this self-reported perception that officers go from call to call, with little opportunity for proactive community engagement and preventative policing.

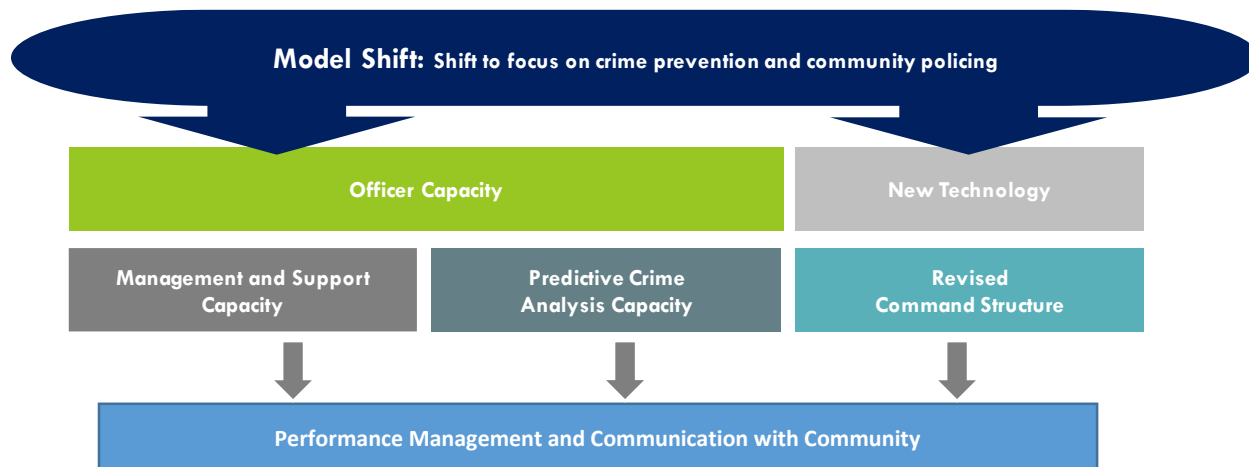
Increasing such activities through a model shift that focuses on crime prevention and community policing will have ripple effects throughout the rest of the Department with implications on technology, support functions, crime analysis, command structure, and investigations. To support community partnerships and problem solving, an organizational transformation is needed to align all parts of the KPD organization – management, technology, and personnel – around this purpose as illustrated in

Exhibit 3. This organizational change will also require leadership to demonstrate the value of this shift through their actions as well as by investing in resources that align with this model.

Community Policing

Community policing typically focuses on community involvement, consultation, and problem solving. Because community policing is focused on close collaboration with the community and addressing community problems, it has often been seen as an effective way to simultaneously increase citizen satisfaction, enhance the legitimacy of the police, and reduce crime. The President's Task Force on 21st Century policing recommended using strategies that “reinforce the importance of community engagement in managing public safety” and “working with neighborhood residents to co-produce public safety” through problem solving efforts.

Exhibit 3. Component Pieces of Model Shift



Staffing Levels

Rather than basing staffing levels on a simple ratio of officers per 1,000 residents, police staffing is increasingly determined based on performance relative to community expectations. To evaluate the adequacy of the current staffing levels, the Department needs to engage the City leadership and community in a discussion about service expectations, and then determine whether the current staffing can meet those expectations. The City's Biennial Community Survey provided generally positive feedback about Department performance, indicating that the Department is meeting the community's service expectations.

The following sections describe how staffing levels for Patrol and Investigations can be determined by response and clearance rates, while staffing levels related to community engagement are determined by community-specific expectations.

Staffing Levels Related to Response and Clearance Rates for Patrol and Investigations

There are many factors to consider in determining appropriate staffing levels and several approaches. Some departments use the "**per capita**" approach that looks at the number of officers and the population of a jurisdiction and compares the officer number with similarly sized cities. This approach is simple, but does not take into account community conditions, community expectations, or quality of service provided.

Another method is to set a **minimum staffing level** for the jurisdiction at different times of day. There are no objective standards for setting a minimum staffing level. Departments can consider call load, crime rate, and other variables such as whether there are other police resources performing duties who can be deployed (e.g. administrative officers, or other specially assigned officers) to accommodate fluctuating workload.

The most comprehensive approach is to engage stakeholders in a detailed conversation about performance expectations based on workload in a "**performance-based**" staffing study. This workload approach analyzes staffing needs based on workload demand while accounting for the specific community characteristics and service expectations. Most accredited agencies regularly conduct workload assessments that can be used to assist in this analysis. There is not a universally accepted standard for this assessment; the work relies instead on the specific characteristics of each jurisdiction such as type of crime, geography, travel times, and desired time for community policing activities.

The Department of Justice Office of Community Oriented Policing Services issued a comprehensive report: ***A Performance-Based Approach to Police Staffing and Allocation*** by Jeremy M. Wilson and Alexander Weiss, 2012. This report describes a step-by-step approach for conducting a workload-based assessment that includes:

1. Examining the distribution of calls for service by hour of day, day of week and month.
2. Examining the nature of the calls for service.
3. Estimating time consumed on calls for service.
4. Calculating an agency shift-relief factor.
5. Establishing performance objectives.
6. Providing staffing estimates.

BERK conducted a modified performance-based staffing study of the Patrol Unit using the methods described in ***A Performance-Based Approach to Police Staffing and Allocation***. The full results of this study can be found in **Appendix 4.6**.

The last step prior to providing the staffing estimates is to establish and apply a "performance objective." A performance objective determines what portion of an officer's time should be dedicated to calls for

service, and therefore, how much time is available for other activities such as cultivating positive relationships with the community and engaging in proactive, data-driven policing. To determine the appropriate performance objective for our analysis, we took direction from multiple sources, all of which described a more proactive model, with capacity to engage in preventative policing and community engagement. These sources included the City Council Public Safety Goal which emphasizes a community-based approaches to policing and the prevention of problems (see page 13), stakeholder input which stressed a desire for stronger community-police relationships and a desire for more communication (see page 3), and input from Department leadership and line staff.

Based on these inputs and the many well-recognized benefits associated with this model as described in **Recommendation 3**, we used a performance objective established by the International Association of Police Chiefs which dedicates one-third of an officer's time to citizen-generated calls for service. This is a less reactive model than the current one, in which patrol officers spend about 45% of their time responding to calls for service.

Recommendations

The following recommendations emphasize a shift towards a more proactive force focused on increased crime prevention and community policing. As noted in Recommendation 4, additional patrol officers are required to make this shift. A workload based assessment conducted for this study estimated a specific number of positions, but the reality is that the Department will add these positions over time, seeking the greatest possible gain from existing and added resources. The implementation of other recommendations contained in this report may cause the precise number of additional positions to shift up or down as visually depicted below:

Impact	Factor	Related Recommendations
<i>Upwards Pressure</i> ↑	Prioritization of traffic enforcement	Recommendation 9
	Continued growth and development of the Kirkland community	Recommendation 11
Number of positions identified in workload-based staffing analysis		Recommendation 4
<i>Downwards Pressure</i> ↓	Efficiencies gained through lean process improvements and the use of technology	Recommendations 4b., 4d.
	The use of non- or limited commissioned personnel for selected functions	Recommendations 5a., 5b.
	De-prioritization of traffic enforcement	Recommendation 9

Recommendation 3. Align the Patrol policing model with an increased focus on crime prevention and community policing.

This foundational recommendation entails aligning the Department’s policing style to match community desires as reflected in the overarching Department Philosophy and the City Council Public Safety Goal (see text in **Recommendation 1**). This shift would focus the Department on community-based policing and proactive crime prevention.

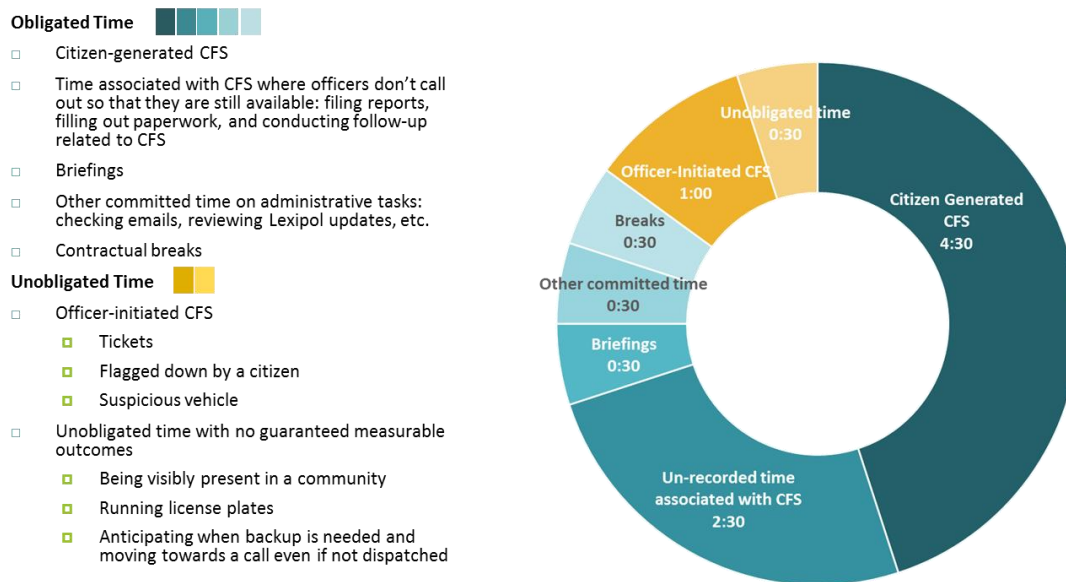
Community policing uses trust-building and collaboration between a city and its police department to effectively address the underlying issues causing crime. This shift to community policing would include building community partnerships and using proactive problem solving to prevent crime. Increased community partnerships can lead to creative problem solving and also serve to bolster community trust in police, which is always important and critical in this time of tense community/police relations elsewhere in the country. Problem solving entails proactively examining identified problems, using the best available data, and developing effective strategies to address them. (COPS, U.S. Department of Justice, 2014)

Recommendation 4. Increase Patrol capacity to create time for preventive, data-driven policing and directed patrol.

A workload-based assessment of the Patrol Division found that additional capacity, equal to 11 additional full-time officers, over current authorized levels (60 officers), would be required to create time for community policing, including community relationship building and proactive crime prevention through directed patrol. The model driving these conclusions is fully explained in **Appendix 4.6**.

Our analysis of the Patrol Unit’s typical day found that much of it (~45%) is currently spent being reactive, as shown in **Exhibit 4**. This data analysis was reflected in engagement with patrol officers who described their day as largely running from call to call and handling the paperwork that accompanies those calls. This status quo model, with 45% of time spent on responding to calls for service is substantially more than the 33% recommended by the International Association of Police Chiefs (IACP), one standard that can be used to define a patrol unit’s performance objective.

Exhibit 4. Typical Day on Patrol, February 2016



To be effective in community policing, police must have time to have positive interactions, unrelated to criminal activity, with residents on the street. In addition to having time to build positive relationships, the Department must also be able to use data to be proactive in policing. Not just responding to crime reactively, after it occurs, but determining where crimes are occurring and having the time and resources to dedicate officers to those areas. This type of directed patrol, based in sound data analysis, coupled with strong community relationships is demonstrated to lead to systematically reducing recurring crimes, such as motor vehicle prowls or stolen vehicles.

Increasing patrol staffing is only one way to increase capacity and patrol operations could benefit from a lean process improvement exercise, efficient and effective use of new shift schedules, and increased use of non- or limited-commission personnel where appropriate.

a. Seek to add the equivalent of approximately 11 additional patrol officers over current authorized levels (60 officers).

Additional patrol officer capacity is required if the Department wants to become less reactive and create time for community-focused preventive policing. The Department should explore the ways to deploy this additional capacity, including the following three options:

- **Option 1.** Add 11 full-time sworn officers to the Patrol Unit to create increased time for directed patrol initiatives that could focus on crime prevention, relying on increased crime analysis capabilities.
- **Option 2.** Reestablish a free standing proactive unit (“proact unit”), which would require a minimum of five FTEs, including three full-time sworn officers, one full-time sworn supervisor, and a civilian. This option emphasizes crime prevention and decreases the amount of time that Patrol could spend building community relationships and using data to drive directed patrols. If a standalone proactive unit is desired in addition to the extra capacity of patrol to focus on community policing, the number of full-time officers required for the unit would need to be in addition to the 11 full-time officers needed to make time for community policing.

- **Option 3.** A third option is to create a hybrid model and form a small emphasis team of patrol officers to focus on analyzing and organizing directed patrol operations focused on specific current issues or community topics. This special team would deploy officers on special duty assignments as part of their regular shifts, and could be much smaller than a full-fledged proactive unit, leveraging the extra capacity created in the Patrol Unit for directed patrols.

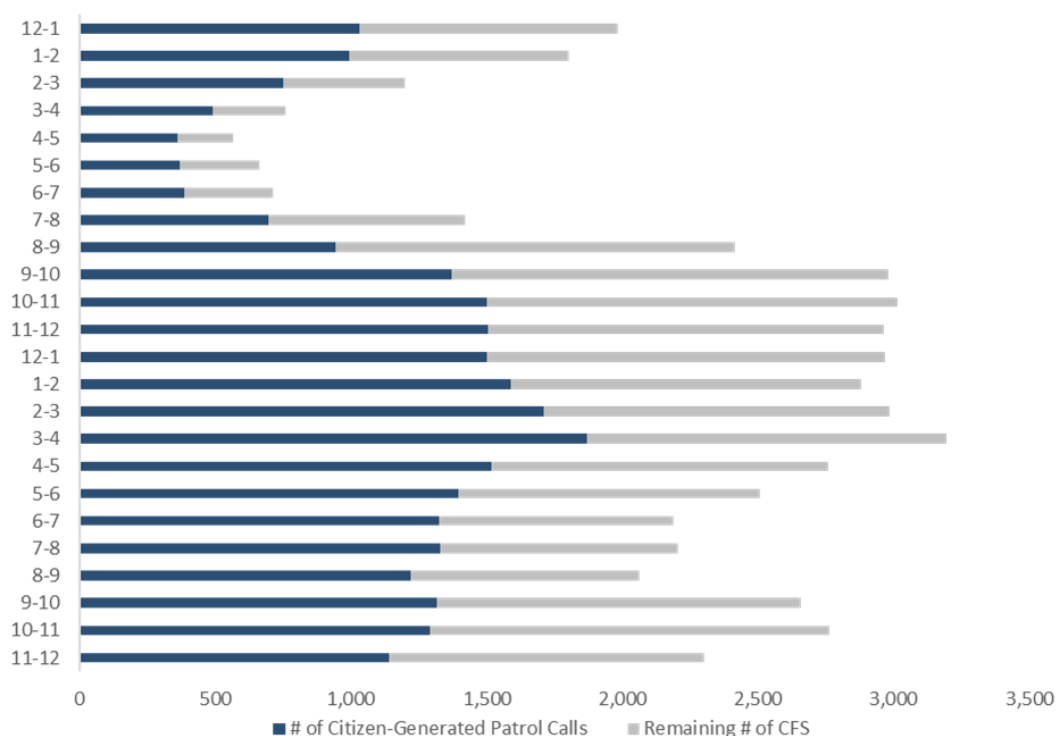
b. Make lean process or technology improvements to reduce officer paperwork, approvals, and internal communications to enhance service and increase time for directed patrol.

Similar to the process suggested for Records in **Recommendation 11**, Patrol should undergo a lean process improvement exercise to evaluate inefficiencies in officer paperwork, approvals, and internal communications. Police agencies can often gain efficiencies in these areas through effective lean analysis. By nature, the process would also touch other departmental functions including traffic, investigations, and special teams. The result of implementing this process would be enhanced service and increased time for directed patrol once identified inefficiencies were addressed.

c. Monitor the shift schedule in relation to calls for service to adapt to changes in production.

To efficiently address peak demand times, the shift schedule should be continually evaluated in relation to call volume. This will eliminate staffing inefficiencies and make best use of shift overlap days, times of day for training, directed patrol, and community outreach. **Exhibit 5** demonstrates the call volume for the year (April 1, 2015 to March 31, 2016) and when high volume is generated by residents. In the late spring/early summer of 2016, the Department adjusted their swing shift to start an hour earlier, at 3 pm, to better cover peak demand times during the same hour. This type of examination and adjustment should continue to be made on at least an annual basis.

Exhibit 5: Annual Call-for-service Volume by Time of Day with Shift Overlap (April 1, 2015 – March 31, 2016)



d. Consider the use of non- or limited-commission personnel.

Non- or limited-commission personnel are a less resource intensive way to add capacity for specific roles. Many law enforcement agencies in the Puget Sound employ civilian staff or limited-commission personnel as Community Service Officers or Crime Prevention Officers. Non- or limited-commissioned personnel may also direct traffic, complete paperwork at the crime scene, conduct jail transfers, package evidence, and perform other functions that do not require a commissioned officer. Additional information is provided in **Appendix 4**, under **Section 4.4: Personnel**.

Through a department-wide survey, call types that could be handled by a civilian were identified. The call types with more than 80% agreement are listed in Exhibit 6. Call descriptions are provided by NORCOM.

Exhibit 6: Civilian Opportunity Call Types

NORCOM Call Types	Call Description
Lost Property	Lost property such as wallets, purses, etc.
Civil	Neighbor complaints and other non-criminal calls between two parties
Illegal Dumping	When someone has dumped something in a spot other than where it should have gone
Traffic Abandon	When citizens are reporting vehicles parked in odd/unauthorized places
Animal	Any animal-related call that does not represent an immediate threat to people
Found Property	Found property such as wallets, purses, etc.
Mail Out Report	Very specific crime types with no suspect information such as stolen phones.

Recommendation 5. Implement technologies to alleviate burdens on Patrol and increase capacity for crime prevention and community policing.**a. Begin use of online reporting paired with ongoing evaluation.**

Online reporting is easy for the victim, eliminates some duplicate data entry, and can free up officer time to respond to other calls. Personnel across the organization indicated numerous calls for service where the online reporting system “CopLogic” could be used for citizen reports of crime and scheduled patrol responses. The calls with the most opportunity are identified in **Exhibit 7**. While online reporting produces some efficiency, it also lessens contact between officers and the public. Each incremental change from in-person to electronic contact needs to be evaluated as to how it changes the relationship between the Department and the public.

Exhibit 7: Online Reporting Opportunity Call Types

NORCOM Call Types	Call Description
Civil	Used for neighbor complaints and other non-criminal calls between two parties
Lost Property	Used for lost property such as wallets, purses, etc.
Illegal Dumping	Used when someone has dumped something in a spot other than where it should have gone
Motor Vehicle Prowl	Used when a vehicle is broken into and items are taken
Malicious Mischief	Used for events such as graffiti, broken windows, etc. where no burglary/prowling is involved
Traffic Abandon	Used when citizens are reporting vehicles parked in odd/unauthorized places
Noise Complaint	Used when citizens have called in to report noise above a level they deem appropriate
Animal	Used for any animal-related call that does not represent an immediate threat to people
Found Property	For found property such as wallets, purses, etc.

- b. Once community use of CopLogic has stabilized, evaluate the impact online reporting of some crime types affects staffing needs.***

Recommendation 6. Increase data-informed policing with support from crime analysis.

Crime analysis is a critical function of law enforcement. Effective crime analysis can reduce crime using strategies that direct limited patrol resources efficiently. In addition to providing reports such as weekly crime summaries and year over year comparisons, crime analysis can also be used operationally to identify hot-spots and commonalities in crimes to reveal serial cases. At the command-level crime analysis can be used strategically for long-term planning and to optimize the workforce. (VERA Institute of Justice, 2014)

- a. Add capacity in the form of an additional Crime Analyst.***

The Investigations Lieutenant monitors and prioritizes crime analysis requests, but despite a managed workload, current capacity of the crime analysis unit is low due to frequent unplanned data requests and urgent crimes requiring large analytic lifts. The insufficient resources in the unit lead to long wait times for anything other than urgent requests. Up-to-date and geographically specific crime information will be needed to support the shift to more proactive patrol approaches and community-oriented problem-solving strategies. Additional capacity, in the form of a second crime analyst, should be added to absorb current workload and add capacity for urgent requests. This new capacity will free up existing resources to use data proactively, for both operations and strategy.

- b. Use local resources that can help support crime analysts in small departments.***

Many smaller departments have constrained crime analysis resources and there are organizations that offer support. The Bureau of Justice Assistance (BJA), one of the Office of Justice Programs run

by the U.S. Department of Justice, funds training and technical assistance directly to local agencies to enhance crime analysis capability. The “Crime Analysis on Demand” training and technical assistance connects departments to products and services that address analytical gaps. The BJA also offer symposiums and workshops to help increase and build analytical capacity. In addition to these resources, there is also a local peer working group for the Northwest that KPD should join. Working regionally and sharing information can help identify larger trends that span jurisdictional borders and address regional issues. Aside from the BJA, resources can be found through the Washington Association of Police Chiefs (WASPC) and the King County Chiefs.

c. *Provide internships to local university students such as students or graduates of the Seattle University crime analysis certificate program.*

The Criminal Justice programs have many students that are eager to gain experience and have the benefit of bringing new tactics and knowledge that could help create efficiencies in crime analysis within the department.

Recommendation 7. Shift KPD’s command structure to better align with new shift schedule and strengthened focus on crime prevention and community engagement.

KPD’s current command structure is reasonable, with appropriate span of command. However, with the addition of a third patrol shift and changes in peer department command structures, KPD should consider adjusting its command structure to better align with new the new shift schedule and provide parity with neighboring agencies.

a. *Align command structure with new 10-hour shifts to ensure appropriate span of control.*

Reorganize the existing lieutenant structure or create a third lieutenant position so that each 10-hour shift has a lieutenant.

b. *Clarify the line of command in the Chief’s absence and consider alternative command titles, such as Deputy Chief to better align with peer agencies organizational structures.*

The current command structure and titles serve to channel communication through the Police Chief. In the Chief’s absence, it is unclear who neighboring agencies and others should contact. Further, the current Captain rank is not parallel with Deputy Chiefs in neighboring jurisdictions, meaning that external communications that would preferably be directed to the next tier in the command structure is more likely to be directed back to the Police Chief. This creates inefficiencies and overburdens the Chief with tasks and communications that are in the Captains’ purview.

c. *Consider the merits of a permanent non-commissioned administrative manager position that can work closely with commissioned personnel while increasing the Department’s expertise and oversight capacity in administration.*

This additional consistent and highly trained administrative command and management capacity with skills related to budget, technology, records and other non-patrol functions is warranted given the increasing demands on crime analysis and technology reflected in many of the recommendations in this section.

Recommendation 8. Continue to monitor workload of Investigations and other units with shift to new policing model

The current staffing in Investigations is reasonable. However, making the best use of the detectives' skills requires thought about support services - e.g. is there adequate crime analyst and clerical support, are the detectives getting adequate training and mentoring etc. With additional demands on Patrol related to preventive policing, the current level of felony-case investigation could change and increase demand for additional investigative support or additional detectives. Investigative workloads are directly tied to which cases are filed and prosecuted.

a. Communicate regularly with the City prosecutors and City policy makers to maintain a shared understanding of the prosecution priorities and filing standards for the City.

City policy makers and the City Prosecutor's office set misdemeanor filing standards and priorities for the community. These filing standards and enforcement priorities affect police department deployment and resource utilization. KPD should regularly provide policy makers with current data to help inform these decisions.

The City may adjust its prioritization of civility or low level property crimes, or choose to implement deferral programs. Any policy direction of enforcement priorities will have an impact on deployment and support resource levels. For example, some cities choose not to prosecute or have a very high threshold for certain types of crimes such as car prowls, prostitution, or civility-related crimes. Cities with a high threshold have determined that they will not file a case unless the suspect has a specified number of previous arrests or convictions. This filing standard reduces the workload of investigations, by removing the need to file the case for use in a criminal proceeding. Alternatively, having a lower threshold for certain types of crimes would require additional police resources for those cases in order to investigate the crimes and prepare the file to the level required to prosecute the crime.

Recommendation 9. Assess community traffic enforcement priorities.

More community discussion is needed to evaluate and update how the Department approaches traffic. Carefully focused traffic enforcement (ticketing) can address community safety concerns but does little to address *congestion*, which may in fact be the primary concern of the community.

Currently, KPD's Traffic Unit is primarily focused on accident investigations and not ticketing. Using a simple workload-based assessment of the Traffic Unit, there appears to be adequate staffing for the current role and workload, with some additional capacity that could be allocated to other units where needed.

a. Engage community members to better understand their traffic-related concerns.

b. Based on this understanding, set appropriate objectives and staffing. Consider how the Traffic Unit and other resources are best used to address traffic issues relative to other community priorities.

- What is the appropriate traffic enforcement role for patrol officers?
- What is the capacity of the Traffic Unit to do tasks other than accident investigations?

c. Determine the importance of addressing school zone speeding relative to other potential uses of department resources.

Stakeholder and staff input did not describe speeding in school zones as a top priority in discussions with the consultant team. To better understand the relative priority of school zone speeding, the Department should work with the School District to gather data on how much speeding currently

occurs in the school zones, especially when children are present. This information should then be used to make an informed policy decision in collaboration with the City Council. In the end, the City must weigh this use of resources with others based on community priorities.

If reducing speeds in school zones is determined to be a priority issue, cameras can be an aid to calming traffic with a relatively less intensive use of officer resources. While each ticket generated by the camera system must have video footage reviewed by a commissioned officer before a ticket can be issued this takes less time than assigning an officer to this location during school hours.

Residents are often skeptical of camera-generated tickets, believing they are primarily a revenue source and not a meaningful safety tool. Evidence describing the magnitude of the safety issue gathered in collaboration with the school district should be used to communicate the public safety intent behind use of the cameras. Subsequent reduction in speeding should also be communicated to demonstrate success of the effort and the enhanced safety secured for school children.

Recommendation 10. Reevaluate staffing needs regularly to adapt to City development and population growth, with a focus now on current redevelopment occurring in Kirkland Urban and Totem Lake.

By the year 2035, the City of Kirkland is anticipated to grow its population by 13% to 99,632 residents. If call volume continues its current relationship with population, the Department can expect a 14% increase in patrol officer need over current recommended capacity in **Recommendation 4a**, requiring 81 officers by 2035. This is only one measure of future demand, and a variance analysis anticipating a 5 or 10% increase over current 2035 estimates could increase the officers needed to respond to demand up to 90 officers.

Changes in policing and new commercial development (such as the Village at Totem Lake and Kirkland Urban) and greater residential density may change demand and should be monitored. To better understand the potential impact of current redevelopment in Kirkland Urban and the Totem Lake, the Department's crime analyst should anticipate crime and appropriate service response by assessing the experiences of neighboring communities. Analysts from Bellevue, Bothell, Redmond, and Woodinville would be able to share changes in crime stats related to developments of comparable size, density, volume of public transit, and other factors.

2.3 Records Unit

The Records Unit is a core operation of the Department that requires special attention due to the current backlog and its effect on other functions. The workload of the Records Unit is impacted by its large volume of work in archiving and in Public Disclosure Requests (and associated redactions). This workload is currently challenging Records to be able to support the Department as well as desired.

Public Disclosure Requests. Public records requests for law enforcement records are often more complicated because of conflicting statutes and rapidly evolving case law. The number of Kirkland’s requests increased approximately 36% from 2013 to 2015 (based on WEBQA). In addition to the increased number, each request can include a number of reports to generate (as many as 200) and time-consuming redactions.

Year	Number of Requests
2013	1,918
2014	2,504
2015	2,609

Archive Backlog. There is a large backlog of records that need to be archived and also records that have been kept past their retention date. Keeping records past their required retention makes them subject to public disclosure and complicates the search process when responding to public records requests.

Succession Planning. Turnover is anticipated in the Records Unit, with the supervisor and PDR specialist both expected to retire in the next year.

Recommendations

Recommendation 11. Take a phased approach to strengthening the Records function, seeking efficiencies before adding capacity.

With some effort, efficiencies may be gained that will offset the need for additional capacity in the Records function. Note that the recommended new Administrative Manager described in **Recommendation 7** will add management capacity and oversight to this function.

a. Seek to address workload issues through increasing operational efficiencies.

- **Fund a special duty assignment or temporary position to clean up the archive backlog.**
- **Increase presence of City’s Public Disclosure Analyst.** Many of the Department's public disclosure requests require specialized review from the City's Public Disclosure Analyst. The Department would benefit from additional regularly scheduled time dedicated to KPD.
- **Monitor the impact of CopLogic on the record unit workload.** New online reporting through CopLogic, which is currently being tested, could lead to more crimes being reported, and therefore a higher workload for Records.
- **Conduct a lean analysis of Records, archiving, evidence and others to identify opportunities to create more efficient processes.**
- **If necessary, do a detailed workload analysis** coinciding with the lean process.

b. Add staffing if the above efficiencies do not alleviate concerns.

c. Create a staff succession plan to account for known retirements.

2.4 Corrections Unit

Kirkland Police Department's Corrections Unit experienced significant changes with their inmate population, facility design, operations and staff levels over the last two years as seen in **Exhibit 8**. While their increased staffing levels and deployment schedules may be adequate for day to day maintenance of normal operations, it does not support the development of systems and programs necessary to comply with best practices, national standards and mitigate risk associated with the operations of a municipal correctional facility. The bed capacity increased from a 12 bed Holding Facility to a 62 bed Correctional Facility; the average daily population increased from 11 male inmates to 40 male and female inmates; the average length of stay of inmates increased from 2 to 11 days. These changes collectively have had a tremendous impact on staffing levels, training needs, available resources and the achievement of desired goals.

Exhibit 8: Change in the Operations, Responsibility, and Liability of KPD Corrections

	Prior to 2014	Post-2014
Bed Capacity	12	62
Average Daily Population	11	40
Length of Stay (days)	2	11
Defined as	Holding Facility (<30 days)	Correctional Facility (< 365 days)

In spite of these critical changes in the scope of responsibility, the KPD Corrections Unit developed and implemented a two-week orientation and training of all staff to prepare for the transition to the new facility; adopted the Lexipol policy manual management system which provides content and a consistent format of all policies; successfully contracted with South Correctional Entity Regional Jail (SCORE) for Special Needs Inmates including high risk inmates with medical, mental health, assaultive and behavioral issues; and provided all staff with new state of the art equipment and uniforms. These achievements are noteworthy and demonstrate the intent of the Kirkland Police Department and Corrections Unit Administration to establish and support sound correctional practices.

The findings from the initial assessment of current jail operations indicate that overall the jail may not be managed in the most efficient and effective manner. Discussions with line staff, supervisors and administration revealed the desire and need to establish management systems; operating and supporting processes for sound decision making; data collection and analysis; process, outcome and key performance measures; vertical and horizontal communications strategies; employee performance measures; comprehensive policies and procedures; best practices inmate programs; and population management initiatives.

The below stated **Goals** were voiced indirectly by line and supervisory staff, city, police and corrections administrators as critically important. In order to accomplish these goals over the next two to three years, various strategies, processes and initiatives are recommended. These include audits, assessments, reviews, research, policy and procedure development and most importantly, development and implementation of management systems. All strategies, processes and initiatives should be plotted out in an Action Plan format in order to prioritize, assign responsibility, designate resources and establish a time line. Support from the City and KPD administration is critical to the successful implementation of these initiatives. By providing the necessary resources to seek technical assistance grants where available;

backfilling skilled staff to accomplish specific tasks; or contract when necessary -- these goals can be met within the next two to three years.

Corrections Goals

1. Safe, Secure and Sanitary Facility
2. Standards Driven Operations
3. Research Based/Data Driven Management Information System
4. Efficient and Effective Staff
5. Evidence Based Inmate Population Management Plan
6. Open, Transparent, Relative and Frequent Communications

Needed Systems Development

To attain these Goals, various management **systems** should be developed that will provide a solid foundation for jail operations and programs.

- Validated and Objective Inmate Classification System
- Comprehensive Management Information System
- Policies and Procedures compliant with American Corrections Association (ACA) Core Jail Standards
- Staffing Plan
- Training Plan
- Communications Plan

Recommendations

Recommendation 12. Articulate a clear and compelling direction for KPD Corrections Unit

As articulated by staff, the **Mission** of KPD's Corrections Unit is to protect the public by holding inmates accountable and providing opportunities for positive change. The **Vision** for the Unit is that inmates who are detained at KPD Jail go on to lead productive and crime free lives. In order to accomplish this Mission and establish a plan to realize the Vision of the KPD Corrections Unit, KPD and City Officials must be crystal clear on prioritizing their goals and provide the necessary resources and funding.

KPD is more than just a police department. KPD has an opportunity to improve public safety, change behavior and positively impact offenders' lives. A work environment can be created so staff can see the importance of their work and connect their daily work assignments to the Mission, Vision and Goals of the Agency. Further, that the establishment of a Corrections Unit Work Plan in collaboration with KPD and City Administration will ensure collaboration and communication while the Unit moves from a baseline of supervising inmates to a safe, secure and effective corrections operation supported by evidence based practices.

The Development of a Work Plan is the most pressing and critical initiative to organize and prioritize strategies and activities, designate responsibility, identify funding and resources, assign tasks, establish timelines, monitor and evaluate progress and readjust as needed. The above listed **systems** in need of development will become the basis for reaching the goals indicated above which ultimately support the Mission and Vision. These strategies and systems and can be attained by the development of a supported Strategic Plan.

- a. Engage Corrections staff to establish a compelling Purpose Statement and Guiding Principles for Corrections.***

b. Establish an action plan to guide systems development and the continued maturation of the Corrections Unit.

Recommendation 13. Establish a validated and objective inmate classification system.

Implementation of an **Objective Inmate Classification System** is recommended as the first and most important initiative as it provides the foundation to all operations. To operate safe, secure, and productive correctional operations, we must know what the inmate population is really comprised of as related to risk to the public, risk to other inmates and staff, and risk to themselves. Inmate needs are also important in terms of establishing relevant medical and mental health services; educational, vocational and reentry programs; drug and alcohol treatment services; and cognitive and/or behavioral treatment programs.

An Objective Inmate Classification System that is normed to the local jurisdiction reflects true risk; is reliable; non-discriminatory; efficient and easy to understand for staff and inmates alike. It ensures appropriate housing and program assignments; identifies least restrictive housing based on inmate's risk; involves prisoners in the process; and establishes a clear definition of operational goals and objectives. Advantages also include improved safety and security; reduced escapes, suicides, and assaults; supports cost savings; ensures consistent decision making; provides a structure for fair and equitable processing and programming of inmates; effectively and cost efficiently deploys personnel; identifies eligibility of low risk population for least restrictive, correctional options programs; and improves overall safety for staff and inmates.

Technical Assistance Grants are available through the National Institute of Corrections to conduct a Classification Review. Reportedly, there are still funds available for Inmate Classification, however all other travel and training technical assistance grants are frozen until January 2017. A National Institute of Corrections (NIC) Classification Review may be sufficient to determine if the risk instruments and scoring weights are normed for the KPD inmate population, however a complete Validation study may be in order.

a. Request Review and/or Validation Study of current Classification Process (NIC).

Recommendation 14. Ensure a safe, secure, and sanitary facility.

A Safe, Secure, and Sanitary Facility can be attained by initiating a Security Audit or Jail Vulnerability Assessment. This process can provide the roadmap to facility and security practices that may compromise inmate and staff safety. Existing policies, procedures and post orders will be reviewed and recommendations made. Often times, these recommendations result in reducing duplication, simplifying procedures, and identifying critical differences in duties related to various posts or types of inmates being managed. The National Institute of Corrections or our Washington State Sheriffs and Police Chiefs Association (WASPC) may provide the resources necessary.

A security audit is a "process of evaluation and analysis of security systems, policy, procedures, standards, and practice combined for a safe and secure environment." Its goal is to identify and correct security deficiencies. The three components of this process are to: 1. Determine if the physical plant supports the mission, vision, goals and objective; 2. Establish outcome and key performance measures as related to programs and services; and 3. Determine the performance levels and effectiveness of the staff. For example, a good staff can often manage safely and effectively even if a jail has a poorly designed physical plant. Similarly, a facility that ensures that inmates are continually involved in productive programs, can offset design flaws.

- a. Conduct a security audit or jail vulnerability assessment (NIC, WASPC)).*
- b. Develop Emergency/Critical Incident Response Plan*
- c. Develop, fund and implement Equipment Repair and Replacement Plan*
- d. Develop and implement random and unannounced Safety, Security and Sanitation Inspections conducted by Administration*

Recommendation 15. Implement standards-driven operations.

To ensure all KPD Corrections Unit operations are supported by nationally recognized correction's standards as well as standing court decisions, all existing and future policies, procedures and post orders must be reviewed for compliance. Successful litigation and court decisions are sometimes seen as a moving target so policy makers should stay current on legal issues through publications and training offered by national organizations such as the American Corrections Association (ACA), American Jail Association (AJA), National Prison Rape Elimination Act (PREA) Resource Center, National Institute of Corrections (NIC), and National Sheriff's Association (NSA). The most litigated corrections issues continue to be isolation/in cell times, mail, visiting, program opportunity, PREA compliance, and LGBTQI (Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex) parity issues.

- a. Compare existing policies, procedure, post orders and practices with National and State Standards – identify gaps.*
- b. Attend Legal Issues for Jails Training (AJA).*
- c. Review current litigation and court decisions regarding Administrative Segregation, Discipline Lockdown, Protective Custody housing (AJA Legal Issues).*
- d. Review NIC Policy, Review and Development Guide LGBTQI in Custodial Settings (NIC Library).*
- e. Develop and Implement an Inmate Discipline, Grievance and Appeal Process that will comply with recent court decisions (NIC).*
- f. Request initial PREA Pre-Audit Review to determine steps to PREA Certification.*
- g. Develop and implement scheduled operational reviews.*

Recommendation 16. Establish a research-based/data-driven inmate management information system.

KPD does not currently have a **Comprehensive Inmate Management Information System** or data collection and reporting strategy which could positively impact decisions of managing day to day jail operations and support research based planning for the future. In order to enhance the current jail information system, initial research utilizing jail information experts such as Looking Glass Analytics or King County Jail information staff to provide training and examples of the benefits of accurate and timely information would be a good starting point. A request should be made to Tyler Technologies/New World Information System to determine the capacity of their enhanced Odyssey Product Suite specifically the Integrated Jail Management System. A comparison of what their software is capable of providing (data, reports, formats, frequency, interpretation, analysis services) along with associated costs of other models could be used to determine the most cost effective means to implement a solid corrections Management Information System. In addition, corrections officers are currently performing clerical records work and

being paid an officer's wage for this work. The best use of resources would move this work from corrections officers to records clerks.

- a. Explore utilizing computer and electronic technology for efficiency, accuracy, and cost containment.*
- b. Review "How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators" (NIC).*
- c. Identify key data elements for decision making.*
- d. Obtain a list of available information data bytes from Tyler Technologies/New World Jail Information System.*
- e. Consult with Looking Glass Analytics to provide demonstration of service.*
- f. Consult with King County Detention research and information staff for examples of their data and reports.*
- g. Collaborate with NORCOM and Tyler Technologies/New World JIS to develop daily, monthly and annual inmate data reports.*
- h. Assign staff resources to ensure timely, accurate, relative reports generated.*
- i. Move warrants and records clerical responsibilities from corrections officers to records clerks.*

Recommendation 17. Employ efficient and effective staff.

To reach the aspiration of ensuring that KPD Corrections has the most **Efficient and Effective Staff** several strategies must occur. The KPD Corrections Unit has developed and implemented a staffing schedule for current operations. However, once a Validated Classification System and Management Information System are implemented the current schedule and deployment of staff should be analyzed using the National Institute of Corrections' Model. Staff costs can make up 70-80 percent of the annual budget so attention to managing, deploying and allocating staff is critical to controlling costs and effective management of a jail. The National Institute of Corrections (NIC) Staffing Analysis Workbook for Jails provides a model to help improve jail operations by improving jail staffing practices. It is helpful to "review and evaluate an existing staffing plan in response to changes at the facility or in policy." Technical Assistance Grants may be available in January, 2017 from NIC to assist with this process.

Similarly, the creation of a comprehensive **Staff Training Plan** that supports the onboarding of new staff as well as in-service annual training for all staff is an important component to developing the skills required for an effective staff. A Training Plan should be clear, concise, realistic, and measurable. A comprehensive Staff Training Plan will: identify goals of the agency; assess the training needs of the current staff; establish training objectives for newly hired staff as well as current staff; identify funding and training resources (including subject matter experts and on-line training resources); solicit feedback; evaluate and revise as necessary.

- a. Conduct Staffing Analysis (NIC model).*
- b. Develop a training plan.*
- c. Review recruiting, background, hiring and retention processes.*

Recommendation 18. Develop an evidence-based inmate population management plan.

An **Evidence Based Inmate Population Plan** begins with establishing the goals and purpose of in custody inmate programs based on the Vision, Mission and Values of the Agency. Components of an Inmate Population Plan include: A Housing Plan that ensures inmates will be housed in a safe and secure environment; development of in custody programs based on the needs of the population, available resources, and solid evidence based practices; establishment of correctional options programs based on the inmate's risk to reoffend. All correctional options programs must be developed in collaboration with the law and justice stakeholders to ensure success.

- a. Develop a housing plan with housing assignments based on inmate risk, needs and facility resources.**
- b. Initiate an inmate behavior management program (NIC – train the trainer funding request).**
- c. Recruit and train volunteers to oversee inmate programs.**
- d. Review agencies with similar size and operational scope re: budget, resources, content, frequency, success measures, schedules and implementation of successful inmate programs.**
- e. Develop and implement selected in-custody inmate programs.**
- f. Establish a Correctional Options Advisory Board comprised of stakeholders (see Law and Justice Council statutory membership for examples).**
- g. Develop correctional options programs to ensure least restrictive alternative without compromising safety.**
- h. Identify bed capacity and housing of current population.**

Recommendation 19. Communicate in an open, transparent, and frequent manner.

A Communications Plan for the Corrections Unit can be developed that will ensure **Open, Transparent, Relevant, and Frequent Communications**. The development of this plan can begin with a simple needs assessment or survey of corrections stakeholders including city and police administration, law and justice partners, volunteers and community partners, police and corrections staff. The survey should solicit what information they require or are interested in receiving. Frequency, format and recipients of the information should be identified and mapped out in the plan to determine daily, monthly, annual or as requested reports on corrections related data and general information.

- a. Engage stakeholders to determine what Corrections-related information they would like to receive, how often, and in what format.**

Stakeholders should represent City functions (Council, City Manager, budget, human relations) and Police functions (Police Chief, Patrol, administration, corrections union officers, Corrections Unit line staff, supervisory and civilian staff), and related stakeholders (courts, prosecutor, public defender, clerk, court security).

- b. Identify agenda items, frequency, participants for regularly scheduled meetings.**
- c. Identify content, frequency, audience, contributors, author, and support staff for written communication and report.**

Recommendation 20. When developmental improvements are complete, evaluate options for contracting out excess capacity.

When current population is safely and appropriately housed with low risk offenders transitioned to non-bed correctional options programs, the resulting vacant bed capacity may be utilized to generate revenue by contracting with other local agencies. This option should only be explored once Corrections has completed the above recommendations related needed to strengthen its core functions and serve as a fully-functional Correctional Facility.

- a. Conduct a cost benefit analysis for contracting out vacant bed capacity to other agencies.**
- b. Review with assigned Civil Prosecutor any contractual or potential liability concerns.**
- c. Develop a timeline for implementation of contracts.**

2.5 Community Relationships

As described in **Section 1.2**, the Kirkland community appreciates its relationship with its police department and would like: more engagement and more non-enforcement interactions. The proposed model shift introduced in **Recommendation 3** increases capacity for crime prevention and community policing, creating additional ability to engage community members in non-enforcement interactions. This investment seeks to preserve the goodwill that currently exists between community and department, and will also pay dividends in building effective crime prevention and crime response as described below.

Recommendations

Recommendation 21. Increase the frequency and depth of non-enforcement interactions with community members, building a stronger partnership with the community.

Dedicated effort will be necessary to maintain/improve positive relations with specific populations. In general, as the Eastside continues to diversify, the Department will benefit from more community engagement, greater diversity of its workforce, greater language abilities, and greater cultural competency.

- a. Build organizational capacity to develop community relationships, including training for all officers on community policing techniques.**

The Department may want to form community advisory groups representing interests whose perspective and input to the Department could enhance department operations. Typically, such advisory groups are assembled in collaboration with already identified leaders among the members of the groups. The groups may represent various interests: neighborhoods, social services, businesses, religious denominations, racial or ethnic groups, sexual identity groups, or ad hoc groups arising from topical issues of interest to the community and department.

Because studies demonstrate close police-community relationships are often the reason crimes are solved, the Department will want to have established trusting relationships with whatever individuals and groups might be of help in solving or preventing crimes. These relationships can be slow to develop, must be nurtured over time, and are fragile. Reaching out to these individuals and groups can be done in several ways: visits by department employees, invitations to attend informational meetings facilitated by department employees, and use of various electronic media.

Note that some dedicated community engagement functions can be fulfilled by limited commission personnel, training in effective community policing will be critical for all officers.

b. Increase the Department's overall cultural competency:

Trust and intimate relationships between police and diverse communities and individuals may take time. Relationship building cannot be rushed. The Department should acknowledge that this will be a process, there is no inoculation that can make everything better with one shot. The Chief may want to be the face of the Department in reaching out to these diverse communities and individuals as her demonstrated interest will be appreciated and valued.

Other potential strategies include:

- The Department may want to use its present training cadre to develop a resource list of readings, websites, presentations, and other available learning resources to be used by department employees to gain knowledge about current events, history, and issues.
- The Department training cadre may want to arrange a speaker's forum where members of the community are invited to interact with department employees on topical issues of race and ethnicity- or similarly sensitive matters.
- Create a welcoming environment by hosting social events at police facilities where diverse community members can interact with department employees in a loosely structured way, perhaps over ethnic meals subsidized by local businesses.

Recommendation 22. Increase electronic public access to departmental information.

a. Make improvements to the Department website.

Provide content on the website that adds value to the public's interaction with the Department and continue to update it regularly. Most law enforcement job applicants find information about Police Departments via the internet, and specifically on the Department's website. KPD's website is not especially visually appealing, interactive, or updated regularly. Adding visual appeal and more information to the website could assist with both recruitment and community outreach.

Include information relative to the Corrections Unit operations that would inform the public and law and justice stakeholders such as summary inmate data (ADP, ALOS, percent pre-trial status, percent of sentenced, racial breakdown, number and percent of male and female population); specific inmate information for public viewing by inmate families, friends, victims (who is in custody, status, court dates, booking and release dates. All of this is public information.

b. Improve use of social media.

KPD should expand its use of popular social media platforms, to continue its positive image and good relationship with the community. Continued proactive use of the Department's Twitter account and possession of the existing Kirkland Police Department Facebook account, as well as new Instagram or Snapchat accounts could provide an opportunity for the Department to promote the good work it does in the community.

Importantly, the Department should strive to create opportunities for social media *interactions* (two-way communication) with the community.

Several local jurisdictions use social media very effectively. Issaquah, Kent, and Mercer Island focus on sharing positive images of the department engaging with community members:

- Issaquah’s Facebook account highlights the department’s relationship with the community, including posts showing a School Resource Officer ready for the first day of school, annual cookie deliveries from the local Girl Scout Troop, thanks for officers that are retiring, and congratulatory posts for new corrections officers.
- Kent highlights the department’s participation in neighborhood family festivals with photos of their Neighborhood Response Team interacting with residents.
- The Mercer Island Police highlight their Citizens Academies and volunteer activities through posts with photos of officers interacting with the public.

Lynnwood provides more real-time updates on police activity by maintaining a Twitter account that alerts residents to high-priority police incidents, like stabbings and successful high-profile arrests.

[The State of Washington](#), [King County](#), and the [Kirkland City Council](#) have social media guidelines and/or policies that the Kirkland Police Department can leverage.

2.6 Performance Measurement

Performance measurement is critical to an organization. Performance measures inform a department’s policing priorities and form the standards that a department delivers against. They are also complex, easy to get wrong, and can demand disproportionate resources to implement. Many common measures are flawed or insufficient, and many departments remain focused on outdated indicators. Like other police departments, Kirkland emphasizes indicators such as enforcement productivity (e.g. arrests, tickets), response times, and clearance rates. Though productivity and response times show effort, they don’t reveal if the department or individual police officers are engaging in smart policing or if they are positively impacting the community. The Department should be moving toward a “balanced scorecard” approach for law enforcement, initially proposed by Kaplan and Norton in 1996. By broadening the focus of the police mission, Mark Moore suggests in *Recognizing Value in Policing* the focus should be framed around the following dimensions.

1. Reducing criminal victimization
2. Calling offenders to account
3. Reducing fear and enhancing personal security, guaranteeing safety in public spaces
4. Using financial resources fairly, efficiently, and effectively
5. Using force and authority fairly, efficiently, and effectively to achieve legitimacy with those policed

The Northern Ireland Policing Board is one example of using a balanced scorecard approach to measuring law enforcement performance, with a focus on service excellence, serious harm, and local policing. Their annual report contains a scorecard that indicates police performance on measures outlined under each identified goal. They follow strict protocols on how and when each metric is recorded. An example of this scorecard is shown in **Exhibit 9**. The Policing Board that oversees this process also conducts a survey of the community twice annually, in addition to surveys sent specifically to victims of crime in the past year. These surveys are used to determine the community’s satisfaction with police response times, treatment, and follow-up. (RAND , 2012)

Exhibit 9. An Example from Northern Ireland’s Annual Report Scorecard

Target	Performance	Target Achieved
1.1.1. To achieve a victim satisfaction rate of 75% for 2005–2006	PSNI/Northern Ireland Policing Board Victims Survey, quarters 1–3, 2005/2006: 80%	Achieved
1.2.1. To increase the percentage of people who think that the police do a good job by 5 percentage points	Omnibus survey: April 2005: 63% September 2005: 60% Average: 62%	Partially achieved
1.3.1. To increase the percentage of people who think that the police treat everyone equally by 5 percentage points	Omnibus survey: April 2005: 66% September 2005: 64%	Not achieved
1.4.1. To work toward establishing a baseline for measuring police response times to emergency calls, reporting to the Northern Ireland Policing Board quarterly	Within 5 minutes: 34.9% 5–9 minutes: 26.9% 10–14 minutes: 15.2% 15–19 minutes: 7.8% 20–24 minutes: 4.5% 25–29 minutes: 2.9% 30+ minutes: 7.9%	Achieved

Source: (RAND , 2012)

Recommendations

Recommendation 23. Measure organizational success based on indicators the community cares about. Organizational performance measures should drive individual performance measures.

a. Conduct annual Community Satisfaction Surveys in addition to the bi-annual city-wide Citizen Satisfaction Survey.

Use Community Satisfaction Surveys to create indicators based in community desires, such as citizen willingness to report crime, citizen fearfulness, and citizens’ perceived crime and disorder issues. Indicators should be chosen carefully, thinking about the ripple effects through the Department and any perverse incentives they could create. For example, if officers are given targets for traffic tickets, they may devote free time and resources to meeting that target, instead of addressing other emerging crimes or being visible in the community. The Community Surveys create an important feedback loop, informing priorities of Kirkland citizens and measuring departmental performance.

Questions for residents that can help lead to meaningful indicators include:

1. What do you think the current priorities are of the Kirkland Police Department?
2. What do you think the current priorities of the Department should be?
3. Have you had an encounter with the police? If yes, was the Department empathetic? If yes, was your issue resolved satisfactorily?
4. Do you feel informed about crime trends and safety issues in your community?
5. Have you accessed the KPD website? If so, did it answer your questions or provide the information requested?

b. Create quality metrics to accompany department-wide quantity metrics.

Quantity metrics are the most familiar and easiest to identify and measure, but quantity measures for the Department should be accompanied by quality metrics. Those quality metrics should be rooted in the Organization’s Mission, Vision, and Values (see **Section 2.1**) and, based on the type of work, measure dimensions such as: significance, professionalism, accuracy, timeliness, cost-efficiency, or client satisfaction.

c. Use performance measurement as a means to drive improvement and shape organizational culture.

Performance measurement shouldn’t be a single point in time measure of department success. It should be rooted in the larger organizational culture. Moving toward this model will require investment and support of those in every position - from those in leadership positions to officers and civilian personnel. Making results of performance measures broadly available, both internally and externally, can encourage this continuous support of the program.

Recommendation 24. Consider the development of Neighborhood Policing Plans with neighborhood - specific goals and measures.

Neighborhood Policing Plans allow departments to engage with neighborhoods and define performance measures specific to those communities. The process builds trust and partnerships to fight crime collaboratively and produce public safety collectively. Another benefit of neighborhood-specific goals and measures are that they allow the Department to have varied metrics across neighborhoods based on their specific public safety needs. The Seattle Police Department’s [“micro community policing plans”](#) provide a local example, though Kirkland may approach this work at a less “micro” level, engaging fewer, larger neighborhoods.

3. ADAPTING TO A CHANGING ENVIRONMENT

3.1 Management of Data and Technology

Technology plays an increasingly important role in the daily work of law enforcement officers in the field, equipping them with enforcement and investigative tools that have the potential to make them safer, better informed, and more effective and efficient.

The City of Kirkland has a centralized IT Department that provides services to the Police Department. The IT Director has a well-developed understanding of the unique issues related to criminal justice information management. The new Justice Center facility was built with future technology in mind. The Police Department is in a good position to move forward with new technology, and the officers have indicated a desire to embrace new technologies to create efficiencies and enhance their service.

Important considerations:

- For all technology improvements or enhancements, the Department needs to consider the impacts on the records unit as well as privacy concerns of the public.
- Many of the current KPD officers and the upcoming generation of potential recruits have high technology expectations. Keeping current and progressive with technology tools may draw in new employees, as well as retain current employees.
- There are some tools that often grab attention but may not offer value to KPD at this time. These tools include facial recognition software (other than used with booking photos), gunshot detection systems, or drones.

Recommendations

The Department should be progressive, but not overly aggressive with regard to technology. It should find ways to engage staff, community members, and community partners in new and emerging technologies. Technology leadership will uphold the expectations of a tech-savvy community and aid in staff retention and recruitment.

Recommendation 25. Increase the Department's ability to manage technology in a strategic manner.

a. Establish a "Technology Champion" role.

To increase capacity for addressing technology in a thoughtful and well-managed way, the Department should create dedicated capacity and consistent support for IT. This internal "Technology Champion" may be a full-time position, or dedicated capacity within an existing FTE. This individual should be tasked with:

- Maintaining currency with technology advances in public safety.
- Collaborating directly with the City's IT Director, serving as a consistent liaison between the Department and the City.
- Monitoring current tools and evaluating future tools to avoid gathering disparate technology systems that cannot communicate with one another.

- Reviewing technical and budgetary impacts of new technology, using the International Association of Chiefs of Police (IACP) Technology Policy Framework and City policymakers to discuss the appropriate use and management of the tools.

b. Engage local technology firms and community members as technology partners.

Many technology companies enthusiastically partner with law enforcement agencies as a development opportunity for their own employees as well as a public service. Several sophisticated technology companies have offices in Kirkland: Google, Microsoft, INRIX, Acumatica all have large offices in the City and could be valued partners in learning about technology tools, sharing resources and enhancing KPD's technology toolkit. Tableau trains police departments how to enhance visualization of their crime data for internal use in streamlining police processes in crime mapping and other crime analysis, and for external use, as a way to share data with the public.

In addition, the public meeting room space in the Justice Center can be used to host technology demonstrations, hackathons, or other technology events sponsored by KPD and involving community partners.

3.2 Emerging Data Analysis Tools and Other Technologies

Contemporary policing is being affected by rapidly emerging new technologies. KPD's current and potential use of some existing tools is explored in **Section 3.1**, while this section focuses on emergent technologies. Technology is becoming an increasingly important means by which law enforcement agencies accomplish their missions and meet the evolving expectations of their communities:

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

Recommendations

The recommendations that follow are listed in sequential order reflecting the relative immediacy of uptake suggested by the consultant team. This reflects the relative maturity of the technologies in question and the relative benefits they can provide KPD. Note that speeding cameras were discussed earlier in the document, under **Recommendation 9**.

Recommendation 26. Increase use of real time crime data.

Law enforcement data systems are being developed to gather large amounts of data from multiple sources, analyze the data, and use it to make rapid deployment and response decisions. This information can also be used for predictive and intelligence-led policing strategies for more efficient deployment of resources and increased apprehension rates. The Department's staff capacity to take advantage of these advances is addressed in **Recommendation 5**, which speaks to the need for an additional Crime Analyst position.

- a. Evaluate current use of New World system and functionality. Determine if the system could be enhanced by creating additional modules in the current Records Management System.**
- b. Explore emerging analytic tools that can be used with the existing crime information generated through the New World records system.**
- c. Evaluate new forensic tools that become available.**

For example, new truth detection systems are becoming available that can be used to in lieu of polygraphs. It may provide value to the detectives in lieu of using a polygraph in some circumstances. It is inexpensive and easy to learn.

- d. Invest time with the Automated Fingerprint Identification System technicians to learn the latest tools that can be used with their system.**

New tools such as mobile fingerprint units could aid the Department in making instant identifications and cut down on mistaken identity.

This task would be ideally suited to either the detectives or evidence technicians.

Recommendation 27. Purchase tools with mobile device capability.

Kirkland officers have mobile data terminals in their vehicles but do not have hand-held mobile devices such as tablets or smart phones. The vehicle-based mobile data terminals are limited in their functionality due to their interconnectedness with the dispatch system, NORCOM, and cannot access the internet or the internal City network. Many applications are being developed to push information out to officers on mobile devices (tablets and phones). These tools can aid in confirming identity of witnesses and/or suspects, gathering evidence, filling out contact forms, and officers in the field receiving a wider range of timely information. Emerging law enforcement technology innovations and applications will require putting additional mobile tools in the hands of officers.

Any acquisition of a new tool should be carefully evaluated by the Technology Champion and the City's IT Department to make sure that it is compatible with other equipment and that data gathered by that tool will not have to be reentered into another system.

Recommendation 28. Examine results of local two-year body-worn video pilots.

Many agencies are evaluating whether to deploy body-worn video cameras to gather evidence in cases, and for police accountability related to their interactions with the public. Although body-worn cameras can offer benefits, they also raise serious questions about how technology is changing the relationship between police and the community. A two-year pilot window recently passed and our recommendation is to closely monitor and evaluate the results of the 50 jurisdictions that chose to participate in these pilots. The police departments shown at right may be of particular interest given their geographic proximity to and shared characteristics with Kirkland.

During evaluation, community desires as well as the total cost of operating body worn cameras should be considered, including camera upgrades and other equipment as well as ongoing records management (indexing, redacting, storing, uploading, reviewing, retrieving and matching video with case records, and transmitting video to prosecutors and courts).

- Auburn
- Bainbridge Island
- Bellevue
- Bellingham
- Bremerton
- Gig Harbor
- Lake Forrest Park
- Lake Stevens
- Lakewood
- Lynwood
- Mill Creek
- Monroe
- Puyallup
- Renton
- Seattle
- Tukwila

Recommendation 29. Invest in automated license plate readers for patrol vehicles.

Automated license plate readers can assist officers with identifying and recovering stolen vehicles, locate wanted vehicles, and provide information for various types of investigations. The parking enforcement vehicle has this technology, but the functionality should be available to officers beyond the Traffic Unit to aid in proactive crime prevention.

3.3 Adapting to Regulatory Changes

The following recent and potential future changes in state and federal laws and regulations could impact KPD's future operations:

- **Sentencing requirements.** The trend in Washington State is toward less jail time, and more diversion or referral to treatment services or community service, especially for those involved in low level drug or property crimes. The level of supervision of individuals who commit such crimes and who are no longer being incarcerated is minimal and especially if they are doing low level property crime (bike theft, car prowls, burglaries, shoplifting, etc.) to support a drug habit or due to other untreated conditions, the criminal behavior is more likely to continue.
- **Marijuana legalization.** After the legalization of recreational marijuana, Washington law enforcement agencies are still working out the practical aspects of their relationship and involvement with marijuana possession, consumption, and distribution crimes. The State Legislature continues to modify roles and responsibilities between local law enforcement and the State's Liquor and Cannabis board, especially as it relates to medical marijuana dispensaries and personal growing operations.
- **Washington State Public Records Act.** Washington's Public Records Act requires that all records maintained by state and local agencies be made available to all members of the public with only narrow statutory exemptions. Due to the potential liability related to disclosure errors and the complicated web of rules related to law enforcement records, police departments, including Kirkland,

devote sizeable resources to managing the public records process, taking resources away from other priorities.

- **Disparate impact of criminal justice system.** Policy makers at all levels of government are concerned about the overrepresentation of minorities in arrests, convictions, and sentences. Police departments are being asked to collect more demographic data to help study these issues, which can be time consuming and may require new policies, forms, and data aggregation tools. KPD will need to monitor this change as reflected in **Recommendation 30**, below.

Recommendations

Recommendation 30. Determine the demographic data that KPD will collect to monitor the impact of the City's criminal justice system on minorities.

The President's Task Force on 21st Century Policing recommends the following:

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics. [emphasis added]

As noted previously in this report, KPD overall enjoys a positive relationship with the community it serves. This relationship should be protected as the agency's greatest asset, particularly in the current national context of strained police/community relations. Stakeholder input gathered in this process did surface some concerns of racial bias on the part of KPD (see page 4). To better understand this issue, we recommend that the Department gather, analyze, and share data on the relationship between law enforcement interactions and race.

KPD should engage City policymakers in determining what level of detail and how much data they want to collect, analyze, and report. Only data that will be used should be gathered. This will require modifying forms and records templates to gather additional data, and demand time from officers, as well as the Records and the Crime Analysis units. Each data point collected will add time to each police encounter to collect and input the information, and new forms will likely create large amounts of data that will need to be analyzed, stored, and managed.

Many other law enforcement agencies have started collecting demographic data including the Washington State Patrol and City of Seattle. The Department of Justice published a [Resource Guide on Racial Profiling Data Collection Systems](#), with data collection goals and limitations, case studies of jurisdictions outside of the Puget Sound area, and recommendations for traffic-stop data collection systems. The demographic data that should be collected during traffic stops includes date of birth, gender, race/ethnicity, and reason for the stop.

3.4 Evolving Social Challenges

Broad social conditions will continue to create challenges for the City of Kirkland and other communities in Washington State:

- **Mental health and substance abuse.** Washington State does not have enough services for individuals experiencing mental illness or substance abuse crises. Consequently, police are called upon when these untreated or unhoused individuals commit crimes, cause disorder, or endanger others. Law

enforcement contacts with individuals in crisis continues to grow. Officers find inadequate options available to assist with these encounters. Even individuals who desire treatment (either emergency medical detox, or longer term treatment) find that the treatment centers have no capacity.

Opioid abuse is widespread throughout our region, and often contributes to three types of crime: use-related crime by individuals who take drugs that affect their behavior, economic-related crime to fund a drug habit, and system-related crime that result from the structure of the drug manufacture and delivery of drugs.

- **Homelessness.** The entire Puget Sound region is experiencing a large increase in individuals and families experiencing homelessness, some of whom sleep or camp in unauthorized areas or live in their vehicles. Police often are the first service provider called to respond to citizen complaints about these individuals. Kirkland's Parks and Community Services Department and Police Department collaborate to make referrals to appropriate services or take law enforcement action when necessary. Some individuals are experiencing mental health or substance abuse issues, or are engaging in low-level property and drug crimes. In many cases police have a legal basis to arrest and/or book a person for these crimes, but there is a trend toward diversion or referral to services instead of arrest, booking or charging.

It is likely that the number of homeless individuals on the Eastside will increase and programs, training, and collaborative efforts to address this population will need to expand.

- **Privacy concerns.** With the enhanced ability of police departments and other public agencies to gather and store large quantities of data and connect regional data systems, civil rights organizations and some citizens are concerned about privacy. There are calls to limit the amount of information that is gathered, especially in the context of law enforcement activities. Tools such as video surveillance, body-worn or in-car video, automatic license plate readers, and facial recognition software are becoming a focus of privacy concerns, especially in the context of Washington's Public Records Act.

Recommendations

Recommendation 31. Increase Department capacity and expertise for handling increasing behavioral and mental health challenges.

Currently KPD partners with an outside social services agency for behavioral health events. Every indication is that the frequency with which the Department interacts with individuals with mental and behavioral health complications will increase. We recommend exploring other partnerships and potentially increasing in-house capacity and expertise, either through another City department or via KPD staff, though there are good reasons to have the function fulfilled by staff outside the Police Department.

This issue may be fruitful to pursue in collaboration with neighboring communities or via a regional partnership, the subject of the next section.

3.5 Partnerships

Effective partnerships can provide the benefit of a large amount of expertise for emergencies with a reasonable amount of officer resource commitment. These partnerships also give officers an opportunity to develop professional relationships and skills. Kirkland Police currently participates in the FBI Cybercrimes Task Force, the Washington State Internet Crimes Against Children Taskforce, North Sound Metro SWAT and, until June 2016, the East Side Narcotics Taskforce.

Recommendations

Recommendation 32. Partner with other public safety agencies in the region.

Explore partnership opportunities to address issues that are more efficiently or more effectively addressed in collaboration with others. With its new firing range, Kirkland can offer access to an increasingly scarce resource and so should leverage this asset in exploring partnerships.

Regional collaboration may make most sense related to:

- Water and bike patrols.
- Tactical Emergency Medical Support (EMS). Tactical EMS provides emergency medical care during high-risk special operations, such as active-shooter scenarios. Having tactical EMS experience can save officer and citizen lives.
- Community engagement. This may take the form of coordinating outreach by City of Kirkland entities (Police, Fire, Emergency Management, Parks, etc.) to align messages, leverage outreach efforts to carry multiple messages, and sharing effective tools, techniques, and partners. The increasing complexity of culturally- and linguistically-tailored outreach also means that it may be effective to share resources with neighboring Eastside agencies facing the same challenges of serving an increasingly diverse population.
- Narcotics, Car Thefts, and Gangs.
- Internal Investigations and Use of Force reviews.
- Regional Crime Analysis.
- Special Events.
- Legal Advising.

Recommendations from other sections also relate to partnerships, including:

- **Recommendation 25** encourages partnerships with technology companies.
- **Recommendation 31** notes that regional collaboration may be an effective way to address human services issues.

City of Kirkland Operating Value Related to Regional Partnerships

Kirkland encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond our boundaries.

4. STRENGTHENING THE ORGANIZATION

4.1 Overall Situation Assessment

The Kirkland Police Department has undergone significant change, including the recent appointment of a new Police Chief. The recent changes, including an annexation expanding the geographic jurisdiction of the department, an increase in the number of department personnel, a new facility, and new work shifts, while presenting challenges, also offer an opportunity for the new Police Chief to inspire a course for transformational progress.

Organizational culture can be defined as the way the Department operates and the interactions among its members. It encompasses the work atmosphere; bonds among employees; how the Department learns; and the norms and values of the department. It is the deep identity of the organization and can enhance the Department or damage it.

4.2 Communication, Connection, and Collaborative Leadership

The functioning of any organization is as dependent on internal communications and culture as it is on having the proper people, training, equipment, and procedures. The assessment work found that there are opportunities to improve vertical and horizontal communication flow. Staff described cultural challenges created by the new facility that physically separates functions and decreases informal communication. This has led the Department rely more on e-mail and phone contact rather than face-to-face conversation.

The assessment also found that in addition to physical communication issues, there is a divided culture that has grown out of an historically strong hierarchy that limits innovation and organizational learning and improvement. This has led to limited delegation of tasks that can lead to decreased efficiencies.

Recommendations

Recommendation 33. Implement proactive change management and strengthen internal vertical communication flow.

The residual effects of recent significant changes (annexation, staffing expansion, new facility, new patrol work shifts, and the anticipation of additional change resulting from the recent selection of a new Police Chief) continue to ripple through the Department, creating concurrent feelings of loss and hopefulness among employees. There is a need for a proactive change management approach to address these issues head on, communicating the Department's strategy internally before making public announcements of changes. Department staff should hear of changes first, before hearing on the news or rumor mill.

Communication systems should support the effective dissemination of command direction, organizational, and individual performance expectations, and revisions in departmental policies and procedures. In addition, vertical communication improvements are required for identifying and clarifying decision-making processes and promoting constructive feedback and input from employees.

a. Strengthen leadership's communication of issues of importance.

Focus on decreasing emails to convey important shifts in policy or procedure and increase in-person communications.

b. Focus on improving communication at the sergeant level.

Sergeants are the main connector between command and officers and strong leadership in this position can improve vertical communication for commissioned personnel.

Recommendation 34. Strive to create a strong department-wide culture that unites diverse work groups under the Kirkland Police banner.

KPD is a relatively large and relatively diverse organization. While individuals naturally feel most connected to their individual work group, it is critical for the success of the organization to maintain a strong Department-wide identity that embraces all work units and both civilian and commissioned personnel.

a. Promote a department-wide identity through communications, celebrations, personnel recognition, and other opportunities.**b. Break down silos in horizontal communication.**

Staff reported horizontal communication is “siloeed,” i.e., intra-unit information may flow well but inter-unit information flows poorly, creating information voids or confusion that generate inaccurate speculation, rumor, and ill will.

Internal newsletters or other communication devices can be used to share information of unit's work. For example, few people knew about CopLogic, the social media plan, new recruitment strategies, and other meaningful, positive changes occurring in the department. Keeping people notified helps limit rumors or misunderstandings about what is happening.

Recommendation 35. Continue to preach and practice collaborative leadership in which personal initiative and suggestions for improvement are welcomed so long as they are well-intentioned, professionally delivered, and aligned with KPD's Philosophy, Vision, Mission, and Values.

KPD's Philosophy encourages independent decision making and leadership when it is informed by, aligned with, and accountable to community and departmental values.

“Collaborative Leadership,” the systematic development of all formal and informal leadership throughout the Department at all levels, including commissioned and non-commissioned personnel, is a way to enhance the flexibility and responsiveness of the organization to anticipate and respond to evolving environments and associated service expectations. It acknowledges that neither the chief nor any centralized authority can make all the decisions necessary to ensure the efficient and effective functioning of such a complex organization. Collaborative Leadership has five characteristics:

1. A shared understanding of what leadership means in the department.
2. A commitment to shared goals and values by leaders at all levels of the department.
3. A recognition that leaders at different levels in the Department have varying responsibilities and therefore must be trained according to their needs.
4. Formal training to develop leader knowledge and skills at all levels.
5. A means to assess where leaders are in the Department and their evolution as leaders.

Collaborative Leadership has many benefits, including:

- Creating a more intelligent and adaptive agency.
- Cultivating future leaders (succession planning).
- Creating a positive workplace environment in which employees feel valued, respected, and that they have opportunities for growth (retention and attraction).

a. Create opportunities to match individual interest and talents with organizational needs.

Department staff bring a variety of strengths and interests to the workplace, not all of which may be actively utilized. Professional development plans (see **Recommendation 37**) can be used to link individual talents to departmental initiatives, encouraging staff members to contribute in a well-managed way where they have interest/strengths. These contributions and special duty assignments simultaneously strengthen the department, provide professional development and succession planning opportunities (see **Recommendation 38**), and enhance engagement and job satisfaction, leading to retention.

4.3 Performance Evaluations and Professional Development

As an accredited agency, KPD is required to do yearly performance evaluations. KPD Administration states that all employees received an evaluation in 2015, and that a new patrol evaluation was just completed.

In speaking with department employees, we found widespread dissatisfaction with the present performance evaluation process. Moreover, several employees stated they had not been evaluated in some time. Comments about the evaluation form included:

- It lacks meaningful performance standards.
- It is not tailored to the specific positions being evaluated.
- It does not promote constructive discussion between the evaluator and the person being evaluated.
- It fails to contribute to a Personal Performance Plan for the individual being evaluated.
- It is administered infrequently and in a subjective manner.

There is a strong desire for a more meaningful evaluation and professional development processes for both commissioned and non-commissioned employees.

Recommendations

Recommendation 36. Revamp the current evaluation process and supporting tools.

There is a widespread and deep desire for processes that capture not only simple quantitative-based performance but also recognize the qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. Staff further believe performance should be evaluated for how the individual supports the Mission, Vision, and Core Values of the Department.

a. Revise the evaluation process.

Staff currently evaluate their superiors just prior to being evaluated themselves, a sequence which, warranted or not, creates a fear of reprisal. This practice creates strong disincentives for honest

feedback. The Department should create a process for subordinates to evaluate superiors in a way that promotes a productive critique, ensures the anonymity of the subordinate, and protects them from retaliation. This should include separating supervisor evaluations from evaluations of subordinates.

It may be advantageous to have input gathered by a lieutenant, analyzed for themes, and presented in productive fashion.

The employee whose performance is being evaluated and the supervisor conducting the performance evaluation should collaborate to draft a Professional Development Plan for the employee to develop the knowledge and skills helpful for the employee to assume a higher responsibility or desired position. The plan may consist of readings, discussions via mentoring, training classes, or experiences.

b. Establish clear and transparent expectations defining what individuals will be evaluated for by position.

The framework for evaluation should be based on clear position descriptions and identified desired competencies. Revisit and update position descriptions throughout the Department to gain a clear understanding of roles and responsibilities across the agency and how they tie to the overall Department's overarching philosophy.

In addition to capturing simple quantitative-based performance measures, it is important to recognize qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. A performance evaluation should also consider how the individual supports the Mission, Vision, and Core Values of the Department.

The evaluation process should likely incorporate self-reflection and evaluation.

Recommendation 37. Strengthen professional development planning, establishing a longer-term view and linking to Departmental succession management efforts.

An organization's commitment to the ongoing professional development of its employees is directly correlated to staff retention, succession management, and even recruitment.

a. Establish a long-term focus in professional development planning.

The current focus in professional development conversations is very short-term (the current year), resulting in goals that are too modest as staff are incentivized to show attainment of stated goals. Instead, this process should have a long-term focus, looking out 5 or even 10 years.

Long-term goals should align with the organizational needs of the Department (a part of succession management discussed in **Recommendation 38**) and should be used to directly inform training goals and budgets and the departmental level.

b. Support and evaluate staff in leadership positions for their ability to grow their staff through collaborative leadership, evaluations, and professional development.

Supervisors should be mentors and advocates, helping people achieve their long-term goals. If someone aspires to an unreasonable goal given his/her abilities, it is the responsibility of the supervisor to have an honest conversation, or to give them the opportunity to succeed or fail. Supervisors may need training and skill development to perform this function well. It is a core duty for a sergeant.

With the new shift bidding process, people will get a new supervisor, with a new look at their goals, each year.

4.4 Retention, Succession Management, and Recruitment

The Kirkland Police Department pays close attention to the composition of its workforce as it relates to age, seniority, and retirement. The Department enjoys a good reputation in the area with good pay and benefits. That said, as with other public agencies in the region, the Department is facing a pending wave of retirements creating concerns about retention, leadership succession, and recruitment. In the next nine years, almost 40% of Kirkland’s staff will become eligible for retirement. Though all eligible staff will not choose to retire due to health benefits the Department affords as well as increases in pay that come with seniority, the number of staff with eligible retirements remains a risk for the Department. Approximately 15% of the KPD staff are currently eligible for retirement, all of them commissioned officers. See **Appendix 4** for more information.

Recommendations

Recommendations related to retention, succession management and recruitment are made here, but many other sections of the plan make recommendations related to making KPD a great place to work (including improved communications – **Section 4.2**, personal development – **Section 4.3**, etc.), which will contribute to the retention of existing employees.

Recommendation 38. Establish a succession management program.

- a. Establish a succession management approach.** Establish a deliberate and systematic effort to encourage individual advancement and ensure continuity in key positions, including management, technical and professional specialist roles.
- b. Analyze the data.** Understand where the Department will need to take a more proactive role in cultivating future leaders. This includes identifying key leadership positions that will need replacement due to pending retirements.
- c. Hire for future leaders.** Include consideration of quality and character – key ingredients for future leaders – when hiring at all levels and for all positions.
- d. Be transparent about expectations and competencies for leadership, establishing a career development guide and specifics for each rank/level of responsibility.**

There is a large body of research surrounding the leadership competencies for law enforcement employees at all ranks and levels of responsibility within an organization. There are studies from the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), Federal Law Enforcement Training Centers (FLETC), Royal Canadian Mounted Police (RCMP), U.S. Army, and others that list these competencies for various supervisory and leadership positions. Although there are variations of these lists, most set out similar competencies that can be grouped together in the following categories:

Succession Management

Succession management proactively identifies, trains, and develops internal staff to fill leadership positions, expanding the availability of experienced and capable employees when retirements occur.

Successful succession management can shape an organization’s leadership culture and build a leadership pipeline by concentrating resources on talent development.

- Ethics/integrity
- Vision and goals
- Getting results - completing tasks/making decisions/solving problems
- Communication
- Coaching/training/mentoring
- Technical improvement/self-improvement

Working within each category, it is possible to list more details specific to a particular rank or position. Therefore, more detailed lists can be assembled for desired ranks/levels of responsibility.

- e. **Cultivate individuals.** Identify those with the aptitude and desire to advance; provide critical development experiences and mentoring that actively guides them through career development.

Recommendation 39. Continue to strengthen recruitment efforts to get the best qualified applicants aligned with KPD's values.

The Department should create a formal recruitment plan that prioritizes desired competencies aligning with the Departmental Philosophy, Vision, Mission, and Values.

a. Modernize hiring standards.

Throughout the organization hiring standards are cited as a point of pride for staff, but they have also posed a challenge for recruitment. We recommend that the Department review all of its oral board testing, background screening, and minimum qualifications criteria to evaluate whether these standards are still relevant to their desired workforce.

b. Use limited commission positions as hiring pool for fully commissioned officers.

Positions like limited commission Community Service Officers can provide opportunities to test recruits before investing in trainings required for full commissioning.

c. Continue a strong marketing campaign that highlights the new Justice Center Facility and demonstrates the Department's progressive stance on technology.

The Department should continue current marketing efforts and increased media presence, which will be helpful in keeping Kirkland at the forefront of potential recruits' minds and updating the image they may have of Kirkland. Specific ideas include:

- Using public events as a forum for promoting the Department as a superior workplace.
- Continuing to host trainings at the new Justice Center and use those trainings as recruitment opportunities while promoting the Department's modern facilities.
- Using technology for marketing efforts: update the Department's website, allow for electronic application forms, and communicate with texts or email on progress of candidate applications.

- Targeting recruitment of Millennials who are increasingly dominating the hiring pool, estimated to constitute more than 75% of the workforce in the next 10 years. See sidebar at right.

In general, the agencies that are doing well hiring and recruiting are those who have a highly motivated and active person dedicated to shepherding applicants through the process and keeping in regular contact with them. The State Patrol and SCORE are noted as being very good at this process; they and others typically have recruiters present when Public Safety Testing holds testing events.

d. Increase diversity in hiring.

As Kirkland continues to grow, the Department should strive to reflect the diversity of the community in its workforce. KPD should work with Civil Service to develop specific, measurable, diversity goals, with incentives to increase diversity in initial applicant pools. Diversity in race as well as gender should be prioritized. For example, additional points could be given during the hiring process for language proficiency in languages that are relevant to the Kirkland population. Other examples of incentives are a 5% dual language premium provided by King County Sheriff's Office. An example of diversity in hiring goal, from Irving, California, is to have minorities and women make up more than 50% of entrance exam takers.

Given Civil Service requirements, some variables related to recruiting cannot be changed. The Department controls its own process, however, and its chances of landing the right candidate will increase if the process is swift and lean:

- Eliminate duplicate processes and meaningless steps.
- Eliminate errors.

Finally, as noted by community stakeholders during interviews, partnerships with local organizations and community-based organizations could be used to raise KPD's profile and reputation with members of diverse communities, encouraging more to apply for open positions with KPD.

Strategies for Recruiting Millennials

Meet them where they are:

- Seattle University Job Fair
- Central Washington University's Women in Law Enforcement Job Fair

Target those employed in:

- Companies that are downsizing as posted on the Washington State Employment Security Department website:

<https://esd.wa.gov/about-employees/WARN>

- Jobs where Millennials may become bored, including the airline industry, nursing, or teaching

Identify personality interests or strengths that are compatible with a public safety career and KPD's Philosophy.

5. CONCLUSION

Kirkland Police began this strategic planning process in a strong position, with a robust positive relationship with community members, a healthy and respectful affiliation with other partners in the City of Kirkland organization, and strong leadership, people, and infrastructure. Perhaps most important, the Department has confidence and aspirations for excellence that are well-founded based on its long history of being an effective and professional agency.

The BERK team strongly believes that the recommendations contained in this report will further strengthen the organization by:

- Articulating what is most important to the community and to the Department.
- Executing a significant shift in operations, from a more reactive model to a more proactive model focused on community policing and crime prevention, relying on strong data systems, strengthened community relations, and enhanced officer training.
- Further professionalizing the Corrections function.
- Strengthening internal communications, performance evaluations, and other important tools.

As the Department begins to implement these recommendations, bargain changes with the guild, and make other improvements in the Department, we suggest that the following actions deserve prioritization:

- Finalize the Department's Philosophy, Vision, Mission, and Values.
- Engage the community in establishing policing priorities.
- Establish a detailed workplan and timeline for system and process improvements identified in this report.

The result of this hard and important work should be stronger community connections and demonstrable performance improvements. Further, the Department will be well prepared for ongoing and upcoming changes in its operating environment, including new technologies and new regulations, as well as ongoing population growth and increasing commercial and residential density in the City of Kirkland.



KIRKLAND POLICE DEPARTMENT

Consultant Report: TECHNICAL APPENDICES

Final – September 30, 2016



"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

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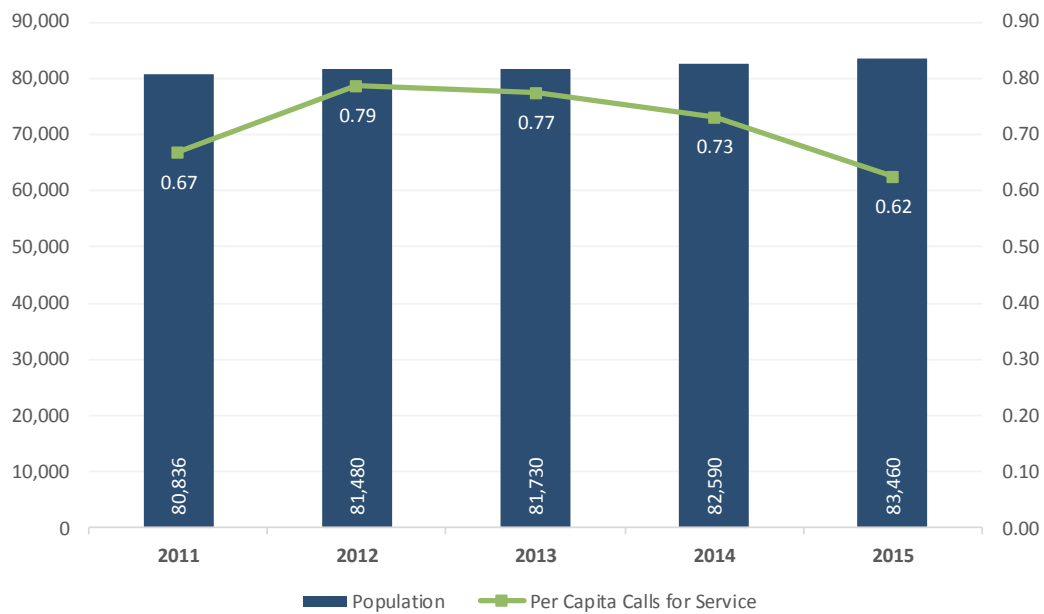
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1. KIRKLAND CRIME TRENDS

Kirkland experiences relatively similar crime levels as neighboring Redmond and Bothell, with lower crime rates than the state overall. Despite an overall similar crime profile to neighboring jurisdictions, Kirkland has a higher rate of motor vehicle theft and larceny than Redmond and Bothell, and experienced increases in these crimes from 2012 to 2014 while these crimes were decreasing statewide and nationwide.

As seen in **Exhibit 1**, Kirkland's per capita calls for service have been fairly steady since annexation in 2011. After the annexation there were 0.67 per capita calls for service for 2011. That number increased to 0.79 in 2012. Since 2012, per capita calls for service have decreased each year. On average, over the last five years, there have been 0.72 calls for service per resident.

Exhibit 1: Per Capita Calls for Service



Source: (Kirkland PD, 2010 - 2015)

Crime Statistics

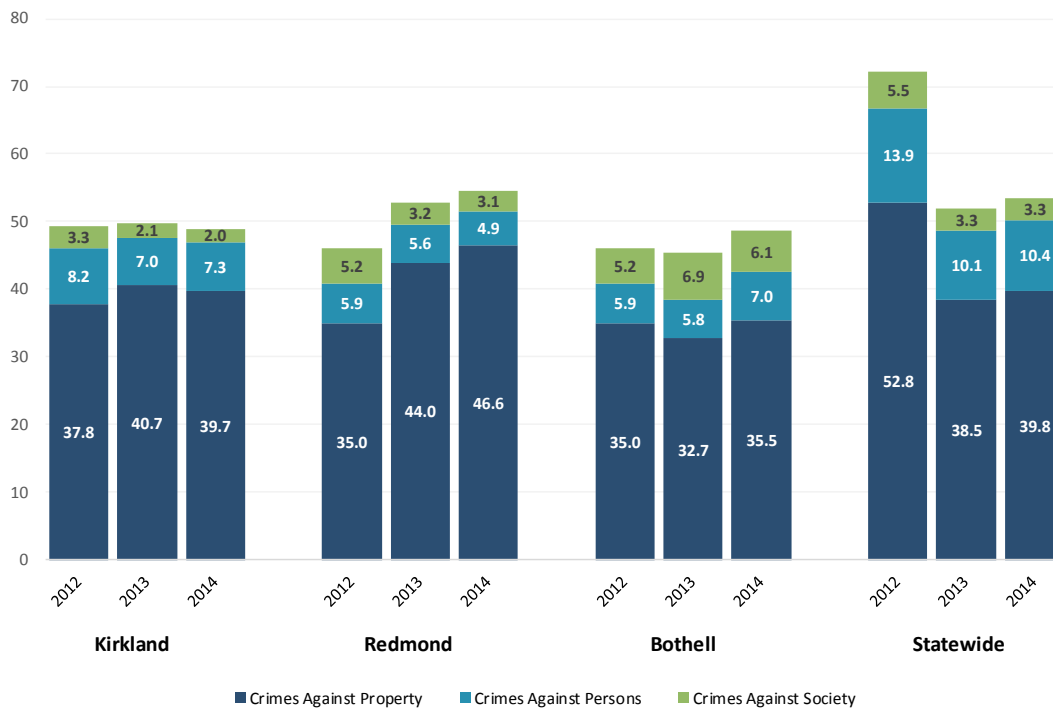
Crime data for Kirkland, Redmond, and Bothell, discussed below, is from the Washington Association of Sheriffs and Police Chiefs (WASPC). Redmond and Bothell are neighboring jurisdictions that report crime data similarly to Kirkland. Data shown is for the period from 2012 through 2014; during this time, each city used the National Incident-Based Reporting System (NIBRS). National crime data is from the FBI’s Uniform Crime Reporting webpage.

Overall Crime Rate

Exhibit 2 shows Kirkland’s overall crime rate remained steady from 2012 to 2014. During this time, Kirkland had an average rate of 49.4 crimes per 1,000 members of the population and an average annual growth in crime of -0.4%. These rates are similar to rates in Redmond and Bothell.

Bothell shows a slightly lower average rate during this same time period of 46.7 crimes per 1,000 members of their population and an average annual growth in crime of 2.7%. Redmond experienced a greater increase in crime than both Bothell and Kirkland from 2012 to 2014, with an average annual growth in crime of 8.8% and an average rate of 51.2 per 1,000 members of their respective populations.

Exhibit 2: Crime Rates Per 1,000 People, By Type, 2012 – 2014



Source: (WASPC, 2012-2014)

Crimes Against Persons

Crimes against persons include crimes such as murder, rape, and assault and the victims are always individuals. Kirkland’s crimes against persons were slightly higher during the 2012 to 2014 period than both Redmond and Bothell, with an average crime rate of 7.5 compared to Redmond’s 5.5 and Bothell’s 6.2.

Crimes Against Society

Crimes against society include activities that society has prohibited such as gambling, prostitution, and drug violations. These crimes are typically victimless crimes and property is not involved. The rate of crimes against society in Kirkland was lower than Redmond and Bothell during this period, with an average rate of 2.5 crimes per 1,000 compared to 2.8 in Redmond and 6.1 in Bothell.

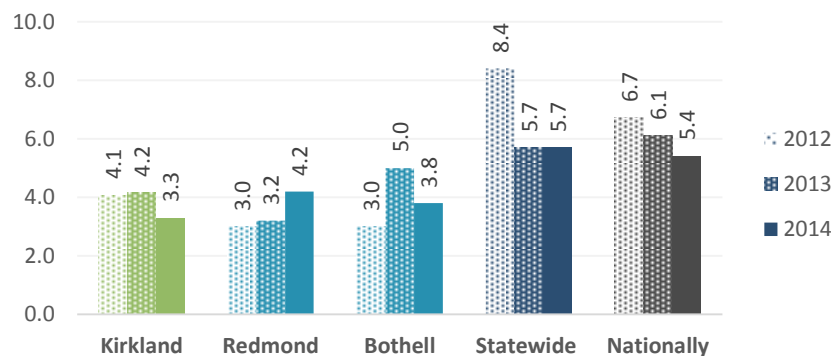
Crimes Against Property

Crimes against property include robbery, bribery, and burglary and are typically focused around obtaining money or property. Crimes against property make up the largest share of crime locally, statewide, and nationally. As seen in **Exhibit 2**, Kirkland experienced a relatively steady rate of property crime from 2012 to 2014, with an average crime rate of 39.4 and an average annual growth in crime over that period of 2.4%.

Burglary

Burglary is the unlawful entry of a structure to commit a felony or theft, such as breaking into someone's house to steal a television. Matching nationwide trends, Kirkland's rate of burglary decreased from 2012 to 2014, as shown in **Exhibit 3**. Over the same period, neighboring Bothell and Redmond experienced increases in burglary rates.

Exhibit 3: Burglary Crime Rate, per 1,000

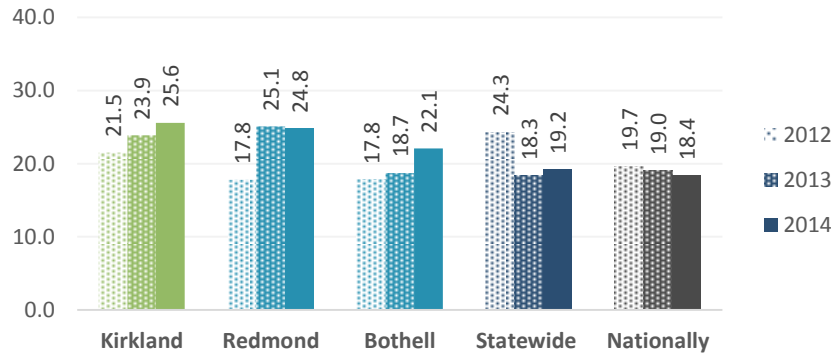


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Larceny Theft

The FBI defines larceny theft is the unlawful taking of property from the possession of another, such as bicycle theft or pocket-picking. Kirkland's rate of larceny steadily increased from 2012 to 2014 despite decreases in larceny theft nationally, with an average annual growth of 9.1%, as shown in **Exhibit 4**. Neighboring Redmond and Bothell experienced increases in larceny to an even greater extent, with annual average growth of 18% and 11.4% respectively.

Exhibit 4: Larceny Theft Crime, per 1,000

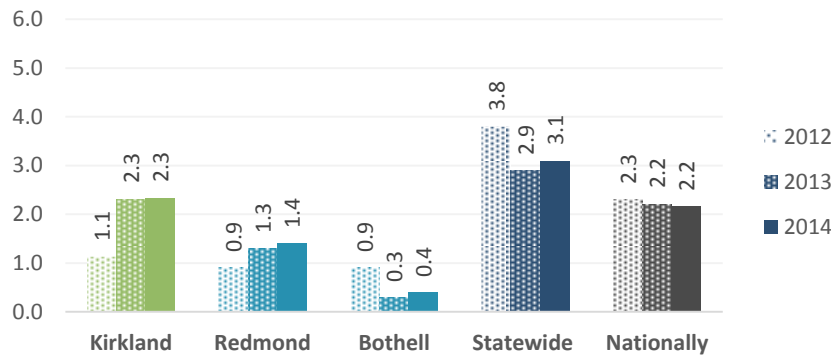


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Motor Vehicle Theft

Kirkland experienced increased motor vehicle theft from 2012 to 2014, with an annual average growth of 44.6%, as shown in **Exhibit 5**. Redmond experienced an increase to a lesser extent over the same period with an average annual growth of 24.7%, while Bothell’s motor vehicle theft decreased in line with statewide and national trends.

Exhibit 5: Motor Vehicle Theft Crime Rate, per 1,000

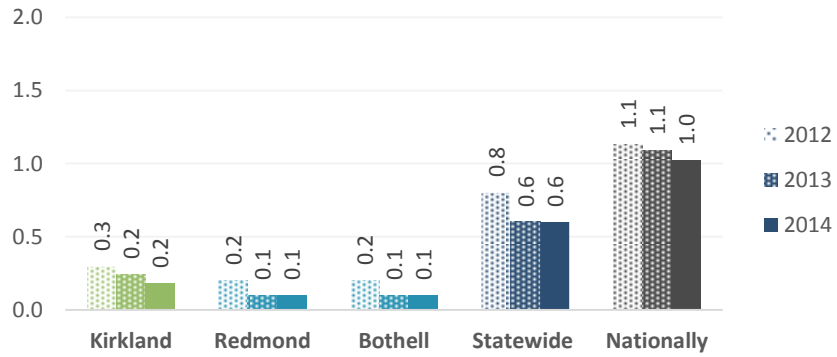


Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

Robbery

Robbery is defined as the taking or attempting to take anything of value from the custody of a person by force or threat of force. **Exhibit 6** shows Kirkland’s low robbery rates, with an average crime rate of 0.2 during this period, decreasing from 2012 to 2014. These low rates of robbery are similar to Redmond (0.1) and Bothell (0.1). All three neighboring jurisdictions experience lower robbery rates than the statewide average (0.7) and national average (1.1).

Exhibit 6: Robbery Crime Rate, per 1,000



Source: (WASPC, 2012-2014), (FBI Uniform Crime Reports, 2014)

2. COMMUNITY PERCEPTIONS OF KIRKLAND POLICE

2.1 Biennial Community Survey

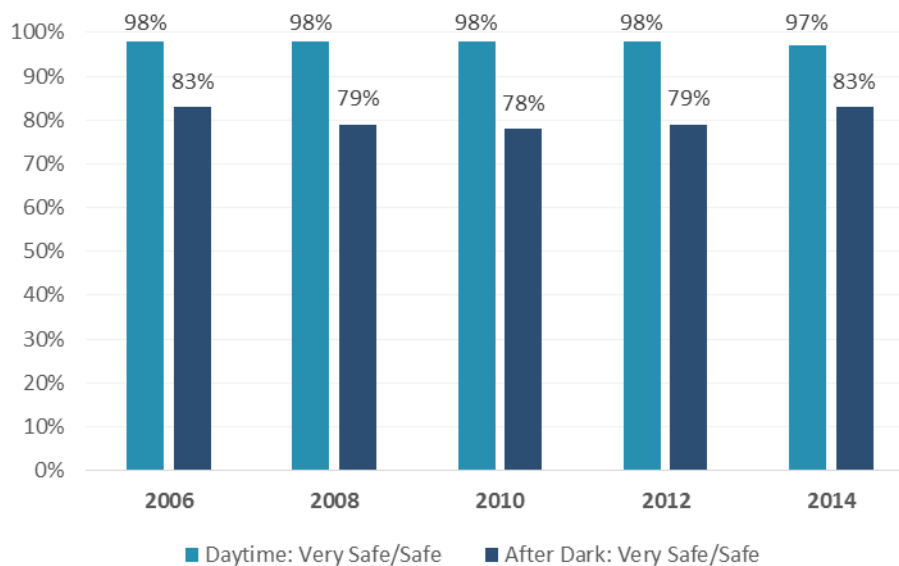
Since 2006, the City of Kirkland has surveyed its residents every two years to assess attitudes and opinions about quality of life, priorities for the future, and satisfaction with city government and services. These telephone surveys are conducted by a polling firm of a random sample of Kirkland registered voters.

Questions relevant to the Police Department include feelings of safety, concerns about the way things are going in Kirkland, and performance of each city agency.

Feelings of safety

The proportion of Kirkland residents who feel safe during the day has remained very high, at 97% to 98%, since 2006, while the proportion who feel safe at night declined after 2006 then rose again in 2014, as shown in **Exhibit 7**. Concerns mentioned by respondents who felt unsafe included lack of streetlights and general concerns about crime.

Exhibit 7. Proportion of Kirkland Residents Who Feel Very Safe or Safe, 2006-2014

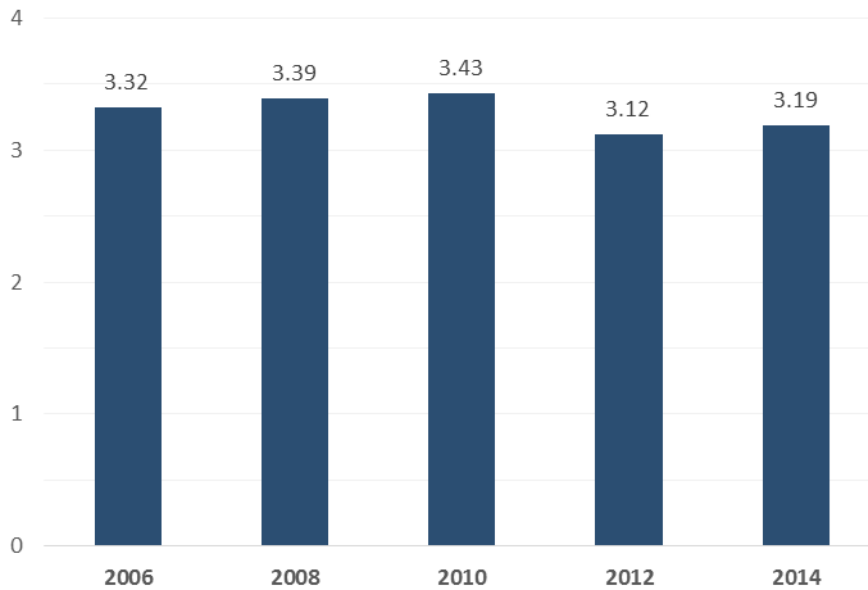


Source: (City of Kirkland, 2006-2014)

Performance

The Community Survey asks residents how well they think the City is doing in a variety of functions. Residents are asked to grade each function, including Police Services, on a scale of A (Excellent) through F (Failing). The Police Department's average rating gradually rose from 2006 through 2010, as shown in **Exhibit 8**. After falling in 2012, the rating rose modestly in 2014, the last year surveyed.

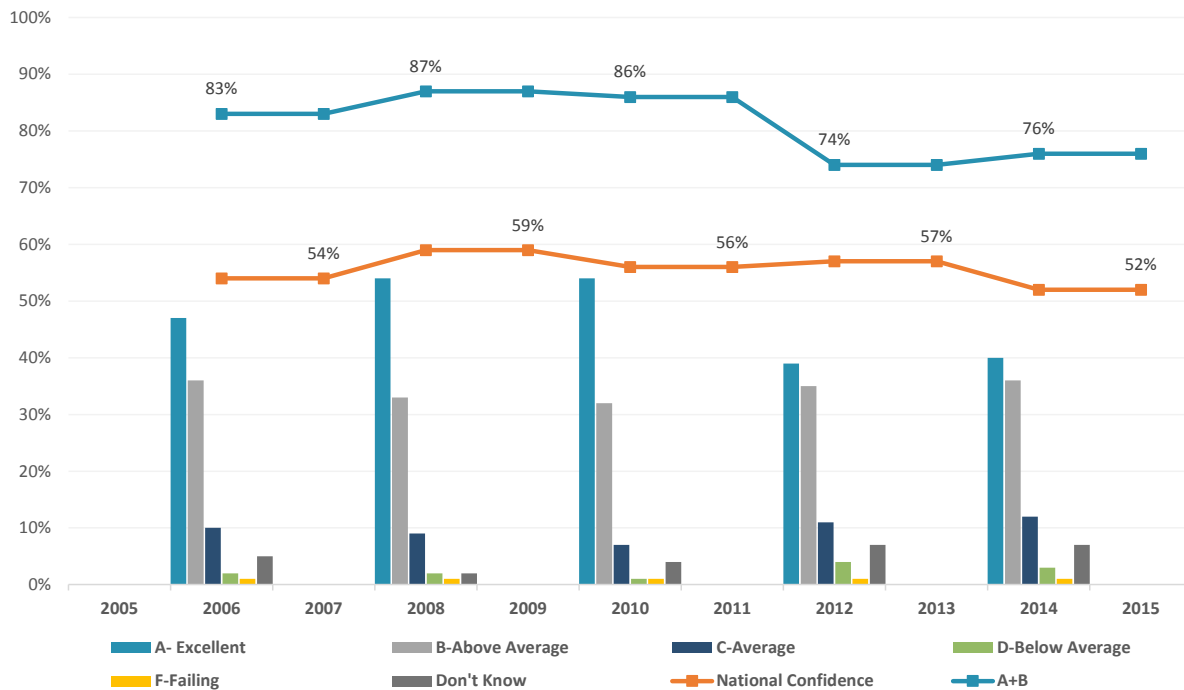
Exhibit 8. Average KPD Performance Ratings, 2006-2014



Source: (City of Kirkland, 2006-2014)

Looking at the actual grades given to the Police Department, we see that the “A” grade fell from a high of 54% in 2010 to 39% in 2012 and 40% in 2014, as shown in **Exhibit 9**. The C grade, D Grade, and “Don’t Know” responses all rose in 2012, as did the B grade.

Exhibit 9. KPD Performance Ratings, 2006-2014



Note: National Confidence reflects proportion of Americans who have “a great deal” or “quite a lot” of confidence in police according to Gallup’s national polling. A+B reflects proportion of Kirkland residents who grade Police Services an “A-Excellent” or “B-Above Average” according to community surveys.

Source: (City of Kirkland, 2006-2014), (Gallup, 2015)

One possible reason for the drop in performance ratings in 2012 is the 2011 annexation of neighborhoods that had previously been served by the King County Sheriff's Office. According to anecdotal reports from stakeholders, some residents of newly annexed areas were uncomfortable with the increased level of traffic enforcement during the period immediately following annexation. This adaptation to more rigorous policing by the community is frequently seen following annexation.

Concerns about “the way things are going”

The Community Survey asks if residents have any concerns about “the way things are going” in Kirkland. Residents are asked to name those concerns in an open-ended response. Each year the top answers have been growth or land use issues, traffic or parking, or “nothing”. However, a few responses have mentioned police: 1.5% of respondents in 2006, 2% in 2008 and 2010, and 5% in 2012 and 2014.

The higher level of concerns in 2012 and 2014 track with the performance ratings for the Police Department, which declined in 2012. This could be related to residents in newly annexed areas or national attention on law enforcement issues.

2.2 Citizen Complaints

In 2014, the KPD received 20 citizen complaints and a handful of internal complaints; 2015 data is still being finalized by the Department.

While this is relatively low number of complaints for a department of Kirkland's size and complexity, it is difficult to benchmark this volume to other departments. There is a wide variation of what complaints are accepted among departments (e.g. some departments don't accept anonymous or third party complaints, some don't include complaints over a certain number of months old, etc.). The most common of Kirkland's 20 citizen complaints in 2014 were reports of officers being disrespectful or rude. Other complaints included not operating their vehicle safely, and failure to investigate.

It is worth noting, however, that in reviewing the Kirkland website, it is difficult to understand how an individual would file a complaint. Information on how to file a complaint should be easily available. Contact information for supervisors should also be updated to reflect current staffing.

3. COMMUNITY PROFILE

3.1 Change in the Kirkland Community

Kirkland's population and employment has grown rapidly over the past fifteen years. The 2011 annexation expanded the population by approximately 60%, largely adding single-family residential neighborhoods. Meanwhile, new residential construction is primarily multifamily housing, and that is expected to continue as the city becomes denser and more urban. More mixed-use development of residential, office, and commercial space is expected (and underway) in the Downtown and Totem Lake areas.

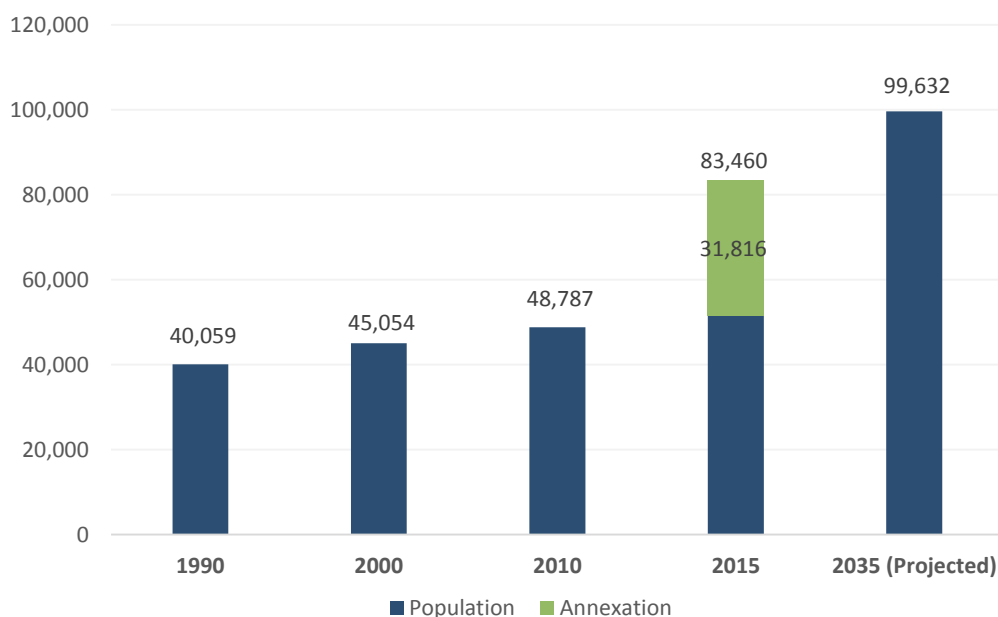
3.2 Population Growth

Kirkland's population was estimated at 83,460 in 2015 (Office of Financial Management, 2015). This reflects a growth of 71% over the 2010 population, primarily due to the 2011 annexation of North Juanita, Finn Hill, and Kingsgate, which added approximately 30,000 people to Kirkland.

Kirkland updated its Comprehensive Plan in 2015 to comply with the Growth Management Act; this plan accommodates expected housing and employment growth through the year 2035. Kirkland is planning for the addition of over 17,000 new residents between 2013 and 2035, for a total 2035 population of approximately 99,632, and the addition of over 22,000 new jobs.

Exhibit 10 shows Kirkland's population growth since 1990 and projected population in 2035. In 2015, 31,816 residents, shown in green, are attributed to the 2011 annexation.

Exhibit 10. Kirkland Population Growth, 1990-2015 and 2035 Projection



Source: (City of Kirkland, 2015)

3.3 Demographics: Race and Ethnicity, Age, and Income

Increasing racial and ethnic diversity

In 2013, Kirkland's population was 77.4% White, 13.8% Asian or Pacific Islander, 1.4% Black, 1.7% Some other race, and 5.1% Two or more races. In addition, 7.3% of residents identified themselves as being of Hispanic or Latino origin (U.S. Census Bureau, 2015).

Between 1990 and 2010 Kirkland's racial and ethnic composition changed significantly:

- The population of White residents decreased from 92.8% to 79.3%.
- Asian and Pacific Islanders increased from 4.3% to 11.5%.
- Those identifying as Hispanic increased from 2.4% to 6.3%.
- Neither Blacks nor American Indians saw significant increases.

These numbers follow similar trends to those seen in King County as a whole (City of Kirkland, 2015).

An aging population

The median age in Kirkland is just over 37 years. Although the changes have been gradual, there has been an increase in older residents and a decrease in younger and workforce aged residents since 1990 (City of Kirkland, 2015).

A relatively wealthy community...

The median household income for all households in Kirkland was \$94,332 in 2014. This is significantly higher than median household income for all households in King County (\$75,834) and Seattle (\$70,975), and just below Bellevue (\$95,146).

...with slowly increasing poverty levels.

In 2010, 1,262 households (or 5.6% of all households) were living in poverty in Kirkland. This percentage was comparable to similar communities in the region, and significantly less than in Seattle (12.5%). The City of Kirkland, however, experienced a less pronounced increase in the number of households living in poverty between 2000 and 2010 than similar communities, the City of Seattle, and King County overall.

Homelessness

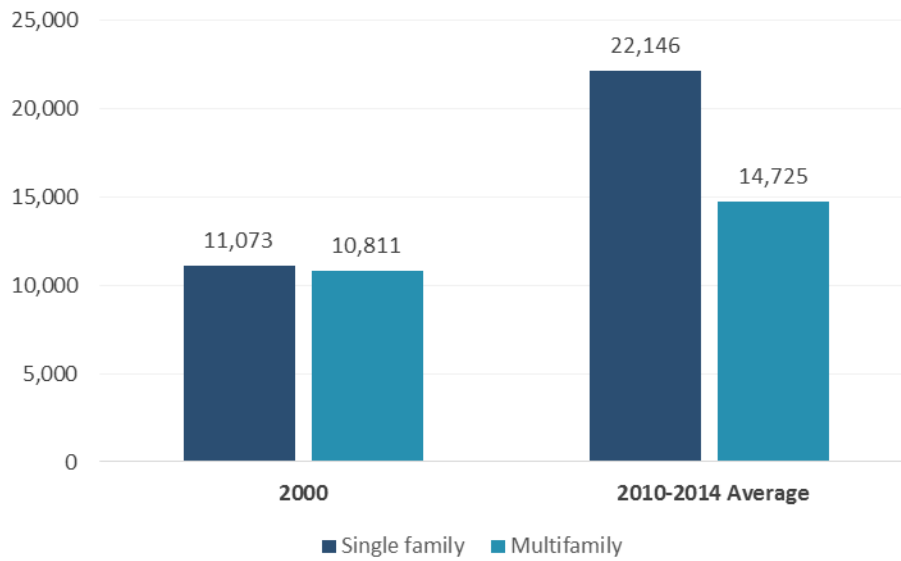
While there is no data available for individual cities, the number of unsheltered homeless people in east King County grew between 2015 and 2016. The "One Night Count" organized by the Seattle King County Coalition on Homelessness found 134 unsheltered homeless in east King County in 2015, and 245 in 2016 (Seattle/King County Coalition on Homelessness, 2016).

3.4 Housing

The 2011 annexation of primarily low-density residential land changed the citywide density and housing composition in Kirkland. The 2013 average citywide residential density was an estimated 3.1 units per acre, a decrease from the 2010 residential density of 3.4 units per acre (City of Kirkland Community Profile, 2013; U.S. Census, DP-1, 2010).

Kirkland's citywide housing stock became more single family after annexation, going from 50% of the housing stock in 2000 to 60% in the 2010-2014 time period, as shown in **Exhibit 11**.

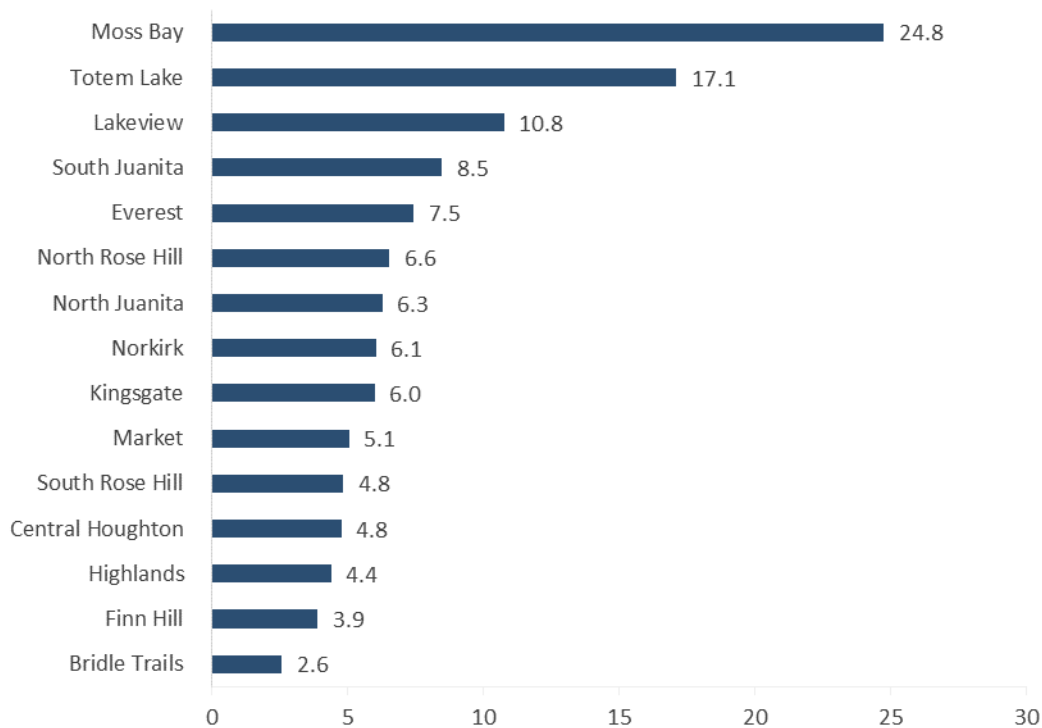
Exhibit 11. Kirkland Housing Units by Type, 2000 and 2010-2014



Source: (U.S. Census Bureau, 2000), (American Community Survey 2010-2014)

Kirkland’s residential density varies significantly by neighborhood, as shown in **Exhibit 12**, with Moss Bay (which includes downtown) and Totem Lake the densest.

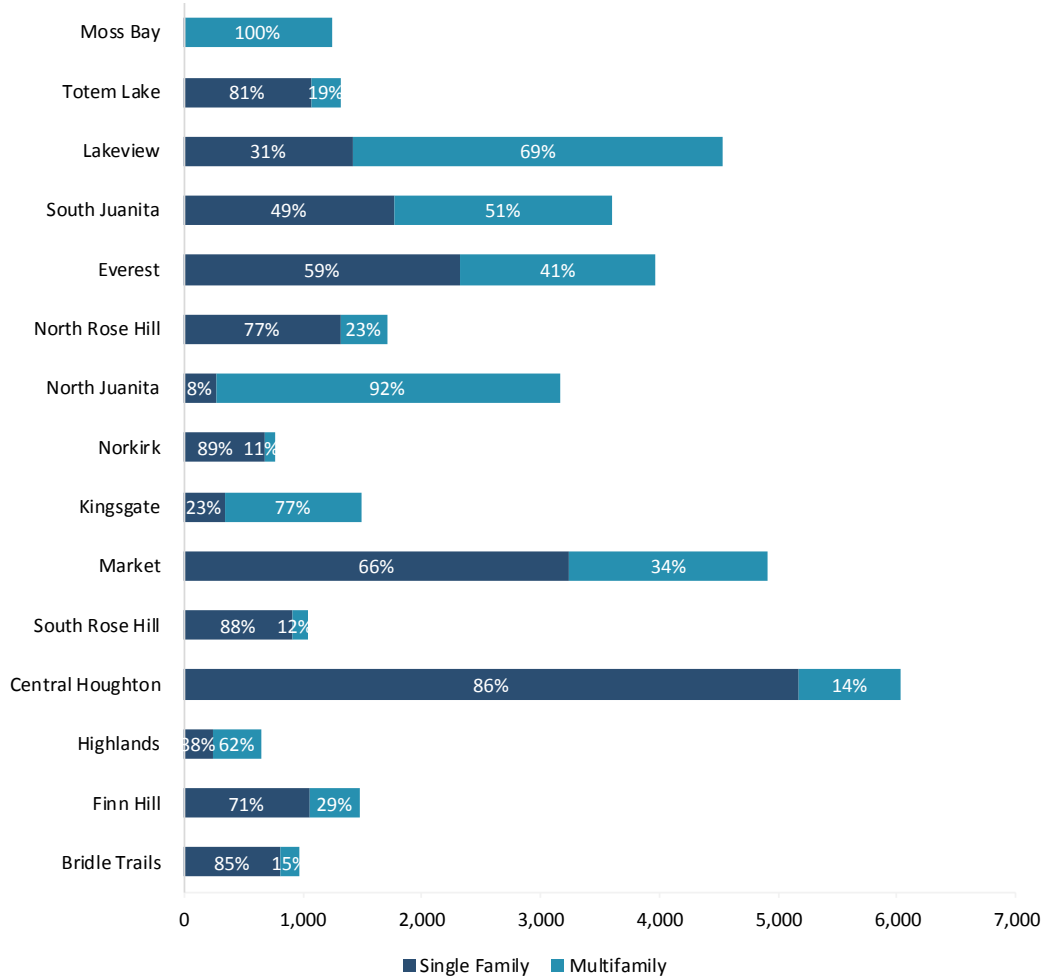
Exhibit 12. Residential Density by Neighborhood, 2013 (Units per Residential Acre)



Source: (City of Kirkland, 2015)

Similarly, the amount of single family and multifamily housing varies significantly by neighborhood, as shown in **Exhibit 13**.

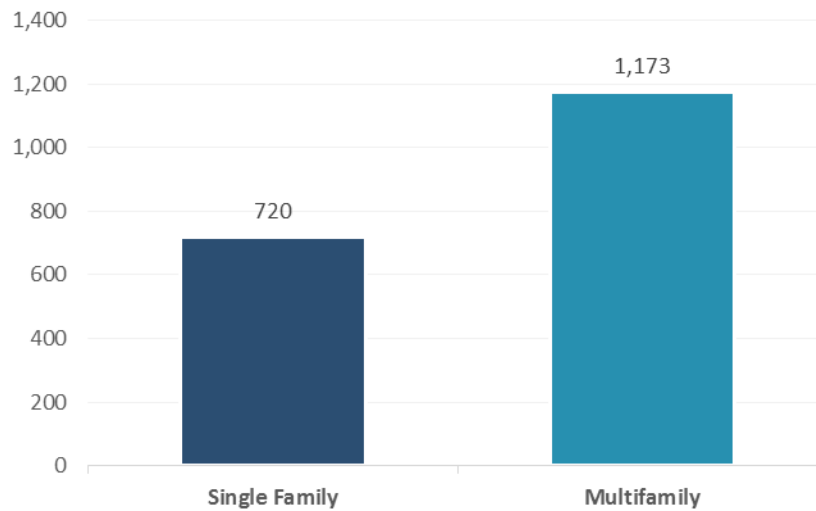
Exhibit 13. Housing Units by Neighborhood, 2013



Source: (City of Kirkland, 2015, p. 80)

Housing Density and Form

An analysis of building permits shows that new residential construction in Kirkland over the past decade is primarily multifamily. Between 2006 and 2013, 2,373 new residential units were completed and 480 residential units were lost, creating a net gain of 1,893 housing units (Puget Sound Regional Council, 2006-2013). Of these net new units, 62% (1,173) were multifamily and 38% (720) were single family, as shown in **Exhibit 14**. The vast majority of net new multifamily units (1,042) were in structures with 50 or more units.

Exhibit 14. Net New Housing Units Permitted, by Type, 2006-2013

Source: (Puget Sound Regional Council, 2006-2013)

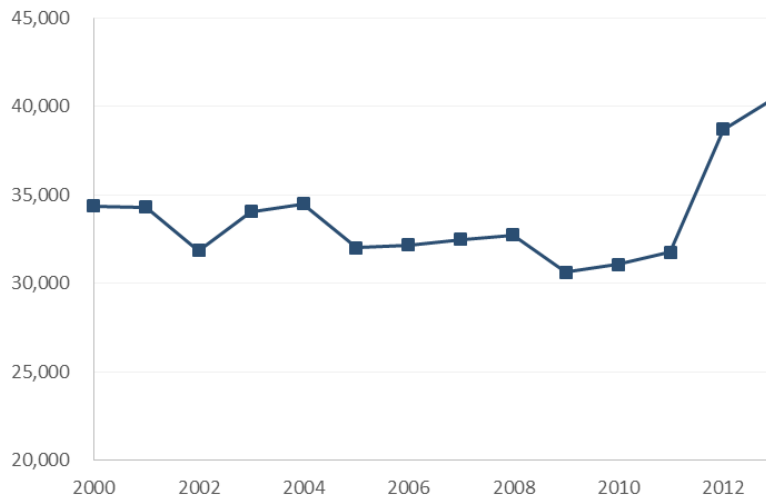
Over three-quarters of Kirkland’s expected housing growth through 2035 is expected to be in multifamily housing units, with about one-quarter in single-family dwellings (City of Kirkland, 2015). This projection is based on the fact that the land parcels with development capacity are largely located in multifamily areas.

3.5 Employment

In 2013, the City of Kirkland had an estimated 40,514 “covered” jobs (Puget Sound Regional Council, 2013). Covered employment refers to positions covered by the Washington State Unemployment Insurance Act, which exempts self-employed persons, making total employment likely to be higher.

Employment in Kirkland has ebbed and flowed over the past 13 years, declining in 2005 and again in 2009, then rising dramatically in 2012, as shown in **Exhibit 15**. The sharp increase of jobs in 2011 and 2012 is likely due in part to a continuation of the national recovery from the recent recession, as well as the 2011 annexation of the Kingsgate, North Juanita, and Finn Hill neighborhoods, which contain several small commercial areas and employment centers.

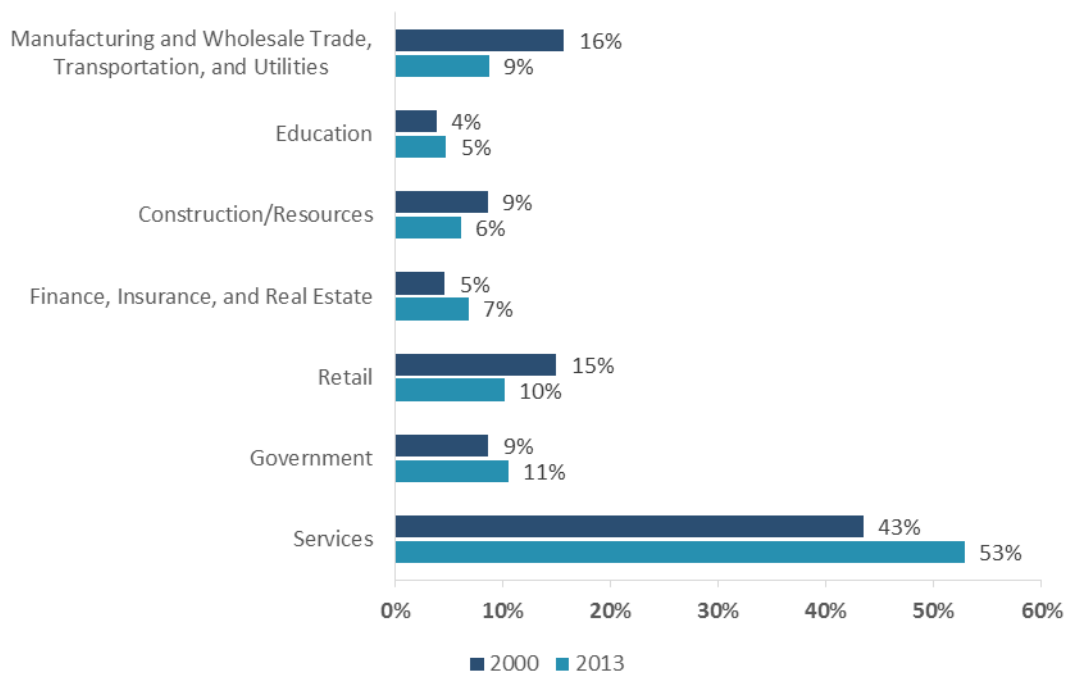
Exhibit 15. Covered Employment in Kirkland, 2000-2013



Source: (Puget Sound Regional Council, 2013)

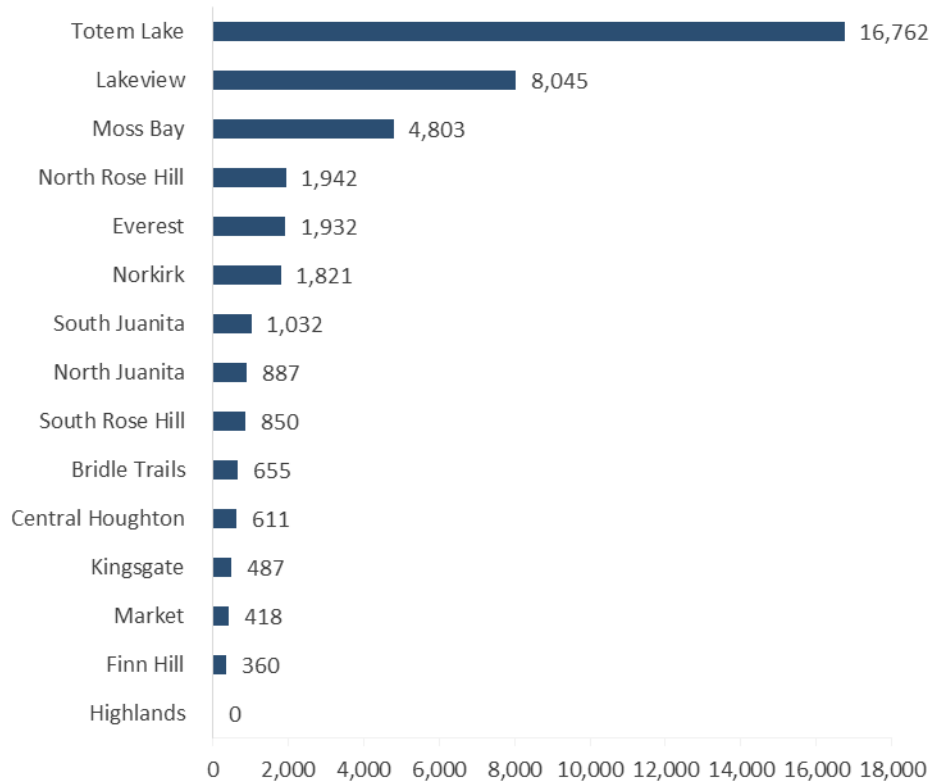
Kirkland’s economy and job base have also changed over time. The proportion of the Kirkland workforce employed in industrial and retail sectors has declined, while the proportion employed in services has increased, as shown in **Exhibit 16**.

Exhibit 16. Kirkland Employment by Sector as Proportion of Total Employment, 2000 and 2013



Source: (Puget Sound Regional Council, 2013)

Kirkland’s employment is geographically concentrated in the Totem Lake and Downtown areas, as shown in **Exhibit 17**.

Exhibit 17. Estimated Employees by Neighborhood, 2013

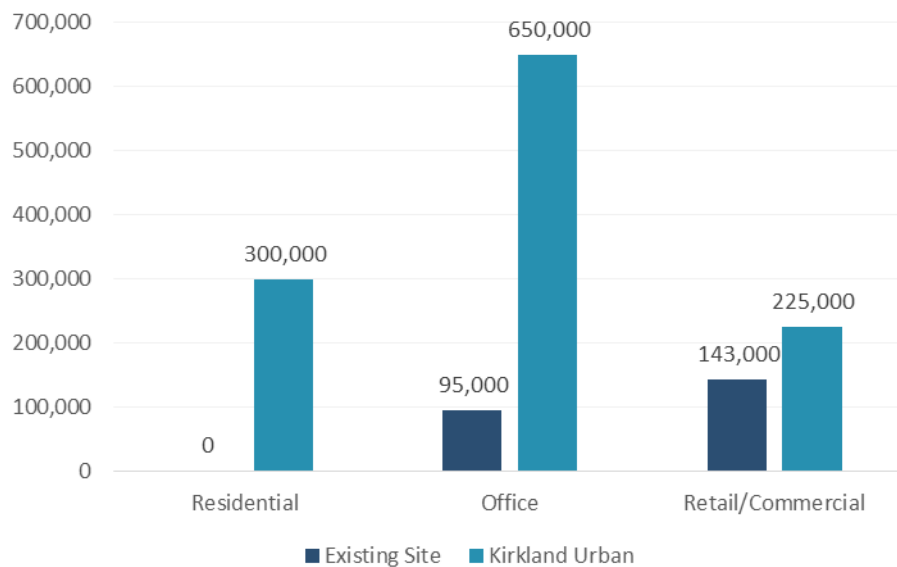
Source: (City of Kirkland, 2015, p. 81)

3.6 Development Projects that Could Impact Demand for Police Service

Kirkland is planning for the addition of over 22,000 new jobs by 2035, with the majority located in Totem Lake and Downtown (City of Kirkland, 2015).

Kirkland Urban

Kirkland Urban is a development under construction at 457 Central Way in downtown Kirkland. The site has served as a shopping center and office complex and is being redeveloped with approximately 300,000 square feet of residential, 650,000 square feet of office, and 225,000 square feet of retail/commercial space, as shown in **Exhibit 18**.

Exhibit 18. Development Uses, Existing and Proposed, at Kirkland Urban, in Square Feet

Source: (City of Kirkland, 2015)

The new development could net approximately 2,200 new office employees, 160 new retail employees, and 500 new residents (City of Kirkland, 2015).

Studies of Kirkland Urban and earlier development proposals at the site found the following potential impacts on law enforcement:

- Growth in retail and commercial establishments may result in increased shoplifting and fraud crimes at a rate similar to other retail businesses in Kirkland.
- Increases in vehicular and pedestrian traffic may result in a need for additional traffic enforcement. Total afternoon peak-hour trips generated by Kirkland Urban were estimated at 1,680.
- The new employees and residents at the site were estimated to generate between 235 and 701 new calls for service.¹ At one officer per 1,500 calls, this would require an additional 0.16 to 0.47 new police officers (City of Kirkland, 2015, pp. 35-36).

Totem Lake Mall Redevelopment

Totem Lake Mall is located on a 26-acre site within the Totem Lake Urban Center. The Totem Lake Mall Conceptual Master Plan envisions new buildings and parking structures, a redesigned public plaza, and changes to street connections. In addition to typical retail uses, office and residential use are

¹ Estimated calls for service is based on two methodologies used in earlier Parkplace studies: the Total Population method and Representative Development method. Under Total Population, a ratio of calls for police service per capita is developed based on Kirkland's total served population (residents and employees). Under that method, Kirkland Urban would generate an estimated 701 new calls for service. Under the Representative Development method, a ratio of calls per type of population is developed, including calls per office employee (.0125/year), calls per resident (.165/year), and calls per retail employee (.75/year). Under that method, Kirkland Urban would generate an estimated 235 new calls.

contemplated, and the completed Mall is expected to include up to 1,000,000 square feet. The project applicant is currently in the design review process.

Cross Kirkland Corridor

The Cross Kirkland Corridor is a 5.75-mile segment of the Eastside Rail Corridor, purchased by the City from the Port of Seattle in 2012. It traverses Kirkland from the South Kirkland Park and Ride to the city's northern boundary in the Totem Lake Business District as shown in **Exhibit 19**. If the trail is open at night, KPD will need to determine how to patrol it.

Exhibit 19. Cross Kirkland Corridor



4. REVIEW OF EXISTING CONDITIONS

4.1 Organization Mission and Values

During the third meeting of the Steering Committee, ideas for the Department’s Mission and Values were generated by members through a facilitated process. Using these ideas, the entire Department then had the opportunity to weigh in on this content through a Department-wide survey.

Strong themes for the Mission emerged through that process, including:

- Protecting the community.
- Providing a safe community, both real and perceived.
- Preventing crime.
- Serving to the community.
- Protecting individual rights.
- Providing access to resources.

In addition to the Mission, staff were asked about to list and rank values that are actionable by Department personnel on a day-to-day basis and can be used to guide behavior and frame how individuals in the Department are evaluated. The results of that survey are shown in **Exhibit 20**.

Exhibit 20: Survey Results – Value Rankings

Ranking by Number of Mentions	Ranking by Weighted Score	Ranking with "Bonus Points"
(added by open-ended responses)	Integrity	4.56 Honor
Professionalism	41 Honor	4.50 Accountability
Service	38 Accountability	4.40 Integrity
Integrity	37 Courage	4.21 Courage
Honor	26 Professionalism	4.18 Dedication
Accountability	24 Dedication	4.14 Respect
Respect	23 Respect	4.13 Professionalism
Compassion	21 Trust	4.06 Trust
<i>Connected to</i>	Service	3.88 Service
<i>Community</i>	21 Commitment	3.80 Commitment
Trust	20 Compassion	3.60 Compassion
Work ethic	19 Worth ethic	3.38 Work ethic
Courage	19	
Dedication	18	
Commitment	17	
<i>Progressive</i>	12	
<i>Proactive</i>	9	

Note: Similar words are combined into one concept (e.g. “Professionalism” and “High Standards; “Integrity” and “Honesty”)

“Bonus points” added when Steering Committee suggestions were called out in open-ended question

4.2 Supervisory Structure, Performance Management and Accountability

Supervisory Structure and Span of Control

The Police Chief is supported by three Captains with oversight of Operations, Administration, and Professional Standards. Six Lieutenants oversee the following:

- Patrol (2).
- Corrections.
- Administration.
- Risk Management.
- Investigations.

The current supervisory span of control appears adequate. Neither supervisors nor subordinates indicated that the number of direct reports was the root cause of any issues.

Employee performance management systems and accountability

As an accredited agency, KPD is required to do yearly performance evaluations. In speaking with Department employees, we found widespread dissatisfaction with the present performance evaluation process. Moreover, several employees stated they had not been evaluated in some time. Comments about the evaluation form included:

- It lacks meaningful performance standards.
- It is not tailored to the specific positions being evaluated.
- It does not promote constructive discussion between the evaluator and the person being evaluated.
- It fails to contribute to a Personal Performance Plan for the individual being evaluated.
- It is administered infrequently and in a subjective manner.

There is a strong desire for a more meaningful evaluation processes for both commissioned and non-commissioned employees.

KPD Administration states that all employees received an evaluation in 2015, and that a new patrol evaluation was just completed.

Performance evaluation is clearly an opportunity for improvement that will be addressed in subsequent work on this project. It will be important to consider appropriate measures, as well as the performance evaluation process itself:

- There is a widespread and deep desire for processes that capture not only simple quantitative-based performance but also recognize the qualitative performance, especially in light of how patrol officers function as both first responders and as detectives conducting follow-up investigations. Employees further believe performance should be evaluated for how the individual supports the Mission, Vision, and Core Values of the Department.
- A regular and objective process and supporting tools must be developed.
- The Department should create a process for subordinates to evaluate superiors in a way that promotes a productive critique, ensures the anonymity of the subordinate, and protects them from retaliation. This should include separating supervisor evaluations from evaluations of subordinates.

4.3 Labor/Management Relations

Comments from command staff and the guild suggest that the communication and relationships between labor and management over approximately the past 14 months have noticeably improved, as reflected in

only two grievances having been filed during this time. A change in the leadership of the bargaining unit representing officers and first line supervisors is noted as a likely reason for this improvement.

The current relationship between labor and management appears to be collaborative and professional. Most issues are worked out informally without grievances or unfair labor practice complaints.

4.4 Personnel

The “quality and professionalism” of the Department’s personnel are consistently noted as the foundation for the positive public image and relationships the Department enjoys within the community and among neighboring police organizations.

Issues related to the demographic makeup of the Department, staff retention, and recruitment are addressed in **Section 4.6**.

Due to Kirkland's recent and projected growth, the kinds and levels of service provided by the Department need to be established and will necessitate evaluating the capacity of the organization to meet community performance expectations. This is further discussed in **Section 4.7**.

Opportunities for Civilianization

Potential Benefits. Assigning civilians to functions within the department has several benefits including reduced costs and the ability to hire individuals with a specific area of expertise that will not be lost upon promotion or change in assignment.

The following possible positions may be well suited for civilians:

1. Administrative Manager (potential new position)

Role: Overseeing technology, hiring, recruiting, records, fleet, facility, relationship with NORCOM. Most of the assignments the Administrative Captain has could be handled by a civilian, except for the Corrections function.

Benefits: Less turnover in supervision, ability to hire an employee with a skills and abilities for this role, less time away from position for generalized law enforcement training.

2. Technology Champion (potential new position or dedicated role for existing KPD employee)

Role: An internal KPD employee who can help supplement and best use the resources from the central Kirkland IT Department. This person would be a super user and trainer for KPD technology systems and could help the KPD command and Kirkland IT Department evaluate new technology for the department.

Benefits: Internal subject matter expert who can work with City IT to prioritize KPD technology needs, research new technology tools, communicate with other law enforcement agencies to learn about technology tools to add efficiency and value to KPD.

3. Additional Crime Analyst

Benefits: Additional support for patrol, detectives, and public crime information.

4. Community Service Officers/Crime Prevention Officers

Role: Civilian or limited commissioned personnel can assist with duties that do not require a fully commissioned officer, such as transports, community meetings, gathering evidence, assisting with traffic direction.

Benefits: Civilian or limited commissioned personnel provide officers additional time to respond to calls and work cases. These positions generally are less expensive, require less equipment, less up-front and continuing training and can be a significant benefit to the department at a lower cost than a fully commissioned officer. These positions can call be a recruiting pool for potential law enforcement hires.

Examples: The following communities have civilian Community Service Officers or Crime Prevention Officers:

SeaTac, Shoreline, and Burien Departments and King Co. Sheriff's Office have Community Service Officers (CSO) who drive marked Community Service Officer vans. Community Service Officers are civilian employees who provide a variety of field and education services to the community and support services to police officers. Some of their duties include:

- Provide agency referral for substance abusers, indigents, juveniles, and victims of crime.
- Assist patrol with investigations of juvenile problems and child abuse and neglect.
- Take incident reports and provide information on laws and ordinances. Attempt to resolve problems or refer complaints to appropriate agencies.
- Direct traffic in emergency and accident situations.
- Conduct crime prevention activities.
- Act as a department liaison with various community organizations.
- Mediate conflict in family, neighbor, and landlord/tenant disputes.
- Provide updated information to officers and the public, including referrals for social services.

Lacey Police Department: Community Service Officers (CSOs) perform duties related to law enforcement requiring a limited commission, but do not carry firearms.

- Transports misdemeanor and felony prisoners from the field to the Lacey Police Department for processing.
- Transports Lacey prisoners from contracted city and county jails to court and back; transports to Olympia, Thurston County, and Juvenile Detention where the CSO is responsible for pre-booking process.
- Responsible for standing by with prisoners who have been transported to the hospital emergency from the field.
- Transports evidence to the Washington State Patrol Crime Lab.
- Marks and tags abandoned vehicles.
- Responsible for completing impound reports
- Will be dispatched to blocking and non-blocking disabled vehicles, for various found property and lost property calls
- Responsible for writing appropriate reports.
- Responds to traffic accidents with Patrol Officers for the purpose of traffic control, may assist with gathering various information at the scene.
- Responsible for pick-up and delivery of warrants and teletypes, victim and suspect statements, department equipment and/or vehicles
- Sets up speed radar board at various locations;
- Delivers City Council packets; conducts house checks for citizens on vacation; and assists with crime prevention programs by distributing literature and answering questions.

- Assists front office staff with phones, walk-ins, responding to inquiries, and filing and sorting, and other duties as assigned.

City of Mukilteo:

The Mukilteo Police Department has three Community Service Officers: an Animal Control Officer and Two Park Rangers. These positions are limited commissioned civilian employees reporting to the Police Commander. A Community Service Officer has three major responsibilities:

- Animal Control
- Parking Enforcement
- Assist in Support Services

City of Seattle Crime Prevention Coordinators

- Applies the principles and methods of crime prevention, communications, public relations, public information dissemination, public education, community organizing, and citizen motivation to effectively interact with citizens.
- Works with the community to decrease crime by developing, implementing, and coordinating a variety of police programs in the area of crime prevention.
- Make professional public presentations (e.g. Neighborhood Watch meetings and community safety programs) throughout the City to citizens, businesses, community leaders, and the media.
- Gather data and statistics about specific programs in order to disseminate crime statistics to residents and businesses.
- Develops brochures, posters, slides and other informational material, including layout and design.
- Organizes special Seattle Police Department functions such as Night Out, Community Clean Up, and help organize and participate in Precinct Picnics.
- Attends community block watch meetings, community crime prevention meetings, and selected city council meetings.

Opportunities for Limited Commissioned Positions

Potential Benefits. Limited commissioned officers do not need to attend a full Basic Law Enforcement or Corrections Academy. Accordingly, the initial training costs are significantly less. Continuing training is generally less time consuming and expensive – but the specifics will depend on what duties are assigned to the limited commissioned personnel. Some may have gone through citizen’s academy or reserve academy.

Limited commissioned personnel can be a potential hiring pool for law enforcement or corrections officers.

Role. Limited Commissioned personnel can:

- Direct traffic.
- Complete paperwork at the scene.
- Serve as CSOs doing community engagement.
- Conduct jail transfers.
- Package evidence.

Examples: The following communities use limited commission positions:

- King County Sheriff's Office Marshals – King County Marshals hold a special law enforcement commission that allows them to perform law enforcement duties while on duty. The Marshals do weapons screening and provide law enforcement at Courthouses. Many of the marshals are former reserve officers or retired law enforcement.
- Redmond Police Department Police Support Officers - The department's five Police Support Officers receive a limited commission from the Chief of Police which gives them the authority to detain suspects in-custody, write parking citations, and issue infractions to drivers involved in a collision. Their primary functions are transporting prisoners, handling parking complaints and investigating minor collisions. Police Support Officers are able to assist officers with booking prisoners in the holding facility. Police Support Officers assist sworn personnel at collision and crimes scenes by helping with traffic control, transports, and logging information.
- State of Washington Park Rangers: (unarmed)
Duties:
 - Limited Commissioned Park rangers are responsible for protecting, state parks, and ensuring the safety and welfare of park visitors.
 - They issue non-traffic civil infraction notices such as Discover Pass violations, boat launch violations and overnight parking violations.
 - May assist with investigations.
 - Educates the public on park rules and directs traffic. Prepares written reports. This position does not carry a firearm as part of his/her duties.
 - Gives presentations to groups of various sizes, answering questions and giving directions. Informs the local community of park changes.
 - Registers park visitors and assigns them to appropriate areas; collects and accounts for fees; answers questions and explains park policies and regulations.
 - Updates manuals; records traffic counter readings; completes law enforcement reports, vehicle and equipment usage reports, attendance reports, incident reports, cash receipt transmittals, purchasing requisitions, employee timesheets, and other reports as assigned or needed; and performs expenditure reconciliations.

4.5 Internal Communications and Culture

The functioning of any organization is as dependent on internal communications and culture as it is on having the proper people, training, equipment, and procedures. The findings related to internal communication and culture represent significant challenges for KPD that must be addressed for it to achieve its full potential.

Poor vertical and horizontal communication flow

Internal communication was frequently flagged as an area in need of improvement, including both vertical and horizontal information flow:

- Vertical communication flow should be improved to support the effective dissemination of command direction, organizational and individual performance expectations, and revisions in departmental policies and procedures. In addition, vertical communication improvements are required for

identifying and clarifying decision-making processes and promoting constructive feedback and input from employees.

- Horizontal communication flow is described as being “siloeed,” i.e., *intra*-unit information may flow well but *inter*-unit information flows poorly, creating information voids or confusion that generate inaccurate speculation, rumor, and ill will.

Cultural challenges created by the new facility

The new facility is greatly appreciated and generally perceived as functional and spacious. However, it also is viewed as having disrupted formal and informal communication flows by spreading out the workforce and compartmentalizing units, both of which result in more reliance on e-mail and phone contact rather than face-to-face conversation. It also creates physical barriers to co-workers easily encountering one another. Notably, this is in comparison to the coerced closeness of the previous facility where space was much more limited.

Many comments about KPD culture conveyed a melancholy mood engendered by a feeling of “loss.” Related comments described a loss of “the KPD family” or “KPD teamwork.” While, clearly, employees appreciate the new facility, it also appears that its size and layout have adversely affected what previously had been a stronger feeling of unity and comradery among employees. Comments suggest the additional space discourages employees from socializing and seeing one another, accentuates role or power distinctions among employees, and contributes to a sense of exclusion that discourages meaningful interactions.

In addition, walls not reaching ceiling height and the absence or insufficiency of noise-reducing materials interferes with communication and makes private conversations more difficult.

Significant challenges to employee morale and retention, and to KPD’s ability to be a high performing and learning organization

A divided culture and strong hierarchy limits innovation and organizational learning and improvement.

Operations are overly influenced by cliques within the organization. These cliques can be described as representing different perspectives between those who were in the KPD before the annexation (those who are older or more experienced) and those who arrived as a result of the increased hiring resulting from the annexation (those who are younger or less experienced) and are more comfortable with technology and “new ways of doing business.”

We found a widespread feeling among rank and file that the KPD suffers from a “vacuum of innovation,” with senior leadership holding to an “old-school mindset” where there is limited delegation of tasks. Decision-making is described as too hierarchical, restricting employee initiative and job satisfaction.

There is an expressed eagerness among many to “modernize” the Department, to evolve beyond “how we have always done things,” and to employ newer technology. There is also a desire for less top-down oriented management and a more collaborative and inclusive approach, especially given the “quality and professionalism” of Department personnel (this is the perspective employees have of themselves).

Morale could likely be enhanced by greater inclusiveness of employees in overall Department operations. Employees express a strong desire to actively participate in generating new and improved ways of doing business; enhancing their performance through personal development and challenging expectations; and receiving appreciation for their skills, competence, enthusiasm, and teamwork.

Proactive change management is needed. The residual effects of recent significant changes (annexation, staffing expansion, new facility, new patrol work shifts, and the anticipation of additional change resulting from the imminent selection of a new Chief of Police) continue to ripple through the Department, creating

concurrent feelings of loss and hopefulness among employees. There is a need for a proactive change management approach to address these issues head on.

Challenges for Non-Commissioned Employees

Several themes about internal communications and culture emerged from a meeting with Non-Commissioned employees. The input below represents what was heard at that meeting.

While non-Commissioned employees love their jobs, there is also a feeling of not being valued, known, or communicated with.

Employees feel they are treated differently than commissioned officers. They aren't asked their opinion on decisions that impact them, and they don't receive information via email that goes only to commissioned officers. This makes them feel uninformed and undervalued.

There is a feeling that supervisors do not interact with the non-commissioned employees enough, and don't understand what they do. It's a structural problem - supervisors have too much on their plate, but there is a desire to feel heard and for their concerns to be acknowledged.

Employees feel that their skills aren't recognized or acknowledged, and they aren't being used to their potential. It was stated that most non-commissioned employees do not have promotional opportunities.

Evaluation process isn't useful when supervisors don't understand an employee's role or job duties. The lack of promotional opportunities also reduces the importance of evaluations.

The impact of the new building has been particularly strong on non-commissioned employees. The layout, with small groups separated and behind locked doors, isolates employees from the patrol officers and from each other. Statements included "The sense of family is gone" and "We're grateful for the new building, but it's destroyed the comradery." This has hurt morale.

Employees feel that there is a lack of transparency for decision making on requests, such as for new equipment. Decisions take a long time, they don't know who makes the decision, the requests "get lost," and it's difficult to find out what's happening.

There is a feeling that the Department as a whole is not innovative enough, and there is a resistance to change. They would love to have leaders who are not afraid to shake things up.

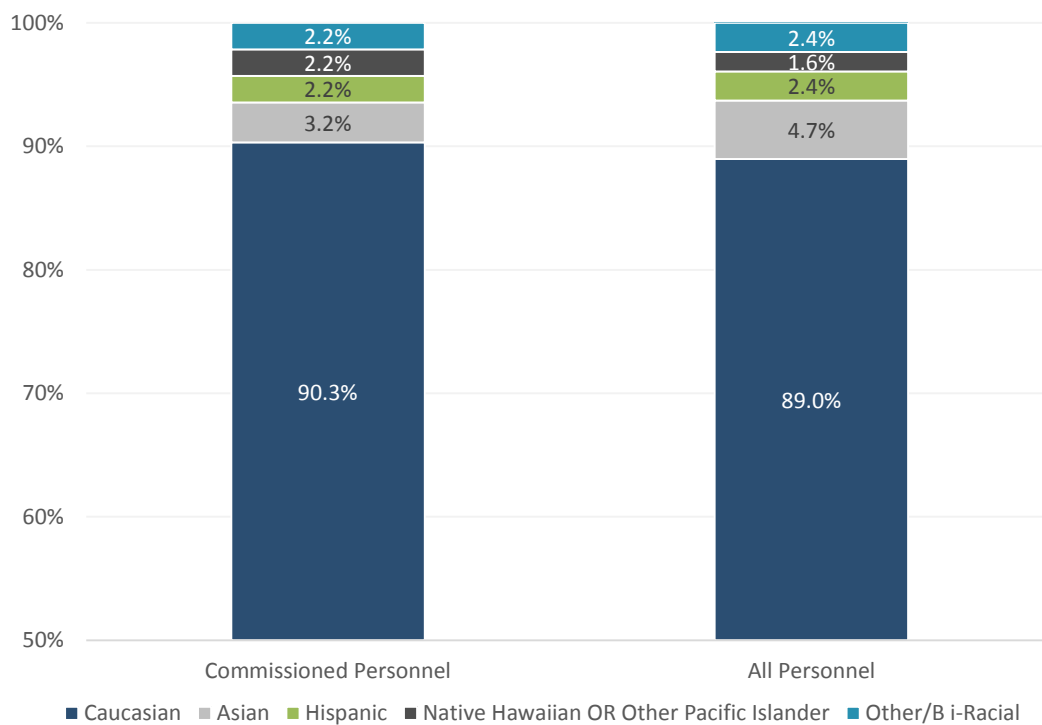
4.6 Workforce Demographics, Turnover, Recruitment, and Succession Planning

Workforce Demographics

Diversity

In 2015, the Kirkland Police Department on the whole was 89% White, 5% Asian, 2% Native Hawaiian or Other Pacific Islander residents, 2% Hispanic, and 2% Other/Bi-Racial (KPD, 2015). The racial makeup of the Department is significantly less diverse than the residents of the City of Kirkland. As discussed in **Section 3.3** in 2013, the City’s population was 77.4% White, 13.8% Asian or Pacific Islander residents, 1.4% Black, 1.7% some other race, and 5.1% two or more races. In addition, 7.3% of residents identified themselves as being of Hispanic or Latino origin (U.S. Census Bureau, 2015). When isolating commissioned personnel, the percentage of Asian employees decreases 1.5 percentage points (3.2%) and the percentage of Caucasian employees increases by 1.3 percentage points (90.3%).

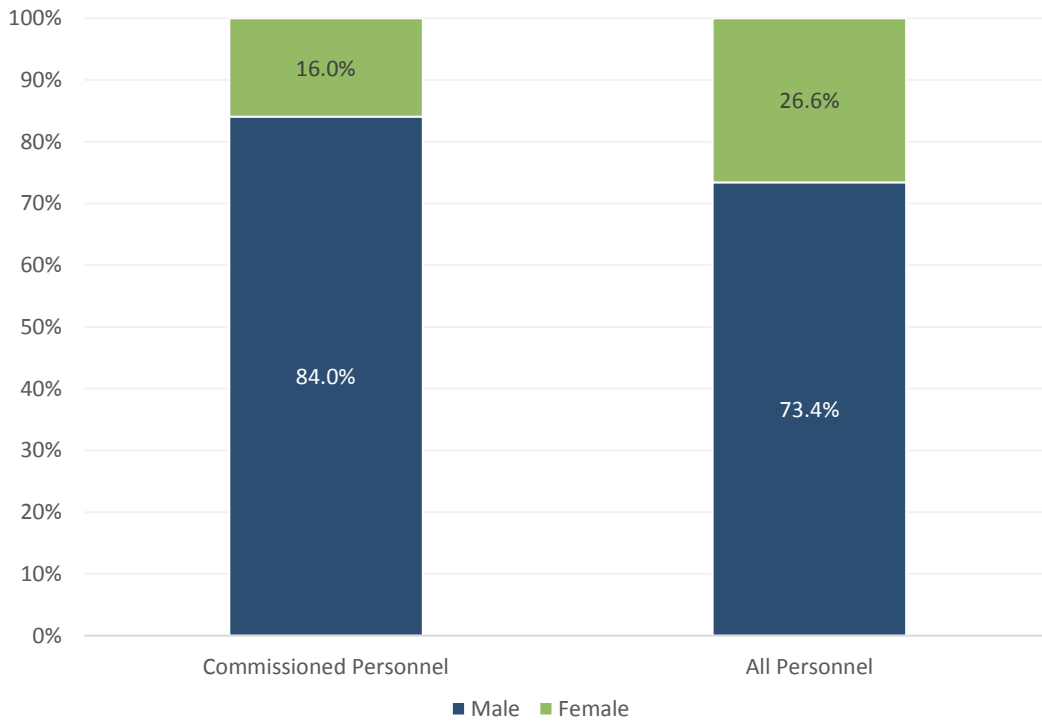
Exhibit 21: Race/Ethnicity of KPD Personnel, 2015



Source: (KPD, 2015)

In 2015, just over a quarter of Kirkland Police Department was female and 73.4% was male. When isolating commissioned personnel, the percentage of female employees decreases by 10.6 percentage points (16%).

Exhibit 22: Gender of KPD Personnel, 2015



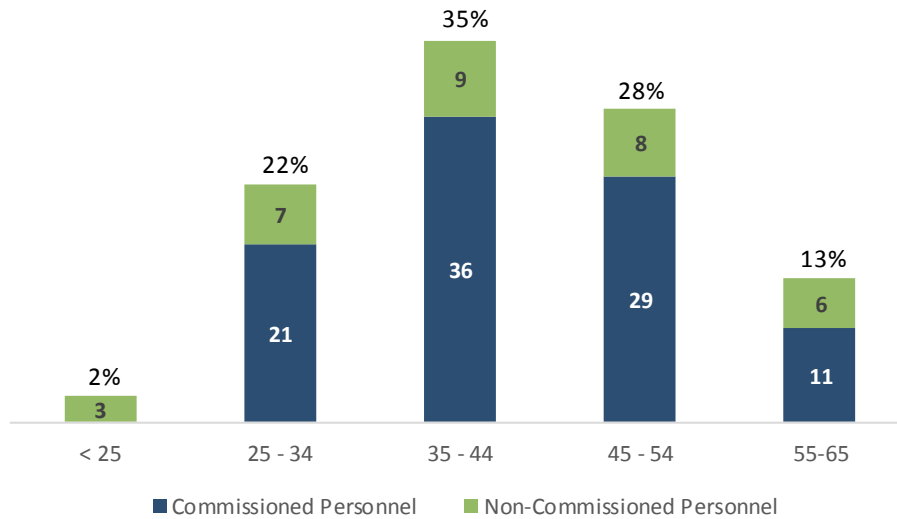
Source: (KPD, 2015)

Age, Retirements, and Employee Turnover

Age

In 2015, over 41% of the Kirkland Police Department was over the age of 45. A breakout of age by division was not available for this assessment, but since retirement eligibility for commissioned personnel starts at age 50, depending on years of service, a large proportion of the Department is anticipated to either already be eligible to retire or to become eligible to retire in the next five years.

Exhibit 23: Age Distribution of KPD Personnel

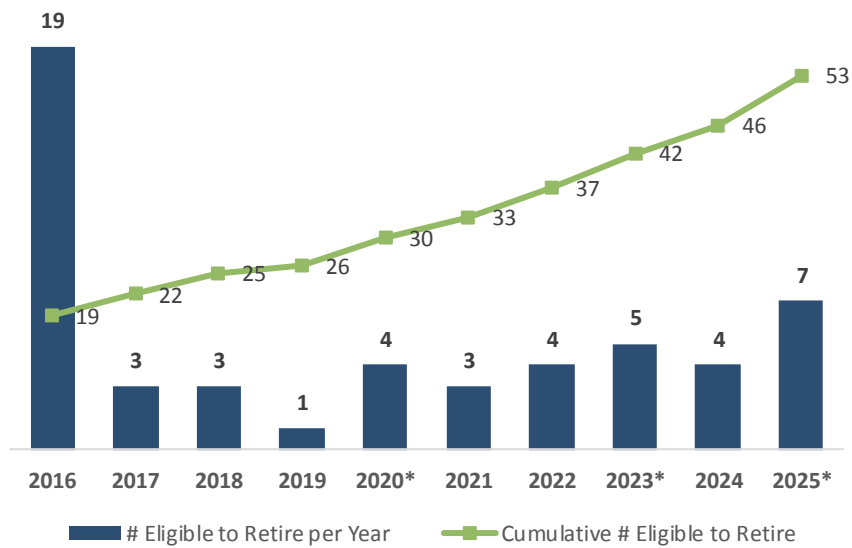


Source: (Kirkland, Longevity & Age , 2015)

Retirements

Exhibit 24 shows anticipated retirement based on years of service and age, representing commissioned personnel in the Department eligible to retire with 50 years of age and 20 years of service, 53 years of age and five years of service, or 65 years of age regardless of years of service, as well as non-commissioned personnel that will reach 65 years of age. With this basic definition, about 40% of the Kirkland Police Department will be eligible to retire within the next nine years, with an average of 5.3 employees per year, including 2016.

Exhibit 24: Personnel Eligible to Retire by Year

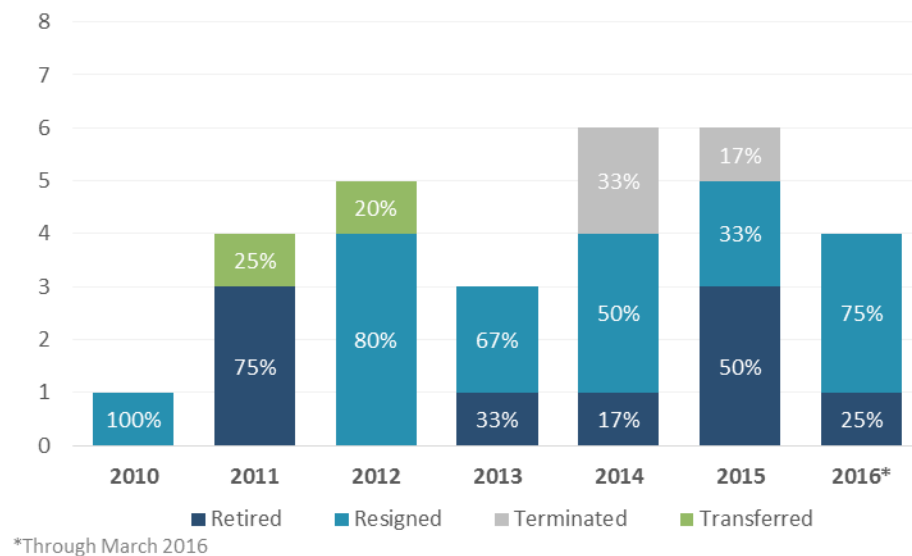


Note: Number eligible to retire calculated as commissioned staff who have either: 20 years of service *and* have reached 50 years of age, 5 years of service *and* have reached 53 years of age, *or* have reached 65 years of age regardless of years of service.
 *Years that include one to two non-commissioned personnel that have reached 65 years of age.
 Source: (Kirkland, Longevity & Age , 2015)

Employee Turnover

As shown in **Exhibit 25**, Kirkland Police Department had turnover ranging from one in 2010 to six in 2014 and 2015. Over this time Kirkland averaged a four-employee turnover per year. In almost every year, the most prevalent reason for turnover is resignations, with an average of two per year.

Exhibit 25: Employee Turnover 2010 – 2016



Source: (Kirkland, 2010 - 2016 Turnover, 2016)

Succession Planning and Recruitment

KPD pays close attention to the composition of its workforce as it relates to age, seniority, and retirement eligibility. This information is used in budget and hiring projections, and was part of a recent presentation to the Kirkland Civil Service Boards supporting a change in hiring requirements to encourage more lateral recruitment.

Additional resources could be spent on individual development plans, and a framework for all employees to be aware of the competencies required for each rank and specialty position.

Recruitment and Hiring

The Department should create a plan for recruiting and reporting hiring focused on desired competencies, and look for ways to attract more women and minorities. The City and Police Department have many positive attributes that could influence potential recruits. The Police Department facility and equipment are state of the art, salary and benefits are competitive, the financial management of the city is stable, the Department enjoys widespread support from peer agencies, the community, and the City administration, and the physical and cultural environment of the city is very appealing. The Department could increase its media presence, promoting the Department as a superior workplace at public events, and hosting trainings and other events at the new Justice Center facility.

The Department has recently announced a new recruitment plan to attract more officers and fill vacancies through lateral and new hires. The proposed strategy includes radio, mass transit advertising, attending career fairs, and updated brochures and business card handouts.

As noted by community stakeholders, partnerships with local organizations and community-based organizations could be used to raise KPD's profile and reputation with members of diverse communities.

The Department should also review all of its oral board testing, background screening, and minimum qualifications criteria to evaluate whether these standards are still relevant to its desired workforce.

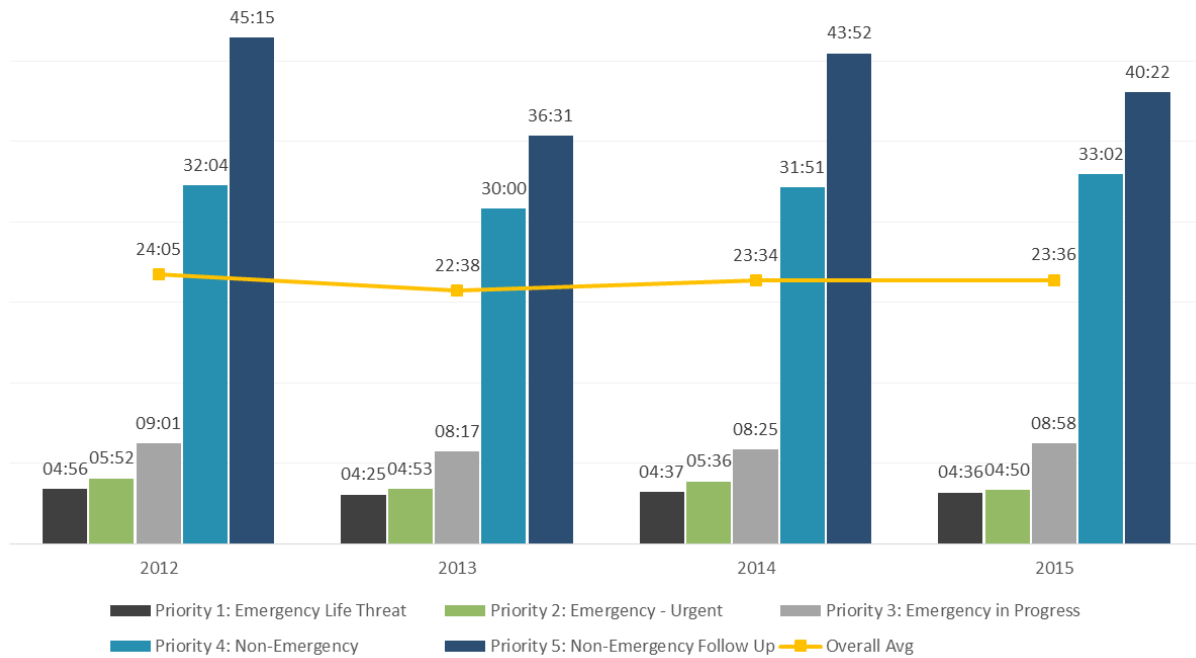
4.7 Performance, Resource Levels, and Deployment

Performance: Response Times and Case Clearance Rates

Response Times

Exhibit 26 shows Kirkland's average response times by type of call for 2012 to 2015. These response times represent the time between when an initial call is created and the arrival time of the first unit on the scene. Since response times are calculated several different ways and priority rankings vary by department, there isn't an accepted standard for response times. The best gauge of appropriate response time is citizen satisfaction. The community scores Kirkland received are very high on response times for serious crimes, where Kirkland has an average response time of 4 minutes and 28 seconds for Priority 1 calls, which include immediate threats to life and an average response time of 5 minutes and 18 seconds for Priority 2 calls, which include imminent threats to life. In 2015, Kirkland was able to decrease both its Priority 1 and Priority 2 response times. Public concerns about response time are most frequently related to low-level crimes. Kirkland's Priority 4 calls, which include non-emergency calls, have increased over the last four years, with an average response time of 31 minutes and 41 seconds. Kirkland's non-emergency follow-up response times vary from year to year, but average 41 minutes and ten seconds over the 2012 to 2015 period.

Exhibit 26. Response Times, 2012 - 2015



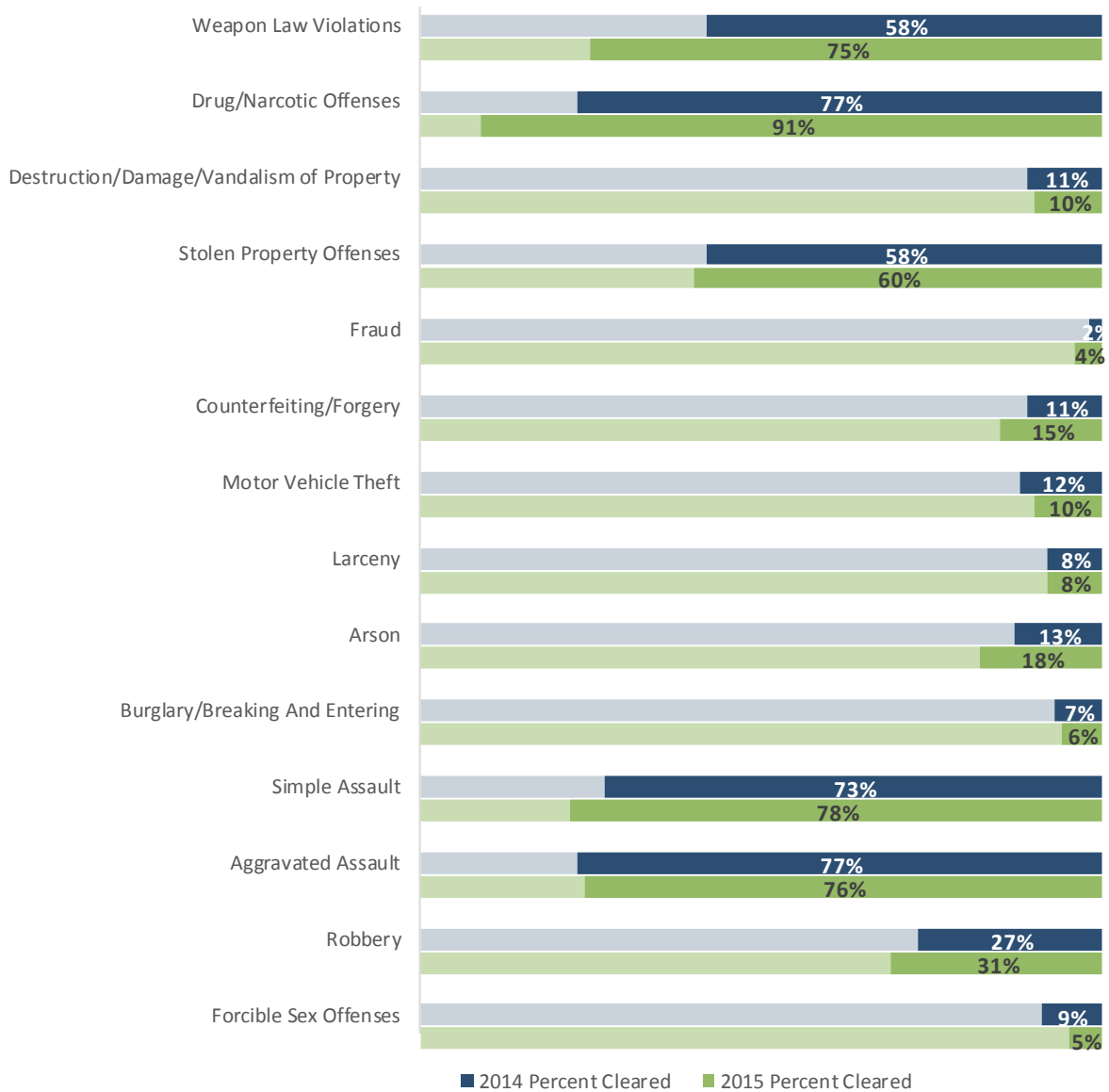
Note: The average response times were provided by KPD and have the following caveats: “Priority 1 and Priority 2 response time averages were calculated using 95% of available data. Priority 3, 4, & 5 response time averages are calculated using 98% of available data”. Response times are calculated from the time of initial call creation to the time of the arrival of the first unit on scene.

Source: (Kirkland, Response Times by Type of Call (Average), 2015)

Clearance Rates

Clearance rates are the relationship between number of crimes cleared compared to the number of crimes recorded. In general, clearance rates increased in 2015, with the most progress being found in clearance of drug and narcotic offenses as well as weapon law violations. Decrease in clearance rates were found in the crimes destruction of property, motor vehicle theft, breaking and entering, and forcible sex offenses.

Exhibit 27: 2014 and 2015 Clearance Rates by Crime Category



Source: (Kirkland, Calls for Service - Crime Stats - Clearance Rate, 2014 - 2015)

Staffing levels related to community outreach

Interviews with City of Kirkland staff noted that officer involvement in internal City meetings (for example related to special events planning and collaborating with other departments on addressing the city's growing homeless population) was valuable. Similarly, community stakeholders reported an appreciation – and desire for more – police involvement in community development and social support functions. An expansion of these roles may require more consistent, dedicated resources.

Performance-based Staffing Study of Patrol

BERK conducted a performance-based staffing study to understand the current workload of Patrol and the demand for service in Kirkland. Patrol was selected for this quantitative analysis because it represents

the largest share of personnel in the Department and patrol’s capacity is directly linked with other departmental groups, and in turn those groups’ capacity affects Patrol. In addition to determining Patrol’s current capacity, BERK assessed the resources required to create time to meet the Council goal to “provide for public safety through a community-based approach that focuses on prevention of problems and a timely response.”

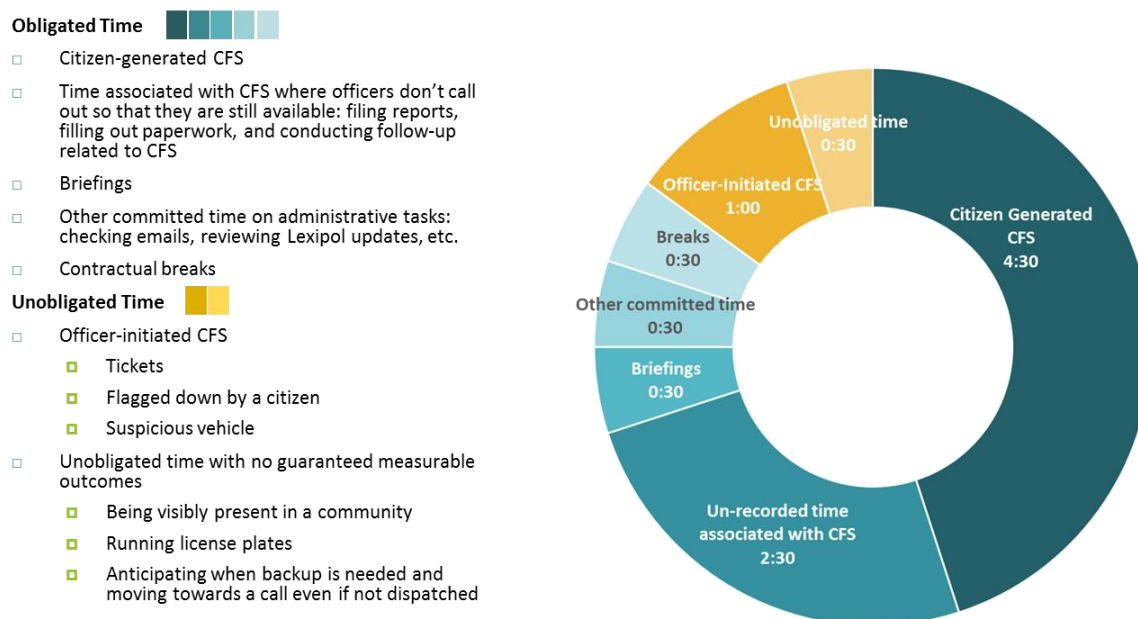
A departmental shift to community policing and a less reactive focus on crime prevention requires the involvement of many different work groups, not just patrol officers.

Typical day on Patrol – February 2016.

To understand a typical patrol shift we analyzed data for the month of February after the implementation of the new 10-hour shifts (February 4, 2016 – February 29, 2016). By matching calls for service with actual hours worked for that month, referencing the contract to determine break lengths, and interviewing patrol to understand time not spent “called-out” we saw the typical day start to take shape. The results of this analysis can be found in **Exhibit 28**.

The results show that 45% of an officer’s time is spent responding to citizen-generated calls for service. The most common types of these calls include responding to alarms, responding to calls of questionable activity, motor vehicle prowls, and traffic calls – such as accidents or items in the roadway. This percent represents a reactive model of policing, with officers running from call to call. Paired with their additional duties, such as paperwork and report-writing tied to calls-for-service, which most officers said took just as much time as the calls themselves, there is no time left in an officer’s day for proactive or directed patrol that is dedicated to preventing crimes before they start. Proactive patrol includes activities such as being present in a high car prowl area during the times that car prowls typically take place.

Exhibit 28: Typical Day on Patrol, February 2016

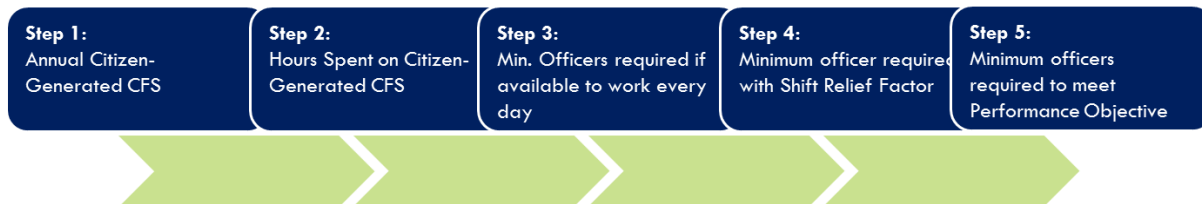


Source: (NORCOM, Calls-for-service data, 2015 – 2016) (Kirkland, Agreement By and Between City of Kirkland and Kirkland Police Guild Commissioned Staff, 2014 – 2016) and Interviews with Patrol

Workload-based assessment of Patrol

A current model of KPD's policing was built using the methods described in *A Performance-Based Approach to Police Staffing and Allocation* by Jeremy M. Wilson and Alexander Weiss, 2012. Using those same methods, a complementary model was created to determine what additional capacity, if any, would be required to shift the current policing style toward the community-based preventive policing that the community and Council desire. The process is outlined in **Exhibit 29** and walked through in detail below.

Exhibit 29: Workload-based Assessment Steps



Step 1: Determine Annual Citizen/Other generated CFS

- Considerations: How many units respond to each CFS

Step 2: Determine hours spent on Citizen/other-generated CFS

- Considerations: How much time does an assisting officer spend on a CFS

Step 3: Determine minimum number of officers required if working 10 hours/day, 365 days/year

Step 4: Determine & apply the Shift Relief Factor

- Considerations: How many hours per year is an officer available to work?

Step 5: Determine & Apply what percent of shift an officer spends responding to citizen/other-generated CFS

Step 1. Annual citizen-generated calls for service and officers required to answer calls for service.

The goal of this step is to determine demand for service, by isolating calls created outside of the control of individual officers. This forms the workload demand base for the analysis. Typical call-for-service production was determined using data provided by NORCOM for the year dated April 1, 2015 – March 31, 2016. The number of reactive calls, those outside the control of the Department – typically created by citizen's or other agencies, were found to represent just over 56% of all calls. These reactive calls were identified using assumptions provided by NORCOM identifying the percentage of each call type that is typically initiated by an officer versus generated outside of the Department by a citizen or other agency. Since we are specifically analyzing the patrol unit, and not the traffic or investigations unit, we also had to isolate calls that according to protocol should be handled by patrol. These assumptions were provided by KPD leadership.

Using both assumptions, we were able to determine that the citizen-generated demand on patrol service is about 27,600 calls per year.

We also found that many calls for service require a multi-officer response, such as alarm and domestic violence calls, meaning that more than one officer responds to a call. The computer aided dispatch system (CAD) reported that on average, there were 1.57 officers responding to a citizen-initiated patrol call for service. To determine the officers required to answer each call for service, we multiplied the annual citizen-initiated calls for service by the number officers responding to find that total modified calls for service to be 43,300 annual calls for service.

Step 2. Time spent on calls for service.

This step turns the number of calls for service in to the time spent by officers. The average time spent on a citizen-generated call for service is the time between when a call is dispatched to when a call is closed. In February 2016 the average time spent on a citizen-initiated call for service was 56 minutes and the average time spent on a citizen-generated call for service over the year was 54 minutes. These times are recorded in CAD and were provided by NORCOM by incident. Because calls have multiple responding units, and not all responding units spend the same amount of time on a call, through interviews with patrol and discussion with the steering committee, it was assumed that backup spends 75% of the time of the primary responder on each call requiring a multiple officer response.

Using the annual assumptions, including those for backup responses, patrol officers spend 37,000 hours on calls for service each year.

Step 3. Minimum officers required.

If an officer was available to work 10 hours a day, 365 days a year, the department would need 10.4 officers to respond to the current demand in calls for service.

Step 4. Shift Relief Factor.

Officers are not able to work every day and there are constraints on when they are available due to regular schedules (4 days on, 3 days off), vacation time, sick time, training, and regular leave such as bereavement, jury duty, military duty, etc. To take this into consideration the Agency Shift Relief Factor (SRF) was determined. The SRF represents the number of officers that need to be assigned to a shift to make sure that one is working any given shift.

Step 5. Performance Objective.

A performance objective is a framework for how the Department wants to police and it should be informed by community desires and the Department's Philosophy, Mission, Vision, and Values. In the staffing model, the performance objective assigns an officer's time to different policing activities. If more time is assigned to community policing and crime prevention, then less time would be spent by an individual officer on each call for service. But when call for service response time is fixed, additional capacity is needed to decrease this ratio.

When modeling the current workload, we found that officers spend approximately 45% of their time on citizen-generated calls for service, to determine what capacity would be required if more time were dedicated to community policing and crime prevention we applied one standard, developed by the International Association of Chiefs of Police (IACP) over three decades ago, which assumes that 33% of time should be devoted to calls for service.

As seen in **Exhibit 30**, the analysis displays the actual number of police officers working in February under the current reactive model of policing. In February this number was 54 although the authorized level was 60 officers. Then, applying the IACP standard to the annual averages, the capacity required to make time for proactive directed patrol increases to 71 officers, which is 11 officers more than currently authorized.

Agency Shift Relief Factor

$$\frac{365 \text{ days a year} \times 10\text{-hour long shifts}}{(365 \times 10 - \text{Total hours off})}$$

$$3650 / (3650 - 2,067)$$

$$2.31$$

2.31 officers need to be assigned to a shift in order for one to be present to work that shift. This is due to allowances for regular days off and other time off (vacation, sick time, military leave, etc.).

Exhibit 30: Workload Based Assessment Assumptions and Results

	Average Time Spent on CFS	Average # of units responding to a call	% of Primary's Time that Backup spends on CFS	Time an officer is available to handle calls for service if working 10 hours/day, 365 days/year	Shift Relief Factor	Performance Objective
February	0.96	1.57	75%	3,650	2.31	45%
Annual	0.94	1.57	75%	3,650	2.39	33%

	Annual Citizen-generated patrol CFS w/ Backup assumption (calls)	Time Spent on Annual Citizen-generated CFS w/ backup assumptions (hours)	Min. Officers required if available 10 hours/day, 365 days/year (officers)	Min. Officers required with Shift Relief Factor (Officers)	Minimum Officers Required to meet Performance Objective (Officers)
February	43,300	37,800	10.4	23.9	54
Future	43,300	37,000	10.1	23.4	71

Note: In February the Department was authorized for 60 officers, with 54 officers working.

Conclusions

To meet desire for community-based preventive policing, additional capacity will be required within Patrol and other supporting departments. Population and development growth will increase the need for Patrol resources over time. There are currently 0.31 citizen-generated calls per capita, projected out to 2035 population estimates from the City's comprehensive plan, Kirkland Police Department can expect an increase of 26% over today's estimate of 71 officers to meet the IACP performance objective.

The 33% performance objective is only one standard to use for policing and future goals should be focused on community desires.

Shift Schedule and Overtime Use**Benefits to new patrol schedule – and an opportunity to improve**

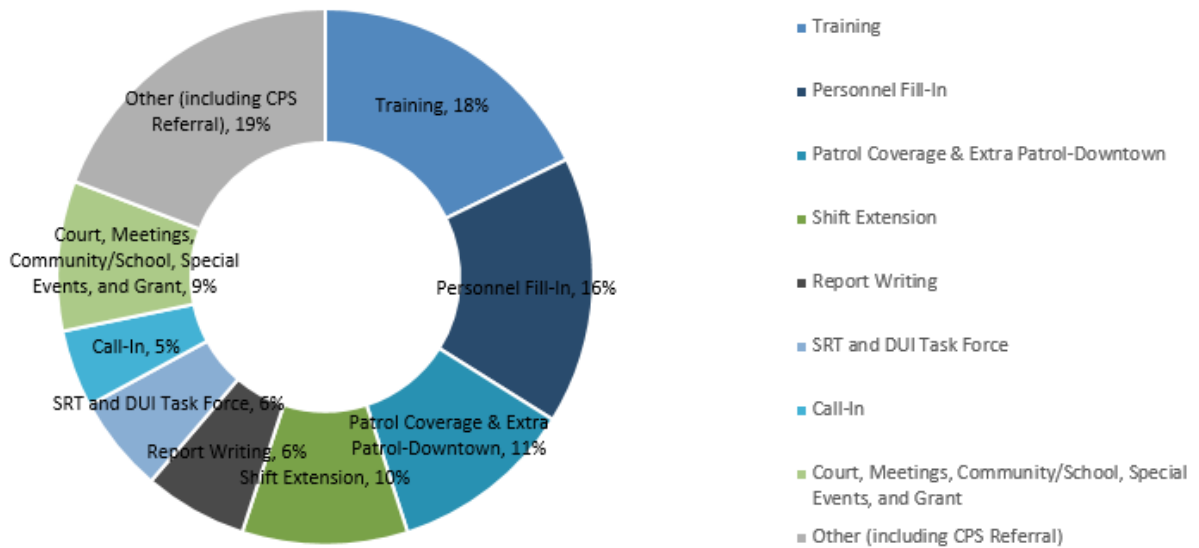
The Department recently moved to a new 4-10 patrol schedule, which has been well received by officers and supervisors and is seen as preferable to the former 12-hour rotating shift. The new schedule allows for more free time for personal activities on work days, and less fatigue at the end of a week of long shifts.

Adjustments and planning are needed to get the maximum benefit from the overlap day. On the overlap day there are fewer cars available than officers working. The overlap day also provides an opportunity to provide training or other development programs when the Department is more fully staffed.

Overtime use

Slightly over 50% of overtime use in 2015 was spent on Training, Personnel Fill-in and "Other," which in **Exhibit 31** includes CPS referrals.

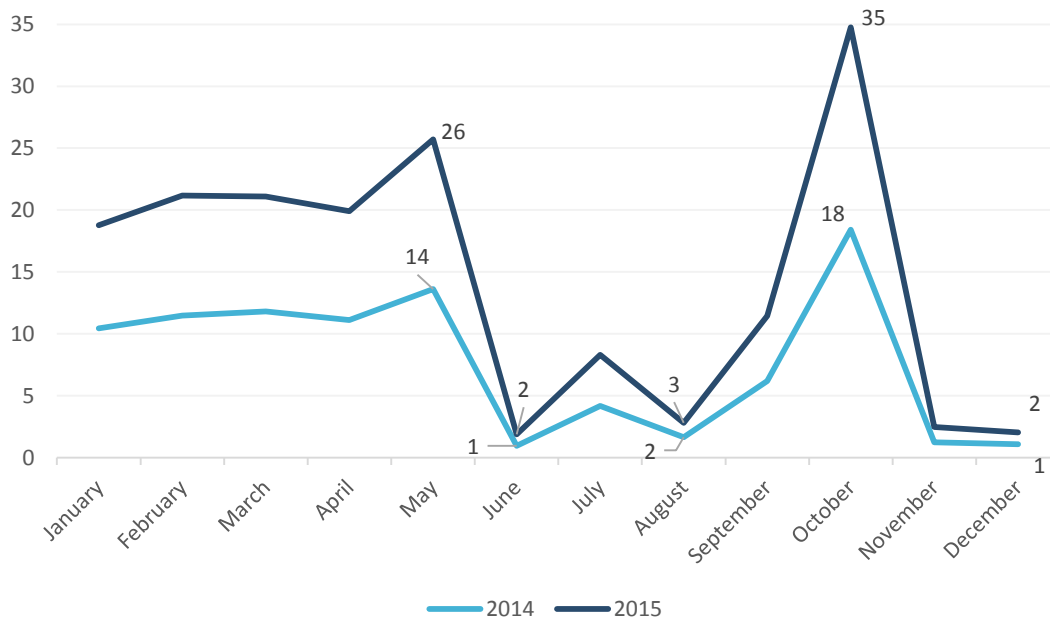
Exhibit 31: Overtime Hours by Type, 2015



Source: (Kirkland, Logged Overtime Hours, 2014 - 2015)

Excessive overtime use can be an indicator of burnout, and overtime use in Kirkland peaks in May and October of each year, with 2015 overtime hours reaching close to a typical 40-hour work week. **Exhibit 32** shows similar trends in overtime use over the year when comparing 2014 and 2015, but 2015 experienced an increase in overtime use over 2014, sometimes in excess of 15 hours per month.

Exhibit 32: Overtime hours per FTE by Month, 2014 and 2015



Source: (Kirkland, Logged Overtime Hours, 2014 - 2015)

Officer Training

Employees are satisfied with the quality of training overall but would like greater input into what topics are presented. There is a desire for individual development plans, i.e., training tailored to the employee's career aspirations, and leadership training, consistent with the needs of the organization. This strategy would strengthen succession planning as well as support employee growth and retention.

Some employees stated they would like to be more involved in the development and presentation of training, believing that KPD does not fully recognize or utilize the talent of its employees. It is suggested that an appraisal be made of who possesses what particular talents in order to create an inventory of potential training and trainers.

Current Use of Data and Technology

Technology plays an increasingly important role in the daily work of law enforcement officers in the field, equipping them with enforcement and investigative tools that have the potential to make them safer, better informed, and more effective and efficient.

The City of Kirkland has a centralized IT Department that provides services to the Police Department. The IT Director has a well-developed understanding of the unique issues related to criminal justice information management. The new Justice Center facility was built with future technology in mind. The Police Department is in a good position to move forward with new technology, and the officers have indicated a desire to embrace new technologies to create efficiencies and enhance their service.

The Department makes modest use of its technology but could benefit from working closely with the IT department to create a future technology vision. Developing a technology vision takes time, and requires a deliberate process to jointly plan with IT to budget and evaluate secondary consequences of new technologies such as storage, retention, and public records disclosure management, especially as it relates to implementing new video tools. The Department does not currently have a designated internal technology subject matter expert or internal champion who has the resources or time to partner with the IT Department to explore future technology tools. In addition to considering the technical and budgetary impacts of new technology, new tools should be reviewed using the IACP Technology Policy Framework with City policymakers to discuss the appropriate use and management of the tools.

KPD has made some use of established technologies to quickly analyze, communicate, and leverage crime data for informing a strategic response. Kirkland officers have mobile data terminals in their vehicles but do not have hand-held mobile devices such as tablets or smart phones. Moving towards emerging law enforcement technology innovation and applications will likely require putting additional mobile tools in the hands of officers.

Opportunities to use real-time data to inform response and deployment and to communicate with City decision makers

- Better use of existing tools or the use of new analytical techniques and mapping tools may require additional staff support.
- **Analytical tools.** There are large amounts of information available and sifting through this data is time consuming. There are analytical tools to help sort through the information and make it usable for officers, detectives, and administrators. Predictive analytics may help agencies manage the flood of raw data and transform it into information that can help guide actions and plan deployments.
- **Mapping tools.** Increased use of GIS technology can provide geographic tools for crime prevention, investigation, and illustration.

Opportunities to better communicate with the public

- **Department website.** The City's IT Department administers the city department websites, but the Police Department has control over the content on its website. Although the site has basic information, it is not updated regularly.
- **Social media.** Tools such as Twitter and Facebook help to push out important information to the community and can be helpful communication tools. Information can be quickly disseminated to those following the Department's news feeds, which would likely include neighborhood blogs or other sites that could push the information out to a wider audience. These sites can also be valuable for reporting out awards, notable arrests, and case closures, and are helpful in recruiting new employees.

Opportunities for online crime reporting

As of the writing of this report, the Kirkland Police Department does not have online reporting that allows crime victims to report certain types of crime online, without having to wait for an officer to respond. Often, concerns about police response time are related to low-level crimes that are a low priority because they only involve collection of victim information. Online reporting is easy for the victim, eliminates some duplicate data entry, and can free up officer time to respond to other calls.

While online reporting produces some efficiency, it also lessens contact between officers and the public. Each incremental change from in-person to electronic contact needs to be evaluated as to how it changes the relationship between the Department and the public.

The Department recently announced it will be testing online reporting of crimes through CopLogic. This will allow residents to report specific property crimes and choose between a police response or an electronic report. The new system provides residents with a fast and efficient method for reporting low-level crimes and also helps KPD improve efficiencies in use of personnel.

Staffing Alternatives and Regional Partnerships

Opportunities for different staffing models in some positions

As the Department discusses methods of service delivery and service levels, it should consider which tasks require commissioned law enforcement officers, and which can be done with non-sworn staff. These discussions should include the appropriate labor representatives.

Specialty services and regional partnerships

The Department participates in some regional partnerships which provide the benefit of a large amount of expertise for emergencies with a reasonable amount of officer resource commitment. These partnerships also give officers an opportunity to develop relationships and learn other skills. Kirkland Police participate in the FBI Cybercrimes Task Force, the Washington State Internet Crimes Against Children Taskforce, North Sound Metro SWAT and until June 2016, are part of the East Side Narcotics Taskforce. More partnerships should be explored, especially related to training and firearms now that the Department has such a well-built and well-located facility.

5. ASSESSMENT OF THE CORRECTIONS UNIT

This section begins with background on the Kirkland Jail and then analyzes current operations in comparison to industry standards on the following topics:

- Management Systems
- Facility, Equipment, and Technology
- Training
- Staffing, Shift Schedules, Overtime, and Potential Staffing Alternative
- Employee Recruitment, Retention, and Morale
- Inmate Programs

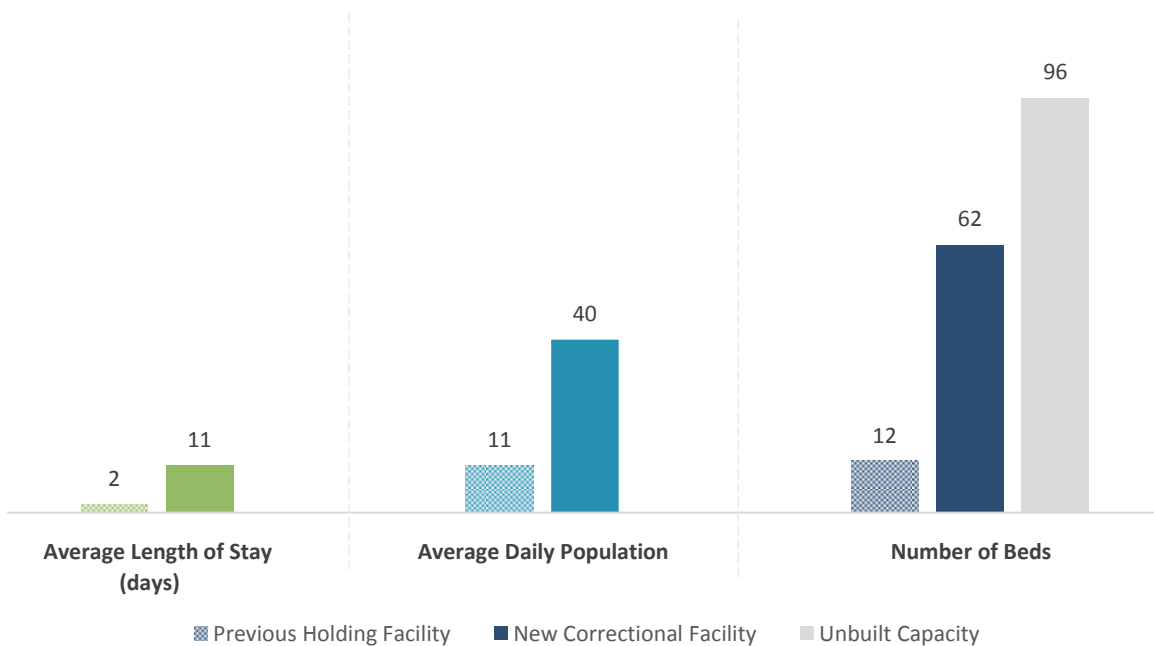
5.1 Background

The Corrections Unit of the Kirkland Police Department manages the Kirkland Jail, Electronic Home Detention Program, Work Release Program, and inmate transport services.

When the Kirkland Justice Center opened in August of 2014 after an extensive remodel of a vacant Costco Home store, the new facility had significant impact on Corrections. The prior jail facility had 12 beds and an average daily population (ADP) of 11 males, with an average length of stay (ALOS) of two days. It was defined under RCW 70.48 City and County Jails Act as a “Holding Facility” for the temporary housing of inmates, not to exceed 30 days. With the move to the Justice Center, KPD Corrections Unit has transitioned and begun operating a full-service Correctional Facility with 62 beds², an ADP of 40 male or female inmates, and an ALOS of 11 days. **This is a significant change in operations and responsibility, with far greater impact than simply moving existing operations to a new facility.**

Staffing levels increased to accommodate basic operations in the new jail and the supervision of the additional inmate population. However, administrative resources to develop and implement the systems and programs necessary to operate a safe, secure and effective corrections system were not designated nor were funds allocated. These administrative functions should be identified and funded if the Corrections Unit is to be successful in reaching its goals.

² The Design Capacity of the jail (62 beds) is much higher than Operational Capacity (53 beds).

Exhibit 33: Jail Characteristics in Previous Holding Facility and New Correctional Facility

The National Institute of Corrections offers a 40-hour training for agencies moving to a new facility, but there is no training for a “startup” operation such as what Kirkland Corrections Unit has undertaken. A holding facility or transport services operation that evolves into a full-service jail facility must establish:

- New policies and procedures
- Training curriculum and protocols
- Inmate housing decisions
- Options for medical and mental health services, as well as other programs
- An inmate classification system
- A staff deployment plan
- A robust management information system

The initial 13 months of occupancy in the new jail were fraught with significant operational problems caused by a faulty electronics system. After a collaborative effort supported by the Kirkland City Attorney to insist the manufacturer make repairs, the electronic issues were addressed. Kirkland Jail Administration has made significant progress in developing foundational systems required to operate a safe and secure correctional facility.

KPD has two major advantages in its jail management:

- A commitment by the City, Police Department, and Corrections Administration to implement research-based, data-driven “best practices” programs for staff and inmates.
- The availability of contract beds at SCORE for special-needs inmates with behavioral, medical, or mental health problems. SCORE provides a ready option to reduce liability and risk to the City. SCORE is seen regionally as a cost-effective and dependable alternative to municipal jails.

5.2 Management Systems

Major Findings

Kirkland Corrections lacks current and ready access to baseline information that is typically used to inform standard management decisions.

- Data collected at intake are not available in a formal and scheduled daily, monthly, or annual report to evaluate the implications of the changing inmate profile on budget development, operations, housing, programs and staff deployment.
- No population reports are generated regularly from New World since dispatch moved to NORCOM.
- While information relative to mental health or behavioral issues of inmates may be recorded in the inmate's file in the New World System, it is not readily available for cumulative reports to analyze budget, staffing, or resource needs, nor do staff perceive that information relative to safety or security concerns is easily accessible.

These issues are important because data-driven and research-based jail management ensures the most efficient and effective corrections operation.

In addition, the jail lacks several basic management systems which are supported in the American Corrections Association Core Jail Standards:

- There is no responsive **Management Information System** which would provide Administration with standardized and routine reports and allow ad hoc queries of specific data to develop reports on an as needed basis.
- There is no **Classification System** for separating inmates based on community and institutional risk or need for services. While Corrections Administration is working on adopting SCORE's classification system, it is not validated for the KPD population and may over-classify the population. A validated classification system is important because it provides the structure for objective decision making for housing and program assignments; establishes the custody level of inmates; determines the security level of housing units; identifies special needs of inmates; reduces liability for the agency; reduces escapes, suicides, inmate on inmate assaults; allows for staff discretion; and is simple, efficient, and easy to understand.
- The jail does not have a comprehensive set of **Policies and Procedures**, although an Action Plan was developed with assignments and timelines. This is important because policies and procedures establish a solid foundation for security and efficiency of operations, ensure inmate and staff safety, guard against potential litigation, and support consistency and impartial treatment as well as access to services and programming for the inmate population.
- There is no current **Staffing Analysis** to determine the most efficient deployment of staff. This analysis should be undertaken prior to selection of a final shift schedule. The National Institute of Corrections' process for conducting a comprehensive Staffing Analysis identifies the right number of staff with the right skills, in the right place, at the right time, doing the right thing.

5.3 Facility, Equipment, and Technology

Significant Concerns

There is no outside recreation area for inmates. This may be a potential problem because use of outdoor areas for exercise is preferred in the ACA Core Jail Standards.

Radio, camera, and computer systems are problematic. The quality of radio communications is reportedly insufficient with many dead spots that interfere with communications. Administration reports

that repairs were made two months ago and this is no longer an issue. Camera quality is also a concern. The repair rate should be analyzed for number and frequency of repairs. These systems create a liability that may put personnel and the City at risk. Officers also voiced major concerns about the New World information system and computer hardware. These concerns relate to a vast amount of inmate specific information that is inputted by officers but not readily available relative to their safety and security concerns.

Additional Findings

Strengths

- Officers report that the facility operates in a safe manner. As one staff member noted, “Officers run it: it’s theirs and a good place to work.”
- Officers and supervisors are pleased with quality of equipment on their duty belt.

Challenges

- Staff expressed the opinion that facility maintenance requests that impact staff safety are not responded to in a timely way and are not a priority. Staff believe there is a delay in transmitting requests to facility staff; the facility staff are seen as responsive when they receive the requests. Cited examples of maintenance issues include lights, raising intake counters, a request for a window in the kitchen, exposed wires, open drains which could be used to hide contraband, the need for a lock on the kitchen door, and the need for steps for inmates to get to top bunks.
- There is a concern that inmate supplies are not a priority. When delays occur, officers are responsible for responding to complaints and disgruntled inmates.
- Lack of lighting outside the building results in safety concerns for staff travelling to or from work, or going on transports in the dark. [The Justice Center has a secure employee parking lot with lighting, but Corrections employees feel it is not in a convenient location for them.]

5.4 Training

Significant Concerns

KPD lacks an overall training plan and several important types of specific training that protect officer and inmate safety and help protect KPD against liability.

- There were two weeks of training in 2014, none in 2015 (due to staffing shortages), and a Lateral Vascular Neck Restraint training in 2016. This level of training is insufficient for a facility of Kirkland’s size and complexity. Training should prioritize safety and security issues, such as inmate transport, vehicle engagement, cell response, response to court incidents, mentally ill inmate management, and defensive tactics.
- The jail has no Training Plan. A Training Plan should describe the key elements of training for newly hired officers as well as in service/core annual training for all staff. Annual training is crucial to ensure safety, officer development, and protect against lawsuits. Administration has reported that 20 hours of Core Training is scheduled for October, 2016, however, specific curriculum has not been determined.
- Specific additional training requested by officers includes:
 - Officer training for medication administration and for monitoring inmates held in the Restraint Chair.
 - Firearms instruction, not just annual qualifications.
 - In-Service Annual Training in areas specific to jail operations.

- Officers have also voiced the need for law enforcement staff to undergo additional training on response to corrections incidents. A perception exists that patrol police officers are not adequately trained to provide backup to the corrections unit in situations such as large scale assaults, riots, escapes, hostage scenarios that mandate timely response with external resources. Additional training and time spent in the corrections facility by patrol officers building relationships and learning correctional procedures and processes would be well spent.

Additional Findings

Strengths

- An excellent two-week training was held in 2014 in preparation for the move to new facility.
- The new hire Corrections Officer training program is comprehensive.

5.5 Shift Schedules, Staffing Levels, and Use of Overtime

An overview of the current schedule found an opportunity to improve staff coverage and increase efficiency.

Significant Concerns

The current 4/10 schedule is inefficient, causing overlaps of officers 6 hours per day. In addition, staffing levels are uneven, with five to eight officers on duty for 33 hours each week, and only two officers on duty for 49 hours each week. The level of supervision is also uneven: there is no supervisor on duty for 35 hours each week, but there are three supervisors on duty for 15 hours each week. Felons booked in and kept overnight and over weekends results in a higher level of potential violence, when no supervisors are on duty.

Staff expressed concerns with the minimum staffing level of two officers given difficulty obtaining outside backup and response to incidents. Two-officer staffing also means there are no staff available for incident response or for outside transport requests.

There are evening shifts with no female corrections officers on duty. The Core Jail Standards state, “When a female inmate is housed in a facility, at least one female staff member is on duty at all times (1-CORE-2A-05 (Ref. 4-ALDF-2A-08)).

An in-depth Staffing Analysis using the National Institute of Corrections model is needed to determine the most efficient deployment of staff. An alternative schedule has been developed with input by staff that will improve coverage, however the findings from a formal Staffing Analysis should be reviewed prior to adopting a permanent schedule change.

Additional Findings

- Requests from probation officers, law enforcement, and judges for external transports have increased, impacting minimum staffing levels. A formal Staffing Analysis will provide information to determine staffing necessary for external transports.
- Among the total staff of 20, 4 of 14 corrections officer positions are vacant, equating to a 29% vacancy rate. The majority of overtime results from backfilling for vacant positions.
- Court transports are assigned during day shift when staffing levels are higher. Appropriate staff resources may be determined by careful documentation of the frequency and numbers of transports required.

Opportunities

- Alternative shift schedules which provide the most coverage (8 and 12 hour shifts in process).

- Corrections Officers are entering approximately 150 warrants a week. It may be more cost effective to move records and clerical responsibilities to a civilian position. This question could be addressed in the “time and motion” study portion of the NIC Staffing Analysis process.
- Create a civilian position to oversee a staffing analysis process and develop in collaboration with the union a staff deployment plan; create a budget and timeline for a three-year in-service staff training plan; and coordinate the development of a robust management information system.

5.6 Employee Recruitment, Retention, and Morale

Major Findings

Staff seem to work well together. There is reportedly strong teamwork and camaraderie, as well as a desire to get the job done. This appears to be true among line officers and newly appointed supervisors. Staff report that they work well together, that everyone pulls their own weight and pitches in to cover shifts when needed.

Many comments focused on the relationship between Corrections Officers and Administration:

- Corrections Officers perceive Administration priorities as centered on clerical and administrative duties such as entering warrants, rather than supporting safety and security in daily operations.
- Officers perceive a lack of support, interest, and empowerment from Administration.
- Officers perceive communication with Administration to be one-way: when officers report an issue or make a request, there is no response about a decision.
- Staff have requested regularly scheduled meetings with Administration.
- Officers request Corrections Administration (Lieutenant, Captain) participate occasionally in pass-down, shift information exchange; conduct unannounced walk-throughs of the facility (PREA, Core Jail Standards); increase visibility; and improve communication.
- There is a perception that Administration emphasizes police and law enforcement issues ahead of jail and corrections issues. This was less of a concern when the jail was just a “hold and transport” operation.
- Jail Administration is seen as responsive when there are staff issues with performance.
- The Interim Police Chief was viewed as interested and supportive of corrections operations.

Additional Findings

Strengths

- Officers like working for the City of Kirkland, which has a good reputation in the area.
- Officers are very positive about level of pay and benefits package. They see lots of potential, feel KPD is a great place to work, with good pay and benefits, including vacation and retirement. Officers would like the City to consider additional benefits, including an education incentive to reimburse for tuition costs and a fitness bonus.
- The hiring process is seen as working well, with good staff hired.

Challenges

- There is a low percentage (15%) of people of color in the Corrections workforce.
- Officers perceive that decisions are made without consideration of their input or recommendations.

5.7 Inmate Programs

Major Findings

Lack of Inmate Engagement Programs

The jail currently has no inmate engagement programs, such as education, commissary, religious services, or substance abuse programs. Staff are anxious to implement programs as they perceive the absence of programs contributes to idle inmates and increased safety concerns for officers.

Administration is working to develop and implement in-custody programs to engage inmates, reduce violence, improve safety, and support successful reentry of inmates back to community. Programs in various stages of development include religious services; education; commissary; haircuts; Alcoholics Anonymous, Narcotics Anonymous, and substance abuse; parenting; and mental health liaison. Administration is also planning to initiate a volunteer recruitment and training initiative to augment inmate programs.

The delay in program implementation has caused frustration among corrections officers, particularly the lack of a commissary, haircuts, law library, and religious programs. Staff seem frustrated that programs are a known best practice that are not yet implemented.

Medication Administration

Lack of coverage and consistent medication administration by contract medical services is a major concern. This is important because medication distribution by corrections officers is a liability risk if the wrong medication or dosage is provided to the inmate. Administration reported a recent problem with a contract nurse has been addressed. An increased amount and frequency of training is required to ensure that officers are confident in their delivery of medication when medical staff are not available. The detox process also requires medical oversight and consistent protocols and procedures, which are currently lacking. This is important because research identifies the first 24 hours of confinement as the most critical period for potential death of inmates as a result of drug overdose. It may be advantageous to implement tele-med capabilities for appropriate cases.

Additional Opportunities

- Jail Administration is interested in the potential to enhance and expand Electronic Home Detention (EHD). It was reported that 30% of the inmate population are held on Driving with License Suspended which may justify expansion of the EHD program.
- Cost benefit analysis of a work release program to determine the profile of the eligible population, Average Daily Population, and consideration for consolidating with EHD program
- Additional correctional options such as day jail and day reporting for eligible inmates to provide alternative sanctions and step down transition programs.
- Video Court, so hearings could be held with other jurisdictions when an inmate is in King County or other facilities to avoid travel costs and reduce security concerns.
- Assign the development and implementation of in custody inmate and correctional options programs to a civilian administrative position.

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CITY OF KIRKLAND
Police Department
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www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett

From: Cherie Harris, Chief of Police
Michael Ursino, Administrative Captain
Lorrie McKay, Intergovernmental Relations Manager

Date: October 21, 2016

Subject: Update: Animal Services Discussion

RECOMMENDATION:

It is recommended that the City council receive an update on the Animal Services discussion, including follow-up from Council's Public Safety Committee, and provide direction of whether the City should enter into the 2018 Successor ILA with RASKC, or notify King County of the City's intent to implement a local animal services program at the conclusion of the current ILA, December 31, 2017.

BACKGROUND DISCUSSION:

The City Council received a briefing from Regional Animal Services of King County (RASKC) on the 2018 Successor Interlocal Agreement (ILA) for the provision of regional animal services at its October 4 study session. Council was further briefed at its October 18 regular council meeting about how the Kirkland Police Department could provide local animal control services with the goal of delivering a higher level of service to Kirkland residents and animals.

At Council's October 18 meeting, Deputy Mayor Arnold asked staff to provide additional detail on case enforcement and what the impact might be to the City when someone appeals a citation to the City's Hearing Examiner, or to the Kirkland Municipal Court. Councilmember Sweet echoed an interest in understanding how enforcement is currently managed, how it would be managed and what the costs might be.

Animal Related Violations and Case Enforcement

In February 2016, at the request of the Board of Appeals the King County Council passed an ordinance that moved several types of appeals, including animal care and control appeals from the Board of Appeals to the King County Hearing Examiner. RASKC representatives say that every appeal that is not a violation of the Revised Code of Washington (RCW) goes to the King County Hearing Examiner. Other appeals (more rare) go to District Court, and Hearing Examiner findings are appealed to Superior Court.

Estimating the Volume of Enforcement Cases Currently Managed within Kirkland

To try to get a sense of the volume of Kirkland's enforcement cases currently managed by RASKC, staff analyzed the last three years of ACO service data, focusing specifically on "Violation/Investigation" case reports (Attachment A). The data show an average of roughly 108 Violation/Investigation cases reported in Kirkland per year.

These Violation/Investigation enforcement cases ranged from

1. Vicious Animal ("not in progress" primarily) - 29 per year
2. Noise / Barking – 20
3. Animal Bite – 18
4. Cruelty/Neglect – 14
5. Trespass – 8
6. Notice and Order – 7
7. Cruelty Abuse – 6
8. License Violation – 3
9. At Large – 3

To understand how many of Kirkland's enforcement type cases were then appealed to the King County Board of Appeals (now the King County Hearing Examiner), staff reached out to RASKC officials. According to RASKC, approximately 17 violations in Kirkland were appealed to the King County Hearing Examiner per year. (A total of 62 violations in Kirkland were appealed to the Hearing Examiner between January 1, 2013 and September 30, 2016.) Moreover, of the 62 violations, none of the findings by the Hearing Examiner were further appealed.

Staff also reached out to the Court Administrator of the Kirkland Municipal Court to determine a volume of "animal" related violations filed in Kirkland Municipal Court. The Court Administrator reported that, from January 1, 2013 through September 30, 2016 a total of 25 violations were filed, 23 of which were leash law violations.

The Court Administrator also examined all King County Animal Control (KAC) citations filed in King County District Court (KCDC) to try to determine the number of citations filed there from within Kirkland. The extracts show that KCDC is entering all KAC citations with the jurisdiction of "King County," regardless of what city the violation occurred in. So staff was unable to determine which citations/violations were actually for Kirkland cases. The extracts show that countywide there were about 100 infractions filed each year by KAC and since 2011, all of the citation filed by KAC with KCDC are for "Pets to be on Leash in Park" only.

Estimate of Staff Time to Handle a Violation Appeal

Should the City move forward with providing animal services locally, staff anticipate seeing a spike in the number of calls for Control/Field service, from the 257 calls for service currently responded to by RASKC. As mentioned previously, Kirkland is in Control District 200 which includes eight other cities and the northern portion of unincorporated King County. Control District 200 is currently served by one ACO who responds to approximately 1,300 calls for service per year. Staff is confident that a local ACO will have the capacity to manage and respond to calls for service from local residents.

In terms of enforcement cases, it is important to keep in mind that the vast majority of animal related investigations and violations are non-emergent, lower priority (3, 4 & 5) requests for service that may be handled by the Animal Control Officer (ACO) with follow-up over the course of hours and days. Additionally, the first point of ensuring efficient and effective response to an appeal of a citation is a well-trained ACO, who can competently and completely write-up case reports.

RASKC officials shared some of the steps that their ACO's take to prepare for an appeal, from the moment an appeal letter is received. Once the appeal letter is received, staff must collect the case information; decide with the supervisor whether to go to the hearing examiner; communicate with the complainant; communicate with the offender; communicate with and schedule with the Hearing Examiner; and attend the hearing if determined. RASKC estimates

this process takes about 6 hours of staff time. Using this 6 hour estimate and assuming 17 appeals per year, the City's ACO could spend a little more than 100 hours per year on tasks associated with appeals.

Appeals: Kirkland Municipal Court and/or Hearing Examiner

Staff recognize that there remain questions to be asked and answered with regard to enforcement, as well as operational processes to be determined. However, the initial research suggests that the number of animal related violations in Kirkland appears to be relatively small. According to the City's Court Administrator, the estimated volume would have little impact to court operations, should citations be filed as infractions or criminal citations in Kirkland Municipal Court. The number of potential appeals, if the Kirkland Municipal Court is identified as the entity authorized to hear animal care and control appeals, is also estimated to have little impact on Court operations.

Should Council identify the Hearing Examiner as the entity authorized to hear animal care and control appeals, staff researched the estimated cost of utilizing the Hearing Examiner for this purpose. Currently, the City contracts with the City of Seattle Hearing Examiner for matters related to the Planning Department. Hearing Examiner hearings are pre-scheduled twice per month on the first and third Thursday's at 9am. The Hearing Examiner's costs include: an hourly rate; travel fee; mileage & tolls; review of reports and materials; the hearing; a decision; postage; and administrative time to mail a decision. For this discussion, staff researched ten Code Enforcement hearings to identify a base estimate of \$240 for each appeal to the Hearing Examiner. Using this estimate of \$240 per appeal and assuming 17 appeals per year identified by King County, staff estimate an annual budget of \$5,000 for use of the Hearing Examiner for appeals.

Revised Local Animal Services Program Proposed Budget – 2018

To reflect the estimated cost for the appeal process, staff added a line item for the use of the Hearing Examiner, but did not include a line item to reflect revenue recovered through payment of fines. The revised budget proposed for animal services provided locally is as follows:

Animal Control Officer Cost	\$ 97,583
Shelter Cost - (est. 96 intakes @ \$185 ea.)	\$ 17,760
Licensing Cost (9,316)	\$ 38,195
Marketing, Promotions, Canvassing	\$ 20,000
Specialty Contracts	\$ 10,000
*Hearing Examiner / Appeals	\$ 5,000
Vehicle O&M and Operating Supplies	\$ 25,000
Estimated Total 2018 Program Cost	\$ 213,300
Pet License Fee Revenue	\$ 284,300
Estimated Balance Remaining	\$ 70,762

Public Safety Committee Review and Recommendation

At Council's October 18 meeting, the City Manager reported that earlier in the day, RASKC representatives had communicated an alternate proposal for the City's consideration in remaining in the regional system. Councilmember Asher offered a motion, which was seconded by Councilmember Kloba, to have the Public Safety Committee consider RASKC's latest proposal and bring its recommendation back to the full Council at its November 1 meeting. The motion passed unanimously.

Council's Public Safety Committee met on Thursday, October 20 to discuss RASKC's latest proposal. Norm Alberg, Division Director of King County Records and Licensing attended the meeting to offer clarifications and respond to questions. The primary elements of the proposal included ways to reduce Kirkland's costs and also allow Kirkland to retain any license revenue after all RASKC costs were deducted. Kirkland could then use any remaining license revenue to contract for enhanced services. While the County's efforts to be responsive to the City's interests were appreciated, Committee members expressed that localizing the services of the Animal Control Officer will provide better service to the residents of Kirkland, and contracting for shelter and licensing services with professional third party service providers is a better overall value for the City. Committee members will provide their recommendation to the full Council at the Council meeting.

Resident Communication

Between October 16 and October 20, Council received four emails from Kirkland residents expressing support for Kirkland's continued participation in the Regional Animal Services of King County program. Each letter also expressed that "it doesn't seem reasonable (that the City) can operate this service with only one animal control officer; (resident does not) believe that the City will in fact save money and improve services; and (they) appreciate the services we currently receive from the regional model and like that it is managed by a seasoned Vet and not out of a police department." Two residents also suggested that "Kirkland's proposal fails to note that other cities operating independent services staff 1.5 to 2.0 positions rather than the proposed 1.0." Finally, one resident included a proposed "solution for East King County cities to band together to encourage RASKC to hire an additional person to service Eastside cities and that RASKC could then charge participating Eastside cities an extra fee for the additional coverage." Staff will be responding to these letters and believe that the proposed local services envisioned by the Kirkland Police Department will address the concerns raised.

SUMMARY:

Staff is seeking final direction. Funding and FTE authority to create a local animal service program have been included in the City Manager's Preliminary 2017-2018 budget. If the Council chooses to establish a Kirkland animal services program, Council should authorize the City manager to send a letter (Draft included as Attachment B), notifying King County and the RASKC partner cities of Kirkland's intent complete its obligation under the current contract, which terminates December 31, 2017. Further, Council should direct the Kirkland Police Department to develop and implement a program to provide animal services locally, effective January 1, 2018, which would include creating an appropriate appeals process through either the Municipal Court or the City's contracted Hearing Examiner.

Attachment A: Three-year Analysis of "Violation/Investigation" case reports

Attachment B: DRAFT Letter notifying RASKC of Kirkland's intent to complete its obligation under the current contract, which terminates December 31, 2017

Overall 3-Year Average - "Investigation" category call type 108

Attachment A

3-year averages - "Investigation" by Priority:

Priority 1 0.33
Priority 2 5.33
Priority 3 26
Priority 4 52
Priority 5 22
Priority 6 3

Control/Field Case Description "Investigation" Summary Data

	2013	2014	2015	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Vicious Marauding	1	2	2		1		4		
Vicious Not In Progress	30	27	30			10	72	5	
Cruelty Abuse	4	8	7		4	9	4	2	
Cruelty Neglect	19	14	9		6	9	24	1	2
Cruelty Welfare Check	14	26	22		2	11	23	26	
Animal Bite	15	18	21	1	3	38	9	1	2
Animal Bite older than 10 days	0	1	2				2	1	
Stray dog confined	0	0	1				1		
Illegal Kennel	2	0	0					2	
Barking or Noise	7	8	11			1	3	19	3
Trespass	5	10	8				14	8	1
Totals	97	114	113	1	16	78	156	65	8

November 1, 2016

Norm Alberg, Director
King County Records and Licensing Division
500 4th Ave Rm 411
Seattle, WA 98104

Re: Kirkland will complete its obligation under the current contract, which concludes December 31, 2017

On behalf of the City of Kirkland, I am writing to inform you that the Kirkland City Council has decided not to enter into the 2018 Successor Interlocal Agreement (ILA) for the provision of regional animal services. Rather, the City of Kirkland will complete its obligation under the current contract, which concludes December 31, 2017.

We look forward to continuing to participate fully as a partner city throughout the 2017 service year. City staff will work closely with RASKC staff on transition issues, such as transferring full and complete records of Kirkland's pet license holders in 2017 and at reconciliation in June of 2018.

Sincerely,

**CITY OF KIRKLAND**

Department of Public Works

123 Fifth Avenue, Kirkland, WA 98033 425.587.3800

www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Kelli Jones, Surface Water Engineer
Jenny Gaus, Surface Water Engineering Supervisor
Kathy Brown, Public Works Director

Date: October 20, 2016

Subject: New Surface Water Design Manual Addendum Decision

RECOMMENDATION:

It is recommended that Council direct staff on which alternative Addendum to the 2016 King County Surface Water Design Manual Policy (Attachment A and Attachment B) to include in the Public Works Pre-Approved Plans and Policies.

BACKGROUND AND DISCUSSION:**1. Introduction**

Staff provided background on the City's surface water design requirements at the [July 5th regular Council meeting](#), [September 20th study session](#) and [October 18th regular Council meeting](#). At the October 18th regular Council meeting, the Council unanimously adopted Ordinance O-4538, which adopts the King County package, which includes the following components:

- [2016 King County Surface Water Design Manual](#) (KCSWDM)
- [2016 King County Stormwater Pollution Prevention Manual](#)
- City of Kirkland Addendum to the 2016 KCSWDM (Addendum) which includes implementation details specific to the City, including whether flow control facilities are required for projects with less than 10,000 square feet of proposed impervious. Please see discussion of the Addendum below.
- Cross-reference between KMC and King County Code Chapters [9.04](#), [9.12](#) and [16.82](#)

This ordinance will go into effect on January 1, 2017. Prior to that time, staff will need to finalize the Addendum.

The Addendum is part of the Pre-Approved Plans and Policies that are developed and adopted into practice by the Public Works Department. When updates to the Pre-Approved Plans and Policies involve significant policy considerations, the Public Works Director requests Council direction prior to finalizing and implementing the updated Pre-Approved Plans and Policies. At the October 18th City Council meeting, the Public Works Director sought Council direction on two alternatives to the Kirkland Addendum (Attachment A and Attachment B) regarding the concern about requiring storm water detention on small projects (less than 10,000 square feet of proposed impervious surface).

Council was split in their direction (3 for Alternative A, 3 for Alternative B). Council decided to return for a discussion when 7 Council members are present, rather than having the Public Works Director make the decision. If Council remains split in its preference, the Public Works Director will need to make a decision on which alternative will be implemented in the Pre-Approved Plans in time for a January 1, 2017 implementation. The January 1 deadline is a requirement of the City's National Pollutant Discharge Elimination System (NPDES) Permit. Reasonable time will need to be allowed for public and developer outreach prior to the end of the year.

2. Alternatives for the Kirkland Addendum to the 2016 KCSWDM

The Addendum provides details on how the KCSWDM is to be implemented in Kirkland. This includes process information (i.e., review types and thresholds), revisions, and clarifications. Revisions must be made with caution: The NPDES Permit requires that jurisdictions adopt a "package" that is equivalent to the Ecology Manual. This is why staff put forward the King County Package for adoption as detailed above. However, there are a few requirements in the KCSWDM that are above-and-beyond requirements in the Ecology Manual. Some of these items are considered by Ecology to be part of the overall King County package, and therefore cannot be modified, but staff has verified with Ecology that the following item could be modified at the City's discretion:

- Allow use of existing conditions rather than forested conditions in calculating whether a project qualifies for the 0.15 cubic-foot-per-second (cfs) peak flow exception¹.

The result of this change, which is reflected in Attachment B, is that more projects would qualify for the 0.15 cfs exception, meaning fewer projects would need to provide flow control facilities. We estimate that this would impact small projects (less than 10,000 square feet of proposed impervious) that are creating approximately between 7,000 and 10,000 square feet of impervious surface.

Due to the largely built-out nature of Kirkland's single-family residential areas, Kirkland has many of these small projects occurring now, and likely in the future, in the form of small short-plats for single-family homes. Thus, this policy choice was considered significant and presented to Council for direction. In 2015, there were approximately 31 small projects, and staff estimates that 13 of these 31 projects would have needed to have provided flow control under the Attachment A option, but would not have had that same requirement under the Attachment B option. Looking at the Capacity Analysis performed as part of the 2035 Comprehensive Plan, it appears that there are approximately 443 properties out of 1,200 that are reasonably likely to develop that could be impacted by this decision.

Two versions of the Addendum reflect two different approaches to the 0.15 cfs exception:

- Attachment A – Alternative 1: Adopts the 2016 KCSWDM with the implementation and clarification details explained above. Small projects creating approximately between 7,000 square feet to 10,000 square feet of proposed impervious would be required to provide flow control facilities.
- Attachment B – Alternative 2: Adopts the 2016 KCSWDM with an additional implementation detail regarding flow control requirements for the small projects. Small projects creating

¹ See page 1-46 of the [2016 King County Surface Water Design Manual](#). To summarize, the flow control facility requirement is waived for any threshold discharge area in which there is no more than a 0.15 cfs difference in the sum of the developed 100-year peak flows and historic (forested) site conditions 100-year peak flows.

approximately between 7,000 square feet to 10,000 square feet of proposed impervious would be exempt from providing flow control facilities.

As mentioned during the study session, there are costs and benefits to consider when deciding whether to require flow control facilities for small projects. Below are some factors to consider with Attachment A, which would require flow control facilities on the small projects in question:

- Increased flows created by small projects would be detained, protecting downstream infrastructure and stream habitat.
- These potential small development sites are scattered throughout the City. Given current development patterns, flow control volume provided by these projects could provide a significant percentage of the overall flow control volume, depending on where these developments occur. (Although current development patterns suggest that these sites could provide a significant percentage of overall flow control volume, there is also a chance that developments might not occur as expected.)
- This requirement would significantly increase construction costs for small projects. This may impact land prices; the need to provide stormwater facilities could reduce the price that a developer is willing to pay for a property.
- Additional maintenance and inspection by the City will be required, which will require more resources over time. Under current City practice, facilities that serve residential properties are maintained by the City provided that they are either in the right of way or are in a tract or easement dedicated to the City. Thus facilities provided under the Attachment A option would be maintained by the City as long as an easement or tract is provided or the facility is placed in the right of way. Facilities would need to be tracked in the maintenance management system, inspected once per year, and cleaned as needed (probably once every 4 years based on data for similar facilities that already exist in the City).
- Approximately 10-15 of these small facilities would be added to the City's storm system each year (if rates of development are similar to 2015)

Below are concepts for consideration associated with Attachment B, which would not require flow control facilities on the small developments in question:

- The significant cost of control facilities to property owners and/or developers money when property is redeveloped is avoided.
- The City does not incur additional maintenance costs to inspect and maintain these facilities.
- Downstream resources would have a lower level of protection from erosion and channel degradation. The degree to which this lower level of protection would have a measurable impact is unknown. Over a period of years, the cumulative impact of this lower level of protection, together with other factors, could potentially be significant.
- It is possible that there will be increased flooding downstream of newly developed areas if flow control is not provided and downstream pipes are under-capacity. Again, it is not possible to quantify this concern at this time; however, the cumulative impact over a period of years of development could be significant.
- If downstream impacts prove to be significant over time, the City could be tasked with providing this volume of flood protection at a later date, which could cost 2 – 3 times more than building these facilities now because City construction costs are higher than those for private development, because of the need to acquire land, and because delay would result in cost escalation.
- Regional facilities to replace the flow control volume of these facilities (and beyond) could be challenging to site because these small projects are scattered throughout the City, and because the timing of specific development projects is unknown.

Staff recommends adoption of Attachment A because this provides the highest degree of protection for downstream resources and reduces the risk of flooding. The Council-preferred alternative will be incorporated in the pre-approved Plans.

With either policy, a study (proposed as part of the 2017-2018 budget) would analyze the differences between the manuals, including the Addendum, and a change can be made at a later date.

3. Next Steps

With the updates to the KMC, the City will remain in compliance with the NPDES Permit. The effective date of Ordinance O-4538, as adopted by the City Council on October 18th, 2016, is January 1, 2017. Staff will use the time between adoption and the effective date to prepare for implementation: to provide and attend training; to update the Pre-Approved Plans and Policies with details associated with the King County package; and to conduct public and developer outreach. Service packages are being proposed as part of the 2017-2018 budget for staff and consultant resources associated with the King County package.

Attachment A – Alternative 1: Draft Kirkland Addendum to the 2016 KCSWDM (flow control for small projects)

Attachment B – Alternative 2: Draft Kirkland Addendum to the 2016 KCSWDM (no flow control for small projects)

Attachment C – 2-lot short plat example



Addendum to the 2016 King County Surface Water Design Manual

Effective date: January 1, 2017

Introduction

This addendum to the 2016 King County Surface Water Design Manual (KCSWDM) applies to development and redevelopment proposals within the City of Kirkland. The KCSWDM has adopted requirements of the Clean Water Act, the Endangered Species Act, and the State Growth Management Act. This addendum includes minor revisions to the KCSWDM to address the differences between King County's and the City's organization and processes. No major substantive changes have been made to the KCSWDM in order to maintain equivalency in review requirements and level of protection provided by the manual. It is the City of Kirkland's intent to maintain equivalency with the 2012 Ecology Stormwater Management Manual for Western WA, as amended in 2014 (Ecology Manual).

Addendum Organization

The information presented in this addendum is organized as follows:

I. Terminology: At times King County and the City of Kirkland use different terminology to describe or to refer to equivalent subject matter. This section identifies these terms and the City of Kirkland's equivalent terminology.

II. Key Revisions: This section specifically identifies the minor revisions the City has made to the KCSWDM.

III. Code Reference Tables: King County code is referenced in many places throughout the KCSWDM. This section identifies these county code references and states the equivalent city code where applicable.

IV. Mapping: The City of Kirkland equivalents to the Flow Control Applications map, Landslide Hazard Drainage Areas map, and Sensitive/Critical Areas map are available online at:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

V. Reference Materials: This section identifies which reference materials provided in the KCSWDM are applicable and which are not. It also identifies equivalent City of Kirkland reference materials available.

Note: Clarifications and interpretations to the KCSWDM or this addendum are documented and made available through City Regulatory Code and the Public Works Pre-Approved Plans.

I. Terminology

At times King County and the City of Kirkland use different terminology to describe or to refer to equivalent subject matter. This section identifies these terms and the City of Kirkland's equivalent terminology.

- **Critical Drainage Area (CDA).** This definition does not apply in the City of Kirkland.
- **Department of Permitting and Environmental Review (DPER).** All references to DPER conducting drainage reviews or determinations shall refer to City of Kirkland Development Services.
- **Department of Natural Resources and Parks (DNRP).** All references to DNRP shall refer to City of Kirkland Parks, Planning and Community Development and/or Public Works Departments.
- **Director.** All references to the Director shall refer to the City of Kirkland Public Works Director.
- **King County.** All references to King County shall refer to the City of Kirkland (COK).
- **King County Code (KCC).** All references to the KCC shall refer to the City of Kirkland Municipal Code (KMC). Check code reference table for equivalent code sections.
- **King County Designated/Identified Water Quality Problem.** This determination is made on a case-by-case basis in the City of Kirkland.
- **King County Road Standards.** All references to the King County Road Standards shall refer to the City of Kirkland Public Works Pre-Approved Plans.
- **Overflow Pipe:** A pipe shall be considered an overflow if sufficient storage is provided below the invert of the pipe to meet flow control BMP requirements. In these situations, the flow control BMP will be allowed the credit associated with the BMP. Per the new impervious surface definition in the 2016 KCSWDM, if the pipe is used as an underdrain, the area will be counted as new or replaced impervious surface area.
- **Project Size.** The project size is based on the parcel(s) and/or right-of-way included in the project scope. It will be assumed the area disturbed by development will encompass the entire parcel(s) and right-of-way, unless there is an easement, defined stream/wetland and buffer, NGPE, or other condition which limits the amount of developable area.
- **Sensitive Area Folio.** Refer to City of Kirkland Sensitive Areas Map at: http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm
- **Water and Land Resources (WLR) Division.** All references to the WLR Division shall refer to the City of Kirkland Surface Water Management Group.
- **Zoning Classifications: Where the KCSWDM references Agricultural (A) Zoning, Forest (F) Zoning, or Rural (R) Zoning.** These zoning classifications are intended for areas outside of the Urban Growth Boundary, therefore the City of Kirkland contains no equivalent zoning. Refer to city zoning maps to determine which zoning classifications apply to your project. The City of Kirkland Land Use Map can be found at: http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

II. Key Revisions

This section includes minor revisions and clarifications to the 2016 KCSWDM to address the differences between King County's and the City of Kirkland's organization and processes, as well as to ensure equivalency with the 2014 Ecology Manual. Unless specifically noted as a clarification, the items below are minor revisions.

Chapter 1: Drainage Review and Requirements

Applies with the revisions stated below:

If a project uses multi-family zoning and density, then multi-family stormwater requirements apply to the entire project even if the project includes detached single family homes.

1.1 Drainage Review

Criteria for review levels are defined in the COK Public Works Pre-Approved Plans, Policies D-2 and D-3. Drainage review levels used in the City of Kirkland are listed below:

- Basic drainage review
- Simplified drainage review
- Targeted drainage review
- Full drainage review

When determining the level of drainage review, the following items apply:

- Clarification: Areas that change from existing gravel to paved surface will be counted as new impervious surface area, not replaced impervious area.
- Clarification: Flow control BMPs cannot be used to reduce the level of drainage review, but can be used to reduce the amount of flow control required. For example, proposed driveways and roads will always be counted as fully impervious for the drainage review level, but permeable pavement can be used to meet flow control requirements.

1.2 Core Requirements

1.2.2 Core Requirement #2: Offsite Analysis

1.2.2.1 Downstream Analysis

Exclude the section titled Downstream Water Quality Problems Requiring Special Attention. Water quality problems in the City of Kirkland are addressed through educational programs and source control.

1.2.2.1.1 Downstream Drainage Problems Requiring Special Attention

For item 4, Potential Impacts to Wetland Hydrology problem, refer to COK Public Works Pre-Approved Plans, Policy D-13, to determine the level of review needed for the wetland, reporting information required, and potential modelling to determine impacts.

1.2.3 Core Requirement #3: Flow Control

Clarification: Historic (forested) conditions will be used for pre-developed runoff modeling of all projects in Level 2 flow control areas.

A City of Kirkland flow control map is located at:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

The City will accept non-infiltrating bioretention (planter boxes) for Basic Flow Control (Level 1), provided the design meets the criteria set forth in the City of Seattle Stormwater Manual, Volume 3, Section 5.8.2). The hydraulic restriction layer for planters shall be made of concrete. The planters shall contain plants from the Seattle Green Factor Plant List.

Projects triggering a Full Project Drainage Review proposing infiltration/bioretention facilities or pervious pavement to meet Level 1 or 2 flow control or for onsite flow control BMPs require a soils report per COK Pre-Approved Plans, Policy D-8.

1.2.3.1 Area-Specific Flow Control Facility Requirement

Regarding Exceptions to Flow Control Requirements in both Basic (#1) and Conservation (#2) Flow Control Areas, flow control can be waived if a project generates less than a 0.15 cfs increase in 100-yr peak flows using a 15-minute time step. The intent to still allow the 0.10 cfs increase at the 100-yr peak flow with a 1-hour time step were for areas that do not include a 15-minute time step in the approved model. All areas in Kirkland have a 15-minute time step, and therefore must use 15-minute time step for the exception.

Clarification: Only BMPs listed on Table 1.2.9.A (page 1-95) can be used on a project to meet the 0.15 cfs limit unless otherwise approved through the adjustment process, Policy D-11. For example, products like infiltrator chambers are not equivalent to gravel filled infiltration trenches in Appendix C and shall submit an adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans to show equivalence.

Clarification: To meet the requirements of the 0.15 cfs exception, total pre-developed and post-developed areas must match.

Clarification: Regarding Target Surfaces in Conservation Flow Control Areas to be mitigated, vegetated areas in easements and/or tracts must be modeled from forested in the pre-developed condition to lawn in the developed condition, unless the area is placed in a tract or easement that will preserve the native vegetation during and after construction.

Clarification: Threshold and modeling calculations of pervious and impervious areas, turf areas, including lawn or synthetic turf, that do not have an underdrain are considered 100% pervious. Areas that have an underdrain are considered 100% impervious.

1.2.4 Core Requirement #4: Conveyance System

1.2.4.3 Conveyance System Implementation Requirements

G. Spill Control

City of Kirkland will only require spill control requirements on commercial and multifamily projects that do not require flow control. Single family residential will install a tee/turn down elbow per (COK D.13).

1.2.6 Core Requirement #6: Maintenance and Operations

Refer to KMC 15.52.070 for City Acceptance of new drainage facilities.

If the project proposes a propriety system not covered in the 2016 KCSWDM, the applicant shall submit and adjustment to the manual per Policy D-11 in the COK Public

Works Pre-Approved Plans. The adjustment should include inspection and maintenance standards, including frequency of inspections and a log of maintenance activity.

1.2.7 Core Requirement #7: Financial Guarantees and Liability

This section is replaced by KMC 15.52.080, Bonds.

1.2.8 Core Requirement #8: Water Quality

1.2.8.1 A. Basic WQ Treatment Areas

Reductions of water quality treatment level from Enhanced to Basic, Exception #4, is not allowed in the City of Kirkland. Projects in Kirkland cannot reduce the level of required water quality treatment by prohibiting the use of leachable metals on the property.

For a bioretention to meet enhanced basic water quality treatment, it must be designed, using an approved continuous runoff model, to infiltrate 91% of the influent runoff, consistent with the 2014 Ecology Manual, and designed with no underdrain and designed per 2014 Ecology Manual BMP T7.30.

The City will accept all water quality treatment facility-types identified in the 2014 Ecology Manual, with the following additions and alterations:

- Emerging technologies will be considered on a case-by-case basis, via adjustment process, Policy D-11 in the COK Public Works Pre-Approved Plans, provided the product has received a level of use designation from WA State Dept. of Ecology (see the following website):

<http://www.ecy.wa.gov/programs/wq/stormwater/newtech/index.html>

1.2.8.1 B. Sensitive Lake WQ Treatment Areas

This section does not apply to the City of Kirkland.

1.2.8.1 C. Sphagnum Bog WQ Treatment Areas

This section does not apply to the City of Kirkland.

1.2.9 Core Requirement #9: Flow Control BMPs

1.2.9.1 Flow Control BMP Requirements Overview

A. Target Surfaces

If a project or threshold discharge area of a project meets the Direct Discharge Exemption per Section 1.2.3.1, soil amendment is required for new pervious areas and flow control BMPs need to be evaluated in the following order for impervious areas:

1. Full Infiltration
2. Basic Dispersion

If basic dispersion is found to be a feasible BMP, limited infiltration, bioretention and/or permeable pavement may be used instead of basic dispersion to meet the flow control BMP requirement. If basic dispersion is found to be infeasible, perforated pipe connection is not required in the City and the flow control BMP requirement is considered met.

1.2.9.2 Individual Lot BMP Requirements

To meet Requirement #3, mitigating impervious surface to the maximum extent feasible, in the public right-of-way for both Small Lot BMP Requirements and

Large Lot BMP Requirements, the BMPs must be evaluated in the order listed in the King County Manual:

1. Full Infiltration
2. Limited Infiltration or Bioretention
3. Permeable Pavement

Requirement #5, implementation of Reduced Impervious Surface Credit and Native Growth Retention Credit, for both Small Lot BMP Requirements and Large Lot BMP Requirements is not required in the City of Kirkland. King County has high lot coverage so the reduction of 10% lot coverage to meet the flow control BMP requirement is achievable. The City of Kirkland justifies meeting this requirement for implementation with an already lower lot coverage than King County (typically 70% lot coverage in King County compared to 50% lot coverage in Kirkland).

Requirement #7, installation of perforated pipe connection, is not required in the City of Kirkland. If the applicant has reached this level, it is viewed that LID is infeasible on the site and do not want to introduce additional water into the ground.

1.2.9.2.3 Large Rural Lot BMP Requirements

This section does not apply to the City of Kirkland.

1.2.9.4.1 Use of Credit by Subdivision Projects

A. Subdivision Implementation of BMPs within Road Right-of-Way Item #3: If the road right-of-way will be maintained by the City of Kirkland, the flow control BMPs must be approved by the public works department. Refer to section 1.2.9.2, Requirement #3, in the Addendum for the order of BMP evaluation in the right-of-way.

1.3.1 Special Requirement #1: Other Adopted Area-Specific Requirements

Projects located in the Holmes Point Area must also comply with lot coverage and other standards included in the Kirkland Zoning Code, *Chapter 70 – Holmes Point Overlay Zone*.

1.3.3 Special Requirement #3: Flood Protection Facilities

This section does not apply to the City of Kirkland.

1.4 Adjustment Process

Refer to the Surface Water Adjustment Process defined in COK Public Works Pre-Approved Plans, Policy D-11.

Chapter 2 Drainage Plan Submittal

Applies with the revisions stated below:

2.1 Plans Required for Drainage Review

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.2 Plans Required with Initial Permit

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3 Drainage Review Plan Specifications

2.3.1.1 Technical Information Report

An Operation and Maintenance Manual is required for all privately maintained stormwater detention and water quality facilities, and is submitted as part of the permit application.

2.3.1.2 – Site Improvement Plan

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3.1.3 – ESC Plan Section

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3.1.4 – Stormwater Pollution Prevention and Spill (SWPPS) Plan

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-12.

2.3.2 – Projects in Targeted Drainage Review (TDR)

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.4 Plans Required After Drainage Review (pg 2-35)

Refer to the COK Public Works Pre-Approved Plans, policies G-7, D-2, and D-3.

Chapter 3 Hydrologic Analysis & Design

Applies with the revisions stated below:

Refer to Policy D-14, WWHM 2012 Guidance, for additional information on sizing requirements and inputs for WWHM 2012.

3.2.2.1 Generating Time Series Calculation of Impervious Area

For residential development, the assumed impervious coverage shall be the maximum impervious coverage permitted by zoning code, typically 50% lot coverage except for the Holmes Point Overlay Zone (not automatically 4,000sf as in the 2016KCSWDM). The assumed impervious can only be less if a covenant, sensitive area, or native growth protection easement exists.

If an existing house will remain during redevelopment, the following two options are available to address the storm drainage from that house/lot:

1. Evaluate the proposed lot as new/replaced impervious area at the required lot coverage as part of the subdivision drainage technical information report, OR
2. Remove the lot from calculations as non-targeted surfaces. If this method is taken, the existing home cannot be demolished and redeveloped within 5 years of the recording of the short plat. If the home is demolished and redeveloped within that time period, a storm drainage analysis must be provided for the entire subdivision including the lot at full lot coverage as part of the building permit. The following note must be included on the subdivision:

Redevelopment of Lot_: Since the home currently constructed on the existing parcel that is proposed to remain as Lot_ has not been evaluated as part of the storm drainage analysis, the existing home cannot be demolished and redeveloped within 5 years of the recording of this plat. If the home is

demolished and redeveloped within that time period, a storm drainage analysis must be provided for the entire subdivision including Lot_ at full impervious coverage.

3.3.2 Flow Control Design Using the Runoff File Method Evaluating Flow Control Performance

Clarification: If having difficulties meeting the lower part of the duration curve (50% of the 2-year to the 2-year), refer to footnote 10 in the 2016 KCSWDM.

Chapter 5 Flow Control Design

Applies with the revisions stated below:

5.2.1 General Requirements for Infiltration Facilities

For any soil investigation or reporting information, refer to COK Public Works Pre-Approved Plans, Policy D-8.

5.1 Detention Facilities

Use details located in the COK Public Works Pre-Approved Plans, if available.

5.1.4.1 Control Structures Design Criteria

A removable screen is required when the bottom orifice size is 1" or less. The screen shall be made from stainless steel mesh, 8 inch depth, and attached with a minimum of 3 stainless steel screws. The size of the mesh openings must be less than the orifice diameter (0.25 inch mesh typical).

5.1.5 Parking Lot Detention

Parking lot detention is not allowed in the City of Kirkland.

Chapter 6 Water Quality Design

Applies with the revisions stated below:

Use details located in the COK Public Works Pre-Approved Plans, if available.

6.1.2 Enhanced Basic Water Quality Menu

For a bioretention to meet enhanced basic water quality treatment, it must be designed, using an approved continuous runoff model, (WWHM 2012 or MGS Flood) to infiltrate 91% of the influent runoff without an underdrain and per Ecology Manual BMP T7.30.

Appendix A: Maintenance Requirements for Flow Control, Conveyance, and Water Quality Facilities

If the project proposes a propriety system not covered in the 2016 KCSWDM, the applicant shall submit and adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans. The adjustment should include inspection and maintenance standards, including frequency of inspections and a log of maintenance activity.

Appendix B: Master Drainage Plan Objective, Criteria and Components, and Review Process

This Appendix does not apply to projects in the City of Kirkland.

Appendix C: Small project Drainage Requirements

Applies with the revisions stated below:

C.1.3 Application of Flow Control BMPs

For any soil investigation or reporting information, refer to COK Public Works Pre-Approved Plans, Policy D-8.

C.2.2.3 Use of Gravel Filled Trenches for Full Infiltration

Products like infiltrator chambers are not equivalent to gravel filled infiltration trenches in Appendix C. If the project would like to use proprietary items, the applicant shall submit an adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans.

C.2.7.4 Permeable Pavers

Sand is not allowed in between or below permeable pavers in the City of Kirkland. No. 8 Aggregate shall be used in openings between pavers, and in the bedding course.

C.2.7.6 Grassed Modular Grid Pavement

Modular grid pavement with grass planted in the openings or in a thin layer of soil over the grid material cannot be used for single family residential driveways that are used on a daily basis in the City of Kirkland. Past performance shows the grass does not grow well when subject to vehicular traffic on a daily basis.

Appendix D: Construction Stormwater Pollution Prevention Standards

Use details located in the COK Public Works Pre-Approved Plans, if available.

D.2.4.2 Wet Season Requirements

Refer to ESC Notes in the COK Public Works Pre-Approved Plans.

III. Code Reference Tables

King County Code is referenced in many places throughout the KCSWDM. The following table identifies the county code references and states the equivalent City of Kirkland code where applicable (Kirkland Municipal Code is KMC and Kirkland Zoning Code is KZC). Policies are located in the Public Works (PW) Pre-Approved Plans.

King County Code Reference	Subject of Reference	COK Code/Policy Equivalent	Comment
KCC 2.98	Adoption procedures and Critical Drainage Areas	KZC Chapter 90	
Title 9	Surface Water Management	KMC 15.52	
KCC 9.04	Surface Water Run-off policy	KMC 15.52	
KCC 9.04.020	Definitions	KMC 15.04	
KCC 9.04.030	Drainage Review	PW Pre-Approved Plans	Policy D-2, D-3
KCC 9.04.050	Drainage Review-requirements	PW Pre-Approved Plans	Policy D-2, D-3
KCC 9.04.060	Critical drainage and/or erosion areas	KZC 85, KZC 90	
KCC 9.04.070	Engineering plans for the purposes of drainage review	KMC 15.52.050, KMC15.52.060 and PW Pre-Approved Plans	Policy D-2, D-3, D-11

KCC 9.04.090	Construction timing and final approval	KMC 15.52.060	Policy D-12
KCC 9.04.095	Vesting for lots in final short plats	KMC 22.20.370	
KCC 9.04.100	Liability Requirements	KMC 15.52.080	
KCC 9.04.115	Drainage Facilities accepted by King County	KMC 15.52.070	
KCC 9.04.120	Drainage Facilities NOT accepted by King County	KMC 15.52.070	
KCC 9.12.025	Prohibited discharges in the water quality section	KMC 15.52.090	Policy D-4
KCC 9.12	Water Quality	KMC 15.52.090 – 15.52.110	
KCC 9.12.035	Water Quality: Stormwater Pollution Prevention Manual Adoption	KMC, 15.52.090, KMC 15.52.100	Policy D-4
KCC 16.82	Erosion and Sediment Control, Clearing and Grading	KMC 15.52.060	
KCC 16.82.095(A)	ESC standards: seasonal limitation period	PW Pre-Approved Plans	Erosion/Sediment Control Plan Notes
KCC 16.82.100(F)	Grading standards: preservation of duff layer	KZC Chapter 95	
KCC 16.82.100(G)	Grading Standards: soil amendments	KZC Chapter 95, Pre-approved Plans	
KCC 16.82.150	Clearing standards in rural zone	Not applicable	COK does not contain rural zones
KCC 20.70.020	Critical Aquifer recharge area	Not applicable	No critical aquifer recharge areas in COK
KCC 21A.24	Critical Areas Requirements	KZC Chapters 85 and 90	
KCC 21A.14.180.D	On-site recreation space required	No equivalent City code exists	On-site recreation space is not required
KCC 21A.24	Critical Areas Code	KZC Chapter 90	
KCC 21A.38	Property specific development standards or special district overlays	KZC Chapter 70, KZC Chapter 90	
KCC 23.20	Code compliance: citations	KMC 1.12.030	
KCC 23.24	Code compliance: notice and orders	KMC 1.12.040	
KCC 23.28	Code compliance: stop work orders	KMC 1.12.070	
KCC 23.40	Code compliance: liens references on declaration of covenants form	KMC Title 15	

IV. Mapping

Below is a list of City of Kirkland maps to be used during drainage design. The maps can be viewed on-line or viewed at the Public Works counter at City Hall.

The maps are available on the following website:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

1. Base Map
2. Flow Control Map
3. Sensitive Areas Map
4. Land Use Map

V. Reference Materials

This section identifies which reference materials provided in the 2016 KCSWDM are applicable and which are not. Reference materials that have been struck through (i.e., ~~struck through~~) are not applicable to projects in the City of Kirkland.

- ~~1. KCC 9.04—Surface Water Runoff Policy~~
- ~~2. Adopted Critical Drainage Areas~~
- ~~3. Other Adopted Area Specific Drainage Requirements~~
 - ~~A. RA Zone Clearing Restrictions~~
- ~~4. Other Drainage Related Regulations and Guidelines~~
 - ~~A Grading Code Soil Amendment Standard~~
 - ~~B Clearing & Grading Seasonal Limitations~~
 - ~~C Landscape Management Plan Guidelines~~
 - ~~D Shared Facility Maintenance Responsibility Guidance~~
- ~~5. Wetland Hydrology Protection Guidelines~~
- ~~6. Hydrologic/Hydraulic Design Methods~~
 - ~~A Infiltration Rate Test Methods~~
 - ~~B Pond Geometry Equations~~
 - ~~C Introduction to Level Pool Routing~~
 - ~~D Supplemental Modeling Guidelines~~
- ~~7. Engineering Plan Support~~
 - ~~A King County Standard Map Symbols~~
 - ~~B Standard Plan Notes and Example Construction Sequence~~
 - ~~C Stormfilter Facility Access and Cartridge Configuration~~
- ~~8. Forms and Worksheets~~
 - ~~A Technical Information Report (TIR) Worksheet~~
 - ~~B Offsite Analysis Drainage System Table~~
 - ~~C Water Quality Facility Sizing Worksheets~~
 - ~~D Flow Control and Water Quality Facility Summary Sheet and Sketch~~
 - ~~E CSWPP Worksheet Forms~~
 - ~~F Adjustment Application Form and Process Guidelines~~
 - ~~G Dedication and Indemnification Clause—Final Recording~~
 - ~~H Bond Quantities Worksheet~~
 - ~~I Maintenance and Defect Agreement~~
 - ~~J Drainage Facility Covenant~~
 - ~~K Drainage Release Covenant~~
 - ~~L Drainage Easement~~
 - ~~M Flow Control BMP Covenant and BMP Maintenance Instructions (Recordable format)~~
 - ~~N Impervious Surface Limit Covenant~~
 - ~~O Clearing Limit Covenant~~
 - ~~P River Protection Easement~~
 - ~~Q Leachable Metals Covenant~~
- ~~9. Interim Changes to Requirements~~
 - ~~A Blanket Adjustments~~

- ~~B Administrative Changes~~
- ~~10. King County Identified Water Quality Problems~~
- 11. Materials
 - ~~A (VACANT)~~
 - ~~B (VACANT)~~
 - C Bioretention Soil Media Standard Specifications
 - ~~D (VACANT)~~
 - E Roofing Erodible or Leachable Materials
- ~~12. (VACANT)~~
- ~~13. (VACANT)~~
- 14. Supplemental Approved Facilities
 - A Approved Proprietary Facilities
 - B Approved Public Domain Facilities

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Addendum to the 2016 King County Surface Water Design Manual

Effective date: January 1, 2017

Introduction

This addendum to the 2016 King County Surface Water Design Manual (KCSWDM) applies to development and redevelopment proposals within the City of Kirkland. The KCSWDM has adopted requirements of the Clean Water Act, the Endangered Species Act, and the State Growth Management Act. This addendum includes minor revisions to the KCSWDM to address the differences between King County's and the City's organization and processes. No major substantive changes have been made to the KCSWDM in order to maintain equivalency in review requirements and level of protection provided by the manual. It is the City of Kirkland's intent to maintain equivalency with the 2012 Ecology Stormwater Management Manual for Western WA, as amended in 2014 (Ecology Manual).

Addendum Organization

The information presented in this addendum is organized as follows:

I. Terminology: At times King County and the City of Kirkland use different terminology to describe or to refer to equivalent subject matter. This section identifies these terms and the City of Kirkland's equivalent terminology.

II. Key Revisions: This section specifically identifies the minor revisions the City has made to the KCSWDM.

III. Code Reference Tables: King County code is referenced in many places throughout the KCSWDM. This section identifies these county code references and states the equivalent city code where applicable.

IV. Mapping: The City of Kirkland equivalents to the Flow Control Applications map, Landslide Hazard Drainage Areas map, and Sensitive/Critical Areas map are available online at:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

V. Reference Materials: This section identifies which reference materials provided in the KCSWDM are applicable and which are not. It also identifies equivalent City of Kirkland reference materials available.

Note: Clarifications and interpretations to the KCSWDM or this addendum are documented and made available through City Regulatory Code and the Public Works Pre-Approved Plans.

I. Terminology

At times King County and the City of Kirkland use different terminology to describe or to refer to equivalent subject matter. This section identifies these terms and the City of Kirkland's equivalent terminology.

- **Critical Drainage Area (CDA).** This definition does not apply in the City of Kirkland.
- **Department of Permitting and Environmental Review (DPER).** All references to DPER conducting drainage reviews or determinations shall refer to City of Kirkland Development Services.
- **Department of Natural Resources and Parks (DNRP).** All references to DNRP shall refer to City of Kirkland Parks, Planning and Community Development and/or Public Works Departments.
- **Director.** All references to the Director shall refer to the City of Kirkland Public Works Director.
- **King County.** All references to King County shall refer to the City of Kirkland (COK).
- **King County Code (KCC).** All references to the KCC shall refer to the City of Kirkland Municipal Code (KMC). Check code reference table for equivalent code sections.
- **King County Designated/Identified Water Quality Problem.** This determination is made on a case-by-case basis in the City of Kirkland.
- **King County Road Standards.** All references to the King County Road Standards shall refer to the City of Kirkland Public Works Pre-Approved Plans.
- **Overflow Pipe:** A pipe shall be considered an overflow if sufficient storage is provided below the invert of the pipe to meet flow control BMP requirements. In these situations, the flow control BMP will be allowed the credit associated with the BMP. Per the new impervious surface definition in the 2016 KCSWDM, if the pipe is used as an underdrain, the area will be counted as new or replaced impervious surface area.
- **Project Size.** The project size is based on the parcel(s) and/or right-of-way included in the project scope. It will be assumed the area disturbed by development will encompass the entire parcel(s) and right-of-way, unless there is an easement, defined stream/wetland and buffer, NGPE, or other condition which limits the amount of developable area.
- **Sensitive Area Folio.** Refer to City of Kirkland Sensitive Areas Map at: http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm
- **Water and Land Resources (WLR) Division.** All references to the WLR Division shall refer to the City of Kirkland Surface Water Management Group.
- **Zoning Classifications: Where the KCSWDM references Agricultural (A) Zoning, Forest (F) Zoning, or Rural (R) Zoning.** These zoning classifications are intended for areas outside of the Urban Growth Boundary, therefore the City of Kirkland contains no equivalent zoning. Refer to city zoning maps to determine which zoning classifications apply to your project. The City of Kirkland Land Use Map can be found at: http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

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This section includes minor revisions and clarifications to the 2016 KCSWDM to address the differences between King County's and the City of Kirkland's organization and processes, as well as to ensure equivalency with the 2014 Ecology Manual. Unless specifically noted as a clarification, the items below are minor revisions.

Chapter 1: Drainage Review and Requirements

Applies with the revisions stated below:

If a project uses multi-family zoning and density, then multi-family stormwater requirements apply to the entire project even if the project includes detached single family homes.

1.1 Drainage Review

Criteria for review levels are defined in the COK Public Works Pre-Approved Plans, Policies D-2 and D-3. Drainage review levels used in the City of Kirkland are listed below:

- Basic drainage review
- Simplified drainage review
- Targeted drainage review
- Full drainage review

When determining the level of drainage review, the following items apply:

- Clarification: Areas that change from existing gravel to paved surface will be counted as new impervious surface area, not replaced impervious area.
- Clarification: Flow control BMPs cannot be used to reduce the level of drainage review, but can be used to reduce the amount of flow control required. For example, proposed driveways and roads will always be counted as fully impervious for the drainage review level, but permeable pavement can be used to meet flow control requirements.

1.2 Core Requirements

1.2.2 Core Requirement #2: Offsite Analysis

1.2.2.1 Downstream Analysis

Exclude the section titled Downstream Water Quality Problems Requiring Special Attention. Water quality problems in the City of Kirkland are addressed through educational programs and source control.

1.2.2.1.1 Downstream Drainage Problems Requiring Special Attention

For item 4, Potential Impacts to Wetland Hydrology problem, refer to COK Public Works Pre-Approved Plans, Policy D-13, to determine the level of review needed for the wetland, reporting information required, and potential modelling to determine impacts.

1.2.3 Core Requirement #3: Flow Control

Clarification: Historic (forested) conditions will be used for pre-developed runoff modeling of all projects in Level 2 flow control areas.

A City of Kirkland flow control map is located at:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

The City will accept non-infiltrating bioretention (planter boxes) for Basic Flow Control (Level 1), provided the design meets the criteria set forth in the City of Seattle Stormwater Manual, Volume 3, Section 5.8.2). The hydraulic restriction layer for planters shall be made of concrete. The planters shall contain plants from the Seattle Green Factor Plant List.

Projects triggering a Full Project Drainage Review proposing infiltration/bioretention facilities or pervious pavement to meet Level 1 or 2 flow control or for onsite flow control BMPs require a soils report per COK Pre-Approved Plans, Policy D-8.

1.2.3.1 Area-Specific Flow Control Facility Requirement

Regarding Exceptions to Flow Control Requirements in both Basic (#1) and Conservation (#2) Flow Control Areas, flow control can be waived if a project generates less than a 0.15 cfs increase in 100-yr peak flows using a 15-minute time step. The intent to still allow the 0.10 cfs increase at the 100-yr peak flow with a 1-hour time step were for areas that do not include a 15-minute time step in the approved model. All areas in Kirkland have a 15-minute time step, and therefore must use 15-minute time step for the exception.

Regarding Exceptions to Flow Control Requirements for Conservation (#2) Flow Control Areas, flow control will be waived for any threshold discharge area if:

- 1) A project generates no more than 0.15 cfs difference (using a 15 minute time step) in the 100-year peak flow event comparing between existing conditions to developed conditions, AND
- 2) The project does not propose more than 10,000 sf of target impervious surface as defined, beginning on page 1-45.

No flow control BMP credits can be used to meet this exception.

Clarification: Only BMPs listed on Table 1.2.9.A (page 1-95) can be used on a project to meet the 0.15 cfs limit unless otherwise approved through the adjustment process, Policy D-11. For example, products like infiltrator chambers are not equivalent to gravel filled infiltration trenches in Appendix C and shall submit an adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans to show equivalence.

Clarification: To meet the requirements of the 0.15 cfs exception, total pre-developed and post-developed areas must match.

Clarification: Regarding Target Surfaces in Conservation Flow Control Areas to be mitigated, vegetated areas in easements and/or tracts must be modeled from forested in the pre-developed condition to lawn in the developed condition, unless the area is placed in a tract or easement that will preserve the native vegetation during and after construction.

Clarification: Threshold and modeling calculations of pervious and impervious areas, turf areas, including lawn or synthetic turf, that do not have an underdrain are considered 100% pervious. Areas that have an underdrain are considered 100% impervious.

1.2.4 Core Requirement #4: Conveyance System

1.2.4.3 Conveyance System Implementation Requirements

G. Spill Control

Added language to reflect language from Ecology manual for the 0.15 cfs exemption (use existing conditions rather than forested conditions)

City of Kirkland will only require spill control requirements on commercial and multifamily projects that do not require flow control. Single family residential will install a tee/turn down elbow per (COK D.13).

1.2.6 Core Requirement #6: Maintenance and Operations

Refer to KMC 15.52.070 for City Acceptance of new drainage facilities.

If the project proposes a propriety system not covered in the 2016 KCSWDM, the applicant shall submit and adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans. The adjustment should include inspection and maintenance standards, including frequency of inspections and a log of maintenance activity.

1.2.7 Core Requirement #7: Financial Guarantees and Liability

This section is replaced by KMC 15.52.080, Bonds.

1.2.8 Core Requirement #8: Water Quality

1.2.8.1 A. Basic WQ Treatment Areas

Reductions of water quality treatment level from Enhanced to Basic, Exception #4, is not allowed in the City of Kirkland. Projects in Kirkland cannot reduce the level of required water quality treatment by prohibiting the use of leachable metals on the property.

For a bioretention to meet enhanced basic water quality treatment, it must be designed, using an approved continuous runoff model, to infiltrate 91% of the influent runoff, consistent with the 2014 Ecology Manual, and designed with no underdrain and designed per 2014 Ecology Manual BMP T7.30.

The City will accept all water quality treatment facility-types identified in the 2014 Ecology Manual, with the following additions and alterations:

- Emerging technologies will be considered on a case-by-case basis, via adjustment process, Policy D-11 in the COK Public Works Pre-Approved Plans, provided the product has received a level of use designation from WA State Dept. of Ecology (see the following website):

<http://www.ecy.wa.gov/programs/wq/stormwater/newtech/index.html>

1.2.8.1 B. Sensitive Lake WQ Treatment Areas

This section does not apply to the City of Kirkland.

1.2.8.1 C. Sphagnum Bog WQ Treatment Areas

This section does not apply to the City of Kirkland.

1.2.9 Core Requirement #9: Flow Control BMPs

1.2.9.1 Flow Control BMP Requirements Overview

A. Target Surfaces

If a project or threshold discharge area of a project meets the Direct Discharge Exemption per Section 1.2.3.1, soil amendment is required for new pervious areas and flow control BMPs need to be evaluated in the following order for impervious areas:

1. Full Infiltration
2. Basic Dispersion

If basic dispersion is found to be a feasible BMP, limited infiltration, bioretention and/or permeable pavement may be used instead of basic dispersion to meet the flow control BMP requirement. If basic dispersion is found to be infeasible, perforated pipe connection is not required in the City and the flow control BMP requirement is considered met.

1.2.9.2 Individual Lot BMP Requirements

To meet Requirement #3, mitigating impervious surface to the maximum extent feasible, in the public right-of-way for both Small Lot BMP Requirements and Large Lot BMP Requirements, the BMPs must be evaluated in the order listed in the King County Manual:

1. Full Infiltration
2. Limited Infiltration or Bioretention
3. Permeable Pavement

Requirement #5, implementation of Reduced Impervious Surface Credit and Native Growth Retention Credit, for both Small Lot BMP Requirements and Large Lot BMP Requirements is not required in the City of Kirkland. King County has high lot coverage so the reduction of 10% lot coverage to meet the flow control BMP requirement is achievable. The City of Kirkland justifies meeting this requirement for implementation with an already lower lot coverage than King County (typically 70% lot coverage in King County compared to 50% lot coverage in Kirkland).

Requirement #7, installation of perforated pipe connection, is not required in the City of Kirkland. If the applicant has reached this level, it is viewed that LID is infeasible on the site and do not want to introduce additional water into the ground.

1.2.9.2.3 Large Rural Lot BMP Requirements

This section does not apply to the City of Kirkland.

1.2.9.4.1 Use of Credit by Subdivision Projects

A. Subdivision Implementation of BMPs within Road Right-of-Way Item #3: If the road right-of-way will be maintained by the City of Kirkland, the flow control BMPs must be approved by the public works department. Refer to section 1.2.9.2, Requirement #3, in the Addendum for the order of BMP evaluation in the right-of-way.

1.3.1 Special Requirement #1: Other Adopted Area-Specific Requirements

Projects located in the Holmes Point Area must also comply with lot coverage and other standards included in the Kirkland Zoning Code, *Chapter 70 – Holmes Point Overlay Zone*.

1.3.3 Special Requirement #3: Flood Protection Facilities

This section does not apply to the City of Kirkland.

1.4 Adjustment Process

Refer to the Surface Water Adjustment Process defined in COK Public Works Pre-Approved Plans, Policy D-11.

Chapter 2 Drainage Plan Submittal

Applies with the revisions stated below:

2.1 Plans Required for Drainage Review

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.2 Plans Required with Initial Permit

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3 Drainage Review Plan Specifications

2.3.1.1 Technical Information Report

An Operation and Maintenance Manual is required for all privately maintained stormwater detention and water quality facilities, and is submitted as part of the permit application.

2.3.1.2 – Site Improvement Plan

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3.1.3 – ESC Plan Section

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.3.1.4 – Stormwater Pollution Prevention and Spill (SWPPS) Plan

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-12.

2.3.2 – Projects in Targeted Drainage Review (TDR)

Refer to the COK Public Works Pre-Approved Plans, Policies G-7, D-2, and D-3.

2.4 Plans Required After Drainage Review (pg 2-35)

Refer to the COK Public Works Pre-Approved Plans, policies G-7, D-2, and D-3.

Chapter 3 Hydrologic Analysis & Design

Applies with the revisions stated below:

Refer to Policy D-14, WWHM 2012 Guidance, for additional information on sizing requirements and inputs for WWHM 2012.

3.2.2.1 Generating Time Series

Calculation of Impervious Area

For residential development, the assumed impervious coverage shall be the maximum impervious coverage permitted by zoning code, typically 50% lot coverage except for the Holmes Point Overlay Zone (not automatically 4,000sf as in the 2016KCSWDM). The assumed impervious can only be less if a covenant, sensitive area, or native growth protection easement exists.

If an existing house will remain during redevelopment, the following two options are available to address the storm drainage from that house/lot:

1. Evaluate the proposed lot as new/replaced impervious area at the required lot coverage as part of the subdivision drainage technical information report, OR

2. Remove the lot from calculations as non-targeted surfaces. If this method is taken, the existing home cannot be demolished and redeveloped within 5 years of the recording of the short plat. If the home is demolished and redeveloped within that time period, a storm drainage analysis must be provided for the entire subdivision including the lot at full lot coverage as part of the building permit. The following note must be included on the subdivision:

Redevelopment of Lot_: Since the home currently constructed on the existing parcel that is proposed to remain as Lot_ has not been evaluated as part of the storm drainage analysis, the existing home cannot be demolished and redeveloped within 5 years of the recording of this plat. If the home is demolished and redeveloped within that time period, a storm drainage analysis must be provided for the entire subdivision including Lot_ at full impervious coverage.

3.3.2 Flow Control Design Using the Runoff File Method Evaluating Flow Control Performance

Clarification: If having difficulties meeting the lower part of the duration curve (50% of the 2-year to the 2-year), refer to footnote 10 in the 2016 KCSWDM.

Chapter 5 Flow Control Design

Applies with the revisions stated below:

5.2.1 General Requirements for Infiltration Facilities

For any soil investigation or reporting information, refer to COK Public Works Pre-Approved Plans, Policy D-8.

5.1 Detention Facilities

Use details located in the COK Public Works Pre-Approved Plans, if available.

5.1.4.1 Control Structures Design Criteria

A removable screen is required when the bottom orifice size is 1" or less. The screen shall be made from stainless steel mesh, 8 inch depth, and attached with a minimum of 3 stainless steel screws. The size of the mesh openings must be less than the orifice diameter (0.25 inch mesh typical).

5.1.5 Parking Lot Detention

Parking lot detention is not allowed in the City of Kirkland.

Chapter 6 Water Quality Design

Applies with the revisions stated below:

Use details located in the COK Public Works Pre-Approved Plans, if available.

6.1.2 Enhanced Basic Water Quality Menu

For a bioretention to meet enhanced basic water quality treatment, it must be designed, using an approved continuous runoff model, (WWHM 2012 or MGS Flood) to infiltrate 91% of the influent runoff without an underdrain and per Ecology Manual BMP T7.30.

Appendix A: Maintenance Requirements for Flow Control, Conveyance, and Water Quality Facilities

If the project proposes a propriety system not covered in the 2016 KCSWDM, the applicant shall submit and adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans. The adjustment should include inspection and maintenance standards, including frequency of inspections and a log of maintenance activity.

Appendix B: Master Drainage Plan Objective, Criteria and Components, and Review Process

This Appendix does not apply to projects in the City of Kirkland.

Appendix C: Small project Drainage Requirements

Applies with the revisions stated below:

C.1.3 Application of Flow Control BMPs

For any soil investigation or reporting information, refer to COK Public Works Pre-Approved Plans, Policy D-8.

C.2.2.3 Use of Gravel Filled Trenches for Full Infiltration

Products like infiltrator chambers are not equivalent to gravel filled infiltration trenches in Appendix C. If the project would like to use proprietary items, the applicant shall submit an adjustment to the manual per Policy D-11 in the COK Public Works Pre-Approved Plans.

C.2.7.4 Permeable Pavers

Sand is not allowed in between or below permeable pavers in the City of Kirkland. No. 8 Aggregate shall be used in openings between pavers, and in the bedding course.

C.2.7.6 Grassed Modular Grid Pavement

Modular grid pavement with grass planted in the openings or in a thin layer of soil over the grid material cannot be used for single family residential driveways that are used on a daily basis in the City of Kirkland. Past performance shows the grass does not grow well when subject to vehicular traffic on a daily basis.

Appendix D: Construction Stormwater Pollution Prevention Standards

Use details located in the COK Public Works Pre-Approved Plans, if available.

D.2.4.2 Wet Season Requirements

Refer to ESC Notes in the COK Public Works Pre-Approved Plans.

III. Code Reference Tables

King County Code is referenced in many places throughout the KCSWDM. The following table identifies the county code references and states the equivalent City of Kirkland code where applicable (Kirkland Municipal Code is KMC and Kirkland Zoning Code is KZC). Policies are located in the Public Works (PW) Pre-Approved Plans.

King County Code Reference	Subject of Reference	COK Code/Policy Equivalent	Comment
KCC 2.98	Adoption procedures and Critical Drainage Areas	KZC Chapter 90	
Title 9	Surface Water Management	KMC 15.52	
KCC 9.04	Surface Water Run-off policy	KMC 15.52	

KCC 9.04.020	Definitions	KMC 15.04	
KCC 9.04.030	Drainage Review	PW Pre-Approved Plans	Policy D-2, D-3
KCC 9.04.050	Drainage Review-requirements	PW Pre-Approved Plans	Policy D-2, D-3
KCC 9.04.060	Critical drainage and/or erosion areas	KZC 85, KZC 90	
KCC 9.04.070	Engineering plans for the purposes of drainage review	KMC 15.52.050, KMC15.52.060 and PW Pre-Approved Plans	Policy D-2, D-3, D-11
KCC 9.04.090	Construction timing and final approval	KMC 15.52.060	Policy D-12
KCC 9.04.095	Vesting for lots in final short plats	KMC 22.20.370	
KCC 9.04.100	Liability Requirements	KMC 15.52.080	
KCC 9.04.115	Drainage Facilities accepted by King County	KMC 15.52.070	
KCC 9.04.120	Drainage Facilities NOT accepted by King County	KMC 15.52.070	
KCC 9.12.025	Prohibited discharges in the water quality section	KMC 15.52.090	Policy D-4
KCC 9.12	Water Quality	KMC 15.52.090 – 15.52.110	
KCC 9.12.035	Water Quality: Stormwater Pollution Prevention Manual Adoption	KMC, 15.52.090, KMC 15.52.100	Policy D-4
KCC 16.82	Erosion and Sediment Control, Clearing and Grading	KMC 15.52.060	
KCC 16.82.095(A)	ESC standards: seasonal limitation period	PW Pre-Approved Plans	Erosion/Sediment Control Plan Notes
KCC 16.82.100(F)	Grading standards: preservation of duff layer	KZC Chapter 95	
KCC 16.82.100(G)	Grading Standards: soil amendments	KZC Chapter 95, Pre-approved Plans	
KCC 16.82.150	Clearing standards in rural zone	Not applicable	COK does not contain rural zones
KCC 20.70.020	Critical Aquifer recharge area	Not applicable	No critical aquifer recharge areas in COK
KCC 21A.24	Critical Areas Requirements	KZC Chapters 85 and 90	
KCC 21A.14.180.D	On-site recreation space required	No equivalent City code exists	On-site recreation space is not required
KCC 21A.24	Critical Areas Code	KZC Chapter 90	
KCC 21A.38	Property specific development standards or special district overlays	KZC Chapter 70, KZC Chapter 90	
KCC 23.20	Code compliance: citations	KMC 1.12.030	
KCC 23.24	Code compliance: notice and orders	KMC 1.12.040	
KCC 23.28	Code compliance: stop work orders	KMC 1.12.070	
KCC 23.40	Code compliance: liens	KMC Title 15	

	references on declaration of covenants form		
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IV. Mapping

Below is a list of City of Kirkland maps to be used during drainage design. The maps can be viewed on-line or viewed at the Public Works counter at City Hall.

The maps are available on the following website:

http://www.kirklandwa.gov/depart/Information_Technology/GIS.htm

1. Base Map
2. Flow Control Map
3. Sensitive Areas Map
4. Land Use Map

V. Reference Materials

This section identifies which reference materials provided in the 2016 KCSWDM are applicable and which are not. Reference materials that have been struck through (i.e., ~~struck-through~~) are not applicable to projects in the City of Kirkland.

- ~~1. KCC 9.04—Surface Water Runoff Policy~~
- ~~2. Adopted Critical Drainage Areas~~
- ~~3. Other Adopted Area Specific Drainage Requirements~~
 - ~~A. RA Zone Clearing Restrictions~~
- ~~4. Other Drainage Related Regulations and Guidelines~~
 - ~~A Grading Code Soil Amendment Standard~~
 - ~~B Clearing & Grading Seasonal Limitations~~
 - ~~C Landscape Management Plan Guidelines~~
 - ~~D Shared Facility Maintenance Responsibility Guidance~~
- ~~5. Wetland Hydrology Protection Guidelines~~
- ~~6. Hydrologic/Hydraulic Design Methods~~
 - ~~A Infiltration Rate Test Methods~~
 - ~~B Pond Geometry Equations~~
 - ~~C Introduction to Level Pool Routing~~
 - ~~D Supplemental Modeling Guidelines~~
- ~~7. Engineering Plan Support~~
 - ~~A King County Standard Map Symbols~~
 - ~~B Standard Plan Notes and Example Construction Sequence~~
 - ~~C Stormfilter Facility Access and Cartridge Configuration~~
- ~~8. Forms and Worksheets~~
 - ~~A Technical Information Report (TIR) Worksheet~~
 - ~~B Offsite Analysis Drainage System Table~~
 - ~~C Water Quality Facility Sizing Worksheets~~
 - ~~D Flow Control and Water Quality Facility Summary Sheet and Sketch~~
 - ~~E CSWPP Worksheet Forms~~
 - ~~F Adjustment Application Form and Process Guidelines~~
 - ~~G Dedication and Indemnification Clause—Final Recording~~
 - ~~H Bond Quantities Worksheet~~
 - ~~I Maintenance and Defect Agreement~~
 - ~~J Drainage Facility Covenant~~

- ~~K Drainage Release Covenant~~
- ~~L Drainage Easement~~
- ~~M Flow Control BMP Covenant and BMP Maintenance Instructions (Recordable format)~~
- ~~N Impervious Surface Limit Covenant~~
- ~~O Clearing Limit Covenant~~
- ~~P River Protection Easement~~
- ~~Q Leachable Metals Covenant~~
- ~~9. Interim Changes to Requirements~~
 - ~~A Blanket Adjustments~~
 - ~~B Administrative Changes~~
- ~~10. King County Identified Water Quality Problems~~
- ~~11. Materials~~
 - ~~A (VACANT)~~
 - ~~B (VACANT)~~
 - ~~C Bioretention Soil Media Standard Specifications~~
 - ~~D (VACANT)~~
 - ~~E Roofing Erodible or Leachable Materials~~
- ~~12. (VACANT)~~
- ~~13. (VACANT)~~
- ~~14. Supplemental Approved Facilities~~
 - ~~A Approved Proprietary Facilities~~
 - ~~B Approved Public Domain Facilities~~

DRAFT

2 Lot Short Plat Example

Background – Single lot subdividing into 2 lots. Total project size = 18,730 sf with existing impervious onsite = 4,200 sf.

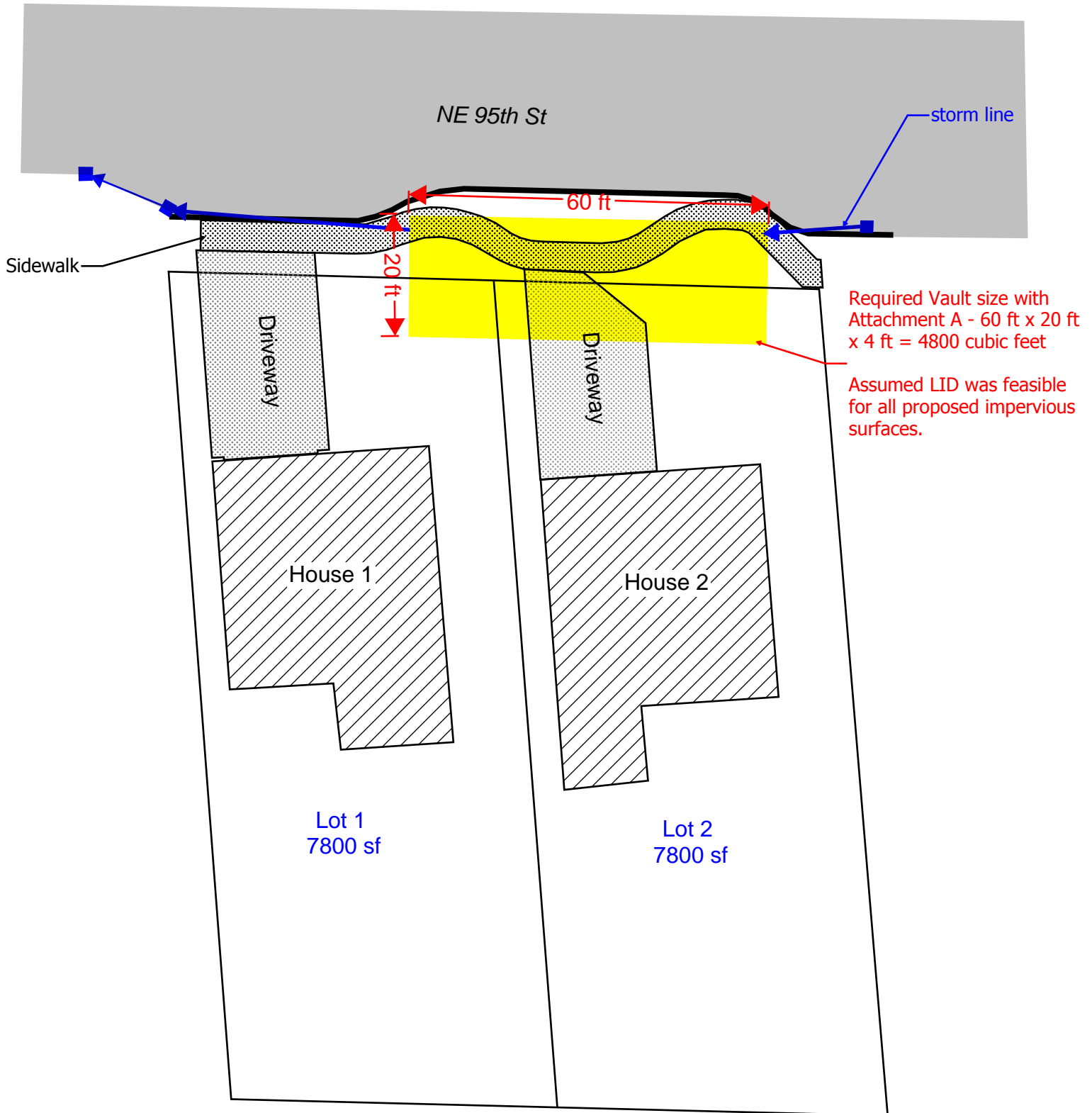
Developed Conditions – This project would create 8,500 sf of new and replaced impervious surface and 10,220 sf of new pervious surface.

Under the 2016 King County Surface Water Design Manual - This project would trigger a **Full Drainage Review**. This project would need to evaluate flow control, water quality, and LID to the maximum extent feasible.

Under Attachment A - Alternative 1 of the Addendum - This project would trigger a flow control facility (~4,800 CF, see Figure 1 for vault layout). LID would be required to the maximum extent feasible. Assumed LID was feasible and included porous pavement for frontage improvements and driveways, and either infiltration trenches or rain gardens for the roofs (with allowed credits to size the detention facility). Water quality is not required

Under Attachment B - Alternative 2 of the Addendum - This project would not trigger a flow control facility because of the 0.15 cfs peak flow exception. LID would be required to the maximum extent feasible. Assumed LID was feasible and included porous pavement for frontage improvements and driveways, and either infiltration trenches or rain gardens for the roofs. Water quality is not required.

Figure 1. 2 Lot Short Plat Example with Possible Detention Vault Layout





CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Tracey Dunlap, Deputy City Manager
Michael Olson, Director of Finance and Administration
Tom Mikesell, Financial Planning Manager
Kyle Butler, Senior Operations & Financial Analyst

Date: October 24, 2016

Subject: 2017 to 2022 Capital Improvement Program

RECOMMENDATION:

City Council continues discussion and provides direction for finalizing the 2017-2022 Capital Improvement Program (CIP), which is scheduled to be adopted with the 2017-2018 Biennial Budget at the December 13th City Council meeting.

BACKGROUND:

The Council was presented with the Preliminary 2017-2022 CIP at the June 21, 2016 Council Meeting. The changes to the Preliminary 2017-2022 CIP detailed below include those identified by staff subsequent to the meeting. Council also directed staff to research Peter Kirk Pool Options and requested a listing of revenues that were set aside in later years of the CIP to meet potential future obligations of the Surface Water Design Manual and Critical Areas Ordinance. The changes and answers to the follow up questions are detailed below.

TRANSPORTATION

Project Modifications

- **ST 0006 - Annual Street Preservation Program:** The six-year total reduced from \$10,500,000 to \$9,750,000 with \$750,000 in 2017 moving to two new Street Preservation Projects identified for completion in 2017. See *New Projects* below (ST 0006 004 and ST 0006 005) for further description. Note that there is no overall net change for the Annual Street Preservation Program.
- **NM 0095 - 124th Avenue NE Sidewalk Improvements:** Increased budget by \$300,000, funded with \$200,000 from Impact fees and \$100,000 from Surface Water Reserves, due to updated cost estimate now that 30% design is complete. The increases in City revenues for this project are from decreases in other projects, which are offset by external/pending revenue.
- **NM 0098 - Kirkland Avenue Sidewalk Improvements:** Total budget changed from \$800,000 to \$500,000 due to an updated cost estimate based on a modified/reduced scope of work, due in large part to extensive and recent redevelopment activities along the corridor. Project timing changed from 2018 to 2019-2020 due to competing projects and fund balancing.
- **NM 0115 - CKC Emergent Projects Opportunity Fund:** Project reintroduced to current CIP with funding for 2017 and 2018 (\$100,000 each year for two years, a total of \$200,000) from REET 2.

- **TR 0098 – NE 132nd St/116th Way NE (I-405) Intersection Improvements:** Minor technical correction for rounding error.

New Projects

- **ST 0006 004 - Street Levy Street Preservation, Central Way:** The design for a grind and patch modification of wheelchair ramps and overlay of Central Way after funds became available through a federal Street Preservation design-only grant. City grant match funds are available through the Annual Street Preservation Program for 2017. Overlay of the project will occur through the Street Preservation Program in an outer year to be coordinated with the Kirkland Urban Redevelopment. Total project budget of \$214,000 includes \$184,000 in grant and \$30,000 in City Street Preservation funding.
- **ST 0006 005 - Totem Lake Blvd Roadway Repair:** The design and construction of Totem Lake Boulevard, between NE 124th Street and near 120th Ave NE due to its current condition. Funding is available through the Annual Street Preservation Program for 2017. The rebuild and overlay of the project will occur in coordination with the Village at Totem Lake Redevelopment. Total project budget of \$720,000 is Annual Street Preservation funding shifted from the ST 0006 master project to a specific location sub-project.
- **NM 0118 - NE 128th Street / 139th Avenue NE Non-Motorized Improvements:** Construction of sidewalk, curb and gutter, and bike lanes on uphill side of street along with storm pipe and associated catch basins. The project will also include enhanced street/pedestrian lighting, private driveway adjustments, signage, and landscape restoration. The total project budget is \$800,000 with \$504,000 in developer contributions, and the remainder funded through project funding shifts within the Transportation CIP, assuming higher external revenue as the offset.
- **NM 0119 - Downtown Pedestrian Access Study:** A study to improve pedestrian safety and access, while potentially reducing delay for transit and motorized vehicles. The study would include evaluating pedestrian crossings on Lake Street, Central Way and Kirkland Avenue. It would also study the signalized intersections at Central Way and Lake Street, and at Kirkland Avenue and Lake Street. The study would evaluate existing conditions and recommend a set of improvements. Community involvement would be included in the study. Possible outcomes could include traffic signal upgrades, signal phasing modifications, mid-block crossing signalization/relocation, and access management. Funding of \$50,000 is from REET 2.
- **TR 0127 - NE 132nd Street Roundabout:** The construction of a three-legged roundabout at the intersection of NE 132nd Street and 136th Avenue NE in support of redevelopment in the Totem Lake Neighborhood. The total project budget is \$320,000, with \$266,000 in developer contribution (pending recommended approval by the Hearing Examiner on October 27 and City Council approval of the PUD on December 13, 2016) and \$54,000 from repurposed multimodal gas tax revenue, offset by higher external funding assumptions.

		6-Year Funded CIP	Unfunded Future City Revenues	Unfunded External/New Revenue	Total CIP
Preliminary 2017-2022 Transportation CIP		90,095,200	162,119,600	187,663,500	439,878,300
ST 0006	Annual Street Preservation Program	(750,000)			(750,000)
ST 0006 004	Street Levy Street Preservation, Central Way	214,000			214,000
ST 0006 005	Totem Lake Blvd Roadway Repair	720,000			720,000
NM 0095	124th Avenue NE Sidewalk Improvements	300,000			300,000
NM 0098	Kirkland Avenue Sidewalk Improvements	(300,000)			(300,000)
NM 0115	CKC Emergent Projects Opportunity Fund	200,000			200,000
NM 0118	NE 128th Street/139th Ave NE Non-Motorized Improvements	800,000			800,000
NM 0119	Downtown Pedestrian Access Study	50,000			50,000
TR 0098	NE 132nd St/116th Way NE (I-405) Intersection Improvements	(300)			(300)
TR 0127	NE 132nd Street Roundabout	320,000			320,000
Subtotal Changes to Preliminary 2017-2018 Transportation CIP		1,553,700	-	-	1,553,700
Proposed 2017-2018 Transportation CIP		91,648,900	162,119,600	187,663,500	441,432,000

PARKS

Project Modifications

- **PK 0133 100 – Dock/Shoreline Renovations:** This project was reduced by \$150,000 to transfer Park Levy monies into the Parks Facilities Sinking Fund to fund investments in PK 0151 discussed below.
- **PK 0133 300 – Park Land Acquisition:** This project was reduced by \$150,000 to transfer Park Levy monies into the Parks Facilities Sinking Fund to fund investments in PK 0151 discussed below.

New Projects

- **PK 0151 – Park Facilities Life Cycle Projects:** This new project is funded by Park Levy funds to establish a reserve for projects that will maintain and enhance existing Parks Facilities (\$958,000 funded by the Parks Facilities Sinking Fund).

		6-Year Funded CIP	Unfunded Future City Revenues	Unfunded External/New Revenue	Total CIP
Preliminary 2017-2022 Parks CIP		16,539,000	58,375,000	70,200,000	145,114,000
PK 0133 100	Dock/Shoreline Renovations	(150,000)			
PK 0133 300	Park Land Acquisition	(150,000)			
PK 0151	Parks Facilities Sinking Fund	958,000			958,000
Subtotal Changes to Preliminary 2017-2018 Parks CIP		658,000	-	-	958,000
Proposed 2017-2018 Parks CIP		17,197,000	58,375,000	70,200,000	146,072,000

2017-2022 Updated Preliminary Capital Improvement Program

With these changes, the 2017-2022 funded CIP total is \$190,596,000 for the six-year period, an increase of \$1.9 million from the preliminary CIP presented in June. A summary of the proposed CIP, reflecting the changes detailed in this memo is included as Attachment A. The total CIP by program, is shown in the following table:

	6-Year Funded CIP	Unfunded Future City Revenues	External/New Revenues	Total CIP
Transportation	91,648,900	162,119,600	187,663,500	441,432,000
Parks	17,197,000	61,575,000	67,000,000	145,772,000
Public Safety	18,385,500	369,100	32,560,400	51,315,000
General Government				
Technology	8,727,600	559,000	-	9,286,600
Facilities	2,583,000	-	-	2,583,000
Subtotal	138,542,000	224,622,700	287,223,900	650,388,600
Surface Water Mgmt	14,552,000	20,079,200	-	34,631,200
Water/Sewer	37,860,000	37,472,800	16,456,000	91,788,800
Utilities Subtotal	52,412,000	57,552,000	16,456,000	126,420,000
Grand Total Proposed CIP	190,954,000	282,174,700	303,679,900	776,808,600
Preliminary CIP	188,742,300	282,174,700	303,679,900	774,596,900
Difference	2,211,700	-	-	2,211,700

The table on the following page details the revenue sources for the updated CIP, incorporating these changes.

**2017-2022 Preliminary Capital Improvement Program
Revenue Sources (in thousands)**

Dedicated Revenue	2017	2018	2019	2020	2021	2022	6-Year Total
Transportation							
Gas Tax	610	622	634	647	660	673	3,846
Gas Tax (Transportation Package)	100	150	200	200	200	200	1,050
Business License Fees	270	270	270	270	270	270	1,620
Real Estate Excise Tax (REET) 1	398	410	422	435	448	461	2,574
Real Estate Excise Tax (REET) 2	1,355	1,342	1,279	1,318	1,358	1,399	8,051
Street & Pedestrian Safety Levy	2,626	2,652	2,679	2,706	2,733	2,760	16,156
Transportation Impact Fees	3,440	2,300	1,000	1,000	1,000	1,000	9,740
Park Impact Fees	-	1,110	750	-	-	-	1,860
King County Park Levy	-	300	300	-	-	-	600
Walkable Kirkland	520	400	400	400	-	-	1,720
Utility Rates	1,026	806	707	500	500	500	4,039
Solid Waste Street Preservation	300	300	300	300	300	300	1,800
REET 2 Reserve	3,158	1,579	480	480	480	480	6,657
REET 1 Reserve	100	-	-	-	-	-	100
External Sources	14,436	3,103	4,440	5,742	2,066	2,050	31,836
Subtotal Transportation	28,339	15,344	13,861	13,998	10,015	10,093	91,649
Parks							
Real Estate Excise Tax 1	215	868	1,438	885	160	160	3,726
Impact Fees	594	796	750	1,750	1,050	1,150	6,090
Parks Levy	1,250	1,250	1,000	823	250	250	4,823
Parks Facilities Sinking Fund	168	146	162	151	162	169	958
REET 1 Reserve	100	-	-	-	-	-	100
External Sources	500	500	500	-	-	-	1,500
Subtotal Parks	2,827	3,560	3,850	3,609	1,622	1,729	17,197
General Government: Technology, Facilities & Public Safety							
General Fund Contributions for:							
Public Sfty. Equip. Sinking Fund	155	173	693	369	246	149	1,785
Technology Equip. Sinking Fund	289	1,197	209	1,051	545	180	3,471
Utility Rates	456	256	256	256	256	256	1,736
Health Fund Transfer	1,000	-	-	-	-	-	1,000
Facilities Life Cycle Reserve	425	554	529	606	279	190	2,583
Maj Sys Replacement Rsv	1,300	-	-	-	-	-	1,300
REET 1 Reserves	772	3,700	-	-	-	-	4,472
General Fund Cash	3,360	1,937	114	174	114	174	5,873
Fire District 41 Reserves	2,656	-	-	-	-	-	2,656
Carryover PY Funds	150	-	-	-	-	-	150
REET 1	-	4,200	-	-	-	-	4,200
Land Sales Proceeds	-	470	-	-	-	-	470
Subtotal General Government	10,563	12,487	1,801	2,456	1,440	949	29,696
Utilities							
Utility Connection Charges	865	865	865	865	865	865	5,190
Utility Rates - Surface Water	1,801	1,872	1,916	2,120	2,139	2,204	12,052
Utility Rates - Water/Sewer	3,764	4,070	4,355	4,698	5,015	5,368	27,270
Reserves	4,450	50	1,500	50	1,450	50	7,550
External Sources	350	-	-	-	-	-	350
Subtotal Utilities	11,230	6,857	8,636	7,733	9,469	8,487	52,412
Total Revenues	52,959	38,248	28,148	27,796	22,546	21,258	190,954

Revenues for Surface Water Design Manual (SWDM) and Critical Areas Ordinance (CAO)

At the June 21 meeting, Council requested a listing of the revenues that were left unprogrammed in outer years to meet potential future CAO/SWDM obligations. Projects were identified in 2017-2018 as placeholders, no adjustment was made in 2019-2020, and funds were left unprogrammed in 2021-2022 in anticipation of needs becoming better defined. The following tables detail the amounts by revenue source and year:

Project Number	Project Title	2017-2018	Funding Source
Transportation			
NM 7777	Annual Non-Motorized CAO/SWDM Surface Water Support	1,600,000	REET 2 Reserves
TR 7777	Annual Traffic CAO/SWDM Surface Water Support	500,000	REET 2 Reserves
Surface Water			
SD 7777	Surface Water CAO/SWDM Support	1,400,000	Surface Water Construction Reserves
Utilities			
WA 7777	Annual Water CAO/SWDM Support	500,000	Water/Sewer Construction Reserves
SS 7777	Annual Sewer CAO/SWDM Support	700,000	Water/Sewer Construction Reserves
Total		4,700,000	

It is worth noting that the amounts listed below do not include the full potential amount of Transportation impact fees that may be available in future years, which is dependent on the scope and timing of future new construction. It also bears mentioning that the amount shown in the table below are in addition to the projects that are funded in 2017-2018 for potential CAO/SWDM obligations.

	2021	2022	Total
Transportation			
Multimodal Transportation	200,000	-	200,000
REET 2	125,000	125,000	250,000
Impact Fees	575,000	725,000	1,300,000
Surface Water	180,000	240,000	420,000
External Revenue	611,000	960,000	1,571,000
Total Transportation	1,691,000	2,050,000	3,741,000
Parks			
REET 1	350,000	1,200,000	1,550,000
Parks Levy*	550,000	550,000	1,100,000
Impact Fees	700,000	600,000	1,300,000
Total Parks	1,600,000	2,350,000	3,950,000

* Reflects a reduction of \$150,000 from original amount in each year to fund the Park Facilities Sinking Fund.

Other Potential Changes

Totem Lake Park

Additional changes which could be made based on Council direction regarding potential reprioritization of projects to address development in Totem Lake are being offered for Council consideration. The memo included as Attachment B provides details.

Peter Kirk Pool

As requested by the Council at the June meeting, the Parks and Community Services Department researched several options for converting Peter Kirk Pool to year-round use. The memo covering this topic, as presented to the Park Board, is included as Attachment C.

Summary/Next Steps

The final adoption of the 2017-2022 CIP is scheduled for December 13, 2016. Council feedback on proposed changes will be incorporated and brought back at that time.

**City of Kirkland
2017-2022 Preliminary Capital Improvement Program**

TRANSPORTATION PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Sources					
										Current Revenue	Street Levy	Impact Fees	Walkable Kirkland	Reserve	External/Pending Source
ST 0006	Annual Street Preservation Program		1,000,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	9,750,000	9,694,000	-	-	-	56,000	-
ST 0006 003	Street Levy Street Preservation		2,326,000	2,352,000	2,379,000	2,406,000	2,433,000	2,460,000	14,356,000	-	14,356,000	-	-	-	-
ST 0006 004	Street Levy Street Preservation, Central Way		214,000	-	-	-	-	-	214,000	30,000	-	-	-	-	184,000
ST 0006-005	Totem Lake Blvd Roadway Repair		720,000	-	-	-	-	-	720,000	720,000	-	-	-	-	-
ST 0059 101	124th Ave NE Roadway Improvements (North Section) Design		1,195,400	-	-	-	-	-	1,195,400	-	-	161,500	-	-	1,033,900
ST 0080	Annual Striping Program		400,000	500,000	500,000	500,000	500,000	500,000	2,900,000	2,900,000	-	-	-	-	-
ST 0083 102	100th Avenue NE Roadway Improvements		-	-	5,000,000	5,485,000	-	-	10,485,000	833,000	-	1,375,000	80,000	263,000	7,934,000
ST 0089	Juanita Drive Auto Improvements		-	-	-	-	3,300,000	3,300,000	6,600,000	1,076,000	-	150,000	-	79,000	5,295,000
ST 9999	Regional Inter-Agency Coordination	164,000	82,000	82,000	82,000	82,000	82,000	82,000	492,000	492,000	-	-	-	-	-
NM 0006 100	Street Levy-Safe School Walk Routes	150,000	-	-	-	-	150,000	150,000	300,000	-	300,000	-	-	-	-
NM 0006 200	Street Levy-Pedestrian Safety		150,000	150,000	150,000	150,000	150,000	150,000	900,000	-	900,000	-	-	-	-
NM 0006 201	Neighborhood Safety Program Improvements	400,000	200,000	200,000	200,000	200,000	-	-	800,000	-	-	-	800,000	-	-
NM 0007+	Cross Kirkland Corridor Connection-NE 52nd Street Sidewalk	682,000	454,900	-	-	-	-	-	454,900	-	-	-	-	40,000	414,900
NM 0012 001	NE 116th Street Crosswalk Upgrade		200,000	230,000	-	-	-	-	430,000	394,000	-	-	36,000	-	-
NM 0012 003	132nd Avenue NE Crosswalk Upgrade		-	250,000	-	-	-	-	250,000	250,000	-	-	-	-	-
NM 0012 004	Central Way Crosswalk Upgrade		-	-	50,000	50,000	-	-	100,000	100,000	-	-	-	-	-
NM 0057	Annual Sidewalk Maintenance Program		-	-	200,000	200,000	200,000	200,000	800,000	740,000	-	-	-	60,000	-
NM 0086 100	NE 124th St/124th Ave NE Ped Bridge Design & Construction	750,000	4,810,000	6,250,000	1,050,000	-	-	-	12,110,000	1,164,800	-	3,950,000	-	615,300	6,379,900
NM 0087+	Citywide School Walk Route Enhancements	1,000,000	864,200	869,000	450,000	400,000	300,000	300,000	3,183,200	363,000	300,000	300,000	198,200	1,022,000	1,000,000
NM 0087 001	North Kirkland/JFK School Walk Route Enhancements		-	-	500,000	500,000	-	-	1,000,000	14,600	300,000	-	100,000	-	585,400
NM 0089+	Lake Front Pedestrian and Bicycle Improvements	1,000,000	11,000	-	-	-	-	-	11,000	-	-	-	-	-	11,000
NM 0090+	Juanita Drive "Quick Wins"	686,600	726,000	-	-	-	-	-	726,000	-	-	-	-	-	726,000
NM 0090 001+	Juanita Drive Multi-Modal (On-Street) Improvements		-	-	-	525,000	-	-	525,000	100,000	-	225,000	-	200,000	-
NM 0092	Active Transportation Plan Update		75,000	-	-	-	-	-	75,000	75,000	-	-	-	-	-
NM 0095	124th Avenue NE Sidewalk Improvements	420,000	830,000	750,000	-	-	-	-	1,580,000	155,000	-	225,080	178,000	521,920	500,000
NM 0098	Kirkland Avenue Sidewalk Improvements		-	-	300,000	200,000	-	-	500,000	489,000	-	-	-	11,000	-
NM 0109	Citywide Trail Connections (Non-CKC)		-	-	-	275,000	-	-	275,000	-	-	275,000	-	-	-
NM 0109 001	Finn Hill Connections		-	250,000	-	-	-	-	250,000	-	-	125,000	125,000	-	-
NM 0109 002	Lake Front Promenade Design Study		-	-	-	75,000	-	-	75,000	75,000	-	-	-	-	-
NM 0110 001	Citywide Accessibility Improvements		-	100,000	100,000	100,000	100,000	100,000	500,000	300,000	-	-	100,000	100,000	-
NM 0113	Citywide Greenways Networks		-	-	-	250,000	-	-	250,000	750,000	15,000	-	375,000	360,000	-
NM 0113 001	Citywide Greenways Network Project-NE 75th Street	250,000	250,000	-	-	-	-	-	250,000	50,000	-	200,000	-	-	-
NM 0113 002	Citywide Greenways Network Project-128th Avenue NE		-	400,000	400,000	-	-	-	800,000	182,000	-	-	70,000	98,000	450,000
NM 0115	CKC Emergent Projects Opportunity Fund		100,000	100,000	-	-	-	-	200,000	200,000	-	-	-	-	-
NM 0118	NE 128th Street / 139th Avenue NE Non-Motorized Imps		800,000	-	-	-	-	-	800,000	263,200	-	-	32,800	-	504,000
NM 0119	Downtown Pedestrian Access Study		50,000	-	-	-	-	-	50,000	50,000	-	-	-	-	-
NM 7777	Annual Non-Motorized CAO/SWDM Surface Water Contribution		1,600,000	-	-	-	-	-	1,600,000	-	-	-	-	1,600,000	-
PT 0001 000	Citywide Transit Study		300,000	-	-	-	-	-	300,000	150,000	-	150,000	-	-	-
TR 0079 001#	NE 85th St/114th Ave Intersection Improvements Phase II		1,800,000	-	-	-	-	-	1,800,000	-	-	-	-	-	1,800,000
TR 0082+#	Central Way/Park Place Center Traffic Signal		200,000	-	-	-	-	-	200,000	-	-	-	-	-	200,000
TR 0091 101	NE 124th St/124th Ave NE Intersection Improvements Design		398,500	-	-	-	-	-	398,500	-	-	53,900	-	-	344,600
TR 0092	NE 116th St / 124th Ave NE Dual Left Turn Lanes	150,000	976,500	248,500	-	-	-	-	1,225,000	-	-	435,000	-	-	790,000
TR 0098	NE 132nd St/116th Way NE (I-405) Intersect'n Imp		238,000	62,000	-	-	-	-	300,000	-	-	100,000	-	200,000	-
TR 0100 100+#	6th Street & Central Way Intersection Improvements Phase 2		1,866,800	-	-	-	-	-	1,866,800	-	-	-	-	-	1,866,800
TR 0103+#	Central Way/4th Street Intersection Improvements		31,000	-	-	-	-	-	31,000	-	-	-	-	-	31,000
TR 0104+#	6th Street/4th Ave Intersection Improvements		580,000	-	-	-	-	-	580,000	-	-	-	-	-	580,000
TR 0105+#	Central Way/5th Street Intersection Improvements		564,000	-	-	-	-	-	564,000	-	-	-	-	-	564,000
TR 0116	Annual Signal Maintenance Program		150,000	150,000	200,000	200,000	200,000	200,000	1,100,000	374,000	-	-	-	726,000	-
TR 0117	Citywide Traffic Management Safety Improvements		100,000	100,000	100,000	100,000	100,000	100,000	600,000	-	-	-	-	600,000	-
TR 0117 002	Vision Zero Safety Improvement		50,000	50,000	50,000	50,000	50,000	50,000	300,000	50,000	-	-	-	250,000	-
TR 0117 003	Neighborhood Traffic Control		-	50,000	-	50,000	-	50,000	150,000	34,000	-	-	-	116,000	-
TR 0118	General Parking Lot Improvements	720,000	100,000	-	-	-	-	-	100,000	-	-	-	-	100,000	-
TR 0119	Kirkland Citywide Intelligent Transportation System Study		75,000	-	-	-	-	-	75,000	35,000	-	-	-	40,000	-
TR 0120	Kirkland Intelligent Transportation System Phase 3		-	450,000	400,000	450,000	450,000	450,000	2,200,000	248,400	-	-	-	237,600	1,714,000
TR 0122	Totem Lake Intersection Improvements		3,031,100	-	-	-	-	-	3,031,100	-	-	2,199,600	-	-	831,500
TR 0127	NE 132nd Street Roundabout		320,000	-	-	-	-	-	320,000	54,000	-	-	-	-	266,000
TR 7777	Annual Traffic CAO/SWDM Surface Water Contribution		500,000	-	-	-	-	-	500,000	-	-	-	-	500,000	-
Total Funded Transportation Projects		6,372,600	28,339,400	15,343,500	13,861,000	13,998,000	10,015,000	10,092,000	91,648,900	21,671,000	16,156,000	10,300,080	1,720,000	7,795,820	34,006,000

Notes
Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)
Bold = New projects
 + = Moved from unfunded status to funded status
 * = Moved from funded status to unfunded status

TRANSPORTATION PROJECTS

Unfunded Projects in the Capital Facilities Plan Years 7-20

Project Number	Project Title	Total
ST 0059 102	124th Ave NE Roadway Improvements (North Section) ROW	2,050,800
ST 0059 103	124th Ave NE Roadway Improvements (North Section) Construction	6,753,800
ST 0063	120th Avenue NE Roadway Improvements	4,500,000
ST 0072	NE 120th Street Roadway Improvements (West Section)	15,780,600
ST 0077	NE 132nd St Rdwy Imprv.-Phase I (West Section)	1,348,000
ST 0078	NE 132nd St Rdwy Imprv-Phase II (Mid Section)	316,000
ST 0079	NE 132nd St Rdwy Imprv-Phase III (East Section)	1,119,000
ST 0081	Totem Lake Area Development Opportunity Program	500,000
NM 0012 999	Crosswalk Upgrade Program	4,100,000
NM 0086-003	CKC Roadway Crossings	3,370,100
NM 0090-100	Juanita Drive Bicycle and Pedestrian Improvements	10,650,000
NM 0113 999	Citywide Greenway Network	4,450,000
NM 0117 000	On-Street Bicycle Network Phase I	1,120,000
NM 8888 100	On-street Bicycle Network	3,280,000
NM 9999 100	Sidewalk Completion Program	6,096,800
PT 0002	Public Transit Speed and Reliability Improvements	500,000
PT 0003	Public Transit Passenger Environment Improvements	500,000
TR 0091 102	NE 124th St/124th Ave NE Intersection Improvements ROW	55,300
TR 0091 103	NE 124th St/124th Ave NE Intersection Improvements Construction	1,144,200
TR 0093	NE 132nd St/Juanita H.S. Access Rd Intersect'n Imp	916,000
TR 0094	NE 132nd St/108th Avenue NE Intersect'n Imp	618,000
TR 0095	NE 132nd St/Fire Stn Access Dr Intersect'n Imp	366,000
TR 0096	NE 132nd St/124th Ave NE Intersect'n Imp	5,713,000
TR 0097	NE 132nd St/132nd Ave NE Intersect'n Imp	889,000
TR 0125	Kirkland ITS Implementation Phase 4	2,620,000
Capacity Projects Subtotal		78,756,600
ST 0006 ^	Annual Street Preservation Program	22,750,000
ST 0006 003 ^	Street Levy Street Preservation	31,107,000
ST 0080 ^	Annual Striping Program	6,500,000
ST 9999 ^	Regional Inter-Agency Coordination	1,066,000
NM 0006 201 ^	Neighborhood Safety Program Improvements	3,000,000
NM 0057 ^	Annual Sidewalk Maintenance Program	2,600,000
TR 0116 ^	Annual Signal Maintenance Program	2,600,000
TR 0117 ^	Citywide Traffic Management Safety Improvements	1,400,000
TR 0117 002	Vision Zero Safety Improvement	650,000
TR 0117 003	Neighborhood Traffic Control	325,000
Non-Capacity Projects Subtotal		71,998,000
Total Transportation Master Plan Projects Yrs 7-20		150,754,600

Unfunded Projects in the Capital Facilities Plan Years 7-20 and Transportation Improvement Plan

NM 0024 201	Cross Kirkland Corridor Opportunity Fund	500,000
NM 0031	Crestwoods Park/CKC Corridor Ped/Bike Facility	2,505,000
NM 0080	Juanita-Kingsgate Pedestrian Bridge at I-405	4,500,000
NM 0081	CKC to Redmond Central Connector	1,500,000
NM 0106	Citywide CKC Connection	360,000
NM 0107	CKC to Downtown Surface Connection	2,000,000
Capital Facilities Projects Not in TMP Subtotal		11,365,000

Unfunded Transportation Improvement Plan/External Funding Candidates

Project Number	Project Title	Total
ST 0056	132nd Avenue NE Roadway Improvements	25,170,000
ST 0060	118th Avenue NE Roadway Extension	6,440,000
ST 0061	119th Avenue NE Roadway Extension	5,640,000
ST 0062	NE 130th Street Roadway Improvements	10,000,000
ST 0064	124th Avenue NE Roadway Extension	30,349,000
ST 0073	120th Avenue NE Roadway Extension	16,392,000
ST 0086	Finn Hill Emergency Vehicle Access Connection	900,000
NM 0030	NE 90th Street/I-405 Pedestrian/Bicycle Overpass	3,740,700
NM 0032	93rd Avenue Sidewalk	1,047,900
NM 0043	NE 126th St Nonmotorized Facilities	4,277,200
NM 0046	18th Avenue SW Sidewalk	2,255,000
NM 0050	NE 80th Street Sidewalk	859,700
NM 0054	13th Avenue Sidewalk	446,700
NM 0055	122nd Ave NE Sidewalk	866,700
NM 0058	111th Avenue Non-Motorized/Emergency Access Connection	2,000,000
NM 0062	19th Avenue Sidewalk	814,200
NM 0074	90th Ave NE Sidewalk	353,400
NM 0086	Cross Kirkland Corridor Non-motorized Improvements	65,742,000
TR 0067	Kirkland Way/CKC Bridge Abutment/Intersection Imprv	6,917,000
TR 0114	Slater Avenue NE Traffic Calming - Phase I	247,000
TR 0123	Slater Avenue NE (132nd Avenue NE)/NE 124th Street	2,124,000
TR 0124	116th Avenue NE/NE 124th Street Intersection Improvements	1,081,000
Subtotal Unfunded Transportation Improvement Plan /External Funding Candid		187,663,500
Grand Total Unfunded Transportation Projects		349,783,100

Notes

- Italics* = Modification in timing and/or cost
- Bold** = New projects
- + = Moved from unfunded status to funded status
- " = Moved from funded status to unfunded status
- # = Projects to be funded with development-related revenues
- ^ = Future, unfunded portion of projects funded in years 1-6
- ~ = Annual Programs with Candidate projects

Potential Non-Motorized Projects Under Placeholders; Not Included in Totals

Project Number	Project Title	Total
~NM 8888 100 On-Street Bicycle Network Candidate Projects:		
NM 0001	116th Ave NE (So. Sect.) Non-Motoriz'd Facil-Phase II	3,378,000
NM 0036	NE 100th Street Bike lane	1,644,300
NM 9999 100 Sidewalk Completion Program Candidate Projects:		
NM 0026	NE 90th Street Sidewalk (Phase II)	706,200
NM 0037	130th Avenue NE Sidewalk	833,600
NM 0045	NE 95th Street Sidewalk (Highlands)	571,500
NM 0047	116th Avenue NE Sidewalk (South Rose Hill)	840,000
NM 0048	NE 60th Street Sidewalk	500,000
NM 0049	112th Ave NE Sidewalk	527,600
NM 0061	NE 104th Street Sidewalk	1,085,000
NM 0063	Kirkland Way Sidewalk	414,500
NM 0071	NE 132nd Street Sidewalk Improvement	363,000
NM 0072	NE 132nd Street Sidewalk at Finn Hill Middle School	840,000
NM 0075	84th Ave NE Sidewalk	4,052,800
NM 0076	NE 140th St Sidewalk - Muir Elem Walk Rt Enhan. Phase 1	1,131,000
NM 0077	NE 140th St Sidewalk - Keller Elem Walk Rt Enhan. - N	1,185,000
NM 0078	NE 140th St Sidewalk - Keller Elem Walk Rt Enhan. - S	747,000
NM 0079	NE 140th St Sidewalk - Muir Elem Walk Rt Enhan. Phase 2	648,000
NM 0088	NE 124th Street Sidewalk	376,000
NM 0097	132nd NE Sidewalk	732,000
NM 0101	7th Avenue Sidewalk	208,000
NM 0102	NE 120th Street Sidewalk	548,000
NM 0103	120th Avenue NE Sidewalk	556,000
NM 0104	NE 122nd Place/NE 123rd Street Sidewalk	1,294,000
NM 0105	120th Avenue NE Sidewalk	812,000

SURFACE WATER MANAGEMENT UTILITY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source				
										Current Revenue	Reserve	Debt	External Source	
<i>SD 0046-001+</i>	<i>Regional Detention in Forbes Creek Basin - Phase I</i>							609,000	1,314,800	1,923,800	1,923,800			
<i>SD 0047</i>	<i>Annual Replacement of Aging/Failing Infrastructure</i>		200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	1,200,000	1,200,000			
<i>SD 0049</i>	<i>Forbes Creek/108th Ave NE Fish Passage Imp</i>				230,400		196,000			426,400	426,400			
<i>SD 0053+</i>	<i>Forbes Creek/Coors Pond Channel Grade Controls</i>						324,900	344,600	669,500	669,500	669,500			
<i>SD 0054+</i>	<i>Forbes Creek/Cross Kirkland Corridor Fish Passage Improvements</i>						324,900	344,600	669,500	669,500	669,500			
<i>SD 0063</i>	<i>Everest Creek - Slater Ave at Alexander St</i>					661,900	241,800			903,700	903,700			
<i>SD 0076</i>	<i>NE 141st Street/111th Avenue NE Culvert Repair</i>	257,600	683,900							683,900	683,900			
<i>SD 0081</i>	<i>Brookhaven Pond Modifications</i>		50,000		50,000		50,000			150,000	50,000	100,000		
<i>SD 0084</i>	<i>Market Street Storm Main Rehabilitation</i>			268,400	616,600					885,000	885,000			
<i>SD 0087</i>	<i>Silver Spurs Flood Reduction</i>			77,000						77,000	77,000			
<i>SD 0088</i>	<i>Comfort Inn Pond Modifications</i>	407,000	309,100							309,100	309,100			
<i>SD 0089</i>	<i>NE 142nd Street Surface Water Drainage Improvements</i>			194,000						194,000	194,000			
<i>SD 0090</i>	<i>Goat Hill Drainage Ditch and Channel Stabilization</i>					243,400	89,600			333,000	333,000			
<i>SD 0091</i>	<i>Holmes Point Drive Pipe Replacement</i>	300,400	205,600							205,600	205,600			
<i>SD 0092</i>	<i>Juanita Creek Culvert at NE 137th Street</i>		149,800	535,300						685,100	685,100			
<i>SD 0093</i>	<i>Pleasant Bay Apartments Line Replacement</i>		252,600	69,400						322,000	322,000			
<i>SD 0094</i>	<i>NE 114th Place Stormline Replacement</i>					270,400				270,400	270,400			
<i>SD 0097</i>	<i>Champagne Creek Stabilization</i>			402,900	408,100					811,000	811,000			
<i>SD 0098</i>	<i>Champagne Creek Stormwater Retrofit</i>			125,000						125,000	125,000			
<i>SD 0099</i>	<i>Goat Hill Drainage Conveyance Capacity</i>				460,900	194,100				655,000	655,000			
<i>SD 0100</i>	<i>Brookhaven Pond Modifications</i>					354,200	298,800			653,000	653,000			
<i>SD 0105</i>	<i>Property Acquisition Opportunity Fund</i>		50,000	50,000	50,000	50,000	50,000	50,000		300,000	-	300,000		
<i>SD 0106 001</i>	<i>CKC Surface Water Drainage at Crestwoods Park Design/Construction</i>	300,000	700,000	-	-	-	-	-		700,000	-	350,000		350,000
<i>SD 7777</i>	<i>Surface Water CAO/SWDM Support</i>		1,400,000							1,400,000	-	1,400,000		-
Total Funded Surface Water Management Utility Projects		1,265,000	4,001,000	1,922,000	2,016,000	2,170,000	2,189,000	2,254,000	14,552,000	12,052,000	2,150,000	0	350,000	

Notes
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Unfunded Projects:

Project Number	Project Title	Total
SD 0045	Carillon Woods Erosion Control Measures	549,600
<i>SD 0046 999</i>	<i>Regional Detention in Forbes and Juanita Creek Basins</i>	<i>8,076,200</i>
SD 0051	Forbes Creek/King County Metro Access Road Culvert Enhancement	1,290,900
SD 0061	Everest Park Stream Channel/Riparian Enhancements	1,095,500
SD 0085 001	Cross Kirkland Water Quality	920,000
<i>SD 0095"</i>	<i>NE 141st Street Stormwater Pipe Installation</i>	<i>170,000</i>
SD 0101	Holmes Point Pipe Replacement at Champagne Creek Basin	240,000
SD 0102	Juanita Drive Culvert Replacement	665,000
SD 0103	Lakeview Drive Conveyance Modification	2,562,000
SD 0107	132nd Square Park Stormwater Retrofit Project	4,510,000
Total Unfunded Surface Water Management Utility Projects		20,079,200

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**City of Kirkland
2017-2022 Preliminary Capital Improvement Program**

WATER/SEWER UTILITY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
WA 0102	104th Ave NE Watermain Replacement			504,800	181,200				686,000	686,000			
WA 0134	5th Ave S / 8th St S Watermain Replacement				183,800	389,200			573,000	573,000			
WA 0139+	6th Street South Watermain Replacement		119,000	719,000					838,000	838,000			
WA 0153	3rd Street Watermain Improvement	440,000	317,000						317,000	317,000			
WA 0154	4th Street Watermain Replacement Phase 2	290,000	174,000						174,000	174,000			
WA 0155	120th Avenue NE Watermain Improvement		437,000	273,000					710,000	710,000			
WA 0156	122nd Avenue NE Watermain Improvement		505,600	190,400					696,000	696,000			
WA 0157	8th Avenue W Watermain Improvement			421,800	288,200				710,000	710,000			
WA 0158	NE 112th Street Watermain Improvement			365,000					365,000	365,000			
WA 0159	NE 113th Place Watermain Improvement			373,000					373,000	373,000			
WA 0160	126th Avenue NE Watermain Improvement			272,700	717,300				990,000	990,000			
WA 7777	Annual Water CAO/SWDM Support		500,000						500,000		500,000		
WA 8888	Annual Watermain Replacement Program						400,200	933,000	1,333,200	1,333,200			
WA 9999	Annual Water Pump Station/System Upgrade Pgm						400,200	934,000	1,334,200	1,334,200			
SS 0051	6th Street S Sewermain Replacement		146,100	818,900					965,000	965,000			
SS 0052	108th Avenue NE Sewermain Replacement			711,400	3,236,100	1,558,500			5,506,000	5,506,000			
SS 0062	NE 108th Street Sewermain Replacement					3,390,300	3,179,200		6,569,500	5,169,500	1,400,000		
SS 0069	1st Street Sewermain Replacement	354,200	3,465,800						3,465,800	2,065,800	1,400,000		
SS 0070	5th Street Sewermain Replacement	419,500	864,500						864,500	864,500			
SS 0072	Kirkland Avenue Sewermain Replacement			285,000	2,013,400				2,298,400	898,400	1,400,000		
SS 0077 001+	West of Market Sewermain Replacement - Phase I					225,000	2,500,000	2,500,000	5,225,000	5,225,000			
SS 7777	Annual Sewer CAO/SWDM Support		700,000						700,000		700,000		
SS 8888	Annual Sanitary Pipeline Replacement Program						400,200	933,000	1,333,200	1,333,200			
SS 9999	Annual Sanitary Pump Station/System Upgrade Pgm						400,200	933,000	1,333,200	1,333,200			
Total Funded Water/Sewer Utility Projects		1,503,700	7,229,000	4,935,000	6,620,000	5,563,000	7,280,000	6,233,000	37,860,000	32,460,000	5,400,000	0	0

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Unfunded Projects:

Project Number	Project Title	Total
WA 0052	108th Avenue NE Watermain Replacement	1,584,000
WA 0057	116th Avenue NE Watermain Replacement	2,731,000
WA 0067	North Reservoir Pump Replacement	611,000
WA 0096	NE 83rd Street Watermain Replacement	450,000
WA 0098	126th Ave NE/NE 83rd & 84th St/128th Ave NE Watermain Replacement	1,197,000
WA 0103	NE 113th Place/106th Ave NE Watermain Replacement	841,000
WA 0104	111th Ave NE/NE 62nd St-NE 64th St Watermain Replacement	1,493,000
WA 0108	109th Ave NE/NE 58th St Watermain Replacement	504,000
WA 0109	112th Ave NE Watermain Replacement	1,179,000
WA 0111	NE 45th St And 110th/111th Ave NE Watermain Replacement	1,303,000
WA 0113	116th Ave NE/NE 70th-NE 80th St Watermain Replacement	2,222,100
WA 0118	112th -114th Avenue NE/NE 67th-68th Street Watermain Replacement	3,360,100
WA 0119	109th Ave NE/111th Way NE Watermain Replacement	2,304,000
WA 0120	111th Avenue Watermain Replacement	182,000
WA 0122	116th Avenue NE/NE 100th Street Watermain Replacement	1,506,000
WA 0123	NE 91st Street Watermain Replacement	453,000
WA 0124	NE 97th Street Watermain Replacement	685,000
WA 0126	North Reservoir Outlet Meter Addition	72,300
WA 0127	650 Booster Pump Station	1,603,000
WA 0128	106th Ave NE-110th Ave NE/NE 116th St-NE 120th St Watermain Replacement	2,305,000
WA 0129	South Reservoir Recoating	981,000
WA 0130	11th Place Watermain Replacement	339,000
WA 0131	Supply Station #1 Improvements	61,500
WA 0132	7th Avenue/Central Avenue Watermain Replacement	907,000
WA 0133	Kirkland Avenue Watermain Replacement	446,000
WA 0135	NE 75th Street Watermain Replacement	711,000
WA 0136	NE 74th Street Watermain Replacement	193,000
WA 0137	NE 73rd Street Watermain Replacement	660,000
WA 0138	NE 72nd St/130th Ave NE Watermain Replacement	1,476,000
WA 0145	6th Street South Watermain Replacement	585,100
WA 0146	6th Street/Kirkland Way Watermain Replacement	693,000
WA 0147	106th Avenue NE Watermain Replacement	661,500
WA 0149	Lake Washington Blvd Watermain Replacement	655,000
SS 0068	124th Avenue NE Sewermain Replacement	1,315,000
SS 0077 999	West Of Market Sewermain Replacement	16,456,000
SS 0080	20th Avenue Sewermain Replacement"	812,000
SS 0083	111th Avenue NE Sewer Main Rehabilitation	725,000
SS 0084	Reclaimed Water (Purple Pipe) Opportunity Fund	5,000,000
Subtotal Unfunded Water/Sewer Utility Projects		59,262,600
Funding Available from Annual Programs for Candidate Projects		5,333,800
Net Unfunded Water/Sewer Utility Projects		53,928,800

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PARK PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source				
										Current Revenue	Park Levy	Impact Fees	Reserves	External Source
PK 0049	Open Space, Park Land & Trail Acq Grant Match Program		100,000	0	0	0	0	0	100,000	0	0	0	100,000	0
<i>PK 0066</i>	<i>Park Play Area Enhancements</i>		<i>50,000</i>	<i>50,000</i>	<i>75,000</i>	<i>75,000</i>	<i>75,000</i>	<i>75,000</i>	<i>400,000</i>	<i>320,000</i>	<i>0</i>	<i>80,000</i>	<i>0</i>	<i>0</i>
PK 0087 101	Waverly Beach Park Renovation Phase 2		0	0	250,000	1,000,000	0	0	1,250,000	0	873,000	377,000	0	0
PK 0119 002	Juanita Beach Park Development Phase 2		100,000	1,208,000	0	0	0	0	1,308,000	678,000	0	130,000	0	500,000
<i>PK 0121</i>	<i>Green Kirkland Forest Restoration Program</i>		<i>75,000</i>	<i>75,000</i>	<i>75,000</i>	<i>75,000</i>	<i>100,000</i>	<i>100,000</i>	<i>500,000</i>	<i>500,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>PK 0133 100</i>	<i>Dock & Shoreline Renovations</i>		<i>0</i>	<i>0</i>	<i>250,000</i>	<i>100,000</i>	<i>250,000</i>	<i>250,000</i>	<i>850,000</i>	<i>0</i>	<i>850,000</i>	<i>0</i>	<i>0</i>	<i>0</i>
PK 0133 200	City-School Playfield Partnership		500,000	500,000	0	0	0	0	1,000,000	0	1,000,000	0	0	0
<i>PK 0133 300</i>	<i>Neighborhood Park Land Acquisition</i>		<i>750,000</i>	<i>750,000</i>	<i>600,000</i>	<i>734,000</i>	<i>1,035,000</i>	<i>1,135,000</i>	<i>5,004,000</i>	<i>0</i>	<i>2,100,000</i>	<i>2,904,000</i>	<i>0</i>	<i>0</i>
<i>PK 0138</i>	<i>Everest Park Restroom/Storage Building Replacement</i>	<i>75,000</i>	<i>0</i>	<i>0</i>	<i>803,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>803,000</i>	<i>803,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
PK 0139 200	Totem Lake Park Master Plan & Development (Phase I)	780,000	1,084,000	0	0	0	0	0	1,084,000	0	0	584,000	0	500,000
<i>PK 0139 300</i>	<i>Totem Lake Park Development Phase 2</i>		<i>0</i>	<i>581,000</i>	<i>1,135,000</i>	<i>724,000</i>	<i>0</i>	<i>0</i>	<i>2,440,000</i>	<i>0</i>	<i>0</i>	<i>1,940,000</i>	<i>0</i>	<i>500,000</i>
PK 0147	Parks Maintenance Center		0	250,000	500,000	750,000	0	0	1,500,000	1,425,000	0	75,000	0	0
PK 0151	Park Facilities Life Cycle Projects		168,000	146,000	162,000	151,000	162,000	169,000	958,000	958,000	0	0	0	0
Total Funded Park Projects		855,000	2,827,000	3,560,000	3,850,000	3,609,000	1,622,000	1,729,000	17,197,000	4,684,000	4,823,000	6,090,000	100,000	1,500,000

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Unfunded Projects:

Project Number	Project Title	Total
PK 0056 100	Forbes Lake Park Trail Improvements Phase 2	4,000,000
PK 0095 100	Heritage Park Development - Phase III & IV	2,500,000
PK 0097	Reservoir Park Renovation	500,000
PK 0108	McAuliffe Park Development	7,000,000
PK 0114	Mark Twain Park Renovation	750,000
PK 0114 101	Mark Twain Park Renovation (Design)	75,000
PK 0116	Lee Johnson Field Artificial Turf Installation	1,750,000
PK 0119 200	Juanita Beach Park Development (Phase 3)	10,000,000
PK 0122 100	Community Recreation Facility Construction	67,000,000
PK 0124	Snyder's Corner	1,000,000
PK 0126	Watershed Park Master Planning & Park Development	1,100,000
PK 0127	Kiwanis Park Master Planning & Park Development	1,100,000
PK 0128	Yarrow Bay Wetlands Master Planning & Park Development	1,600,000
PK 0129	Heronfield Wetlands Master Planning & Development	1,600,000
PK 0131	Park and Open Space Acquisition Program	3,000,000
PK 0133 100	Dock & Shoreline Renovations	1,500,000
PK 0135 100	Juanita Heights Park Expansion	1,000,000
PK 0136	Kingsgate Park Master Planning and Park Development	1,150,000
PK 0139 101	Totem Lake Park Acquisition	3,000,000
PK 0139 400	Totem Lake Park Development - Phase 3	13,000,000
PK 0141 000	South Norway Hill Park Improvements	750,000
PK 0142 000	Doris Cooper Houghton Beach Park Restroom Replacement	850,000
PK 0143 000	Marsh Park Restroom Replacement	700,000
PK 0144 000	Cedar View Park Improvements	150,000
PK 0145 000	Environmental Education Center	2,000,000
PK 0148	Forbes House Renovation	414,000
PK 0149	Taylor Playfields- Former Houghton Landfill Site Master Plan	300,000
PK 0150	North Kirkland Community Center Renovation	786,000
Total Unfunded Parks Projects		128,575,000

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PUBLIC SAFETY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source			
										Reserve	Debt	External Source	
FIRE													
PS 0062	Defibrillator Unit Replacement		-	-	-	176,900	-	-	176,900	176,900			
PS 0066	Thermal Imaging Cameras	11,000	-	-	-	-	112,200	-	112,200	112,200			
PS 0071	Self Contained Breathing Apparatus (SCBA)		-	9,700	-	-	-	-	9,700	9,700			
PS 0076	Personal Protective Equipment		-	-	573,100	-	-	2,900	576,000	576,000			
PS 0080	Emergency Generators	60,000	-	60,000	-	60,000	-	60,000	180,000	180,000			
PS 2000	Fire Equipment Replacement		20,300	46,600	20,900	25,000	15,800	34,200	162,800	162,800			
POLICE													
PS 1000	Police Equipment Replacement		134,900	116,900	98,800	166,800	117,900	112,300	747,600	747,600			
FACILITIES													
PS 3001	Fire Station 25 Renovation		3,787,000	-	-				3,787,000	3,787,000			
PS 3002 002+	Fire Station 24 Replacement		-	10,133,300	-				10,133,300	9,663,000		470,300	
PS 3003	Fire Station 27 Property Acquisition		2,500,000	-	-				2,500,000	2,500,000			
Total Funded Public Safety Projects			71,000	6,442,200	10,366,500	692,800	428,700	245,900	209,400	18,385,500	17,915,200	0	470,300

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Public Safety Unfunded Projects:

Project Number	Project Title	Total
FIRE		
PS 0068	Local Emergency/Public Communication AM Radio	119,100
POLICE		
PS 1200	Police Strategic Plan Implementation	250,000
FACILITIES		
PS 3004	Fire Station 21 Expansion & Remodel	3,885,400
PS 3005	Fire Station 22 Expansion & Remodel	5,812,600
PS 3006	Fire Station 26 Expansion & Remodel	6,763,900
PS 3007	Fire Station 27 Replacement	16,098,500
Total Unfunded Public Safety Projects		32,929,500

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GENERAL GOVERNMENT PROJECTS - Technology

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source			
										Reserves/ Prior Yr	Debt	External Source	
IT 0100	Network Server Replacements		203,700	33,000	71,400	46,400	244,700	8,000	607,200	607,200			
IT 0110	Network Infrastructure		51,100	119,000	114,000	1,006,600	49,100	45,600	1,385,400	1,385,400			
IT 0120	Network Storage, Backup & Archiving		80,000	1,099,400	-	18,400	20,100	80,000	1,297,900	1,297,900			
IT 0130	Network Phone Systems		-	-	-	-	250,000	-	250,000	250,000			
IT 0140	Network Security		-	-	75,000	30,000	30,000	75,000	210,000	210,000			
IT 0200	Geographic Information Systems		275,000	285,000	285,000	285,000	285,000	285,000	1,700,000	1,700,000			
IT 0302+	Court Customer Service Systems Improvements		154,400	-	-	-	-	-	154,400	154,400			
IT 0303+	Sharepoint and Trim Upgrade		187,100	-	-	-	-	-	187,100	187,100			
IT 0402	Financial System Replacement	50,000	2,500,000	-	-	-	-	-	2,500,000	2,500,000			
IT 0500	Copier Replacements		39,000	30,500	34,000	34,600	36,000	55,900	230,000	230,000			
IT 0702	EAM Maintenance Management System Replacement	1,239,600	205,600	-	-	-	-	-	205,600	205,600			
Total Funded General Gov. Projects - Technology			1,289,600	3,695,900	1,566,900	579,400	1,421,000	914,900	549,500	8,727,600	8,727,600	0	0

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Project Number	Project Title	Total
IT 0201	GIS Community Information Portal	100,000
IT 0301	Open Data Solution Implementation	229,800
IT 0602	Business Intelligence/Standard Reporting Tool	132,200
IT 0701	Fleet Management Systems Replacement	80,000
IT 0902	Customer Relationship Management System	17,000
Total Unfunded General Government Projects - Technology		559,000

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2017-2022 Preliminary Capital Improvement Program

GENERAL GOVERNMENT PROJECTS - Facilities

Funded Projects:

Project Number	Project Title	Prior Year(s)	2017	2018	2019	2020	2021	2022	2017-2022 Total	Funding Source			
										Current Revenue	Reserve	Debt	External Source
GG 0008	Electrical, Energy Management & Lighting Systems		-	38,800	28,800	-	34,700	131,500	233,800		233,800		
GG 0009	Mechanical/HVAC Systems Replacements		176,400	223,300	314,800	78,200	20,000	10,500	823,200		823,200		
GG 0010	Painting, Ceilings, Partition & Window Replacements		20,900	4,100	144,700	244,700	28,800	8,400	451,600		451,600		
GG 0011	Roofing, Gutter, Siding and Deck Replacements		126,100	231,700	-	74,000	7,100	-	438,900		438,900		
GG 0012	Flooring Replacements		101,700	55,600	40,200	209,400	188,800	39,800	635,500		635,500		
Total Funded General Government Projects - Facilities			-	425,100	553,500	528,500	606,300	279,400	190,200	2,583,000	-	2,583,000	-

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CITY OF KIRKLAND
Department of Parks & Community Services
505 Market Street, Suite A, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett

From: Lynn Zwaagstra, Director, Department of Parks and Community Services
Michael Cogle, Deputy Director

Date: October 24, 2016

Subject: Proposed Funding Option to Expedite Totem Lake Park Development

This report provides an option to fund further improvements to Totem Lake Park, specifically development of the City-owned upland park parcel currently known as the Yuppie Pawn site. The funding proposal includes recommendations for reprioritizing the Capital Improvement Program (CIP), as well as reallocation of park impact fees budgeted in the Transportation CIP and assignment of non-programmed REET reserves.

Totem Lake Business District Revitalization a High City Priority

In 2010 the City Council adopted Resolution R-4856, approving an Action Plan for revitalizing the Totem Lake Business District and directing City departments to reprioritize work tasks accordingly. In response, the Park Board in 2011 forwarded recommendations to the Council regarding potential park-related projects. One of these recommendations was for the City to develop a master plan for the Totem Lake Park property.

The Urban Land Institute, a non-profit organization comprised of land use and real estate experts, recommended to the City in 2011 that Totem Lake Park be developed as a catalyzing strategy to help create a "sense of place" in Totem Lake. Their report said "the Lake itself can become the heart of a redeveloping neighborhood and a place with which Totem Lake residents, existing and new, can truly identify."

In 2013 the City Council adopted the City's Work Program, which included emphasis on Totem Lake revitalization:

"Revitalize the Totem Lake Business District through continued implementation of the Totem Lake Action Plan to further the goals of Financial Stability and Economic Development."

The Totem Lake Neighborhood and Urban Center is a vital employment, retail and service area for the City of Kirkland and the surrounding region. It is the City of Kirkland's largest employment center and the highest revenue generator of all Kirkland business districts.

The Totem Lake Neighborhood contains the City's only Urban Center, a designation made in 2003 by the State Growth Management Planning Council. Urban centers are the focus of regional growth, incorporating high density housing (15 households per gross acre) and employment (15,000 jobs within a half mile of a transit center or 50 employees per gross acre). By 2030, Totem Lake is expected to grow from its present population of 5,544 to 9,800, and double its housing units to 6,000. Employment is expected to increase from 11,511 to 29,000.

Development activity in Totem Lake is occurring at a rapid pace. **Attachment A** provides an update on the extraordinary development currently proposed and under permitting review.

Totem Lake Park Master Plan

In 2013 the City Council directed the Parks and Community Services Department to create a Totem Lake Park Master Plan. Working in conjunction with the property owner, King Conservation District, the goal was to develop an overall plan for future park improvements to the Lake property. The City Council formally adopted the Totem Lake Park Master Plan in December 2013 (**Attachment B**).

Totem Lake Park is a 17-acre site located in the heart of the Totem Lake Urban Center. The park is comprised primarily of wetlands, and the lake itself encompasses about 4 acres of the property.

The following elements formed the basis for developing the Master Plan for Totem Lake Park:

Revealing the lake and creating a sense of place.

The lake and wetland itself is a gem, but it seems very few people in the surrounding community know it's even there. There is limited access to the site with development and natural barriers walling off the site from all sides. The Master Plan provides an opportunity to develop a strong sense of place that can become a catalyst for a new vision and new development that can revitalize the greater Totem Lake community.

It's not just a place; it's a starting point and a destination.

With its location along the Cross Kirkland Corridor (CKC), both facilities can leverage each other, with the whole of their benefits being greater than the sum of the parts. When viewed in tandem with the future regional connections provided by the trail, the park can become a trailhead or destination of those using the trail.

Enhance the human experience while enhancing ecological performance.

Totem Lake Park is an ecological gem, yet with some obvious impacts from the urban areas that surround it. One of the critical opportunities of the Master Plan is to enhance the human experience of the park, opening it up to become an icon of the community, even as we work to enhance the ecological performance of the lake and wetland.

An economic catalyst.

Although the park itself may not drive economic development strategies, it is a catalyst that can help bring people to the area. Thoughtful development of surrounding properties can enable Totem Lake Park to become a destination that then supports other services. In addition, being adjacent to and developed as a vital portion of the Cross Kirkland Corridor, the site brings a unique opportunity to provide services for trail users.

Implementing the Plan

After the Master Plan was adopted by the City Council in 2013, staff identified the following initial action steps:

- 1) Ensure that future City planning efforts appropriately address TLP Master Plan recommendations, including:
 - a. Comprehensive Plan and Totem Lake Neighborhood Plan
 - b. Cross Kirkland Corridor Master Plan
 - c. Transportation Master Plan
 - d. Park, Recreation, and Open Space (PROS) Plan

Status: TLP Master Plan has been integrated into these various planning documents.
- 2) Pursue acquisition of adjacent upland parcel(s) as recommended by the Plan.

Status: City has acquired the site currently known as the Yuppie Pawn property.
- 3) Evaluate the State of Washington's Recreation & Conservation Office (RCO) grant program for matching funding for a first phase of project construction.

Status: An application for funding was submitted in 2016 but the proposed project did not rank high enough to be funded.
- 4) Transfer ownership of Totem Lake from the King Conservation District to the City of Kirkland.

Status: Discussions with the District are on-going.
- 5) Integrate TLP Master Plan implementation into the Parks CIP and in conjunction with the bi-annual budget process.

Status: Initial phases have been incorporated into CIP.

As with other large-scale park plans, implementation typically occurs in several phases over a long period of time. Phasing and prioritizing decisions are considered by the City Council as part of the budget and CIP processes.

In no particular order, the following segments (or phases) were identified (**Attachment C**):

- | | |
|--|--------------------------|
| A. Upland Park (i.e. Yuppie Pawn site) | E. King County Parcel |
| B. North Edge | F. CKC-Totem Lake Bridge |
| C. East Boardwalk | G. West Edge |
| D. CKC Right-of-Way | |

Based on funding available in the CIP for Parks projects, and a desire to connect the park's existing trail system to the Cross Kirkland Corridor, the 'East Boardwalk' segment was identified for Phase 1. Design has begun for this segment of the project. A second phase of Master Plan implementation is identified for funding in the Capital Improvement Program. The second phase was originally identified as the 'CKC Right-of-Way' segment and would commence with design in 2018.

Expediting Plan Implementation – Yuppie Pawn Site

Given the accelerated pace of private development in the Totem Lake area, particularly multi-family residential development, staff suggests that consideration be given to expediting implementation of the park Master Plan by developing the 'Upland Parcel', i.e. Yuppie Pawn site.

Advancing park development of the Yuppie Pawn site would provide new residents, shoppers, employees, and CKC Trail users with important and much-needed park and recreation amenities, given the lack of such amenities in the neighborhood. **Attachment D** highlights anticipated improvements to the Yuppie Pawn site as recommended in the park Master Plan. These improvements include a public restroom, children's playground, lawn areas, seating and picnicking amenities, and parking.

Costs

Staff recommends combining development of the Yuppie Pawn site with the currently-underway 'East Boardwalk' segment into a revised and expanded Phase 1 of Master Plan implementation, with the intent to construct both segments beginning in 2019. The following is a high-level budget summary for this expanded Phase 1 proposal combining the East Boardwalk and Yuppie Pawn site segments:

Table 1: Cost Estimate: Expanded Phase 1 Totem Lake Park Master Plan Development

<u>Item</u>	<u>Yuppie Pawn Site</u>	<u>East Boardwalk</u>	<u>Total</u>
2013 Master Plan Construction Estimate plus 4% per year inflationary adjustment to 2019	\$ 2,815,430	\$ 1,176,000	\$ 3,991,430
Sales Tax	\$ 275,912	\$ 115,248	\$ 391,160
Construction Contingency	\$ 281,543	\$ 117,600	\$ 399,143
Design/Engineering/Reports	\$ 563,086	\$ 176,400	\$ 739,486
Project Management	\$ 140,772	\$ 58,800	\$ 199,572
Construction Inspection	\$ 225,234	\$ 58,800	\$ 284,034
Permits; Owner Items; Misc.	\$ 60,000	\$ 24,000	\$ 84,000
1% for Public Art	\$ 53,000	\$ 17,400	\$ 70,400
Sub Total:	\$ 4,414,977	\$ 1,744,248	\$ 6,159,225
Allowance for CAO & Storm Water Manual***	\$ 900,000	(None anticipated)	\$ 900,000
Total Project Cost Estimate	\$ 5,314,977	\$ 1,744,248	\$ 7,059,225

*** Estimated impact to project budget due to pending updates of the City's Critical Areas Ordinance and Storm Water Design Manual.

It is important to note that these cost estimates are based on construction cost estimates developed during the master planning process in 2013, and, while escalations and contingencies are built in, the project scope and budget may need to be re-evaluated once design and engineering proceeds.

Recommended Funding Strategy

As shown in Table 1, a total of \$7,059,225 is required in order to fund this proposal. A number of adjustments to project funding in the Parks CIP are recommended, and additional new funding will need to be allocated as well. This additional new funding is proposed to come from reallocation of

park impact fees currently budgeted as part of the CKC Totem Lake Bridge Transportation project (\$1.86 million that would be backfilled with transportation impact fees), as well as funding from the City's Real Estate Excise Tax (REET) reserves.

The following table identifies the recommended funding strategy:

Table 2: Funding Plan for Expanded Phase 1 Totem Lake Park Master Plan Development

	<u>Amount</u>
<u>PREVIOUSLY APPROVED FUNDING FOR TOTEM LAKE PARK</u>	
PK 0139200 Totem Lake Phase 1 (East Boardwalk)	\$ 660,000
PK 0139100 Totem Lake Park Master Plan (Project Balance)	\$ 8,000
<u>FUNDING CURRENTLY PROPOSED IN '17-'22 CIP FOR TOTEM LAKE PARK</u>	
PK 0139200 Totem Lake Phase 1 (East Boardwalk)	\$ 584,000
PK 0139300 Totem Lake Phase 2 (CKC Right-of-Way)	\$ 1,940,000
<u>REPURPOSE PREVIOUSLY APPROVED FUNDING: OTHER CIP PROJECTS</u>	
PK 0134000 132nd Square Park Playfields	\$ 690,000
<u>REPRIORITIZE PROPOSED -17-'22 CIP FUNDING: OTHER CIP PROJECTS</u>	
PK 0119002 Juanita Beach Phase 2	<u>\$ 808,000</u>
Subtotal Existing and Proposed CIP Funding:	\$ 4,690,000
Reallocation of Park Impact Fees from NM0086100 CKC Totem Lake Bridge:	\$ 1,860,000
REET Reserves	<u>\$ 509,225</u>
TOTAL FUNDING FOR PROJECT:	\$ 7,059,225

Some comments on the proposed funding plan:

- Original funding proposed in the 2017 – 2022 CIP for the 'CKC Right-of-Way' segment is proposed to be redirected to help fund development of the Yuppie Pawn site. Staff believes that development of the Yuppie Pawn site should instead be made a priority in anticipation of forthcoming private development such as the Village at Totem Lake. In the meantime the interim trail on the CKC will remain in use and a delay in park-related improvements within the Corridor may be prudent as future transit options continue to be considered.
- Two projects are proposed to be deferred:
 - The 132nd Square Park Playfields project has already been placed on hold pending implementation of a major Public Works stormwater detention project to occur in the park within the next six years (pending receipt of outside grant funding). The playfield project could be re-inserted into the Parks CIP at a subsequent budget update once the stormwater project is fully funded, and the projects could then be completed

concurrently.

- Funding for Juanita Beach Park improvements are also proposed to be redirected. This project provides for further implementation of that park's master plan, with a focus on additional development of the south (beach) side of the park. Additional funding for Juanita Beach would instead be considered during future updates to the CIP. Re-purposing of this funding would not affect replacement of the Juanita Beach Park Bathhouse, which is funded as a separate project.
- The level of park impact fees programmed into the CIP presumes that most of the substantial new residential development in the pipeline actually occurs over the next several years. In the event that the development does not take place due to economic or other factors, planned revenues would not materialize necessitating reprioritization or deferral of planned capital projects.

Funding Considerations for Further Implementation of Totem Lake Park Master Plan

Should there be interest in implementing additional elements of the Master Plan at this time, preliminary cost estimates have been identified for other segments as follows:

\$ 1.2 million North Edge
\$ 5.7 million West Edge
\$ 1.3 million King County Parcel (not including acquisition)
\$ 10+ million CKC Totem Lake Bridge (preliminary engineering study underway)

Options to fund one or more of these additional segments would likely require further CIP reprioritization, securing grants, and/or issuance of debt.

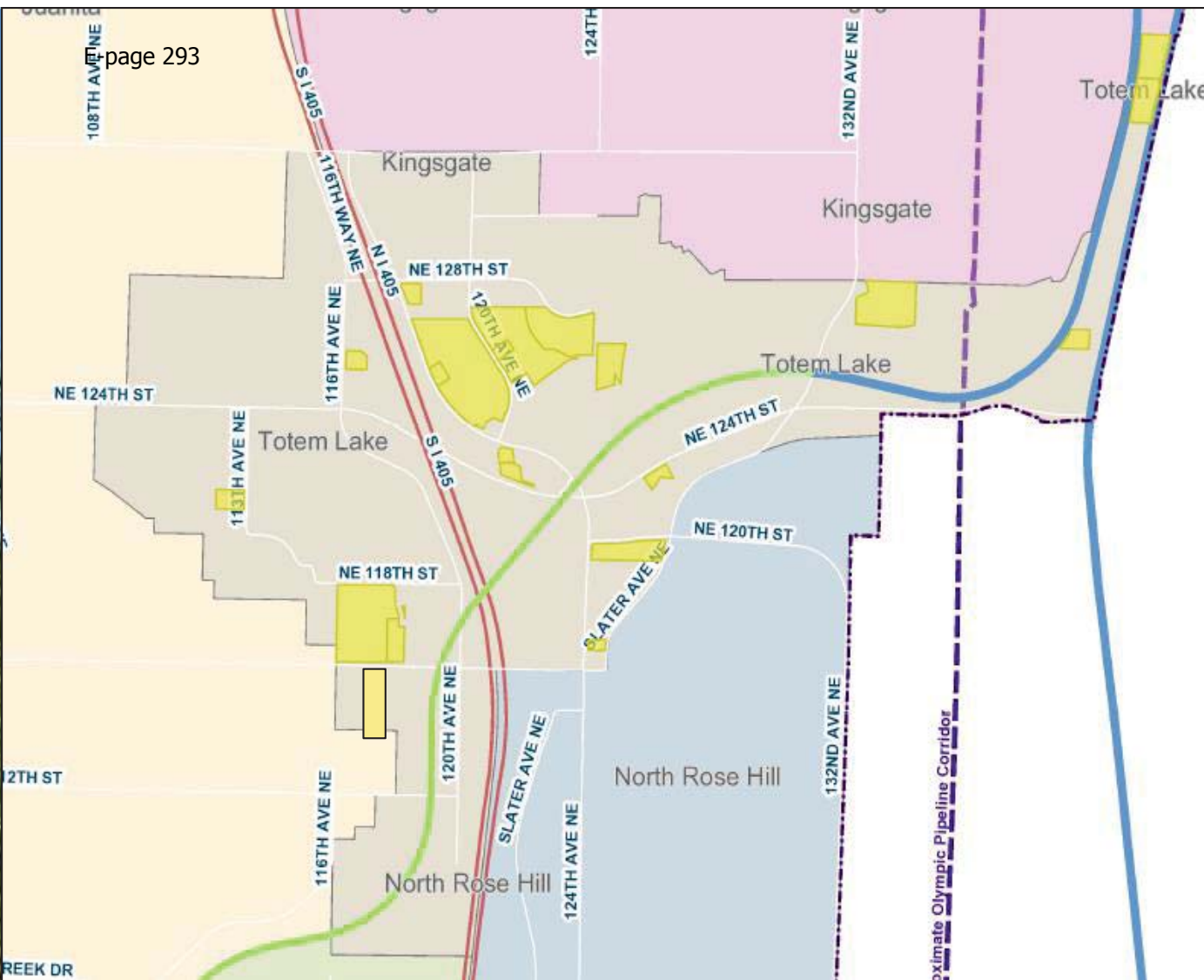
Park Board Review

Staff has developed this funding option in preparation for the City Council's review of the City's Preliminary 2017 – 2022 Capital Improvement Program scheduled for November 1. As of the date of this memorandum the Park Board has not met to discuss the funding proposal. They are scheduled to do so on October 26. The Park Board's recommendation will be presented to the Council by staff at the November 1 meeting.

Next Steps

Pending City Council direction on November 1, staff will be prepared to incorporate necessary adjustments to the City's 2017 – 2022 CIP prior to final Council review and adoption in December.

Attachments



Totem Lake Area Development Pipeline



Pending Projects (Sept. 2016)

SUMMARY:	Residential Projects (Units)	Office Projects (Sq. Ft.)	Commercial Projects (Sq. Ft.)	Institutional Projects (Sq. Ft.)	Hotel Projects (Rooms)
1. Under Construction	295	0	100,345	1,150	0
2. Building Permits Completed; No Construction	19	55,807	41,035	0	0
3. Building Permit Appl. In Review	589	375,459	311,229	0	10
4. Zoning Permit Approved, No Building Permit Application	243	226,780	125,436	21,430	0
5. Zoning Permit Appl. Under Review	1,471	12,516	117,787	175,060	0
6. Projects in Pre-Permit Review	764	75,774	73,842	0	0
TOTAL	3,381	746,336	769,674	197,640	10

Totem Lake Park Master Plan

- (A) Upland Park w/ restroom and kiosk
- (B) Back in angle parking (10 spaces)
- (C) Terraced seating areas and passive lawn
- (D) Play area
- (E) Lake promenade walk and seating nodes
- (F) Elevated lake Viewing pier
- (G) SCL powerline and hillside trails
- (H) Loop boardwalk trail w/ habitat viewing
- (I) Cross Kirkland Corridor improvements
- (J) Passive open space and trail connection
- (K) Bridge feature and wetland enhancement
- (L) Trail respite (seating, interpretive signs)
- (M) Spiral ramp and overpass crossing of 124th
- (N) Stormwater feature
- (O) Median planting w/ sidewalk improvements
- (P) Relocated bus stop
- (Q) Improved entry & sidewalk
- (R) Wetland buffer edge enhancement
- (S) Hummock plantings and habitat features
- (T) Wildlife habitat ponds (enhancement)



Attachment B



Inspired by the intersection of Nature and the City, artistic elements frame the centerpiece of this landscape. The site is connected to the CKC by way of a sculptural spiral ramp overpass that allows pedestrians to access the site above traffic. Artistic elements are imprinted on the land that then translate into habitat creation in the wetland for species diversity by way of removing invasive plants.





Upland Parcel Program

- Parking
- Restroom / kiosk
- Play area
- Picnic tables
- Seating terraces and benches
- Lake promenade and viewing pier
- Storm water facilities
- Wetland mitigation
- Habitat creation
- Connection to CKC and Mall



**CITY OF KIRKLAND**

Department of Parks & Community Services

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MEMORANDUM

To: Kurt Triplett, City Manager

From: Lynn Zwaagstra, Director of Parks and Community Services
Michael Cogle, Deputy Director

Date: October 6, 2016

Subject: Options for Converting Peter Kirk Pool to Year-Round Use

RECOMMENDATION

The Park Board recommends that the City conduct a feasibility study to consider a permanent structure to cover Peter Kirk Pool. Given concern over aging infrastructure of the nearly 50 year old facility, the Park Board also recommends that a concurrent comprehensive pool assessment be completed by an independent engineer to determine major maintenance and mechanical upgrades necessary to sustain the pool into the future.

BACKGROUND

During the City Council's review of the 2017-2022 Preliminary Capital Improvement Program (CIP) earlier this year the Council expressed interest in receiving recommendations from the Park Board on options for converting the outdoor Peter Kirk Pool facility from summer-only use to year-round use. This conversion from a seasonal to a year-round facility was to be considered irrespective of the future disposition of the Juanita Aquatic Center at Juanita High School.

This report provides information on the following options:

1. Purchase and install inflatable dome structure
2. Purchase and install a telescoping polycarbonate dome structure
3. Construct a permanent enclosure with retractable roof
4. Operate the pool uncovered year-round as an open-air facility
5. None of the above – maintain Peter Kirk Pool as a seasonal outdoor facility

History

Peter Kirk Pool was opened in 1969. There are two pool tanks: one is a 4500 square feet, 6-lane lap pool with diving area, and the other is a 780 square feet shallow teaching/wading pool. Including decking and other outdoor areas, the pool facility is comprised of about 20,000 square feet in total.

Since its initial opening the pool has undergone one major renovation, which took place in 1995. Completed improvements included new bathhouse, guard shack/mechanical building, and control

systems. In 2009 the Parks and Community Services Department commissioned a facility assessment which has resulted in a number of on-going facility capital investments related to increasing accessibility and safety and ensuring compliance with applicable health codes and laws. Most recently, a new larger and more efficient boiler was purchased and installed to heat the water.



Peter Kirk Pool in downtown Kirkland is one of King County's only public outdoor swimming pools.

The facility is open daily for 13 weeks each summer and provides swim lessons, public swimming, water aerobics, water safety classes, lap swims, competitive events, rentals, school outings, and special interest classes for all ages. The pool annually records approximately 17,000 to 18,000 user visits. The pool operates as a cost-neutral facility, with revenues and expenditures of approximately \$300,000 annually.

Inflatable Dome Structure Option

Inflatable structures (also referred to as air-supported or air-inflated structures) are most often dome-shaped structures used for warehousing, shelters, and sports and recreation facilities. Examples of local inflatable structures can be seen at Mercer Island Beach Club and Newport Hills Swim and Tennis Club in Bellevue.

Inflatable structures derive their structural integrity from the use of continuous internal pressurized air to inflate a pliable synthetic fabric envelope, so that air is the sole support of the structure, and where access is revolving doors which serve as airlocks.

Inflatable structures are advantageous due to their relative inexpensive cost and can be removed entirely during warmer summer months. However, they are generally deemed to be unattractive, particularly in an urban and park setting.

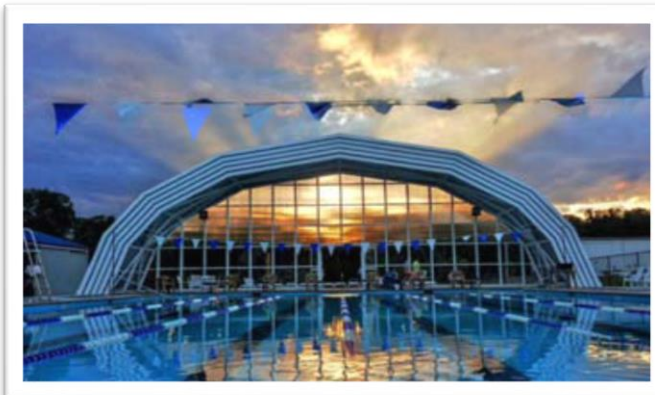


A rendition of an inflated dome structure at Peter Kirk Pool.

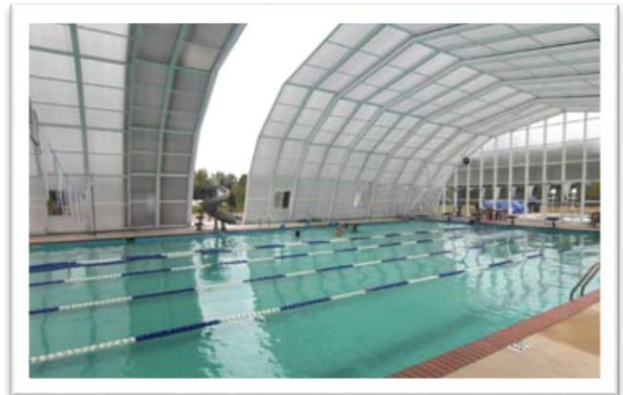
Telescoping Retractable Dome Option

A limited number of manufacturers offer a variation on the inflatable dome with a telescoping retractable dome structure which can be constructed of translucent polycarbonate panels. The structure can be mechanically opened or closed as needed (a somewhat similar local example would be the roof structure at Safeco Field in Seattle). Permanent gable walls are typically constructed at either end to ensure complete enclosure from the elements.

This is a relatively recent innovation and its application for larger municipal pools thus far has been somewhat limited. While more expensive than an inflatable dome, it offers a more cost effective solution as compared to permanent retractable roof options while offering similar benefits. This could be an intriguing option for the City but more analysis would be necessary to determine its feasibility for Peter Kirk Pool and the Pacific Northwest climate.



A telescoping dome structure is opened/closed mechanically.



Translucent panels provide natural light.

Permanent Enclosure with Retractable Roof Option

It is possible to enclose Peter Kirk Pool by constructing walls and a roof. Popular choices for enclosing outdoor pools include greenhouse-type glass structures which provide maximum connection to the outdoor environment, with options to include large sliding doors and/or retractable roofs to be opened during suitable weather conditions. Some facilities have included solar panels into the design as well. Examples locally of either fully or partially glass-enclosed pools include the Lynnwood Recreation Center and the Clark County YMCA in Vancouver, Washington.

A glass-enclosed structure provides a very attractive alternative for converting a seasonal pool to year-round use, but is comparatively expensive and can trigger additional facility improvements which can make the conversion even more costly. Heating, ventilation, and air conditioning systems must be carefully considered.



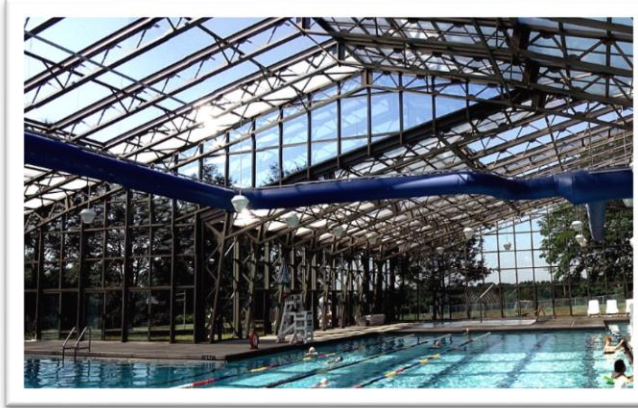
Glass enclosures maximize views & connection to outdoors.



Roofs can be equipped with photovoltaic panels.



Design of pool enclosures can be highly customized.



Retractable roofs are appealing during summer months.

In pursuing a permanent enclosure it is typical and prudent to concurrently evaluate the condition of the existing outdoor pool facility's components and amenities. Quite often extensive facility upgrades such as new and/or upgraded pool tanks, decking, mechanical systems and water treatment systems are completed in conjunction with the addition of a permanent enclosure. This brings the entire facility up to a fresher and more functional condition.

Year-Round - No Cover Option

Another option would be to operate the pool without a cover. Water temperature would be maintained at approximately 82 degrees.

An example of this option is the Samena Swim & Recreation Club in Bellevue. Samena is a membership-only private facility which has two adjacent pools, one indoor lap pool and one outdoor lap pool. Both pools are open year round. They offer adult lap swim, recreation classes, fitness, swim team and triathlon training.

Improved lighting of the decking and pool tank would be necessary to operate the pool during darkness, and a cost estimate of about \$25,000 for new lighting has been developed. Otherwise, no significant capital investments would be necessary to operate the pool as an open-air facility during non-summer months.

While Peter Kirk Pool could be used for some fitness and training purposes as an adjunct to the high school facility, it is unlikely that it would be appealing for children's swim lessons or family swim activities during poor weather months. Operating costs are difficult to estimate at this time and would be highly variable and dependent upon hours of operation and programming (to be determined based on user demand). Regardless, operations would likely need to be heavily subsidized by the City.

The Park Board and staff are skeptical that this option would be worthwhile as long as local indoor alternatives such as the Juanita Aquatic Center remain open. This option should best be viewed as an interim or emergency plan should the Juanita Aquatic Center be closed.



Winter outdoor swimming appeals to some die-hards.



But costs are incurred even if no one shows up!

Maintain Peter Kirk Pool as Summer-Only Facility

Peter Kirk Pool, approaching 50 years of operations, has a long history and tradition of being one of only a handful of outdoor public pools in King County. There is certainly some sentiment among Kirkland residents to maintain those traditions. An advantage of maintaining the pool as a summer-only facility is that, by concentrating pool operations within a 13-week window only, the Department of Parks and Community Services is able to operate the pool as a budget-neutral facility.

However, with Kirkland currently underserved with aquatic facilities, it is prudent for the City to explore options to expand usage where feasible.

Pool Cover Preliminary Cost Considerations

The following chart provides a very preliminary comparative estimate of both capital and operating costs related to the options for covering Peter Kirk Pool:

	INFLATABLE DOME	TELESCOPING DOME	PERMANENT ENCLOSURE
INITIAL CAPITAL COSTS	\$450,000 - \$600,000	\$1.2 million – \$1.6 million	\$3.0 million - \$4.0 million
ADDITIONAL OPERATING EXPENSES*	\$450,000 - \$500,000	\$450,000 - \$500,000	\$540,000 - \$600,000
ADDITIONAL REVENUE*	\$280,000 - \$320,000	\$280,000 - \$320,000	\$350,000 - \$400,000
ONGOING SUBSIDY	\$130,000 - \$220,000	\$130,000 - \$220,000	\$140,000 - \$250,000

*indicates expenses and revenues in excess of existing (summer) budgeted amounts

Preliminary cost estimates are based on discussions with vendors and other pool operators, and are take-offs based on square footage estimates. Architectural and engineering services would need to be commissioned in order to obtain more precise cost estimates. Costs do not include upgrades/replacement of existing pool features or systems.

Operating assumptions built into revenue and expense estimates include:

- Juanita Aquatic Center remains open and its existing programs continue.
- Programming during non-summer months would be 7-days per week.
- Programming would occur between 5:30 a.m. and 10:00 p.m.
- Staffing costs do not include additional administrative personnel, which may be required to effectively manage a year-round facility.

Other Considerations

Providing year-round programming has several implications / considerations that should be noted, including:

- Parking Impacts – Peter Kirk Pool users are directed to utilize the Municipal Parking Garage below the Kirkland Library. Consideration of parking impacts should be examined.
- Neighborhood Impacts – Year-round use of the pool may have negative impact to surrounding businesses and residences, particularly during early morning and late evening times.
- Aesthetics and Views – The aesthetics and view obstructions of an inflatable structure or a permanent enclosure should be fully considered.
- Excessive Facility Wear and Tear – Increased use of the pool facility will accelerate the need for major maintenance and replacement of pool facility components such as water pumps, filtration, and water treatment systems.

Recommended Next Steps

The Park Board encourages the City Council to continue to explore options for year-round use of Peter Kirk Pool. However, an inflatable dome structure or operating the pool year-round without a cover are not viewed as desirable options and should be eliminated from consideration.

The Park Board recommends that the City more fully examine the feasibility and costs of permanent enclosure options such as a permanent glass structure with retractable roof and/or a telescoping dome structure for Peter Kirk Pool. A feasibility study and cost analysis for covering the pool with a permanent structure should be completed concurrently with a comprehensive pool assessment to determine major maintenance and mechanical upgrades necessary to sustain the pool into the future.

A cost estimate to conduct the facility assessment and a feasibility/cost study for a pool enclosure is \$65,000.