



CITY OF KIRKLAND

CITY COUNCIL

Amy Walen, Mayor • Jay Arnold, Deputy Mayor • Dave Asher • Tom Neir
Toby Nixon • Jon Pascal • 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
Wednesday, January 2, 2019
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.

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.

1. *CALL TO ORDER*
2. *ROLL CALL*
3. *STUDY SESSION*
 - a. IT Infrastructure Update
4. *EXECUTIVE SESSION*
 - a. To Discuss Potential Property Acquisition
5. *ELECTION OF MAYOR*
BREAK
6. *HONORS AND PROCLAMATIONS*
7. *COMMUNICATIONS*
 - a. *Announcements*
 - b. *Items from the Audience*
 - c. *Petitions*
8. *PUBLIC HEARINGS*

***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.

9. *SPECIAL PRESENTATIONS*

- a. Regional Transportation Update

10. *CONSENT CALENDAR*

- a. *Approval of Minutes*

- (1) December 11, 2018

- b. *Audit of Accounts and Payment of Bills and Payroll*

- c. *General Correspondence*

- d. *Claims*

- (1) Claims for Damages

- e. *Award of Bids*

- (1) Pleasant Bay Storm Line Replacement

- (2) Detox Cells Conversion

- (3) Play Area Enhancement Project

- f. *Acceptance of Public Improvements and Establishing Lien Period*

- (1) 2018 Street Preservation Program (Concrete)

- g. *Approval of Agreements*

- h. *Other Items of Business*

- (1) Ordinance O-4675 and its Summary, Establishing the Amount of Property Taxes to be Levied for the Year 2019, the First Year of the City of Kirkland's 2019-2020 Fiscal Biennium and Repealing Ordinance 4667

- (2) Ordinance O-4676, Relating to Special Events, Including Limited Duration Seasonal Events

- (3) Civil Service Commission Appointment

- (4) Procurement Report

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.

11. BUSINESS

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

- a. Resolution R-5350, To Affirm Its Policy Support for Increasing Transportation Connections Within the City, to Initiate a Public Engagement Process, and to Direct Staff to Create a Citywide Transportation Connections Map
- b. Process Options for Filling City Council Vacancy

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

12. REPORTS

- a. *City Council Regional and Committee Reports*
- b. *City Manager Reports*
 - (1) Calendar Update

13. ITEMS FROM THE AUDIENCE

14. EXECUTIVE SESSION

- a. To Discuss the Performance of a Public Employee

15. ADJOURNMENT

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.



CITY OF KIRKLAND
Information Technology Department
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MEMORANDUM

To: Kurt Triplett; City Manager

From: Brenda Cooper; Chief Information Officer

Date: December 13, 2018

Subject: IT Infrastructure Study Session

Attachments: After Action Report on Email Outage
Updated IT policies on Major Incident Handling

RECOMMENDATION

Council review this memo and attachments. The memo provides information about the various IT outages that occurred in 2018 and steps being taken by IT as a result. After the significant email outage in October, the City Manager directed the IT Management Team to conduct an internal review of IT infrastructure and practices to identify actions to reduce the likelihood of future events. This review built on the work already done during the IT Strategic Plan and IT Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis provided by Point B, the outside consultant team that supported both efforts.

This ongoing review and action plan has been named the "IT Stabilization Project." The IT Management Team has been meeting regularly to define the IT Stabilization Project and it will likely require additional financial or staffing resources to complete. While the project itself still a work in progress, actions to stabilize and improve IT are already under way, either because of the initial analysis, or as part of the IT Strategic Plan implementation. During the study session, IT will focus the presentation on the work the department is already doing to enhance stability and will discuss approaches for the coming biennium. More detailed information about each outage is available, but staff wanted to keep the initial length of the materials manageable. If Council has questions about any of the individual incidents, please feel free to forward questions to IT Management. The study session will include question and discussion time.

BACKGROUND DISCUSSION

Summary

The City of Kirkland has enjoyed a relatively stable IT infrastructure for over a decade. However, in 2018, the City experienced more outages than usual, and some of those outages significantly impacted the productivity of key portions of the City workforce. The purpose of this memorandum and study session is to:

1. Provide a brief overview of the outages and contributing factors; and
2. Identify current and planned efforts to ensure stable IT services that improve reliability and reduce downtime going forward.

2018 outages summary

Month	Duration	Summary Notes	Category of Cause
March	2 days	Old Finance System (IFAS) outage: Automated database backup process did not have enough disk space.	IT Staff lacked application knowledge due to staff attrition
May	2 Hours	Complete outage: The UPS system failed during a power outage at City Hall, which brought down the entire City Hall Server room and most systems and connectivity.	Old UPS infrastructure
May	2 days	(IFAS) outage: Application was unusable due to processor and memory issues.	IT Staff lacked application knowledge due to staff attrition
June	1 day	IFAS outage: Application was extremely slow and unresponsive due to unanticipated number of log files. Log file increase was due to seasonal employees.	IT Staff lacked application knowledge due to staff attrition
July	2 Hours	Complete outage: Network went down when a wrong command was entered.	IT staff made a typing error
July	2 days	Phone system outage: A drive on a server filled up due to a configuration error and brought the system down.	Temporary vendor configuration that they neglected to undo, IT did not catch
September 12 2018	Less than 1 day	Connectivity loss to two buildings: Maintenance management and other systems plus communication down for Maintenance Center and NKCC Staff. A squirrel chewed through fiber maintained by Verizon Business.	Act of nature
June–September	3 months	Permit system slowdown: EnerGov users, particularly in Planning, experienced slower than normal application response for three months.	Permitting upgrade was required for Munis project which resulted in a short testing window prior to implementation.
July	1 day	IFAS outage: Application was extremely slow and unresponsive due to large number of log files.	IT staff lacked application knowledge due to staff attrition
August	1 day	IFAS outage: Application was extremely slow and unresponsive due to large number of log files.	IT Staff lacked application knowledge due to staff attrition
August	4 hours	All users lost access to shared files: A program that has run well in the past changed permissions when re-run causing problems accessing files	IT staff missed selecting a critical checkbox
August	4 hours	New finance system (MUNIS) outage: Went down right after the network was restored from the CIFS share permission problems – failure due to bad restart order (we didn't have documentation).	IT staff lacked knowledge about the new application
August	4 hours	MUNIS Content Manager outage: TCM failed because 2 servers had different syncing problems.	IT staff failed to notice syncing issue between two systems

October	1 day	IFAS outage: Payroll failed as memory and CPU filled up due to too many demands on the server.	Application maintenance issue due to staff attrition and training issues
October	3 – 6 days	Partial email outage: Loss of email for roughly 50% of users: Multiple drive failure on server during a copy operation.	Hardware failure

Assessment of contributing factors

Any one of the outages listed above is typical of a complex IT operation, and similar outages have occurred at Kirkland before. However, the number of outages for 2018 was higher than normal. The Information Technology Department considers the high number of outages as indicative of systemic challenges that need to be addressed.

An initial assessment of contributing factors includes:

Aging Infrastructure

The most significant outages this year were the repeated failures of the older Finance system (IFAS) that is currently being replaced with a new system (MUNIS), and the email outage. Both systems were running old components:

- The IFAS system hardware was refreshed in early 2018, but the last patch was applied in 2015. We have confirmed that the version of software that is currently installed was released while the manufacturer was working on some critical memory leaks. The version we have has known issues with memory leaks which can contribute to application slowness and responsiveness. Staff attrition has also left a gap in understanding on how to maintain the application.
- The email system software was still current (supported by Microsoft), but the disks which failed were six years old. Staff has not been able to determine exactly why they failed, but high disk activity during the restore is a suspected cause. A draft after-action report on the email outage is included as **Attachment A**.

Project Management

While there has been forward progress on Project management as IT is making more use of agile project management tools and a full-time project manager (Smitha Krishnan) was hired for the finance system implementation, there are several challenges with IT project management.

- IT has undertaken many projects with no “rest and regroup break.” Over the last few years these include our two largest system implementations ever, replacing the maintenance management (Lucity) and finance (MUNIS) systems. Recent projects also include implementation of Office 365 and SharePoint Online, upgrades to permitting, police and fire scheduling, the GIS platform and Browsers, and a myriad of smaller projects. While IT has succeeded at the large projects, the pace of work and demand to keep conflicting schedules has resulted in less documentation, cross-training, and completion of final tasks in projects. In other words, medium priority tasks in high priority projects are being pushed aside in favor of high priority tasks in high priority projects.
- IT internal projects such as extension and improvement of the IT management tool ServiceNow have not had priority equal to the critical line of business projects. IT’s own business processes are not efficient and many are informal.
- IT project management is often performed by IT managers. This is not optimal; it reduces time available to work on process improvement, staff development, etc. For example, the

maintenance management (Lucity) implementation was managed by the IT Manager of Spatial Systems. This strategy worked well a decade ago when the projects and the teams were smaller, but it is straining the IT department now and impacting effectiveness.

- Project management tools and techniques are not standard across divisions. This makes multi-divisional projects more difficult to manage effectively.

Staff turnover

Although all IT positions are currently filled, during 2018 the department saw more turnover than had occurred in the previous four years. A key database administrator retired, people in two management positions took other jobs, and two other staff left the department. Of note, there were only three people in IT who were experienced in maintaining the old finance system (IFAS) which has experienced multiple outages this year. All three left the city (one retirement and two other jobs) in 2018. IFAS consultant support was retained, but the staffing transition significantly impacted stability. Cross-training on managing the new MUNIS financial system has been spread to multiple staff in IT and in other departments to avoid a similar problem in the future. The MUNIS system is also a current system that is more "off the shelf" and does not need the same degree of specialized applications knowledge that the older IFAS system requires.

Significant Industry Change

The IT Department is making some fundamental changes in how it delivers services. These changes will provide new capabilities and tools for city and IT staff, but they have a high learning curve:

- Office 365 and SharePoint Online both work quite differently behind the scenes than the traditional on-premise versions that IT staff know well.
- Moving most of the IT Servers, storage, and compute power to Azure represents a significant change in thinking and approach to work. It will create a more powerful and flexible environment that is more disaster resilient, but in the meantime, staff is learning a new set of terminology, command structures, billing, and maintenance tools.
- There has been a significant increase in mobile computing over the past five years. All customers expect to interact with the city efficiently from their telephones. All city staff expect to be able to do work that needs computers in the field.
- The City's Geographic Information Systems platform underwent a significant upgrade to operate in a hybrid cloud environment.

This amount of change is destabilizing. IT staff members are used to change, but even so, the number of fundamental changes during 2018 has been far greater than normal, and even though attention has been paid to training, training is not experience. As the department gains experience with new tools, staff will be more able to foresee and prevent problems and move quickly resolve them.

Fast Growth

The City, and the IT Department, have both grown significantly in the last decade. The latest annexation and record redevelopment made Kirkland a much larger City, with more demands for service by both a larger population and a larger workforce. IT processes, tools, and culture have not matured fast enough to keep up with the changes.

Root Causes and the IT Strategic Plan

Earlier this year, the City Council approved the IT Strategic Plan for 2019 through 2023. The plan included an assessment of IT strengths and weaknesses. The contributing factors identified above almost all correspond to the information relayed in the assessment.

The challenges to the goal area for "Sustainable Operations" in the IT Strategic Plan reference *lack of written standards, immature change, asset, and configuration management controls, lack of effective disaster recovery*, increasing cyber security risks and types, poorly defined mobility support, not enough structure around 3rd party sourcing and support, *aging infrastructure, and lagging application version currency*. The challenges in italics are all contributing factors to one or more of the 2018 outages.

The strategic plan projects that were approved under the Sustainable Operations goal address many of the challenge areas above.

For Council's reference, we have attached the supplementary documentation that went to you with the Strategic Plan last year as **Attachment B**.

Work Already Underway

IT has been working to remediate key challenges found in the assessment with the support of Council and executive management. Some of the specific work underway includes:

Funding and initiating a move to Microsoft's Azure Cloud

This project was undertaken primarily to address the Strategic Plan finding that the City's IT infrastructure, while resilient, is not adequate to survive a region-wide disaster which destroys the City of Kirkland and/or City of Bellevue server rooms. The cloud migration project started in 2018 to complete the work before a major on-premise hardware refresh planned for 2019 and 2020. Much of the funding for the hardware replacement was reallocated in the 2019-2020 budget to the cloud migration project as a successful migration to the cloud avoids the need to replace much of the on-premise hardware. The project is going well; the first three waves of system migrations completed on time and on budget.

Reclassifying a Vacant Supervisor Position to a Deputy Director to the IT Department

The IT Director and the City Manager recognized the need for better project management in IT. Often in City departments, project management is the responsibility of a Deputy Director. IT is the only department other than HR that didn't have a Deputy Director. When the Help Desk Supervisor position became vacant in 2018, the position was reclassified to a Deputy Director, resulting in increased project management capacity, with no increase in FTEs. The City Council approved the additional funding necessary for the higher salary as part of the IT rates in the 2019-2020 budget. The successful candidate, Smitha Krishnan, is also the project manager for the new finance system. This means that until that new finance system is transitioned into normal operation, the Deputy only has a small portion of her time available to work on other IT projects. Nonetheless, the additional resource is already helping, and the Deputy Director will take a major role in the IT Stabilization project described below.

Updating the IT Major Incident Response Policy

IT's Major Incident Response Policy was created in 2013. After the email outage identified some shortcoming in the response, particularly in communications with Boards and Commissions and the public, the IT Department worked with the City's PIO and Emergency Manager to update the policy. Copies of the updated policy and supporting action forms are included as **Attachment c**.

Additional action items have been identified such as creating more robust backup communications systems available through the EOC if another phone or email outage should occur.

Technology Upgrade and Replacement

IT is working on a new tool to help track upgrade, replacement and funding cycles for the City's technology. The tool tracks details around enterprise level systems (financial & payroll, work/asset management, website, network) along with major departmental (e.g. court management) technology. The tool enables IT to better plan, implement and communicate technology maintenance information.

Implementing "Ruthless Prioritization" Policy

Technology is evolving rapidly in every area of service provided by City government. Most of this evolving technology provides the opportunity for more effective or efficient service to our residents and businesses. The IT Department is therefore subject to more demands for new technology and software than it can safely and thoughtfully implement. Because of the high number of critical projects working through the IT Department, it is crucial to carefully prioritize IT time to minimize future outages. This must include time after project implementation to properly document and train prior to moving on to the next project. The City Manager, IT Director and IT Steering Team have acknowledged this need and are working on "ruthless prioritization" which means that some important and helpful projects will have to be pushed to future years so that IT can stabilize the current systems and infrastructure. This concept of ruthless prioritization will also need the understanding and support of the Council. The initial "ruthless prioritization" produced a clear list of four priorities for the last half of 2018, followed by all other tasks:

1. Keep systems and services running (Lights on / Doors open). Includes IFAS as a special case or known challenge.
2. MUNIS implementation
3. Cloud Migration
4. Important parts of Lucity stabilization (e.g. upgrade)

The list was amended with the approval of the IT Steering Team for early 2019 to read:

1. Keep systems and services running (Lights on / Doors open). Includes IFAS as a known challenge.
2. MUNIS implementation
3. Cloud Migration
4. IT Stabilization Project definition and funding
5. Work planning

Throughout the 2019 – 2020 biennium, this priority list is expected to evolve as projects complete and new priorities emerge. The list will be kept short and concise, and clearly communicated to all staff.

IT Stabilization Project

IT management has created an "IT Stabilization Project" to address the department shortcomings found in the Strategic Plan process and help the Kirkland IT Department regain its historic ability to run stable infrastructure. This project will be managed by the new Deputy Director, supported by the CIO and executive staff, and by the IT Steering Team, which will act as the project steering team.

Background

To place the "Stabilization Project" into context, it's helpful to revisit the four goals in the Strategic Plan.

Goal Area	Strategic Plan Descriptions	Examples of the work	Simple description
Sustainable Operations	Provide and maintain reliable, high quality systems, data, and services to meet the organizational goals	Most IT work is in this category. Service desk responses, system maintenance and upgrades, lifecycle projects, and department operations all fall in here.	"Run" projects

Capability Delivery	Succeed at planning and delivering projects while remaining nimble enough to respond to emerging needs	Examples include the new finance system implementation and the Cloud project. Most Strategic Plan projects are in this category.	"Grow" projects
How We Work Together	Operate as one team by fostering a collaborative environment that aligns with customer's needs. We promote teamwork, personal responsibility, and engagement.	IT internal improvement work on processes, culture, and adaptation to a changing environment. Examples include management training, standardizing project management across divisions, evaluating organizational structure, and building cross-functional teams.	Affects success of all types of projects.
Future Readiness	Explore and cultivate new ways to enhance services, improve the community, become more efficient, and prepare for changes.	While this is appropriately the smallest area of effort for IT, it is important work that prepares staff for the next biennium and decade. Examples include analytics training, smart city planning, and 3D GIS modelling.	"Transform" projects

The IT Stabilization Project will require work in both the "Sustainable Operations" and "How we Work Together" goal areas. You will begin to see "How we Work Together" goals projects in a category of projects directed at creating a high performing culture in IT. Work related to the other two goals may compete in priority during this biennium, but the intent is to keep a strong focus on stability.

Once more, in the IT Strategic plan goal area for "Sustainable Operations," the following challenges were identified in the strategic planning process:

- Lack of written standards
- Immature change, asset, and configuration management controls
- Lack of effective disaster recovery
- Increasing cyber security risks and types
- Poorly defined mobility support
- Not enough structure around 3rd party sourcing and support
- Aging infrastructure
- Lagging application versions

The strategic plan also found many strengths in this area:

- Service Desk Effectiveness
- Simple, effective architectures
- Reliable applications, data, services, and products
- Reliability embedded in culture
- Recognition of the importance of standards
- Good financial stewardship

The IT Stabilization Project is being designed to support IT's existing strengths while addressing the risks and challenges found in the Strategic Plan in the sustainable operations goal area.

Stabilization Project Goals and Key Themes:

Although the details of the project are still being scoped, the goals and major themes include:

<p>Improve reliability and reduce downtime</p> <p>Reduce the number of disruptions to business operations (outages)</p> <p>Reduce the time during which service is not available</p> <p>Improve communications internally and externally</p>
<p>Continue to grow a high performing IT culture</p> <p>Standardize operations, processes, tools, and documentation across IT to better anticipate and respond to incidents</p> <p>Train and equip staff with the right tools to efficiently run daily IT operations</p> <p>Plan staff and management time to effectively run daily operations and projects</p>

The first six months of 2019 are largely devoted to the new finance system implementation and the Cloud Migration project. During that time, IT management plans to work on the stabilization project, including identifying a timeline, available resources, and a specific scope.

Resources recommended to support IT reliability:

Add "Information Technology" to Council Committee Structure

The stabilization review identified the need for better connection between IT systems and projects and the City Council. IT does not currently have a dedicated Council committee. Individual projects have sometimes been reviewed in topic-specific committees such as MUNIS updates in Finance and Administration, or Lucity implementation updates at Public Works, Parks and Human Services. The Council should consider adding IT as an ongoing subject matter to the Council committee structure. Staff recommends that IT be initially added to Finance and Administration since many of the infrastructure issues such as finance, data storage, email, phones and the network are most aligned with "administration." A new "Finance, Administration and Information Technology Committee" could review overall IT strategy and policy, but specific IT projects that impacted other committees (such as Public Safety, Economic Development, or PW, Parks and HS) could still be referred to those committees.

Potential New Resources

The City Manager requested that IT identify potential one-time resources to help the department improve reliability. Council is not being asked to take any action at the study session as staff work in these areas is still preliminary, and staff is also looking for Council input on the Stabilization Project. IT will likely be back in front of the Council with a more specific request soon. Three general concepts of additional resources are outlined below.

Top Three:

- (1) Extend the senior applications resource recently funded through June of 2019 to support the Business Systems team through the end of the biennium. This resource would be devoted to helping keep the City's critical business systems operating well. An evaluation of ongoing need can occur in 2020 and be based on work IT management is doing to evaluate optimal maintenance activities and effort for major systems.
- (2) Provide a dedicated resource such as a business analyst to help work on the IT stabilization project. IT has no technical or analyst resources devoted solely to working on the IT department itself. Rather, department resources are primarily spent to support customers (community and city staff). A temporary staff resource could be an effective way to drive forward IT internal process improvement and specific stabilization tasks.
- (3) Engage the IT research firm InfoTech (consultant advice, analysis tools, best practices, etc.), or similar firm. This kind of resource will provide access to industry best practices and to diagnostic tools which can be used to gauge progress.

Others

- (4) Evaluate whether additional administrative assistant help could be used to free up some management time or provide better information for management decisions.
- (5) Funding for consultant help with initiatives and/or project management.
- (6) Business analysts in major departments to represent the business partner side of large systems (Finance, Public Works, Parks, Police, Fire).

Conclusion

The City Manager and IT management understand that reliable, stable technology infrastructure is crucial to the success of the City, and that it will be even more so in the future. After this recent time of significant change, it is appropriate to pause and focus on stabilizing after ongoing changes and enhancements prior to moving forward with other significant work plan items in late 2019 and in 2020. Identifying and obtaining necessary resources to run the IT stabilization project between July 2019 and the end of 2020 will be critical to the success of the project.

Careful work planning will be required to support the stability project. Even if more resources become available, some of the projects funded for 2019 are likely to move into 2020 in order to create more stable and reliable IT infrastructure. This must be balanced with City department needs for IT capability growth, and the need to continue preparing for future technologies. This work planning effort is underway with departments now. The IT Management Team sees the IT Stability Project as an important initiative to improve and evolve to provide even better service to City staff and Kirkland residents. IT has a strong foundation of talented staff and new guiding documents on which to build. Councils' support for the IT Assessment and Strategic Planning process, for IT projects and budgets, and for IT staff is deeply appreciated.

OCTOBER 2018 PARTIAL EMAIL OUTAGE

After-Action Report/Improvement Plan

December 11, 2018

DRAFT

INCIDENT OVERVIEW

Name	Email Outage
Dates	10/21/18 to current. As of <u>10/29</u> , all email was restored and normal operations were underway except for select retention tag issues.
Scope	This incident affected access to City email for Council, Police, Fire, Boards and Commissions, Volunteers and Shared Mailboxes.
Threat or Hazard	Technology Hardware Failure
Scenario	During a copy operation, three disks failed simultaneously, creating a situation where the email system had to be recovered from backup.
Sponsor/Author	Donna Gaw, IT Manager – Network and Operations
Involved Parties	Information Technology staff, management, and the City PIO.
Point of Contact	Donna Gaw, IT Manager – Network and Operations

Issue 1: Extended Partial Email Outage

Date and time of declaration: Incident occurred at 10:00 a.m. on Sunday, October 21st, 2018. Major incident declaration occurred around 6:00 p.m., 10/21/19, after IT staff realized that the email system would have to be restored from backup.

Incident IC(s): Donna Gaw, Brenda Cooper, Smitha Krishnan, Dana Trethewy

Brief description: A catastrophic hardware failure (three hard drives in a RAID set) caused one of three databases on the email system to crash, requiring a restore from the last backup.

Although there were redundant email servers designed to back one another up, the failure occurred during a process to resynchronize the databases between the two servers. When the primary server (the one with the most current copy of email) experienced the hardware failure, the secondary server could not carry on the duty of providing email to the affected users because the synchronization had not finished.

The City Council, Police, Fire, Municipal Court, Building Inspectors, Boards and Commissions and Volunteers were unable to use send, receive, or reference old email during the outage. In addition, meeting room calendars and shared mailboxes including the EOC email accounts were impacted. Staff whose email data was stored on the unaffected database were not impacted by this failure. Similarly, staff who had already been migrated to Office 365 were also not impacted.

Downtime for this outage occurred from 10/21/18 to 10/29/18 and varied by user during the restore process. As of 10/29 all affected users had fully functional email. IT staff continued restoring archived mailboxes of users that are no longer with the City and completed this task on 11/7/18.

Some cleanup is still being performed related to getting the correct retention tags onto all email folders.

Root cause if known: IT was unable to specifically identify the root cause for such an extensive failure. There were no helpful logs to assist in determining root cause other than notifications from our log and event management systems that an error was detected on a hard drive error and that the email servers were no longer functioning. IT staff has theorized that the Exchange database re-sync that was in process at the time of the failure caused an extremely high number of disk read operations on the source server, EMAIL03. The high volume of read operations across multiple disks in the RAID array probably caused three of the five disks in the RAID array to fail (unfortunately at the same time). Age of the physical disks and constant read/write activity are likely the most significant contributing factors.

Were there any unusual costs associated with this incident? Include hard costs and overtime. Overtime costs were incurred for non-exempt staff who took shifts around the clock and on weekends for a total of \$3,225. Total staff hours to date for this incident are 244 hours.

Were there any permanent negative effects (such as loss of data)? Yes. All email sent by an affected user or received into their email box between 7:00 p.m. Saturday, October 20th through 10:00 a.m. Sunday, October 21st was lost.

Areas for Improvement

Area for Improvement 1: Communications.

Reference: IT Major Incident Policy

Analysis: While internal communication went well, and IT received kudos for the communication effort, communication with Boards and Commissions and the Public was not complete enough. IT and the City Manager's Office PIO function had never drilled communication in a major outage. IT did not have contact information for Boards and Commissions. The Policy for handling a Major Outage was somewhat general on expectations for communications.

Area for Improvement 2: Contingency plans not implemented soon enough.

Reference: Not Applicable

Analysis: IT staff attempted to restore the database three times over a 61-hour period (10/21 at 6:00 p.m. through 10/23 at 7:00 a.m.) Each restore attempt failed. There were contingency plans to restore access to email functionality without old data, which were eventually performed starting at 10:00 a.m. on 10/23. IT Staff had never completed a full restore of the email system and did not understand how long the jobs would run. Looking back, contingency plans should have been used sooner, so that basic email functionality was returned as a higher priority than restoration of historical email.

Issue 2: Subsequent Restores Required – Missing Retention Tags

Brief Description: After the full restore was completed, a small group of users (less than 15) had some email deleted again by the automatic retention processes because they had moved email folders to a non-standard place (e.g. moved a folder out of Archive Folders into the Inbox folder) causing those moved folders in the restore process to inherit new retention values from the parent folder.

Detail: When email boxes were restored, retention tags were restored only to those folders that come standard with Outlook (e.g. Inbox, Sent Items, etc.) All other folders that a user or IT subsequently created either had no retention tags if they were created at the root of the mailbox or if a user created or moved a folder under one of the standard folders, that folder automatically inherited the standard folder's 90-day retention tag. IT restored the retention tags to the "Archive Folders" that were created for users to manage email archiving. This worked except in the cases where a user manually changed a retention tag, which the restore process overwrote with the original tag.

IT was unaware of the problem until users notified staff that files were missing from some of their folders. IT was able to generate a list of users that created non-standard folders and applied a retention hold to their email boxes, then restored the affected folders. The restore process took approximately two days to complete, however, all the users affected by this specific issue still have a retention hold on their email boxes (i.e. email is not being purged on a retention schedule).

Anja Mullin, Brenda Cooper and Ryan Brown discussed putting together a presentation to show staff identified as having non-standard folders how to apply retention tags to their folders.

These staff will be assigned a course in the City's learning management system, SkyPrep, that they are required to watch and follow through on, so each mailbox owner would be responsible for setting their retentions. Anja has finished the presentation. Next steps are Ryan Brown is working on a process to verify current existing retention tags and correct, then add the training presentation to SkyPrep, communicate with the affected users, assign the training, pick a deadline for making the changes then remove the retention hold.

Root cause if known: IT did not understand that the restore process would not recover retention tags to non-standard folders. IT did restore retention tags to the Archive Folders manually. IT did not understand that users had moved folders from Archive Folders and placed them under parent folders where they potentially would inherit different retention tags after the restore then they had before the incident.

Were there any permanent negative effects (such as loss of data)? No, all email affected by this issue was restored.

Appendix A: IMPROVEMENT PLAN

Issues	Area for Improvement	Recommended Action	Primary Responsible Department	Organization POC	Start Date	Completion Date
1: Extended Partial Email Outage	1. Practice restoration	Create test environment and practice restore process in the Cloud	Information Technology	Donna Gaw	TBD (see developing IT Stabilization Project)	TBD
1: Extended Partial Email Outage	1. Hardware Replacement Cycle	Re-evaluate status of hardware that has been extended beyond its replacement cycle when a dependent project is delayed (email migration to Office 365).	Information Technology	Donna Gaw	TBD (see developing IT Stabilization Project)	TBD

APPENDIX B: INCIDENT PARTICIPANTS

Participating Organizations	
Primary	
IT	
Internal	
PD, Fire, Council, etc.	
External	
Public, business partners	
Others	
IT support partners – Commvault (backup software vendor), Microsoft (email support)	



City of Kirkland 2019-2023 Information Technology Strategic Plan

Supplemental Documentation to the A3

Conducted by the City of Kirkland in partnership with Point B
April 5, 2018



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Background

The City of Kirkland Information Technology department recently completed a new 2019-2023 5-year Strategic Plan outlining the priorities, projects, ongoing operating needs, and costs to meet council, constituent, and business needs. This is the third formal strategic plan for IT, with past plans covering 2001-2005, and 2007-11. The strategic plan will guide Kirkland's investments in information technology and information technology initiative priorities.

Approach

In September 2017 the City of Kirkland engaged Point B, a Seattle-based management consulting firm, to create a new five-year strategic plan that includes:

- Engaging a wide audience for input, including: The city council, city constituents, the city manager, all department leadership, key departmental stakeholders, and the information technology department itself
- Assessing present customer satisfaction levels, successes, and opportunities for improvement
- Examining the effectiveness of city use of technology today and staff access to technology resources
- Evaluating the current organizational structure and governance practices
- Developing a Capability Maturity assessment for IT processes
- Assessing the resilience and reliability of the city's existing application and infrastructure technology
- Evaluating Kirkland's plans for adoption of "Cloud" technologies (subscription-based applications and technology hosted by external providers)
- Assessing the City's Geospatial Information System (GIS) program progress
- Analysis of the current technology infrastructure architecture (network, servers, storage, desktops, etc.)
- Identification of opportunities for significant improvements in IT operations and new ways that IT can add substantial value to the City

Point B engaged City leadership and IT employees in a highly collaborative approach that relied on direct involvement and input from all departments, as opposed to assessing from outside and making recommendations. Between September 2017 and February 2018, the strategic planner embedded himself within the IT department full-time so as to better observe, participate in, and understand the day-to-day activities and dynamics of IT.

The strategic planning phases included the following activities:

- City Leadership, Council, and public input sessions
- As-Is Assessment
- Insight and Requirements gathering workshops: Geo-Spatial Information Systems, Data Analytics, Cloud Infrastructure
- LEAN A3 Strategic Plan development workshops
- Financial benchmarking
- Resource planning
- Budget development



The Lean "A3" Strategic Planning Methodology

The strategic planning process leveraged the Lean "A3" Strategic Planning methodology developed by Toyota and used widely across many industries. The name "A3" refers to the size of a British piece of paper, similar to an American 11"x17" sheet. The Lean approach suggests that "If you can't fit your strategy on a single piece of paper, then it's too complex for you to follow or for others to understand." The corollary being "if you insist that your strategy is too complex for a single piece of paper, then you need to break it down into a simpler form."

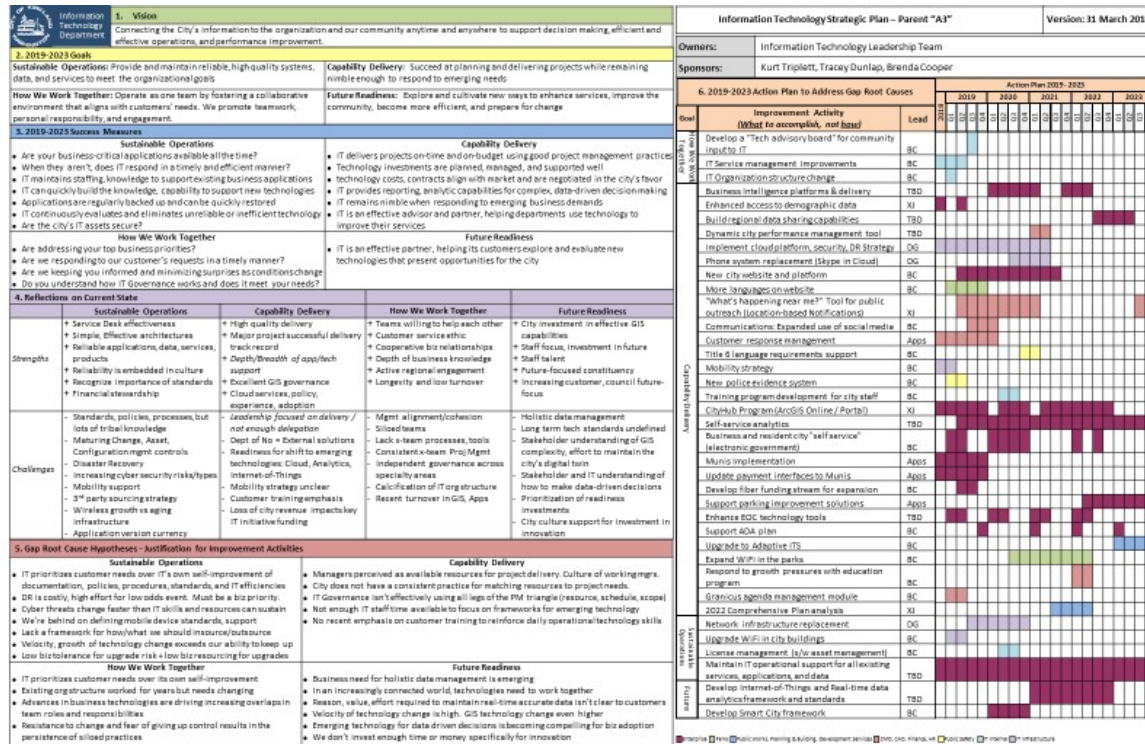


Figure 1 - Lean A3 Strategic Plan Example

The IT Strategic Plan includes an enterprise-view "Parent A3" showing the key initiatives across the city, and five "Child A3s" spotlighting city department needs and internal IT needs.

Each parent and child "A3" follows a well-defined progression of organizational vision, goals, and success measures, historical strengths, challenges and root causes. Initiatives are identified to address root causes and lead the organization forward. Successful execution of the initiatives will resolve root causes and lead the organization to meet the success measures, goals, and vision.

Assessment Phase Results

The City of Kirkland IT department is well-positioned with the skills, delivery capability, and respect for standards, processes, and procedures to meet the evolving and increasing demands of the city. The underlying infrastructure is stable and well managed, though significant Disaster Recovery and technology architecture decisions are looming. The clear feedback from customers is that "IT delivers a very high quality product." But, management cohesiveness, delegation, silos, and governance issues are degrading the overall effectiveness of the department. Action is needed to address these issues and improve business trust.

Overall Assessment Summary – SWOT Analysis

The following Strengths, Weaknesses, Opportunities, and Threats (SWOT) diagram summarizes the themes identified during the assessment phase. The complete assessment results, covering technology disciplines, disaster recovery, processes and procedures, skills and organization, leadership, application support, and security are cataloged in the final assessment report included in the council packet and on the project SharePoint here: [IT Assessment - City of Kirkland - Final.pptx](#)



Key Business Requirements:

During the assessment phase, Point B interviewed departmental directors, deputies, managers, and key users from all departments as well as the City Manager, Council, and a panel of technology leaders from companies in the City of Kirkland. They identified the following critical business requirements of the IT department:

- High quality, responsive support from the Service Desk
- Clear governance of IT priorities with predictable, visible delivery schedules
- Capability to deliver major business improvement initiatives
- Flexibility and capacity for limited, prioritized delivery during major projects
- Reliable applications, desktop, and network infrastructure
- Mobility to meet growing need for field-based work efficiencies
- Leadership in geospatial information systems (internal and public)
- Enterprise and departmental spatial and non-spatial data analytics
- Information security
- Financial stewardship

IT Success Factors

The following factors are key to the IT department successfully meeting the business requirements identified by the business:

- Cohesive Leadership: Resolve cohesiveness issues. Develop effective, common processes (e.g. project management) for managing IT. Staff should experience "One Leadership"
- Delegation: Keep management focused on leadership, not delivery. Delegate knowledge, skills, and tasks from management to staff and seniors to juniors
- Business Self-Service: Enable the business with training and self-service capabilities, allowing IT to focus on higher-value competencies
- Governance: Develop and execute processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals
- Nimble Delivery: Maintain an appropriate pace of new or updated business capabilities even during major initiatives. Smaller deliverables, increased frequency, greater agility
- Cross-IT Teamwork: Eliminate silos. Actively pursue a cross-functional, matrixed team delivery model. Adopt common project management standards, processes, and delivery expectations
- Technology Strategy: Resolve future technology standards before making major investments in lifecycle or upgrades

GIS Assessment Summary - SWOT Analysis

During the assessment phase, Point B engaged Critigen, a nationally recognized Geospatial Information Systems professional services firm, to conduct a focused review of the City's GIS technology program. The following SWOT diagram summarizes the results of Critigen's assessment.

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Strong customer service ethic • Highly skilled and knowledgeable staff • Responsiveness to priority requests • Congenial personalities and cooperative spirit • Breadth of GIS staff knowledge across multiple business disciplines • Reliability of data, products, and service • Solid annual work plans (citywide and individual) to support city's initiatives and allow staff development • Robust use of GIS tools and data sources to deliver consistently high-quality data analytics to a broad clientele • Engaged and representative governance structure through GIS Steering Committee • Active partnership in regional GIS projects such as regional orthophotography flights 	<ul style="list-style-type: none"> • Management can become heavily involved in project delivery which takes their focus away from management and strategic tasks. • IT projects are managed in silos: GIS can be unexpectedly impacted by other division priorities and vice versa. • Many stakeholders do not sufficiently understand the complexity and level of effort required to maintain the City's mature Enterprise GIS. • Data maintained in separate repositories/business systems requires recurring, additional effort by GIS staff for intake processing and ongoing management.
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Increase engagement with departments to better understand their business requirements and pain points. • Identify and advocate for GIS technology that brings efficiency to business processes or increased service to departments. • Push data management, mapping, and analysis responsibilities closer to the business as appropriate. • ESRI/GIS is well-positioned to help City with Smart Cities/Internet of Things. • As more enterprise systems become spatially enabled or even dependent, increase interaction with the enterprise applications team. • Continue and expand communication and outreach with departments regarding current priorities and tasks to mitigate perception of "always busy". • Encourage and accommodate staff's enthusiasm for career enhancement (for example, project management and application development) while maintaining annual work plan priorities. 	<ul style="list-style-type: none"> • Workload surges caused by unplanned tasks can impact GIS staff's time and capacity to stay current in industry trends. • 'Imminent' retirement of GIS consultant creates an advisory void and workload-leveling issue. There should be a clear transition plan in place. • GIS industry trends and technology evolution are changing GIS professional responsibility requirements. Staff who fail to proactively adapt to this evolution will impact the GIS program as well as limit themselves career-wise. • GIS staff need to take advantage of the flexibilities within the GIS Work Plan and their own personalized work plans, and proactively use effective time management skills to realize growth opportunities.



GIS Stakeholder Feedback Themes

Interviews with City departments surfaced common themes about the City's GIS needs. Stakeholders were asked to identify existing technologies and processes that they felt needed ongoing attention to sustainment and areas for expansion. The themes from those responses are listed below:

Independent Performance - Self-service map creation, analysis, and reporting is a common desire shared by most departments. While stakeholders are satisfied with GIS service levels, they appreciate the efficiency that comes from being able to perform less-complex tasks within their departments.

Increased Access - Departments need increased access to data, analytics, and dashboards that synthesize multi-system data into useful information for decision-making. Increased outreach, training, and engagement with departments by GIS staff will be necessary to adequately meet requirements, provide knowledge transfer, and educate on GIS best practices related to mapping and analysis.

Outreach and Engagement Tools - The capabilities of GIS as a tool for communication and analysis are valued by most City departments. Stakeholders are seeking tools that will help improve outreach and communication with the community

What Is Possible? - While departments have a handle on traditional applications of GIS technologies, there is desire for insight into and understanding of new advancements and the "art of the possible" when it comes to building upon the strong GIS foundation that the City has established.

Applied Training - Departments have a desire for more outreach and training from the GIS Division specific to their business processes and City data. Third party training, while providing some technical benefit, is often "canned" and there are barriers to applying concepts directly to City process and data.

Refinement of Tools for Efficiency - The GIS staff have developed specific models and scripting that is used in a variety of analytical and reporting processes, but are specific to the GIS team. Further refining models so that they are more end-user friendly would allow subject matter experts more flexibility to make changes to model inputs and see the output without having to send these requests through GIS staff.

Sustain and Expand Existing Technology Investments - The City has made significant investment in GIS over the last decade and a half. There is considerable desire to maintain focus on sustaining both the GIS foundation these solutions are built upon, as well as provide ongoing support and expansion of these technologies into other business process cases.

Planning Phase Outcomes

IT Vision Statement

"Connecting the City's information to the organization and our community anytime and anywhere to support decision making, efficient and effective operations, and performance improvement."

IT's vision statement reflects the fundamentals of high-performing IT departments: Keep existing systems running reliability, deliver new capabilities, and recognize that information should be available to drive the business and serve its customers where the business need is, including in the field.

Strategic Initiatives

IT identified 102 initiatives for the 2019-2023 strategic planning period, based on the business needs gathered during the assessment phase and reviews of each departmental strategic plan. Each initiative was assigned a description, priority, urgency, labor effort by team, duration, budget, and external procurement requirements. In order to test the "do-ability" of the plan, project and operational resources were identified by team and a heat map was used to resource-level the effort by team and by calendar quarter. Initiatives were then rescheduled in order to meet the plan without increasing headcount.

Details on each of the strategic initiatives can be found on the A3s as follows:

A3	Content	Audience
Parent	Enterprise-wide and key departmental initiatives	Council, City Manager, Directors, IT Leadership, and readers wanting an overview only
Blue	Public Works, Planning, Development, Building Services	Department Directors and Managers
Green	Parks and Community Services	Department Directors and Managers
Yellow	Public Safety (Police, Fire, Courts)	Department Directors and Managers
Mauve	City Manager's Office, Finance, Human Resources, Legal	Department Directors and Managers
Lilac	Information Technology	Department Directors and Managers

Themes

As initiatives were cataloged, several initiative themes or grouping emerged that summarized the key business needs in 2019-2023, including:

- Improve community outreach through tools that engage and communicate
- Leverage analytics and reporting for data-driven business decision-making
- Embrace cloud technologies for reliability, scalability, agility, and Disaster Recovery
- Provide mobile solutions and platforms to support field-based business customers
- Maintain and upgrade applications more frequently to avoid obsolescence, take advantage of new features, and reduce overall support costs
- Invest in IT service management practices that will produce returns in operational reliability, security, and responsiveness to customers
- Upgrade IT infrastructure regularly in order to maintain service quality
- Seek innovative technologies and business solutions



Budget

The planning process reviewed each of the 102 strategic initiatives for budget impacts. The following charts summarize the costs identified in two different ways:

Summary by Strategic Plan Project costs and Ongoing Operational Operating Costs

The following chart segregates the additional costs of supporting the strategic plan initiatives from the costs to maintain existing technology and applications

			2019			2020			2021			2022			2023			
	Cost Type	Funding Source	Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial	
Strategic Plan Project Costs	One-Time	CIP	\$ 489,674	\$ 579,858	\$ 514,000	\$ 1,296,274	\$ 644,600	\$ 161,200	\$ 684,352	\$ 216,300	\$ -	\$ 761,800	\$ 329,500	\$ -	\$ 1,361,800	\$ 185,000	\$ -	
		MSR	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Service Package	\$ -	\$ 311,551	\$ 12,000	\$ -	\$ 115,811	\$ 12,000	\$ -	\$ 22,500	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time Subtotal		\$ 489,674	\$ 1,091,409	\$ 526,000	\$ 1,296,274	\$ 760,411	\$ 173,200	\$ 684,352	\$ 238,800	\$ -	\$ 761,800	\$ 335,500	\$ -	\$ 1,361,800	\$ 185,000	\$ -	
	Recurring	CIP	\$ -	\$ 466,549	\$ -	\$ -	\$ 619,649	\$ 196,350	\$ -	\$ 662,157	\$ 196,350	\$ -	\$ 726,009	\$ 196,350	\$ -	\$ 736,329	\$ 196,350	\$ 196,350
		MSR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Operating	\$ 30,285	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ 24,000	\$ 19,840	\$ -	\$ 24,000	\$ 19,840	\$ -	\$ 24,000	\$ 19,840	\$ -	\$ -
		Service Package	\$ -	\$ 30,510	\$ -	\$ -	\$ 30,510	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -	\$ -
	Recurring Subtotal		\$ 30,285	\$ 497,058	\$ -	\$ 24,000	\$ 650,158	\$ 196,350	\$ 24,000	\$ 692,997	\$ 196,350	\$ 24,000	\$ 756,849	\$ 196,350	\$ 24,000	\$ 767,169	\$ 196,350	\$ 196,350
	Project Total		\$ 519,959	\$ 1,588,467	\$ 526,000	\$ 1,320,274	\$ 1,410,569	\$ 369,550	\$ 708,352	\$ 931,797	\$ 196,350	\$ 785,800	\$ 1,092,349	\$ 196,350	\$ 1,385,800	\$ 952,169	\$ 196,350	\$ 196,350
			\$ 2,634,426			\$ 3,100,393			\$ 1,836,499			\$ 2,074,499			\$ 2,534,319			
Ongoing Operations Costs	LODO	CIP	\$ 285,000	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ 285,000	\$ -	\$ -	
		MSR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		Operating	\$ 1,635,963	\$ -	\$ -	\$ 2,024,184	\$ -	\$ -	\$ 1,555,079	\$ -	\$ -	\$ 1,858,490	\$ -	\$ -	\$ 1,635,963	\$ -	\$ -	
		Service Package	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	LODO Subtotal		\$ 1,920,963	\$ -	\$ -	\$ 2,309,184	\$ -	\$ -	\$ 1,840,079	\$ -	\$ -	\$ 2,143,490	\$ -	\$ -	\$ 1,920,963	\$ -	\$ -	
	Internal Labor	CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		Operating	\$ 4,441,026	\$ -	\$ -	\$ 4,625,536	\$ -	\$ -	\$ 4,818,710	\$ -	\$ -	\$ 5,020,998	\$ -	\$ -	\$ 5,232,876	\$ -	\$ -	
		Service Package	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Internal Labor Subtotal		\$ 4,441,026	\$ -	\$ -	\$ 4,625,536	\$ -	\$ -	\$ 4,818,710	\$ -	\$ -	\$ 5,020,998	\$ -	\$ -	\$ 5,232,876	\$ -	\$ -	
	Operations Total		\$ 6,361,989	\$ -	\$ -	\$ 6,934,720	\$ -	\$ -	\$ 6,658,789	\$ -	\$ -	\$ 7,164,488	\$ -	\$ -	\$ 7,153,839	\$ -	\$ -	
			\$ 6,361,989			\$ 6,934,720			\$ 6,658,789			\$ 7,164,488			\$ 7,153,839			
	Annual Total		\$ 6,881,948	\$ 1,588,467	\$ 526,000	\$ 8,254,994	\$ 1,410,569	\$ 369,550	\$ 7,367,141	\$ 931,797	\$ 196,350	\$ 7,950,288	\$ 1,092,349	\$ 196,350	\$ 8,539,639	\$ 952,169	\$ 196,350	
	Annual Grand Total		\$ 8,996,415			\$ 10,035,114			\$ 8,495,288			\$ 9,238,987			\$ 9,688,157			



Summary by Capital and Operating Costs

The following chart summarizes the strategic plan projects and operating costs by Capital and Operating budgets.

	Cost Type	Funding Source	2019			2020			2021			2022			2023		
			Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial	Funded	Unfunded	Partial
Capital Costs	Capital	CIP	\$ 774,674	\$ 1,046,406	\$ 514,000	\$ 1,581,274	\$ 1,264,249	\$ 357,550	\$ 969,352	\$ 878,457	\$ 196,350	\$ 1,046,800	\$ 1,055,509	\$ 196,350	\$ 1,646,800	\$ 921,329	\$ 196,350
		MSR	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Capital Total		\$ 774,674	\$ 1,246,406	\$ 514,000	\$ 1,581,274	\$ 1,264,249	\$ 357,550	\$ 969,352	\$ 878,457	\$ 196,350	\$ 1,046,800	\$ 1,055,509	\$ 196,350	\$ 1,646,800	\$ 921,329	\$ 196,350
			\$ 2,535,080			\$ 3,203,073			\$ 2,044,159			\$ 2,298,659			\$ 2,764,479		
Operating Costs	Base Budget	One-Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Recurring	\$ 6,107,274	\$ -	\$ -	\$ 6,673,720	\$ -	\$ -	\$ 6,397,789	\$ 19,840	\$ -	\$ 6,903,488	\$ 19,840	\$ -	\$ 6,892,839	\$ 19,840	\$ -
	Base Budget Subtotal		\$ 6,107,274	\$ -	\$ -	\$ 6,673,720	\$ -	\$ -	\$ 6,397,789	\$ 19,840	\$ -	\$ 6,903,488	\$ 19,840	\$ -	\$ 6,892,839	\$ 19,840	\$ -
	Service Package	One-Time	\$ -	\$ 311,551	\$ 12,000	\$ -	\$ 115,811	\$ 12,000	\$ -	\$ 22,500	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -
		Recurring	\$ -	\$ 30,510	\$ -	\$ -	\$ 30,510	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -
	Service Package Subtotal		\$ -	\$ 342,061	\$ 12,000	\$ -	\$ 146,321	\$ 12,000	\$ -	\$ 33,500	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ 11,000	\$ -
	Operating Total		\$ 6,107,274	\$ 342,061	\$ 12,000	\$ 6,673,720	\$ 146,321	\$ 12,000	\$ 6,397,789	\$ 53,340	\$ -	\$ 6,903,488	\$ 36,840	\$ -	\$ 6,892,839	\$ 30,840	\$ -
			\$ 6,461,335			\$ 6,832,041			\$ 6,451,129			\$ 6,940,328			\$ 6,923,678		
	Annual Total		\$ 6,881,948	\$ 1,588,467	\$ 526,000	\$ 8,254,994	\$ 1,410,569	\$ 369,550	\$ 7,367,141	\$ 931,797	\$ 196,350	\$ 7,950,288	\$ 1,092,349	\$ 196,350	\$ 8,539,639	\$ 952,169	\$ 196,350
	Annual Grand Total		\$ 8,996,415			\$ 10,035,114			\$ 8,495,288			\$ 9,238,987			\$ 9,688,157		

Notes:

- Variances in recurring, base budget operating costs are mostly attributable to the fluctuating quantity of annual PC replacements

Appendix

Financial and Headcount Benchmark Analysis

As part of the assessment phase of the project, Point B benchmarked the City of Kirkland IT department against cities of similar size for three key metrics as recommended by Gartner Research:

1. IT operating costs as a percentage of city operating budget
2. IT FTEs as a percentage of total employees
3. IT operating costs per employee

Benchmark data was obtained from Gartner Research "IT Key Metrics Data 2018: Key Industry Measures: Government – State and Local Analysis – Current Year". IT and City financial and headcount data was adjusted per the guidelines prescribed by Gartner for normalizing comparisons between cities. Overall the findings showed:

Benchmark Comparisons

Metric	IT spend as a percent of Operating Expense	IT spending per employee	IT FTEs as a percentage of total employees
Description of Measure	IT investment level in terms of the role IT plays in overall business spending patterns	IT investment level the average organization's workforce receives	Measures IT support from a human capital perspective
Benchmark for Cities <\$250M in Operating Budget	6.2%	\$11,387	5.4%
City of Kirkland (Actual)	5.9% IT spend = \$8,160,945 City Op Expense = \$137,428,413	\$13,491 City employees = 604.9 (does not include seasonal workers) IT Spend = \$8,160,945	4.3% IT FTEs = 26.2 City employees = 604.9 (does not include seasonal workers)
Difference between Benchmark and City of Kirkland	-\$359,617 (4.2% below benchmark) Benchmark @ 6.2%= \$8,520,562	+\$2,104 (18.4% above benchmark)	-6.2 FTE (19% below benchmark) IT headcount for 604.9 FTE city @ 5.4% metric = 32.6 FTEs

Comparative Benchmarks for Larger Cities

Operating Budget Range	IT spend as a percent of Operating Expense	IT spending per employee	IT FTEs as a percentage of total employees
\$250M - \$500M	4.6%	\$8,842	4.1%
\$500M - \$1B	3.5%	\$7,427	2.9%
\$1B - \$10B	3.1%	\$7,740	3.3%
\$10B+	2.4%	\$9,505	3.3%

General Observations

- Benchmarks are useful for broad-brush comparisons between organizations, but should not be used to set a figure to achieve. Scoring at or near the benchmark (an industry-wide average) is not a success measure but merely an indicator of midpoint. The critical factor to consider is whether the city's overall investment in IT is meeting (or not meeting) the unique needs of the city.
- Gartner's metrics do not distinguish between organizations that include or exclude GIS functions and technology in IT. Some cities may include GIS while others don't. For the purposes of benchmarking, GIS was included as part of IT. The City of Kirkland places a high priority on leveraging geo-spatial systems for achieving the city's objectives.
- Kirkland has a culture of lean operational headcounts in all departments. The 19% difference between benchmark headcount and IT headcount is indicative of this lean culture.
- IT spending per employee is an indicator of the city's investment in technology and automation to support city functions. Kirkland spends at 18.4% above benchmark which is consistent with heavy investments in both Lucity and Munis in 2017. Coupling this with the 19% below benchmark for IT headcount reflects the city's preference for technology enablement to drive business objectives. However, it should be noted that IT also receives high marks for its Service Desk and customer engagement levels despite lower-than-benchmark headcount.
- The city is in a 3-year window of high demand for new technology, while still maintaining a low headcount (19% below benchmark) in anticipation of lean budget years in 2019-2022. In order to meet the demand, the city will have to consider whether resourcing, scope (city demand), or schedule (time to delivery for demand) constraints will determine the pace of change.
- Heavy city investment in GIS technology, new Public Works systems (Lucity), and new Finance/HR systems may be affecting overall spend per employee, but the overall IT spend (as a percent of Operating expense) is still being maintained slightly under benchmark. The strategic plan calls for ongoing investments in data analytics, business self-service tools, Disaster Recovery, and large IT infrastructure lifecycle replacements for stability. These ongoing investments will likely continue to drive a higher than benchmark IT investment per employee.
- Kirkland sits in the middle of a high-tech region and, generally speaking its constituents have greater expectations for technology-centric services from the city. This drives greater investment in the tools required by the departments to meet those expectations.

Benchmark Calculations

All values used during the benchmarking exercise conform to the definitions provided by Gartner Research

IT Headcount

- Organizational headcount = 31 (includes FTEs and temps, but not Media on-call resources)
- Subtract 2 GIS for Business Analysis conducted by IT (in the form of GIS data analytics)
 - Gartner defines business analytics as a business function, not an IT function.
 - Xiaoning and Scott estimate a range of 2-3 headcount total. 2 used
- Subtract Videographer (Media not typically part of IT)
- Subtract 1.8 FTE dedicated to Northshore and Medina support



- Benchmark value = 26.2

Total FTE

- 604.9 city permanent FTE headcount (standard Finance headcount figure from Doug Honma-Crane)
- Does not include council, committees
- Does not include 100-200 seasonal workers
- IT maintains 765 Office 365 licenses to cover all regular employees, indicating the number of core technology users
- IT maintains an additional 120 email-only Office 365 licenses for council, committee, and temp workers. Individually, email-only users do not require significant support. Collectively however, supporting 120 email users is noteworthy.
- Benchmark value used = 604.9

IT Operating Costs

- Analysis conducted by Doug Honma-Crane (City of Kirkland IT Finance Business Analyst)
- Shadow IT costs, from IT functions conducted outside IT, were included in the overall IT operating costs

City Operating Expenses

- Analysis conducted by Doug Honma-Crane (City of Kirkland IT Finance Business Analyst)

Other Considerations

- No functions are outsourced (resourced and managed fully external services). Gartner definition excludes costs and headcount for fully outsourced functions.
- Gartner does not address whether GIS costs and headcount are part of IT for the purposes of benchmarking. Point B followed-up with Gartner analyst who said they do not specifically include or exclude GIS and no additional information is available on whether the cities submitting metrics included or excluded GIS. Kirkland considers GIS a critical IT resource and therefore it was included in all benchmarking calculations
- See Gartner Research "IT Key Metrics Data 2018: Key Industry Measures: Government – State and Local Analysis – Current Year" for detailed benchmarking instructions

Risk Registry

The following strategic risks should be monitored throughout the execution of the 2019-2023 strategic plan:

Risk	Likelihood	Impact if Realized	Remediation Recommendations
<p>Low business-self-service adoption may limit IT's ability to scale to meet technology transitions</p> <p>Self-service access to data analytics and reporting was a key "want" expressed by the business during the needs assessment. A significant effort will be expended by IT to develop easy-to-use self-service tools. Failure to drive adoption of these tools will result in IT continuing to allocate time to low-value efforts and take time away from other high-value business needs.</p>	Moderate	Moderate	<ul style="list-style-type: none"> • Actively engage a business super-user community in defining, testing, training, and driving adoption • Strong, supportive training program led by business super users in a train-the-trainer format • At the appropriate time, IT should drive adoption by referring customers to the self-service tools instead of fulfilling the request in IT • Senior business leadership support for driving adoption within their business unit • Formalize the role of the business super user/business-side applications analyst in job descriptions
<p>IT burnout from continuous high-intensity project timelines</p> <p>The Strategic Plan outlines a series of resource-intensive, high-value investments. Many individuals enjoy working for the city because of the work/life balance. Reliance on the same key individuals, typically IT's highest performers, across Lucity, Munis, CityHub, Analytics, and other long-term projects will likely result in burnout and job dissatisfaction.</p>	High	High	<ul style="list-style-type: none"> • Actively monitor IT staff for burnout • Support key individuals with backfill from juniors or others to reduce workload • Use the projects to train juniors and spread the load • Seek opportunities for down time and public recognition for efforts

<p>Current organization structure creates an us/them divide between GIS and Apps as GIS-enabled applications expand IT is organized around GIS and Non-GIS support. As the percentage of GIS-enabled apps grows (a city need) it creates a perception of the GIS team responsibilities growing while Apps is shrinking and a have/have-not divide. More importantly, both teams are high performers divided by a technology skill and the divide prevents leveraging both to grow <u>all</u> business application capabilities collectively.</p>	Moderate	Moderate	<ul style="list-style-type: none"> • Leverage the Organizational Effectiveness study to define roles and responsibilities that eliminate technology divides • Provide growth opportunities for both teams to expand skills • Actively work to break down the GIS/Apps divide
<p>Leveraging IT analysts to drive business process redesign in major projects creates a reliance on IT for continuous improvement IT has been a key owner of technology-driven business process improvement in the business in the Lucity and Munis projects. While the business is heavily involved, upon completion of the project there isn't a designated role to drive ongoing, post-project continuous improvement in the business other than IT. This increases support that IT must provide, instead of focusing those resources on new capabilities.</p>	Moderate	Moderate	<ul style="list-style-type: none"> • Develop business analyst role in each department accountable for driving business process improvements with technology • Form and leverage cohesive partnerships between business analysts and their IT analyst counterpart • Leverage business analysts to drive technology and self-service adoption within business units

<p>Disaster Recovery project will delay other critical business initiatives on the strategic plan</p> <p>Closing Disaster Recovery gaps has been identified as a high-priority initiative by city executive leadership and the council. Executing a cloud migration to close those gaps will be one of the most broad-impact, resource-intensive projects IT will ever undertake. Critical business initiatives committed for 2018 and 2019 will need to be delayed in order to complete the DR project.</p>	High	High	<ul style="list-style-type: none"> • Establish highly active, communicative city executive sponsorship to drive understanding with business units. • Create a leadership stakeholder team to address conflicts • A cloud migration cannot be executed "in the margins." Treat it the same as a major application implementation like Munis or Lucity • Engage strong project leadership • Backfill key application operational support roles during project execution
<p>Lack of self-improvement initiatives may impact IT's ability to maintain high customer service levels, delivery of new products, and system reliability.</p> <p>IT frequently prioritizes customer needs over self-improvement of IT processes. As a result, inefficient processes, practices, and internal IT technologies have developed. These inefficiencies, if allowed to continue, will restrict IT's ability to efficiently deploy and maintain technology solutions.</p>	Realized	Moderate	<ul style="list-style-type: none"> • Create visibility to necessary IT internal investments by prioritizing them on the business work plan • Educate the IT steering committee on the impacts of delaying self-improvements as well as the benefits • Maintain executive sponsorship for self-improvement
<p>IT Management cohesion issues and siloed IT team practices may continue to drive productivity and culture issues unless addressed</p> <p>IT's teams are siloed, operating under varying processes and permissions. Projects are not cohesively matrixed and varying leadership styles, while individually effective, do not foster culture or efficient project execution. Some productivity gains can be made if addressed.</p>	Realized	Moderate (increasing)	<ul style="list-style-type: none"> • Create a common operating model for management processes and expectations • Use the departure of the Applications Manager as an opportunity to address core issues that can easily propagate into any new organization structure

<p>City department and constituent demand for (and expectations of) additional technology continues to increase despite predicted down-budget years and annexation revenue loss. As a result IT may be perceived as blocker instead of the reality of economics driving restrictions on new technology delivery.</p> <p>Note: This is likely to be a common risk for all internal and customer-facing city departments</p>	Moderate	Moderate	<ul style="list-style-type: none"> • Maintain active city executive leadership in defining IT's priorities in front of the IT steering committee • Drive business ownership of decisions to delay or cancel IT initiatives. "It's a business decision, not an IT decision." • Increase IT creativity and innovation in finding lower-cost solutions and workarounds in the meantime
<p>While the city has a culture of "working managers," a long-term over-allocation of management to projects distracts the managers from the duty of keeping IT running efficiently and removing roadblocks from key efforts.</p> <p>But, keeping "a hand in the work" allows managers to maintain contact with the work product and address small resource needs.</p>	High	Moderate	<ul style="list-style-type: none"> • Maintain an agreed and effective balance of leadership and work time • Leverage external project management for large or critical initiatives



Organizational Structure and Operating Model Observations

Organizational Structure Observations

The present IT organizational structure has been in place for approximately 16 years, with the last major change being the formation of the department in 2000. Present IT teams include: Enterprise Applications, GIS, Network Operations, Digital Communications, and the management team. This is a standard organizational structure found in many IT organizations.

While functional, the basic structure will need to adapt to address trends such as increased dependence on and integration of Geo-spatial Information into city applications, enterprise data management, enterprise data analytics, adoption of Cloud technologies, Internet-of-Things, Smart Cities, increased requirements for IT-wide project management (especially for major initiatives), increased flexibility and "nimbleness" in delivering small and fast rather than large and longer, and business self-service. Without adaptation, IT's ability to meet evolving business needs will suffer.

As part of the planning phase, PointB provided Organizational Design expertise to explore ideas for new organizational designs. The managers were interviewed for their ideas, and designs from other public and private organizations were examined. The following guiding principles were identified for organizational redesign:

- The structure needs to best support our customers. Ensure the structure drives customer focus, service, and support, and that we are easy to work with
- Supports innovation
- Ensure our structure is aligned: customers, our team, city manager, union
- Increase engagement across teams to solve business problems (outcome)
- We are ready to embrace change in IT to address what we need to for the long term
- Effectively manage change
- Design to enable strategy rather than around people
- "Form follows function" - no predetermined outcome
- There is no "right" answer, but there is a better answer
- Negotiating and support tradeoffs among structure, processes, people, culture
- Design first, implement later
- Team recommends, executive sponsors decide

A follow-up project to the IT Strategic Plan will continue the process of determining specific organizational changes.

Key Skills Needed to Meet Strategic Plan Objectives

The assessment found that IT possesses the key skills and knowledge necessary for the present business requirements. New initiatives on the 2019-2023 will require new skills and expansion of some existing disciplines. The following skills and knowledge will be critical to delivering the 2019-2023 IT Strategic Plan

- Cloud – Infrastructure-as-a-Service
 - Technology deployment and best practice architectures
 - Operational monitoring and management
 - Cost management
 - Automation and operational scripting
- Cloud – Software-as-a-Service

- Application integration
 - API programming
 - Data warehousing and analytics
 - Cloud application monitoring and management
- IT Security monitoring and management in a hybrid cloud operating environment (SaaS, IaaS, On-premise)
- Vendor Management – Especially with respect to contract management, service level management, key performance indicator monitoring and measurement, developing effective working relationships
- Data Management - Data governance. Database operational management, performance tuning, and health monitoring
- Business Intelligence and Data Analytics – IT Infrastructure, Extract/Transform/Load technologies and processes, end user toolsets tooling
- Application data integration – Leveraging of SaaS APIs to develop interfaces between applications in a hybrid SaaS, IaaS, On-premise environment
- Training – to help drive customer self-service
- IT Governance – to drive clear priorities
- Geospatial Information Systems – Maintain Kirkland’s advanced skills and technology adoption
- Internet of Things, Edge computing, and Smart Cities – These three technologies will collectively lead to real-time analytical capabilities supporting city services

Other Resourcing Observations

- Projects governed by resource and may not efficiently leverage schedule and scope
- High number of customer projects scheduled into next two years
- High-resource-need projects, like Lucity and Munis, will continue with Lucity and Munis post-implementation improvements, Cloud Migration, Disaster recovery, Analytics, Cloud, Utility billing, and GIS improvements. The city should consider the ongoing resource intensity when planning headcount and planning for new capabilities.
- New applications and upgrades will all have increased resource needs post-implementation as the business optimizes the new tools and processes. This is typical for transformational software implementation projects.
- Levers city has to control headcount growth include:
 - Schedule – Extending project schedules and start dates
 - Scope – Reduction or division of major initiatives into deliverables parts
 - Outsourcing instead of permanent headcount for acceleration of large implementations or for non-mission-critical
- IT resourcing levels are consistently staffed for peaks due to ongoing loads (Munis, Lucity) which have not come off-peak for 3 years and are not likely to for another 2-3 years (assuming cloud, analytics, utility billing, website projects)
- IT Governance presently sets a 1-year work plan. With the approval of the new 5-year strategic roadmap, extend the 1 year work plan to include 2 years’ objectives even if that period spans the biennium where initiative budgets are uncertain. Assume the 5 year plan is strategic and plan, balance resources, schedule, and scope accordingly. A strategic 2-year focus will allow Governance to maintain a longer planning horizon.

- Resolving differences in work management practices between teams may result in some important cultural and efficiency gains, though not major.
- Organization structure changes will broaden skillsets of teams allowing additional cross-team efficiencies through flexibility of skills of team members (i.e. GIS, Analytics training)
- Cloud will shift focus of Infrastructure team to higher value management, but not result in headcount reduction. Current 3 (Chuck, Ryan, Nick) seems appropriate for the broad nature of city business.
- Service desk headcount of four is slightly higher than expected (since Desktop Engineering is not part of the service desk) but not out of normal. Considering the high priority city puts on quick, effective response and the positive feedback from customers specifically about the service desk, and additional support provided to Northshore and Medina, I recommend maintaining this number.
- Information Security is a key focus for IT and approximately half a headcount for Information Security is spread across the network engineering roles. The city should consider an IT security role focused on active management, monitoring, policy, and incident response so that projects do not distract from operational management. Another option is to consider outsourcing operational security monitoring and management while keeping architecture and design in-house.
- IT Management spends an estimated 60-80% of time on projects and 20-40% on leadership. Reducing the project load to 20% is recommended in order to allow them to maintain a leadership focus on strategy, management, customer engagement, and future direction. Shifting management away from project work may require resetting expectations for delivery commitments in the short- and mid-term, but will result in greater long term benefits for customers as leadership time will bring efficiency, consistency, nimbleness, and greater focus on customer needs.

Considerations for Internal and External Sourcing of IT Services

Executive Summary

From the 1950s into the 1980s, IT was predominantly an internal function. All the IT needs of a company were grown and executed within the IT department. The pace of technology change has accelerated in the past several decades altering IT's role. Today, the range of IT products and services on the open market allow companies to decide which IT competencies to retain in-house and which to source externally.

The decision to insource an IT service or obtain it externally is driven by many considerations, such as market availability, knowledge, scale, business differentiation, and competitive advantage amongst other factors. While there's no formula, having a consistent set of guiding principles will help guide current and future sourcing decisions. In general, consider external sourcing for those activities that aren't market-differentiators for the city or that don't require deep knowledge of the business or are commodity functions that are being performed at such small scale that you can't ever get good at them.

Completing the implementation phase is only the first step. Once you've externalized a function, measure and monitor continuously. Don't micro-manage how your partner executes the work (unless they deserve it). The vendor's performance must be continuously monitored and managed. Establishing regular review sessions with the vendor creates better working relationships, so when problems occur they can be solved efficiently, effectively, and fairly.

Current Use of External Resources

The Kirkland IT Department often uses consultants to assist implementing new technology, provide evaluations and assessments, assist with organizational development, surge staffing, and project management or project oversight services. The following table highlights external resources used in the past 12 months.

Vendor	Purpose
Affirma	Design services for SharePoint Online implementation
Building Control Systems	Genetec Security System platform design and implementation
Commvault	Office365 and Azure data backup design
Eric Utter and Associates	Media upgrade in the new council chambers
GeoTerra	Eastside aerial mapping project
Latitude Geographics Group	Conversion of internal GIS systems from Silverlight to HTML5
MTG	3 rd party oversight of Lucity implementation
Myers and Stauffer	Network security assessment
Otak, Inc.	GIS backfill during the Lucity implementation
Performance Dimensions Group	Executive team development
Planet Consulting	Active Directory Federation Services design and implementation
Planet Consulting	InTune Mobile Data Management design and implementation
Point B	IT 2019-2023 strategic plan development
Point B	Management assistance
Point B	Cloud Migration / Disaster Recovery options
Port Madison GIS	GIS
RBC	3rd party review of Apps/GIS issue
Smitha Krishnan (Firm name?)	Munis Program Leadership
Superion / Koa Hills	IFAS training, technical and process support
Tyler Systems	Munis implementation

Usage

The following is a list of sourcing considerations to start with and from which to expand depending on the needs of the city and its objectives. Further explanations and recommendations follow this list.

Considerations

IT Governance:

1. Is the project considered a critical business priority, i.e. higher than other business investments across other business units that it may displace?
2. Are both the business and IT resources available to properly define the project and execute the schedule?
3. Can you avoid external resources involvement by reducing scope, rescheduling, or dividing the project into individually scheduled phases?

Situational:

4. Is deep knowledge of the business requirements necessary to succeed? Are your requirements truly unique?
5. Do you have a clearly defined business case that considers both tangible and intangible costs and benefits for using an external provider?
6. Does IT have the experience, market perspective, and industry best practice knowledge to execute the project well?
7. Is the role considered an IT core competency?
8. Does the role represent a core competency that should be developed internally to support the 2019-2023 strategic plan?
9. Can you train IT in the core competencies fast enough to meet the business needs?
10. Is the marketplace for this skillset in high demand and difficult to obtain? Will it be difficult to retain given market competition?
11. How culturally receptive is the business and IT to external providers for this type of project?
12. When completed, will the vendor provide the ongoing support or will IT have gained the knowledge and experience necessary for ongoing support? What are the ongoing operational and support costs?

Cost:

13. Does the vendor offer the function as a standard service or are they customizing an offering to meet your needs?
14. Is the business function well-defined and adhering to general industry practices, or highly unique to the business?
15. Is the business function a market commodity available from more than one external provider?
16. Does the function require technology integrations between internal business systems and the provider's systems?



17. Is the function sufficiently scoped and procedurally documented such that the vendor can accurately price the work?

Other:

18. Does IT or the business have the vendor management capability, time, and controls necessary to manage the provider and provider quality?
19. Will the timeline for an external provider selection and implementation meet the business needs?

Cloud Services Considerations (Software-as-a-Service, Infrastructure-as-a-Service, other subscription services):

20. Can the provider meet the IT Cloud Policy vendor requirements including information security? Does it meet federal, state, and local regulations that the City must adhere to?
21. In the event the application must be repatriated to an on-premise data center, can the data be retrieved easily?
22. Is IT ready to give up managing the technical solution of external technology? You identify the functionality needed. The vendor owns the process and technology. Being prescriptive about how they do the work does not allow the vendor to optimize or create scale across all of their customers, nor does it allow you to take advantage of innovations they can offer.
23. Are you ready to look beyond the big providers for Cloud service? Providers like Azure, Google, and Amazon may have scale and get the most attention, but they may not meet your true needs, or care about a client of your size.
24. Have you examined the capabilities available in the market? Play the field. Understand the breadth of providers and their unique technical, financial, contractual, and compliance capabilities.
25. Will your preferred vendor be an enduring solution? – In the technology world new businesses are continuously opening and closing. Pick a provider with scale, a broadly enticing offering, and the resources to grow and improve.
26. Is your decision-making process vendor agnostic and sound? Identify your true business, technical, contractual and process requirements. Evaluate and selected well. Negotiate well. Implement well. Manage well.

Explanations

IS DEEP KNOWLEDGE OF THE BUSINESS REQUIREMENTS NECESSARY TO SUCCEED? ARE YOUR REQUIREMENTS TRULY UNIQUE?

The requirement for deep knowledge indicates a complex or special function or a function that is unique to a business.

Recommendation

The more one needs to know about the business requirements and the more unique those requirements are, the more you should lean to insourcing. Providers are efficient at commodities that can be aggregated across businesses and provided at-scale.

DO YOU HAVE A CLEARLY IDENTIFIED BUSINESS CASE FOR OUTSOURCING?

Transition costs for external functions can be significant. Understanding all the costs and benefits are critical. Outsourcing a function can (positively or negatively) impact operations,

risk, insurance, culture, employee engagement, technology, and other factors. The cost of disruption, failure and repatriating, once the function has been outsourced, is even greater.

Recommendation:

Carefully study the business case for external sourcing before acting. Identify the tangible and intangible costs and benefits, and the risks associated with operating the function internally and externally. If the business case isn't definitive, revisit the problem you're trying to solve and re-examine the root causes.

DO YOU HAVE A CLEARLY DEFINED BUSINESS CASE THAT CONSIDERS BOTH TANGIBLE AND INTANGIBLE COSTS AND BENEFITS FOR USING AN EXTERNAL PROVIDER?

Focusing only on the cost of a project and its direct benefits may overlook other tangible and intangible benefits of the project. The cost of externalization can be outweighed by the benefits of freeing up personnel to work on higher-value tasks, shifting support to new business opportunities without the overhead of supporting the old, reducing operational drudgery, or by investing that time in training to get employees ready for new business challenges.

Recommendation:

When building a business case, list all tangible and intangible benefits, and direct and indirect costs. Evaluate the monetary value of side benefits, such as indirect productivity gains, and include those in the business proposal.

DOES YOUR BUSINESS CASE CONSIDER THE TRANSITION COSTS?

Transition costs for external functions can be significant. Outsourcing a function can (positively or negatively) impact operations, risk, insurance, culture, employee engagement, technology, and other factors. The cost of disruption, failure and repatriating, once the function has been outsourced, is even greater.

Recommendation:

Document and then factor the people, process, and technology transition costs and the various risk vectors into your payback calculations. Paybacks based on operating costs alone won't pencil out until the transition costs are accounted for.

DOES IT HAVE THE EXPERIENCE, MARKET PERSPECTIVE, AND INDUSTRY BEST PRACTICE KNOWLEDGE TO EXECUTE THE PROJECT WELL?

Experience and knowledge can be gained from external providers or from your peer network.

Recommendation:

Don't reinvent the wheel. An investment in understanding the best practices and pitfalls others have made will significantly reduce the overall risk to the project.

IS THE ROLE CONSIDERED AN IT CORE COMPETENCY? CAN IT BE TRAINED? SOON ENOUGH?

Core competencies are functions that drive unique, critical, or cultural business value, are market differentiators that create a competitive business advantage. Core competencies may be current or future needs. Generally speaking, functions that are candidates for external providers are not seen as core competencies.

Recommendation:

Core competencies should be maintained in-house. Look for other non-core competencies to outsource. Be careful not to unnecessarily merge core and non-core competencies. For example, if your core competency is creating art, consider whether the art design and creation is your competitive differentiator, while the routine publication and production of the art can be outsourced.

If a skill is not a core competency today, but will be to support future needs, leverage the project to train and to reinforce the skill with experience. If the core competency cannot be developed in the time required to deliver the function, leverage external providers to initiate the project and plan to hand over skills as the project progresses such that at the end the core competency is retained in-house.

IS THE NEED TRANSIENT OR OF LOW BUSINESS VALUE?

High volume, non-core competencies are good targets for external sourcing. But what about core competency products that are low risk and transient in nature? Consider a flyer for a one-time event by an art company. While art may be a core competency, the flyer may not need the attention of senior graphic artists whose time is better spent on higher value works.

Recommendation:

If the risk and impact of a transient need doesn't merit the cost of using highly-skilled internal resources, consider whether you can provide a short conversation, plus standards and guidelines to an external provider and get what you need.

IS THE MARKETPLACE FOR THIS SKILLSET IN HIGH DEMAND AND DIFFICULT TO OBTAIN? WILL IT BE DIFFICULT TO RETAIN GIVEN MARKET COMPETITION?

Sometimes, due to industry, location, or salary it is difficult to hire, train, and retain the specialty skills necessary to support a technology or business process. Market competition may draw employees or candidates to more attractive companies that need lots of those skills and who pay better.

Recommendation:

If you can't easily acquire and retain the critical skills necessary to support the function, consider taking advantage of an external provider that focuses on retaining and growing the skills, even if that is in a staff augmentation arrangement. The additional cost may be offset by reducing the risk associated with single-point-of-knowledge is promoted or leaves for a new opportunity.

HOW CULTURALLY RECEPTIVE IS THE BUSINESS AND IT TO EXTERNAL PROVIDERS FOR THIS TYPE OF PROJECT?

Outsourcing may breed feelings that other jobs are in jeopardy. "Will I be next?" In companies where promotion-from-within is a cultural tenet, external providers can have a negative perception.

Recommendation:

Consider whether the cultural impacts to the organization outweigh the benefits of external sourcing. Develop an effective organizational change management plan and communicate openly and broadly.

WHEN COMPLETED, WILL THE VENDOR PROVIDE THE ONGOING SUPPORT OR WILL IT HAVE GAINED THE KNOWLEDGE AND EXPERIENCE NECESSARY FOR ONGOING SUPPORT? WHAT ARE THE ONGOING OPERATIONAL AND SUPPORT COSTS?

Often, projects focus on the immediate deliverable, like an application or service, and neglect to understand the requirements for lifetime support. A great example is custom software. The vendor may deliver the product, but not the ongoing enhancements, fixes, security patches, and compatibility with continuously evolving technology standards. If IT is expected to maintain the product, they will need the training and knowledge as a core competency. If not, the business must budget for ongoing support, maintenance, and security.

Recommendation:

When developing the project estimate, analyze the Total Cost of Ownership (TCO) model for the expected lifetime of the product or service, not just the initial delivery. Then determine how to source the operational support and maintenance.

DOES THE VENDOR OFFER THE FUNCTION AS A STANDARD SERVICE OR ARE THEY CUSTOMIZING AN OFFERING TO MEET YOUR NEEDS?

A vendor will incur higher costs if they have to maintain a customized offering for an individual client and those costs will be passed on to the customer.

Recommendation:

Consider the trade-offs of making business process changes to adapt to the standard, best-practices of your vendor solution. If the business process cannot be changed, be prepared to spend more to outsource the function.

IS THE BUSINESS FUNCTION WELL-DEFINED AND ADHERING TO GENERAL INDUSTRY PRACTICES, OR HIGHLY UNIQUE TO THE BUSINESS?

Standardized, well-defined functions are easier for an outsourcer to understand, predict, develop processes to handle, and apply continuous improvement to increase their margin. If the process is non-standard and unpredictable, and requires them to regularly engage with you to address exceptions it doesn't allow them to optimize or create economies of scale across all their customers. The outsourcer then increases the amount of knowledge workers and risk, driving up prices.

Recommendation:

Apply LEAN or continuous improvement methodologies to standardize the process ahead of outsourcing. Do not outsource a mess...fix it first. If a process is inherently unpredictable it should be managed in-house.

IS THE BUSINESS FUNCTION A COMMODITY NEEDED BY MANY BUSINESSES AND AVAILABLE FROM MORE THAN ONE EXTERNAL PROVIDER?

A common reason for sourcing externally is to take advantage of economies of scale of specialty vendors, who through volume, repeatability, and predictability can drive down costs. Market competition between providers drives down costs. Combining those two factors will get the best prices and provide you with multiple options should one provider fail.

Recommendation:

Before you decide that your business function is too unique to source externally, consult the providers. Often their capabilities are adaptable to a broader set of needs and while you see your needs as unique, they see them as common variances. Survey the market for providers who can meet your needs and leverage multiple customers to achieve economies of scale that, individually, you can't

DOES THE FUNCTION REQUIRE TECHNOLOGY INTEGRATIONS BETWEEN INTERNAL BUSINESS SYSTEMS AND THE PROVIDER'S SYSTEMS?

Unless the process is paper-based there are likely application integrations that are needed between the business and the outsourcing. For example, interactions with customers by a help desk vendor may require tickets to be created in IT's service desk system so that IT can receive escalations from the vendor. Up front investments may be required to establish technology integrations. The more complex the integration, the higher the costs to create and maintain the integration.

Recommendation:

Outsourcing a function without the necessary technical integrations increases the handoffs and decreases efficiency. When considering outsourcing, identify the business and technical handoffs that will be required to integrate the outsourced function with in-house processes. Include the cost of building and maintaining those interfaces in the ROI model.

IS THE FUNCTION SUFFICIENTLY SCOPED AND PROCEDURALLY DOCUMENTED SUCH THAT THE VENDOR CAN ACCURATELY PRICE THE WORK?

Often processes and procedures are "tribal knowledge." The high-level process may be known, but the details and especially the exception-handling procedures are only known by the process executors. Unclear and undocumented procedures create risk as the vendor must develop them. While vendors often will bid to document the processes, pricing can change significantly if the vendor determines the work exceeds the original scope. If they've already taken ownership for the process, you are less likely to take it back and more likely to pay the increased fees.

Recommendation:

When considering whether a function should be sourced externally, first start by clearly documenting the requirements, processes, procedures, and quality controls. Measure the controls and identify exceptions. Use the documentation to define the function and change orders in the vendor pricing. If it's necessary to have the vendor document the procedures, have that work done on-premises and bid it separately from the execution contract. Also consider whether your requirements change frequently (or will over the near term as the business function is refined). Changing needs are poor candidates for external sourcing.

DOES IT OR THE BUSINESS HAVE THE VENDOR MANAGEMENT CAPABILITY, TIME, AND CONTROLS NECESSARY TO MANAGE THE PROVIDER AND PROVIDER QUALITY?

External services require regular oversight and effective controls in order to maintain quality and control costs. This requires the development of strong Vendor Management practices, regular communications with the vendor, automated quality control monitoring, and time allocated to maintain the oversight effectively.

Recommendation:

Invest in strong vendor management skills and oversight. Don't assume that the person who managed or executed the process in-house has the skills required to manage the vendor. It's a different skill set. Some organizations establish controls and metrics and hand the vendor management over to a dedicated team, while others keep management locally. Identify the necessary controls and control reporting and build them into the contract. Don't assume the vendor will do this for you, or that their interpretation of their own controls is sufficient. Clear controls, metrics, and incentives create a more effective partnership. Resource the role appropriately to ensure focus is maintained.



WILL THE TIMELINE FOR AN EXTERNAL PROVIDER SELECTION AND IMPLEMENTATION MEET THE BUSINESS NEEDS?

If the project cannot be executed with in-house skills and knowledge, then the duration of the training required to build the project or to conduct a proper vendor selection and contracting process must be built into the schedule. The impact may influence your decision.

Recommendation:

Don't rush a vendor selection or assume skills that IT doesn't have. Both of these approaches significantly increase the risk and overall business cost of delivering the project well. Plan accordingly and consider which approach will allow the business deadline to be met (or consider changing the deadline).

Information Technology Department

DRAFT update for Approval in January 2019

Major Incident Response Policy (Approved 3/11/13)

This is the Information Technology Department policy on how to respond to Major Incidents related to services provided by the IT Department. It applies to major incidents at Kirkland OR at Northshore Fire or Medina.

Related policies:

AFSCME Contract

IT Change Management

Definition of Major Incident

A Major Incident is a period of downtime for a critical service. Any IT staff member is able to utilize their best judgment to declare that an incident is or has become a Major Incident. In general, an incident becomes an emergency incident when either:

- The person responding to the incident cannot manage all three IT identified roles (response, PIO, and planning) well; or
- A critical system or one of its major components cannot be used for more than four hours or is in such a state that it is not expected to be available for four hours or more. Critical systems include MUNIS, EnerGov, Lucity, GIS, email, the network, phone, building security systems, and any other system determined at the time of outage to be critical; or
- Multiple critical systems are down together (e.g. the data center goes down); or
- At the request of department leadership; or
- A security breach that may include loss of data has been identified.

Major incidents are generally unplanned, but this structure may be selected for use by a project manager for a planned outage. This should not be confused with regular IT project management or incident response processes.

Initial Notification

If any IT staff believes that an incident may be a Major Incident, they are to immediately contact the most appropriate supervisor or manager, and the CIO. If the incident is declared a Major Incident, the person making the declaration becomes the IC (Incident Commander) and may be affirmed or replaced by management. The IC should send out a note to the entire IT Department immediately, and then begin a communication plan for others as appropriate along with other IC duties. This note should also include the City Manager, Deputy and Assistant City Managers, and Directors of impacted departments (text / call CMO) and EOC. At least the initial notification should also include either Code Red or text.



Staffing

The following three roles must be filled in a Major Incident. The person declaring a Major Incident performs all three roles until they delegate them. Incident Commanders are encouraged to delegate quickly.

Incident Commander:

The individual who declared a Major Incident immediately takes on the role of Incident Commander and will be affirmed or replaced once management is contacted. While the IC role will typically be management, management may designate any appropriate staff member.

The IC has full responsibility for:

- Delegating or making all decisions regarding the incident
- Assuring the success of the IT response to the Incident
- Requesting additional IT resources as needed
- Deciding whether to call in OEM / public PIO / any other necessary resource
- Documenting the incident response
- Filling the roles of PIO and Planning unless/until they are assigned
- Approving all communication external to IT even if a PIO is assigned
- Tracking extraordinary costs associated with the incident
- Calling in staff and approving overtime
- Briefing the next incoming IC

The primary job of the incident commander is generally not to do the work to resolve the incident, but rather to see that it gets done.

Public Information Officer (PIO): Makes sure that the right people receive the right communication. This includes internal and external customers, City and IT management, other IT staff, involved vendors, other stakeholders, and when appropriate the City PIO. Includes:

- Establishing the frequency of communications
- Establishing the audiences for communications
- Calling in additional resources such as the City PIO or other departments.

All widespread communications, such as “All” emails or press releases must be approved by the Incident Commander. Incident Commanders should consider communication with affected customers a high priority whether they do it themselves or appoint a PIO.

Planning: The planning function must be fulfilled even in the first operational period and should begin as soon as it becomes clear that an incident could last over a full work shift (typically 8 hours). If filled, the Planning position works with the incident commander and any responding staff to create an incident action plan for the next shift.

Other staffing positions may be filled as needed. In general, these should be related to the NIMS structure used in the EOC.

Incident Operations: IT and/or business staff involved in restoring service, finding and correcting root cause, or other technical aspects of the incident response.

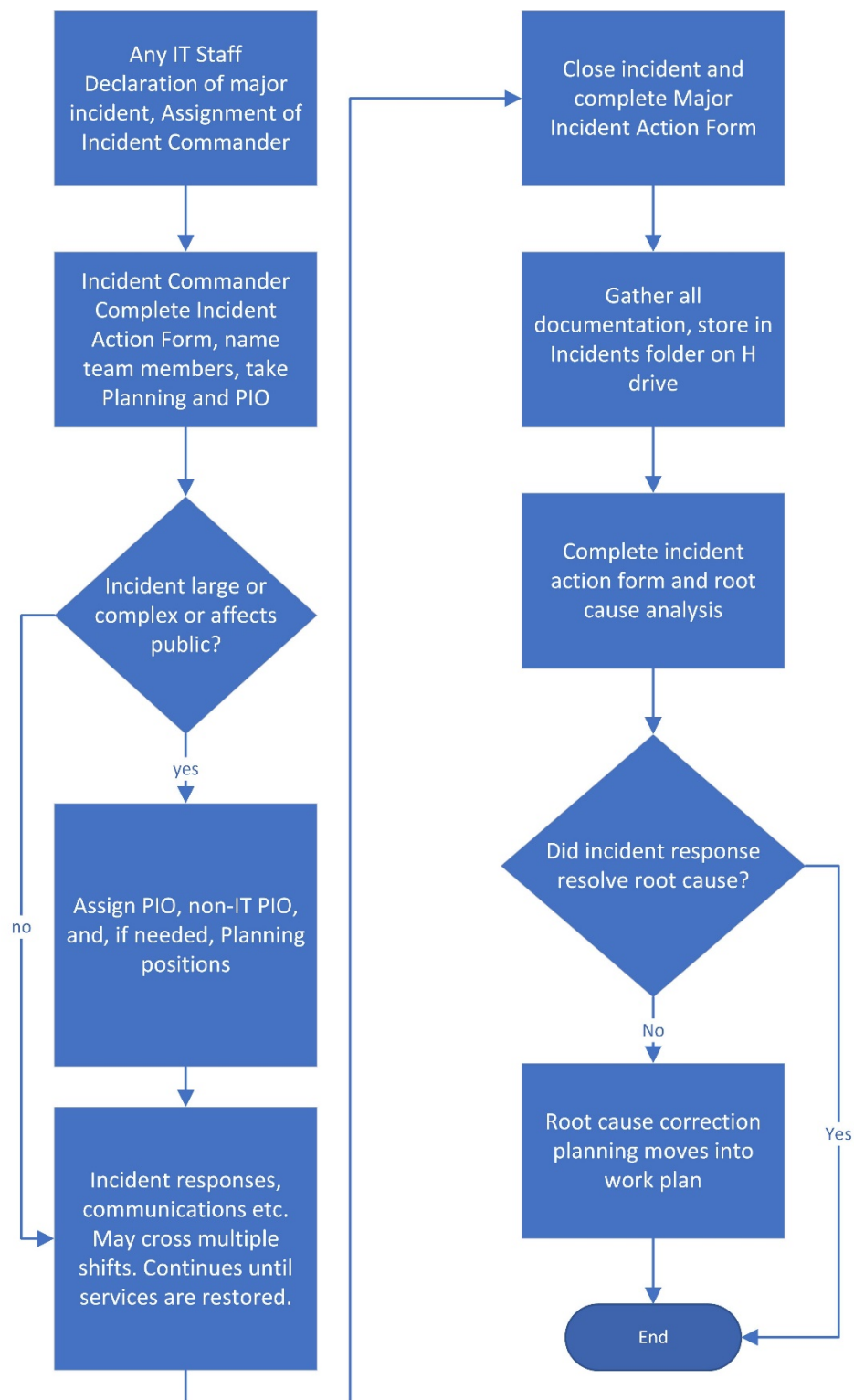
Documentation:

The **Major Incident Action Form** is to be filled out during the incident, and it is the responsibility of the Incident Commander. One form should be filled out for each shift. The Incident Commander for the first shift must also fill out the **Major Incident Communications Form** whether or not a PIO is assigned. If a PIO is assigned, then the Communication Form should also be filled out at each subsequent shift. If no PIO is assigned, communications should be recorded in the Major Incident Action Form.

Either form can be modified by the Incident Commander to fit the actual nature of the emergency.

The document store also includes the **Major Incident After-Action Form**. This form must be filled out by the incident commander after the incident is resolved.

Depending on the nature of the emergency, the Incident Manager may choose whether to keep documentation in a paper or electronic format.

Simplified Process Chart



Information Technology Department Major Incident Form

Use during a Major Incident. Refer to the IT Major Incident Policy.
This form may be modified by the IC to suit the actual incident

Page 1

Incident Name:

Incident Description

Date and time of major incident declaration

Date and time of Major incident beginning (if different):

ServiceNow ticket numbers if applicable:

Description of incident, including services and customers affected, technical details as appropriate, and specific identification of services that are unavailable to customers for use. For any operation periods after the first one, provide status at the beginning of the operational period.

Information Technology Department Major Incident Form**Page 2 (add additional sheets as necessary)****Complete for each operational period:****Operational Period Description****Operational Period (date and time) From:****To:****Incident Commander:****PIO:****Planning:****Incident Operations Team (Business and IT):****Incident Action Plan****Next shift IC:****Other staff?****Major objectives:****Event and Decision Record**

Use to document actions taken, decisions, and anything else of note during an incident.

Time	Action and notes

[illegible]

**** Copy and paste pages 2 and on at the beginning of each operational period ****



IT Major Incident Communications Form

Use during a Major Incident. Refer to the IT Major Incident Policy.
This form may be modified by the IC or PIO to suit the actual incident

NEW update for Approval in January 2019

Incident Name:

PIO:

Operational Period From:

To:

All widespread communications, such as "All" emails or press releases must be approved by the Incident Commander.

The communication plan may vary for each specific incident, but the following constituent groups should be considered. Check all that are appropriate to this incident:

Use for this incident?	Tools	Frequency	Stakeholders
Y			City Executive Staff (City Manager, Deputy City Manager, Assistant City Manager)
			IT Management
			The City PIO (For any incident that affects the public or most city staff).
			OEM
			Directors
			Affected city staff, including other IT staff
			Service Desk
			Boards and Commissions
			City Council
			The public via social media and/or the webpage
			Affected vendors
			Media
			Other local jurisdictions
			NORCOM
			Other:

Communication Tools:

E	ALL E	T	P	CR	PR	SM	W	O
Email	"All" email ¹	Text	Phone	Code Red	Press Release	Social Media	Website	Other (specify)

¹ All Email notifies the press, City Council, Boards and Commissions, Volunteers, and all city staff with email addresses.

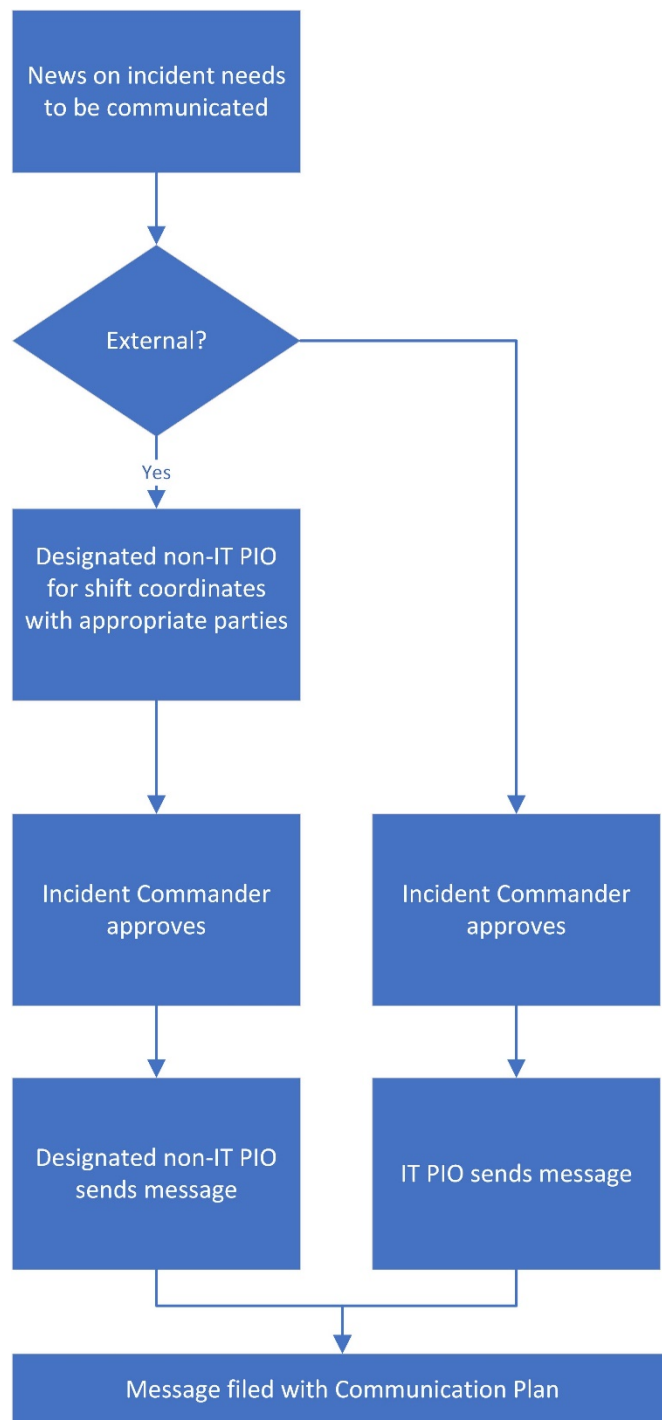
IT Major Incident Communications Form

All formal communications must be approved in email or other writing if possible. Note who approved and when.

All formal incident communications should be saved and attached to the final after-action report.

Time	Communication notes

IT Major Incident Communications Form





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: June Carlson, Transportation Strategic Advisor
Joel Pfundt, Transportation Division Manager
Kathy Brown, Public Works Director

Date: December 13, 2018

Subject: REGIONAL TRANSPORTATION UPDATE

RECOMMENDATION:

City Council reviews and provides feedback on goals and objectives for alternatives connecting the I-405/N.E. 85th Street Interchange and Inline Bus Rapid Transit Station to 6th Street. This item was originally scheduled as part of the December 11th Council study session that was to focus on regional transportation issues. Since less time is allotted in the January 3 council meeting, the other regional issues are just briefly summarized. Updates on each of these topics will be provided to the Council at subsequent meetings.

BACKGROUND AND DISCUSSION:

Summary Status of Regional Projects:

1. **I-405 Bus Rapid Transit (BRT)**—The Sound Transit team is in the process of establishing station area designs to be applied consistently throughout the corridor. Additionally, the team is assessing land use connections to each of the stations and looking at BRT-to-BRT and BRT-to-light-rail connections.
2. **I-405/N.E. 132nd Street Interchange**—Recently, the Washington State Department of Transportation conducted an access hearing. The project team now is refining design details and commencing right-of-way acquisitions. The project is to be delivered using the design/bid contracting method, and construction is scheduled to start in 2021 and be open to traffic in 2023.
3. **I-405/N.E. 85th Street Interchange and Inline Station**—The project team recently conducted a Cost Evaluation & Validation Process (CEVP) and currently is refining cost estimates and gaining approval to advance engineering design. This project will be delivered using the design/build contracting method, and construction will begin in 2021 and is scheduled to be open to traffic in 2024.
4. **N.E. 85th Street Connector**—The issue of connecting to 6th Street is discussed below.

The Sound Transit 3 (ST3) program included a representative project for bus-only lanes and sidewalks on N.E. 85th Street between the I-405 Interchange and Inline Station and 6th Street. This representative project was included because there is recognition among the partners of the importance of connecting the new station with the growing mixed-use center that continues to build in downtown Kirkland, as well as connecting to growth along the 6th Street Corridor.

An early assessment of the idea of bus-only lanes is concluding that they may not be the most effective solution to connect the inline BRT station to downtown Kirkland because of the relatively low improvement they provide to transit speed and reliability in comparison with the cost of adding width to N.E. 85th Street to accommodate them. Sound Transit is collaborating with the City to identify alternatives and to evaluate their merit.

The City, Sound Transit, and the Washington State Department of Transportation (WSDOT) are working together to identify goals and objectives that can be used to evaluate how best to provide a connection between the inline BRT station and downtown Kirkland. Preliminary goals and objectives have been drafted based on Kirkland's numerous plans, including the Downtown Plan, the Transportation Master Plan, the Cross Kirkland Corridor Master Plan, the draft Kirkland Transit Implementation Plan, and the Kirkland Urban Site Plan, together with King County's Metro Connects, ST3 System Plan, and WSDOT's I-405 Master Plan.

The preliminary goals and objectives identified by staff include:

- BRT Transit Connectivity
 - Provide frequent and reliable motorized connections between transit service at the I-405/N.E. 85th Street Inline BRT Station and the Kirkland Transit Center, Kirkland Urban, the 6th Street Corridor, the N.E. 85th Street Corridor east of I-405, and downtown Redmond;
 - Maintain and enhance ability to connect to Cross Kirkland Corridor; and
 - Facilitate connectivity by creating a seamless transfer between I-405 BRT and transit on the N.E. 85th Street Corridor.
- Non-Motorized Mobility/Connectivity
 - Provide non-motorized connectivity between the I-405/N.E. 85th Street Inline BRT Station, the N.E. 85th Street Corridor, the Cross Kirkland Corridor, 6th Street, and neighborhoods/business centers surrounding the BRT Station;
 - Minimize pedestrian travel time; and
 - Consider grades/gaps when planning for non-motorized facilities.
- Safety/Comfort
 - Create a safe, comfortable experience/environment for pedestrians and bicyclists of all ages and abilities (art, experience, placemaking).
- Kirkland Vision
 - Be consistent with existing adopted land use plans and facilitate future growth opportunities;
 - Design connectivity to the station in conjunction with Kirkland's Transit Area Planning effort, which will set forth zoning and land use policies to enhance connectivity from nearby development to the BRT station;
 - Leverage/create partnership opportunities with local businesses/services; and
 - Provide for flexibility and creativity through design options.
- Compatibility with Master Plans
 - Do not preclude alternatives included in various adopted plans and minimize added future cost;
 - Optimize bicycle/pedestrian connections to businesses & educational institutions along Cross Kirkland Corridor, consistent with the CKC Master Plan; and
 - Build toward the Master Plans.

- Customer Experience and Environment
 - Create a comfortable waiting environment for transit;
 - Create something distinctive and creative that is transformative for the corridor;
 - Create a connection that is a place unto itself; one that is creative, inspiring and fun, and encourages tourism and economic development; and
 - Improve the appearance of the area so that it becomes a gateway for the City.
- Vehicular Traffic Operations/Interchange Performance
 - Maintain or improve general propose operations in the vicinity of the project.
- Cost
 - Maximize project benefits within budget;
 - Pursue other funding opportunities if needed; and
 - Meet schedule and minimize construction duration.
- Construction Mitigation
 - Any interchange project component can be constructed with minimal traffic impacts on I-405 and on N.E. 85th Street, within the schedule and budget identified in ST3.
- Maintenance and Operations
 - Identify short and long-term costs and responsibilities for maintenance and operations.

NEXT STEPS:

The City, Sound Transit, and WSDOT, are collaborating to identify and analyze alternatives. The work will continue into early 2019 and includes:

- Establishing connector goals & objectives;
- Identifying alternatives; and
- Evaluating alternatives based on how well the goals and objectives are met.



KIRKLAND CITY COUNCIL SPECIAL MEETING MINUTES
December 11, 2018

1. CALL TO ORDER

- a. Mayor Walen called the special study session to order at 6 p.m. and the special/regular meeting to order at 7:30 p.m.

2. ROLL CALL

ROLL CALL:

Members Present: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Members Absent: None.

3. STUDY SESSION

- a. North Eastside Mobility Project Update

Joining Councilmembers for this discussion were City Manager Kurt Triplett, Deputy City Manager Tracey Dunlap, Director of Public Works Kathy Brown, and Transportation Division Manager Joel Pfundt.

- b. Regional Transportation Update

Joining Councilmembers for this discussion were City Manager Kurt Triplett, Deputy City Manager Tracey Dunlap, Director of Public Works Kathy Brown, and Transportation Division Manager Joel Pfundt.

4. EXECUTIVE SESSION

- a. To Review the Performance of a Public Employee

Mayor Walen announced that the Council would enter into executive session to review the performance of a public employee and would return to the meeting at 7:30 p.m., which they did. Also attending was City Attorney Kevin Raymond.

5. HONORS AND PROCLAMATIONS

- a. Community Hero Award

Deputy Fire Chief Dave Van Valkenburg, together with Mayor Walen and Councilmember Sweet on behalf of the City Council, presented the award to Mr. Joshua Reiss for his actions in saving the life of a fellow community member.

6. COMMUNICATIONS

- a. Announcements

b. Items from the Audience

Jessica Clawson
Don Wells
Rodney Rutherford
Don Marcy
David Greschler
Samantha St. John
David Schwartz
Lynn Erckmann
Martin Morgan
Jackie Beck

c. Petitions

7. SPECIAL PRESENTATIONS

a. Implicit Bias Training Update

Human Resources Director Chris Thomas provided the City Council with an overview of potential implicit bias training options.

8. CONSENT CALENDAR

a. Approval of Minutes

(1) November 20, 2018

(2) November 27, 2018

The minutes of the November 20, 2018 regular meeting and November 27, 2018 special meeting were approved via approval of the consent calendar.

b. Audit of Accounts

Payroll \$3,541,258.06
Bills \$4,049,043.61
run #181121 checks #702358 - 702471
run #181129 checks #702472 - 702520
run #181205 checks #702523 - 702630

c. General Correspondence

d. Claims

e. Award of Bids

(1) 124th Avenue N.E. Sidewalk Improvements Project

The City Council awarded the construction contract for the 124th Avenue NE Sidewalk Improvements Project to Allied Construction Associates, Inc. of Everett, Washington in the amount of \$1,443,824.00 via approval of the Consent Calendar.

(2) City Hall Landscape Renovation - Reject Bid

The City Council rejected the bid for the Landscape Renovation project and authorized staff to seek alternate methods of securing a qualified contractor to complete the work via approval of the Consent Calendar.

f. Acceptance of Public Improvements and Establishing Lien Period

(1) 2017 Water System Improvements

The City Council accepted the work for two of three schedules of the 2017 Water System Improvement Project (Project), as performed by Oceanside Construction Company, Bellingham, Washington, thereby establishing the statutory lien period for WAC 15400 and WAC 16100; approved the use of some of the net Project surplus to pay for a \$3,419 overage from the first two schedules; authorized staff to re-advertise for contractor bids for a revised scope for the third schedule of the original Project; and acknowledged that with the adoption of the 2019-2024 Capital Improvement Plan, the remaining \$605,921 in surplus from the project would be combined with additional CIP funds in 2019, as needed, to complete the third schedule, via approval of the consent calendar.

g. Approval of Agreements

h. Other Items of Business

(1) Civil Service Commission Appointment

The City Council confirmed the City Manager's reappointment of Terry Coonan to a six-year term on the Commission, effective January 1, 2019 and ending on December 31, 2024, via approval of the consent calendar.

(2) Kirkland Heritage Society Funding Request

The City Council approved funding of \$5,100 from the 2018 Council Special Projects Reserve for the Kirkland Heritage Society, to reimburse \$1,100 in project costs and to provide \$2,000 per year in 2019-2020 toward operations, subject to entering into a contract for services with the City, via approval of the consent calendar.

(3) Surplus of Equipment Rental Vehicles/Equipment

Fleet #	Year	Make & Model	License	Hours
TL-06A	1998	Atlas Copco Air Compressor	26102D	864

TL-15A	2002	Ingersoll Rand Air Compressor	36141D	619
TL-17A	2004	Atlas Copco Air Compressor	38315D	1085

(4) Procurement Report

The City Council acknowledged the report via approval of the consent calendar.

Motion to Approve the Consent Calendar.

Moved by Councilmember Tom Neir, seconded by Councilmember Penny Sweet

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

9. PUBLIC HEARINGS

None.

10. UNFINISHED BUSINESS

Deputy City Manager Tracey Dunlap provided an update on technical difficulties being experienced with the Council's chamber A/V equipment during the current meeting.

a. Ordinance O-4673 and its Summary, Amending the Biennial Budget for 2017-2018

Director of Finance and Administration Michael Olson provided an overview of the budget ordinances and resolutions presented for Council's consideration.

Motion to Approve Ordinance O-4673 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND AMENDING THE BIENNIAL BUDGET FOR 2017-2018."

Moved by Councilmember Jon Pascal, seconded by Councilmember Penny Sweet

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

b. 2019-2020 Budget Adoption

(1) Ordinance O-4674 and its Summary, Adopting the Biennial Budget for 2019-2020

Motion to Approve Ordinance O-4674 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND ADOPTING THE BIENNIAL BUDGET FOR 2019-2020."

Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Tom Neir

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

(2) Resolution R-5349, Adopting the Fiscal Policies for the City of Kirkland

Motion to Approve Resolution R-5349, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE FISCAL POLICIES FOR THE CITY OF KIRKLAND."

Moved by Councilmember Penny Sweet, seconded by Councilmember Tom Neir

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

c. Resolution R-5346, Adopting the 2019-2024 Six-Year Capital Improvement Program for the City Of Kirkland

Motion to Approve Resolution R-5346, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE 2019-2024 SIX-YEAR CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF KIRKLAND."

Moved by Councilmember Jon Pascal, seconded by Councilmember Tom Neir

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Refer discussion of the debt financing options for the 100th Avenue Corridor Improvements and Juanita Drive Corridor Improvements projects to the Public Works, Parks and Human Services Committee.

Moved by Councilmember Jon Pascal, seconded by Councilmember Toby Nixon

Vote: Motion carried 4-3

Yes: Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, and Councilmember Jon Pascal.

No: Deputy Mayor Jay Arnold, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Refer discussion of the debt financing options for the 100th Avenue Corridor Improvements and Juanita Drive Corridor Improvements projects to the Finance Committee, subsequent to the discussion by the Public Works, Parks and Human Services Committee.

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

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

- d. Resolution R-5347, Establishing a Fiscal Policy for the Department of Parks and Community Services Utilizing Tax Revenues Supplemented by Fees, Charges and Other Identified Sources to Help Recover Costs in Support of a Sustainable System that Meets Community Parks and Recreation Needs

Parks and Community Services Director Lynn Zwaagstra presented an overview of the changes made since the last draft of the fiscal policies were presented to the council.

Motion to Approve Resolution R-5347, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ESTABLISHING A FISCAL POLICY FOR THE DEPARTMENT OF PARKS AND COMMUNITY SERVICES UTILIZING TAX REVENUES SUPPLEMENTED BY FEES, CHARGES AND OTHER IDENTIFIED SOURCES TO HERLP RECOVER COSTS IN SUPPORT OF A SUSTAINABLE SYSTEM THAT EETS COMMUNITY PARKS AND RECREATION NEEDS" as amended.

Moved by Councilmember Tom Neir, seconded by Deputy Mayor Jay Arnold
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Amend Resolution R-5347, by changing the language in Section 1, Subsection "x" to read as follows: "The Department shall utilize key user groups and the City's Park Board to educate and engage the community in developing proposals and obtain feedback on fees, and partnerships, and to discuss general policy implementation."

Moved by Councilmember Jon Pascal, seconded by Councilmember Toby Nixon
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

- e. 2018 Comprehensive Plan Updates

Senior Planners Joan Lieberman-Brill and Janice Coogan presented an overview of the proposed ordinances adopting the Rose Hill and Bridle Trails Neighborhood Plans and responded to questions from the Council.

- (1) Ordinance O-4669 and its Summary, Relating to Comprehensive Planning and Land Use And Amending the Comprehensive Plan Ordinance 3481, as Amended, to Replace Existing Chapter XV.C Bridle Trails Neighborhood Plan with a New Bridle Trails Neighborhood Plan, File No. CAM18-00082

Motion to Approve Ordinance O-4669 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING AND LAND USE AND AMENDING THE COMPREHENSIVE PLAN ORDINANCE 3481, AS AMENDED, TO REPLACE EXISTING CHAPTER XV.C BRIDLE TRAILS NEIGHBORHOOD PLAN WITH A NEW BRIDLE TRAILS NEIGHBORHOOD PLAN, FILE NO. CAM18-00082" as amended.

Moved by Councilmember Tom Neir, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 6-1

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

No: Councilmember Jon Pascal.

Motion to Amend Ordinance O-4669 and its Summary, Exhibit A, by making text amendments in Section 4, Land Use, Commercial, Policy BT 7, third paragraph to read as follows: *"In addition to the above standards, allow mixed use development up to five stories after the City Council has approved development standards, design guidelines, and a design program encompassing all properties within the neighborhood center. These development and design guidelines should address program requirements for such items as a minimum acreage threshold beyond which a grocery store and master sign plan would be required, pedestrian connections, vehicular access, types and organization of uses within the subject property and along adjacent streets, building and massing forms, public amenities and the additional criteria/performance standards listed below:"* and in the third and fifth bullet points below it, each to read: *"Green building standards and sustainable site standards are included in development."* and *"Pedestrian oriented design elements are incorporated into the development such as plazas to create public gathering spaces with public art, water features, and landscaping."* and removing the tenth bullet point.

Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-1

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

No: Councilmember Jon Pascal.

Motion to Amend the previous amendment to Ordinance O-4669 by adding, in the amendment's referenced third paragraph, after the words 'building and massing forms' the words 'childrens recreation space,'.

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Enter into executive session to consult with legal counsel.

Moved by Councilmember Toby Nixon, seconded by Councilmember Dave Asher

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Mayor Walen announced that the Council would enter into executive session to consult with legal counsel and would return to the special meeting after thirty minutes. Also attending the executive session were City Manager Kurt Triplett, Deputy City Managers Marilynne Beard and Tracey Dunlap, City Attorney Kevin Raymond, Senior Assistant City Attorney Stephanie Croll, Planning and Building Director Adam Weinstein, and Senior Planners Janice Coogan and Joan Lieberman-Brill. Following the executive session and a short break, Council returned to the special meeting and completed the vote to approve Ordinance O-4669.

- (2) Ordinance O-4670 and its Summary, Relating to Comprehensive Planning and Land Use and Amending the Comprehensive Plan Ordinance 3481, as Amended, to Replace Chapters XV.F North Rose Hill Neighborhood Plan, XV.G NE 85th Subarea Plan, and XV.H South Rose Hill Neighborhood Plan with a New Rose Hill Neighborhood Plan and Land Use Map, and the City of Kirkland Zoning Map, Ordinance 3710 as Amended, to Ensure the Zoning Map Conforms to the Comprehensive Plan and the City Complies with the Growth Management Act, File No. CAM18-00082

Motion to Approve Ordinance O-4670 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING AND LAND USE AND AMENDING THE COMPREHENSIVE PLAN ORDINANCE 3481, AS AMENDED, TO REPLACE CHAPTERS XV.F NORTH ROSE HILL NEIGHBORHOOD PLAN, XV.G NE 85TH SUBAREA PLAN, AND XV.H SOUTH ROSE HILL NEIGHBORHOOD PLAN WITH A NEW ROSE HILL NEIGHBORHOOD PLAN AND LAND USE MAP, AND THE CITY OF KIRKLAND ZONING MAP, ORDINANCE 3710 AS AMENDED, TO ENSURE THE ZONING MAP CONFORMS TO THE COMPREHENSIVE PLAN AND THE CITY COMPLIES WITH THE GROWTH MANAGEMENT ACT, FILE NO. CAM18-00082."

Moved by Councilmember Penny Sweet, seconded by Councilmember Jon Pascal

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

- (3) Ordinance O-4672 and its Summary, Relating to Comprehensive Planning and Land Use and Amending the Comprehensive Plan Ordinance 3481, as Amended, and the City of Kirkland Zoning Map, Ordinance 3710 as Amended, to Ensure the Zoning Map Conforms to the Comprehensive Plan and the City Complies with The Growth Management Act, File No. CAM18-00363

Motion to Approve Ordinance O-4672 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING AND LAND USE AND AMENDING THE COMPREHENSIVE PLAN ORDINANCE 3481, AS AMENDED, AND THE CITY OF KIRKLAND ZONING MAP, ORDINANCE 3710 AS AMENDED, TO ENSURE THE ZONING MAP CONFORMS TO THE COMPREHENSIVE PLAN AND THE CITY COMPLIES WITH THE GROWTH MANAGEMENT ACT, FILE NO. CAM18-00363."

Moved by Councilmember Jon Pascal, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

- f. Resolution R-5348, Approving Amendments to Sections 3.05, 3.11 and 5.01 of the Kirkland City Council Policies and Procedures

City Attorney Kevin Raymond provided an overview of the proposed changes to the City Council Policies and Procedures.

Motion to Approve Resolution R-5348, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING AMENDMENTS TO SECTIONS 3.05, 3.11 AND 5.01 OF THE KIRKLAND CITY COUNCIL POLICIES AND PROCEDURES RELATED TO ORDER OF BUSINESS, BUSINESS, AND PROPOSED AMENDMENTS TO ORDINANCES AND RESOLUTIONS."

Moved by Councilmember Penny Sweet, seconded by Deputy Mayor Jay Arnold

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Amend Resolution R-5348, by further amending Section 3.05, Order of Business, to create a new subsection (7) entitled "Special Presentations" and a new subsection (8) entitled "Public Hearings."

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon

Motion to Table the Motion to Amend Resolution R-5348, by further amending Section 3.05, Order of Business, to create a new subsection (7) entitled "Special Presentations" and a new subsection (8) entitled "Public Hearings."

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Amend the previous Amendment to Resolution R-5348, to retain new and old business as separate items.

Moved by Councilmember Tom Neir, seconded by Councilmember Penny Sweet

Vote: Motion failed 1 - 6

Yes: Councilmember Tom Neir.

No: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

11. NEW BUSINESS

- a. Ordinance O-4671 and its Summary, Relating to Comprehensive Planning, Zoning and Land Use Regarding Changes for the Totem Lake Business District and Amending the Comprehensive Plan Ordinance 3481, as Amended, Chapters 55, 92, 110 and 180 of the Kirkland Zoning Code (Ordinance 3719 as Amended) File No. CAM18-00196

Senior Planner Dorian Collins provided an overview of the proposed amendments.

Motion to Approve Ordinance O-4671 and its Summary, entitled " AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING, ZONING AND LAND USE REGARDING CHANGES FOR THE TOTEM LAKE BUSINESS DISTRICT AND AMENDING THE COMPREHENSIVE PLAN ORDINANCE 3481, AS AMENDED, CHAPTERS 55, 92, 110 AND 180 OF THE KIRKLAND ZONING CODE (ORDINANCE 3719 AS AMENDED) FILE NO. CAM18-00196."

Moved by Councilmember Jon Pascal, seconded by Deputy Mayor Jay Arnold
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Dave Asher, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Amend Ordinance O-4671 and its Summary, by eliminating the language in attachment B, Use Zone Chart, Section 55.87 subsection .110 that adds the Residential Suites use and related development standards to the TL 10D zone.

Moved by Councilmember Jon Pascal, seconded by Councilmember Toby Nixon
Vote: Motion failed 2 - 5

Yes: Councilmember Dave Asher, and Councilmember Jon Pascal.

No: Deputy Mayor Jay Arnold, Councilmember Tom Neir, Councilmember Toby Nixon, Councilmember Penny Sweet, and Mayor Amy Walen.

Motion to Amend the previous amendment to eliminate Residential Suites in TL 10C zone until frequent transit is available on NE 116th Street.

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon
Vote: Motion failed 2 - 5

Yes: Councilmember Dave Asher, and Councilmember Tom Neir.

No: Deputy Mayor Jay Arnold, Councilmember Toby Nixon, Councilmember Jon Pascal, Councilmember Penny Sweet, and Mayor Amy Walen.

12. REPORTS

- a. City Council Regional and Committee Reports

Councilmembers shared information regarding the recent Town Hall meeting regarding the incident at the Menchie's yogurt franchise; the Kirkland Winterfest events; and upcoming Sound Cities Association Public Issues Committee meeting; and upcoming Greater Kirkland Chamber of Commerce Annual Award Luncheon; the graduation celebration from the Washington State Fire Training Academy; the upcoming Nourishing Networks Food box collection; adding the Mountlake Transit Queue Bypass issue to the upcoming legislative agenda; a Cascade Water Alliance meeting; a King County Regional Water Quality Committee meeting; the Grand Menorah Lighting at Marina Park; the Sound Cities Association Annual meeting; the Greater Kirkland Chamber of Commerce Holiday Party; the City of Kirkland Community Conversation on the Bike Share Pilot program and Off-leash Dogs; the Google Lights event on the Cross Kirkland Corridor; a King County Emergency Management Advisory Committee meeting; a King County Regional Law Safety & Justice Committee meeting; a meeting with King County Natural Resources and Parks Director Christie True; an upcoming Lake Washington School District/City Coordination Committee meeting; requested that the staff prepare a draft letter in support of a proposed regional parks levy; an Eastside Rail Corridor Regional Advisory Council meeting; a Sound Transit I-405 BRT Elected Leadership Group meeting; and a Washington State Department of Transportation I-405/SR 167 Executive Advisory Group meeting.

b. City Manager Reports

City Manager Kurt Triplett informed the City Council of his appointment as the chair of the executive board for A Regional Coalition of Housing (ARCH)

(1) Calendar Update

Mayor Walen shared her intent to resign from the City Council as of the end of January, 2019, in order to focus on her newly elected role as Washington State House Representative for the 48th Legislative District. Council requested staff to provide an overview of the past appointment processes to select a replacement to the Council.

13. ITEMS FROM THE AUDIENCE

None.

14. ADJOURNMENT

The Kirkland City Council special meeting of December 11, 2018 was adjourned at 11:07 p.m.

Kathi Anderson, 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: December 13, 2018

Subject: CLAIM(S) FOR DAMAGES

RECOMMENDATION

It is recommended that the City Council acknowledge receipt of the following Claim(s) for Damages and refer 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) Helen Hald
10429 NE 113th PI
Kirkland, WA 98033

Amount: TBD

Nature of Claim: The claimant states that damage occurred inside and outside of residence due to water main rupture.

- (2) Robert McNeal
10437 NE 113th PI
Kirkland, WA 98033

Amount: TBD

Nature of Claim: The claimant states that damage occurred inside and outside of residence due to water main rupture.

- (3) Dehma Sun
6007 111th PI NE
Kirkland, WA 98033

Amount: \$4,816.53

Nature of Claim: The claimant states that damage occurred to sewer pipes resulting from City tree roots.

- (4) David Warnick
11915 NE 6th Place
Kirkland, WA 98034

Amount: \$2,893.69

Nature of Claim: The claimant states that damage occurred to personal fence sections and other property damage due to City staff removing trees near property lines.

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

Date: December 13, 2018

Subject: PLEASANT BAY APARTMENTS STORM LINE REPLACEMENT PROJECT
 (SDC 09300)—AWARD CONTRACT

RECOMMENDATION:

City Council approves the award of a construction contract in the amount of \$350,251.00 to Pacific Sitework of Clinton, Washington, for the Pleasant Bay Apartments Storm Line Replacement Project (Project).

By taking action on this item under the Consent Calendar, City Council is awarding a construction contract for the subject project.

BACKGROUND DISCUSSION:

The Pleasant Bay Apartments property was flooded by a surcharging storm pipe in October, 2015, and City crews have been monitoring and maintaining the storm pipe regularly since that time. The Project scope is to increase the size of the storm drain pipe from a 12-inch diameter concrete pipe to 18-inch diameter PVC and ductile iron pipes. The Project replaces approximately 750 linear feet of pipe, requiring the acquisition of easements and environmental permits, all of which have been obtained. The location of the Project is shown on the Vicinity Map (see Attachment A).

The engineer's estimate for construction was \$470,000. On November 20, 2018, fifteen bids were received, as shown in Table 1:

Table 1 – Bid Results

Contractor	Total
Pacific Sitework	\$ 350,251.00
RCNW	\$ 381,070.25
Kamins Construction	\$ 404,258.53
RRJ Company	\$ 407,154.33
Red Tail	\$ 430,306.14
NPM Construction	\$ 449,313.70
Welwest Construction	\$ 449,570.00
Pro Grade Enterprise	\$ 442,717.00
KC Equipment	\$ 451,220.00
Rodarte Construction	\$ 452,243.00

<i>Engineers Estimate</i>	<i>\$470,981.50</i>
CR Construction	\$ 484,499.90
High Mark Enterprises	\$ 503,410.11
Laser Underground	\$ 586,113.00
Shoreline Construction	\$ 607,557.50
A1 Landscaping	\$ 650,892.00

The average for all bids received was \$501,437.20, with ten bids lower than the engineer's estimate. This was a very competitive and favorable bid process.

The low bid from Pacific Sitework is 26% below the engineer's estimate. There were no bid disqualification factors found in staff's review, and references concluded that the contractor comes with good evaluations for the physical work performed. Staff met with the proposed contractor after the bid opening to review his bid and the Project's details. Staff is recommending to award this contract, which is expected to have a construction duration of 30 working days, but also is recommending to establish a contingency larger than the normal 10% of construction. Pacific Sitework is a relatively young company. The larger contingency (24%) that staff is requesting—which is the difference between budgeted total funding less all other anticipated expenses—is to be financially prepared for the potential of additional inspection, internal project management, traffic control on Lake Washington Boulevard (the site's only ingress/egress), and responding to seasonal weather conditions. All excess Project funds, if any, will be returned to the funding source at Project close-out, which is anticipated in summer, 2019.

Funding

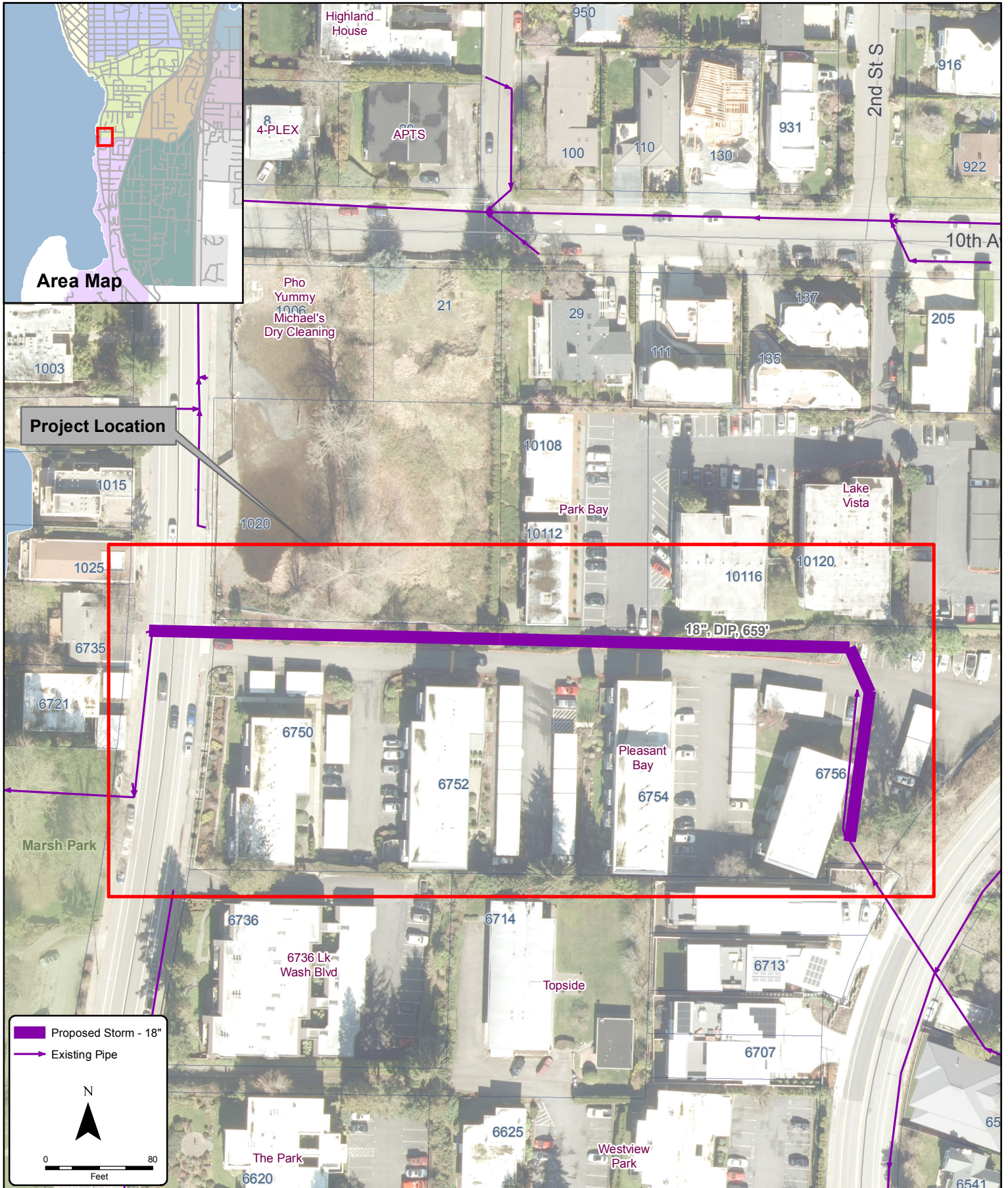
At the December 11, 2018, the Council adopted the 2019-2024 CIP unanimously, which included a total budget for this Project of \$677,000.

Table 2 –Funding vs. Expenses

Anticipated Expenses	Funding Amount
Design/Inspection/ Staff/Permitting	\$ 232,330
Right-of-Way / Easement	\$ 10,000
Construction	\$ 350,251
Contingency	\$ 84,419
TOTAL	\$ 677,000
Funding	
2019-2024 CIP Adopted 12/11/18	\$ 677,000
BALANCE	\$ 0

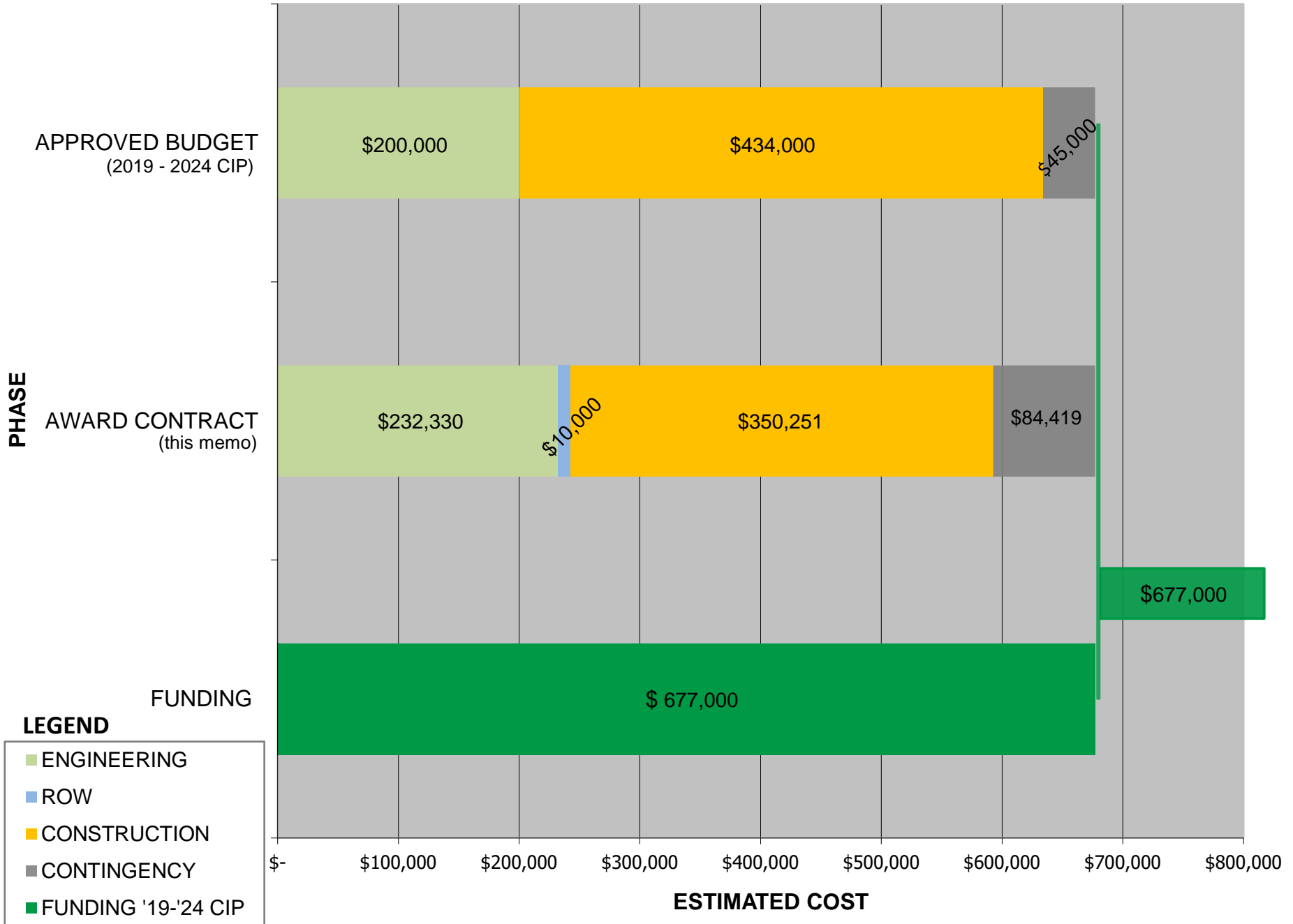
If the Council awards this contract on January 2, 2019, staff will begin the pre-construction public outreach process by notifying adjacent property owners by sending an informational mailer describing the Project. This information, together with a regularly-updated construction schedule and information, will be posted on the [City's website](#). Also, door hangers describing the work will be distributed to all adjacent homes and businesses at least 24 hours prior to the start of construction.

Attachment A: Vicinity Map
Attachment B: Project Budget Report



**PLEASANT BAY APARTMENT LINE REPLACEMENT PROJECT
(SDC - 09300)
PROJECT BUDGET REPORT**

Attachment B





CITY OF KIRKLAND

123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Anneke Davis, P.E., Senior Capital Projects Coordinator
Dave Snider, P.E., Capital Projects Manager
John Starbard, Deputy Director
Kathy Brown, Public Works Director

Date: December 13, 2018

Subject: DETOX CELLS CONVERSION (GGC 0013 201)—AWARD CONTRACT

RECOMMENDATION:

City Council to:

- Award a construction contract for the Detox Cells Conversion Project (Project) to the lowest responsible bidder, Rainproof Contracting, LLC, of Woodinville, Washington, in the amount of \$268,400; and
- Authorize the use of remaining funds from the Public Safety Building project (GGC013400) in the amount of \$25,000, and also funds from Police operational savings in the amount of \$80,000, for a total of \$105,000 needed to complete the Project.

By taking action on this memo during approval of the consent calendar, City Council is authorizing the award of a construction contract for the Project and authorizing a budget adjustment.

BACKGROUND DISCUSSION:

The Detox Cells Conversion Project is intended to convert two under-used cells in the Kirkland jail. For each of the cells, the Project will add the plumbing and masonry required for a toilet, sink, and shower, and will provide four bunks. The Project also will provide the electrical and related connections necessary to make the new cells consistent with the other cells. Each of the two converted cells has capacity for four inmates and will serve to improve the use of existing space by adding capacity for work release, classification, and female inmates.

With an architect's estimate of \$225,000 for construction, the Project was advertised through the small works roster on November 2, 2018; bids were opened on November 29. A total of six

bids were received, with Rainproof Contracting, LLC, being the lowest responsive bidder (see Table 1):

Table 1: Bid Summary

CONTRACTOR	TOTAL BID
<i>Architect's Estimate</i>	<i>\$225,000</i>
Rainproof Contracting, LLC	\$244,000
Grenlar Construction	\$265,000
SNW Construction, LLC	\$300,000
RHD Enterprises	\$431,000
Mike Werlech Construction, Inc.	\$529,800
Moon Construction Company	\$530,600

With an award of a construction contract for \$268,400.00 (\$244,000.00 plus sales tax), Project projected soft costs of \$49,350.00, planned not-in-contract items totaling \$10,000, and a construction contingency of \$26,840.00 (10%), the total anticipated Project cost is \$354,590.

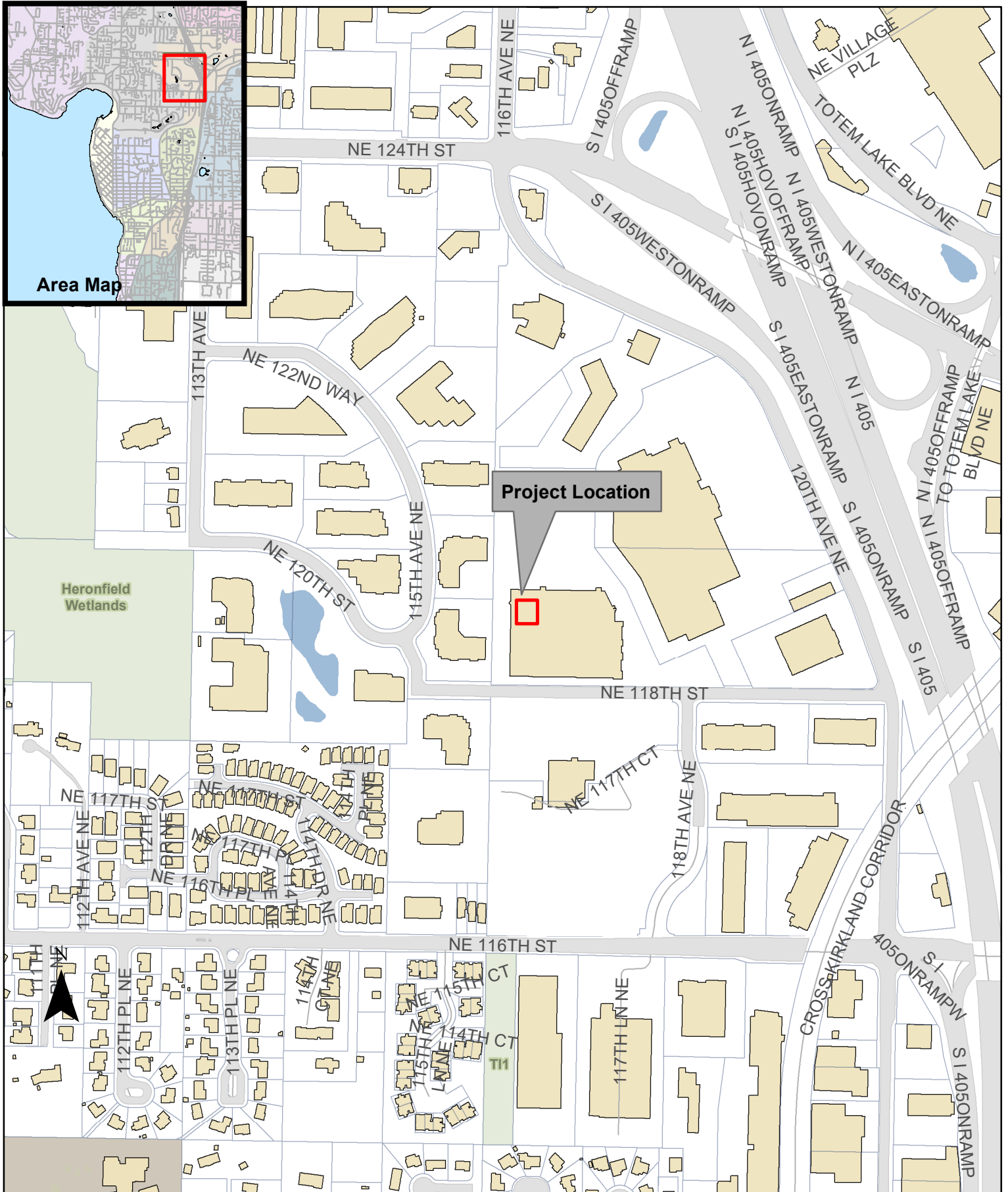
Separate from direct Project costs, the Kirkland Police Department will relocate inmates to the SCORE Regional Jail in Des Moines, Washington, for a period of five (5) days during the initial demolition phase of the project, for inmate safety and construction efficiency. The cost to do this is expected to be roughly \$12,000 based on a cost of \$120/day per inmate with an average of 20 inmates in custody. This cost will be covered by year-end Police operational savings.

Funding

The Project has \$250,000 of funding, initially approved in 2017, and adopted in the 2019-2024 CIP. With Council authorization for use of remaining funds from the Public Safety Building project (GGC013400) in the amount of \$25,000 and funds from Police operational savings in the amount of \$80,000, the total funding for the Project will be \$355,000.

With an award of the contract by the City Council at the January 2, 2019, meeting, procurement for long lead items is expected to start in February and construction is anticipated to start in March, 2019.

Attachment A: Vicinity Map



**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: Mary Gardocki, Parks Planning and Development Manager
Jason Filan, Parks Operations Manager
Lynn Zwaagstra, Parks and Community Services Director

Date: December 17, 2018

Subject: 2019 PARK PLAY AREA ENHANCEMENTS PROJECT (PKC 066)
AWARD CONTRACT

RECOMMENDATION:

That the City Council award three (3) labor and materials contracts for park playground upgrades at three neighborhood parks: Tot Lot, Terrace and Highlands. The contracted amount was derived from the King County Directors Association (KCDA) Purchasing Cooperative's invitation to bid process. The City of Kirkland is a KCDA member agency and is authorized under RCW 39.34.030 to participate in cooperative purchasing actions.

By taking action on this memo during approval of the consent calendar at January 2, 2019 meeting, City Council is awarding the construction contracts for the project.

BACKGROUND DISCUSSION:

Each year, funds are dedicated to PKC 066 for park play area enhancements. These funds are used to repair and replace aging play infrastructure and equipment, which includes playgrounds, sports courts and other play amenities. For playgrounds, sites are determined based on a revolving replacement schedule. The replacement schedule prioritizes projects primarily based on age and condition of the equipment. Safety is the most important component. Another consideration is changes to federal or state safety standards that necessitate an improvement or replacement. The three playgrounds identified in this project are currently the oldest in the park system and are identified as the top three needing to be replaced.

BUDGET

The funds for these replacements was appropriated during the 2017-2018 CIP (\$147,329.68) as well as 2019 CIP budget (\$38,136.62.) The total contract costs fall within CIP projected budget amounts and no additional funds are necessary.

Below is the cost breakdown for each site:

Tot Lot Park: \$43,121.87
Terrace Park: \$47,528.69
Highlands Park: \$94,815.74

The footprints of the play areas are similar to the current areas in terms of size and capacity. Enhancements to the equipment include added inclusivity, play feature diversity for the park system, and the integration of current safety standards. Play features are comprised of composite play structures for 2-5 and 5-12 years of age, independent play elements, net climbing assemblies, slides and swings.

The quotations include all labor and materials to upgrade the playgrounds. Signage will be placed at each site informing residents that playground upgrades are planned for early spring. Staff contact information will also be included on the signs.

City Council action is necessary at this time to preserve pricing and save the City \$8,000 - \$12,000 in escalation.

Attachment A – Park Location Map

Attachment B – Playground Equipment Renderings



Tot Lot - Playground Equipment Replacement



Legend

Address

- Other Address
- Current Address
- Current ADU
- ◆ Pending Address

- City Limits
- Grid
- QQ Grid
- Cross Kirkland Corridor
- Regional Rail Corridor
- Streets
- Parcels
- Place Names
- Buildings
- Schools
- Olympic Pipeline Corridor
- Water Body Area

City Area

- BA
- BE
- BO
- CH
- DU
- HP
- KM
- LF

1: 349



Notes

0.0 0 0.01 0.0Miles

NAD_1983_StatePlane_Washington_North_FIPS_4601_Feet

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Terrace Park - Playground Equipment Replacement



Legend

Address

- Other Address
- Current Address
- Current ADU
- ◆ Pending Address

- City Limits
- Grid
- QQ Grid
- Cross Kirkland Corridor
- Regional Rail Corridor
- Streets
- Parcels
- Place Names
- Buildings
- Lakes
- Schools
- Olympic Pipeline Corridor
- Water Body Area

City Area

- BA
- BE
- BO
- CH
- DU
- HP
- KM

1: 1,143



Notes

0.0 0 0.02 0.0Miles

NAD_1983_StatePlane_Washington_North_FIPS_4601_Feet

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Highlands Park - Playground Equipment Replacement



Legend

Address

- Other Address
- Current Address
- Current ADU
- ◆ Pending Address

- City Limits
- Grid
- QQ Grid
- Cross Kirkland Corridor
- Regional Rail Corridor
- Streets
- Parcels
- Place Names
- Buildings
- Schools
- Olympic Pipeline Corridor
- Water Body Area

City Area

- BA
- BE
- BO
- CH
- DU
- HP
- KM
- LF

1: 474



Notes

0.0 0 0.01 0.0Miles

NAD_1983_StatePlane_Washington_North_FIPS_4601_Feet

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Tot Lot Park

City of Kirkland, WA

Attachment B



Terrace Park

City of Kirkland, WA

Attachment B



NW110218-4A 12-17-18

Kirkland Highlands Park

City of Kirkland, WA

Attachment B





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, Senior Project Engineer
Dave Snider, P.E., Capital Projects Manager
Kathy Brown, Public Works Director

Date: December 13, 2018

Subject: 2018 STREET PRESERVATION PROGRAM (CONCRETE)--ACCEPT WORK

RECOMMENDATION:

City Council accepts the work on the 2018 Street Preservation Program, Phase I Curb Ramp & Concrete Repairs Project (Project), as completed by Kamins Construction, Inc., Bothell, Washington, thereby establishing the statutory lien period.

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

BACKGROUND DISCUSSION:

The Annual Street Preservation Program is accomplished through three separate construction contracts, each representing a different program phase and scope, to maximize work and minimize cost. The three phases are:

- The Phase I, Curb Ramp & Concrete Repairs Project—this work, detailed below, is complete and is the subject of this staff report;
- The Phase II, Asphalt Street Overlay Project—the work on this phase, which will be brought forward at a future City Council meeting, is substantially complete with the City having operational use of all the streets where work was performed; and
- Phase III, Slurry Seal Resurfacing Project—only a portion of the work of this phase was completed this past summer because the contractor's equipment broke down. The remaining scope of the project will be completed during the 2019 construction season.

The contractor for Phase II is wrapping up minor tasks to complete the project.

This phased approach allows the concrete work to happen earlier in the year followed by the subsequent phases later in the construction season. Each type of work—concrete, asphalt, and slurry—is a specialty. By dividing the work in this way it allows a contractor to bid on its

specialty, and it reduces the City's expense because it is not paying for added sub-contracting costs.

The Project included the installation of 61 new curb ramps built to the latest federal standards, as prescribed by the Americans with Disabilities Act. The Project also provided for the replacement of broken concrete curb and sidewalk panels along nine streets in four neighborhoods (see Vicinity Map, Attachment A).

At the May 15, 2018 City Council meeting, the contract for this Project was awarded to Kamins Construction, Inc., in the amount of \$858,394.35. Construction began on June 12, 2018 and all work was substantially complete on August 31, 2018. The total of all payments made to the contractor was only \$802,342.03, with the reduced amount attributable to bid item quantities being less than originally estimated.

The 2018 Street Preservation Program is the combination of several funding sources that at present total \$5,192,872. The two largest sources are the CIP and a share of the Proposition 1 Street Levy. Additionally, when water and sewer projects result in a need to overlay the street where such work was performed, we ask the Council to transfer the dollar amounts for the paving work from the water or sewer projects to the Street Preservation Program so that the City gains an economy of scale with its selected paving contractors. Finally, in April of this year the Council approved a \$50,972 carry-forward from the 2017 to the 2018 Street Preservation Program (see Table 1, "Funding Sources," below).

Table 1 – 2018 Street Preservation Program Budget

Funding Source:	Amount
Adopted CIP (2017-2022)	
General Fund	\$1,936,600
Proposition 1 Street Levy	\$2,698,300
Various water & sewer project fund transfers for street overlays (SS 67/WA 116, SS 70 and SS 79)	\$507,000
2017 Annual Program Carry-forward (City Council Approved 4/17/18)	\$50,972
Total	\$5,192,872
Encumbrances:	
Lake Front Ped. & Bike - NM 89 (City Council Approved 5/15/18 & 8/6/18)	(\$1,205,000)
6 th Street Intersections - TR65/TR115 (Council Approved 2/20/18)	(\$205,000)
6 th Street South Rehabilitation Design (City Council Approved 6/19/2018)	(\$280,000)
Total (CIP funding w/ Encumbrances)	\$3,502,872

Of the total amount available, \$1,690,000 is encumbered for paving work associated with three other active 2018 CIP projects (see Table 1, "Encumbrances," above). This leaves \$3,502,872 available for phases I through III of the 2018 Street Preservation Program.

In the table below, the only actual amount is for the acceptance of Phase I. The other dollar amounts, though estimates at this time, are quite close to being finalized pending completion of remaining tasks. Staff is reasonably confident that when all three phases are complete there will be a balance in excess of \$250,000. At a future meeting, when all actual dollar amounts are known, the Council could choose to carry-forward the 2018 balance to the 2019 Street Preservation Program.

Table 2 – 2018 Street Preservation Program Funding vs. Expenses

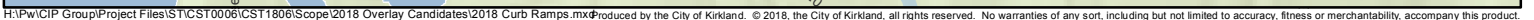
Phase	Funding Amount	Expense Amount
Phase I Curbs Ramps & Concrete Repairs	\$ 858,394	\$ 802,342 *
Phase II Street Overlay	\$ 1,696,199	\$ 1,535,000 **
Phase III Slurry Seal	\$ 304,304	\$ 304,304 **
Engineering, Admin, Inspection	\$ 628,670	\$ 600,000 **
Contingency/Balance	\$ 15,305	\$ 261,226 **
TOTAL	\$3,502,872	\$3,502,872

* Actual amount (acceptance of Phase I work)

** Estimated amount

Attachment A: Vicinity Map

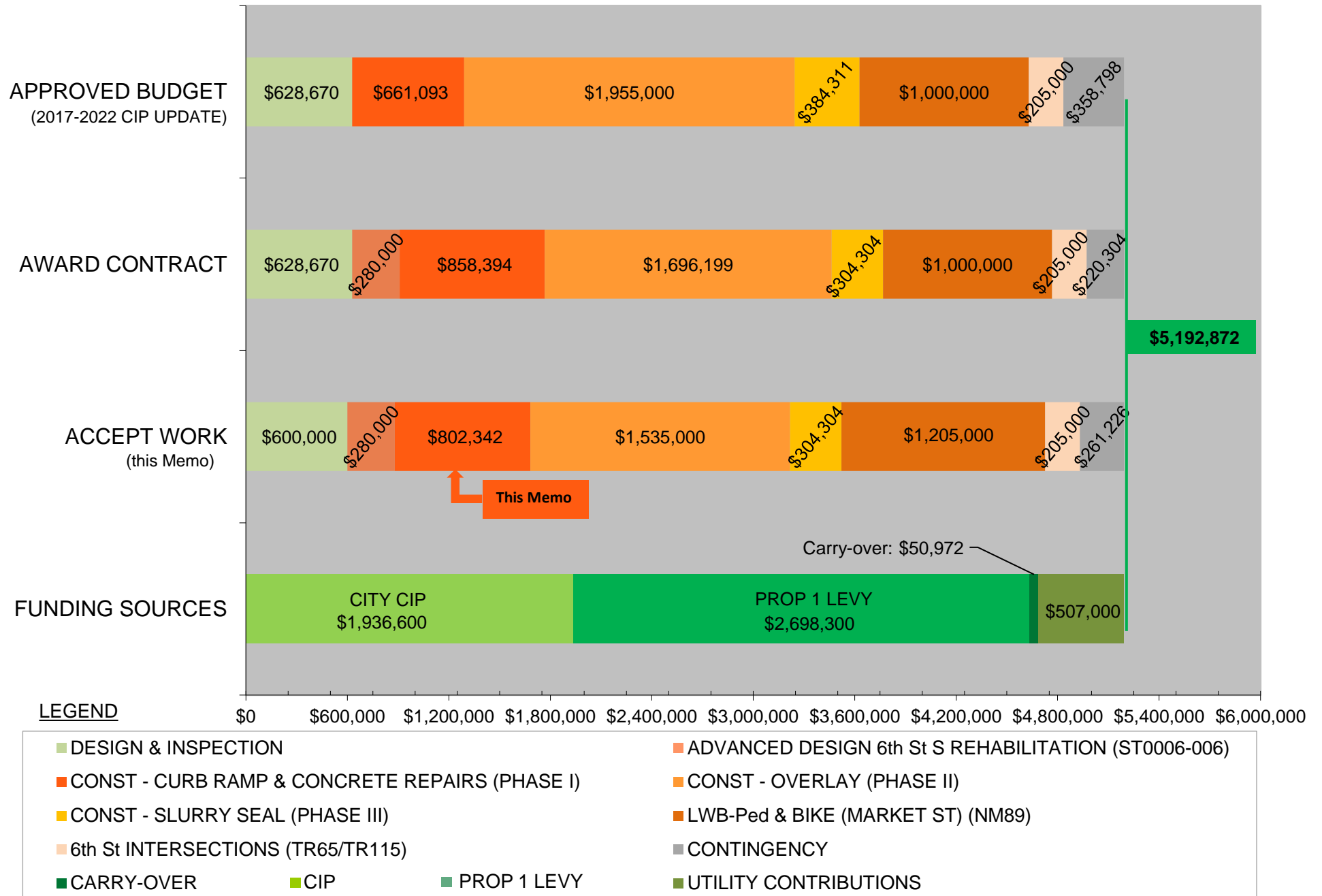
Attachment B: Project Budget Report



Project Budget Report

Attachment B

Annual Street Preservation - 2018 Phase I Curb Ramp & Concrete Repairs (ST-1806)





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
Tom Mikesell, Financial Planning Manager

Date: December 13, 2018

Subject: **FINAL 2019 PROPERTY TAX LEVY**

RECOMMENDATION:

Council approves the attached ordinance, which repeals and replaces Ordinance 4667 approved on November 20, 2018 and establishes the final regular and excess property tax levies for the City of Kirkland for the 2019 fiscal year.

There is also a separate levy associated with Fire District 41 debt, which was adopted by Ordinance 4668 on November 20, 2018. That levy is unchanged and so Ordinance 4668 does not need replacement.

BACKGROUND DISCUSSION:

The attached ordinance reflects the final property tax levy data received from King County on December 6, 2018. This ordinance replaces the interim ordinance that was approved on November 20, 2018 in order to meet the County's deadline for 2019 levy information. As noted in the preliminary 2019 property tax levy memo, the initial levy was set intentionally high to ensure that the City would capture any additional new construction and state assessed valuation that was not recorded at the time of the preliminary levy.

The property tax levy needs to be established annually even though the Council adopts a budget for both years of the 2019-2020 biennium. Accordingly, the attached ordinance relates to 2019 only.

The following discussion explains how the final levy numbers were calculated for each of the variable factors in the City's levy.

1. REGULAR AND EXCESS LEVY FOR THE CITY OF KIRKLAND:

There are two components to the City's property tax levy – the regular levy, which funds operating costs, and the excess levy, which funds debt service on voter-approved bonds (which does not apply in the areas annexed in 2011).

Regular Levy for City

For 2019, there are three factors impacting the amount of the regular levy – the optional levy increase, re-levies for prior year refunds and corrections, and the new construction levy.

Optional Levy Increase

The 2019-2020 Budget assumed the optional increase of one percent in 2019; therefore the 2019 final levy includes the one percent increase. The one percent increase in the regular levy equates to about \$224,126 in new revenue to the General Fund and Street Fund; \$12,877 in new revenue to the Parks Maintenance Fund; \$30,556 in new revenue from the 2012 Street Levy; and, \$23,966 in new revenue to the 2012 Parks Levy Fund, for a total of \$291,524.

Levy Corrections

In some years, corrections to the previous year's levy are made and the King County Assessor's Office re-levies these refunds by adding the amount refunded to the upcoming year's levy. These refunds are in addition to the one percent increase (RCW 84.69.020). In 2019, the Assessor will be re-levying \$25,963 in refunds, making the levy plus one percent amount for the City equal to \$29,469,886.

New Construction

New construction represents additional property taxes to be received from the construction of new buildings and additions to existing structures. The new construction levy increases revenue to the City but does not increase the tax levy on existing taxpayers. The new construction levy is calculated by dividing the new construction valuation by \$1,000 and multiplying the result by last year's (2018) regular levy tax rate¹ (\$1.15698 per \$1,000 of assessed valuation). The final new construction valuation for the 2019 levy is \$628,987,240 which translates into a new construction levy of \$727,726 ($\$628,987,240 \div \$1,000 \times \1.15698). Over the past several years, the increase in new construction levy as a percentage of each year's total base regular levy has ranged between 0.34 percent and 4 percent. The 2019 new construction levy of \$727,726 is 2.41 percent of the total base regular levy for 2019.

As the final property tax levy cannot exceed the amount stated in the preliminary levy, the initial levy was set intentionally high to ensure that when final levy data was received the City would capture any additional new construction and state assessed valuation that was not recorded at the time of the preliminary levy.

Without this practice, the City would have been unable to collect \$5,183 (0.7 percent) of the final new construction levy. The table below shows how O-4675 will reduce the regular levy in order to match the final levy amounts provided by King County.

	Preliminary Levy (11/20/18)	Final Levy (1/2/19)	Difference
2018 Regular Levy	29,152,399	29,152,399	-
Optional 1 Percent Increase	291,524	291,524	-
Levy Corrections	25,963	25,963	-
New Construction Levy	722,543	727,726	5,183
<i>Total Regular Levy Without Artificially High New Construction Increment</i>	<i>30,192,429</i>	<i>30,197,612</i>	<i>5,183</i>
Artificially High New Construction Increment	1,445,086	n/a	n/a
Total Regular Levy	31,637,515	30,197,612	(1,439,903)

Excess Levy for City

The total excess levy for the City, which relates to voted debt, is decreasing from \$581,065 in 2018 to \$564,105 in 2019 based on the payment schedule for the outstanding voted debt. Annexation voters did not approve the assumption of voted bond indebtedness, therefore the excess levy will only be applied

¹ Levy rate per the Final Levy Limit Worksheet from the King County Assessor's Office received December 6, 2018.

on the taxable assessed value of properties within the pre-annexation boundaries of the City. This translates to a rate of \$0.02651 per \$1,000 assessed value.

Trends in Assessed Valuation

Assessed valuation is composed of new construction and revaluation of existing properties. Final figures from King County dated December 6, 2018, indicate that compared to 2018, total assessed valuation increased by 16.65 percent (\$4,201,419,124). Of the total increase, 14.16 percent was from revaluations of existing properties (\$3,572,431,884) and 2.493 percent was due to new construction (\$628,987,240).

The change in valuation does not in itself generate additional revenue for the City. If the Council took no optional increase in the levy and the assessed valuation increases, it would have the effect of lowering the rate applied to each \$1,000 of assessed valuation. Conversely, if the assessed valuation decreases, it results in an increase in the rate applied to each \$1,000 of assessed valuation, since the levy is set as a total dollar amount, which is divided by the assessed valuation.

Based on the final levy worksheet data for new construction (\$727,726) and the 1 percent optional increase, the regular levy tax rate for the City would decrease from \$1.15698 per \$1,000 of assessed valuation in 2018 to \$1.05242 in 2019. The rate per \$1,000 decreases because the total assessed valuation (AV) for the City has increased by 16.65 percent over the same period. This rate applies to all parcels in Kirkland.

The excess levy rate, which only applies to properties within the pre-annexation City boundaries, is decreasing from \$0.03179 to \$0.02651 based on both the reduction in annual debt payment and the increase in assessed valuation in the pre-annexation portion of the City.

2. CONSOLIDATED FIRE STATION DEBT SERVICE LEVY

When annexation of the Juanita, Finn Hill, and Kingsgate neighborhoods became effective on June 1, 2011, Fire District 41, which served a majority of that area, was assumed by the City. The District's outstanding debt remains in place until it is retired. With the assumption of the District, the City Council has assumed the role of governing body with the authority to levy taxes to pay the outstanding debt service. For 2019, the City needs to collect \$470,572 to pay the debt service. King County as a whole has a 98 percent collection rate on tax levies, therefore, the City has set a levy of \$480,176 (\$470,572 ÷ 98 percent) to pay debt service in 2019 by adopting Ordinance 4668 on November 20, 2018. This levy amount remains unchanged, therefore a new ordinance is not necessary.

Based on the King County Assessor's final levy worksheet dated December 6, 2018 for Fire District 41, the total assessed valuation for the areas previously served by the District is \$6,233,539,055. Therefore, the District's debt service levy of \$480,176 translates to a rate per \$1,000 assessed value of \$0.07703 on the properties within the North Juanita, Finn Hill and Kingsgate areas previously served by Fire District 41. Annexation area residents previously served by Fire District 41 will pay 2019 property taxes at the City of Kirkland regular levy rate (excluding voted debt service) plus the District's levy rate required to repay the District's outstanding debt.

3. SUMMARY

Since the annexation was approved by less than a 60 percent majority of voters, the residents of the annexation area did not assume the existing City's voted indebtedness and therefore will not pay the excess levy rate. In fact, taxpayers within the City's current boundaries will have three separate levy rates based on their location:

1. Property owners within the existing (pre-annexation) City will pay the regular levy rate of \$1.02591 and the excess levy of \$0.02651 for a total of \$1.05242;

2. Property owners within the annexation area previously served by Fire District 41 will pay the regular levy rate of \$1.02591 and the excess levy of \$0.07703 to repay the District debt for a total of \$1.10294; and,
3. Property owners within the annexation area previously served by Fire Districts 36 (Woodinville) and 34 (Redmond) will pay the regular levy rate of \$1.02591 only.

The table below summarizes the changes in property tax rates between the preliminary and final property tax ordinances:

Comparison of Preliminary and Proposed Final Levy Rates	Pre-Annexation City	New Neighborhoods Previously Served by FD-41	New Neighborhoods Previously Served by Woodinville or Redmond
Est. Prelim. Levy Rate (11/20/18)	\$ 1.10182	\$ 1.15235	\$ 1.07531
Est. Final Levy Rate (1/2/19)	\$ 1.05242	\$ 1.10294	\$ 1.02591
Difference	\$ (0.04940)	\$ (0.04941)	\$ (0.04940)

Final Levy Recap:

<u>Ordinance O-4675</u>	<u>Amount</u>
2018 Regular Levy	29,152,399
Optional 1 percent Increase	291,524
New Construction	727,726
Other Adjustments ²	25,963
Total Regular Levy	30,197,612
Excess Levy	564,105
Total 2019 Final Levy	30,761,717

² Other adjustments include re-levy for prior-year refunds and any levy corrections or omissions.

ORDINANCE O-4675

AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2019, THE FIRST YEAR OF THE CITY OF KIRKLAND'S 2019-2020 FISCAL BIENNIUM AND REPEALING ORDINANCE 4667.

WHEREAS, the City Council previously held a public hearing on September 18, 2018, to consider revenue sources for the 2019-2020 Biennial Budget; and

WHEREAS, the City Council and the City Manager have considered the anticipated financial requirements of the City of Kirkland for the fiscal year 2019; and

WHEREAS, pursuant to RCW 35A.33.135, the City Council is required to determine and fix by ordinance the amount to be raised by ad valorem taxes; and

WHEREAS, on November 20, 2018, the City Council passed Ordinance 4667 which was the preliminary property tax levy; and

WHEREAS, the City Council wishes to repeal the preliminary property tax levy and pass the final tax levy based upon the most recent property tax levy data provided by King County; and

WHEREAS, RCW 84.55.120 requires that the increase in the levy over the prior year shall be stated both as to dollars and percentage.

NOW, THEREFORE, the City Council of the City of Kirkland do ordain as follows:

Section 1. Ordinance 4667 passed November 20, 2018, is hereby repealed.

Section 2. The regular property tax levy for the year 2019 is fixed and established in the amount of \$30,197,612. This property tax levy represents a dollar increase of \$291,524 and a percentage increase of 1.0 percent from the previous year, excluding the addition of new construction, improvements to property, any increase in state-assessed property, and administrative refunds as shown below:

	Amount
2019 Regular Levy	30,197,612
Less 2018 Levy	29,152,399
Less New Construction	727,726
Less Relevy for Refunds	25,963
Total Increase	291,524
Percent Increase	1.00%

35 Section 3. There is levied for 2019 upon all property, both
36 real and personal, within the City of Kirkland, Washington, and within
37 the area subject to tax levies for the principal and interest of all general
38 obligation bond issues, a total voted property tax of \$564,105 on the
39 total of assessed valuation for such property.

40
41 Section 4. If any provision of this ordinance or its application to
42 any person or circumstance is held invalid, the remainder of the
43 ordinance or the application of the provision to other persons or
44 circumstances is not affected.

45
46 Section 5. This ordinance shall be in force and effect five days
47 from and after its passage by the Kirkland City Council and publication
48 pursuant to Section 1.08.017, Kirkland Municipal Code in the summary
49 form attached to the original of this ordinance and by this reference
50 approved by the City Council.

51
52 Passed by majority vote of the Kirkland City Council in open
53 meeting this ____ day of _____, 2019.

54
55 Signed in authentication thereof this ____ day of _____, 2019.

Mayor

Attest:

Kathi Anderson, City Clerk

Approved as to Form:

Kevin Raymond, City Attorney

PUBLICATION SUMMARY
OF ORDINANCE NO. O-4675

AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2019, THE FIRST YEAR OF THE CITY OF KIRKLAND'S 2019-2020 FISCAL BIENNIUM AND REPEALING ORDINANCE 4667.

SECTION 1. Repeals Ordinance 4667.

SECTION 2. Fixes and establishes the regular property tax levy for the fiscal year 2019.

SECTION 3. Levies a voted property tax for fiscal year 2019.

SECTION 4. Provides a severability clause for the ordinance.

SECTION 5. 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 five days 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 _____, 2019.

I certify that the foregoing is a summary of Ordinance O-4675 approved by the Kirkland City Council for summary publication.

Kathi Anderson, City Clerk



CITY OF KIRKLAND

City Attorney's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3030
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Kevin Raymond, City Attorney
Lynn Zwaagstra, Parks and Community Services Director

Date: December 12, 2018

Subject: ORDINANCE RELATING TO SPECIAL EVENTS, INCLUDING LIMITED DURATION SEASONAL EVENTS

RECOMMENDATION:

It is recommended that City Council adopt the attached Ordinance, amending Kirkland Municipal Code ("KMC") Section 19.24.090 to provide for the issuance of special event permits by the Department of Parks and Community Services ("Department") for events lasting more than three days, such as seasonal residential light displays. By taking action on this legislation through adoption of the consent calendar, the Council is approving this Ordinance.

BACKGROUND DISCUSSION:

KMC Chapter 19.24 requires special events to secure a permit from the Department. Special events can be held on either public or private property, though most occur on public property. See KMC 19.24.010(19). When held on private property, an event is a "special event" requiring a special event permit when it "will nevertheless affect or impact the ordinary and normal use by the general public of public property or public rights-of-way within the vicinity of such event."

The issuance of special event permits makes it possible for the City to impose reasonable conditions on such events to help mitigate potential adverse impacts that otherwise might occur. At present, however, the Department has authority under KMC 19.24.090 to issue "special event permits" only for those events lasting up to (but no longer than) three days. Experience has shown that some events – such as, most notably, large residential holiday light displays – have lasted longer than three days, thereby bringing them outside the Department's existing special event permitting authority.

Such longer-duration (e.g. seasonal) special events can have significant potential adverse impacts on the community, even when they occur on private property. In the example noted above, for example, one annual holiday event brought significant traffic congestion and parking challenges to an affected neighborhood, and also raised neighborhood concerns related to number of days, hours of operation, safety and security, noise, and glare. While some of these issues conceivably could be addressed through other code-based mechanisms – e.g. complaints

to the Kirkland police department related to alleged violations of the City's noise code – the imposition of reasonable conditions as part of the issuance of a special event permit is considered by City staff to be a superior way in which to address potential impacts proactively, and on a basis that addresses the reasonable interests and concerns of both the event holder and the affected community.

If approved, the Ordinance would allow for the issuance of permits for special events lasting for more than three days, granting the Department director the authority to impose "permit conditions as may be necessary to address event impacts, such as those related to public rights-of-way impacts, duration, operating hours, public safety, noise and glare."

This Ordinance has been reviewed by the Public Safety and Public Works, Parks and Human Services Committees.

Attachment: Ordinance

ORDINANCE O-4676

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO SPECIAL EVENTS, INCLUDING LIMITED DURATION SEASONAL EVENTS.

1 WHEREAS, as acknowledged in Kirkland Municipal Code ("KMC")
2 Section 19.24.010(19), special events held in Kirkland, whether
3 conducted on public or private property, can affect or impair the
4 ordinary and normal use by the general public or public property or
5 public rights-of-way within the vicinity of such event; and
6

7 WHEREAS, such special events if unregulated through the
8 issuance of special event permits through Chapter 19.24 KMC can have
9 other potential adverse public impacts, such as those related to
10 vehicular traffic flow, on-street parking, hours of operation, noise and
11 glare; and
12

13 WHEREAS, KMC Section 19.24.020 requires the issuance of
14 special use permits in order to mitigate such potential adverse impacts;
15 and
16

17 WHEREAS, KMC Section 19.24.090(b) presently defines a special
18 event as an event limited to no more than three consecutive calendar
19 days, even though some limited duration seasonal events, such as large
20 scale holiday light displays, may last more than three consecutive days;
21 and
22

23 WHEREAS, the City Council wishes to amend KMC Section
24 19.24.090(b) to provide for the issuance of special event permits for
25 limited duration events such as seasonal event lasting more than three
26 consecutive days, thereby providing for the imposition of reasonable
27 special use permit requirements concerning the time, place and manner
28 of such events as may be necessary to mitigate potential adverse public
29 impacts and to otherwise help protect the safety and rights of persons
30 and property.
31

32 NOW, THEREFORE, the City Council of the City of Kirkland do
33 ordain as follows:
34

35 Section 1. Kirkland Municipal Code Section 19.24.090 is
36 amended to read as follows:
37

38 **19.24.090 Limitations on special events.**

39 (a) No more than two special event permits shall be issued per
40 calendar month at any one venue, or along any one street. The central
41 business district and marina park shall be considered as the same. This
42 limitation shall not apply to community events designated by the city
43 council or special events that meet the criteria of Section [19.24.190\(4\)](#).
44

45 (b) Special events shall be limited to no more than three (3)
46 consecutive calendar days; ~~one~~ although an additional one (1) day total
may be permitted for either event load-in or load-out provided,

47 however, that limited duration events such as seasonal events lasting
48 more than three (3) consecutive calendar days may be allowed with the
49 approval of the director and together with the imposition of any permit
50 conditions as may be necessary to address anticipated event impacts,
51 such as those related to public rights-of-way impacts, duration,
52 operating hours, public safety, noise and glare.

53 (c) Athletic events, including runs and bike races, shall be
54 restricted to city streets or designated trails; sidewalks will remain open
55 for use by the general public. Organized walks may take place on city
56 streets, trails, or sidewalks.

57 (d) Athletic events held on city streets which include road
58 closures, either rolling or stationary, shall clear the street of all
59 participants and traffic control devices no later than twelve p.m.

60 (e) The director of parks and community services, in consultation
61 with the police department and the special events team, shall have the
62 authority to limit the number of participants in athletic events if deemed
63 necessary by the director to protect the health, safety and welfare of
64 both the participants and the surrounding community.

65 (f) Any applicant who objects to the limitation of the number of
66 participants in athletic events by the director of parks and community
67 services may appeal in writing (including email) to the city manager for
68 a review of that decision. The city manager will consider the appeal and
69 either affirm or reverse the decision within ten business days following
70 the city manager's receipt of the appeal or within such other time as the
71 city manager and the applicant mutually agree.

72
73 Section 2. This ordinance shall be in force and effect five days
74 from and after its passage by the Kirkland City Council and publication,
75 as required by law.

76
77 Passed by majority vote of the Kirkland City Council in open
78 meeting this ____ day of _____, 2019.

79
80 Signed in authentication thereof this ____ day of _____, 2019.

Mayor

Attest:

Kathi Anderson, City Clerk

Approved as to Form:

Kevin Raymond, City Attorney



CITY OF KIRKLAND

City Manager's Office

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: City Council

From: Kurt Triplett, City Manager

Date: December 21, 2018

Subject: Confirmation of Civil Service Commission Appointment

RECOMMENDATION:

City Council confirms the City Manager's appointment of Dianne Ramerman, to a six-year term on the Kirkland Civil Service Commission, effective January 2, 2019 and ending on December 31, 2024.

BACKGROUND DISCUSSION:

KMC 3.54.010 provides for appointments to the Civil Service Commission by the City Manager with the confirmation of the City Council. Appointments are for six-year terms. Commissioner Dorothy Wahl has decided not to apply to continue her service at this time due to other commitments.

The City Manager interviewed three excellent candidates for the open seat, and selected Ms. Ramerman because of her decades of experience in labor relations, including as a labor attorney, labor relations mediator and labor relations manager. The City Manager felt her expertise and experience were important perspectives for the Commission during the certification of candidate lists, the adjudication of hiring and promotion conflicts, as well her ability to suggest and support innovative recruitment and hiring process changes that will increase the diversity of both the Police and Fire Departments.

The appointment is supported by the Police Chief and Fire Chief, as well as the Human Resources Director.

Because of her extensive background in law and labor relations, as well as the broad support by City staff, the City Manager is proposing this appointment. The other members of the Commission are Mark Nelson and Terry Coonan, whose terms expire on December 31, 2023 and December 31, 2024, respectively.

**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: Greg Piland, Purchasing Agent

Date: December 13, 2018

Subject: REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF January 2, 2019.

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 November 29, 2018 are as follows:

	Project	Process	Estimate/Price	Status
1.	124 th Avenue NE Sidewalk Improvements Project	Invitation for Bids	\$1,443,824.00	Contract awarded to Allied Construction Associates, Inc., of Everett, WA.
2.	2018 Water Systems Improvement Project	Architect and Engineer Roster	\$186,500.00	Contract awarded to Blueline Group of Kirkland, WA based on qualifications per RCW 39.80.
3.	Juanita Beach Bathhouse Replacement	Architect and Engineer Roster	Change order \$63,174.50	Change order awarded to Patano Studio Architecture LLC of Seattle, WA based on qualifications per RCW 39.80.
4.	Three replacement air compressors	Cooperative purchase	\$83,033.10	Purchase order awarded to PAPE Material Handling per Sourcewell contract #32420.

Please contact Greg Piland if you have any questions regarding this report.

**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: Kathy Brown, Public Works Director
John Starbard, Deputy Public Works Director

Date: November 15, 2018

Subject: RESOLUTION: TRANSPORTATION CONNECTIONS MAP

RECOMMENDATION:

City Council adopts a resolution that:

- Affirms the City's existing policies related to transportation connections and encourages their application; and
- Directs staff to create a citywide transportation connections map through technical review and a public involvement process, and include that map as part of the 2019 annual update of the *Comprehensive Plan*.

BACKGROUND DISCUSSION:

The City has a program to review and update its fourteen neighborhood plans that are part of the *Comprehensive Plan*. The most recent neighborhood plan acted on by the City Council as of the writing of this memo was the Finn Hill Neighborhood Plan, which was adopted by the Council on January 16, 2018 by Ordinance O-4636. This was the first City-developed neighborhood plan for Finn Hill since the area's annexation in 2011. Staff and the community worked together over a two-year period to develop a recommended plan that addresses vision and values, the natural environment, land use, transportation and mobility, and other community planning topics. During the planning process, discussions were held about the fact that in some areas of Finn Hill the transportation system is underdeveloped. There are several dead-ends that preclude neighborhood connections, public street segments that lack sidewalks or even sufficient pavement, and areas that are inconsistent with the street standards found elsewhere in the City.

As was done when the North Rose Hill and the Highlands neighborhood plans were updated and when the Totem Lake Business District Plan was created, potential motorized and non-motorized connections were studied in the Finn Hill area. The issue was discussed with the community, the point was made that likely most of these potential transportation connections would be made in conjunction with infill development, a map of potential transportation connections was drafted, an open house was conducted about many planning topics including

connectivity, and staff provided the Finn Hill community and all interested parties with explanations about the draft transportation connections map and the reasons for creating it.

Kirkland has a strong history of supporting transportation connections and increasing non-motorized transportation options. The *Comprehensive Plan* speaks to connectivity in several policies and statements, including the following:

Land Use Element

- Policy LU-3.9: "Encourage vehicular and non-motorized connectivity."
- Improved connectivity encourages walking and biking and reduces travel distance for all transportation modes.
- Vehicle connections between adjacent properties reduces congestion on streets, number of turning movements, and gasoline consumption.
- As a part of land development, new connections to the existing street system are often required.

Transportation Element/Transportation Master Plan

- Policy T-5.2: "Design streets in a manner that supports the land use plan and that supports the other goals and policies of the transportation element."
- Policy T-5.3: "Create a transportation network that supports economic development goals."
- Policy T-5.6: "Create a system of streets and trails that form an interconnected network."
- Action T-5.6.1: "Develop a plan for connections between street ends and complete those connections."

Additionally, the Zoning Code and the Public Works Pre-approved Plans and Policies provide guidance and regulations concerning street connections and non-motorized improvements:

- Chapter 105: Parking Areas, Vehicle and Pedestrian Access, and Related Improvements
- Chapter 110: Required Public Improvements
- Chapter 180: Plates 34 A-P

Not only has staff worked to implement these policies and apply these regulations, staff also has made productive use of the three connections maps that have been adopted as well as the plates in the *Zoning Code*. The existing transportation connection maps, even though they show precise locations, are used in a more generalized way. As private and public development is proposed, staff refers to the connections maps to see if the proposed development could facilitate a connection, even if not exactly in the location shown on a map. As funding opportunities arise, these maps also are used in conjunction with public investments and development. Examples include:

- Of the 17 potential street connections originally mapped in the North Rose Hill Neighborhood Plan, six have been completed;

- In South Rose Hill, “The Preserve” subdivision completed a through-street connection and sidewalks on 128th Avenue N.E. between N.E. 70th Street and N.E. 80th Street, as originally mapped in Figure SRH-5 in the South Rose Hill Neighborhood Plan; and
- Both Plate 34C in Chapter 180 of the Zoning Code and Figure TL-6 in the Totem Lake Business District Plan propose a connection of 118th Avenue N.E. between N.E. 116th Street and 118th Street, which is being constructed now in association with the “Lifebridge” multifamily project.

Because of community concerns raised about some of the connections, at the time of final review and unanimous adoption of the Finn Hill Neighborhood Plan, staff proposed postponing the inclusion of a transportation connections map. A connections map was postponed until a public outreach process could be conducted in Finn Hill about connectivity issues, including developing priorities and objective criteria regarding transportation connections for vehicles and/or pedestrians and/or bicycles, evaluating emergency response times, and how best to address bollards and barriers in the area.

Staff returned to the Council on July 3, 2018 to continue the discussion of mapping transportation connections and outreach about that topic in Finn Hill. Staff also was seeking affirmation that it should continue applying the connections policies the City has now, and recommended that connections maps should be discussed and included in future neighborhood plan updates throughout the City.

During that July 3 discussion, the Council expressed several views related to transportation connections:

- There was support for the City’s policies on connectivity, though there was interest in having the City be more intentional about why certain connections are sought;
- That the *Kirkland Municipal Code* should be amended so to that all land use appeals, including those projects that recommend connections, be directed to the Hearing Examiner; and
- There was discussion about having connections identified on one citywide map rather than on a neighborhood-by-neighborhood basis.

Advantages noted by the Council to having a citywide transportation connections map were that the final map could be finished sooner, and that there would be a single source for seeing all proposed connections. The map could be finished sooner because the current practice of discussing connections at the neighborhood level means the mapping would be complete only after the multiyear neighborhood plan update cycle was complete, which takes about eight years. Also, the City’s transportation network is an integrated system that provides service to the entire City and the region; evaluating connections on a neighborhood-by-neighborhood basis diminishes that perspective.

A challenge to doing a citywide map is that discussions about proposed connections benefit from the local knowledge of the people who live or who have businesses closest to them.

Staff discussed the idea of a citywide transportation connections map with the Public Safety Committee on October 18 (all committee members were present) and with the Public Works,

Parks, and Human Services Committee on October 19 (all committee members were present). Both committees showed interest in a citywide transportation connections map. Committee members also discussed the following:

- That both the type of connection (e.g., foot path, street connection) and the rationale (e.g., pedestrian connection, emergency response time) should be identified;
- That transportation connections still could be discussed as part of neighborhood plan update processes, though any suggested amendments to the citywide map would be bundled and acted upon every few years; and
- That action on a proposed ordinance to amend the Hearing Examiner process should be postponed until the public process to draft a citywide transportation connections map is complete.

A thought was raised by a committee member that it might be beneficial for the Council to remain part of the community discussion when connections are proposed, but not have appeals heard by the Council. Most of the time, connections are proposed and required in conjunction with new plats, which have quasi-judicial processes.

Presently, if there is an appeal of any plat that proposes a new transportation connection, then it is heard by the City Council rather than the Hearing Examiner *even if* the appeal does not concern the connection. At the July 3, 2018 City Council meeting, some members of the Council expressed that all appeals should be referred to the Hearing Examiner. In subsequent Committee discussions, some Councilmembers expressed a desire to have input to the decision process. If the Council wishes to remain part of the decision process regarding individual transportation connections, then staff could return at another time with an amendment whereby the Council would only hear plat appeals where at least one of the appeal issues is a proposed transportation connection. This would mean that if there were an appeal of a proposed connection in addition to other appeal issues, then the Council would be required to hear all of the appeal issues.

Attached to this staff report is a proposed Resolution that affirms the City's existing policy, plan, and code support for transportation connections; directs staff to conduct a public process to draft a citywide connections map that identifies the type of and rationale for each connection; and provides for the citywide map to be included in the late-2019 annual update of the *Comprehensive Plan*.

To help the staff that works on code amendments, staff also would welcome the Council's direction about whether and how to amend the plat appeal process.

Attachment A: Proposed Resolution

RESOLUTION R-5350

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND TO AFFIRM ITS POLICY SUPPORT FOR INCREASING TRANSPORTATION CONNECTIONS WITHIN THE CITY, TO INITIATE A PUBLIC ENGAGEMENT PROCESS, AND TO DIRECT STAFF TO CREATE A CITYWIDE TRANSPORTATION CONNECTIONS MAP TO HELP FULFILL THE CITY'S POLICIES FOR IMPROVING SAFETY, CONNECTIVITY AND MULTIMODAL MOBILITY.

1 WHEREAS, one of the City Council's land use policy goals is to
2 achieve balanced transportation by reducing reliance on single-
3 occupancy vehicles and improving connectivity and multi-modal mobility
4 in Kirkland in ways that maintain and enhance travel times, safety,
5 health, and transportation choices; and

6
7 WHEREAS, policy LU-3.9 in the Land Use Element of the Kirkland
8 Comprehensive Plan encourages vehicular and non-motorized
9 connectivity, noting that improved connectivity encourages walking and
10 biking and reduces travel distances for all transportation modes; and

11
12 WHEREAS, policy T-5.6 in the Transportation Element of the
13 Kirkland Comprehensive Plan seeks to create a system of streets and
14 trails that form an interconnected transportation network, noting that
15 new connections often are required as part of land development, that
16 traffic spread over a grid of streets helps balance and minimize impacts
17 across the network, and that emergency response times are shorter and
18 more reliable when responders have routing options; and

19
20 WHEREAS, the Urban Land Institute's publication *The Principles*
21 *for Smart Growth on the Suburban Fringe* advocates for the use of
22 multiple connections to enhance mobility and circulation; and

23
24 WHEREAS, the National Complete Streets Coalition's publication,
25 *Implementing Complete Streets* lauds the value of connected streets
26 because "well-designed, connected [streets] make travel more efficient
27 by providing choices not only in modes, but also in routes"; and

28
29 WHEREAS, Transportation Efficient Communities—an initiative
30 supported by the Washington State departments of Commerce, Ecology,
31 Health, and Transportation—cites several benefits associated with
32 improved street network connectivity, including enhanced bicycle and
33 pedestrian travel when the number of street connections and local
34 intersections in communities are increased; and

35
36 WHEREAS, the City currently has "Street Connections" maps in
37 its adopted North Rose Hill Neighborhood Plan (figure NRH-5) and its

Highlands Neighborhood Plan (figure H-5), and as well as the City's Totem Lake Business District Plan (figure TL-6); and

WHEREAS, the City has found these connections maps to be effective tools in identifying and causing new connections to be created; and

WHEREAS, at the time the community and the City drafted the Finn Hill Neighborhood Plan, staff created a draft "Finn Hill Street Connections and Trails" map; and

WHEREAS, the Finn Hill Neighborhood Plan was adopted on January 16, 2018, including its policy FH-14.2, stating, "Develop a map where potential street connections should be made, with a map to be inserted at a future time," and

WHEREAS, upon reflection and discussion, it would be more efficient in time and effort to create a single map that identifies potential transportation connections citywide rather than on a neighborhood-by-neighborhood basis; and

WHEREAS, having experienced the value and effectiveness of such transportation connections maps, and foreseeing future benefits, the City should adopt a citywide map to help fulfill the City's policies for improving safety, connectivity and multi-modal mobility.

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

Section 1. The City Council affirms its support of existing City policies related to transportation connections and encourages their application.

Section 2. Staff is hereby directed to initiate a public engagement process that includes broad community participation for discussing and evaluating proposed transportation connections throughout the City.

Section 3. Staff shall create a citywide transportation connections map, which shall identify the type of and the rationale for each connection.

Section 4. The final draft citywide transportation connections map shall be included in the 2019 annual update of the *Comprehensive Plan*.

Passed by a majority of the Kirkland City Council in open meeting this _____ day of _____, 2019.

86 Signed in authentication thereof this _____ day of
87 _____, 2019.

Mayor

Attest:

Kathi Anderson, City Clerk



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

Date: December 13, 2018

Subject: PROCESS OPTIONS FOR FILLING CITY COUNCIL VACANCY

RECOMMENDATION:

City Council receives background on processes used to fill Council vacancies in the past and provide direction to staff regarding how to conduct the process to fill the vacancy anticipated after January 31, 2019. RCW 42.12.070 provides that when a Council position becomes vacant, the remaining members of the City Council appoint a qualified person to fill the position who is registered to vote in Kirkland and who has been a resident of Kirkland for at least one year. The Council itself determines the process for how to appoint the qualified person.

BACKGROUND DISCUSSION:

At the December 11, 2019 City Council meeting, Mayor Amy Walen announced her intention to resign her Council position effective after January 31, 2019. Her resignation was prompted by her election to the Washington State House of Representatives. Because Mayor Walen will be replaced prior to candidate filing in 2019, after the initial appointment, the remainder of her term will be filled through a general election for the City Council seat. Any person appointed to the seat would need to file and run in 2019 to retain the seat for the remainder of the term. An appointed Councilmember who chooses not to run would be replaced when the 2019 general election is certified. City Council asked staff to prepare a summary of the processes used by the Council to fill past vacancies. A series of memoranda and Council meeting minutes are attached that provide more detailed background. Pertinent sections of regular meeting minutes are highlighted for convenience. Following is a brief recap of the past three processes.

January 2005

In November 2004, Councilmember Larry Springer was elected to serve in the Washington State House of Representatives. He subsequently announced his resignation from the Council effective at the close of the January 4, 2005 Council meeting. At their January 4, 2005 meeting, the City Council voted to appoint a previous City Councilmember to fill the vacant position (Attachment A). At their January 18, 2005 meeting, the City Council voted to appoint former Councilmember Dave Russell to fill Mr. Springer's Council seat (Attachment B). Mr. Russell did not intend to run for the vacant seat and did not file for reelection. He was sworn in on February 1, 2005.

March 2005

Councilmember Tom Dillon resigned his Council position in March 2005 after leaving a Council meeting in progress on March 1, 2005. The City Council called a special meeting on March 17 to interview three candidates. The process used to solicit candidates is not documented in Council minutes from either March 1 or March 15, 2005. Minutes from the March 17 special meeting are attached (Attachment C). The City Council appointed Nona Ganz to finish Mr. Dillon's unexpired term and Ms. Ganz was sworn in at the next regular meeting on April 5, 2005. Ms. Ganz did not intend to run for the seat in the following election and did not file for reelection.

In both 2005 cases, the Council chose to appoint a "caretaker" to serve in the position until the next election was conducted.

March 2013

Councilmember Bob Sternoff resigned his City Council position on March 25, 2013. The City Attorney provided a memorandum to Council for the April 2, 2013 City Council meeting providing background on legal provisions for filling a Council vacancy (Attachment D). In the memo, she notes that "There is no established procedure for selecting a person to fill such a vacancy. RCW 42.12.070 provides that when a position becomes vacant, the remaining members of the City Council appoint a "qualified" person to fill the position." She then goes on to discuss the options for filling a Council vacancy. After some discussion, the Council provided direction to staff which is summarized in a subsequent memo provided for the April 5, 2013 Council meeting (Attachment E). At that meeting, the City Council chose to accept applications from all qualified residents. They also agreed to choose three to five applicants to interview at special meeting to be held on April 15. The Council was asked to come to the April 15 meeting prepared to offer their top three candidates. A call for applications was made on April 3 with a due date of April 9. The Council held a special meeting on April 15 to discuss the applications (Attachment F). They agreed to interview three applicants on April 16. At their April 16, 2013 Special Meeting the City Council interviewed the three applicants and then went into Executive Session to discuss their qualifications. They then reconvened the regular meeting of April 16 and subsequently selected Shelley Kloba to fill the vacant position (see Attachments G and H for meeting minutes of the April 16, 2013 Special and Regular meetings).

December 2016

At the November 15, 2016 City Council meeting, Councilmember Shelley Kloba announced her intent to resign her Council position to serve in the Washington State House of Representatives. She intended to submit her resignation following the December 13, 2016 City Council Special Meeting. Following her announcement, the City Council directed that letters of interest and resumes be solicited from eligible candidates. They also appointed an Interview Selection Committee consisting of Councilmembers Asher, Nixon and Sweet to review submitted applications and to recommend three to five applicants to interview. The Committee's recommendations were presented at the December 13, 2016 meeting. The Council discussed and affirmed the Committee's recommendation (Attachments I and J).

The Council held a Special Meeting on December 19, 2016 to conduct interviews. The Mayor convened the meeting and the Council then went into Executive Session to Evaluate Qualifications of Applicants for Public Employment. Following the Executive Session, they met

in Open Session to conduct the interviews, after which they again went into Executive Session to Evaluate Qualifications of Applicants for Public Employment. They then reconvened in Open Session to further discuss the applicants and to make an appointment. The City Council appointed Jon Pascal to fill the vacant Council position effective January 1, 2017 (Attachment K).

The 2013 memorandum from the City Attorney (Attachment D) provides a good overview of the Council's options for filling a Council vacancy. Modified versions of the options presented in this memo are outlined below. Also attached for reference sample interview questions used by Council in past processes (Attachment L).

Councilmember Pascal also suggested that the Council consider how other cities have filled vacant positions and noted the City of Issaquah's process is shown on their website. To review Issaquah's process, go to <https://issaquahwa.gov/CivicAlerts.aspx?AID=3781>.

Appointment Options

Prior to deciding what process the Council will use to fill the vacancy, the Council should first decide whether they intend for the newly-appointed Councilmember to be a "caretaker" who only serves until they are replaced after the 2019 general election in November. Caretakers are usually retired elected officials with experience serving on the City Council but could be any qualified person the Council deems appropriate to serve. There are pros and cons to a caretaker appointment that may be debated by the Council. One benefit often mentioned is that a caretaker allows all potential Council candidates a "level playing field" for the election, rather than providing one candidate with the advantage of incumbency. On the other hand, a caretaker prevents a newly appointed Councilmember from acquiring the knowledge and experience that comes from serving in the position during the months leading up to an election. It is important to note that although the Council can request that caretaker candidates agree not to seek reelection, the Council cannot actually prevent someone from filing if they choose to do so.

Once the Council has decided whether they intend for the appointment to be a caretaker or not, there are two primary options for filling the vacancy. There are many possible variations to each option. Each option could be used for a caretaker or for an appointee who intends to run for reelection.

Option 1 – Nominate and Appoint: The City Council decides to fill the vacancy by accepting nominations from the Council. The simplest way to implement this option is to allow each Councilmember to nominate one candidate for consideration. Not all Councilmembers would need to submit a nomination under this scenario. The Council could request that completed application forms or resumes be provided by the nominees. The applications could be used in conjunction with interviews to be conducted by the Council, but there is no requirement for applications or that interviews take place.

Option 2 – Application and Interview: The Council decides to advertise and solicit applicants for the vacant position. A potential application process is outlined below for the Council's consideration. This is not intended to suggest the only logical path or timeline, but simply to aid the Council's discussion.

The City advertises the vacant position. Interested and eligible individuals would be invited to submit an application which would be available to download from a City webpage or pickup at City Hall. Completed applications would be filed with the City Clerk by a certain date.

The City Clerk confirms that the applicants are residents of the City and registered voters. The Clerk distributes the applications to the City Council.

The City Council holds a special meeting to review the applications and determine which applicants to schedule for interview.

Staff prepares interview questions for Council consideration to be provided at the special meeting. Council could decide to give each candidate time to make a brief presentation before their interview begins. Council could also schedule time for candidates to meet with the public prior to the interviews.

The City Council interviews the candidates at a special meeting. Candidates could be sequestered while waiting for their turn to be interviewed.

The Council could convene an executive session at the conclusion of the interviews to consider the qualifications of the candidates to fill the vacancy.

Under either option, the appointment could be made at the regular Council Meeting on February 5, 2018, or later if the Council wanted more time to deliberate. At the meeting where candidates are considered, the Mayor would open nominations to fill the vacancy. After the nominations are closed, the Council would vote on each nominee, in the order in which they were nominated. When a nominee receives four votes, the voting would be over and the appointment to fill the vacancy made. Once the appointment is made, the City Clerk can administer the Oath of Office and the new Councilmember is then seated at the dais and has all powers, duties, rights and obligations as the other Councilmembers.

Issues for Council Consideration

Is there any additional information the Council needs to decide about the appointment process?

Does the Council wish to complete the appointment process by the February 5 meeting or do the members prefer a longer selection timeframe?

Does the Council prefer Option 1, Option 2 or some other option?

If Option 1 is selected, does the Council want to limit each Councilmember to one nomination or allow multiple nominations?

Does the Council wish to set a special meeting to determine interviews for the appointment under either option?

If there is a special meeting, does the Council desire to have it videotaped and televised?

Does the Council wish to set a special meeting for purposes of interviewing finalists?

KIRKLAND CITY COUNCIL MEETING**Minutes**

January 04, 2005

1. CALL TO ORDER

The January 4, 2005 meeting was called to order at 6:00 p.m.

2. ROLL CALL

Present: Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger; Councilmember Larry Springer

3. STUDY SESSION, Peter Kirk Room**a. Joint Meeting with the Youth Council****4. EXECUTIVE SESSION****a. Labor Negotiations****5. SPECIAL PRESENTATIONS (07:40 PM)****a. Helpful Connections (07:40 PM)**

Carrie Hite, Community Services Division Manager, Parks and Community Services Department, presented the Helpful Connections Brochure and CD that was developed to assist the immigrant community on the eastside. Thanks were extended to Carrie for her vision, to Dimitri Ancira, Graphic Artist and Sarah St. George, Multimedia Services Coordinator, and to all who worked on the project.

6. REPORTS (07:51 PM)**a. City Council (07:51 PM)****(1) Regional Issues (07:55 PM)**

Information was shared concerning holiday activities for Tent City and Ronald McDonald House.

Council consensus was to add one additional Study Session per month when necessary.

(2) City Council Committee Assignments

The following names were identified for being presented to the Nominating Committee for consideration by Suburban Cities:

Councilmember Tom Dillon - Transportation Policy Board

Mayor Mary-Alyce Burleigh - Executive Board

Mayor Mary-Alyce Burleigh - Growth Management Planning Council

Deputy Mayor Joan McBride - Regional Policy Committee

City Council committee assignments were also made.

b. City Manager**(1) 2005 City Council Retreat Topics (08:08 PM)**

Council identified topics for their 2005 Retreat

(2) Calendar Update**7. COMMUNICATIONS (08:19 PM)**

a. Items from the Audience (08:19 PM)

Danielle Sanine, 315 Eighth Avenue West, Kirkland, WA 98033

Pascal Stolz, Tenth Street West, Kirkland, WA 98033

Jeff Leach, 609 - 18th Avenue West, Kirkland, WA 98033

Jim McElwee, 12907 NE 78th Place, Kirkland, WA 98033

Dick Beazell, 1421 Second Street, Kirkland, WA 98033

Curtis Thompson, 127 Third Avenue, #302, Kirkland, WA 98033

Bob Sternoff, 255 Seventh Avenue, Kirkland, WA 98033

Mayor Burleigh departed from the agenda to acknowledge the service of Councilmember Larry Springer. The January 4th meeting was the last meeting as a City Councilmember for Representative Springer before commencing service as a State Legislator. Comments were offered by members of the Council.

b. Petitions

None

Break

(08:50 PM)

Reconvene (09:06 PM)

8. CONSENT CALENDAR (09:06 PM)a. Approval of Minutes: December 14, 2004b. Audit of Accounts:

Payroll \$ 1,441,990.72

Bills \$ 2,205,541.00

check numbers:

Run 492 Check #463658

Run 493 Check #463659

Run 494 Check #463663 - 463873

Run 495 Check #463894 - 463896

Run 496 Check #463897 - 464142

Run 497 Check #464149

Run 498 Check #464150

Run 499 Check #464151 - 464189

c. General Correspondenced. Claimse. Authorization to Call for Bidsf. Award of Bidsg. Acceptance of Public Improvements and Establishing Lien Period

(1) NE 85th Street/128th Avenue NE Signal Improvements

(2) Municipal Court Relocation and Police Evidence Storage Tenant Improvement Project

h. Approval of Agreements

(1) Second Amendment to Interlocal Agreement with Yakima County for Jail Services

i. Other Items of Business

- (1) Authorize Funding for Slater Trunk Sewer Encasement
- (2) Resolution R-4486, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELINQUISHING ANY INTEREST THE CITY MAY HAVE IN AN UNOPENED ALLEY AS DESCRIBED HEREIN AND REQUESTED BY PROPERTY OWNER STARK CONSTRUCTION, INC."
- (3) Motorized Scooter Update
- (4) Draft Supplemental Environmental Impact Statement for Sound Transit's Long Range Vision
- (5) Ordinance No. 3983, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO DAMAGE CLAIMS AGAINST THE CITY AND ESTABLISHING A NEW CHAPTER 5.30 OF THE KIRKLAND MUNICIPAL CODE CREATING A PROCEDURE FOR FILING"
- (6) Speed Study on Lake Washington Boulevard/Permanent Radar Signs (10:27 PM)

- (7) Authorizing South Rose Hill Acquisition Project – Allen Rose Property

pulled item 8.i.(6). and placed under 11.f., New Business.

Motion: adopt consent calendar on a roll-call vote except for item 8.i.(6).

Moved by Councilmember Larry Springer, seconded by Councilmember James Lauinger.

Vote: Motion carried 7-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger; Councilmember Larry Springer

9. PUBLIC HEARINGS

None

10. UNFINISHED BUSINESS (09:10 PM)

a. Review Issues – Lake and Central Property (09:10 PM)

Motion: extend the Exclusive Negotiating Agreement with Milliken Martin until February 15, 2005, at which time the City Council will decide whether or not to approve the sale of the Lake and Central property as part of a pending proposal with Milliken Martin; further that the City Council directs the City Manager to prepare the necessary staff reports and paperwork for the City Council to take action on February 15, 2005, using as a starting point the revised proposal from Milliken Martin as described in their letter of December 30, 2004; further that between the period of January 5, 2005 and February 15, 2005, the City Manager be directed to engage in a public participation process to address the community and City Council's concerns with the proposed project as summarized in the staff report of December 28, 2004; and finally that the resulting project is consistent with the none objectives set forth in Resolution R-4365 (November 6, 2002).

Moved by Councilmember Larry Springer, seconded by Councilmember Tom Dillon.

Vote: Motion carried 7-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave

Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger, Councilmember Larry Springer

City Manager Ramsay outlined an approach for addressing the matter.

11. NEW BUSINESS (09:25 PM)

*** a. CamWest Planned Unit Development and Short Plat (09:26 PM)**

Mayor Burleigh reviewed the rules for Council consideration of the quasi-judicial matter.

Motion: Approve staff recommendation to remand back to Hearing Examiner for two items that were specified.

Moved by Councilmember Larry Springer, seconded by Deputy Mayor Joan McBride.

Vote: Motion carried 6-1.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember James Lauinger; Councilmember Larry Springer

No:

Councilmember Jessica Greenway

b. Floor Area Ratio (FAR) and Small Lot Subdivision Regulations (10:04 PM)

Reviewed status report on the work schedule to review Floor Area Ratio Regulations for single family residential zones and provided information about subdivision regulations that allow creation of lots less than the minimum lot area. Direction was provided to staff.

c. Authorizing Annexation Letter Agreement with King County Executive (10:13 PM)

Motion: Approve proposed annexation letter agreement with King County Executive

Moved by Councilmember James Lauinger, seconded by Councilmember Tom Dillon.

Vote: Motion carried 7-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger; Councilmember Larry Springer

d. Ordinance No. 3984, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO BUSINESS LICENSES, AMENDING SECTIONS 7.02.030 AND 7.02.060 OF THE KIRKLAND MUNICIPAL CODE, CLARIFYING THE DEFINITIONS OF GROSS RECEIPTS AND ENGAGING IN BUSINESS, ADDING A DEFINITION FOR PLACE OF BUSINESS OR OFFICE, ADDING A DEFINITION AND EXEMPTION FOR CASUAL OR ISOLATED SALES, AND ADDING AN EXEMPTION FOR MUNICIPAL COURT JUDGES, COURT COMMISSIONERS, AND HEARING EXAMINERS" (10:15 PM)

Motion: Approve tabling until February 1, 2005 to allow staff an opportunity address concerns raised by the City Council and Chamber of Commerce

Moved by Deputy Mayor Joan McBride, seconded by Councilmember Larry Springer.

Vote: Motion carried 7-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger; Councilmember Larry Springer

e. Filling Vacancy on the City Council (10:22 PM)

Motion: Approve selecting a former Councilmember to fill vacancy being created by Councilmember Springer's resignation.

Moved by Deputy Mayor Joan McBride, seconded by Councilmember Jessica Greenway.

Vote: Motion carried 6-1.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger; Councilmember Larry Springer

No:

Councilmember Dave Asher

12. ANNOUNCEMENTS

13. ADJOURNMENT

The January 4, 2005 Kirkland City Council meeting adjourned at 10:40 p.m.


City Clerk


Mayor

KIRKLAND CITY COUNCIL MEETING**Minutes****January 18, 2005****1. CALL TO ORDER**

The January 18, 2005 meeting was called to order at 6:00 p.m. (06:01 PM)

2. ROLL CALL

Present: Mayor Mary-Alyce Burleigh, Deputy Mayor Joan McBride, Councilmember Dave Asher, Councilmember Tom Dillon, Councilmember Jessica Greenway, Councilmember James Lauinger. (06:01 PM)

3. STUDY SESSION (06:02 PM)

a. Pathway to Kirkland's Economic Future Progress Report

4. EXECUTIVE SESSION (07:08 PM)

a. To Discuss Labor Negotiations

b. To Discuss Pending Litigation with Legal Counsel

5. SPECIAL PRESENTATIONS (07:42 PM)

a. Bridle Trails Park Foundation, Don Prince
(07:43 PM)

b. Geographic Information System (GIS) Presentation (08:00 PM)

6. REPORTS (08:09 PM)

a. City Council (08:09 PM)

(1) Regional Issues

Suburban Cities Public Issues Committee meeting; "Transportation Governance, A Civic Conversation" sponsored by the King County Municipal League and Dan Evans School of Public Affairs; Kirkland I-405 Advisory Committee meeting; Puget Sound Regional Council Transportation Policy Board meeting; Eastside Transportation Partnership meeting; Public Safety Committee and Congratulations and Thanks to the Police Department on their 100 year anniversary; King County Metropolitan Solid Waste Management Advisory Committee meeting; Sound Transit Fare increase; 520 Executive Committee meeting; Sidewalk Bond Committee; King County Seattle Public

Public Health sponsored group "Kirkland, A Physically Active Community" (KPAC); City Hall Art Exhibit "Terrific Terrains" presented by the Cultural Council; Annexation Bill Hearing; Suburban Cities Board of Directors meeting; Annexation area community meeting regarding liquor license application by neighborhood business.

Motion: Approve sending of a letter from the Kirkland City Council, similar to an example provided which was authored by County Executive Ron Sims, recommending that the Bingo hall's liquor license be denied.

Moved by Councilmember Dave Asher, seconded by Deputy Mayor Joan McBride.

Vote: Motion carried 5-1.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Jessica Greenway; Councilmember James Lauinger

No:

Councilmember Tom Dillon

b. City Manager (08:34 PM)

(1) Calendar Update

A legislative report was provided by Tracy Burrows.

7. COMMUNICATIONS (08:43 PM)

a. Items from the Audience

Steve Dougan, 815 - 6th Street, Kirkland, WA
Pascal Stolz, 1633 - 10th Street West, Kirkland, WA
Stu Vander Hoek, 9 - 103rd Avenue NE, Bellevue, WA (08:43 PM)

b. Petitions

8. CONSENT CALENDAR (08:53 PM)

a. Approval of Minutes: January 4, 2005, with corrections to items 6.a. and 10.a.

b. Audit of Accounts:

Payroll \$ 1,514,138.30

Bills \$ 1,011,924.33

Run 500 Check #464213 - 464358

Run 501 Check #464359 - 464387

Run 502 Check #464390 - 464581

c. General Correspondence

- (1) Chambers Family, Regarding Downtown Parking
- (2) Gerry Cutler, Regarding Development of his Property
- (3) James Snider, Regarding Tree Ordinance Enforcement

d. Claims

- (1) Jennifer A. Adamowski

e. Authorization to Call for Bids

f. Award of Bids

g. Acceptance of Public Improvements and Establishing Lien Period

- (1) Community Development Block Grant (CDBG) Accessibility Program

h. Approval of Agreements

i. Other Items of Business

- (1) Authorizing Funding for Legal Cost of Kirkland Municipal Court Jurisdictional Case

Motion: Approve Consent Calendar

Moved by Councilmember James Lauinger, seconded by Councilmember Dave Asher.

Vote: Motion carried 6-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

9. PUBLIC HEARINGS

None. (08:56 PM)

10. UNFINISHED BUSINESS (08:56 PM)

a. Lake and Central Project Steering Committee Update – Pat Serie

A report was presented by Pat Serie, followed by Council discussion. (08:56 PM)

Motion: Approve use of the readerboard to provide additional

community notice.

Moved by Councilmember Dave Asher, seconded by Councilmember James Lauinger.

Vote: Motion carried 6-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan

McBride; Councilmember Dave Asher; Councilmember Tom

Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

b. Forbes Creek Staffing Implementation

Staff was directed to bring this item back at a February Council meeting.
(09:02 PM)

Break (09:22 PM)

Reconvene (09:29 PM)

c. Draft Industrial Zoning Study

Ed Starkie of UrbanAdvisors, Ltd., responded to Council questions following his presentation. Council thanked him for his report and provided staff with feedback. (09:29 PM)

d. Sedorco Private Amendment Request: (10:17 PM)

(1) Ordinance No. 3981 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO ZONING AND LAND USE AND AMENDING THE CITY OF KIRKLAND ZONING MAP (ORDINANCE NO. 3710, AS AMENDED) TO CONFORM TO THE COMPREHENSIVE PLAN, CHANGING THE ZONING FOR PROPERTY AT 733 AND 815 6TH STREET SOUTH FROM LIT (LIGHT INDUSTRIAL TECHNOLOGY) TO PR 2.4 (PROFESSIONAL OFFICE RESIDENTIAL, MAXIMUM EIGHTEEN (18) DWELLING UNITS PER ACRE, WITH SUFFIX 2), AND AMENDING PORTIONS OF THE KIRKLAND ZONING CODE (TITLE 23 OF THE KIRKLAND MUNICIPAL CODE) TO ESTABLISH CRITERIA FOR ACHIEVING MAXIMUM ALLOWABLE DENSITY IN CERTAIN PR 2.4 ZONES (FILE NO. ZON04-00016 - SEDORCO PROPERTY PARTNERSHIP)."

(2) Ordinance No. 3982 and its Summary, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING AND LAND USE, AND THE EVEREST NEIGHBORHOOD PLAN, AMENDING CERTAIN SECTIONS AND PROVISIONS OF THE COMPREHENSIVE PLAN, ORDINANCE 3481 AS AMENDED, AFFECTING PROPERTY LOCATED AT 733 AND 815 6TH STREET SOUTH

(FILE NO. ZON04-00016 - SEDORCO PROPERTY PARTNERSHIP)."

(3) Resolution R-4485, entitled "A RESOLUTION OF THE KIRKLAND CITY COUNCIL DENYING A PRIVATE AMENDMENT REQUEST BY SEDORCO PROPERTY PARTNERSHIP TO AMEND THE COMPREHENSIVE PLAN TO CHANGE THE LAND USE DESIGNATION FROM LIGHT INDUSTRIAL TECHNOLOGY TO OFFICE/MULTI-FAMILY, AND TO AMEND THE KIRKLAND ZONING CODE (TITLE 23 OF THE KIRKLAND MUNICIPAL CODE) TO AMEND THE ZONING MAP FROM LIT (LIGHT INDUSTRIAL TECHNOLOGY) TO PR 2.4 (PROFESSIONAL OFFICE RESIDENTIAL, MAXIMUM EIGHTEEN (18) DWELLING UNITS PER ACRE), FOR PROPERTY LOCATED AT 733 AND 815 6TH STREET SOUTH (FILE NO. ZON04-00016)."

Motion: Approve a continuance of the matter to a later date.

Moved by Councilmember Tom Dillon, seconded by Councilmember James Lauinger.

Vote: Motion carried 6-0.

Yes:

—Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

e. Appointment of City Council Vacancy – Subject to Being Continued
(10:22 PM)

Motion: Approve the appointment of Dave Russell to position number 7 for the remainder of the unexpired term.

Moved by Councilmember Tom Dillon, seconded by Councilmember Dave Asher.

Vote: Motion carried 6-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

11. NEW BUSINESS (10:23 PM)

a. Annexation Survey

(10:24 PM)

Motion: Approve authorization to proceed with annexation survey.

Moved by Councilmember Jessica Greenway, seconded by Councilmember James Lauinger.

Vote: Motion carried 6-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

b. Potential Additional Innovative Housing Project

Following discussion, Council agreed not to take action on this item.

(10:26 PM)

c. Draft Supplemental Environmental Impact Statement for Sound Transit's Long Range Vision

(10:42 PM)

Motion: Approve the authorization to sign the draft letter to Sound Transit, commenting upon the Sound Transit Draft Supplemental Environmental Impact Statement.

Moved by Councilmember James Lauinger, seconded by Councilmember Dave Asher.

Vote: Motion carried 6-0.

Yes:

Mayor Mary-Alyce Burleigh; Deputy Mayor Joan McBride; Councilmember Dave Asher; Councilmember Tom Dillon; Councilmember Jessica Greenway; Councilmember James Lauinger

12. ANNOUNCEMENTS (11:02 PM)

13. ADJOURNMENT

The Kirkland City Council regular meeting of January 18, 2005 adjourned at 11:04 p.m. (11:02 PM)


City Clerk


Mayor

KIRKLAND CITY COUNCIL MEETING**Minutes****March 17, 2005****1. CALL TO ORDER**

Mayor Burleigh called the Special Meeting of the Kirkland City Council to order at 6:00 p.m.

2. ROLL CALL

The following Councilmembers were in attendance: Mayor Mary-Alyce Burleigh, Deputy Mayor Joan McBride, Councilmembers Dave Asher, Jessica Greenway, James Lauinger and Dave Russell.

3. CITY COUNCIL INTERVIEWS

- a. Nona Ganz
- b. Carolyn Hayek
- c. Tom Hodgson

4. EXECUTIVE SESSION

- a. To Discuss the Qualifications of Prospective Public Employees

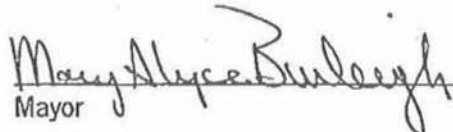
5. SELECTION AND APPOINTMENT OF CITY COUNCILMEMBER

Councilmember Asher moved to appoint Nona Ganz to Position 2 on the Kirkland City Council. Councilmember Lauinger seconded the motion, which carried unanimously.

6. ADJOURNMENT

The Special Meeting of the Kirkland City Council adjourned at 7:45 p.m.


City Clerk


Mayor

**CITY OF KIRKLAND**

City Manager's Office

123 Fifth Avenue, Kirkland, WA 98033 425.587.3001

www.kirklandwa.gov**MEMORANDUM**

To: Kirkland City Council

From: Kurt Triplett, City Manager
Robin S. Jenkinson, City Attorney

Date: March 28, 2013

Subject: FILLING THE POSITION NO. 2 VACANCY ON THE CITY COUNCIL

RECOMMENDATION:

City Council considers the process by which the vacancy for Position No. 2 on the City Council will be filled and provides direction to staff regarding the process and timelines the Council selects.

BACKGROUND DISCUSSION:

Council Member Bob Sternoff submitted his resignation from Position No. 2 on the City Council on Monday, March 25, 2013. This memorandum provides information about the process by which the vacancy could be filled.

State Law

There is no established procedure for selecting a person to fill such a vacancy. RCW 42.12.070 provides that when a position becomes vacant, the remaining members of the City Council appoint a "qualified" person to fill the position.¹ If the Council fails to appoint a person to fill a vacancy within 90 days of the occurrence of the vacancy, the Council's authority to fill the vacancy ceases and the King County Council would appoint a person to fill the vacancy.

Just as the law does not require any particular process to fill the vacancy, there are no notice or advertising procedures to be followed. The method for filling vacancies is a policy decision for the Council. When there have been vacancies on the Kirkland City Council in the past (the most recent being 2005), the Council has either conducted a public application process similar to what is done for filling vacancies on Kirkland Boards and Commissions, or simply taken nominations from the remaining members of the Council.

The Mayor and Deputy Mayor met with the City Manager to discuss filling the vacancy and recommend that the position be filled at the April 16, 2013 Council meeting. Should the Council concur with this recommendation, two options based on past Council practice follow.

¹"Qualified" as used in the statute means an individual must be a registered voter of the City of Kirkland and must have been a resident of the City for at least one year.

City Council Options to Fill Vacancy by April 16

Option 1: The City Council may decide to fill the vacancy by accepting nominations from the Council. The simplest way to implement this option is to allow each Councilmember to nominate one candidate for consideration. Not all Councilmembers would need to submit a nomination under this scenario. The Council could request that completed application forms or resumes be provided by the nominees to be used in conjunction with interviews to be conducted by the Council, but there is no requirement for applications or that interviews take place. Staff suggests that Council nominations be provided to the City Clerk by 5:00 p.m., Tuesday, April 9, 2013. The Clerk would verify the qualifications of the nominations and then Council would hold a special meeting on Monday, April 15th to review the nominations and decide which nominees to schedule for an interview on Tuesday, April 16th. As discussed below, if the Council decided to interview the nominees, the interviews would need to be conducted at an open public meeting.²

Option 2: Should the Council decide to advertise and solicit applicants for the vacant position, a process is outlined below for the Council's consideration. This is not intended to suggest the only logical path or timeline, but simply to aid the Council's discussion.

- The City advertises the vacant position on Wednesday, April 3, 2013. Interested and eligible individuals would be invited to submit an application (which would be available to download from a City webpage or pickup at City Hall.) The City Clerk will prepare an application form. Completed applications would be required to be filed with the City Clerk by 5:00 p.m., Tuesday, April 9, 2013.
- The City Clerk confirms, with King County Elections, that the applicants are residents of the City and registered voters. The Clerk distributes the applications to the City Council on Wednesday, April 10, 2013.
- On Monday, April 15, 2013, the City Council holds a special meeting to review the applications and determine which applicants to schedule for interview.
- The City Clerk invites the candidates chosen by the City Council for interviews to be conducted on Tuesday, April 16, 2013 as outlined below.
- Staff prepares interview questions for Council consideration to be provided at the April 15 special meeting. Council could also decide to give each candidate time to make a brief presentation before their interview begins.
- The City Council interviews the candidates at a special meeting to be held instead of the regular Council Study Session on Tuesday, April 16, 2013, preferably with an earlier start time. Candidates could be sequestered while waiting for their turn to be interviewed.
- The Council could convene an executive session at the conclusion of the interviews to consider the qualifications of the candidates to fill the vacancy. (See discussion below about Open Public Meetings Act.)

² RCW 42.30.110(1)(h).

- At the regular Council Meeting on April 16, 2013, the Mayor would open nominations to fill the vacancy. After the nominations are closed, the Council would vote on each nominee, in the order in which they were nominated. When a nominee receives four votes, the voting would be over and the appointment to fill the vacancy made.
- Once the appointment is made, the City Clerk can administer the Oath of Office and the new Councilmember is then seated at the dais and has all powers, duties, rights and obligations as the other Councilmembers.

Open Public Meetings Act

The Open Public Meetings Act requires that “action” of the City Council take place at an open public meeting. Any interview of candidates for appointment to an elective office must be conducted at an open public meeting.³ While the Council may meet in executive session to discuss the candidates’ qualifications, no vote or poll may be taken while the Council is in executive session. Final action appointing a candidate to Position No. 2 must take place in a meeting open to the public.

Term of Appointment

The person appointed to fill Position No. 2 will serve from the date that the person is sworn-in until November 2013. In accordance with state law, the City must hold an election to fill Position No. 2 at the November 2013 election. The person elected to fill the position will take office as soon as the election results are certified and serve for the remainder of the unexpired term which ends December 31, 2015.⁴ The candidate filing period for the upcoming November 2013 election is May 13 – 17, 2013.

Advertising/Notice (If Option 2 is selected.)

- An informational webpage will be created under the City Council home page. Information about the qualifications, application process, and King County elections filing period will be posted. The application form will be available on the webpage to be downloaded.
- A news release will be issued for the purposes of announcing the application/recruitment process and the related City Council meetings. The news release will include the website where the eligibility requirements and application can be found. News releases will also be issued following the Council’s selection of candidates for interview and the appointment to fill the vacancy.
- News releases are emailed to the Council, public buildings, media (newspaper, TV, radio and community blogs), are posted to the News Room webpage, and linked from the City’s website home page. In this particular case, a link to the news release will be posted on the City Council’s homepage.
- Additionally, news releases are distributed to NEWS Room (790+ subscribers) and

³ RCW 42.30.110(1)(h).

⁴ RCW 42.12.070(6).

Neighborhood News subscribers (1,100+ subscribers).

- Also, hard copies are posted at city community centers and Kirkland's two libraries.
- The print deadline for the *Kirkland Reporter* is noon on Monday for information to be printed in the Friday edition.
- Information will be posted to the City's Twitter account (238 followers).

Issues for Council Consideration

Is there any additional information the Council needs to decide about the appointment process?

Does the Council wish to complete the appointment process at the April 16, 2013 Council meeting or do the members prefer a longer selection timeframe?

Does the Council prefer Option 1, Option 2 or some other option?

If Option 1 is selected, does the Council want to limit each Councilmember to one nomination or allow multiple nominations?

Does the Council agree to set a special meeting on April 15 to determine interviews for the appointment under either option?

If there is a special meeting on April 15 for either option, does the Council desire to have it videotaped and televised?

Does the Council agree to a special meeting on April 16 for purposes of interviewing finalists?

If Option 2 is chosen, does the Council desire to have the candidates' applications posted on the City's website? The candidates' personal addresses and contact information would not be included.



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: Kathi Anderson, City Clerk
Marilynne Beard, Deputy City Manager
Robin Jenkinson, City Attorney

Date: April 5, 2013

Subject: City Council Vacancy – Selection Process

RECOMMENDATION:

City Council finalizes the process for filling the Position 2 vacancy and determines which applicants will be interviewed.

BACKGROUND DISCUSSION:

At the April 2 City Council meeting the Council discussed the process they would use for filling the vacant City Council position 2. Staff presented a series of considerations and questions that Council discussed. A summary of their discussion follows:

Timeline Considerations

Council agreed to a goal of April 16 for making the appointment with the appointee's first regular Council meeting on May 7.

Nomination versus Application

The City Council chose to accept applications from all qualified and interested residents. A call for applications was released on Wednesday, April 3, 2013 with applications due by 5 p.m. on Tuesday April 9. Applications will be forwarded to Council on April 10 as a City Council meeting packet.

Application Form

The City Council suggested changes to the draft application prepared by staff. A question about the length of time the applicant has resided in Kirkland or the annexation area was added as well as further detail on the question regarding top issues facing the City Council. Written responses were limited to 250 words each. The question about whether the applicant intends

to file for the position two seat was amended to ask whether the applicant intended to file for any of the City Council seats.

Preliminary Selection Process

The City Council will conduct a special meeting at 6 p.m. on Monday, April 15, 2013 to discuss applicants' qualifications and to choose which applicant to interview on April 16. The Council agreed to choose three to five finalists to interview from the applications received. Each Council member should come to the April 15 meeting prepared to offer their top three applicants.

Interview Process

The City Council will hold a special meeting at 4:30 p.m. on Tuesday, April 16, 2013 to interview selected candidates. Each interview will last 30 minutes. The City Council identified questions they would like to ask. A list of sample questions will be provided to the City Council at the April 15 meeting. The City Council also asked Human Resources to provide advice on questions that should not be asked in an interview.

Final Selection Process

Staff presented two options for the final selection process:

1. The Mayor calls for nominations and all Council members wanting to put forth a nomination would do so. Once all of the nominations were made and seconded, Council would discuss the qualifications of each nominee. The Council would then vote on the nominees in the order they were nominated. The first nominee to receive four affirmative votes would be appointed.
2. The Mayor calls for nominations. Once a nomination is made and seconded, the Council would discuss the qualifications of the nominee. Following discussion, a vote would be taken. If the nominee receives four affirmative votes, that individual would be appointed. If the nominee fails to receive four affirmative votes, a second nomination would be made and follow the same procedure. The process would continue until a nominee receives four affirmative votes, at which time no further nominations would be taken.

During their discussion the Council expressed concern about the order in which Councilmembers would be called upon by the Mayor to make a nomination and that they would prefer that the final vote to appoint would provide the opportunity for a unanimous affirmative vote.

Councilmember Nixon suggested a process whereby each Council member would identify their top candidate. Once the top candidates were named, Council discussion could take place. The Mayor would call for a nomination once Council discussion was concluded. This process still allows for the potential of a "de facto" appointee if four of the six Council members identify the same top candidate. Again, the order in which the Council is called upon by the Mayor may influence the decision.

Staff offered a variation to Councilmember Nixon's process whereby each Councilmember would offer their top two candidates. This would allow for more discussion and provide an indication of whether there is a consensus among the Council.

Another option is to use amendments to the nomination motion. The Mayor would call for a nomination and, once the nomination is made, Council can discuss the candidate. If, through discussion, there does not appear to be sufficient support for the nomination, the nomination could be amended by a Council member offering another name. An actual vote would be taken on the amended motion when it appears there is sufficient support for the nominee.

One way of reducing any concerns about which Council member is called upon first is to have the Council draw numbers from one to six (or five if the Mayor defers to the Council to make nominations) and the Mayor calls for nominations starting with number one and proceeding as needed to the remainder of the Council. The random numbers would only be used to start the Council nomination process and could be used with any of the voting processes mentioned above.

Another alternative would be for a roll call vote format, whereby Council members would be asked to nominate individuals based on the order in which a roll call vote would be taken. In this format, the Mayor may wish to defer her nomination to the final spot. Assuming the Mayor goes last and based on the current seating, nominations would be taken in the following order:

Councilmember Walen
Councilmember Sweet
Councilmember Asher
Councilmember Nixon
Deputy Mayor Marchione
Mayor McBride

Following the appointment, the City Clerk will make arrangements to formally swear in the individual prior to the May 7 meeting and staff will arrange for an orientation. A ceremonial swearing in will take place at the May 7 City Council meeting.

KIRKLAND CITY COUNCIL SPECIAL MEETING

Minutes

April 15, 2013

1. CALL TO ORDER

Mayor McBride called the Special Meeting of the Kirkland City Council to order at 6:00 p.m.

2. ROLL CALL

Members Present: Mayor Joan McBride, Deputy Mayor Doreen Marchione, Councilmembers Dave Asher, Toby Nixon, Penny Sweet and Amy Walen.

Mayor McBride asked those present to observe a moment of silence in regard to the Boston Marathon bombings/events of the day.

Mayor McBride and the Council expressed thanks to, and appreciation for the number and quality of, the applicants.

3. REVIEW CITY COUNCIL POSITION 2 APPLICATIONS

- a. Jay Arnold
- b. Carol Buckingham
- c. Jason Gardiner
- d. Michelle Goerdel
- e. Cynthia Hudson
- f. Shelley Kloba
- g. Graham Laing
- h. Eric Martenson
- i. M. Larry McKinney
- j. Kathleen McMonigal
- k. Jon Pascal
- l. Santiago Ramos
- m. John Smiley
- n. Elise Spring Vitus
- o. Robert L. Style
- p. Tenzing Thinley
- q. Benjamin Wobker

4. EXECUTIVE SESSION

- a. To Evaluate the Qualifications of a Candidate for Appointment to Elective Office

Council chose not to conduct an executive session.

Kirkland City Council Special Meeting Minutes**April 15, 2013****5. DETERMINE CANDIDATES TO BE INTERVIEWED**

Councilmembers each named their three or four top candidates for interviews as follows:

Councilmember Nixon: Pascal, Kloba, Goerdel

Councilmember Asher: Kloba, Arnold, Pascal

Councilmember Sweet: Arnold, Goerdel, Kloba, Pascal

Councilmember Walen: Arnold, Goerdel, Kloba, Pascal

Deputy Mayor Marchione: Arnold, Kloba, Pascal, Ramos

Mayor McBride: Arnold, Kloba, Ramos

Council had determined at their meeting on April 2, 2013 that they would interview, at their special meeting on April 16, 2013, the top five candidates, which, after the tally, were:

Arnold, Goerdel, Kloba, Pascal and Ramos.

6. FINALIZE INTERVIEW QUESTIONS

Council was provided with a list of potential interview questions to review and will provide feedback on the questions to the City Manager via telephone on April 16, 2013.

6. ADJOURNMENT

The Special Meeting of April 15, 2013 was adjourned at 6:15 p.m.

Deputy City Clerk

Mayor

KIRKLAND CITY COUNCIL SPECIAL MEETING

Minutes

April 16, 2013

1. CALL TO ORDER

Mayor McBride called the Special Meeting of the Kirkland City Council to order at 4:30 p.m.

2. ROLL CALL

Members Present: Mayor Joan McBride, Deputy Mayor Doreen Marchione, Councilmembers Dave Asher, Toby Nixon, Penny Sweet and Amy Walen.

3. CITY COUNCIL POSITION 2 INTERVIEWS

- a. Michelle Goerdel
- b. Shelley Kloba
- c. Santiago Ramos
- d. Jon Pascal
- e. Jay Arnold

4. EXECUTIVE SESSION

- a. To Evaluate the Qualifications of a Candidate for Appointment to Elective Office

Mayor McBride announced that the City Council would enter executive session to evaluate the qualifications of candidates for appointment to elective office and would return to regular session at 7:15 p.m.

The City Clerk announced at 7:15 p.m. that the Council would require an additional ten minutes and would return at 7:25 p.m.

The City Clerk announced at 7:25 p.m. that the Council would require an additional five minutes and would return to regular session at 7:30 p.m., which they did.

5. ADJOURNMENT

The Special Meeting of April 16, 2013 was adjourned at 7:30 p.m.

Deputy City Clerk

Mayor



KIRKLAND CITY COUNCIL REGULAR MEETING MINUTES April 16, 2013

1. CALL TO ORDER
2. ROLL CALL

ROLL CALL:

Members Present: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

Members Absent: None.

Council agreed to add consideration of Resolution R-4975, relating to the EMS Levy, under New Business as item 11.c. on the agenda.

3. EXECUTIVE SESSION

Council agreed to move the Executive Session to the end of the agenda.

4. HONORS AND PROCLAMATIONS

None.

5. COMMUNICATIONS

- a. Announcements
- b. Items from the Audience

Margaret Schwender
Tania Scutt
Janice Richardson
Karin Ockerman
James Gagne
Nancy Peterson
Scott Morris
Alex Zimmerman
Will Knedlik
Margaret Bull
Ty Heim

- c. Petitions

6. APPOINTMENT OF CITY COUNCILMEMBER POSITION 2

Motion to suspend Council rule of procedure 15 which provides that a tie vote on a matter requiring four affirmative votes for passage is deemed to table the matter until the next Council meeting at which seven Councilmembers are present.

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

Motion to appoint Jon Pascal to fill Kirkland City Council position 2.

Moved by Councilmember Toby Nixon, seconded by Councilmember Penny Sweet

Vote: Motion failed 3 - 3

Yes: Councilmember Dave Asher, Councilmember Toby Nixon, and Councilmember Penny Sweet.

No: Deputy Mayor Doreen Marchione, Mayor Joan McBride, and Councilmember Amy Walen.

Motion to appoint Shelley Kloba to Kirkland City Council Position 2.

Moved by Councilmember Amy Walen, seconded by Councilmember Dave Asher

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

Motion to make the appointment effective date May 1, 2013.

Moved by Councilmember Dave Asher, seconded by Councilmember Toby Nixon

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

7. SPECIAL PRESENTATIONS**a. Kirkland Youth Council and KTUB (Kirkland Teen Union Building) Update**

Parks and Community Services Deputy Director Michael Cogle introduced Youth Council member Zach Oelsner, who shared information on Kirkland Youth Council initiatives, and KTUB Director Emily Smith, who informed Council about current program offerings and planned future development.

8. CONSENT CALENDAR**a. Approval of Minutes**

(1) March 26, 2013 Special Meeting

(2) April 2, 2013

- b. **Audit of Accounts:**
Payroll \$2,582,563.76
Bills \$3,133,415.65
run #1195 checks #542397 - 542450
run #1196 check #542451
run #1197 checks #542474 - 542637
run #1198 checks #542644 - 542676
run #1199 checks #542677 - 542782

- c. **General Correspondence**

- d. **Claims**

Council acknowledged a claim received from Alexis Hancock.

- e. **Award of Bids**

- f. **Acceptance of Public Improvements and Establishing Lien Period**

(1) 2012 Street Preservation Program, Phase II Street Overlay Project,
Lakeside Industries Company, Issaquah, WA

- g. **Approval of Agreements**

(1) Resolution R-4973, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE CITY OF BELLEVUE TO ALLOW KIRKLAND TO UTILIZE THE JOB ORDER CONTRACTING CONTRACT OF THE BERSCHAUER PHILLIPS CONTRACT AND THE GORDIAN AGREEMENT."

- h. **Other Items of Business**

(1) Ordinance O-4404, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND TEMPORARILY INCREASING THE NUMBER OF YOUTH MEMBERS ON THE KIRKLAND LIBRARY BOARD."

(2) Library Board Temporary Youth Seat Appointments

Council appointed Chaodi Blue and Teleya Pierce-Williams to the two newly created temporary youth seats on the Kirkland Library Board for terms ending March 31, 2015.

(3) Resolution R-4974, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO SIGN THE FIRST AMENDMENT TO THE AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE KIRKLAND PERFORMANCE CENTER REGARDING THE USE AND OCCUPANCY OF THE PERFORMING ARTS CENTER."

(4) Washington State Department of Ecology (DOE) Grant - Decant Upgrades

Council authorized the City Manager to sign a Department of Ecology (DOE) grant agreement and approved a \$317,000 grant match from surface water utility reserves in order to improve the City's surface water decant facility.

(5) O-4405, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND AMENDING AND UPDATING THE KIRKLAND MUNICIPAL CODE RELATING TO TRAFFIC INFRACTIONS AND THE MODEL TRAFFIC ORDINANCE."

(6) Report on Procurement Activities

Motion to Approve the Consent Calendar, with the exception of item 8.h.(3). which was pulled for consideration under New Business as item 11.d.

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

9. PUBLIC HEARINGS

None.

10. UNFINISHED BUSINESS

a. 2013 Legislative Update #6

Intergovernmental Relations Manager Lorrie McKay provided a status report on the City's legislative interests. Council agreed to send a letter to Washington State Legislators in support of transportation revenue.

11. NEW BUSINESS

a. 2013 Private Amendment Requests Threshold Determination

Senior Planner Joan Lieberman-Brill reviewed the process to date and three private amendment requests presented for consideration by the Council. Planning Commission Chair Mike Miller explained the Planning Commission recommendations. Evergreen Hospital representative Ty Heim also responded to Council questions.

Motion to accept the Planning Commission recommendation.

Moved by Councilmember Penny Sweet, seconded by Deputy Mayor Doreen Marchione

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan

McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

b. Proposed Miscellaneous Kirkland Municipal Code and Kirkland Zoning Code Amendments

Development Review Manager Nancy Cox provided an overview of the revised roster of proposed amendments for Council consideration.

Motion to accept the revised roster of amendments.

Moved by Deputy Mayor Doreen Marchione, seconded by Councilmember Amy Walen

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

c. Resolution R-4975, entitled "A RESOLUTION OF THE CITY OF KIRKLAND SUPPORTING THE COUNTY-WIDE 2014-2019 MEDIC ONE/EMERGENCY MEDICAL SERVICES (EMS) LEVY."

Motion to Approve Resolution R-4975, entitled "A RESOLUTION OF THE CITY OF KIRKLAND SUPPORTING THE COUNTY-WIDE 2014-2019 MEDIC ONE/EMERGENCY MEDICAL SERVICES (EMS) LEVY."

Moved by Councilmember Dave Asher, seconded by Councilmember Penny Sweet

Vote: Motion carried 6-0

Yes: Councilmember Dave Asher, Deputy Mayor Doreen Marchione, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

d. Resolution R-4974, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO SIGN THE FIRST AMENDMENT TO THE AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE KIRKLAND PERFORMANCE CENTER REGARDING THE USE AND OCCUPANCY OF THE PERFORMING ARTS CENTER."

This item was pulled from the Consent Calendar, item 8.h.(3). for consideration under New Business.

Deputy Mayor Marchione earlier disclosed her relationship with the Kirkland Performance Center as a board member and recused herself from the discussion and vote for the appearance of fairness.

Motion to Approve Resolution R-4974, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO SIGN THE FIRST AMENDMENT TO THE AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE KIRKLAND PERFORMANCE CENTER REGARDING THE USE AND

OCCUPANCY OF THE PERFORMING ARTS CENTER."

Moved by Councilmember Penny Sweet, seconded by Councilmember Dave Asher

Vote: Motion carried 5-0

Yes: Councilmember Dave Asher, Mayor Joan McBride, Councilmember Toby Nixon, Councilmember Penny Sweet, and Councilmember Amy Walen.

12. REPORTS**a. City Council****(1) Finance and Administration Committee**

Councilmember Walen shared information regarding admission tax rebate to the Kirkland Performance Center and solid waste direct billing.

(2) Public Safety Committee

No meeting

(3) Community Planning, Housing and Economic Development Committee

Deputy Mayor Marchione shared information regarding special events.

(4) Public Works, Parks and Human Services Committee

Deputy Mayor Marchione shared information on school support programs and summer feeding programs, English as a Second Language (ESL) counseling and academic tutoring; Parks Capital Improvement Program implementation; City of Bellevue's potential plan to locate a water tank in Watershed Park; Fats Oils and Grease (FOG) discharge from restaurants.

(5) Regional Issues

Councilmembers shared information regarding a recent Puget Sound Regional Council Policy Board meeting; Eastside Transportation Partnership meeting; Go Daddy business announcement; Sound Cities Association Public Issues Committee meeting; Tourism Development Committee meeting; Cascade Water Alliance Public Affairs meeting; Nourishing Networks program; Transportation Choices Coalition 20th Anniversary; Rail~Volution 2013 Conference to be held in Seattle; Kiwanis Park opening; Viva Volunteers Fair; review of letter in support of Mercer Island in regard to tolling and mitigation.

b. City Manager**(1) Calendar Update**

City Manager Kurt Triplett made note of a future briefing on a King County Parks levy; Council requested the preparation of a draft resolution or letter

requesting ST3 plan for light rail or transit for City of Kirkland for the May 21 study session on Sound Transit.

13. ITEMS FROM THE AUDIENCE

None.

14. EXECUTIVE SESSION

a. To Discuss Potential Litigation

Mayor McBride announced that Council would enter into executive session to discuss potential litigation and would return at 10:15 p.m., which they did. City Attorney Robin Jenkinson was also in attendance.

15. ADJOURNMENT

The Kirkland City Council regular meeting of April 16, 2013 was adjourned at 10:23 p.m.


City Clerk


Mayor



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: Kathi Anderson, City Clerk
Michael Olson, Director of Finance and Administration

Date: December 7, 2016

Subject: City Council Selection Process

RECOMMENDATION:

That the City Council receive the recommendation of the Council's Interview Selection Committee as to which candidates to interview to fill the anticipated vacancy for position 2 on the Council. The Council may affirm or alter the recommendation from the Selection Committee. Following the Selection Committee presentation, the Council should designate finalists for the appointment by a motion. The Council should then direct staff in regard to timing and next steps in the interview and appointment process.

BACKGROUND DISCUSSION:

At the November 15, 2016 City Council regular meeting, Councilmember Kloba announced that, due to her election as State Representative for Legislative District 1, she intends to submit her resignation from the Kirkland City Council following the December 13, 2016 Special Meeting.

The City Council directed that letters of interest and resumes be solicited from eligible candidates and appointed a committee consisting of Councilmembers Asher, Nixon and Sweet to review the submissions.

At the December 13 Council meeting the committee will present their recommended candidates for further consideration.

To provide a frame of reference for the 2016 process discussion, the 2013 Council vacancy selection process began with a special meeting on Monday, April 15th at 6 p.m., where the full Council reviewed the 17 applications received and agreed to interview 5 of the applicants. An executive session was on the agenda, however the decision on which candidates to interview was made in open session.

The Council conducted another special meeting the following day, Tuesday, April 16th at 4:30 p.m., to interview the 5 applicants; following the interviews, the Council entered into executive session to evaluate the qualifications of a candidate for appointment to elective office. The special meeting was adjourned at 7:30 p.m.; it is assumed that all of the candidates were previously put on notice that interviews would be held on that date/time and to hold it open pending notification of selection. The length of the meeting, 3 hours, suggests that the interviews were 20-30 minutes each, followed by the executive session. Neither of the two special meetings were recorded, audio or video.

Following the special meeting, the Council convened their regular meeting at 7:30 p.m. and Item "6. Appointment of City Councilmember Position 2" followed Communications on the meeting agenda. A motion was first made, and approved, to suspend the Council rule of procedure (currently 3.13) which provides that a tie vote on a matter requiring four affirmative votes for passage is deemed to table the matter until the next Council meeting at which all seven Councilmembers are present.

Councilmembers then proceeded to make motions to appoint candidates.

Next Steps

Staff is seeking direction on the timing and next steps for the interview/appointment process including, but not limited to, answers to the following:

- Does the Council want to interview candidates at the January 3, 2017 or January 17, 2017 Council meeting?
- Does the Council want to call for a special meeting at another date to interview candidates?
- Does the Council want to make the final appointment at the same meeting as the interviews?
- Does the Council want staff to draft potential interview questions for candidates?

Council Meeting: 12/13/2016
 Agenda: Unfinished Business
 Item #: 10. e.



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MEMORANDUM

To: Kurt Triplett, City Manager

From: Kathi Anderson, City Clerk
 Michael Olson, Director of Finance and Administration

Date: December 9, 2016

Subject: City Council Position 2 Anticipated Vacancy -
 Interview Selection Committee Recommendation

RECOMMENDATION:

Council considers the Interview Selection Committee's recommendation on candidates to be interviewed for the anticipated vacancy for position 2 and confirms or adjusts the list of final candidates, designating the finalists for the appointment by making a motion.

The Committee may recommend the addition of an Executive Session at the Special Meeting Evaluate the Qualifications of Candidates for Appointment to Elective Office.

BACKGROUND DISCUSSION:

At the November 15, 2016 City Council regular meeting, Councilmember Kloba announced that, due to her election as State Representative for Legislative District 1, she intends to submit her resignation from the Kirkland City Council following the December 13, 2016 Special Meeting.

The City Council directed that letters of interest and resumes be solicited from eligible candidates and appointed the Interview Selection Committee, consisting of Councilmembers Asher, Nixon and Sweet to review the submissions. Submissions were received from 26 candidates before the 4 p.m., December 8 deadline.

The Committee has subsequently met and their recommendation is for the Council to interview the following five candidates: Dianne Bell, Colleen Cullen, Andy Held, Tom Neir and Jon Pascal.

The City Council has been provided with all candidate submittals and should affirm or alter the recommendation from the Selection Committee by making a motion.

Applications were received from:

Dianne Bell
 Neal Black
 Bradley Brown
 Carol Buckingham
 Barbie Collins-Young
 Mia Coledge
 Colleen Cullen
 Kevin Cullen
 Kristen Dorwin

Braden Fraser
 Jory Hamilton
 Andy Held
 Gerald Hover
 Erin Leary
 Lou Lucarelli
 Paul Lukinich
 Larry Miller
 Tom Neir

Robert Neville
 Judy Nicastro
 Charles (Stan) Olson
 Jon Pascal
 Kathryn Peterson
 Vince Petisme
 Kevin Quille
 Julie Taylor

KIRKLAND CITY COUNCIL SPECIAL MEETING

Minutes

December 19, 2016

1. CALL TO ORDER

Mayor Walen called the Special Meeting of the Kirkland City Council to order at 8:30 a.m.

2. ROLL CALL

Members Present: Mayor Amy Walen, Deputy Mayor Jay Arnold
Councilmembers Dave Asher, Doreen Marchione, Toby Nixon, and Penny Sweet.

Councilmember Shelley Kloba was absent.

Deputy Mayor Arnold moved and Councilmember Asher seconded, to excuse Councilmember Kloba's absence. The motion passed unanimously.

3. EXECUTIVE SESSION

a. To Evaluate the Qualifications of Applicants for Public Employment

Mayor Walen announced that Council would enter into executive session to evaluate the qualifications of applicants for public employment and would return to regular meeting at 9 a.m., which they did. Also attending the executive session were City Attorney Kevin Raymond and City Manager Kurt Triplett.

4. Applicant Interviews for Appointment to City Council Position 2

- a. Dianne Bell
- b. Colleen Cullen
- c. Andy Held
- d. Tom Neir
- e. Jon Pascal

5. EXECUTIVE SESSION

a. To Evaluate the Qualifications of Applicants for Public Employment

Mayor Walen announced that Council would enter into executive session to evaluate the qualifications of applicants for public employment and would return to regular meeting at 11:15 a.m., which they did. Also attending the executive session were City Attorney Kevin Raymond and City Manager Kurt Triplett.

6. APPOINTMENT TO CITY COUNCIL POSITION 2

Councilmember Asher moved to appoint Jon Pascal to the upcoming vacancy of Position 2 on the Kirkland City Council, effective January 1, 2017 and ending with the certification of the 2017 general election. Councilmember Sweet seconded. The motion passed unanimously.

Following the appointment, City Manager Kurt Triplett reviewed next steps in the appointment process.

7. ADJOURNMENT

The Special Meeting of December 19, 2016 was adjourned at 11:19 a.m.

City Clerk

Mayor

COUNCIL APPOINTMENT
POTENTIAL INTERVIEW QUESTIONS

(The goal is for each Councilmember to ask one question of each of the applicants. Indicate the top two questions you would like to ask by putting the numbers 1 and 2 by your choices. Number one is the question you would like to ask the candidates, 2 is your second choice). The City Manager will collect your responses during Council calls on Tuesday. Follow-up questions and clarifying questions can also be asked during the interviews.

1. What goals would you most like to accomplish during your City Council term of office. How would you work with your fellow councilmembers to achieve those goals?
2. Where do you see Kirkland ten years from now? What changes will have taken place? What will be the same?
3. What is your view about the role of government? OR
What is your view about the role of City government and how do you see the role of a Council Member in relation to the role of the City Manager?
4. The City's financial forecast shows a growing gap between the cost of providing City services and capital projects and the money to pay for them. How would you propose to address this challenge?
5. Describe a time when you subordinated your personal interests to those of a larger group or community.
6. Give us an example of a time when you brought opposing sides together to resolve a difficult or divisive issue.
7. How would you prepare for a City Council meeting?
8. What personal attributes do you have that set you apart from the other candidates as the best person to fill this vacancy?

COUNCIL APPOINTMENT
POTENTIAL INTERVIEW QUESTIONS

Please retain any notes you take during the interviews as employment interview notes are subject to public disclosure (see attached reference)

1. What is your view about the role of government?
2. What is your view about the role of a Council Member in relation to the City Manager and staff?
3. How have you worked with leaders in your neighborhood to build community and improve your neighborhood?
4. Give us an example of a time when you brought opposing sides together to resolve a difficult or divisive issue.
5. The City Council is often faced with having to allocate scarce resources between two or more of the Council goal areas. How would you strike a balance between allocating resources towards economic development efforts and support for neighborhoods such as the completion of neighborhood plans?
6. **Final Question: Is there anything else you would like to tell us?**

Optional Questions:

7. What goals would you most like to accomplish during your City Council term?
8. The City's financial forecast shows a growing gap between the cost of providing City services and capital projects and the money to pay for them. How would you propose to address this challenge?
9. What personal attributes do you have that set you apart from the other candidates as the best person to fill this vacancy?

LEGAL/ILLEGAL INTERVIEW QUESTIONS

You can discuss/ask:

- The duties and responsibilities of a Council Member. Ask questions that are relevant to the position itself.
- The City's mission, programs, and achievements.
- The individual's qualifications, abilities, experience, education and interests.
- What the person has done previously that makes them able to serve on the Council.
- Whether the person will be able to devote sufficient time and whether there are responsibilities that would prevent him or her from meeting attendance requirements.

You may not discuss/ask:

- You may not ask questions about race, color, lineage, ancestry, national origin, birthplace, native tongue, religion, sex, sexual orientation, or disability.
- You may not ask about marital status, children, spouse, or dependents.
- Since all of the candidates are confirmed to be at least 18 years of age as registered voters, there is no reason to ask questions about age (which might suggest a preference for younger candidates).
- Questions about arrests or convictions.

COUNCIL APPOINTMENT
POTENTIAL INTERVIEW QUESTIONS (2013)

1. How would you persuade other members of the Council to vote to support your position on an issue?
2. What is your definition of leadership? Please name two people you admire as leaders?
3. How can City government be most effective for its community? OR

What is your view about the role of government generally and the City government in particular.

How do you see the role of a Councilmember in relation to the role of the City Manager? AND

4. What adjective would you use to describe your fiscal philosophy and what are your views on local taxation? OR

The City's financial forecast shows a growing gap between the cost of providing City services and capital projects and the money to pay for them. How would you propose to address this challenge?

5. Describe a time when you subordinated your personal interests to those of a larger group or community? OR

Describe a time when you passionately argued a minority position and then supported the will of the majority.

6. Give us an example of a time when you brought opposing sides together to resolve a difficult or divisive issue.

7. How would you prepare for a City Council meeting?

8. What personal attributes do you believe are essential to be an effective member of the City Council?

9. What attributes do you have that set you apart from the other candidates as the best person to fill the vacancy?

10. Provide your assessment of the strengths of the 2013 City Council and describe the strengths you would add if appointed.

11. Do you have any questions for us, or is there anything else you want to know?