



# CITY OF KIRKLAND CITY COUNCIL

Penny Sweet, Mayor • Jay Arnold, Deputy Mayor • Neal Black • Kelli Curtis  
Amy Falcone • Toby Nixon • Jon Pascal • 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 SPECIAL MEETING City Council Chamber Tuesday, December 8, 2020 5:30 p.m. – Study Session 7:30 p.m. – Regular Meeting

COUNCIL AGENDA materials are available on the City of Kirkland website [www.kirklandwa.gov](http://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.

**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. Solid Waste Contract Procurement Update
  - b. Northeast Recycling and Transfer Station Siting Update
4. *HONORS AND PROCLAMATIONS*
5. *COMMUNICATIONS*
  - a. *Announcements*
  - b. *Items from the Audience*
  - c. *Petitions*
6. *PUBLIC HEARINGS*
7. *SPECIAL PRESENTATIONS*
  - a. COVID-19 Update
    - (1) CARES Act Final Report
    - (2) COVID-19 Initial Response After Action Report

- b. Resolution R-5434 Update

8. *CONSENT CALENDAR*

- a. *Approval of Minutes*

- (1) November 17, 2020

- b. *Audit of Accounts*

- c. *General Correspondence*

- d. *Claims*

- (1) Claims for Damages

- e. *Award of Bids*

- (1) Citywide Greenways Network Project: NE 75<sup>th</sup> Street and 128<sup>th</sup> Avenue NE

- (2) NE 124<sup>th</sup> Street & 113<sup>th</sup> Ave. Pedestrian Safety Enhancements

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

- (1) Annual Street Preservation Program: 2019 Phase I Street Overlay

- g. *Approval of Agreements*

- h. *Other Items of Business*

- (1) Resignation of Cultural Arts Commission Member

- (2) Contract with American Federation of State, County and Municipal Employees AFL-CIO (AFSCME), Local #1837

- (3) Ordinance O-4744, Relating to Personnel, Management Leave for Employees and City Manager Discretionary Authority to Authorize Additional Management Leave for Eligible Employees Serving in Overtime-Exempt Positions Identified by the City Manager in the City Manager's Discretion for Use in 2021 Only Due to Extraordinary Additional Work Time Required in 2020 Resulting from COVID-19, Social Unrest, Economic Disruptions and Budget Challenges

- (4) October 2020 Sales Tax Report

- (5) Procurement Report

9. *BUSINESS*

**\*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.

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 They are the most permanent and binding form of Council action, and may be changed or repealed only by a subsequent ordinance.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

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

- a. 2019-2020 Budget Adjustment
  - (1) Ordinance O-4747 and its Summary, Amending the Biennial Budget for 2019-2020
- b. Property Tax Levy Adoption
  - (1) Ordinance O-4746, Establishing the Amount of Property Taxes to be Levied for the Year 2021, the First Year of the City of Kirkland's 2021-2022 Biennium, and Repealing Ordinance O-4742
- c. 2021-2022 Budget Adoption
  - (1) Ordinance O-4748 and its Summary, Adopting the Biennial Budget for 2021-2022
- d. 2021-2026 Capital Improvement Program Adoption
  - (1) Resolution R-5459, Adopting the 2021-2026 Six-Year Capital Improvement Program for the City of Kirkland
- e. Sustainability Master Plan
  - (1) Resolution R-5457, Approving the Sustainability Master Plan
- f. 2020 Comprehensive Plan and Zoning Map Amendments
  - (1) Ordinance O-4745, Relating to Comprehensive Planning, Land Use, and Amending the Comprehensive Plan Ordinance 3481, as Amended, to Update Chapter XIII Capital Facilities Plan, Chapter VI Land Use, Chapter X Parks, Recreation and Open Space, Chapter IX Transportation Elements, Chapter XV Replace the Market, Norkirk, Highlands Neighborhood Plans, Market Street Corridor Plan, Legislative Rezones, and the City of Kirkland Zoning Map, Ordinance 3710 as Amended, to Ensure the Zoning Map Conforms to the Comprehensive Plan and the City Compiles with the Growth Management Act, and Approving a Summary for Publication, File No. CAM18-00741 and File No. CAM20-00471

**10. REPORTS**

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

**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.

*11. ITEMS FROM THE AUDIENCE*

*12. EXECUTIVE SESSION*

- a. To Review the Performance of a Public Employee

*13. ADJOURNMENT*

**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.

**CITY OF KIRKLAND**

Public Works Department

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** John MacGillivray, Solid Waste Programs Supervisor  
John Burkhalter, Development & Environmental Engineering Manager  
Julie Underwood, Interim Director of Public Works

**Date:** November 23, 2020

**Subject:** SOLID WASTE CONTRACT PROCUREMENT UPDATE

**RECOMMENDATION:**

That City Council receive a briefing on the status of the procurement of a new Comprehensive Garbage, Recyclables, and Compostables Collection Contract.

**BACKGROUND**

The City of Kirkland contracts with Waste Management (WMI) for the collection of residential and commercial solid waste and has done so continuously for over three decades. The current contract was directly negotiated with WMI at City Council's direction in 2010-2011 and went into effect one month after the Juanita, Finn Hill, Kingsgate (JFK) annexation in July 2011. Both of the City's two-year extensions have been used and the contract will expire on June 30, 2022.

Kirkland underwent a competitive request-for-proposals (RFP) process to procure a new solid waste contract in 2016/2017. The City received three proposals (WMI, Recology, and Republic Services) but City Council opted to extend the current contract with WMI in lieu of awarding a new contract. This decision was taken to avoid a wholesale rate increase of 6% up to 17% depending upon the rate proposal offered by the proposers. Alternatively, there was no rate increase with a contract extension.

**Solid Waste Contract Procurement Regulations in Washington State**

Cities are granted a broad degree of latitude in determining how to contract for solid waste collections services, whereas in other public contract procurement processes, cities must follow specific guidelines to ensure competition.

Public works contracting is governed by [RCW 35.23.352](#) by reference in [RCW 35A.40.200](#) and [RCW 35A.40.210](#). In 1994, RCW 35.23.352 was amended and a former requirement that bids be sought when acquiring solid waste services was eliminated. Since the collection of solid waste is a service and bids are not strictly required for services, cities may use other means to select and contract with a solid waste service provider such as requests for qualifications, requests for bids or proposals, direct negotiations, renegotiations, or contract extensions. However, these procedures merely set out

alternative approaches for the selection of a solid waste service provider for cities and there is no requirement that a city use those procedures. No matter the method chosen, the typical length of a municipal solid waste contract is seven to ten years with one or two extension options either at the sole discretion of the city or by mutual agreement between the city and the contractor. In Kirkland's current contract, both two-year extensions were exercised at the sole discretion of the City. If the current agreement were to be extended for a period of time beyond the June 30, 2022 expiration date, both WMI and the City would have to mutually negotiate and agree to any contract extension.

### **City of Kirkland Solid Waste Contract Procurement Regulations**

Kirkland Municipal Code (KMC) 16.12.010 requires a competitive process to procure solid waste collection services with the caveat that City Council may, at its discretion, direct staff to instead negotiate a new solid waste collection contract with the incumbent service provider or any other prospective service provider for that matter.

*KMC 16.12.010: "No later than one hundred fifty days prior to the expiration of any existing contract for garbage collection, the city shall commence preparation of specifications, and thereafter advertise and call for bids and from bids received award the contract for the collection and disposal of all solid waste within the city; provided, however, that the city council, by resolution, may authorize the city manager or the director of the department of public works as his delegate to negotiate for the award of a new contract for garbage collection or the extension of any existing garbage collection contract."*

However, research conducted by staff during the 2016/2017 procurement process indicated that competitive procurement processes are more like to result in lower rates and a better suite of services relative to negotiated contracts.

### **Solid Waste Contract Procurement Methods**

The three most common procurement methods are discussed in greater detail below. Kirkland opted to undergo a competitive RFP procurement process in 2016/2017 prior to extending with Waste Management.

#### ***1. Direct Renegotiation***

Renegotiating solid waste collection contracts can be difficult, as haulers typically will not open their books or disclose operating margins. Instead, rate negotiations are based on comparisons with other city rates, which are based on different service packages, different mixes of commercial and residential customers, and that may or may not have been competitively procured. Cities may have difficulty determining whether they have negotiated a good deal that reflects market rates. Additionally, services and contract terms must be mutually acceptable and sometimes the hauler may refuse to meet city objectives for service levels or enforcement. Only a few cities in the region, Kirkland (due to the Juanita, Finn Hill, and Kingsgate annexation), Redmond, and Kent have renegotiated their solid waste collection contracts in recent years.

## ***2. Request for Bids (RFB)***

Assuming the successful bidder is both responsive (follows the rules of the process) and responsible (able to provide the service), contracts based on the RFB model are awarded based solely on price. A city issues a bid which includes a base contract and bidders provide a price for each element to include both collection and disposal. The RFB may also include bid alternatives for city consideration. While this process is prevalent in public works contracting, the RFB process is somewhat rare in solid waste contract procurements since it lacks the inclusion of qualitative elements valued by the city, residents, and businesses. The City of Sammamish is the only city in King County in recent years to complete an RFB process that resulted in a contract award, although the RFB process was common in early 2000's procurements.

## ***3. Request for Proposals (RFP)***

The RFP process is more flexible than the RFB and allows proposers to be evaluated on the design of their service model and to distinguish themselves qualitatively from their competitors. RFP processes for solid waste services can take up to two years to complete. Processes typically include a preliminary industry review of bid documents; a two to three-month advertisement period; a proposal evaluation process; a provisional award pending a successful contract finalization phase with the provisionally selected contractor; and a final contract award by City Council. Nine months to one year is usually reserved at the end of the process to allow the successful proponent time to order and take delivery of new collection vehicles and formulate and implement a transition plan.

Proposals are not only evaluated on price but are also appraised on qualitative elements such as a proponent's quality of customer service, billing accuracy, sustainability plan, community participation and involvement, contract implementation and compliance, operations and system design, interviews with the city, and reference checks. Typically, ratings are weighted 60%-80% on price and 40%-20% on qualitative factors, depending upon a city's preference. In most RFPs, the split between price and qualitative is either 70/30 or 60/40. RFP processes provide cities with the highest level of flexibility to award a contract based not only on price but also on the overall quality of service. In some cases, the proposer with the lowest price does not win the contract because the price and added service value of a competitor is ranked higher. The RFP process has been the predominant solid waste contract procurement method in our region. The cities of Kirkland (2017), Renton (2017), Mercer Island (2018) and Federal Way (2019) have completed RFP processes in recent years and the City of Auburn's RFP process was recently completed in October.

## **Alternative Service Provision Methods**

In addition to the three most common methods a city may choose to procure and provide solid waste collection services, there are two less-common service provision methods discussed below.

### *Washington Utilities and Trade Commission (WUTC) Service*

A city may choose to forego contracting directly with a service provider for solid waste collection services and, instead, may subscribe to the collection services provided under the WUTC system. In Washington State, incorporated and unincorporated service territories are divided up among contractors who hold "G" certificates. These certificates entitle the certificate holder to absolute

exclusivity in serving a given territory. WUTC-provided service occurs most often in unincorporated, rural areas throughout the State but one city in King County, the City of Woodinville, has chosen to provide collection services through the WUTC in lieu of a contract.

If a city decided to revert to WUTC-governed service, the city would provide advance notice to the WUTC at which time the holder of the "G" certificate for that city's territory would be notified and would be required to provide service upon the expiration or termination of the city's contract. In Kirkland, WMI holds the "G" certificate for the annexation area but it's unclear which company, if any, holds the certificate for pre-annexation Kirkland. In the event no company holds a certificate for a given territory, the WUTC would undertake a process to award said certificate which could take several months.

The services and rates in a territory are set by the WUTC and can be modified over time upon the request of the certificate holder and the approval of the WUTC. In the areas where the WUTC governs service, the rates are generally more expensive, and the service quality is not as high relative to standard municipal solid waste contracts. This option would be beneficial to smaller cities with limited administrative budgets and staff available to manage a solid waste contract.

#### *City Provided Service*

Some cities in the area, such as the cities of Enumclaw and Olympia, choose to provide solid waste collection services with city staff and resources in lieu of contracting. If a city opts to provide service in this manner, significant initial capital investments ranging in the tens of millions of dollars would be required. Major capital investments would include property acquisition, building an operations center with administration and driver accommodation facilities, dispatch capabilities with space for container storage, vehicle maintenance garages, and fueling capabilities and the purchase of solid waste collection and support vehicles. Ongoing expenses would include the hiring of administrative and driver staff along with other major expenses such as vehicle maintenance, fuel costs, and maintaining a container inventory. While there would be a significant initial capital investment, city provided service offers a city more control over such things as collection operations, the subcontracting of services to third parties, marketing and sales of recyclable commodities, and labor costs. Further, city provided service eliminates the contractor's profit margin embedded in the rates charged to the city. If a city was interested in transition to city-provided service, the first step would be to undergo a feasibility study to identify needs, challenges, and projected costs.

#### **THE SOLID WASTE RFP PROCUREMENT PROCESS**

Unless directed differently by the Council, pursuant to KMC, staff is undergoing a competitive RFP process to procure a new solid waste collection contract. Kirkland staff are responsible for document preparation and the evaluation of proposals with a small consultant budget set aside for technical advice and the evaluation of rate proposals. Staff intends to largely replicate the 2017 procurement process given the positive feedback received from proposers at that time. The elements and values fundamental to the past and current process include:

- Ensuring inclusion, fairness, transparency and process integrity
- Achieving value and competitive rates for residents and businesses
- Ensuring compliance with Kirkland's established purchasing policies and procedures
- Supporting policies and goals in the adopted Comprehensive Solid Waste Management Plan
- Observing established City Council goals and adopted plans



As shown below in *Table 1*, there are numerous steps in the process which are discussed sequentially below, where applicable. Future timeframes are estimates and may be subject to change.

<b>Table 1: Solid Waste Contract Procurement Timeline</b>		
<b>Status</b>	<b>Task</b>	<b>Timeframe</b>
Complete	Community Survey	June 2020
Complete	Hauler Interviews	Sept 2020
Complete	Rate and Service Comparisons	Sept 2020
Complete	Draft Contract and RFP Documents	Sept/Oct 2020
Ongoing	Legal Review	Nov/Dec 2020
Complete	Updates to City Manager and City Council	Nov/Dec 2020
Pending	Industry Review Period	Jan/Feb 2021
Pending	Release of RFP	Mar 1, 2020
Pending	Proposer Questions Due	Mar 22, 2020
Pending	Proposals Due	May 3, 2021
Pending	Proposals Evaluation, Interviews, Selection	May/June 2021
Pending	Provisional Contract Award Recommendation to City Council	June 2021
Pending	Contract Finalization/Final Award	July/Aug 2021
Pending	Contract Transition and Implementation Planning	Oct 2021 – June 2022
Pending	Start of Contract	July 1, 2022

## **Community Survey**

In June 2020, Solid Waste staff conducted a non-scientific, self-selecting online survey to poll residents about their overall satisfaction with the City's solid waste and recycling services; desires for additional services; general recycling knowledge; and communications preferences. A total of 464 responses were received with 85% fully completing the survey. The first 100 respondents received a \$5 gift card from a local business. The complete results of the survey can be reviewed in *Attachment 1*. Of the respondents, 84% reside in single family homes and 16% live in apartments or condos. 52% of the respondents reside in northern Kirkland, 37% in central Kirkland, and only 11% in southern Kirkland. The parts of the survey pertinent to the solid waste contract procurement are discussed below.

*Customer Satisfaction:* 88% of respondents are Very Satisfied/Satisfied with their garbage, recycling, and composting collection services. 77% of respondents are Very Satisfied/Satisfied with Waste Management's customer service.

*Bulky Waste Pricing Preference:* Respondents were asked to indicate a preference for a cost range for the curbside collection of bulky items like appliances and furniture. 45% of respondents preferred a price point to be \$25 per item or less. 33% believe the price point should fall between \$26 and \$35 per item.

*Curbside Services:* Respondents were asked to choose the items they would like to have collected at the curb. Styrofoam received the highest percentage at 62% with household batteries (52%) and electronics (46%) coming in second and third. Please note that staff is not seriously considering adding curbside collection of Styrofoam in a future contract because such collection would likely result in significant litter management issues and the City already has a more

affordable and efficient method of collecting foam through StyroFest events. Interestingly, when asked to indicate the items customers save for drop-off, 80% said they save batteries, 67% save Styrofoam, and 62% save electronics.

*Collection Frequency:* Respondents were asked to indicate a preference for every-other-week (EOW) collection of residential garbage, recycling, and yard waste. A majority of respondents were opposed to EOW garbage service (66%) with 52% opposed to EOW recycling and 46% to EOW yard waste service.

*Recycling Contamination Enforcement:* Kirkland has a robust contamination enforcement program in which carts containing unacceptable materials are tagged by drivers at the point of collection. In lieu of fines, the approach has been to refuse service to customers with chronic contamination issues. About 47% of respondents indicated they support stricter contamination enforcement with 22% supporting stricter enforcement only if it does not involve fines.

*Separate Glass Recycling:* Some cities are moving to a collection system in which glass containers are collected in small bins separated from other recyclables. 61% of respondents indicated a willingness to recycle their glass containers separately. 31% said they were willing to do so only if it did not cost more.

## **Service Provider Interviews**

Before drafting the RFP and base contract documents, staff held confidential individual meetings with current and prospective service providers. A staff group met with Kirkland's current contractor, WMI, as well representatives from Recology, Republic Services, and Cedar Grove. Service providers were given the opportunity to ask questions about the looming procurement process, educate staff about the provisions and services their respective companies prefer in municipal solid waste contracts, and provide feedback on how they believe RFP processes could be improved.

## **Rate and Service Comparisons**

An important step in any solid waste procurement process is conducting a comparison of rates and services in other municipalities so the competitiveness of any rates proposals received can be determined. It is exceptionally challenging to make a true "apples for apples" comparison between city contracts as there are a multitude of factors that contribute to an individual city's solid waste rates. Differences in curbside services, service frequencies, mandatory versus subscription-based services, tax rates, proximity to a transfer facility, and age of the contract are just a few of these differences.

The City contracted with Sound Resource Management to conduct a rate and services comparison. The cities used as comparatives include the cities of Auburn, Bellevue, Federal Way, Issaquah, Mercer Island, Redmond, Renton, Sammamish, and Seattle. As shown in *Table 2*, when all residential cart sizes and services in the nine cities are adjusted upwards or downwards to approximate the services offered in Kirkland, the weighted average residential rates in Kirkland rank fourth highest at \$37.64/month behind the cities of Seattle, Sammamish, and Mercer Island. The suburban average is \$32.17.

<b>Rank</b>	<b>City</b>	<b>Avg Cost/mo</b>	<b>Hauler</b>	<b>Contract Start</b>
1	Seattle	\$59.87	WMI/Recology	2019
2	Sammamish	\$45.30	Republic	2017
3	Mercer Island	\$38.99	Recology	2019
4	Kirkland	\$37.64	WMI	2011
5	Federal Way	\$36.83	WMI	2020
	Suburban Average	\$32.17		
6	Auburn	\$28.04	WMI	2011
7	Renton	\$27.70	Republic	2017
8	Bellevue	\$27.00	Republic	2014
9	Redmond	\$25.92	WMI	2016
10	Issaquah	\$23.13	Recology	2012

Full details of the service and rates comparisons for all sectors are included in *Attachment 2*.

#### *The City of Auburn 2020 Contract Procurement*

The City of Auburn awarded a competitively bid contract to WMI in late October. The wholesale rates increased by an average of 48% for residential customers. The City of Auburn has apparently chosen to not pass on the rate increase in its retail rates to its customers until a future date, presumably through the use of cash reserves to offset the increase. As such, Auburn's new contract is not included as a comparative in the rates and services comparison because we do not know at this time how the wholesale rates will translate into retail rates. The rate increase was due, in part, to significant program changes and improvements coupled with service providers apparently attempting to meet corporately mandated profit margins and compensating for lower than projected profits from the sale of recyclable commodities over the course of the last few years as a consequence of the China Sword restrictions.. It is important to note that when Auburn's current contract's residential rates and services are compared and equalized to Kirkland's rate and services, the average Auburn's rates are about \$9.60 less per month. This indicates that Auburn's rates were artificially low given the age of it contract.

#### **Draft Solid Waste Contract Services and Provisions**

The draft solid waste contract was prepared primarily by Solid Waste staff working in conjunction with any interested City divisions such as Utility Billing and Parks and with limited contract consultant support. Sound Resource Management has been hired to complete work on the aforementioned rates and services comparisons, evaluate and present options on the various financial components such as options for the annual CPI escalator and recycling market adjustment mechanism, and to evaluate and translate wholesale rate proposals received into retail rates.

The services and provisions in the draft solid waste contract fall into four categories. First are the services and provisions that have been retained in whole or in part from Kirkland's current contract. The second category refers to the services and provisions that have been added or significantly changed from the current contract. The third category lists the services and provisions that have been deleted. The final category lists the contract alternatives in the RFP for which the City may seek

pricing. All services and provisions are subject to change pending legal review and finalization of the draft contract and RFP documents.

### *Retained Services and Provisions*

- Weekly residential garbage, recycling, and yard waste collection
- No cost carry-out service for disabled customers
- Costs of recycling and composting embedded in garbage rate
- Cart colors (green=garbage, blue=recycling, gray=yard waste)
- New fleet of CNG collection vehicles at the start of the contract
- City billing
- Local customer service office and staff
- Customer service call answering standards (Average Speed of Answer <30 seconds, Average Hold Time two minutes or less)
- Monthly reports (service, tonnage, processing, and customer service data)
- Unlimited multifamily recycling service
- Annual residential and commercial recycling guides
- No cost service to City facilities and downtown "Big Bellies"
- Free in-home food scrap buckets, upon request
- Commercial and multifamily organics service
- Curbside electronics collection
- Drop off locations for trash and recycling if service is postponed due to inclement weather for two or more consecutive weeks
- Annual Christmas tree collection in first two weeks of January

### *New Services and Provisions*

- 8.5-year term to align contract cycle with City's biennial budget and rates adoption process
- Two, 2-year extensions, one extension at City's sole discretion, the second by mutual agreement
- More affordable bulky waste collection services (\$30-\$40 per item)
- Bulky waste collection service for multifamily and commercial customers
- Discouragement of labor disruptions (Missed service credit to customers plus and escalated performance fee structure specific to work stoppages to avoid potentially expensive misunderstandings and misinterpretations of missed pick up performance fees as they would apply to a work stoppage)
- Unlimited commercial recycling service
- Additional 96 gallons of free yard waste service after City-declared storm events
- No cost service for City or City-sponsored events (up to six per year)
- Contemplation of future extended producer responsibility programs
- Contamination Reduction Plan
- Education and outreach, technical, and material assistance to Multifamily and Commercial customers (i.e., site waste audits, signage, presentations)
- Specific performance expectations for spill response and abatement
- Considerations of increases in compost processing costs due to change in law or regulation
- Requirement for translated educational and outreach materials in multiple languages
- Educational cart tagging
- One special Contractor-organized recycling event each year
- Small residential composting mini-can for customers without yards (i.e. townhomes)

*Deleted Services and Provisions*

- As a cost saving measure, embedded curbside services with duplicative product stewardship (EPR) programs or established drop-off location networks (batteries, CFL bulbs, textiles, motor oil, cooking oil, etc.) were deleted or not added
- Alignment of accepted recyclables list with the Comprehensive Solid Waste Management Plan and King County Recycling Task Force recommendations (no plastic bags, aluminum foil, shredded paper, and plastic clamshell containers)
- No gate or container unlocking fees

*RFP Alternatives*

The City will be seeking pricing on the following contract alternatives in the RFP. All, some or none of the alternatives may be included in the final awarded contract, at the City's sole discretion.

1. **Recycling Market Adjustment:** Under this provision, the City would be credited or debited for the value of recyclables after the costs of collection, processing, and marketing are accounted for by the contractor.
2. **Longer Contract Term:** 10.5 years versus 8.5 years.
3. **Alternative Collection Vehicles:** Proposers may offer fleet alternatives such as phasing in the deployment of new collection vehicles to reduce costs or the trial of electric collection vehicles in lieu of CNG trucks.
4. **Bulky Waste Collection:** Each single family household would be allowed to dispose of one bulky waste item per year at the curb at no additional cost.
5. **Every-other-Week Garbage Collection:** In the event the City opted to transition to every-other-week garbage collection at some point over the term of the contract, the residential customer's monthly bill would be reduced by this amount.
6. **Unlimited November Yard Waste Extras:** At no additional cost, residents could place out an unlimited number of units of extra yard waste throughout the month of November.
7. **Billing Agent:** The contractor would serve in the role of billing agent. Customers would now receive their bills from the contractor. The City would retain the ability to set retail rates. The contractor would remit to the City each month the difference between the retail rates charged to and collected from the customer and the wholesale rates paid to the contractor by the City.
8. **Alternative Collection Component Escalator:** Proposers may submit an alternative fee escalation index for consideration by the City in lieu of the standard CPI-W index.

## **Industry Review Phase**

The industry review phase gives prospective proposers the opportunity to review the draft base contract and RFP documents before the documents are finalized and officially released. During the review process, proposers may offer feedback on specific provisions of the contract and pose clarifying questions. Staff may opt to make changes to the draft contract or RFP based upon feedback received. Responses to comments and questions are consolidated into a responsiveness summary which is included as an attachment to the final RFP. After the official release of the RFP, proposers are given a second opportunity to ask another round of questions.

## **Proposals and Rates Evaluation Process**

Once proposals are received, they are first reviewed to ensure completeness and responsiveness by Purchasing. A five-to-seven-person Proposal Evaluation Team (PET) will review the proposals and make qualitative ratings using a standardized scoresheet based upon several categories including customer service, contract implementation and compliance, system design and operations, recycling, and innovation. Other items contributing to the overall qualitative score will be interviews, facility tours, and reference checks. Members of the PET are asked to sign a statement expressing no conflict of interest, strict adherence to City of Kirkland ethical purchasing guidelines, and a commitment to objectivity and fairness when reviewing proposals. For Kirkland, the PET members may include the Public Works Director, Solid Waste Division staff, representatives from Utility Billing and Purchasing, and an at-large stakeholder with expertise in solid waste. In 2017, the at-large stakeholder was a manager from the King County Solid Waste Division. For this RFP, the qualitative elements account for 30% of the points available with the pricing proposal accounting for 70% of the points. This split recognizes the importance of cost while also acknowledging that the quality of the service is also important to Kirkland's residents and businesses.

During this time, staff will evaluate the wholesale rate proposals received and translate them into retail rates with the assistance of the City's solid waste rates consultant, Sound Resource Management, to determine the actual rate impact on the customer. The new wholesale contract rates will go into effect on July 1, 2022. However, Kirkland will have already set its retail rates for the 2021/2022 biennium, expiring on December 31, 2022. As such, a determination will have to be made as to how to best implement the presumed wholesale rate increase. One strategy is to absorb the wholesale rate increase with accrued cash reserves. A second option is to adopt an interim set of retail rates in effect between July 1, 2022 and December 31, 2022 that passes through the wholesale rate increase to the customer. A final option would be to negotiate with the contractor to determine if the contractor would be willing to provide service under the wholesale rates currently in place through the end of 2021.

## **Contract Award Process**

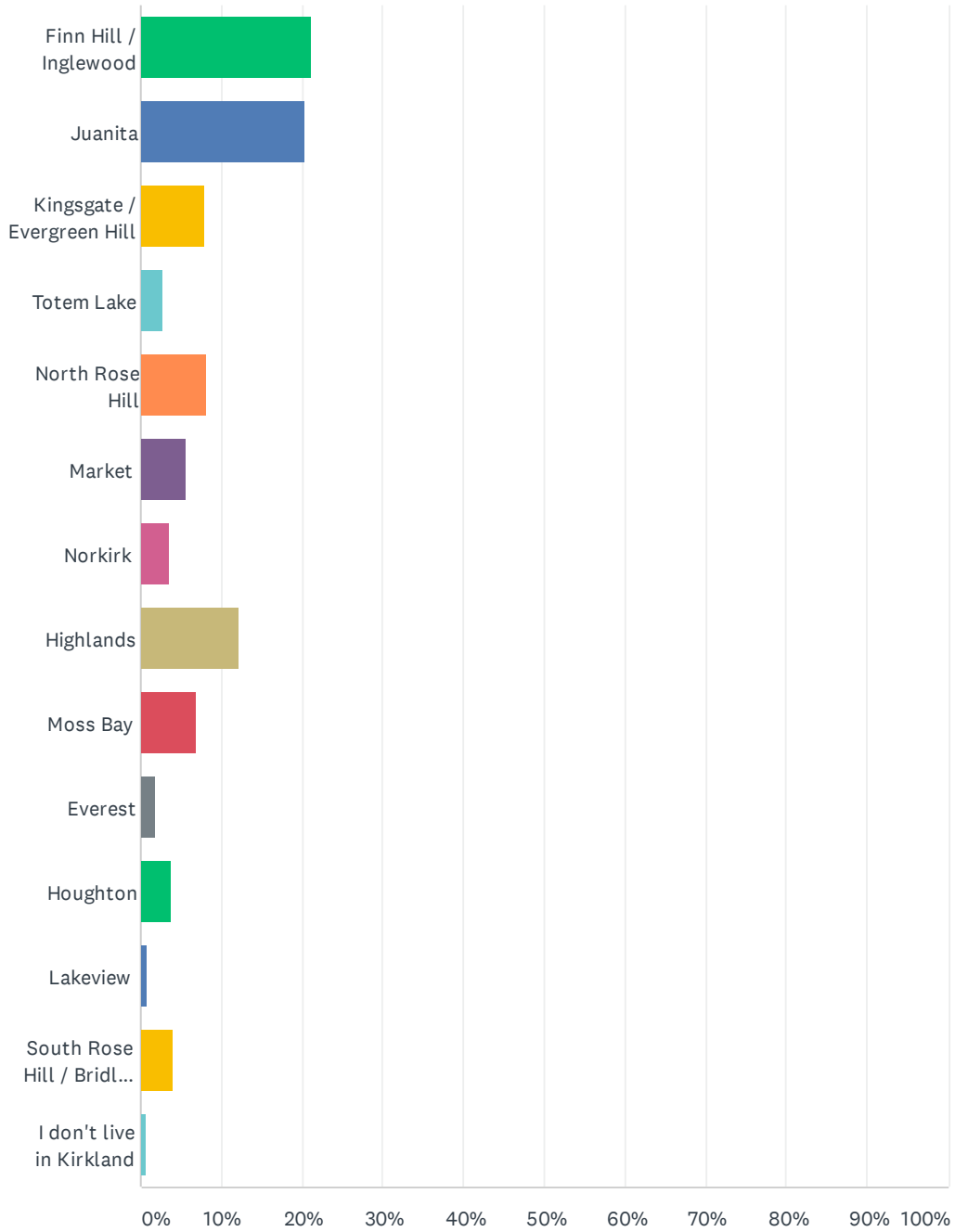
Once the proposal evaluation process is completed, the PET will make a recommendation to City Council to provisionally award the contract to one of the proposers pending the successful completion of the contract finalization phase by a specific deadline. Once the contract is provisionally awarded, staff will begin the contract finalization phase in which any outstanding details will be resolved between the two parties. If an agreement cannot be reached between the City and the preferred provisional proposer, staff will proceed with contract finalization with the next highest ranked proposer. Once the contract is finalized, staff will return to City Council to seek official award of the contract and authorization for the City Manager to sign and execute the contract.

**Contract Transition and Implementation Process**

The goal with most competitive solid waste procurement processes is to leave a nine-to-twelve-month gap between contract award and the start of service. This is done primary to allow the contractor time to order and take delivery of new collection vehicles but is also done to allow time to complete tasks such as developing education and outreach materials, exchanging customer information, planning collection routes, ordering inventories of carts and detachable containers, and relabeling carts. The proposer to whom the contract is awarded will be responsible for developing and submitting a contract transitions and implementation plan to the City within a couple of months of the official contract award.

# Q1 What neighborhood do you live in? (show map)

Answered: 467 Skipped: 0

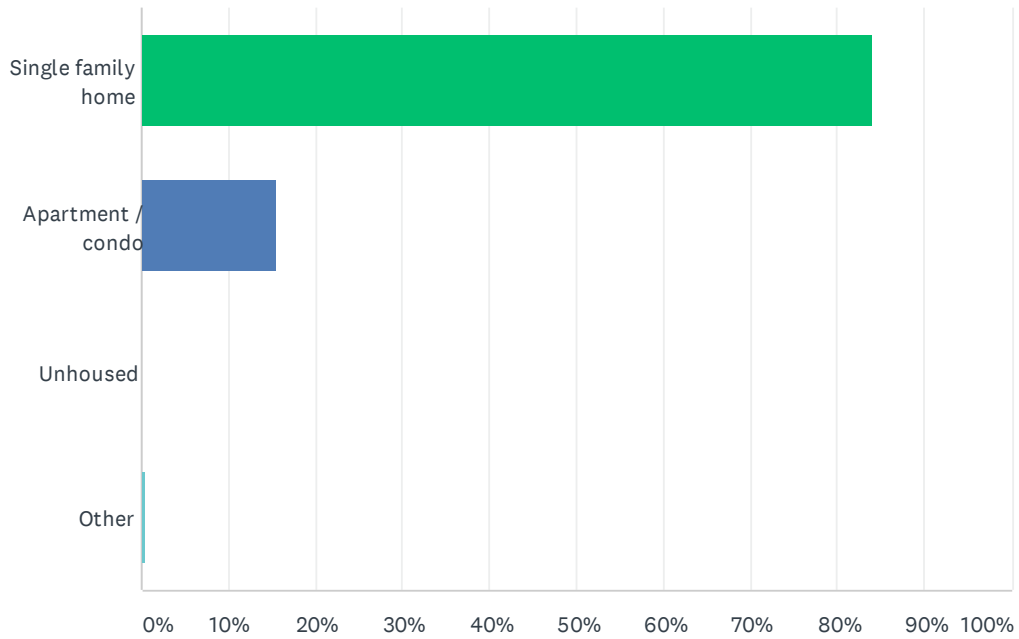




ANSWER CHOICES	RESPONSES	
Finn Hill / Inglewood	21.20%	99
Juanita	20.34%	95
Kingsgate / Evergreen Hill	7.92%	37
Totem Lake	2.78%	13
North Rose Hill	8.14%	38
Market	5.57%	26
Norkirk	3.64%	17
Highlands	12.21%	57
Moss Bay	6.85%	32
Everest	1.93%	9
Houghton	3.85%	18
Lakeview	0.86%	4
South Rose Hill / Bridle Trails	4.07%	19
I don't live in Kirkland	0.64%	3
<b>TOTAL</b>		<b>467</b>

## Q2 What kind of housing do you live in?

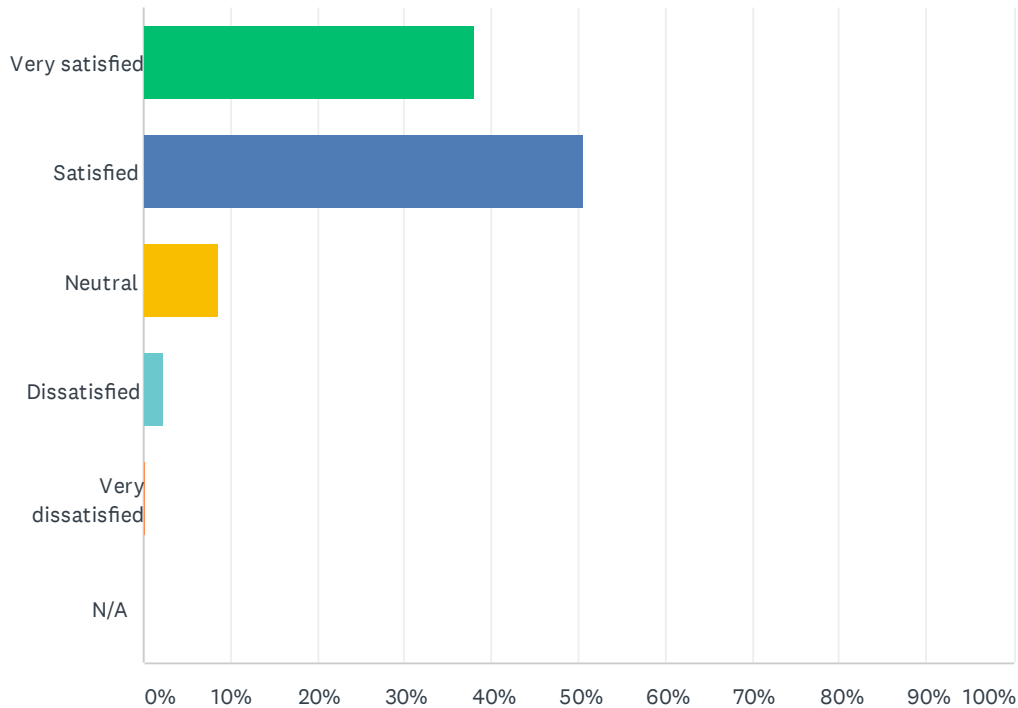
Answered: 467 Skipped: 0



ANSWER CHOICES	RESPONSES	
Single family home	84.15%	393
Apartment / condo	15.42%	72
Unhoused	0.00%	0
Other	0.43%	2
<b>TOTAL</b>		<b>467</b>

### Q3 In general, how satisfied are you with your curbside / complex garbage, recycling, and food+yard waste collection service provided by Waste Management?

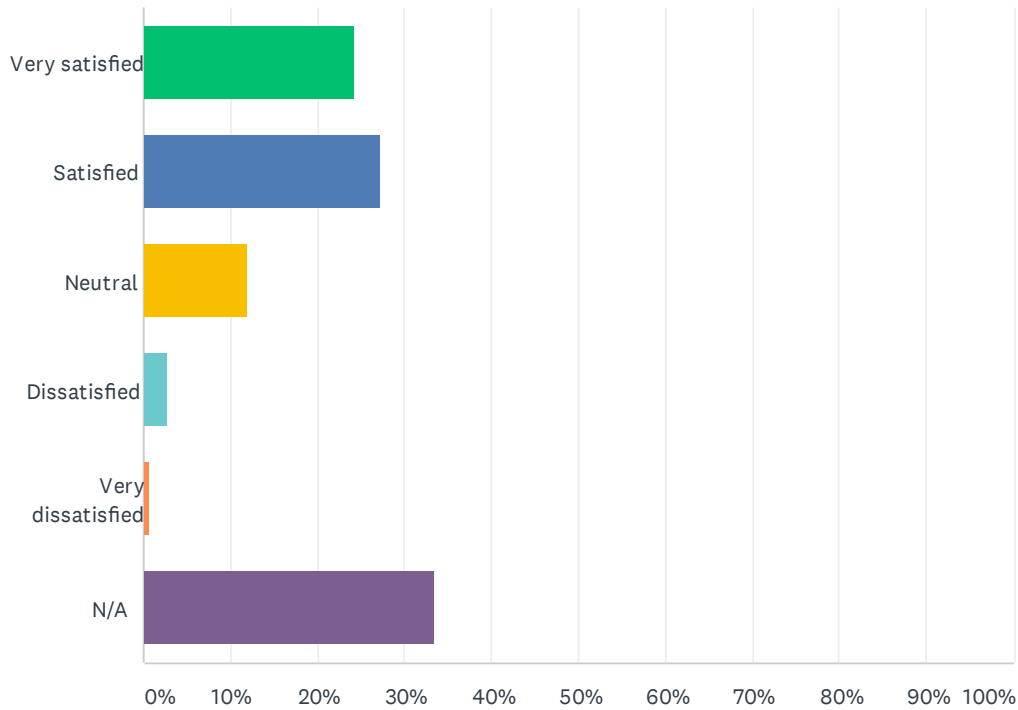
Answered: 381 Skipped: 86



ANSWER CHOICES	RESPONSES	
Very satisfied	38.06%	145
Satisfied	50.66%	193
Neutral	8.66%	33
Dissatisfied	2.36%	9
Very dissatisfied	0.26%	1
N/A	0.00%	0
<b>TOTAL</b>		<b>381</b>

### Q4 In general, if you have contacted Waste Management customer service in the past, how satisfied are you with Waste Management’s customer service?

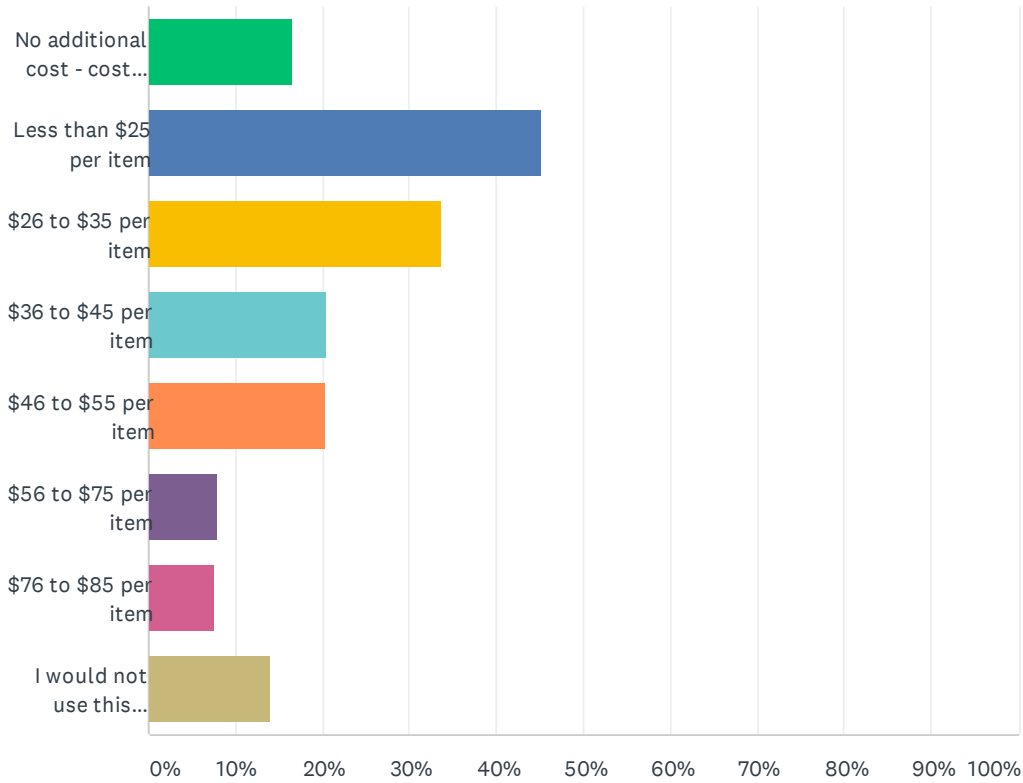
Answered: 379 Skipped: 88



ANSWER CHOICES	RESPONSES
Very satisfied	24.27% 92
Satisfied	27.18% 103
Neutral	11.87% 45
Dissatisfied	2.64% 10
Very dissatisfied	0.53% 2
N/A	33.51% 127
<b>TOTAL</b>	<b>379</b>

Q5 Kirkland offers fee-based curbside collection service for bulky items like appliances, furniture, and mattresses. The cost currently ranges from \$76 to \$85 per item. At which price ranges would you use this service? Check ALL that apply.

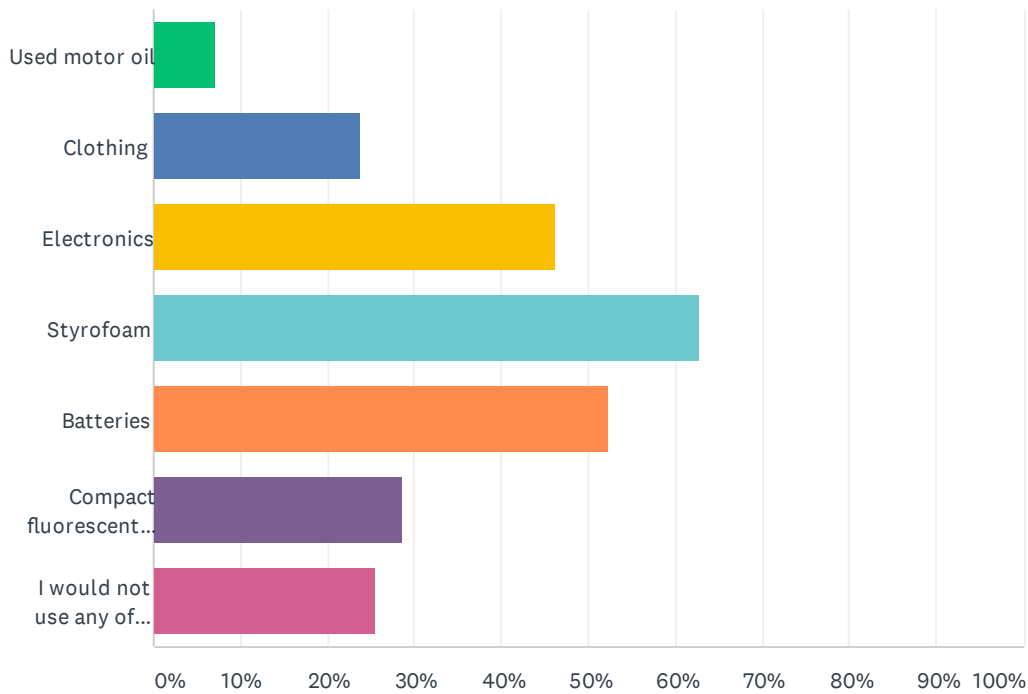
Answered: 380 Skipped: 87



ANSWER CHOICES	RESPONSES	
No additional cost - cost included (embedded) in my regular garbage rate	16.58%	63
Less than \$25 per item	45.26%	172
\$26 to \$35 per item	33.68%	128
\$36 to \$45 per item	20.53%	78
\$46 to \$55 per item	20.26%	77
\$56 to \$75 per item	7.89%	30
\$76 to \$85 per item	7.63%	29
I would not use this service	13.95%	53
Total Respondents: 380		

Q6 Kirkland is considering adding or removing some no-cost curbside collection services in future contracts. Knowing that providing additional or retaining current free curbside services may result in an increase in your garbage rates, which of these curbside services would you be likely to use in the future? Please check ALL that apply.

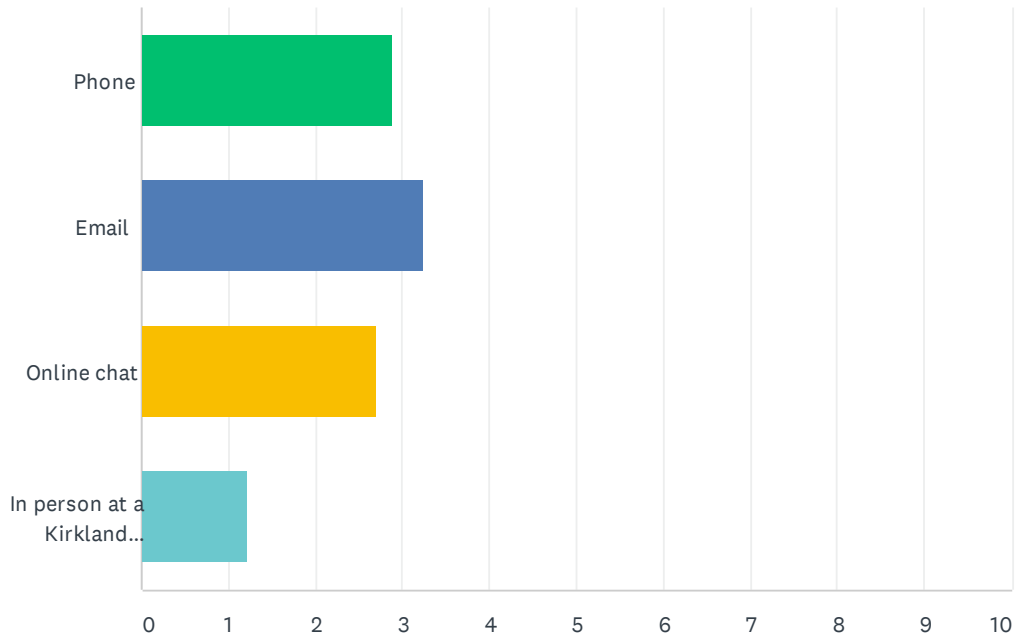
Answered: 379 Skipped: 88



ANSWER CHOICES	RESPONSES	
Used motor oil	7.12%	27
Clothing	23.75%	90
Electronics	46.17%	175
Styrofoam	62.80%	238
Batteries	52.24%	198
Compact fluorescent bulbs and tubes	28.76%	109
I would not use any of these services	25.59%	97
Total Respondents: 379		

**Q7 How would you prefer to access customer service for your curbside waste collection service? (For example, changing your cart size or reporting a missed pickup.) Please rank these options:**

Answered: 369 Skipped: 98



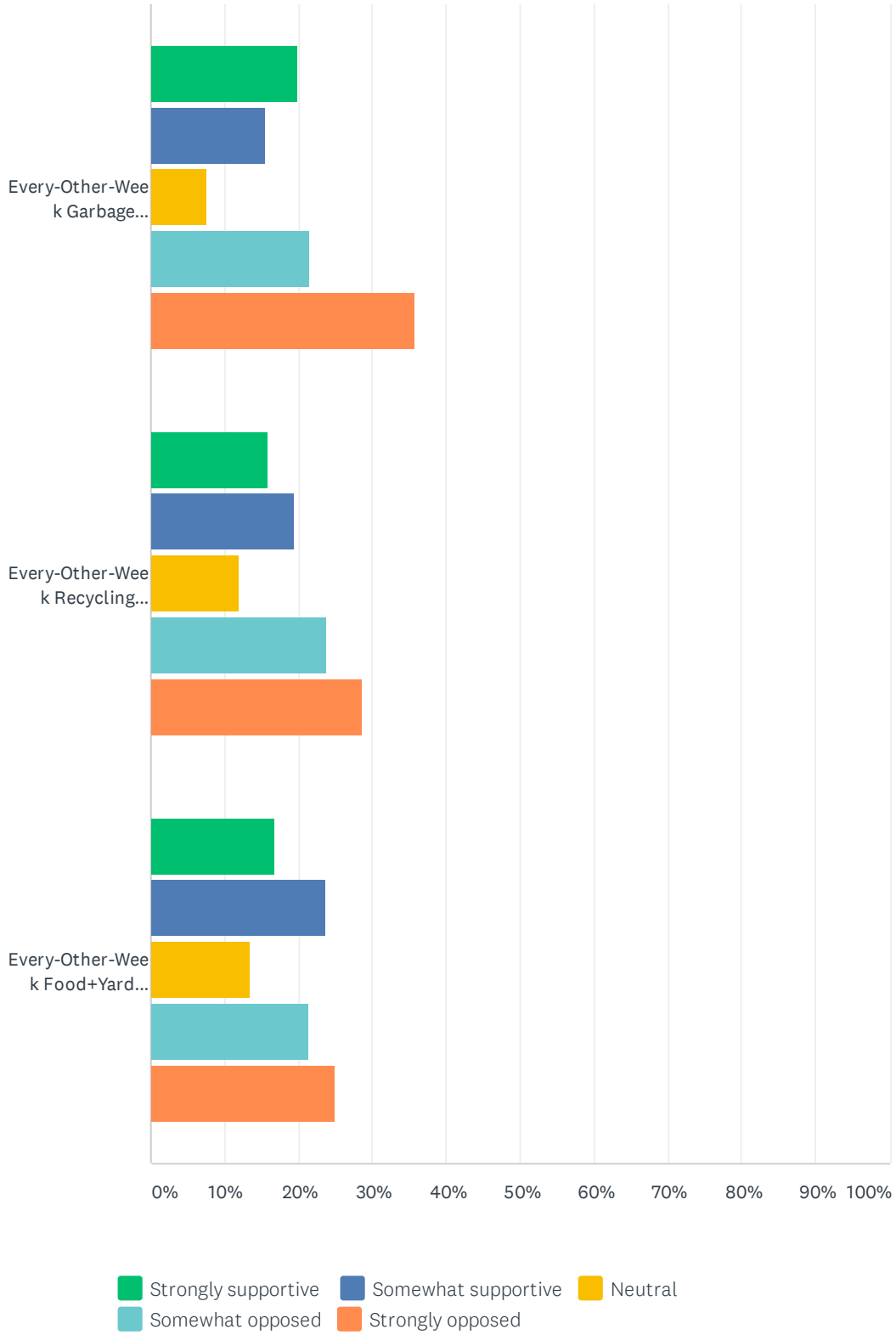
	1	2	3	4	TOTAL	SCORE
Phone	30.47% 110	29.09% 105	38.50% 139	1.94% 7	361	2.88
Email	47.12% 172	32.60% 119	17.81% 65	2.47% 9	365	3.24
Online chat	21.17% 76	35.93% 129	34.82% 125	8.08% 29	359	2.70
In person at a Kirkland location	2.87% 10	2.01% 7	8.33% 29	86.78% 302	348	1.21

Q8 Some cities have decided to reduce the environmental impacts of curbside garbage and recycling collection by reducing collection service to every-other-week instead of weekly. With trucks on the road less often, emissions and wear and tear on vehicles and roadways would be reduced. Knowing that every-other-week service would reduce environmental impacts but would not be significantly cheaper, how supportive would you be of switching to every-other-week collection?

Answered: 377 Skipped: 90



### Kirkland Recycling Services Resident Survey

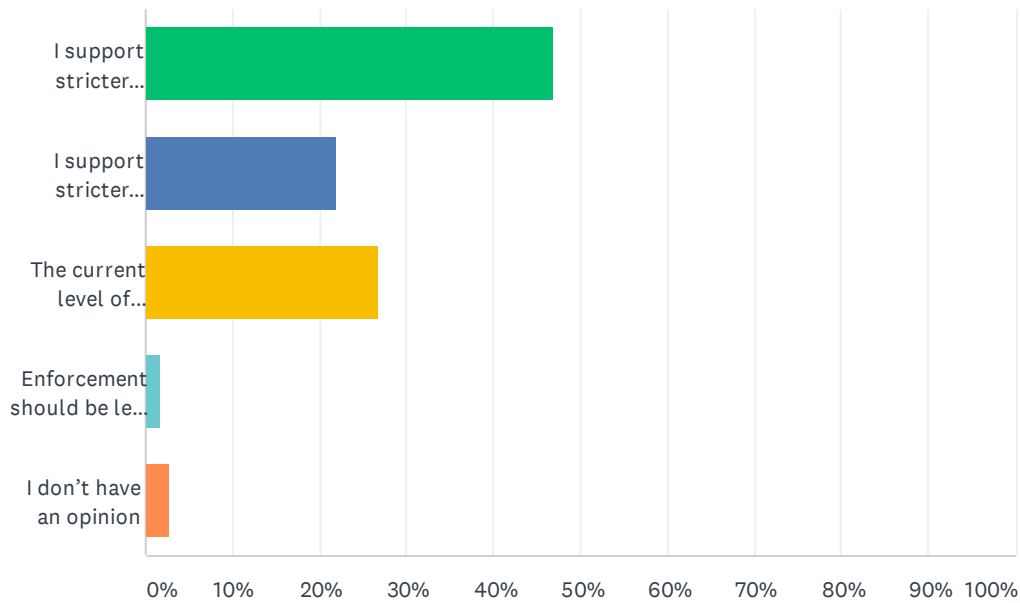


## Kirkland Recycling Services Resident Survey

	<b>STRONGLY SUPPORTIVE</b>	<b>SOMEWHAT SUPPORTIVE</b>	<b>NEUTRAL</b>	<b>SOMEWHAT OPPOSED</b>	<b>STRONGLY OPPOSED</b>	<b>TOTAL</b>
Every-Other-Week Garbage Collection	19.89% 75	15.38% 58	7.43% 28	21.49% 81	35.81% 135	377
Every-Other-Week Recycling Collection	15.96% 60	19.41% 73	11.97% 45	23.94% 90	28.72% 108	376
Every-Other-Week Food+Yard Waste Collection	16.76% 63	23.67% 89	13.30% 50	21.28% 80	25.00% 94	376

**Q9 One of recycling's biggest challenges is contamination - items that aren't accepted in the blue cart. Contaminants like plastic bags and styrofoam must be removed and disposed as garbage, which is labor-intensive and not 100% effective. Currently, residents who put an incorrect item in their recycling cart get an informational tag, then a phone call after three repeat violations. Would you support stricter enforcement of recycling rules?**

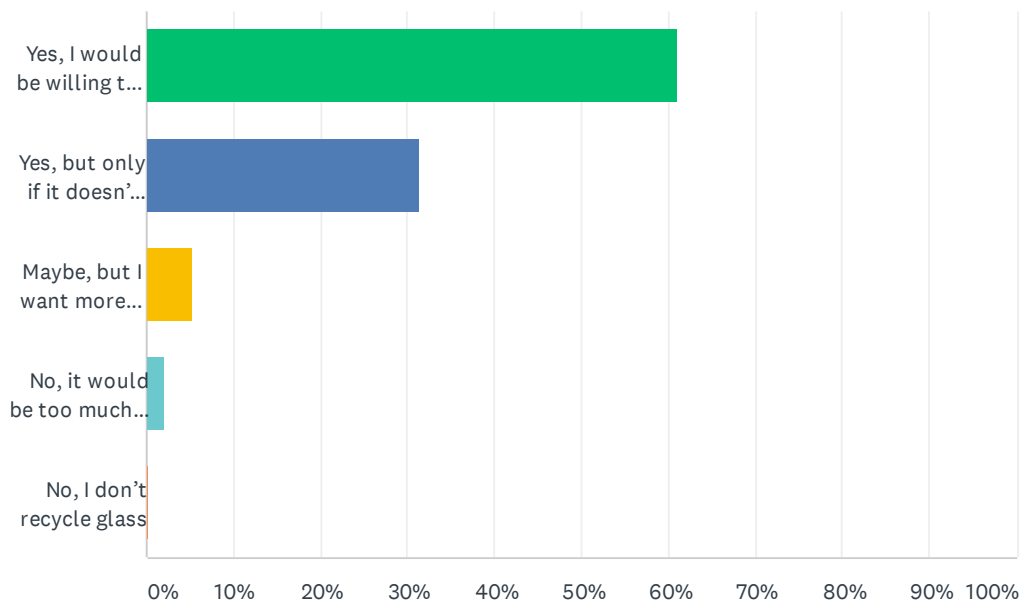
Answered: 377 Skipped: 90



ANSWER CHOICES	RESPONSES	
I support stricter enforcement	46.95%	177
I support stricter enforcement as long as it doesn't involve fines	22.02%	83
The current level of enforcement sounds about right	26.79%	101
Enforcement should be less strict than it is now	1.59%	6
I don't have an opinion	2.65%	10
<b>TOTAL</b>		<b>377</b>

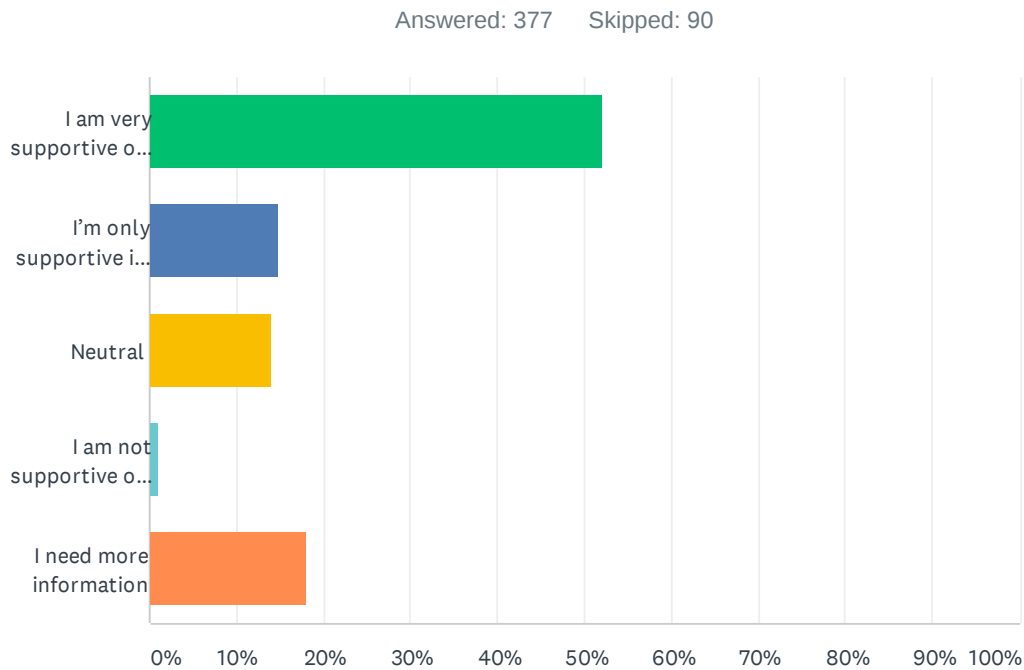
**Q10 Glass is difficult to manage in recycling due to breakage. When it breaks, glass shards get mixed in with paper, which makes that paper more expensive to recycle and lowers the quality of what can be made with it. If you were provided with a separate bin for recycled glass at your home, would you use it?**

Answered: 377 Skipped: 90



ANSWER CHOICES	RESPONSES	
Yes, I would be willing to recycle glass separately	61.01%	230
Yes, but only if it doesn't cost me more	31.30%	118
Maybe, but I want more information	5.31%	20
No, it would be too much work to recycle glass separately	2.12%	8
No, I don't recycle glass	0.27%	1
<b>TOTAL</b>		<b>377</b>

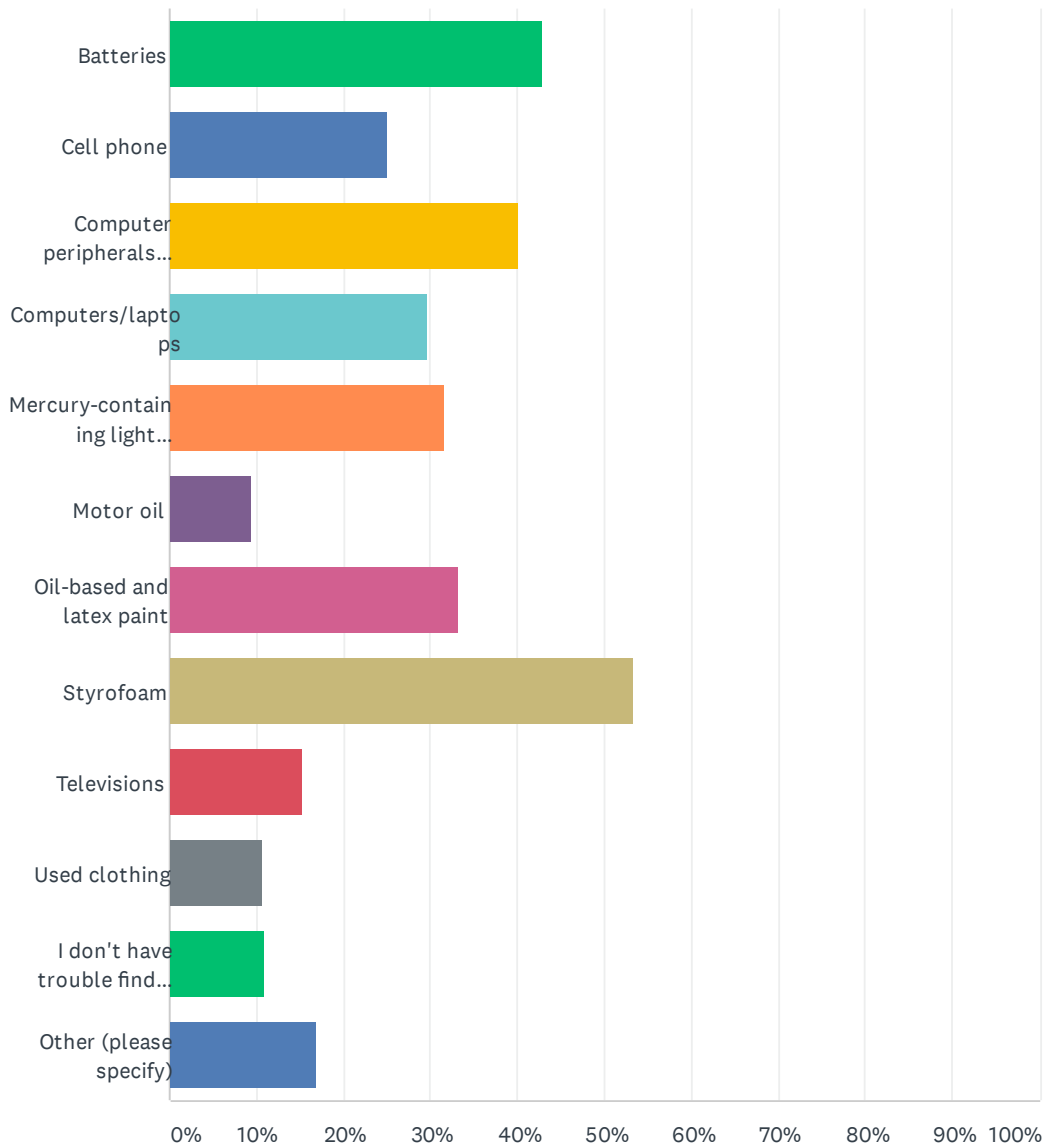
**Q11** Extended producer responsibility (EPR) is a concept where manufacturers of certain products are required to pay for the end-of-life processing and recycling of the products. Examples of EPR programs already implemented in Washington State include E-Cycle Washington for electronics and Light Recycle for mercury-containing bulbs and tubes. In the future, EPR may be introduced in regular curbside recycling where the manufacturers of paper and plastic packaging will be required to provide recycling collection service to residents. What is your level of support for EPR for curbside recycling:



ANSWER CHOICES	RESPONSES	
I am very supportive of this concept	51.99%	196
I'm only supportive if it results in a lower garbage bill	14.85%	56
Neutral	14.06%	53
I am not supportive of EPR for curbside recycling	1.06%	4
I need more information	18.04%	68
<b>TOTAL</b>		<b>377</b>

### Q12 What items do you have trouble finding recycling or disposal options for? (check all that apply)

Answered: 423 Skipped: 44



ANSWER CHOICES	RESPONSES	
Batteries	42.79%	181
Cell phone	25.06%	106
Computer peripherals (mouse, keyboard, etc.)	40.19%	170
Computers/laptops	29.79%	126
Mercury-containing light bulbs/tubes (e.g. CFLs)	31.68%	134
Motor oil	9.46%	40
Oil-based and latex paint	33.33%	141
Styrofoam	53.43%	226
Televisions	15.37%	65
Used clothing	10.64%	45
I don't have trouble finding recycling or disposal options for anything I need to dispose of	10.87%	46
Other (please specify)	17.02%	72
Total Respondents: 423		

## Kirkland Recycling Services Resident Survey

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#	OTHER (PLEASE SPECIFY)	DATE
1	Some plastics, like #5, etc.	6/21/2020 10:40 AM
2	Plastic film and bags	6/21/2020 9:11 AM
3	Concrete blocks	6/21/2020 8:39 AM
4	propane tanks	6/21/2020 7:34 AM
5	scrap metal	6/20/2020 9:34 AM
6	plastics (bags etc)	6/20/2020 12:26 AM
7	Bulk Shredding	6/18/2020 10:54 PM
8	Plastic bags (packaging for food)	6/18/2020 9:56 PM
9	Through recycling events we have been able to recycle most these things.	6/18/2020 9:47 PM
10	Yard waste, furniture, mattress	6/18/2020 9:19 PM
11	furniture and mattresses	6/18/2020 8:56 PM
12	Plastic bags	6/18/2020 8:48 PM
13	Compost	6/18/2020 8:30 PM
14	Plastic bags	6/18/2020 8:21 PM
15	Camping propane canisters	6/18/2020 5:18 PM
16	Old shoes, dead holiday lights	6/18/2020 4:29 PM
17	Plastic bags	6/18/2020 4:05 PM
18	Scrap metal, medications	6/16/2020 2:24 PM
19	Clam shells plastic containers commonly used for berries	6/16/2020 8:12 AM
20	Plastic! Would love more ways to recycle plastic, like the plastic film recycling at Styrofest (which I hope restarts soon!). Would like additional plastic recycling options.	6/11/2020 3:44 PM
21	cooking oil	6/11/2020 3:24 PM
22	Plastic shipping/bubble wrap	6/11/2020 1:47 PM
23	Too small to recycle items. Too small caps, straws, utensils, etc. Also typically considered non-recyclable items such as chip bags, makeup containers, toothbrushes, etc. I have actually separated, collected, and paid to have these recycled through Terracycle's Zero Waste boxes. I wish this option existed locally.	6/11/2020 12:40 PM
24	furniture and mattresses	6/11/2020 12:12 PM
25	Expired medicine and supplements	6/11/2020 11:57 AM
26	metal objects, not cans.	6/11/2020 8:49 AM
27	Furniture	6/10/2020 9:33 PM
28	Plastic bags	6/10/2020 7:56 PM
29	Shredding	6/10/2020 6:07 PM
30	Plastic food containers that are not on the currently highly restrictive city brochure.	6/10/2020 6:07 PM
31	Electronics of all types	6/10/2020 4:36 PM
32	Wood from furniture shipments. Recycle Days don't support.	6/10/2020 4:19 PM
33	Cooking oil	6/10/2020 4:19 PM
34	electrical wires, old electrical lamps, packaging materials, plastic bags, take out/clamshell boxes, empty/clean paint cans	6/10/2020 4:18 PM



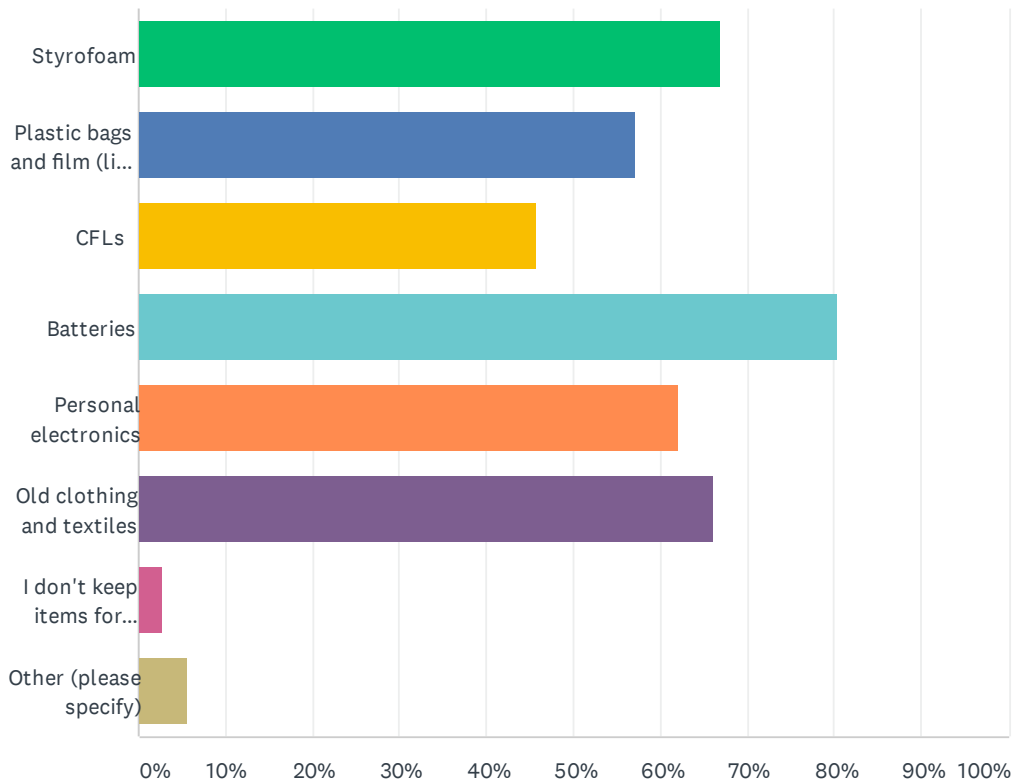
## Kirkland Recycling Services Resident Survey

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35	Plastic bags and plastic packaging wrap	6/10/2020 4:15 PM
36	My answer is based on normal/pre-COVID times.	6/10/2020 4:14 PM
37	plastic bags!!!	6/10/2020 4:13 PM
38	Plastic containers that I used to be able to recycle, clam shell Packaging from bakery, Fruit and vegetable packaging...	6/10/2020 4:08 PM
39	Lawn mower or other large yard tools/machines	6/10/2020 3:56 PM
40	These can all be found, it's just a hassle to go to many events and locations to make it happen	6/10/2020 3:54 PM
41	plastic film, unmarked items that really look like plastic	6/10/2020 3:49 PM
42	Plastic bags and bubble mailers	6/9/2020 3:13 PM
43	Construction materials	6/9/2020 9:34 AM
44	Plastic food tubs - not when they aren't yogurt or margarine.	6/8/2020 5:03 PM
45	Ridwell has filled this gap nicely	6/8/2020 1:38 AM
46	Plastic bags	6/7/2020 9:51 PM
47	Wine corks, plastic containers (like deli or salad)	6/7/2020 9:13 AM
48	Other types of food container plastics (ex: clam shells or #5 plastic)	6/7/2020 3:15 AM
49	Nothing	6/6/2020 5:50 PM
50	None	6/6/2020 11:09 AM
51	Plastic bags	6/6/2020 12:23 AM
52	General electronics -other	6/5/2020 10:46 PM
53	Clamshell plastic containers	6/5/2020 9:28 PM
54	Mattresses	6/5/2020 9:07 PM
55	Car seats	6/5/2020 7:40 PM
56	Large household items	6/5/2020 7:37 PM
57	Amazon packaging & plastic bags	6/5/2020 7:33 PM
58	Chemicals like mineral spirits	6/5/2020 5:59 PM
59	Empty prescription bottles	6/5/2020 4:57 PM
60	None, there are plenty of options available to recycle or dispose	6/5/2020 4:54 PM
61	General electronics, things that plug in	6/5/2020 4:28 PM
62	Plastics	6/5/2020 3:02 PM
63	Appliances	6/5/2020 1:26 PM
64	plastic bags	6/5/2020 11:30 AM
65	Plastic bags	6/5/2020 11:21 AM
66	Single use plastic film. And I have a TON OF IT.	6/5/2020 10:53 AM
67	plastic packaging	6/5/2020 10:21 AM
68	Bubble wrap/plastic mailing packages	6/5/2020 10:18 AM
69	None	6/5/2020 10:17 AM
70	Plastic bags	6/5/2020 10:11 AM
71	Plastic film and bags	6/5/2020 10:02 AM
72	broken appliances	6/5/2020 10:01 AM

### Q13 What items do you keep separate for drop-off recycling? (check all that apply)

Answered: 430 Skipped: 37



ANSWER CHOICES	RESPONSES	
Styrofoam	66.98%	288
Plastic bags and film (like packing bubbles)	57.21%	246
CFLs	45.81%	197
Batteries	80.23%	345
Personal electronics	62.09%	267
Old clothing and textiles	66.05%	284
I don't keep items for drop-off recycling	2.79%	12
Other (please specify)	5.58%	24
Total Respondents: 430		

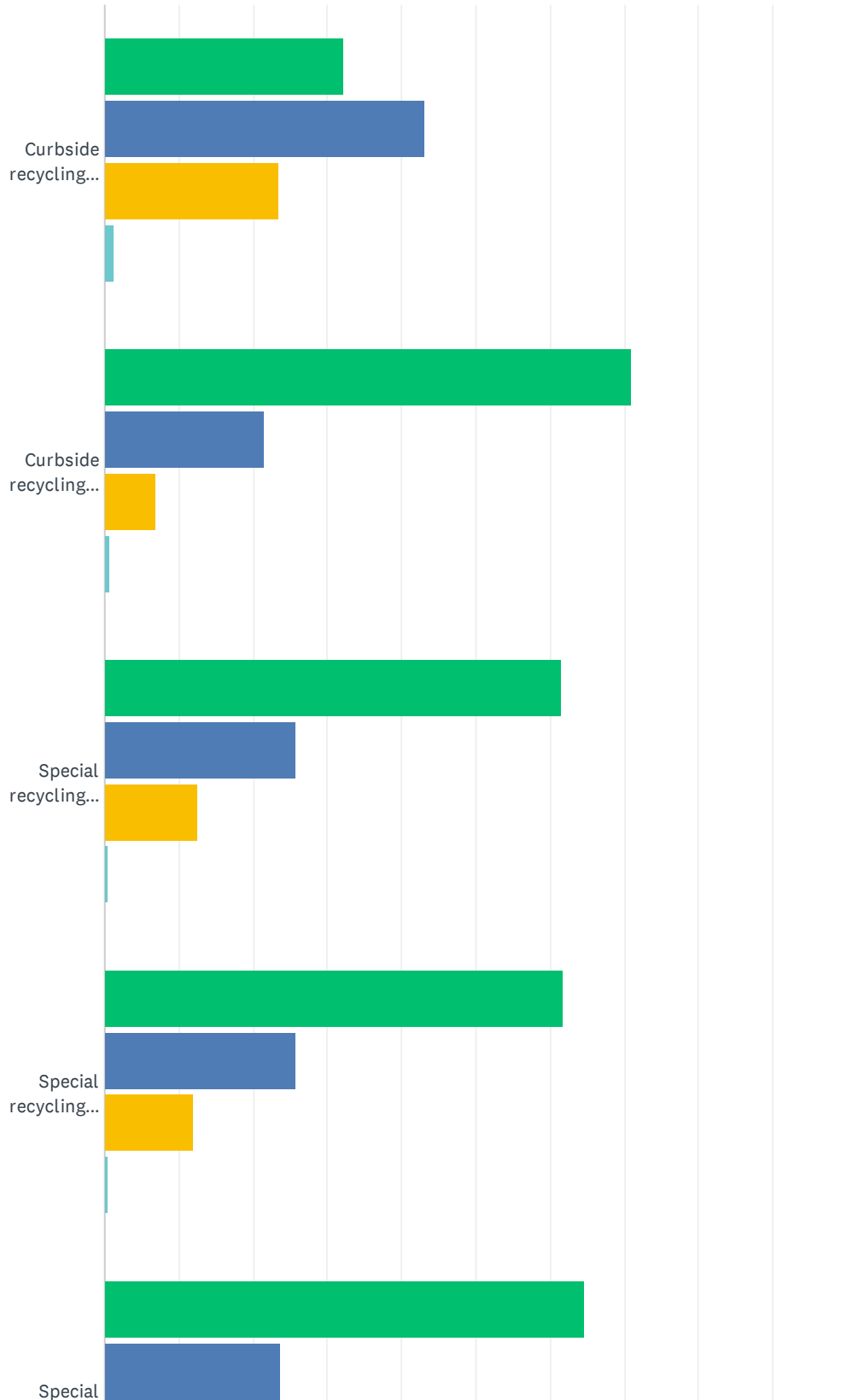
## Kirkland Recycling Services Resident Survey

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#	OTHER (PLEASE SPECIFY)	DATE
1	Cooking oil (I take it to NKCC)	6/20/2020 11:47 PM
2	plastics	6/20/2020 12:26 AM
3	corks (to Grape Choice), packing peanuts/foam wrap to UPS	6/19/2020 6:48 PM
4	Auto oil, paints, yard chemicals.	6/16/2020 10:42 AM
5	anything that CAN be dropped off we save	6/11/2020 12:12 PM
6	this question is confusing	6/10/2020 7:54 PM
7	large amounts of cardboard	6/10/2020 7:33 PM
8	Shredded paper	6/10/2020 6:16 PM
9	Corks, Shredding	6/10/2020 6:07 PM
10	Empty butane canisters, plastic bubble mailers	6/10/2020 5:30 PM
11	Large quantities of cardboard that exceed weekly bin quantity.	6/10/2020 4:42 PM
12	I also separate haz mat (chemicals/cleaners) and take to King Co waste	6/10/2020 4:13 PM
13	anything I possibly can	6/10/2020 3:49 PM
14	Cardboard	6/10/2020 3:35 PM
15	Wine corks, prescription bottles	6/8/2020 8:33 PM
16	Ridwell pickup, not drop off	6/8/2020 1:38 AM
17	Corks	6/7/2020 7:34 AM
18	Large cardboard	6/6/2020 10:56 AM
19	Computer peripherals (mouse, keyboard, etc.)	6/6/2020 9:27 AM
20	We use Ridwell	6/5/2020 11:00 PM
21	Helium tanks, small propane tanks	6/5/2020 8:06 PM
22	Oils	6/5/2020 3:46 PM
23	Metal	6/5/2020 11:21 AM
24	I don't drop them off because I'm lazy, so I currently pay an additional monthly fee to a company called Ridwell which collects all of the above.	6/5/2020 10:53 AM

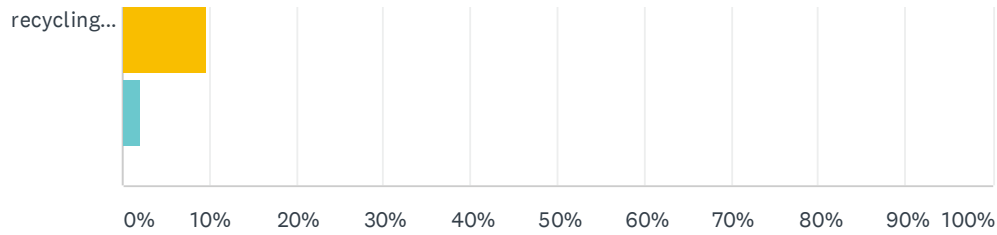
### Q14 Which special recycling services would you be most likely to use for items not accepted in your blue recycling cart? Please rank these options:

Answered: 438 Skipped: 29



# Kirkland Recycling Services Resident Survey

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■ Likely to use   
 ■ Would use if no other options   
 ■ Not likely to use  
■ Not applicable

	LIKELY TO USE	WOULD USE IF NO OTHER OPTIONS	NOT LIKELY TO USE	NOT APPLICABLE	TOTAL
Curbside recycling services scheduled by phone with customer service	32.18% 130	43.07% 174	23.51% 95	1.24% 5	404
Curbside recycling services scheduled via email or online form	70.82% 301	21.65% 92	6.82% 29	0.71% 3	425
Special recycling drop-off events in Kirkland (e.g. StyroFest)	61.41% 261	25.65% 109	12.47% 53	0.47% 2	425
Special recycling drop-off locations available during business hours (e.g. Kirkland City Hall Recycling Center)	61.79% 262	25.71% 109	12.03% 51	0.47% 2	424
Special recycling drop-off locations available evenings and weekends (e.g. Kirkland's cooking oil recycling tank)	64.68% 271	23.63% 99	9.55% 40	2.15% 9	419

## Q15 What other recycling services or events would you be interested in the City providing?

Answered: 116 Skipped: 351

#	RESPONSES	DATE
1	Shredding of personal papers	6/22/2020 12:00 PM
2	Textiles	6/22/2020 5:26 AM
3	Plastic containers not accepted in curbside program	6/21/2020 10:40 AM
4	Clamshells, e.g. for apples. They are huge, they are clean, but cannot be recycled under the current rules. They often make up half of our garbage. Also, it is worth thinking what you can do with soiled plastic packaging.	6/21/2020 8:08 AM
5	Plastic bags and film.	6/20/2020 11:47 PM
6	Shredding events	6/20/2020 4:06 PM
7	For those of us that do not have a car, these drop-off sites do not work for us so we need more curbside. With so many condo's and apartment complexes and more coming to our area we need something for more recycling that are not allowed in the blue bins.	6/20/2020 11:14 AM
8	collection of plastics of all kinds for recycle	6/20/2020 12:26 AM
9	I am told that we can not recycle the plastic clamshells for lettuce and mixed greens. I have a huge pile I don't know what to do with. Styrofoam is a constant issue also. Especially with more online shopping and shipping.	6/19/2020 1:17 PM
10	Household haz waste including latex paint.	6/19/2020 1:10 PM
11	A clothing event where the items would go to the local homeless population. A car seat recycle event.	6/19/2020 11:38 AM
12	Garden/landscaping materials, gardening chemical products	6/19/2020 9:00 AM
13	Styrofoam events - especially around holidays	6/18/2020 9:51 PM
14	Plastic bag recycling place	6/18/2020 9:13 PM
15	Large mattresses, appliances, printer cartridges styrofoam trays, plastics	6/18/2020 9:08 PM
16	Plastic bag and bubble wrap or Amazon type bubble envelopes.	6/18/2020 8:54 PM
17	Plastic bag recycling	6/18/2020 8:48 PM
18	Old media, like cassette tapes, DVDs, CDs, etc. I know that GreenDisk provides this kind of recycling. It would be nice to have a drop off place somewhere in Kirkland for these items.	6/18/2020 8:46 PM
19	Places to drop off compost. I hate having to put food in the garbage, but I don't have any other options living in an apartment.	6/18/2020 8:30 PM
20	Limit yard waste during winter w/ less frequent pick-ups	6/18/2020 8:21 PM
21	Plastic film is the one that piles up most at our house. Not all grocery stores have a bin.	6/18/2020 4:29 PM
22	Clear film where we don't have to cut off labels	6/15/2020 11:49 AM
23	everything we possibly can and much more education of consumers	6/14/2020 4:05 PM
24	Having drop off recycling centers that are open not just once a month events, ie: Styrofest. The city cannot expect people to hold onto a months worth of styrofoam packaging and plastic films.	6/14/2020 11:05 AM
25	KEEP YOUR RECYCLE EVENTS!	6/13/2020 5:35 PM
26	fluorescent light bulbs	6/12/2020 12:56 PM
27	Eyeglasses, christmas lights, markers, crayons, VHS tapes, inhalers, medicine, corks, running shoes, mattresses, juice pouches, candy wrappers.	6/12/2020 12:04 PM
28	The ability to recycle more if residents are willing to separate and collect items for recycling. For example, if someone cleaned and collected an entire bag of straws, she could drop it off to be recycled. It wouldn't need to be sorted and could go straight to the particular type of plastic bale for recycling. I'm very supportive of ideas that would allow more to be reused and recycled even if it requires more work from the customer or extra cost. I understand not everyone feels the	6/11/2020 12:40 PM

## Kirkland Recycling Services Resident Survey

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same way, but for those that are like myself, having the option to choose whether to participate if offered would be great.

29	It is fine to ask us to separate and save all of it, and bring it to recycle but it would be nice to have 1. more frequent events so your garage isn't full of saved items 2. more frequent events so you are not in line for hours 3. events or stations where you can recycle all the things so you don't have to figure out what to bring or be turned away. If you want compliance, make it easy.	6/11/2020 12:12 PM
30	Permanent drop off locations like in a near by grocery store	6/11/2020 11:57 AM
31	Shredded paper	6/11/2020 10:55 AM
32	metal recycling	6/11/2020 8:49 AM
33	Requiring apartments to better comply with separation. We see garbage in the recycling every day and recycling in the garbage too.	6/11/2020 7:22 AM
34	Tool, construction supply exchange program	6/10/2020 10:52 PM
35	aluminum can reimbursement	6/10/2020 10:44 PM
36	More recycling options at bridle trails transfer station or at another Kirkland site open daily.	6/10/2020 9:25 PM
37	resume styrofest. stay in car. masks mandatory	6/10/2020 8:54 PM
38	Continued shredded paper events.	6/10/2020 8:32 PM
39	nothing	6/10/2020 7:33 PM
40	I am currently missing the styrofest and the occasional paper shredding events	6/10/2020 7:19 PM
41	Information on recyclables. I have received conflicting information about whether you need to remove labels from cans and jars and whether to include caps to cartons or bottles.	6/10/2020 6:38 PM
42	I request clamshell and styrofoam and plastic bags be accepted in blue bins. I ask that recycling facilities find a solution and a more effective way to include and recycle those items.	6/10/2020 6:33 PM
43	It would be great if there was a location, say City Hall, where we could bring documents for shredding. I don't have much every time so I save it up for the shredding events that don't seem to come too regularly.	6/10/2020 6:16 PM
44	Electronics	6/10/2020 6:07 PM
45	Plastic food containers that are not on the currently highly restrictive city brochure.	6/10/2020 6:07 PM
46	Is there any possibility of doing something with all the dog poop in plastic bags?	6/10/2020 5:45 PM
47	old furniture, small appliances	6/10/2020 5:38 PM
48	More example pictures of what is and isn't recyclable on the Kirkland website.the annual handbook is good, but limited.	6/10/2020 5:30 PM
49	increase event frequency. With the rarity of collections, now, like for styrofoam, if we are travelling, it takes a long time before the next.	6/10/2020 5:27 PM
50	Nothing I can think of at this time	6/10/2020 5:25 PM
51	Once or twice a year free, large item and extra garbage pick up. Example: program used in San Mateo County, CA.	6/10/2020 5:02 PM
52	I know why Plastic film cannot not go to the recycling bin, but IMHO it should. It works in so many other countries.	6/10/2020 4:43 PM
53	recycling small electronics (hair dryers, toasters etc.)	6/10/2020 4:36 PM
54	Styrofoam, please!	6/10/2020 4:19 PM
55	I would like closer by cardboard recycling drop-off, larger yard waste bins	6/10/2020 4:19 PM
56	Place to take bags of shredded paper More frequent Styrofests	6/10/2020 4:17 PM
57	I'd really like to be able to recycle plastic bags and plastic film in curbside recycling. We were able to do that at a previous residence in Bellevue. It would save us tremendous hassle in	6/10/2020 4:15 PM



Kirkland Recycling Services Resident Survey

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	finding places that accept bags and aren't already crammed completely full.	
58	Medical items? walkers, crutches, etc for Bridge Ministries. Also expired or unused prescriptions and pills (which I know you can drop at Evergreen Hospital)	6/10/2020 4:13 PM
59	I would like ONE place to drop off ALL recyclables that don't get picked up so I don't have to go to 5 different places and or special events to do it. STYROFEST is a great idea, but at once a month I usually have a conflict or forget.	6/10/2020 3:54 PM
60	More clear information (knowledge and the answers to "why", environmental and HEALTH impact) to homeowners and in surrounding cities/counties on what is considered garbage, recycle and compost. It blows my mind how many people still do it wrong!!	6/10/2020 3:53 PM
61	Better styrofoam recycling. I can never remember to get to Styrofest during the short duration of the event!	6/10/2020 3:50 PM
62	If there was a zero-waste challenge, even on a small scale, that led to monetary incentives, that would be interesting to me	6/10/2020 3:49 PM
63	If you'd start styrofest again we'd be delighted, it's piling up in our garage - thank you!	6/9/2020 9:42 PM
64	Construction materials like wood, drywall etc.	6/9/2020 9:34 AM
65	Definitely styrofoam. It takes up so much space that people are likely to throw it away when they have to wait a month to recycle it	6/8/2020 11:05 PM
66	We currently subscribe to Ridwell which has relationships with partners to reuse items such as condiment packets, prescription bottles.	6/8/2020 8:33 PM
67	more drop off options for shredding confidential papers	6/8/2020 6:57 PM
68	Leftover construction materials- waste wood,	6/8/2020 6:12 PM
69	FYI - we used the cooking oil recycling location fore the first time this week! We should recycle plastic bags but don't understand what bags are accepted and how clean they need to be.	6/8/2020 5:03 PM
70	I would recommend teaming with Hopelink or another non profit for a food drive at all special recycling events.	6/8/2020 6:27 AM
71	Hazardous Waste Recycling	6/7/2020 7:47 AM
72	I frequently miss events because I am not around. It would be enormously helpful to have another option that is more frequent.	6/7/2020 7:34 AM
73	Industrial Composting, able to recycle more types of plastics.	6/7/2020 3:15 AM
74	Things like old lawnmowers and other gas powered tools.	6/6/2020 11:21 PM
75	regular paper shredding	6/6/2020 3:28 PM
76	St. Louis, MO had something called something like "Big Trash Day" periodically where people could put out large items to be picked up (furniture, mostly). People did take the usable items and the rest would get hauled away. It was nice for people with large items that didn't have the means to get it to a dump. Also nice for students furnishing apartments on the cheap.	6/6/2020 12:21 PM
77	I miss Plastic bags curbside pick up.	6/6/2020 11:09 AM
78	Would love curbside pickup for styrofoam, plastic, batteries and electronics. Alternatively, a more frequent drop off site would also work.	6/6/2020 12:23 AM
79	Once a month or every other month free pick-up of recyclable items not currently accepted in blue bin.	6/6/2020 12:20 AM
80	Cosmetic plastic recycling	6/5/2020 11:22 PM
81	Paint	6/5/2020 9:14 PM
82	Furniture	6/5/2020 8:38 PM
83	Plastic Container Like for fruit and salad	6/5/2020 8:36 PM
84	Plastic bags, styrofoam, easily accessible and drop off location	6/5/2020 7:33 PM

## Kirkland Recycling Services Resident Survey

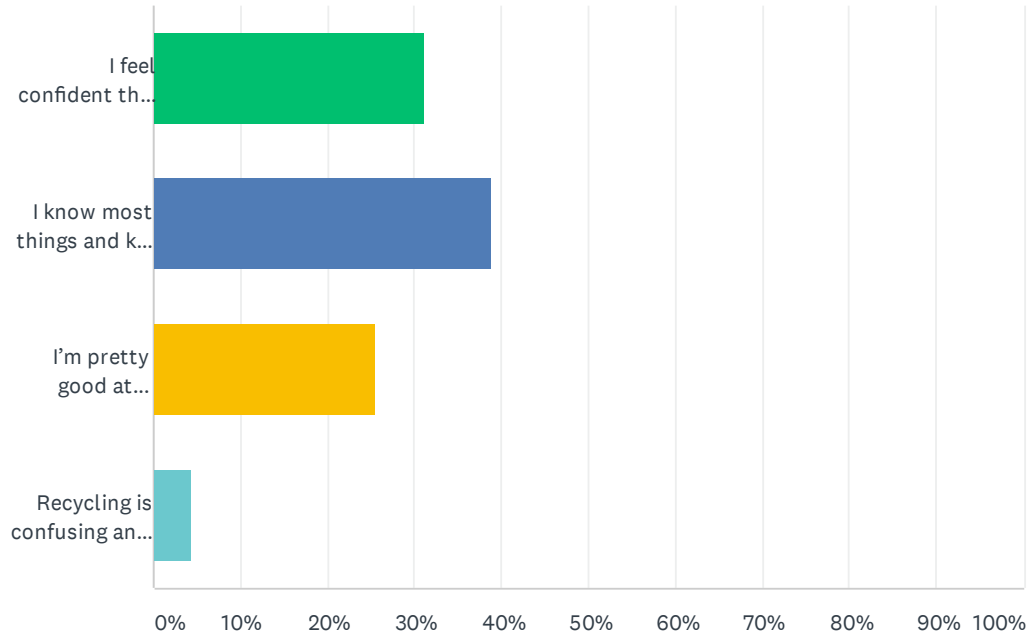
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85	A place to drop off plastic tubes/bottles (like Tom's of Maine with TerraCycle). Would like guaranteed recycling drop off place for plastic bags/film/bubble wrap - I take this to QFC now but how can I be sure they aren't just trashing it?	6/5/2020 7:23 PM
86	Cannot think of any at this time	6/5/2020 6:07 PM
87	I would like the city to consider a leaf vacuuming week for city streets every fall. Hillsboro OR has done this. Residents are told to rake leaves to edge of property, then the city vacuums (with a vacuum truck) the leaves all up for each neighborhood. I would rather see this than have to clear leaves continuously from clogged drains as they slowly accumulate/move in the fall.	6/5/2020 5:57 PM
88	Coordinate with Waste Management to place large containers periodically around the city, which then would be used by neighbors and the contents taken by WM to the transfer station. Some of us don't have trucks.	6/5/2020 5:33 PM
89	I would love to be able to recycle the plastic clamshells you get a lot of produce in	6/5/2020 5:26 PM
90	More Sytrofest events. Missing them during the COVID 19 crisis	6/5/2020 4:54 PM
91	Mostly, I would like clearer, more detailed recycling instructions. My family and I sometimes end up in long discussions about whether something is a the right shape or material to recycle. The changes over the years make it harder, too. We recently got a new bin but it had an old sticker in it with incorrect information.	6/5/2020 4:29 PM
92	Electronic like 1green plant events	6/5/2020 4:28 PM
93	Recycling for plastic clam shells (ie: strawberry/blueberries sold in)	6/5/2020 4:24 PM
94	Drop off locations at places we already frequent- grocery stores/ hardware stores, etc. someone to help unload so I don't have to try to wrangle my toddler while handling breakable light bulbs.	6/5/2020 3:53 PM
95	More plastic bags recycle locations	6/5/2020 3:25 PM
96	Recycling bubble wrap	6/5/2020 3:08 PM
97	I am willing to add an extra bin for styrofoam or glass with the lowest cost.	6/5/2020 2:25 PM
98	It's really hard to get rid of oil based paint and stain. It takes forever for latex to dry in the can. Please provide a better alternative.	6/5/2020 2:05 PM
99	If you switch to every other week, we will need larger containers provided.	6/5/2020 1:36 PM
100	We use Ridwell. If Kirkland has a competitive service we would consider switching	6/5/2020 1:26 PM
101	I love the battery recycling bins at the north kirkland community center. More would be good! Libraries?	6/5/2020 1:11 PM
102	scheduled bulky pick up	6/5/2020 12:12 PM
103	additional drop-off locations for plastic bags	6/5/2020 11:30 AM
104	Curbside pickup of plastic grocery bags Overall am happy with service!	6/5/2020 11:10 AM
105	NO	6/5/2020 11:01 AM
106	Events/locations that accept/process broader category of plastics — mainly plastic clamshells that produce (Salad mixes, grapes, berries) come in.	6/5/2020 10:55 AM
107	Anything that doesn't involve me leaving my house. I am lazy and have two toddlers so the effort that goes into loading them both into the car to run errands isn't worth it for me most of the time.	6/5/2020 10:53 AM
108	I'm interested in all the recycling services	6/5/2020 10:44 AM
109	Teaching residents what is acceptable to recycle & what can't be recycled with regards to plastics	6/5/2020 10:44 AM
110	SHDHHDDHHSHSH	6/5/2020 10:42 AM
111	YES	6/5/2020 10:41 AM
112	Definitely interested in plastic bag recycling, and styrofoam recycling, as well as batteries.	6/5/2020 10:31 AM

113	Enforce apartments to have compost facilities	6/5/2020 10:28 AM
114	Clam shell packing (like the things Costco Apples come in)	6/5/2020 10:17 AM
115	I wish the city had something like the Recology store in Bothell	6/5/2020 10:11 AM
116	Has anyone done a short video on correct ways to recycle common objects (i.e. food containers, mailing boxes, etc).	6/5/2020 10:01 AM

## Q16 How well do you know what you can put in your recycle cart?

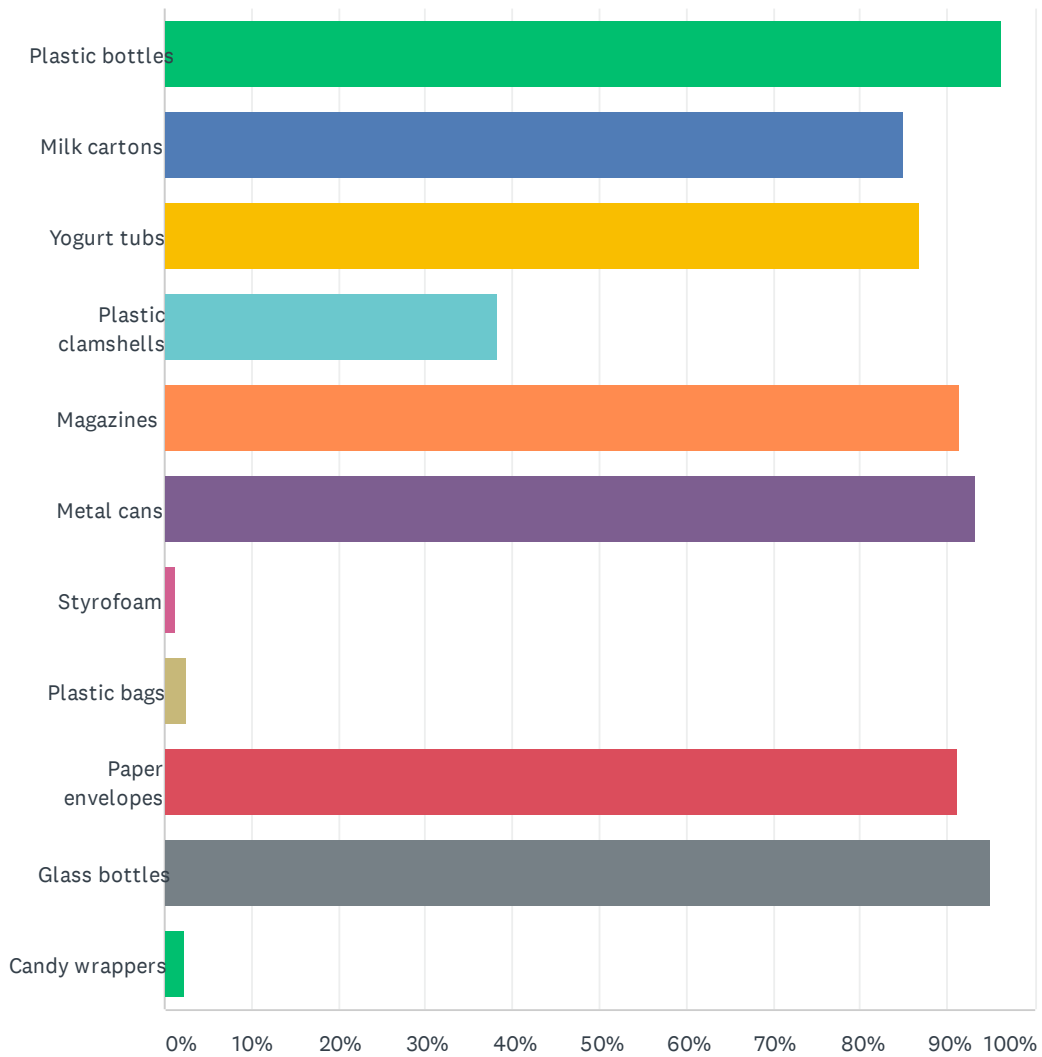
Answered: 435 Skipped: 32



ANSWER CHOICES	RESPONSES	
I feel confident that I know what to recycle	31.26%	136
I know most things and know how to find out about anything else	38.85%	169
I'm pretty good at recycling but sometimes have questions	25.52%	111
Recycling is confusing and I struggle with knowing what to put in	4.37%	19
<b>TOTAL</b>		<b>435</b>

### Q17 Which items should be placed in your recycling cart or dumpster? Check all that should go in the recycle.

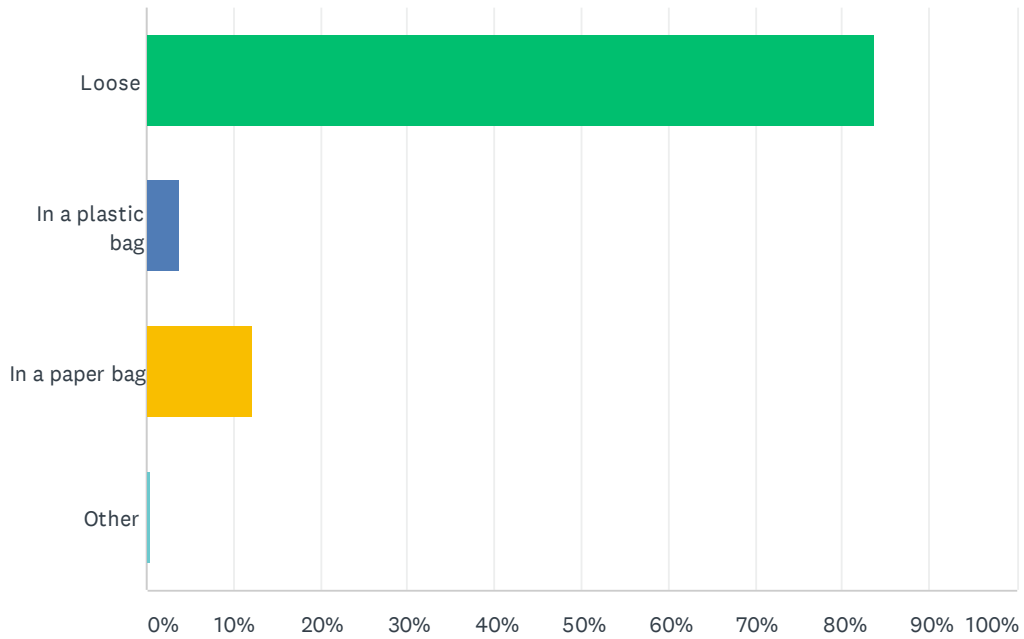
Answered: 432 Skipped: 35



ANSWER CHOICES	RESPONSES	
Plastic bottles	96.30%	416
Milk cartons	84.95%	367
Yogurt tubs	86.81%	375
Plastic clamshells	38.19%	165
Magazines	91.44%	395
Metal cans	93.29%	403
Styrofoam	1.16%	5
Plastic bags	2.55%	11
Paper envelopes	91.20%	394
Glass bottles	94.91%	410
Candy wrappers	2.31%	10
Total Respondents: 432		

### Q18 How do you put recycling in your blue cart or dumpster?

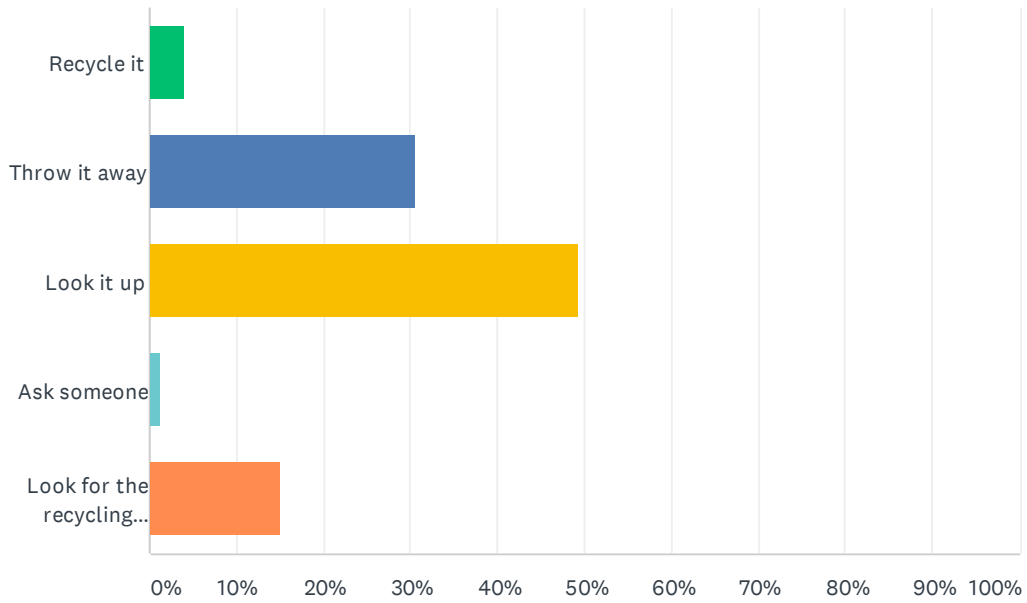
Answered: 434 Skipped: 33



ANSWER CHOICES	RESPONSES	
Loose	83.64%	363
In a plastic bag	3.69%	16
In a paper bag	12.21%	53
Other	0.46%	2
<b>TOTAL</b>		<b>434</b>

### Q19 When you're not sure if something is recyclable, what do you do?

Answered: 432 Skipped: 35

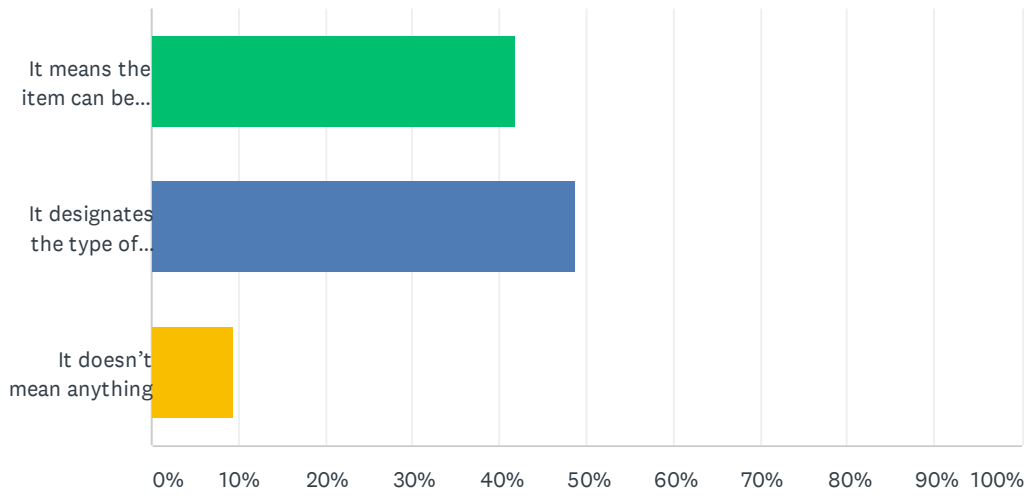


ANSWER CHOICES	RESPONSES	
Recycle it	3.94%	17
Throw it away	30.56%	132
Look it up	49.31%	213
Ask someone	1.16%	5
Look for the recycling symbol	15.05%	65
<b>TOTAL</b>		<b>432</b>



## Q20 What does the chasing arrows symbol (♻️) mean to you when you see it on packaging?

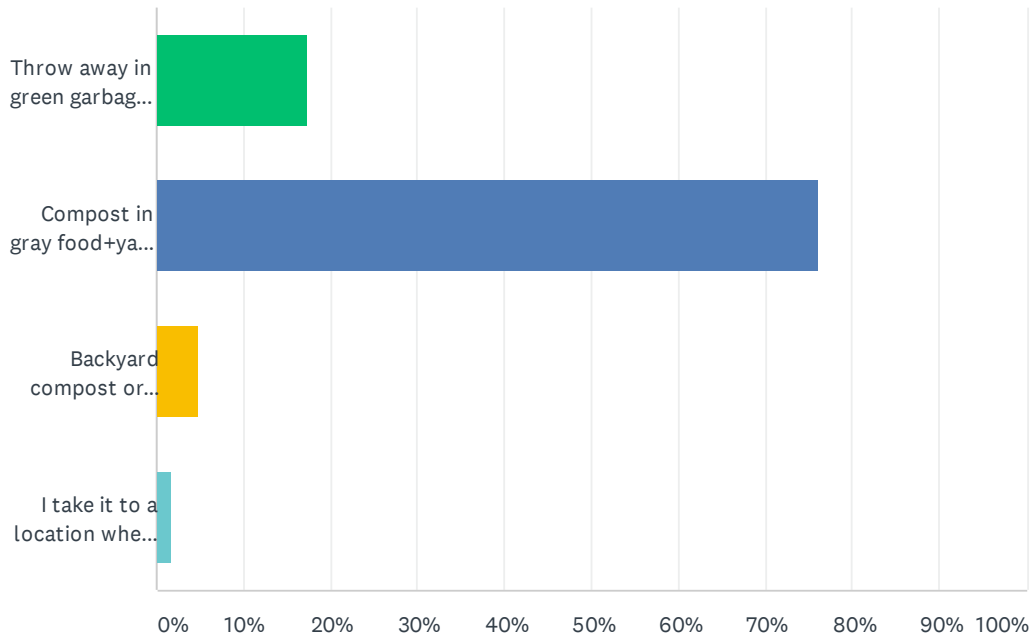
Answered: 428 Skipped: 39



ANSWER CHOICES	RESPONSES	
It means the item can be recycled	41.82%	179
It designates the type of plastic resin the item is made of	48.83%	209
It doesn't mean anything	9.35%	40
TOTAL		428

## Q21 What does your household do with most or all of your food scraps?

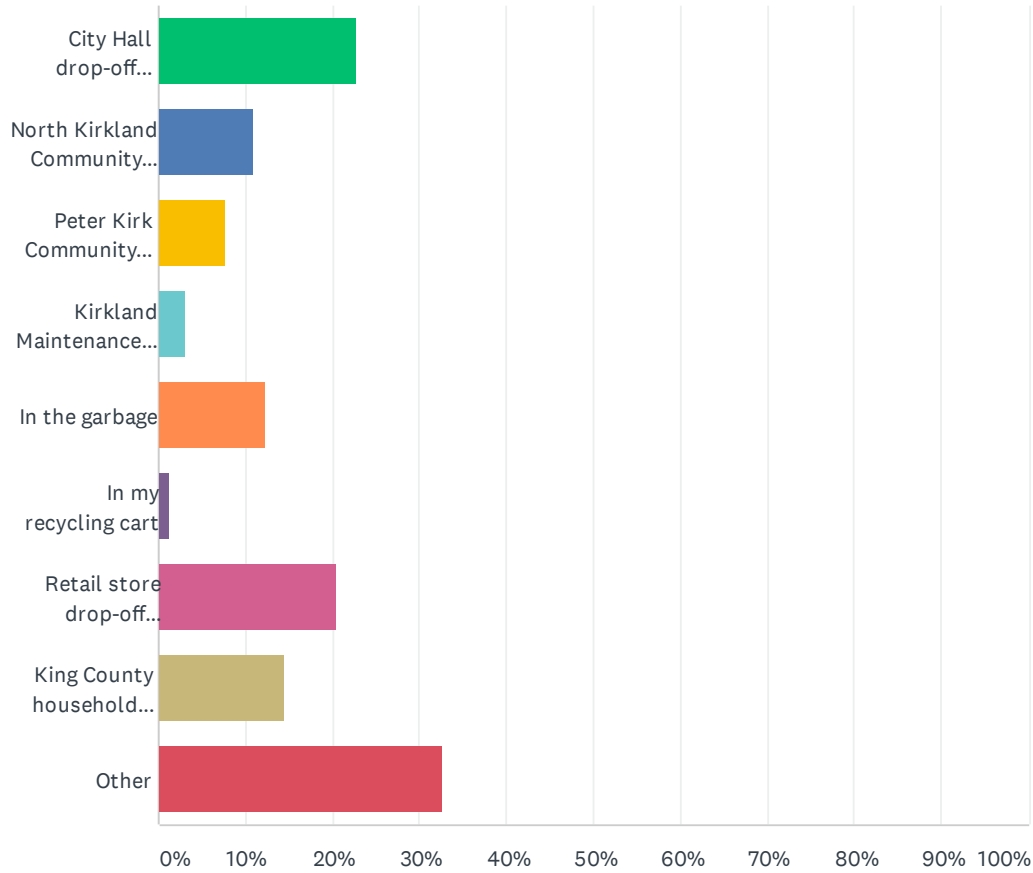
Answered: 432 Skipped: 35



ANSWER CHOICES	RESPONSES	
Throw away in green garbage can	17.36%	75
Compost in gray food+yard waste cart	76.16%	329
Backyard compost or vermicompost	4.86%	21
I take it to a location where it can be composted	1.62%	7
<b>TOTAL</b>		<b>432</b>

## Q22 Where do you dispose of batteries? (check all that apply)

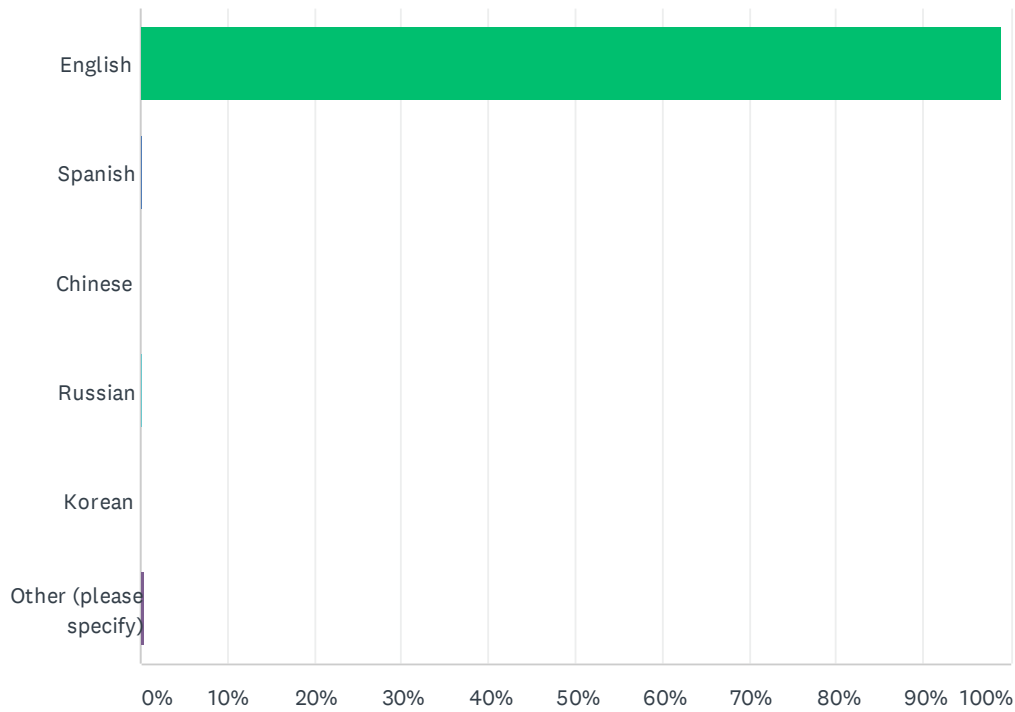
Answered: 428 Skipped: 39



ANSWER CHOICES	RESPONSES	
City Hall drop-off location	22.90%	98
North Kirkland Community Center drop-off location	10.98%	47
Peter Kirk Community Center drop-off location	7.71%	33
Kirkland Maintenance Center Drop-off location	3.04%	13
In the garbage	12.38%	53
In my recycling cart	1.17%	5
Retail store drop-off location	20.56%	88
King County household hazardous waste drop-off	14.49%	62
Other	32.71%	140
Total Respondents: 428		

## Q23 In what language would you prefer to receive information about recycling events and services?

Answered: 416 Skipped: 51

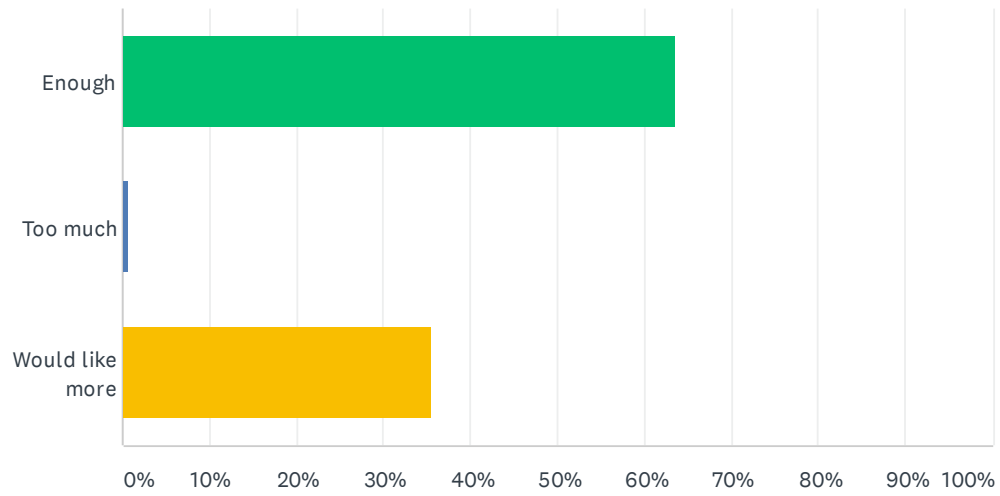


ANSWER CHOICES	RESPONSES	
English	99.04%	412
Spanish	0.24%	1
Chinese	0.00%	0
Russian	0.24%	1
Korean	0.00%	0
Other (please specify)	0.48%	2
<b>TOTAL</b>		<b>416</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	All of the above	6/8/2020 6:34 AM
2	Mixed household, both English and Chinese	6/5/2020 2:30 PM

## Q24 Does Kirkland provide enough information about what can be recycled?

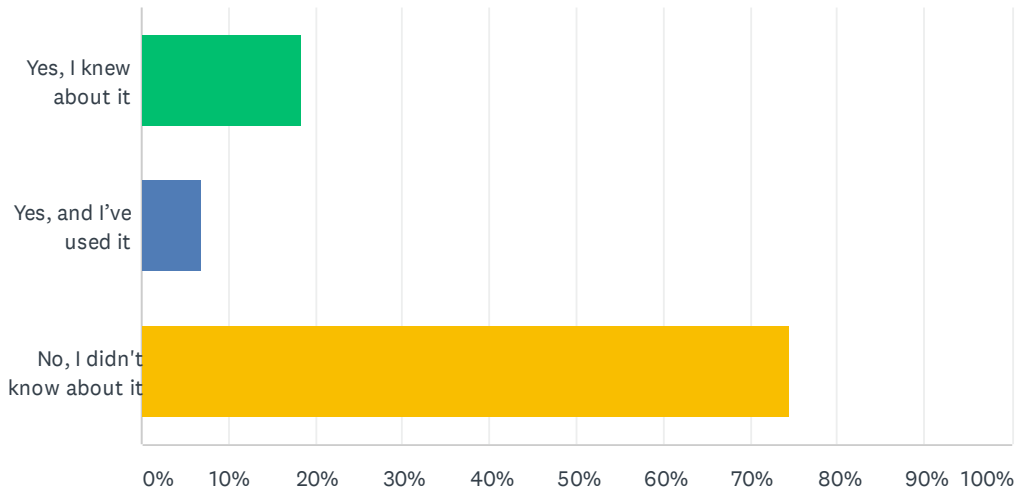
Answered: 416 Skipped: 51



ANSWER CHOICES	RESPONSES	
Enough	63.70%	265
Too much	0.72%	3
Would like more	35.58%	148
TOTAL		416

### Q25 Did you know that the City has a Recycling Hotline phone number (425 587-3812) and email (recycle@kirklandwa.gov) that you can contact with recycling and disposal questions?

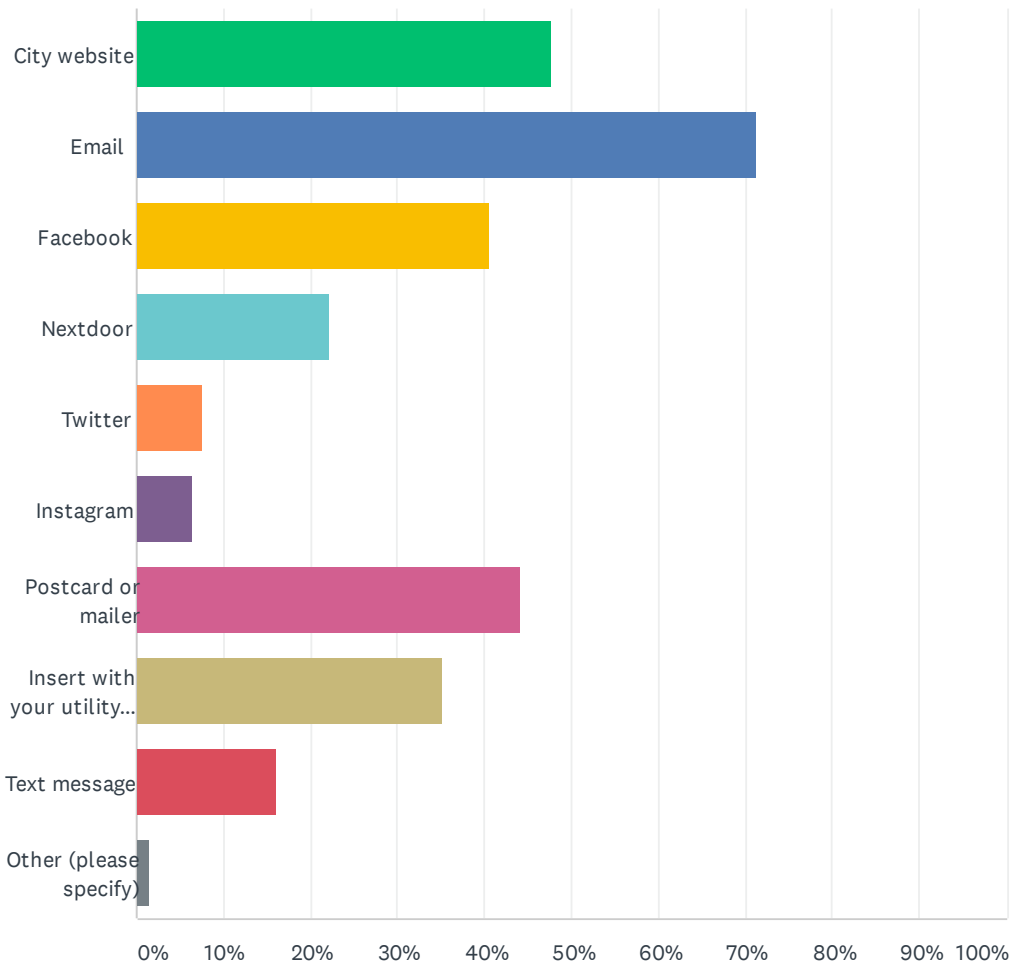
Answered: 417 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes, I knew about it	18.47%	77
Yes, and I've used it	6.95%	29
No, I didn't know about it	74.58%	311
<b>TOTAL</b>		<b>417</b>

### Q26 How would you like to receive information about recycling events and other recycling information? Check all that apply:

Answered: 416 Skipped: 51



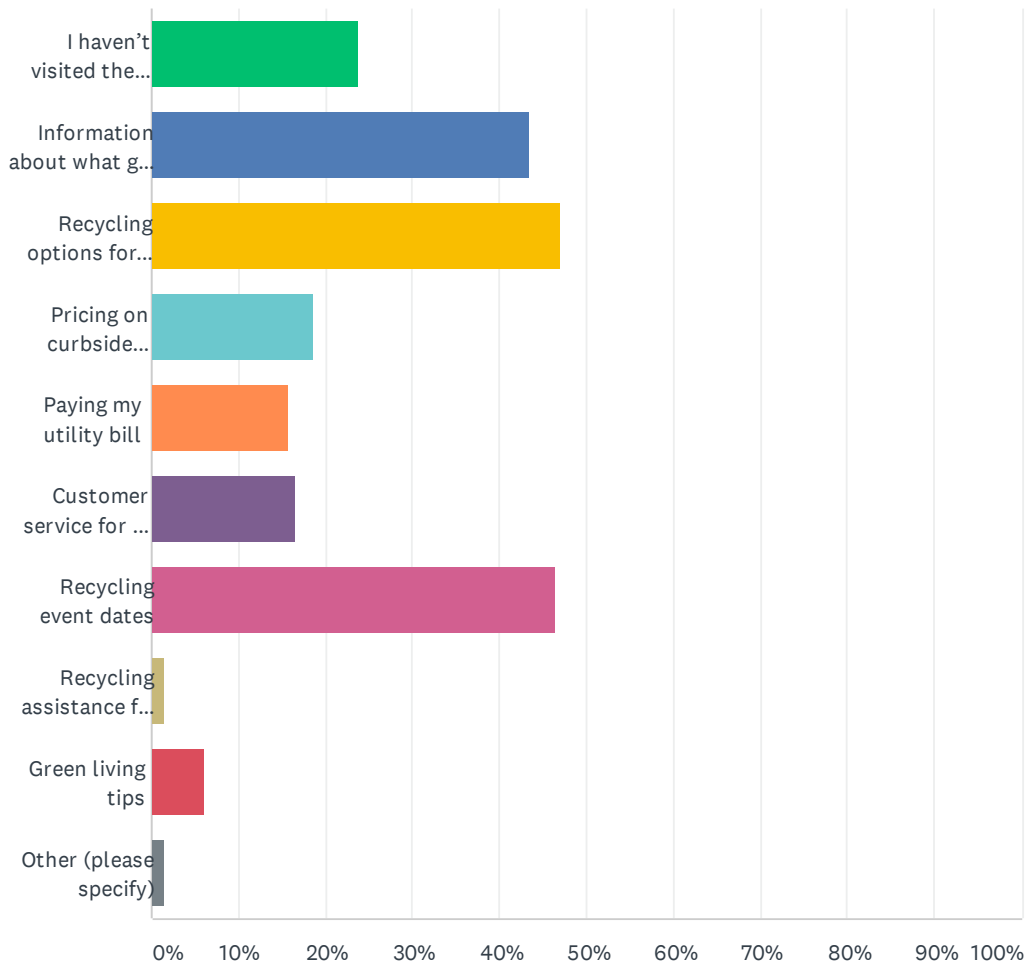
ANSWER CHOICES	RESPONSES	
City website	47.60%	198
Email	71.39%	297
Facebook	40.63%	169
Nextdoor	22.12%	92
Twitter	7.45%	31
Instagram	6.49%	27
Postcard or mailer	44.23%	184
Insert with your utility bill	35.10%	146
Text message	16.11%	67
Other (please specify)	1.44%	6
Total Respondents: 416		

#	OTHER (PLEASE SPECIFY)	DATE
1	Could be included in e-bill, but would not want additional emails	6/18/2020 9:51 PM
2	Newspaper , bulletin boards in public places, coffee shops supermarkets radio, TV	6/18/2020 9:23 PM
3	I don't do social media, i.e., Facebook, Twitter, Instagram.	6/11/2020 6:38 PM
4	USPS	6/10/2020 6:30 PM
5	Print on blue bin	6/5/2020 11:13 PM
6	Text reminders about events would be helpful	6/5/2020 10:22 AM



### Q27 Why have you visited the City recycling webpages in the past? Check all that apply:

Answered: 414 Skipped: 53

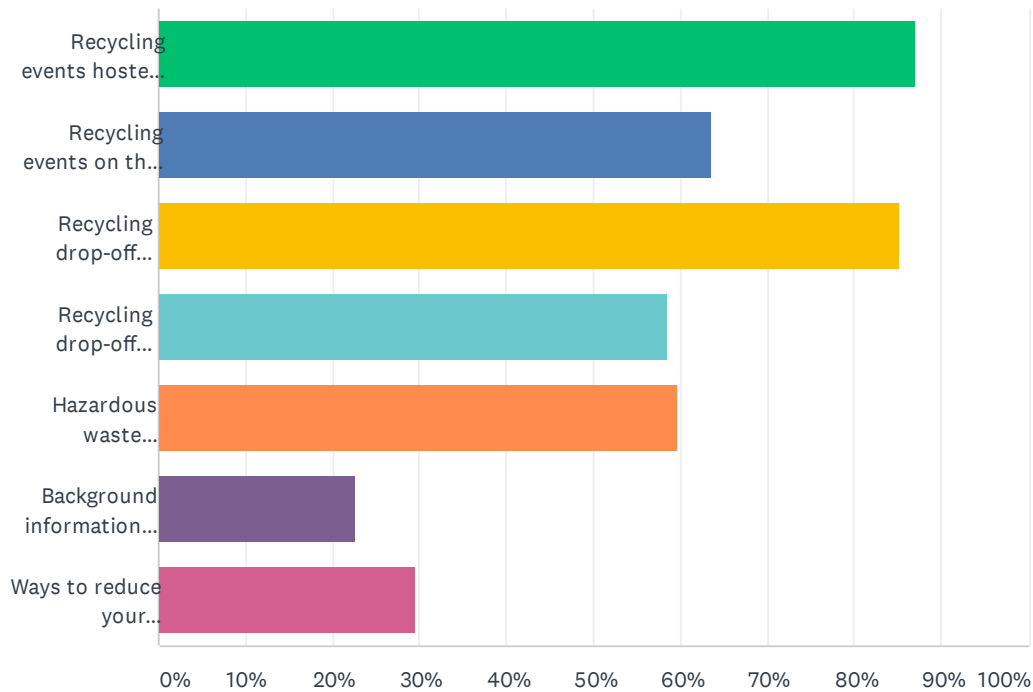


ANSWER CHOICES	RESPONSES	
I haven't visited the City recycling webpages	23.91%	99
Information about what goes in which cart	43.48%	180
Recycling options for items not accepted in my cart	47.10%	195
Pricing on curbside garbage services	18.60%	77
Paying my utility bill	15.70%	65
Customer service for a collection issue (e.g. broken cart)	16.43%	68
Recycling event dates	46.38%	192
Recycling assistance for a business or apartment or condo	1.45%	6
Green living tips	6.04%	25
Other (please specify)	1.45%	6
Total Respondents: 414		

#	OTHER (PLEASE SPECIFY)	DATE
1	To see if there is other options for pick-up schedule (such as bi-monthly)	6/16/2020 10:59 AM
2	report a neighbor improper actions causing trash on street	6/15/2020 10:06 AM
3	Hazardous Material disposal.	6/10/2020 6:30 PM
4	Missed service, looking up holidays for which there are no service	6/10/2020 4:30 PM
5	Trying to find which day our recycling bin is picked up. There was a pdf that was impossible to read and other than that, I never found any info on schedules.	6/8/2020 7:02 PM
6	To get phone number to request second recycling bin	6/6/2020 12:29 AM

## Q28 Which information would you look for on the City’s recycling website (kirklandwa.gov/recycle)? Check all that apply:

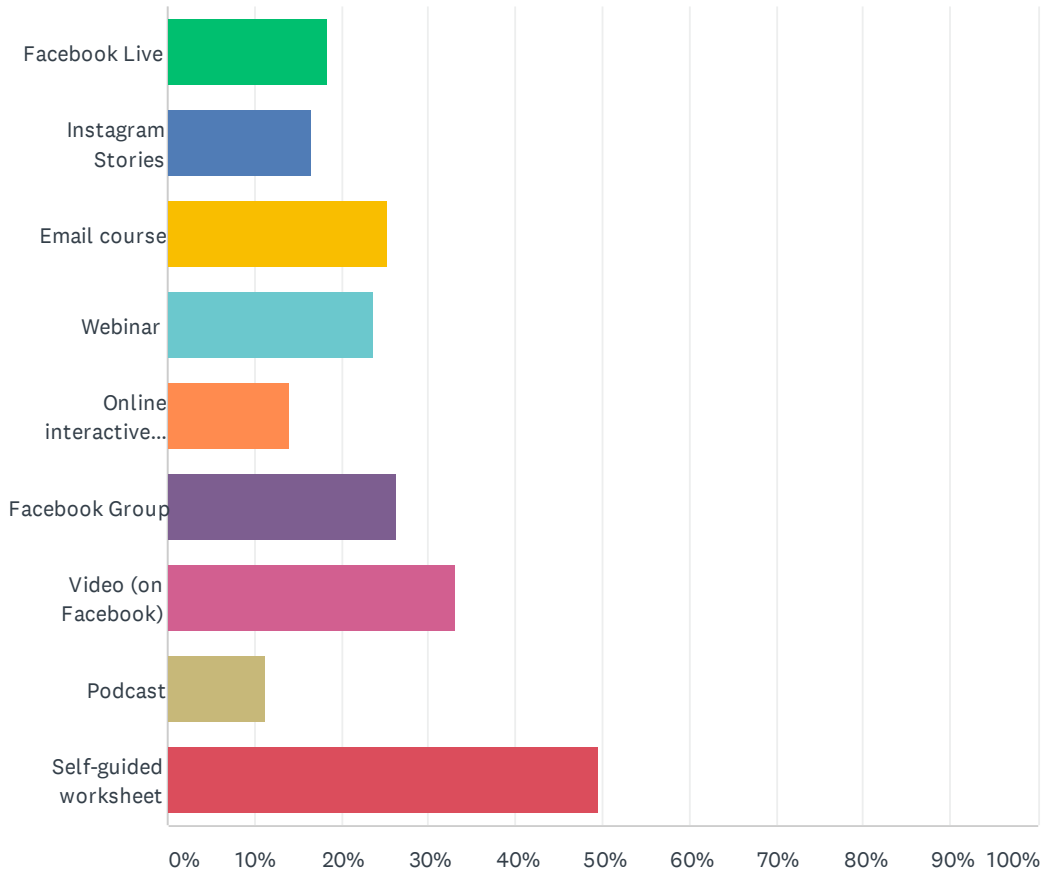
Answered: 399 Skipped: 68



ANSWER CHOICES	RESPONSES	
Recycling events hosted by the City	86.97%	347
Recycling events on the eastside hosted by other organizations (e.g. County, local businesses)	63.66%	254
Recycling drop-off options provided by the City	85.21%	340
Recycling drop-off options on the eastside provided by other organizations (e.g. state, local businesses)	58.65%	234
Hazardous waste information	59.65%	238
Background information about how the recycling system works	22.56%	90
Ways to reduce your household's waste	29.57%	118
Total Respondents: 399		

**Q29 Would you be interested in learning more about recycling and waste reduction topics in any of these formats? (Sample topics include: wasting less food, safer household cleaning, zero waste, composting at home.)**  
**Check all that apply.**

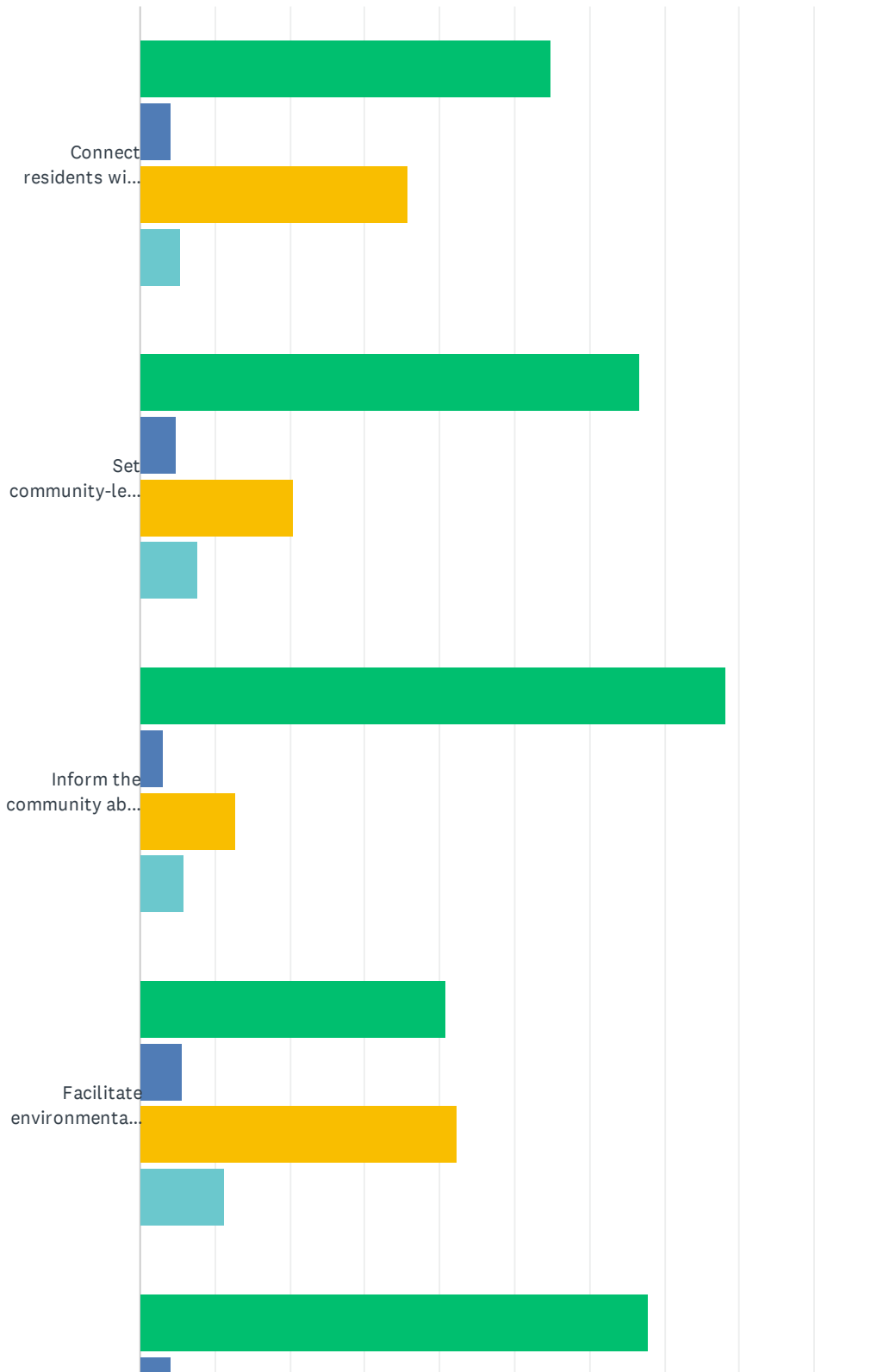
Answered: 308 Skipped: 159



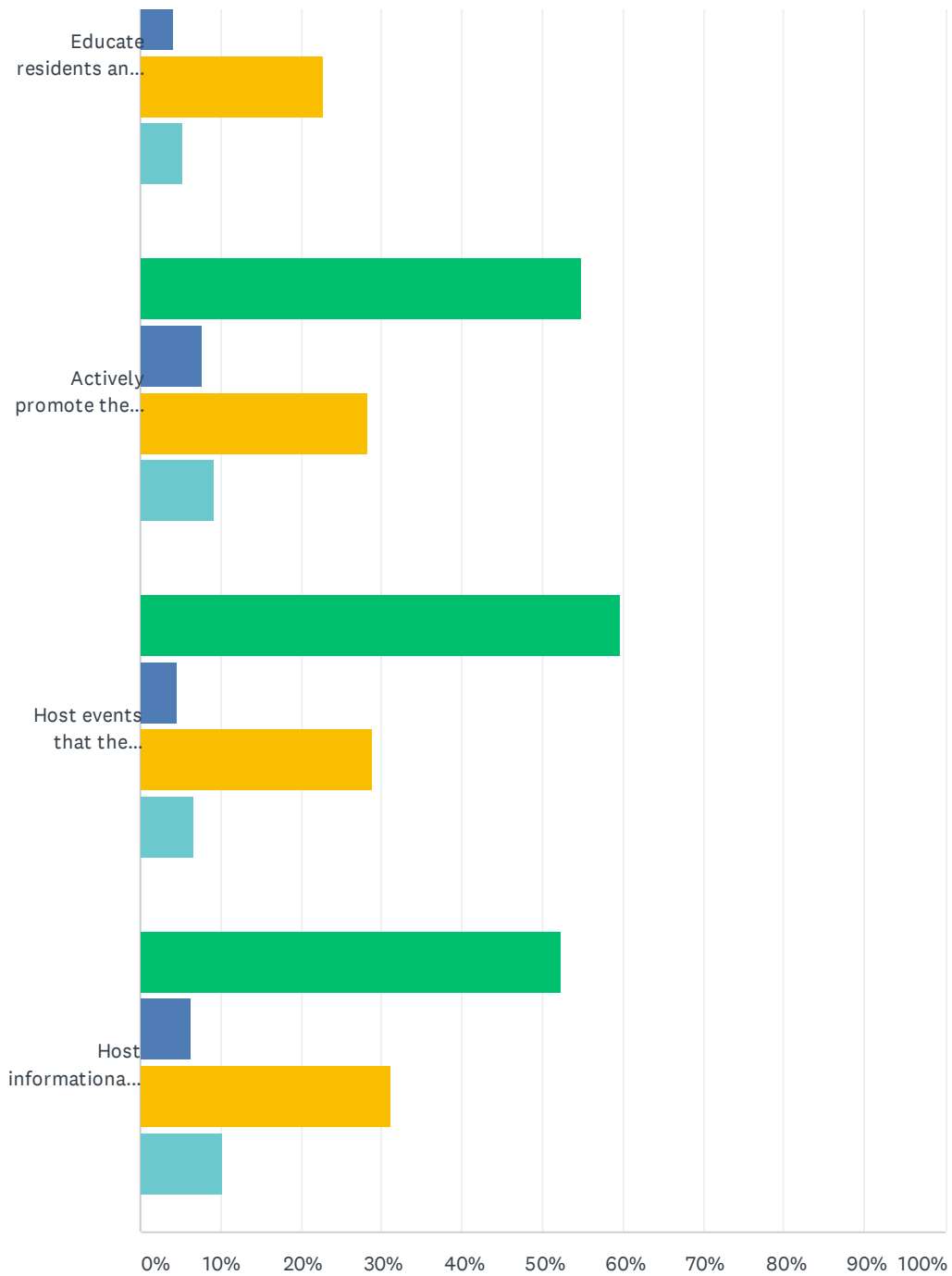
ANSWER CHOICES	RESPONSES	
Facebook Live	18.51%	57
Instagram Stories	16.56%	51
Email course	25.32%	78
Webinar	23.70%	73
Online interactive workshop	13.96%	43
Facebook Group	26.30%	81
Video (on Facebook)	33.12%	102
Podcast	11.36%	35
Self-guided worksheet	49.68%	153
<b>Total Respondents: 308</b>		

Q30 What do you see as the City's role in providing environmental information and leadership for the community? For each of these items, please indicate whether you would like the City to serve this role.

Answered: 412 Skipped: 55



### Kirkland Recycling Services Resident Survey



■ I think the City should provide this    ■ I do not think the City should provide this  
■ It would be nice for the City to provide but it's not a priority right now    ■ No opinion

	I THINK THE CITY SHOULD PROVIDE THIS	I DO NOT THINK THE CITY SHOULD PROVIDE THIS	IT WOULD BE NICE FOR THE CITY TO PROVIDE BUT IT'S NOT A PRIORITY RIGHT NOW	NO OPINION	TOTAL
Connect residents with trustworthy environmental information provided by other organizations (e.g. Puget Sound Energy, Cascade Water Alliance)	54.85% 226	4.13% 17	35.68% 147	5.34% 22	412
Set community-level environmental goals	66.75% 273	4.89% 20	20.54% 84	7.82% 32	409
Inform the community about environmental improvements organized by the City (e.g. walking and biking infrastructure)	78.29% 321	3.17% 13	12.68% 52	5.85% 24	410
Facilitate environmental projects organized by other organizations and residents (e.g. help connect residents with similar goals or project ideas)	40.74% 165	5.68% 23	42.22% 171	11.36% 46	405
Educate residents and businesses about actions they can follow to be greener	67.81% 276	4.18% 17	22.85% 93	5.16% 21	407
Actively promote the community making greener choices (e.g. host community challenges)	54.84% 221	7.69% 31	28.29% 114	9.18% 37	403
Host events that the community can participate in (e.g. costume swap, recycling events)	59.65% 241	4.70% 19	28.96% 117	6.68% 27	404
Host informational booths about environmental issues at community events such as farmer's markets	52.26% 208	6.28% 25	31.16% 124	10.30% 41	398

**Q31 Do you have any other suggestions or feedback you'd like to share about our recycling program?**

Answered: 66 Skipped: 401



#	RESPONSES	DATE
1	I'd like more info. on composting. And how to dispose of livestock, dog waste.	6/21/2020 7:32 PM
2	I would appreciate a list of acceptable plastic that can be recycled... I don't know what all the numbers mean.	6/21/2020 5:06 PM
3	I feel pretty good about our recycling efforts, but continue to be very frustrated by the amount of plastics we can't put into our recycling bin, e.g., clamshells, meat trays, orange pill bottles, hard plastic packaging material.	6/21/2020 10:51 AM
4	I think our Recycling Program is terrific. There's definitely room for improvement in a few arenas, though. I think composting needs to be expanded to multi-family housing and that all people in our community should have to place food waste in the compost instead of in the garbage. I also think styrofoam take-out containers should be banned completely (like from restaurants), as well as single-use straws and as much single-use plastic as possible (wasn't SUP recently banned in the EU? Why can't we do it too?). Thank you for asking so many important questions!	6/20/2020 11:59 PM
5	Tell us why things are not recyclable, like aluminum foil.	6/20/2020 10:26 AM
6	I would not mind an every other week garbage pick up in the winter or cooler months because of the smell.	6/20/2020 10:01 AM
7	I like the recycling guide that comes in the mail and I refer to it if I am unsure of what to do with items. I participate in the Styrofest and hope it comes back in the same format - it is always busy! Needs more publicity though as I always see garbage bins full of styrofoam on Tuesdays (even before Covid)	6/20/2020 9:43 AM
8	During Covid stay at home time, I have not been able to drop off batteries, styrofoam or plastic bags at local sites. I am going to try out Ridwell for a year. I haven't received my bin yet.	6/20/2020 12:39 AM
9	I try to recycle correctly but things keep changing and it has gotten more confusing what to put in my blue bin.	6/19/2020 11:02 PM
10	Please provide more options for after hour drop offs during the week for things like the lettuce clamshells and styrofoam.	6/19/2020 1:23 PM
11	solicit community volunteers to help with education	6/19/2020 10:10 AM
12	I for the most part support any initiatives that make our local region greener or more economically efficient, even with some cost to me. I have a much, much lower tolerance for initiatives focused on carbon, since reducing our carbon footprint in Kirkland has negligible impact and instead gives many people a false sense of "doing their part."	6/19/2020 8:12 AM
13	Have a way for customers to upload photos of objects we're not sure of being recyclable and get a response. The pictures could be public and build a bigger set of images on what is recyclable.	6/19/2020 6:01 AM
14	Make recycling a requirement. Give more tours of garbage/recycle facilities.	6/18/2020 9:34 PM
15	Always able to provide updated information when I can locate the information in the pamphlet and phone.	6/18/2020 9:23 PM
16	I love how green we are but wish it was simpler. More pressure on suppliers vs. end users	6/18/2020 9:19 PM
17	separate glass & a winter schedule for yard waste	6/18/2020 9:03 PM
18	I really appreciate all of the city's efforts to inform the residents about cleaner living and the efforts being made by city agencies themselves as well as opportunities to recycle as much as possible.	6/18/2020 8:54 PM
19	This questionnaire is far too long so that many people may give up half way through. Question 5 is very poorly structured. Many questions could be consolidated or eliminated.	6/16/2020 12:10 PM
20	extend the amount of time between pick-ups. For example I put out the garbage every 2 -3 weeks, recycling every 3-4 weeks and the yard waste every 2 weeks in mid spring (mostly grass) and every 2 weeks in the early fall (mostly leaves). The majority of the year, the yard waste is not put out on the curb (and I also see this with several neighbors). Maybe cancel yard	6/16/2020 10:59 AM

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waste pick-up during late fall-early spring. I'm sure this will save fuel, labor and reduce the carbon footprint.

21	Work with stores to move away from plastic clam shell containers or have a way to recycle them. It is not efficient to put them in the garbage and the City holds more weight than individual customers with stores.	6/16/2020 8:20 AM
22	Our program is outstanding compared with other cities who don't provide curbside pick up!	6/15/2020 1:14 PM
23	I would like more guidance about plastic recycling. The booklet just says "jars, jugs, tubs, and cups", but there are so many kinds of plastic these days. Can you give more positive and negative examples?	6/15/2020 1:14 PM
24	I put plastic newspaper bags, grocery plastic bags etc. in larger plastic bag and seal and put in recycling. Is this still the accepted way? Or should all plastic bags go into the garbage?	6/15/2020 9:55 AM
25	educate people to not wash their vehicles on driveways - to use lawns.	6/14/2020 4:08 PM
26	Help people to understand the importance of options such as: Don't use. Reuse. Recycle.	6/13/2020 10:12 PM
27	KEEP THE RECYCLE EVENTS!	6/13/2020 5:55 PM
28	even good intentioned people seem totally confused about what goes where, I don't what the solution, people don't want to have go through 5 minutes of reading before tossing something, put more pressure on producers to make more environmentally friendly products	6/13/2020 11:34 AM
29	Dog waste in parks and school grounds with fine enforcement. Signage in key locations. Evenings and early mornings are key (out of community drive in over for fido's free run and dump)	6/13/2020 7:15 AM
30	Promote zero-waste informational workshops and a list of restaurants that support brining your own containers.	6/12/2020 12:11 PM
31	I think it would be nice if you were more clear about what had changed each year when you send out your mailer. For example, my recollection was that there was a time when we were not supposed to recycle plastic bottles with the lids on, but at some point that has changed. It took awhile to realize this because at first glance, that part of the mailer looked like it contained the same information. This could also be implemented on the website - whenever there is an update to information, perhaps add it with the date of when the change occurred.	6/12/2020 4:02 AM
32	Get StyroFest going again. My garage is filling up with styrofoam and plastic bags because of the cover-19 cancelled events,	6/11/2020 6:38 PM
33	No, I do want to say that haven't visited the City recycling webpages, but I will now.	6/11/2020 3:55 PM
34	Thank you for having Styrofest every year. Thank you for making it a priority to educate people and the difference we can make for the environment. I think these efforts make Kirkland a clean and outstanding city to live in and shows leadership on global issues. I would be proud to participate in any new/modified parts of the recycling program to make a bigger impact. Keep it up!	6/11/2020 12:54 PM
35	Make any program, education, event, or recycling option as simple and as inexpensive (vastly preferable to be free) as possible. That should be your overarching goal in everything you do. Anything else is not being a good steward of taxpayer funds. That includes overhead items such as employee salaries and marketing.	6/11/2020 12:22 PM
36	Opportunity for extra yard debris bins at lesser/no cost.	6/11/2020 8:57 AM
37	Regular recycling education at neighborhood meetings/gatherings. Enlist trained recycling "ambassadors" to help w/ this.	6/10/2020 11:02 PM
38	Absolutely keep weekly pickup. Never go to twice monthly. Also be careful about any cost increase as money is very tight right now. Don't tax or price us out of Kirkland.	6/10/2020 9:33 PM
39	We've used Ridwell now for a few months. It's a convenient way to deal with plastic film (and batteries, lightbulbs, clothes, etc), and may be worth promoting on a city or utility webpage.	6/10/2020 8:59 PM
40	I would like to see a pivot toward more compostable options for packaging. I do not support less frequent waste services or waste services at a greater expense. I also do not support washing and drying recycling. It uses too much energy and resources. We are throwing away items that	6/10/2020 8:35 PM

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are not clean enough to recycle and have lost confidence in the agenda behind commercial/municipal recycling programs.

41	No	6/10/2020 8:28 PM
42	I pay \$110 for a service called Ridwell. If you consider the demographic of families living in Kirkland, many are young parents with littles. Time is an issue. I work. Now with COVID, homeschooling and more... I need convenience. I don't have the time nor do I want to hoard plastic bags, styrofoam or batteries to wait a month til the next recycle event. Ridwell's mobile and contact-free mobile service (I have a box on my doorstep) is amazing. I'd love to see a partnership between cities and maybe support this local company too. They recycle a lot of things the cities will not.	6/10/2020 7:58 PM
43	Totally appreciate the waste recycle pamphlet you provide. Like the styrofest and shredding Availability to do hazardous waste if needed	6/10/2020 7:26 PM
44	Thanks for asking!	6/10/2020 6:42 PM
45	I watched PBS Frontline TV show on how recycling is being manipulated by the plastic industry so that they make more plastic. The basic problem is that items may have the ability to be recycled but the separation facilities and the after market for plastics aren't in place. Sp most plastics we recycle are tossed into landfill. I propose we tighten the recycling list to only those items that have a viable separation technology and aftermarket demand (paper, glass, metal). Unfortunately most plastics don't so let's stop misusing the term recycling.	6/10/2020 6:32 PM
46	Yes. It is much too restrictive. Residents should be able to put damn near anything with a triangle recycle symbol identifying the material (e.g. which plastic resin) in the blue recycle cart, regardless of arbitrary shape requirements, and it should be Waste Management's problem to figure out how to identify, sort it, and recycle it, not the city's, and definitely not the residents'. Put the responsibility on the contractor where it belongs. They work for us, not vice versa. Period, End Of Story.	6/10/2020 6:30 PM
47	Can't answer questions 6 and 7 because the specific costs aren't provided.	6/10/2020 6:14 PM
48	Generally, we're a very progressive city for our efforts. The decline in Acceptance of recycling by China has made things more complicated, and education needs to follow. Things have changed over the years, and it can get confusing! As an older couple, we don't have as much recycling as a family, but we live on a large lot so we have 3 large grey buckets for the branch and yard debris, which really adds up!	6/10/2020 5:34 PM
49	Nothing that I can think of.	6/10/2020 5:32 PM
50	I've had several missed compost pick ups. I would also like to see clamshells added to recycling.	6/10/2020 5:18 PM
51	Shorter survey	6/10/2020 4:55 PM
52	Please note that in some Townhome communities there may be limited storage space for any more Bins. Small 1 car garages limit space for these big gray Bins. The Springbrook Community in Juanita is an example of the HOA limitation to have Bins out of public view. And some Townhomes do not have a back or side yard space for three large rolling bins. Adding a Glass Only Bin could be a problem.	6/10/2020 4:45 PM
53	Amazingly responsive and supportive, thank you!	6/10/2020 4:25 PM
54	I would like a smaller container available for food recycling. We don't generate much yard waste, and the grey bin is large and heavy.	6/10/2020 4:23 PM
55	I'm very sad about not recycling plastic clamshells. I understand Recology can do this but Waste Management does not? Just feel bad when I throw these away. Will try to buy less (IE less Costco shopping)	6/10/2020 4:20 PM
56	Would love to be able to recycle plastic bags curbside	6/10/2020 4:18 PM
57	If we could reduce more, we would need to recycle less. I wish there were more options to purchase grocery items - produce, bakery goods, deli items- that aren't packaged in plastic. Since most stores are not locally owned, I don't know how much the city can do.	6/10/2020 4:14 PM
58	Would we get bigger carts (at the same price) for bi-weekly pickup? I really don't want bi-weekly for yard waste. In the spring/fall I already have to stage stuff in my yard because the bin fills up	6/10/2020 3:56 PM

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so quickly! And I do a TON of on-site composting.

59	I wish the cooking oil recycling options were better. But otherwise I've been very impressed with the information provided, the services provided, and the auxiliary services that have popped up to fill gaps (like Ridwell.	6/10/2020 3:52 PM
60	It is super important and I am grateful for all that you do!	6/9/2020 9:48 PM
61	Would love to be able to recycle more. We currently pay for Ridwell. It would be nice if what they provide could be provided by Kirkland even at an extra cost	6/9/2020 7:01 PM
62	There's a lot of construction and demo in Kirkland with most waste going to landfill. More recycling should be required in all construction projects.	6/9/2020 9:39 AM
63	No	6/8/2020 7:25 PM
64	Make it easier to find recycling and compost schedules for pickup from residential and multi-family	6/8/2020 7:02 PM
65	Provide incentives and rewards for making good decisions that minimize waste.	6/8/2020 5:10 PM
66	Drop off locations need to be convenient. I won't use one in North Kirkland because I can't get there by bike.	6/8/2020 2:18 PM

### Q32 Would you like to receive email updates about recycling events? If so, please provide your email address below.

Answered: 232 Skipped: 235

ANSWER CHOICES	RESPONSES	
Name	0.00%	0
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	232
Phone Number	0.00%	0

#	NAME	DATE
	There are no responses.	
#	COMPANY	DATE
	There are no responses.	
#	ADDRESS	DATE
	There are no responses.	
#	ADDRESS 2	DATE
	There are no responses.	
#	CITY/TOWN	DATE
	There are no responses.	
#	STATE/PROVINCE	DATE
	There are no responses.	
#	ZIP/POSTAL CODE	DATE
	There are no responses.	
#	COUNTRY	DATE
	There are no responses.	

#	EMAIL ADDRESS	DATE
1	diandjimo@gmail.com	6/22/2020 12:10 PM
2	rcraker@gmail.com	6/22/2020 5:31 AM
3	hoxier1@yahoo.com	6/21/2020 7:32 PM
4	dotluvsvsdogs@yahoo.com	6/21/2020 5:07 PM
5	cass.walker19@gmail.com	6/21/2020 10:52 AM
6	cespeirs@gmail.com	6/21/2020 10:24 AM
7	ashjohns19@gmail.com	6/21/2020 9:39 AM
8	stompki1@outlook.com	6/21/2020 9:19 AM
9	cnkauffman@hotmail.com	6/21/2020 9:14 AM
10	stephlecovin@outlook.com	6/20/2020 11:59 PM
11	t.cycle@frontier.com	6/20/2020 10:56 PM
12	salzburg65@hotmail.com	6/20/2020 4:31 PM
13	jimjungcpa@yahoo.com	6/20/2020 12:00 PM
14	vanessa@strand.gs	6/20/2020 11:20 AM
15	mko82801@yahoo.com	6/20/2020 10:26 AM
16	l.low5@comcast.net	6/20/2020 9:43 AM
17	dave.griffith@nm.com	6/20/2020 8:17 AM
18	marcody5@hotmail.com	6/20/2020 7:52 AM
19	kayleebrantley1@gmail.com	6/20/2020 6:12 AM
20	reseelig@gmail.com	6/20/2020 12:39 AM
21	mydogbruce@aol.com	6/20/2020 12:35 AM
22	bfo123@comcast.net	6/19/2020 9:20 PM
23	pmastenbroek@comcast.net	6/19/2020 7:51 PM
24	csarrapede@me.com	6/19/2020 3:57 PM
25	laughingcrow53@msn.com	6/19/2020 1:38 PM
26	littlekaren2008@gmail.com	6/19/2020 1:24 PM
27	romanogeneral@gmail.com	6/19/2020 1:16 PM
28	skbrender@hotmail.com	6/19/2020 12:59 PM
29	manda2_19_83@yahoo.com	6/19/2020 11:43 AM
30	scanin@earthlink.net	6/19/2020 10:10 AM
31	tiabean60@gmail.com	6/19/2020 9:21 AM
32	peteada@hotmail.com	6/19/2020 8:31 AM
33	LOGAN.PONNOOSAMY@GMAIL.COM	6/19/2020 7:57 AM
34	marypat_meuli@hotmail.com	6/19/2020 6:01 AM
35	jenlaja1@msn.com	6/18/2020 10:59 PM
36	barbaramcconnell@hotmail.com	6/18/2020 10:59 PM
37	karan.ad@gmail.com	6/18/2020 9:23 PM

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38	baridorward@comcast.net	6/18/2020 9:23 PM
39	kpio99@gmail.com	6/18/2020 9:19 PM
40	captainkarad@gmail.com	6/18/2020 9:05 PM
41	sethandmolly@comcast.net	6/18/2020 8:57 PM
42	grants3mama@gmail.com	6/18/2020 8:54 PM
43	dasher@uw.edu	6/18/2020 8:33 PM
44	gekretchmer@gmail.com	6/17/2020 5:34 AM
45	williampauljones@gmail.com	6/16/2020 12:11 PM
46	jefft123@hotmail.com	6/15/2020 8:25 PM
47	mekala1@yahoo.com	6/15/2020 4:08 PM
48	mharris312@gmail.com	6/15/2020 1:15 PM
49	astle98ford@gmail.com	6/15/2020 11:04 AM
50	lpathe@msn.com	6/15/2020 10:39 AM
51	michael@themcdaniels.net	6/15/2020 9:57 AM
52	henrybrown8884@gmail.com	6/15/2020 9:55 AM
53	nanbernard@comcast.net	6/14/2020 4:08 PM
54	c.overfield@outlook.com	6/14/2020 11:09 AM
55	jeannemlarge2010@hotmail.com	6/13/2020 10:13 PM
56	pv@swooby.com	6/13/2020 5:55 PM
57	dorratcague@hotmail.com	6/12/2020 2:46 PM
58	iamjillnellis@gmail.com	6/12/2020 12:11 PM
59	a.schecterson@gmail.com	6/12/2020 9:59 AM
60	glopzy@outlook.com	6/12/2020 9:42 AM
61	fallonloves@gmail.com	6/12/2020 4:02 AM
62	thomas.mcgrath@comcast.net	6/11/2020 6:38 PM
63	kelleen.storino1@gmail.com	6/11/2020 3:55 PM
64	remetiffy@comcast.net	6/11/2020 3:30 PM
65	chawes.tvl@gmail.com	6/11/2020 2:44 PM
66	kapri_star@yahoo.com	6/11/2020 12:55 PM
67	calis.jodi@gmail.com	6/11/2020 12:03 PM
68	shannon.lemoine@gmail.com	6/11/2020 10:39 AM
69	lailatsaliba@gmail.com	6/11/2020 9:17 AM
70	claireakoenig@comcast.net	6/11/2020 9:01 AM
71	kc7adk@yahoo.com	6/11/2020 8:53 AM
72	reinov@msn.com	6/11/2020 7:51 AM
73	jodie_0606@hotmail.com	6/11/2020 7:45 AM
74	jisabelle223@yahoo.com	6/10/2020 11:20 PM
75	sandeepksinghal@hotmail.com	6/10/2020 11:19 PM

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76	vosslers66@gmail.com	6/10/2020 11:03 PM
77	cohen.silverstein@gmail.com	6/10/2020 10:09 PM
78	lambentdream@gmail.com	6/10/2020 9:39 PM
79	sandyclaws1947@comcast.net	6/10/2020 9:34 PM
80	danastasi@live.com	6/10/2020 9:12 PM
81	cox.sharonm@gmail.com	6/10/2020 8:58 PM
82	cebrug@gmail.com	6/10/2020 8:43 PM
83	lobodob@msn.com	6/10/2020 8:28 PM
84	davidjhabib@gmail.com	6/10/2020 8:03 PM
85	bstockert81@gmail.com	6/10/2020 7:58 PM
86	kiversonpt@aol.com	6/10/2020 7:27 PM
87	diboyle823@gmail.com	6/10/2020 6:42 PM
88	dw.godfrey@outlook.com	6/10/2020 6:14 PM
89	hallignt@yahoo.com	6/10/2020 5:43 PM
90	familyost@comcast.net	6/10/2020 5:35 PM
91	browng06@yahoo.com	6/10/2020 5:35 PM
92	mmb126@hotmail.com	6/10/2020 5:32 PM
93	lkwcb@comcast.net	6/10/2020 5:32 PM
94	thayer.kim@frontier.com	6/10/2020 5:13 PM
95	debbie@bensussen.net	6/10/2020 5:04 PM
96	bethdonmaclaren@comcast.net	6/10/2020 4:56 PM
97	guida.ivana@gmail.com	6/10/2020 4:52 PM
98	dvanryn@frontier.com	6/10/2020 4:47 PM
99	jstaudt@comcast.net	6/10/2020 4:46 PM
100	jill@timbakke.net	6/10/2020 4:44 PM
101	snarky16@gmail.com	6/10/2020 4:36 PM
102	cheryl@geels.org	6/10/2020 4:30 PM
103	tinaroyo@aol.com	6/10/2020 4:26 PM
104	kkavitat@gmail.com	6/10/2020 4:25 PM
105	lynetteapley@hotmail.com	6/10/2020 4:20 PM
106	jennifer@dodu.us	6/10/2020 4:18 PM
107	Jconstructionllc@comcast.net	6/10/2020 4:14 PM
108	j77dawg@hotmail.com	6/10/2020 4:01 PM
109	jwmillie@comcast.net	6/10/2020 4:01 PM
110	rbrodie@live.com	6/10/2020 3:56 PM
111	kkostal@gmail.com	6/10/2020 3:52 PM
112	carolchaines@gmail.com	6/10/2020 3:43 PM
113	guerrero1128@hotmail.com	6/10/2020 3:39 PM



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114	basnaw@hotmail.com	6/10/2020 3:39 PM
115	steve@cullens.org	6/10/2020 3:35 PM
116	alygardner@comcast.net	6/9/2020 9:48 PM
117	holland.rich@outlook.com	6/9/2020 7:23 PM
118	mbouniol@hotmail.com	6/9/2020 9:40 AM
119	ctanushree@gm,ail.com	6/9/2020 12:07 AM
120	litiskat@hotmail.com	6/8/2020 11:09 PM
121	kellyrad@gmail.com	6/8/2020 11:07 PM
122	takoch03@gmail.com	6/8/2020 9:39 PM
123	jcondit@gmail.com	6/8/2020 7:26 PM
124	avoelz@yahoo.com	6/8/2020 7:02 PM
125	mltwords@gmail.com	6/8/2020 6:17 PM
126	4sacha@gmail.com	6/8/2020 1:43 AM
127	fischerklee@outlook.com	6/7/2020 11:10 PM
128	haldismay@yahoo.com	6/7/2020 10:45 PM
129	mackenzie.marie@gmail.com	6/7/2020 9:56 PM
130	buceri@yahoo.com	6/7/2020 7:03 PM
131	haberzetejim@msn.com	6/7/2020 12:00 PM
132	sltruman@gmail.com	6/7/2020 9:48 AM
133	selman.robbyn@gmail.com	6/7/2020 9:19 AM
134	janice_orr@yahoo.com	6/7/2020 7:53 AM
135	kathefowler@hotmail.com	6/7/2020 7:39 AM
136	floralfauna@hotmail.com	6/7/2020 12:56 AM
137	seckec1@gmail.com	6/6/2020 11:25 PM
138	k.jordan@comcast.net	6/6/2020 9:58 PM
139	ace6911@hotmail.com	6/6/2020 9:51 PM
140	tingilbery@gmail.com	6/6/2020 8:34 PM
141	bev47@gmail.com	6/6/2020 5:55 PM
142	jlalben@comcast.net	6/6/2020 5:42 PM
143	aindfan@gmail.com	6/6/2020 4:20 PM
144	robkierstein@yahoo.com	6/6/2020 3:36 PM
145	jmsalem@frontier.com	6/6/2020 12:32 PM
146	dmkgolden@gmail.com	6/6/2020 11:02 AM
147	rebeccarodgerswa@gmail.com	6/6/2020 7:02 AM
148	harodgers@hotmail.com	6/6/2020 3:28 AM
149	mr.art.brown@gmail.com	6/6/2020 1:05 AM
150	H.melody@gmail.com	6/6/2020 12:30 AM
151	terribly67@gmail.com	6/5/2020 11:44 PM

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152	freemakd@gmail.com	6/5/2020 11:35 PM
153	makanpaws@comcast.net	6/5/2020 11:27 PM
154	preetipshenoy@gmail.com	6/5/2020 11:07 PM
155	lauracbertram@yahoo.com	6/5/2020 9:32 PM
156	stjioe@gmail.com	6/5/2020 9:18 PM
157	frozenj6146@gmail.com	6/5/2020 9:15 PM
158	brigitte@veith-team.net	6/5/2020 8:44 PM
159	Stephanie.miller66@gmail.com	6/5/2020 8:42 PM
160	wright.william@gmail.com	6/5/2020 8:38 PM
161	leahalang@gmail.com	6/5/2020 8:32 PM
162	cathi@coy.org	6/5/2020 8:11 PM
163	legs1st@gmail.com	6/5/2020 7:49 PM
164	airlynn2@gmail.com	6/5/2020 7:29 PM
165	karlar@u.washington.edu	6/5/2020 7:05 PM
166	emmclaug@gmail.com	6/5/2020 6:54 PM
167	Johnyue3@gmail.com	6/5/2020 6:29 PM
168	Nandamorse@gmail.com	6/5/2020 6:13 PM
169	cathysinbasket@hotmail.com	6/5/2020 6:04 PM
170	justinyelliott@gmail.com	6/5/2020 6:01 PM
171	magicalmomx4@hotmail.com	6/5/2020 6:00 PM
172	jeffhoerth@comcast.net	6/5/2020 5:38 PM
173	holmes.caity@gmail.com	6/5/2020 5:29 PM
174	baum.karen@gmail.com	6/5/2020 5:29 PM
175	juliehacker2003@yahoo.com	6/5/2020 5:18 PM
176	anthonyej@hotmail.com	6/5/2020 5:16 PM
177	Alisonkarpstein@Hotmail.com	6/5/2020 5:07 PM
178	Finire15@hotmail.com	6/5/2020 5:05 PM
179	sumaluco@gmail.com	6/5/2020 5:02 PM
180	oxmary@msn.com	6/5/2020 4:57 PM
181	pam.riddle@outlook.com	6/5/2020 4:53 PM
182	david.ian.white@gmail.com	6/5/2020 4:43 PM
183	christiney67@gmail.com	6/5/2020 4:38 PM
184	Megan.szuter@gmail.com	6/5/2020 4:32 PM
185	valerie.avva@gmail.com	6/5/2020 4:07 PM
186	shannonradley@msn.com	6/5/2020 4:05 PM
187	praywedding@gmail.com	6/5/2020 3:58 PM
188	mayachen1@gmail.com	6/5/2020 3:56 PM
189	scotdo@yahoo.com	6/5/2020 3:53 PM

## Kirkland Recycling Services Resident Survey

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190	mariana.lassalle@gmail.com	6/5/2020 3:34 PM
191	berazouskaya@yahoo.com	6/5/2020 3:33 PM
192	qhzhx@hotmail.com	6/5/2020 3:25 PM
193	jewel014@msn.com	6/5/2020 3:22 PM
194	jxxtop888dc@gmail.com	6/5/2020 3:19 PM
195	brenbenito@yahoo.com	6/5/2020 3:15 PM
196	nsmith21@msn.com	6/5/2020 3:04 PM
197	rupert.stacey@gmail.com	6/5/2020 3:00 PM
198	susanlyork@hotmail.com	6/5/2020 2:41 PM
199	kyleteteak@gmail.com	6/5/2020 2:15 PM
200	kalihopf@hotmail.com	6/5/2020 1:31 PM
201	aspr09@gmail.com	6/5/2020 12:59 PM
202	ashmeet.oberoi@gmail.com	6/5/2020 12:48 PM
203	shakeel@shakeelmohamed.com	6/5/2020 12:24 PM
204	traciflores@gmail.com	6/5/2020 12:23 PM
205	namaka01@comcast.net	6/5/2020 12:16 PM
206	sara_constans@yahoo.com	6/5/2020 12:11 PM
207	volz.katie@gmail.com	6/5/2020 11:57 AM
208	amikks4@msn.com	6/5/2020 11:51 AM
209	nick@atalla.net	6/5/2020 11:39 AM
210	misunsohn@gmail.com	6/5/2020 11:37 AM
211	erik_laursen@hotmail.com	6/5/2020 11:35 AM
212	shine6024@yahoo.com	6/5/2020 11:24 AM
213	winonahugo@gmail.com	6/5/2020 11:19 AM
214	homertdog@frontier.com	6/5/2020 11:18 AM
215	joel.may@live.com	6/5/2020 11:17 AM
216	storychick@gmail.com	6/5/2020 11:14 AM
217	kjstedman@msn.com	6/5/2020 11:14 AM
218	brandywebb@gmail.com	6/5/2020 11:02 AM
219	kimberly.sambrook@gmail.com	6/5/2020 10:56 AM
220	vhuntsberry@comcast.net	6/5/2020 10:51 AM
221	rosie_liddle@hotmail.com	6/5/2020 10:47 AM
222	kristylloyd@hotmail.com	6/5/2020 10:38 AM
223	purvaj28@gmail.com	6/5/2020 10:37 AM
224	studio64@gmail.com	6/5/2020 10:33 AM
225	bajman.lego@gmail.com	6/5/2020 10:28 AM
226	carla98027@gmail.com	6/5/2020 10:22 AM
227	oxmary@msn.com	6/5/2020 10:20 AM

Kirkland Recycling Services Resident Survey

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228	magbayani@hotmail.com	6/5/2020 10:16 AM
229	ljmckay7@yahoo.com	6/5/2020 10:14 AM
230	gbush04@comcast.net	6/5/2020 10:11 AM
231	crystalthimsen@gmail.com	6/5/2020 10:10 AM
232	nancyparry@gmail.com	6/5/2020 10:05 AM
<b>#</b>	<b>PHONE NUMBER</b>	<b>DATE</b>
	There are no responses.	

**Table 1**  
**City of Kirkland Single-Family Residential Solid Waste Collection**  
**2020 Monthly Garbage Fee/Bill and Weighted Average Fee/Bill Comparisons**

Service Level	Kirkland Customers (June 2020)	2020 Monthly Basic Published Municipal Solid Waste Collection Fees (effective date if not 1/1/20)											
		Kirkland	Selected King County Comparison Cities										All Avg.
			Seattle (4/1/20)	Renton	Bellevue (9/1/20)	Redmond	Federal Way (9/1/20)	Mercer Island	Issaquah	Sammamish	Auburn	Suburban Avg.	
<b>Weekly Garbage Collection [e]</b>													
10 Gallon Micro-Can (10/12 gallon)	357	\$8.97	\$25.00	\$11.34	\$7.87								
20 Gallon Cart (19/20 gallon)	2,640	17.92	30.60	13.59	12.41	\$15.35	\$17.69	10.20	30.23	12.69			
Can (32 gallon) - 1	0		39.80	24.02	39.80			16.33	34.49				
Can (32 gallon) - 2	0		79.60	32.09	32.09			32.66	47.86				
Can (32 gallon) - 3	0		119.40	37.14	37.14			48.99	61.33				
Can (32 gallon) - 4	0		159.20					65.32	74.80				
32 Gallon Cart (32/35 gallon)	12,579	27.90	39.80	23.92	17.46	20.46	32.04	16.33	34.39	16.11			
45 Gallon Cart (45/48 gallon)	0			27.26				22.98	38.22				
64 Gallon Cart (60/64 gallon)	4,847	51.00	79.55	31.89	34.08	30.39	50.41	32.68	43.49				
96 Gallon Cart (90/96 gallon)	933	76.50	119.40	36.84	52.69	45.26	63.26	49.00	51.52				
<b>Biweekly Garbage Collection</b>													
20 Gallon Mini Cart				\$13.49									13.49
35 Gallon Cart				22.18									22.18
45 Gallon Cart				27.97									27.97
64 Gallon Cart				38.92									38.92
96 Gallon Cart				57.45									57.45
Monthly Can/Cart (32/35 gallon)	1,059	7.24	NA	NA	5.81	9.85	NA	6.31	27.00	NA			12.24
Recycling Only	0	NA	NA	5.40	4.85	7.93	11.00	NA	10.32	NA			7.90
Organics Only	0	NA	NA	8.18	11.82	15.00	NA	NA	NA	NA			11.67
Recycling & Organics Only	0	NA	NA	13.50	5.74	19.75	26.00	NA	NA	NA			16.25
Total Single Family Residential Customers	<b>22,415</b>	<b>22,415.00</b>	<b>153,325</b>	<b>30,299</b>	<b>13,115</b>	<b>18,376</b>	<b>6,854</b>	<b>9,059</b>	<b>16,169</b>	<b>14,904</b>			<b>16,25</b>
Extra garbage (per 32 gallons)	2,239	\$6.71	\$12.35	\$8.26	\$5.17	\$16.99	\$6.20	\$4.08	\$4.93	\$4.47	\$10.83	\$7.62	\$8.14
<b>Wtd. Avg. Garbage Fee - Kirkland Service Levels [a]</b>		<b>\$33.14</b>	<b>\$49.34</b>	<b>NA</b>	<b>\$23.97</b>	<b>\$22.79</b>	<b>\$22.83</b>	<b>\$34.01</b>	<b>\$20.26</b>	<b>\$36.13</b>	<b>\$21.38</b>	<b>\$25.91</b>	<b>\$28.84</b>
<b>- Each City's Own Service Levels [b]</b>		<b>\$33.14</b>	<b>\$38.30</b>	<b>\$27.70</b>	<b>\$24.49</b>	<b>\$21.44</b>	<b>\$23.96</b>	<b>\$36.44</b>	<b>\$18.81</b>	<b>\$38.23</b>	<b>\$20.35</b>	<b>\$26.43</b>	<b>\$27.75</b>
<b>Additional Fees/Taxes:</b>													
King County Hazardous Waste Fee		\$0.93	included	included	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	included	\$0.93
City Taxes		\$3.58	included	included	\$1.14	\$1.34	\$4.42	\$2.62	\$1.18	\$0.00	\$0.00	included	\$7.90
State Refuse Collection Tax		included	included	included	\$0.96	\$0.85	\$1.06	\$1.44	\$0.75	\$1.41	\$0.77	included	\$0.77
Garbage Carts		included	included	included	included	included	included	included	included	included	included	included	included
Recycling Collection		included	included	included	included	included	included	included	included	included	included	included	included
Recycling Bins		included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]
Yard Debris/Organics Collection (96 cart) [f][g][h]		\$10.53	included	included	included	included	\$11.82	included	included	\$13.81	\$8.43	included	\$8.43
Signup Rate for Subscription-Fee-Based Collection		included[d]	mandatory	included	included	included	64.3%	included	included	49.4%	58.9%	included	58.9%
Yard Debris/Organics Cart		included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included	included	included
Used Oil Collection		included	included	NA	NA	included	included	NA	NA	NA	NA	included	NA
<b>Wtd. Avg. Monthly Bill - Kirkland Service Levels [a]</b>		<b>\$37.64</b>	<b>\$59.87</b>	<b>NA</b>	<b>\$27.00</b>	<b>\$25.92</b>	<b>\$36.83</b>	<b>\$38.99</b>	<b>\$23.13</b>	<b>\$45.30</b>	<b>\$28.04</b>	<b>\$32.17</b>	<b>\$35.64</b>
<b>- Each City's Own Service Levels [b]</b>		<b>\$37.64</b>	<b>\$48.83</b>	<b>\$27.70</b>	<b>\$27.52</b>	<b>\$24.57</b>	<b>\$37.96</b>	<b>\$41.42</b>	<b>\$21.68</b>	<b>\$47.40</b>	<b>\$27.01</b>	<b>\$31.91</b>	<b>\$33.79</b>
<b>Other City Rates Higher/Lower Than Kirkland Due To: [c]</b>													
Tipping Fee Differences		\$0.00	\$0.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.04
City Tax Rate Differences		\$0.00	\$2.22	NA	(\$1.62)	(\$1.17)	\$2.67	(\$1.36)	(\$1.04)	(\$4.76)	(\$0.98)	(\$0.50)	(\$0.72)
<b>Estimated Wtd. Avg. Cost/Hshld - Kirkland Service Levels</b>		<b>\$37.64</b>	<b>\$57.36</b>	<b>NA</b>	<b>\$28.62</b>	<b>\$27.09</b>	<b>\$34.16</b>	<b>\$40.35</b>	<b>\$24.17</b>	<b>\$50.05</b>	<b>\$29.03</b>	<b>\$30.88</b>	<b>\$37.40</b>
<b>- Each City's Own Service Levels</b>		<b>\$37.64</b>	<b>\$48.12</b>	<b>\$26.86</b>	<b>\$27.49</b>	<b>\$24.63</b>	<b>\$38.04</b>	<b>\$41.34</b>	<b>\$21.74</b>	<b>\$47.18</b>	<b>\$27.05</b>	<b>\$30.02</b>	<b>\$34.43</b>
<b>Memo:</b>													
City Tax Rate		10.5%	14.2%	7.5%	4.5%	6.0%	17.8%	7.0%	6.0%	0.0%	7.0%	7.0%	7.8%
State Refuse Tax Rate		3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
Transfer/Disposal Site Tipping Fee (per ton)		\$140.82	\$149.00	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82
Billing Agency		city	city	hauler	hauler	hauler	hauler	hauler	hauler	hauler	city	city	city
Recycling Credit (per customer)		none	none	none	none	none	\$1.00	none	none	none	none	none	none
- Credit included in rates shown in table?							yes						
Recycling Collection Frequency		weekly	biweekly	biweekly	weekly	weekly	biweekly	biweekly	weekly	weekly	biweekly	biweekly	biweekly
Organics Collection Frequency - regular		weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly
- winter		weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly
Mandatory Residential Garbage Service?		yes	yes	yes	no	no	no	no	no	no	yes	yes	yes
Contractor		WMI	WMI & Recology	Republic	Republic	WMI	WMI	Recology	Recology	Republic	WMI		

Notes: [a] Average fee/bill/cost for other cities calculated using Bellevue's customer service level counts.  
 [b] Average fee/bill/cost for other cities calculated using each city's own customer service level counts.  
 [c] These items need to be excluded from the cost comparison to determine differences in average cost for solid waste collection, transfer, and disposal, including billing costs, but excluding tax rate and tipping fee differences.  
 [d] City-owned or city option to own at contract end.  
 [e] Cart/Can capacities vary among cities, as indicated by the sizes shown in parentheses for each Bellevue cart/can size.  
 [f] Seattle has mandatory charge for organics in 13, 32 and 90 gallon container sizes; rate shown is weighted average of these 3 container sizes.  
 [g] Federal Way offers subscription service for organics in 32, 64 and 90 gallon container sizes; rate shown is weighted average of these 3 container sizes.  
 [h] Auburn offers subscription service for organics in 32, 64 and 90 gallon container sizes; rate shown is weighted average of these 3 container sizes.

**Table 1a  
City of Kirkland Single-Family Residential Solid Waste Collection  
2020 Monthly 32 Gallon Garbage Cart Fee/Bill Comparisons**

Kirkland Customers	2020 Monthly Basic Published Fee for 32-Gallon Cart Collection												
	Kirkland	Selected King County Comparison Cities											
		Seattle	Renton	Bellevue	Redmond	Federal Way (9/1/20)	Mercer Island	Issaquah	Sammamish	Auburn	Suburban Avg.	All Avg.	
<b>Weekly Garbage Collection [b]</b> 32 Gallon Cart (32/35 gallon)	12,579	\$27.90	\$39.80 (4/1/20)	\$22.18	\$23.92	\$17.46	\$20.46	\$32.04	\$16.33	\$34.39	\$16.11	\$22.86	\$24.74
<b>Additional Fees/Taxes:</b>													
King County Hazardous Waste Fee		\$0.93	included	included	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93	included	\$0.93
City Taxes		\$3.03	included	included	\$1.12	\$1.10	\$3.80	\$2.31	\$1.04	\$0.00		included	
State Refuse Collection Tax		included	included	included	\$0.93	\$0.70	\$0.91	\$1.27	\$0.66	\$1.27		included	\$0.61
Garbage Carts		included	included	included	included	included	included	included	included	included	included	included	included
Recycling Collection		included	included	included	included	included	included	included	included	included	included	included	included
Recycling Bins		included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]
Yard Debris/Organics Collection (96 cart)[c]		included	\$10.53	included	included	included	\$11.82	included	included	included	\$13.81	\$8.43	\$8.43
Signup Rate for Subscription-Fee-Based Collection		included[d]	mandatory	included[d]	included[d]	included[d]	64.3%	included[d]	included[d]	included[d]	49.4%	58.9%	58.9%
Yard Debris/Organics Cart		included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]	included[d]
Used Oil Collection		included	included	NA	NA	included	included	NA	NA	NA	NA	NA	NA
<b>Monthly Bill for 32 Gallon Cart</b>		<b>\$31.86</b>	<b>\$50.33</b>	<b>\$22.18</b>	<b>\$26.90</b>	<b>\$20.20</b>	<b>\$33.69</b>	<b>\$36.55</b>	<b>\$18.95</b>	<b>\$43.42</b>	<b>\$22.62</b>	<b>\$28.06</b>	<b>\$30.54</b>
<b>Other City Rates Higher/Lower Than Kirkland Due To: [a]</b>													
Tipping Fee Differences		\$0.00	\$0.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.03
City Tax Rate Differences		\$0.00	\$1.86	NA	(\$1.61)	(\$0.91)	\$2.44	(\$1.28)	(\$0.85)	(\$4.56)	(\$0.79)	(\$1.08)	(\$0.71)
<b>Monthly Bill at Kirkland Tax &amp; County Tip Fee Levels</b>		<b>\$31.86</b>	<b>\$48.16</b>	<b>\$22.18</b>	<b>\$28.52</b>	<b>\$21.10</b>	<b>\$31.25</b>	<b>\$37.83</b>	<b>\$19.81</b>	<b>\$47.98</b>	<b>\$23.41</b>	<b>\$29.01</b>	<b>\$31.14</b>
<i>Memo:</i>													
City Tax Rate		10.5%	14.2%	7.5%	4.5%	6.0%	17.8%	7.0%	6.0%	0.0%	7.0%	7.0%	7.8%
State Refuse Tax Rate		3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
Transfer/Disposal Site Tipping Fee (per ton)		\$140.82	\$149.00	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82	\$140.82
Billing Agency		city	city	hauler	hauler	hauler	hauler	hauler	hauler	hauler	city	city	city
Recycling Credit (per customer)		none	none	none	none	none	\$1.00	none	none	none	none	none	none
-Credit included in rates shown in table?							yes	?					
Recycling Collection Frequency		weekly	biweekly	biweekly	weekly	weekly	biweekly	biweekly	weekly	weekly	weekly	biweekly	biweekly
Organics Collection Frequency - regular		weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly
- winter		weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly	weekly
Mandatory Residential Garbage Service?		yes	yes	yes	no	no	no	no	no	no	yes	yes	yes

Notes: [a] These items need to be excluded from the cost comparison to determine differences in average cost for solid waste collection, transfer, and disposal, including billing costs, but excluding tax rate and tipping fee differences.

[b] Cart capacities vary among cities, as indicated by the sizes shown in parentheses for Bellevue 32 gallon cart.

[c] Seattle has mandatory charge for organics in 13, 32 and 90 gallon container sizes; rate shown is weighted average of these 3 container sizes.

**CITY OF KIRKLAND**

Public Works Department

123 Fifth Avenue, Kirkland, WA 98033 425.587.3800

www.kirklandwa.gov

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** John MacGillivray, Solid Waste Programs Supervisor  
John Burkhalter, Development & Environmental Engineering Manager  
Julie Underwood, Director of Public Works

**Date:** November 25, 2020

**Subject:** NORTHEAST RECYCLING AND TRANSFER STATION SITING UPDATE

**RECOMMENDATION:**

It is recommended that the City Council receive a presentation during its December 8, 2020 Study Session from King County Solid Waste Division project managers on the status of the siting of the Northeast Recycling and Transfer Station (NERTS). Kirkland Solid Waste Division staff will be on hand to participate in the discussion and respond to questions.

A packet of informational documents provided by King County is included with the memorandum as Attachment A. A King County presentation slide deck is included at Attachment B.

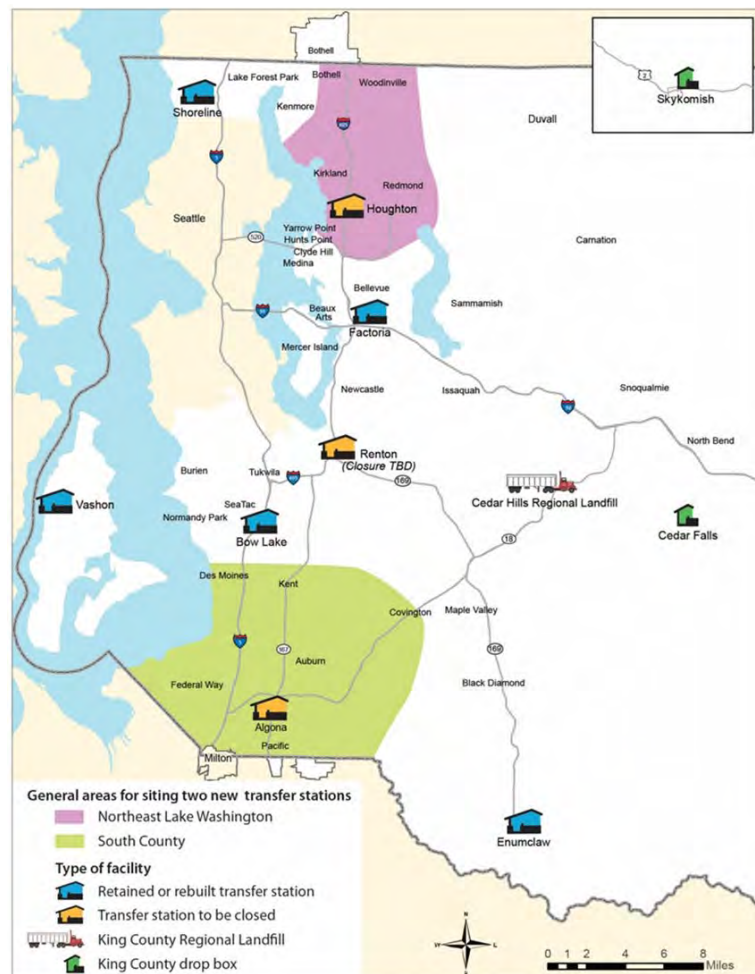
**HOUGHTON TRANSFER STATION BACKGROUND:**

The King County Solid Waste Division (KCSWD) owns, operates, and maintains eight urban and two rural transfer stations (see Map 1, "King County Transfer System," below). At these transfer stations, garbage that is received from collection companies such as Waste Management as well as from residential and commercial self-haul customers is consolidated for bulk transport on 53-foot container trailers to the County's Cedar Hills Regional Landfill (CHRL) located in the unincorporated Maple Valley area.

The Houghton Transfer Station (HTS), located in the Bridal Trails area and adjacent to the closed Houghton landfill, has been in operation since 1967. There are 37 cities in King County with solid waste interlocal agreements with the County that require those cities to direct their garbage into the transfer system and pay the County a per-ton disposal fee ("tipping fee") to fund operations and landfill disposal. The cities of Seattle and Milton do not have solid waste interlocal agreements with King County. The tipping fee is used to pay for administration; bonded debt for capital improvements projects; recycling programs; and the operation and maintenance of the transfer stations, the CHRL, and several closed landfills through the County. King County is responsible for setting disposal fees, which are subject to review by participating cities and, ultimately, approval by the Metropolitan King County Council (MKCC). The City of Seattle is not part of the King County transfer and disposal system. Seattle owns and operates its own transfer stations and rails its waste to an out-of-county landfill.

The KCSWD has contemplated the closure and replacement of the HTS for the past two decades, and a recommendation to replace the station was made in the [2006 Solid Waste Transfer and Waste Export Plan](#). The HTS property was first an open landfill between the 1940's and the mid-1960's. In 1965, King County closed the landfill and opened a transfer station on the south side of the property in 1967. Given the station's obsolete infrastructure, its location in a residential neighborhood, and its failure to meet established criteria for a modern transfer facility, a siting process for a new NERTS is underway. The KCSWD was given authority to replace the station upon the 2019 approval of the Comprehensive Solid Waste Management Plan by cities and the MKCC.

**Map 1: King County Transfer System**



## TRANSFER STATION SITING DETAILS

Transfer stations are regarded as essential public facilities, subject to the siting guidelines in [RCW 36.70A.200](#), which also is called the "Growth Management Act." The transfer station siting process is led by the KCSWD. The final decision about the location of a new transfer station falls exclusively with the King County Executive, although the decision is informed from input received from the participating cities and various stakeholders in the service area. To date, the KCSWD has constructed three new transfer stations—Shoreline, Bow Lake, and Factoria—and a fourth, the South County Recycling and Transfer Station (SCRTS) in Algona, currently is in the design phase and will replace the aging Algona Transfer Station. In all instances where an old station has been replaced, the new



station has either been built on the site of the old station or has been built adjacent to the former facility.

Capital funding for new stations is provided through the issuance of bonded debt and the debt is secured by the revenues from users of the King County stations. As all ratepayers collectively have funded the construction of new transfer facilities throughout King County, so, too, shall all ratepayers in King County collectively fund the construction of the NERTS.

Construction costs for new King County new transfer stations increase over time. Any unforeseen or unnecessary delays in the siting process and construction of the NERTS will result in substantial increases in property acquisition and construction costs. As shown below in Table 1, the projected cost for NERTS is now about \$174 million and rising. As recently as 2015, King County estimated the NERTS construction cost to be \$97 million.

<b>Station</b>	<b>Year Opened</b>	<b>Cost</b>
Shoreline Transfer Station	2009	\$39,000,000
Bow Lake Transfer Station	2014	\$88,000,000
North Seattle Transfer Station*	2016	\$108,000,000
Factoria Transfer Station	2019	\$94,000,000
South County Recycling and Transfer Station	TBD	\$144,000,000 (est)
Northeast Recycling and Transfer Station	TBD	\$174,000,000 (est)

\*This station is owned and operated by the City of Seattle and is included for the purpose of comparison.

Solid waste transfer stations can be regarded as unwelcome by host cities and potential host cities. However, unlike the aging HTS, modern transfer facilities can be community assets and offer a variety of services to users such as increased opportunities to recycle bulky and difficult-to-recycle items, household hazardous waste disposal facilities, and yard waste disposal. Modern transfer facilities are fully enclosed to control odor and noise. Waste is compacted on-site, which reduces substantially the number of the carbon-emitting trips needed to transport waste to the landfill. Facilities often are built to the highest LEED standards and incorporate measures such as rainwater recovery for dust control systems and roof mounted solar panels. Public amenities also may be incorporated into the design and can include public meeting spaces and/or park and play areas. Garbage rates in host cities also tend to be lower because of lower contracted waste hauler transportation costs.

## **NERTS SITING DETAILS**

### ***Core Cities Work Group***

The Core Cities group was formed at the beginning of the siting process and has been meeting monthly since November 2019. The KCSWD has coordinated the work of the Core Cities work group and Siting Advisory Group. Jacobs Engineering is acting as the prime project consultant and Enviro Issues is charged with coordinating communications. The Core Cities are Kirkland, Redmond, Sammamish, and Woodinville, and they represent the cities in which the NERTS may be sited ("Study Area"). The Study Area is distinguished from the Service Area in that the Study Area defines the area in which the new station will be located whereas the Service Area is larger and can overlap with other adjacent service areas. For instance, in the case of NERTS, the study area includes the four aforementioned cities, but the Service Area includes parts of Bothell and Kenmore. At this time, the

City of Sammamish has declined to participate actively in the siting process because no potential sites have been identified in Sammamish.

Kirkland's Core Cities work group representatives are:

Tracey Dunlap, Deputy City Manager  
John MacGillivray, Solid Waste Programs Supervisor  
Jenna McInnis, Solid Waste and Recycling Coordinator  
Tracy Durnell, Education and Outreach Specialist

The Core Cities work group is tasked with advising King County on its project timeline, reviewing the project consultant's scope of work, participating in communications activities via a communications subcommittee, reviewing pass/fail and functional site evaluation criteria, and reviewing and commenting on the initial list of 15 potential transfer station sites and the five finalist sites.

### ***Siting Advisory Group (SAG)***

The SAG is comprised of a broader group of stakeholders and is tasked with assisting in the development of site selection criteria; identifying community concerns and impacts; creating public awareness of the project; and providing general review, input, opinions, and preferences to the KCSWD. More information on the SAG's charter, membership, timeline, and meeting schedule is included in the materials provided (see Attachment A). The City representatives on the SAG are Tracey Dunlap and John MacGillivray. The Kirkland residents serving on the SAG are Ronald Kim, James Randolph, William Su, and Susan Vossler.

### **POTENTIAL TRANSFER STATION SITES**

After an initial round of site screening using pass/fail and GIS criteria, the KCSWD has reduced the list of potential sites to 15 in the Study Area. Applying the pass/fail criteria is the first step in the screening process and is intended to automatically exclude sites for such reasons as being located in a 100-year flood plain or not being located in the contiguous Urban Growth Area. GIS criteria focus upon things such as identifying sites larger than eight acres, proximity to freeways or major arterial streets, and that the assessed value of the sites is within budget. Later in the process, Broad Area Site Screening (BASS) and functional criteria are applied to reduce the list of potential sites to five. Those criteria take into account the size and shape of the site, geotechnical and environmental conflicts, zoning and economic compatibility, social equity, property cost and availability, and the proximity of schools, parks and residences.

There are eight sites in Redmond, five in Kirkland, and two in Woodinville. There are no sites in the City of Sammamish because no sites could be identified that meet the parcel size, pass/fail, and GIS screening criteria. *The sites listed in Table 2 have not been ranked and are not presented in any particular order.* The site numbers correlate with the site identification numbers shown on the map in the Attachment A materials. The pass/fail, GIS, and functional criteria used to filter the sites to the final 15 also are included in the attached packet.

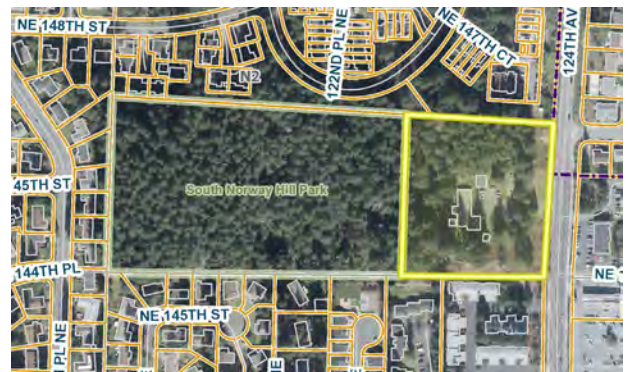
Table 2: Potential NERTS Sites					
Site #	Site Name	Address	City	Acreage	Assessed Value
1	Schuler Rubber	16901 Redmond-Woodinville RD NE	Woodinville	39.7	\$695,000
2	South Norway Hill Park	14607 122nd Ave NE	Kirkland	14.7	\$2,766,200
3	Willows and NE 124th St	Willows Road and NE 124th St	Redmond	15.4	\$3,349,900
4	South of Cadman	7039 196th Ave NE	Redmond	17.8	\$5,933,400
5	Cadman/Olympian	18816 NE Union Hill Road	Redmond	17.1	\$12,070,500
6	Crane Aerospace	10201 Willows Road NE	Redmond	15.5	\$13,598,800
7	Physio-Control	11811 Willows Road NE	Redmond	12.2	\$13,355,600
8	Mini Storage	11815 124th Ave NE	Kirkland	23.9	\$38,989,200
9	Winsome Trading	16111 Woodinville-Redmond Road NE	Woodinville	13.6	\$26,888,300
10	USPS	7241 185th Ave NE	Redmond	13.6	\$26,355,300
11	Houghton Transfer Station	11724 NE 60th St	Kirkland	25.4	\$0
12	Houghton Park and Ride	7024 116th Ave NE	Kirkland	6	\$0
13	Heronfield	11311 NE 120th St	Kirkland	8.5	\$14,300,100
14	Watson Asphalt and DTG	8504 192nd Ave NE	Redmond	17.5	\$5,544,500
15	Aerojet Rocketdyne	11411 139th PI NE	Redmond	26.8	\$15,039,000

### Discussion of Potential Kirkland Sites

As noted, there are five potential Kirkland sites on the final list of 15 sites. Based upon an internal assessment of the five Kirkland sites, staff has formally asked the KCSWD to remove sites 2, 8, and 13 from the list and has suggested to the KCSWD that these three sites are not—for the reasons presented below—suitable to host a transfer station facility. As of this writing, the KCSWD has declined to remove the sites from the list of potential sites. According to the previously referenced RCW 36.70A.200 (5), “No local comprehensive plan or development regulation may preclude the siting of essential public facilities.” However, staff anticipates that once the final site ratings are completed, none of these three sites will be ranked high enough to make it into the final five sites.

### Site 2: South Norway Hill Park

This 14.7-acre site is a combination of two parcels: City-owned park land (South Norway Hill Park) and a parcel to the east upon which a treatment center is located. It is surrounded on three sides by medium-to-high density residential. Siting a station here would be a significant change in use, would result in the loss of trees, displace wildlife, and result in the loss of park land. A station sited here would contribute to traffic congestion in the area, and access to the freeway is not ideal. The assessed value of the parcel to the east is \$2.76 million.

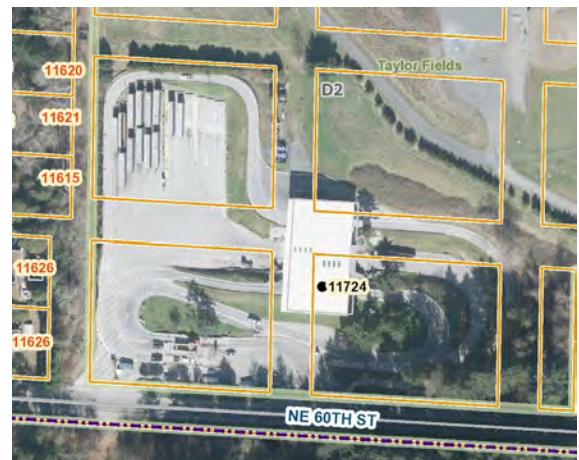


**Site 8: Mini Storage**

This 23.9-acre site is located just to the west of Ford of Kirkland on 124<sup>th</sup> Avenue NE and is a combination of three parcels. The current use is retail and office space, with a mini storage located on the northern two parcels. The site is located at the core of the Totem Lake urban center and conflicts with future economic development. The development of the property as a transfer station also conflicts with the transportation goals in the City *Comprehensive Plan* and would contribute to traffic congestion in the area. The property acquisition cost is significant given its assessed value of approximately \$39.8 million.

**Site 11: Houghton Transfer Station and Landfill**

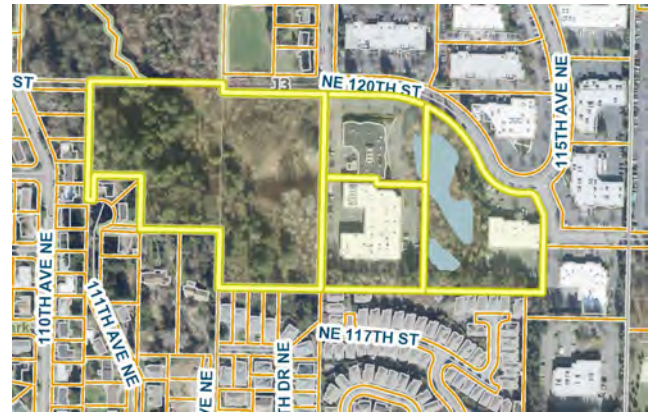
This site is the current location of the HTS. The footprint of the station is about six acres in size, but the footprint of a new station could extend out into the closed landfill area to the north, which is over 30 acres in size. The station is surrounded on three sides by residential homes and the Bridle Trails State Park to the south. A new station would require transportation and pedestrian improvements on NE 60<sup>th</sup> Street and at the three-way stop intersection at NE 60<sup>th</sup> St and 116<sup>th</sup> Avenue NE. There is an elementary school located to the east and the road shoulder is a walk route for school-aged children. The site offers decent freeway access. No property acquisition costs would be incurred because the transfer station property and closed landfill are owned by King County.

**Site 12: Houghton Park and Ride**

The Houghton Park-and-Ride property is about six acres and is owned by King County. It does not meet the KCSWD's preferred transfer station parcel size standard, which is at least eight acres. However, the parcel is similar in size to the North Seattle Transfer Station where trailers and compaction machinery are staged under the facility. The site may be cost-prohibitive relative to other sites because the construction would require significant excavation. The site offers excellent freeway access and is abutted by some residential properties on the south and southeast sides. A new station located at this site would displace the park-and-ride and would impact the availability of public transportation.

**Site 13: Heronfield**

This 8.5-acre site is a combination of four parcels and is located in the Totem Lake area west of the Kirkland Justice Center and Fred Meyer. This property includes large wetland and critical areas with wildlife, has a high risk of landslide, and would be a significant change in use. Residential properties abut the site on the south and west sides. Medical offices inhabit the middle two parcels. The Jasper Dog Park is located on the eastern portion of the westernmost parcel. There is reasonable freeway access from NE 124<sup>th</sup> Street to the north but the station would add to traffic congestion.

**NEXT STEPS:**

The KCSWD is in the process of rating and ranking the top 15 sites to reduce the number of sites to five finalists in early 2021. The reduction to five sites will be influenced by the community criteria developed by the SAG as well as the established functional, broad area screening, and functional criteria. The final site is anticipated to be selected by the King County Executive in late 2022 after the conclusions of the EIS process in 2021/2022. Kirkland consistently has requested that King County take measures to streamline and expedite the siting process as much as possible because construction costs continue to rise and there is a finite number of viable and realistic sites in the service area.

Attachment A: NERTS Supplemental Materials

Attachment B: PowerPoint Slides: Northeast Recycling Transfer Station Project (by King County)

## Northeast Recycling and Transfer Station Update

### Summary of Contents

**Project Timeline.** Provides a timeline for work to be done by King County and its consultants, the Core Cities group, the Siting Advisory Group, and the community through February 2021.

**Study and Service Area Map.** Shows the study area in which NERTS will be sited and the service area for the new station which includes cities outside the study area.

**NERTS Fact Sheet.** Provides details on the project timeline, the compositions of the Siting Advisory Group (SAG), and the SAG's role in the process.

**Siting Advisory Group Charter.** Provides details on the SAG's purpose, responsibilities, guiding principles, and communications.

**NERTS SAG Meeting Schedule.** Provides the SAG meeting schedule through June 2021.

**NERTS SAG Roster.** Lists the current list of 21 participants on the SAG which includes city representatives and members of the public from the cities of Kirkland, Redmond, and Woodinville and unincorporated King County.

**Top 15 NERTS Sites Map.** Provides a visual representation of the 15 NERTS sites under consideration by King County. The numbers on the map correspond with the sites listed on page 4 of the staff report.






**Siting Criteria.** Provides a summary of the pass/fail, GIS, broad area site screening, and functional criteria used by King County to filter and rate potential transfer station sites.

**Tour of the Factoria Transfer Station.** This slide deck is authored by Andreas Kolshorn, a stakeholder on the SAG, and provides information on the layout and attributes of the Factoria Recycling and Transfer Station in Bellevue.

Share SAC 2 topics																																				
	July				August				September				October				November				December				January 2021				February 2021							
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4				
<b>Technical Work</b>	GIS search to develop universe of possible sites				Refined GIS analysis to identify 15-20 potential sites				Broad Area Site Screening (BASS) analysis of 15-20 sites to narrow to top 5. Visit sites, conduct additional GIS analysis and property analysis, apply functional criteria								Draft top 5 sites		Identify top 5 sites		Begin scoring top 5 against Functional Criteria				Weight Functional Criteria. Refine and apply criteria. Score sites				Develop final ranking		Develop Draft Focused Site Screening Report		Prepare Final Focused Site Screening Report			
<b>Core Cities</b>	Public involvement site screening process		Brief city councils		Universe of sites SAC membership Public Involvement Plan				SAC 1 topics				Share top 5 sites, SAC 2 topics				Share SAC 3 topics				Holiday week		Share SAC 4 & 5 topics				Share SAC 6 topics									
<b>Siting Advisory Committee</b>	Recruit & convene Siting Advisory Committee (SAC)								SAC Kickoff introductions project info process SAC Tour		SAG 1 - BASS process, criteria discussion		SAG 2 - Present BASS results & proposed top 5 sites		Possible Site Tour with SAG		SAG 3 - Present any site changes, finalize community criteria		Holiday week		SAG 4 - Apply & weight criteria, recommend site ranking		SAG 5 - Review project team screening results and site ranking		SAG 6 - Facility Programming											
<b>Community</b>	Stakeholder interviews to inform Public Involvement Plan				Seek values to inform community criteria. Share 15-20 identified sites. Solicit information about other potential sites.				Project Kickoff informational				Solicit information about other potential sites. Refine community criteria				Share top 5 sites				Holiday week				Share draft ranking of top 5 sites. Solicit input				TBD							






Attachment A

**Northeast Recycling and Transfer Station**  
Study Area / Service Area

-  Study Area for Northeast Recycling and Transfer Station
-  Service Area
-  Incorporated Areas
-  Urban Growth Boundary
-  King County Boundary








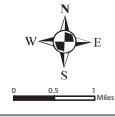
**Estación de transferencia y reciclaje del noreste**  
Área de estudio / Área de servicio

-  Área de estudio para la estación de transferencia y reciclaje del noreste
-  Área de servicio
-  Áreas incorporadas
-  Límite para desarrollo urbano
-  Límite de King County








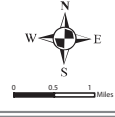
**東北區廢品回收中轉站**  
研究區/服務區

-  東北區廢品回收中轉站研究區
-  服務區
-  合併地區
-  城市空間增長邊界
-  金縣邊界








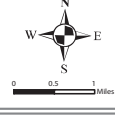
**पूर्वांतर रिसाइकलिंग और स्थानांतरण स्टेशन**  
अध्ययन क्षेत्र / सेवा क्षेत्र

-  पूर्वांतर रिसाइकलिंग और स्थानांतरण स्टेशन के लिये अध्ययन क्षेत्र
-  सेवा क्षेत्र
-  शामिल क्षेत्र
-  शहरी विकास की सीमा
-  किंग काउंटी की सीमा








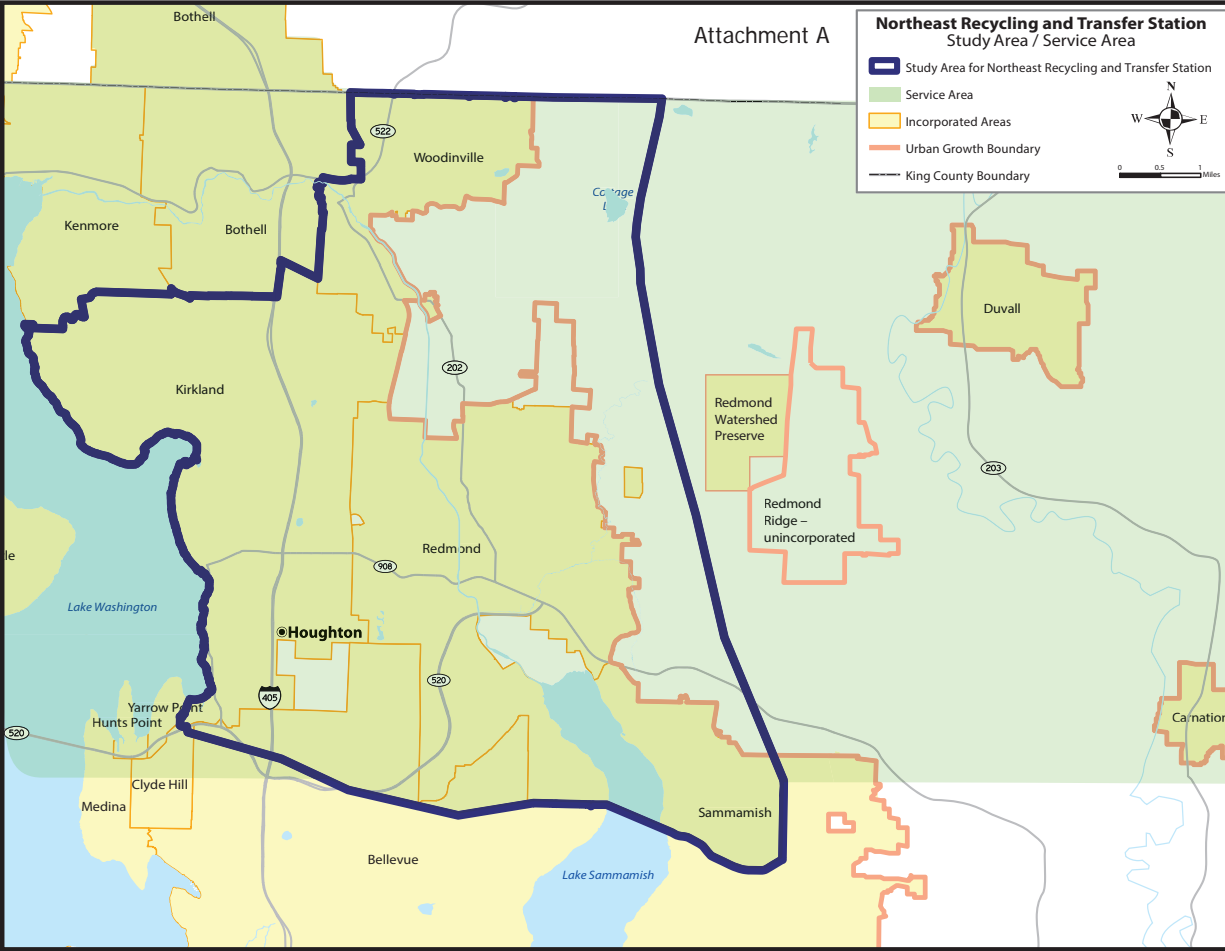
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-  合併地區
-  城市空間增長邊界
-  金縣邊界



**Северо-Восточная станция приема отходов, подлежащих вторичной переработке.**  
Зона, на территории которой планируется разместить станцию / Район обслуживания

-  Зона планируемого размещения Северо-Восточной станции приема отходов, подлежащих вторичной переработке.
-  Район, который обслуживает станция.
-  Муниципальные образования.
-  Границы городского роста.
-  Граница округа Кинг.





# Northeast Recycling and Transfer Station Siting Advisory Committee

King County is planning a new garbage and recycling transfer station to serve the growing Northeast King County area when it opens in 2027. It will replace the aging and limited [Houghton Station](#), which was built in the mid-1960s. Locations in Kirkland, Redmond, Sammamish, Woodinville and parts of unincorporated Northeast King County are all being considered for the new, modern facility. The location of the new station has not been determined yet. King County decided the need for the new station in the [2019 Comprehensive Solid Waste Management Plan](#).

With the help of communities in Kirkland, Redmond, Sammamish, Woodinville and areas of unincorporated Northeast King County, King County will site, design and build the new station. King County will choose a location that benefits the local community as well as current and future users. King County is recruiting members for a Siting Advisory Committee (SAC). The SAC will give advice to the County on community interests, values and concerns as the county seeks a site for the new station.

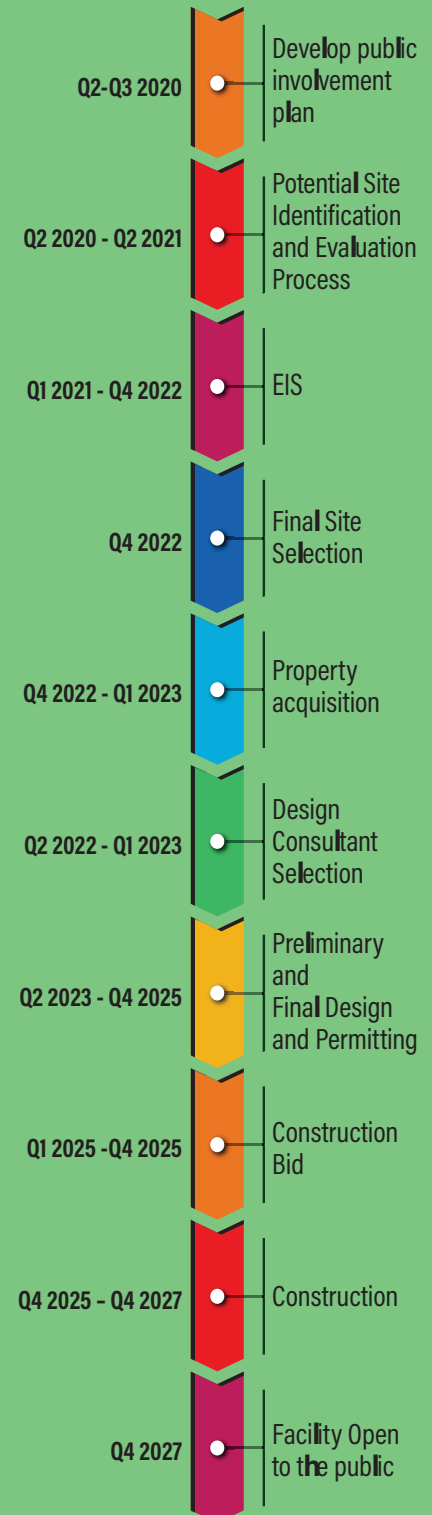
## Siting Advisory Committee

The Siting Advisory Committee (SAC) is a community-based committee that will advise King County on how and where to site the new station. The committee will have up to 28 members. King County will appoint 22 members from government agencies, non-profit groups, businesses, and interest groups in the siting areas. The six remaining seats will be open for interested community members to apply.



Factoria Recycling and Transfer Station

## Preliminary Project Schedule Siting through Construction



### Project Manager

Margaret Bay, 206-263-5851  
mbay@kingcounty.gov



**King County**

Department of  
Natural Resources and Parks  
**Solid Waste Division**

## What will members of the SAC do?

Members of the SAC will meet regularly to learn about the siting process. The SAC will give input to King County about possible locations and design of the new station. SAC members will be expected to share information about the process with their communities. And finally, SAC members will listen to community concerns and hopes and share them with the county throughout the site selection process.

## How often will the SAC meet?

The SAC will meet at least 10 times between mid-October 2020 – December 2022, or more often as needed, as King County evaluates potential sites for the new station. Due to Covid-19, all meetings are currently planned to be held virtually. SAC members should plan to attend the kick-off meeting and the meetings on the dates listed below. Only the time of the kick-off meeting has been set. All other meetings dates and times have yet to be determined.

- Kick-Off: Oct. 14, 2020, 6:30-8:30 p.m.
- Meeting #1: Oct. 28, 2020
- Meeting #2: Nov. 18, 2020
- Meeting #3: Dec. 16, 2020
- Meeting #4: Jan. 27, 2021
- Meeting #5: Feb. 3, 2021
- Meeting #6: March 3, 2021
- Meeting #7: March 31, 2021
- Meeting #8: April 28, 2021
- Meeting #9: May 26, 2021
- Meeting #10: June 23, 2021

The County seeks to create a siting advisory committee that represents the diversity of our community, and encourages people from Black, Indigenous, and immigrant communities, and people with disabilities to apply. In-language interpretive services and accommodations for people with disabilities will be made available to enable full participation by people who reflect the diversity of the community. Financial support is available for individuals or organizations representing historically underserved communities. Accessibility resources will be provided to members as needed.

## For more information

Visit the website at [kingcounty.gov/northeast](http://kingcounty.gov/northeast) or call 206-477-4466 for more information.

Alternate formats  
available upon request  
206-477-4466, TTY  
Relay:711



October, 2020



Rooftop solar panels at Bow Lake Recycling and Transfer Station



Skylights and translucent windows at Bow Lake Recycling and Transfer Station



Stockpile of untreated wood for recycling at Factoria Recycling and Transfer Station



Scrap metal recycling Bow Lake Recycling and Transfer Station



# Siting Advisory Committee Charter – Draft Northeast Recycling and Transfer Station

## Background

King County has identified the need for a new transfer station in Northeast King County to meet the demands of a growing population and manage aging infrastructure. The communities in or around the cities of Sammamish, Kirkland, Redmond, and Woodinville have a vested interest in the siting, design and development of this new transfer station; therefore, they play a key role as the County moves forward with the project. The County convened the Siting Advisory Committee (SAC), an advisory group composed of members representing a variety of interests and perspectives in Northeast King County, with special emphasis on members who represent historically underserved and underrepresented communities.

## Purpose

The purpose of the Siting Advisory Committee (SAC) is to help develop and apply site selection criteria, identify community concerns and impacts, create public awareness of the project, provide general review and input, and express opinions and preferences to King County decision-makers. The SAC brings together stakeholders and community representatives to provide feedback and input, and express community concerns and opinions to County decision-makers. The committee also exists to be a conduit of information between the County and community members.

## Roles and Responsibilities

### *Siting Advisory Committee members*

Advise King County staff from a community perspective

- Identify community criteria for screening sites
- Share information with their community and share their feedback about concerns and impacts
- Provide King County with feedback about the siting process and outcomes
- Provide King County staff with outreach advice such as reviewing materials and identifying additional groups to contact
- Review potential sites and provide feedback
- Participate in SAC monthly meetings

### *Facilitator*

Ensure fair and open meetings

- Facilitate discussion among participants
- Enable all participants to be heard
- Employ tools and techniques that allow participants to express preference while respecting disparate views
- Ensure meetings are effective and efficient
- Emphasize relationship-building between SAC members and King County

## ***King County Solid Waste Division staff***

Provide information and listen carefully to SAC feedback

- Host SAC meetings
- Provide information to the SAC in an understandable and timely fashion
- Prepare presentation materials, handouts and meeting notes
- Offer clarity about decision-making processes and community influence
- Approach community feedback with openness and transparency
- Solicit feedback and answer SAC member questions

## **Guiding Principles and Norms**

- Foster safe and inclusive conversations by acknowledging and centering historically underrepresented and underserved communities
- Apply creative thinking grounded in equity
- Practice inclusivity and equity by considering access, language, meeting times and availability of technology, among other factors
- Consider ways to open SAC processes and community engagement practices to help establish trust
- Make space for differing concerns, perspectives and opinions
- When making comments, consider time needed for others to share their thoughts and perspectives
- Make effort to come to meetings prepared to participate actively

## **General Operating Procedures**

### ***Meetings***

We will meet at least 10 times between mid-October 2020 – December 2022, or more often as needed, as King County evaluates potential sites for the new station. Meetings will be scheduled at a time and place that is convenient to most members and the community. King County will ensure that meetings are open to the public and accessible to all. King County will provide needed accommodations under the Americans with Disabilities Act or Civil Rights Title VI when requested.

### ***Agreements***

We agree to hold ourselves accountable to:

- Listen, believe, and reflect. We will avoid interrupting when we disagree. Instead, we will attempt to listen until we understand.
- Accept non-closure for the moment.
- Speak our own truths with compassion.
- Value and celebrate each other's experiences.

# Siting Advisory Committee Charter – Draft Northeast Recycling and Transfer Station

- Come with open hearts and open minds to help us explore possibilities. We will embrace mistakes and forgiveness so that we can all take risks, learn, and do better.
- Make space, then take space; be concise. Everyone should have the space and opportunity to share their ideas.
- Bring our best thinking into the room.
- Attack the problem, not the person.
- Acknowledge, explore and address disagreement, frustration and differences of opinion.
- Attend to impact. Good intentions can still cause harm. When someone is hurt, focus on listening and understanding the impact.

## ***Communications***

Members agree that open communication is essential to all deliberations. Members will copy the facilitator on all communications from or to interest groups commenting on the SAC's deliberations. Members will avoid characterizing the views or opinions of other SAC members outside of any SAC meeting or activity.

**We, members of the Siting Advisory Committee, and King County staff will be working closely together to ensure our work is meaningful, useful and reflects our community's values to the fullest extent. We may need to adjust this charter, our guidance document, as our work matures. We commit to: revisit the charter as needed to ensure it is still guiding us to support and reflect our community's needs and interests; to be open about our work and our outcomes; and, to provide the King County decision-makers with advice that fully reflects our committee.**



November 5, 2020

## NERTS Siting Advisory Group (SAG) Schedule

**SAG Convening Plan Development (complete)      6/18/20 – 8/21/20**

**Membership Criteria and Recruitment      7/29/20 – ongoing**

**Siting Advisory Group (SAG)      10/13/20 – 6/23/21**

10/14/20	SAG Kick-Off Meeting
10/23/20	SAG Tour
10/28/20	SAG Meeting 1 (Process & Criteria Development, Review 15-20 Sites)
11/18/20	SAG Meeting 2 (Review Top 5 Sites)
12/16/20	SAG Meeting 3 (Refine & Finalize Community Criteria; Site Update)
1/17/21	SAG Meeting 4 (Community Criteria Weighting)
2/3/21	SAG Meeting 5 (Final Site Ranking)
2/2/21	SAG Meeting 6 (Facility Programming/Environmental Review)
3/31/21	SAG Meeting 7 (Facility Programming/Environmental Review)
4/28/21	SAG Meeting 8 (Facility Programming/Environmental Review)
5/26/21	SAG Meeting 9 (Facility Programming/Environmental Review)
6/23/21	SAG Meeting 10 (Facility Programming/Environmental Review)

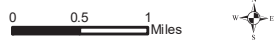
## NERTS Siting Advisory Committee – 11.1.20

#	Name	Organization	Location
1	Aaron Moldver	City of Redmond	Redmond
2	Amrit Bhuie	AR Environmental Consulting	Woodinville
3	Andreas Kolshorn	Resident	Woodinville
4	Chuck Price	City of Woodinville	Woodinville
5	Dave Juarez	City of Redmond	Redmond
6	Diana Hart	City of Woodinville	Woodinville
7	James Randolph	Resident	Kirkland
8	Jed Reynolds	Lake Washington School District	Full Area
9	John MacGillivray	City of Kirkland	Kirkland
10	Kent Kronenberg	Republic Services	Full Area/Kirkland
11	Kristina Hudson	One Redmond	Redmond
12	Leslie Miller	Resident	Kirkland
13	Nick Harbert	Waste Management	Full Area
14	Quinn Apuzzo	Recology	Full Area
15	Ronald Kim	Resident	Kirkland
16	Sandy Cobb	Unincorporated King County/Redmond Ridge	Unincorporated King County
17	Susan Vossler	Resident	Kirkland
18	Tom Vaughn	DTG Recycling	Full area/Redmond
19	Tracey Dunlap	City of Kirkland	Kirkland
20	William Louie	Resident	Redmond
21	William Su	Resident / Equity & Social Justice	Kirkland

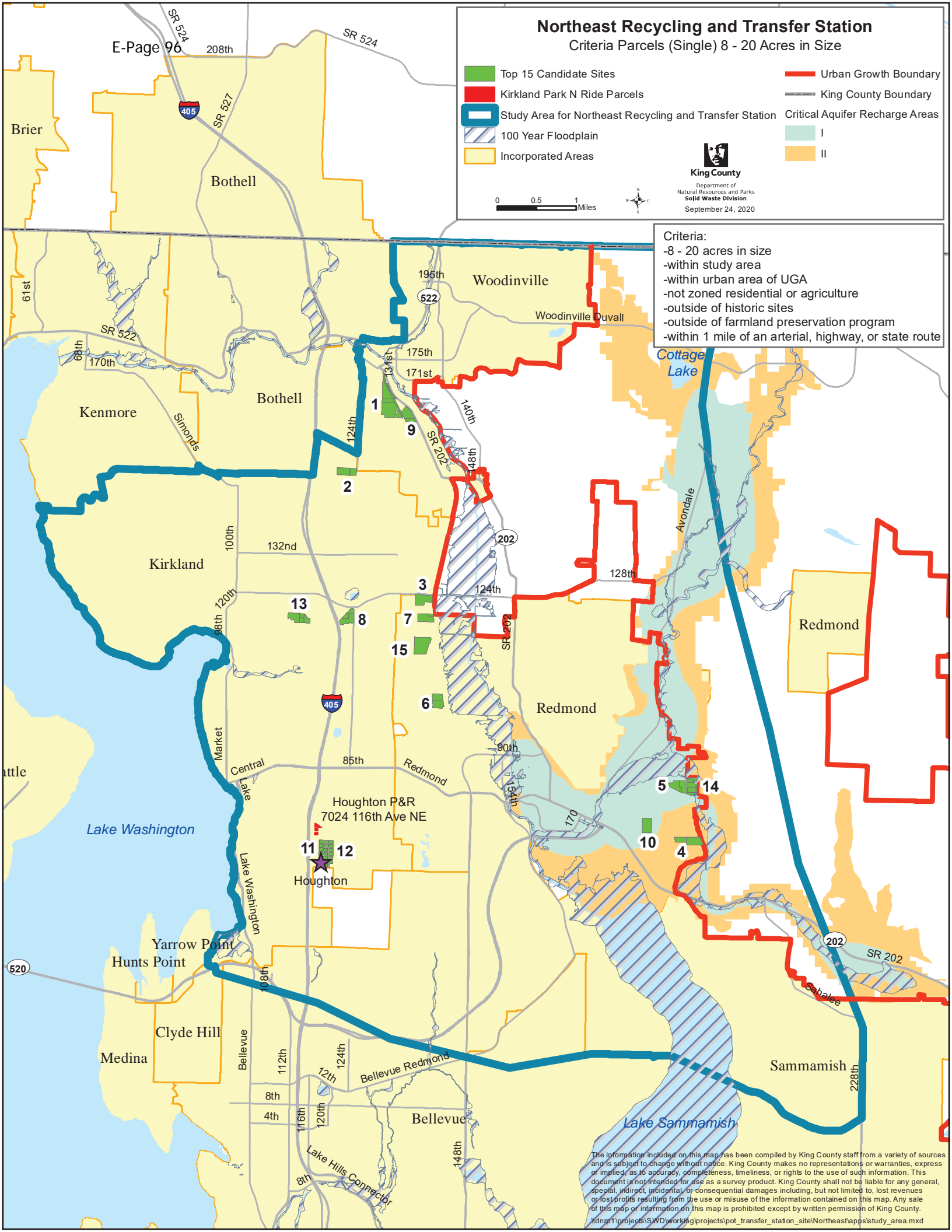
# Northeast Recycling and Transfer Station

## Criteria Parcels (Single) 8 - 20 Acres in Size

- Top 15 Candidate Sites
- Kirkland Park N Ride Parcels
- Study Area for Northeast Recycling and Transfer Station
- 100 Year Floodplain
- Incorporated Areas
- Urban Growth Boundary
- King County Boundary
- Critical Aquifer Recharge Areas I
- Critical Aquifer Recharge Areas II



- Criteria:
- 8 - 20 acres in size
  - within study area
  - within urban area of UGA
  - not zoned residential or agriculture
  - outside of historic sites
  - outside of farmland preservation program
  - within 1 mile of an arterial, highway, or state route



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## Draft Siting Criteria

This document provides an initial draft of proposed criteria to be used to identify the most suitable site for development of the King County Northeast Recycling & Transfer Station (NERTS). The criteria are organized into three distinct type of criteria.

1. Pass/Fail Criteria and GIS filters to identify an initial 15-20 sites
2. Criteria used in the Broad Areas Site Screening to reduce from 15-20 sites to five
3. Functional criteria to be used to compare sites during the Focused Site Screening

In addition to these criteria, community criteria will be developed later with the Siting Advisory Committee for use during the Focused Site Screening.

### 1. NERTS Pass/Fail Criteria and GIS Filters to Identify 15-20 Sites

#### 1.1 Pass/Fail Criteria

Based on the mission, vision, and values of King County, these Pass/Fail criteria, also called exclusionary criteria, establish minimum standards that must be met to qualify for further consideration. These criteria will be used to identify a possible universe of sites.

- PF1. Site is within the study area (as depicted in the 2019 SWD Comprehensive Plan).
- PF2. Site is within the contiguous Urban Growth Area.
- PF3. Site is located outside of a FEMA defined 100-year flood plain.
- PF4. Site is free of known historical, archeological, or cultural designations.
- PF5. Site is not designated as farmland preservation

#### 1.2 GIS Criteria

These GIS filters will be used along with the Pass/Fail criteria to identify approximately 15-20 sites for further analysis.

- GIS1. Site is at least 8 acres in size or a combination of smaller parcels totaling at least 8 acres.
- GIS2. Site is not zoned agricultural or residential.
- GIS3. Site is within 1 mile of a major arterial or highway with appropriate truck routes (this criterion may be refined after analysis).
- GIS4. Property cost is within project budget (based on assessed value).
- GIS5. Parcels designated as park or open space that meet other criteria will be reviewed to assess any potential opportunity.

### 2. Criteria Used in the Broad Area Site Screening from 15-20 Sites Down to Five

During the Broad Area Site Screening, the following criteria will be considered to develop a short list of five sites for evaluation during Focused Area Site Screening.

- BASS1. Appropriate site characteristics (size and shape accommodate the required features of a modern transfer station facility).

- BASS2. Few negative environmental considerations that cannot be mitigated (e.g., sites with sensitive environmental areas such as steep slopes, large wetlands, heavily wooded, or other environmental issues).
- BASS3. Few on-site property improvements that would require relocation (the presence of active on-site businesses or uses requiring relocation will make development more expensive and disruptive).
- BASS4. Relatively few nearby sensitive receptors (such as schools, parks, residences and hospitals).
- BASS5. No equity or social justice concerns.
- BASS6. Site can be developed with minimal known geotechnical concerns (including geohazards, landslides, seismic).
- BASS7. Any site located within an aquifer recharge zone will be noted for further assessment.

### 3. NERTS Functional Criteria

These functional criteria provide guidance on optimal engineering, operating, and transportation conditions. It is unlikely that any one site will meet all functional criteria. Rather, each criterion's relative importance must be considered in order to identify the best site.

#### F1. Site Shape, Size, and Characteristics

- F1.1 Site is approximately 10 – 20 acres (not necessarily a single parcel), has sufficient space to meet future level of service criteria, and has capacity for expansion to enhance sustainable and advanced materials management.
- F1.2 Site topography is conducive to the typical layout of a transfer station, such as gently to moderately sloping with opportunities for a loadout level, without the need for high retaining walls or unusual ramp requirements.
- F1.3 Site has limited impact to critical areas:
  - Site can be developed with minimal impact to known critical areas (e.g, wetlands, wildlife habitats, steep slopes, critical aquifers).
  - Critical areas are below thresholds set by the Living Building Challenge under Imperative 01, Ecology of Place (pristine greenfield, wilderness, prime farmland, floodplain and thriving vibrant ecological environments and habitats).
  - Critical area impacts can be easily (and inexpensively) mitigated, provide an opportunity for restoration of degraded habitat or ecosystem function (LBC 4.0 Imperative 01, Ecology of Place), or contribute to ecological restoration efforts to reconnect or strengthen habitat corridors.
- F1.4 Site has no known geotechnical or remediation risks, including slope instability, that pose a substantial risk of development cost increases.
- F1.5 Site has the potential for multiple access points.
- F1.6 Site provides an opportunity for an added community amenity and would have capacity to provide it (e.g., pocket park/playground).
- F1.7 Site has potential for clean power generation:
  - No environmental features that would compromise solar exposure (e.g. nearby shading slopes that prevent the optimization of solar PV energy potential).
  - Geothermal (e.g., soils that support ground source heat exchange).
  - Wind power.
- F1.8 Previously developed sites with the potential for reuse or repurposing of buildings, foundations or slabs that can reduce project embodied carbon emissions.

**F2. City Economic Impact / Zoning**

- F2.1 Site is appropriately zoned, consistent with local area land use plans, and compatible with surrounding land uses.
- F2.2 Site would not require extensive/ expensive effort related to current tenant relocation.
- F2.3 Site does not have high current or future economic significance to the community.

**F3. Location Does Not Impact Sensitive Off-Site Receptors**

- F3.1 Active area would be approximately 100 feet or more from the nearest residence and there are relatively few residents within 1,000 feet of the property line.
- F3.2 Site is located approximately 1,000 feet or more from parks and schools.
- F3.3 Site is not proximate to an airport.

**F4. Equitable Distribution of Facilities**

- F4.1 Site is near the population centroid of the Northeast study area.
- F4.2 Site provides equitable distribution of social impacts so that no racial, cultural, or socio-economic group is unduly impacted.

**F5. Transportation**

- F5.1 Potential off-site traffic impacts from facility operations can be minimized and/or mitigated.
- F5.2 Site is within approximately one-half mile of a freeway/state highway or a major arterial through appropriately zoned neighborhoods.

**F6. Cost and Utilities**

- F6.1 Utilities are readily accessible.
- F6.2 Site cost is within budget for the project.
- F6.3 Site can be confidently acquired or purchased.

# Factoria Recycling and Transfer Station Tour

11/10/2020

By Andreas Kolshorn



## Introduction

Recently I had the opportunity to tour the Factoria Recycling and Transfer Station (Factoria RTS) as part of the North Eastern Recycling Transfer Station (NERTS) Site Advisory Group (SAG). I am participating as an at-large volunteer member. The goal of the tour was to learn about the type of facility with which King County would like to replace the aging Houghton Transfer Station.

We met as group of 5 people led by the Factoria Operations Supervisor (OS) Joseph Newton. This occurred on 10/23/2020 at 11 AM on cool rainy day and continued to about 12:30 PM. Given the ongoing pandemic, we observed distancing protocols and wore masks along with normal safety gear. Much of the tour was in an outdoor like environment. Tour facilitators were very helpful and candid. Additional thanks for feedback and photos from James Randolph, at-large volunteer member.

This document is from my notes and cell phone photos. The purpose is to provide a quick reference for those unable to make one of the tours. It mostly follows the order of the tour. For convenience this PDF has a table of contents sidebar, optionally available.

## My Notes

### Key Takeaways

Facility is on a 15.6 acres site.

Main processing area is 80,000<sup>2</sup> ft in size.

Daily Factoria ships 20-25 loads to Cedar Hills landfill, with each load weighing 26-28 tons.

Main processing area uses a “flat floor plan”. This is a large open space on one upper-level with few permanent boundaries.

High-pressure compactors on the lower-level are essential to operations that fill specialized hauler trucks.

There is a tradeoff between having more compactors and needing fewer hauler drivers to make trips to Cedar Hills dump.

### Interior of Site

Ideally for the needs of this facility, the main processing area would be 15-20K<sup>2</sup> ft larger.

Floor layout continues to evolve since initial opening. This out of necessity and design.

A larger processing area would improve traffic flow, customer safety and allow more recycling options.

More space would allow more customer services to be offered.

Facility handles commercial and consumer waste, deposited in two areas on 80,000<sup>2</sup> ft common floor.

Recycling waste is also deposited in designated areas on the common floor.

### Exterior of Site

100K plants including drought tolerant. All plants are native to the area.

Art display incorporated into retaining wall using reflective bicycle like wheels that shimmer in sunlight.

1 million cubic yards of dirt was excavated to build the site.

Sidewalks made of porous recycled concrete.

Upper windows made of recycled plastic.

Facility is Leeds certified.

Two 500,000-gallon water tanks catch runoff. Filtered and used for plants and toilets. Saves us 1.1 million gallons per year.

### Safety

Site is self-contained meaning there are catchment systems for possible liquid spills, particularly in HazMat area.

HazMat area has kits to identify many hazardous materials.

HazMat area has fire suppression systems.

Safety is an important consideration given the noise, size, heavy equipment, cars and mix of customers.

### Random Observations or Comments

Plastics are a big problem in the waste stream at this facility.

“Light and Fluffy” items in the trash mix like kid’s plastic toys, make it harder to compact.

Saw a couple of mattresses dumped off along with other materials that could be recycled.

Does not appear to be any mechanism for sorting out recyclable materials dropped off in the non-recycling areas.

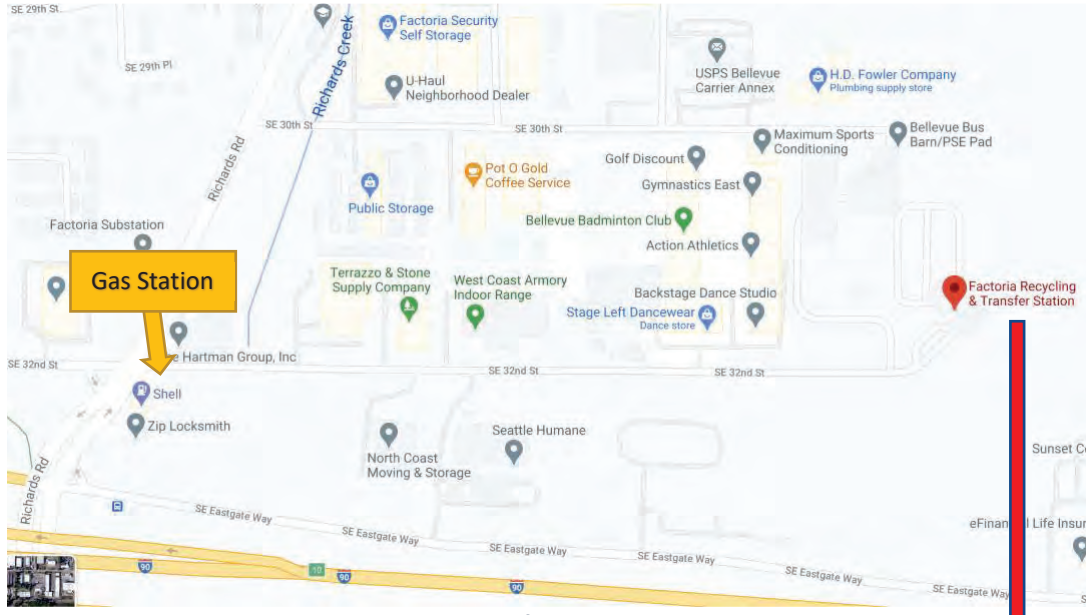
There are service peaks and valleys in load drop-offs. Early morning, mid-morning, and noon tend to spike.

At times when facility is operating at capacity, small glitches can cause large processing backups.

Distance between transfer station and I-90 W is less than ½ mile.

Little continuous or heavy traffic on most of the route between I-90 and station, so more efficient customer access.

# Factoria RTS Location & Layout



- Gas Mart used by Factoria RTS customers. Handy amenity.

Figure 1 Map View Factoria Recycling and Transfer Station. 13800 SE 32nd St, Bellevue, WA 98005.

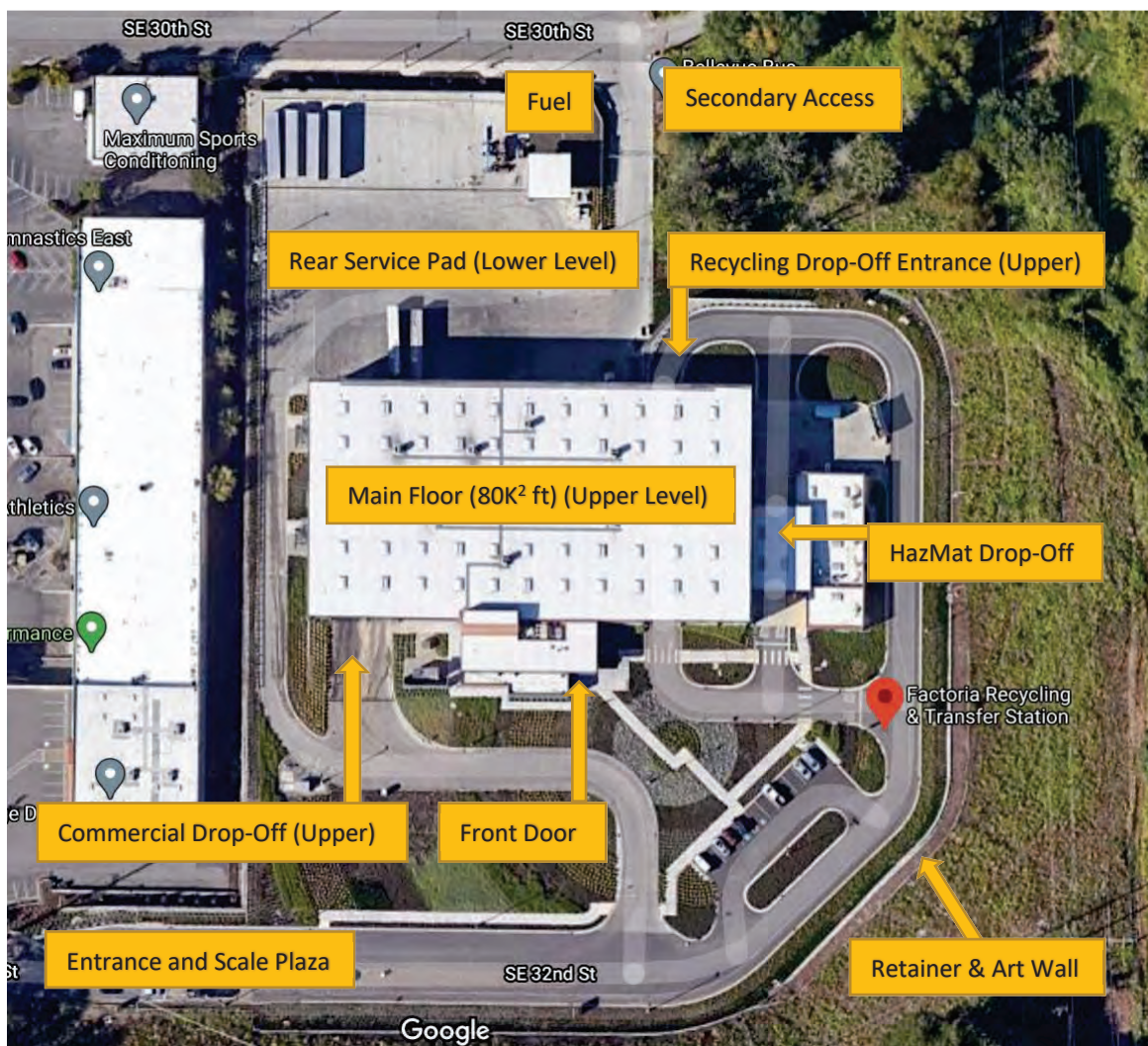


Figure 2 Ariel View of Factoria Recycling and Transfer Station.

## Front Views



Figure 3 Commercial truck waste drop-off access area. View is from on-site sidewalk near facility's main entrance and scale plaza.



Figure 4 Panoramic view (distorted) of front door entrance portico extending to visitor parking and retainer wall.

- Some of the 100K onsite plants brought in can be seen to the right.
- Plants and toilets use water from onsite rain catchment and filtration system.
- Upper level windows sourced from recycled plastic.
- Sidewalks use recycled water permeable concrete.
- On retainer wall is an art installation made of bicycle wheel like disks that shimmer colors on sunny day.



Figure 5 Hazardous waste drive thru drop-off station.



Figure 6 Sorting area inside the garage door.

- Unloading area handles 85-125 people per day during peak seasons.
- Hazardous waste building is self-contained.
- Spill mitigation drains liquid into holding tanks.
- Testing is available for unidentified substances.
- Facility takes solid and liquid wastes.
  
- Cleaning supplies identifiable by barcode are consolidated and given to Habitat for Humanity.





Figure 7 Bins for dropping of various materials. A Goodwill clothing bin in back!

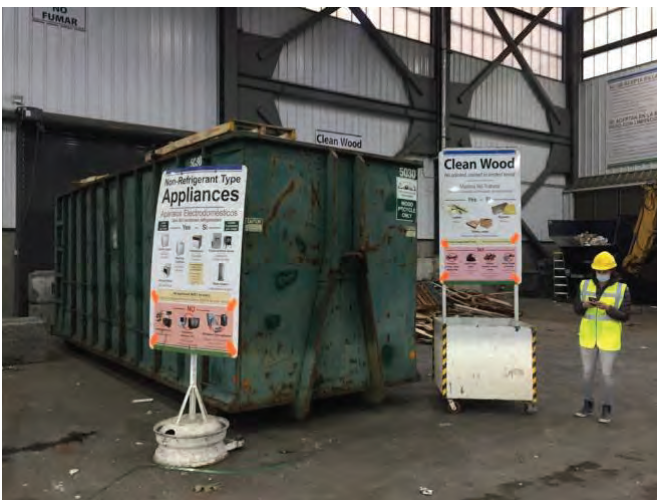


Figure 8 Appliance sign uses a base made from a creatively repurposed car wheel rim.

- Customers drive into facility on the main floor.
- They self-sort materials into bins by type.
- Traffic appeared to support a single line of cars.
- No backup observed. Low volume of cars during tour.
- No fee for recycling service.
- Wonder if there are cycles by type of item dropped off?



Figure 9 Lots of pallets today, also in dumpster above.

## Consumer Waste Drop-Off



Figure 10 Consumer Garbage Drop-off.

- Recycling area is to left of this picture.
- Yard waste to right of this picture.
- Tire drop-off, back left near yellow box.
- Commercial truck entrance, back right.
- Consumer drop off, behind orange divider.
- The large size of facility and constant heavy equipment noise can make it a bit disorienting. This might deaden the senses to some hazards.
- It is not a place for children or pets that might jump out of vehicle.
- Upon entry one notices a slightly sweetish but not unpleasant odor.
- Odor varies during hotter months.

## Houghton Style Drop-Off for Yard Waste



Figure 11 Yard waste drop-off and “old school” Houghton style compactor (yellow).

- At Factoria, used for yard waste only, you back up with vehicle and toss stuff over red marked edge and chain fence into an open-top truck parked below.
- The yellow machine in back is a “compactor” but really can’t compact so much as crush and level material.
- This compactor is not designed to compact with the 260-tons of force available in the new SSI 4500SPH waste compactor.

### Some Reasons for Houghton Replacement:

- Current Houghton Transfer station can only use these yellow compactors.
- Houghton trucks carry a good bit of air with each load taken to the landfill. This is inefficient and wastes fuel.
- More loads require more drivers. Also puts extra wear on trucks and roads.
- Houghton style hauler trucks cannot be tightly sealed while driving down the road, potentially exposing road traffic to particulates.

## Commercial Waste Drop-Off Area



Figure 12 Commercial waste drop-off truck entrance.

- Facility scale is deceptive since the clear foreground area is large enough for commercial trucks to turn around.
- In background the waste is piled at least 20 feet tall. Hidden, are holes where material is pushed into chutes going down to compactors on the lower level.
- There is an art to how the waste material is mixed so that an optimal load fills the hauler truck.



Figure 13 In foreground, consumer drop-off. In the middle, yellow front loader. In back, commercial drop-off.

- In this flat-floor plan a large front loader is used to move material.
- Front loader used to mix in material from consumer drop area.
- One must account for weight and density variations in the material.
- Construction material is usually heavier than consumer material like plastic toys, couches and mattresses.

## Lower Level Service Pad



- Private onsite fueling station for waste hauler trucks and facility is seen in center of picture behind yellow bollards.

Figure 14 View North, from stairs onto lower level service pad and access road.



- White plastic windows, upper level use recycled materials.



Figure 15 View of back side of facility taken from NW corner service pad or where person in green vest is standing.



- Note special grab bar between rear wheels for compactor to hook and hold onto trailer during loading.

Figure 16 Specialized trash hauler trailer.

# The SSI 4500 SPH Compactor



The SSI 4500 SPH:

- Bale size 7\*7\*34 ft
- Bale weight 30-35 tons.
- Compactor force 260 tons.
- Overall size 10\*9\*85 ft.
- Weight 192,000 lbs.

Factoria Stats:

- 20-25 loads/day to Cedar Hills.
- A truck carries 28-30 tons.
- Annual output 142K-234K tons or 8.5-13 million cubic feet<sup>1</sup>.
- To create a pyramid made of Factoria's compacted waste would take about 7-10 years<sup>1</sup>.



Figure 17 The 85-foot-long SSI 4500SPH compactor. View from bale output end. This mates to hauler trailer.



[SSI 4500 SPH Animation YouTube Link](#)

[Specs - Vendor Site Link](#)



Figure 18 Hydraulic ram end of compactor and waste chute going up to the main floor (left).



Figure 19 Looking at hydraulics room of the SSI 4500SPH.



Figure 20 Part of onsite catchment water filtration system.



Figure 21 Back-up compactor, the Harris TP-250.

## Retention Wall and Scale Plaza



Figure 22 Retention wall and art installation of reflecting circles.



Figure 23 Entrance, exit and scale plaza

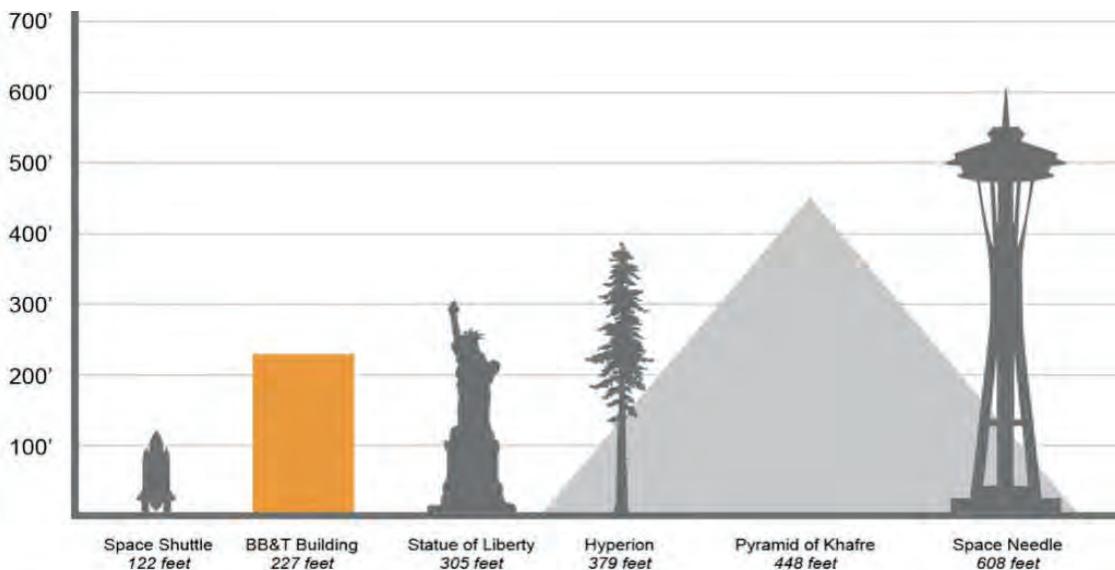
Footnote

(1) Sometimes it is helpful to convert large amounts of something into a more comprehensible frame of reference. Due to the use of the SSI 4500SPH waste compactor and its 260,000 tons of compression force, output from Factoria Recycling and Transfer Station takes the form of standard sized bales 34 feet in length. In a year laid end to end you're talking about 32-50 miles of bales. Enough to line the berm of I-5 all the way from Tacoma Dome to Seattle or Edmonds.

After these bales are delivered to Cedar Hills Landfill they are bulldozed and compacted into specially covered cells. Here, the annual contribution and proportion of individual bales is lost. A reference I find useful, even more so having visited them, are the Great Pyramids of Giza.

Using the dimensions of Khafre, the largest pyramid, and the typical size of an SSI 4500SPH waste bale, the following calculations show that you could create from Factoria waste a Khafre sized pyramid of waste in 7-10 years.

	Low Estimate	High Estimate
Daily loads of compacted waste leaving Factoria	20	25
Days per week loads are trucked to Cedar Hills Landfill	5	6
Weeks per year in operation	51	52
<hr/>		
Total annual loads	5,100	7,800
Tons per load or bale produced at Factoria	28	30
Annual tons = Total annual loads * Tons per load or bale	142,800	234,000
Bale size from SSI compactor in cubic feet (7*7*34)	1,666	1,666
Annual volume in cubic feet = Total annual loads * Bale size	8,496,600	12,994,800
Volume of the Pyramid of Khafre in cubic feet = $(756*756*448)/3$	85,349,376	85,349,376
Years (rounded) to create a Khafre sized pyramid with Factoria waste bales	10	7
Tons of compacted trash in a Factoria based Pyramid of Waste	1,434,443	1,536,904



<http://www.urban-three.com/blog/2015/1/19/if-asheville-were-a-little-bit-taller-rc525>



# Northeast Recycling & Transfer Station Project

Margaret Bay  
Project Manager



## New capacity and service needs were outlined in Solid Waste Comp Plan

ATTACHMENT B

- The Houghton Transfer Station is 50 years old and at the end of its service life
- A new station planned to open in 2027 will offer more services and newer technology
- King County has begun the planning process starting with facility siting



*The Houghton Transfer Station in Kirkland*

# Project Timeline

## Siting through Construction

### 2020 - 2027

ATTACHMENT B

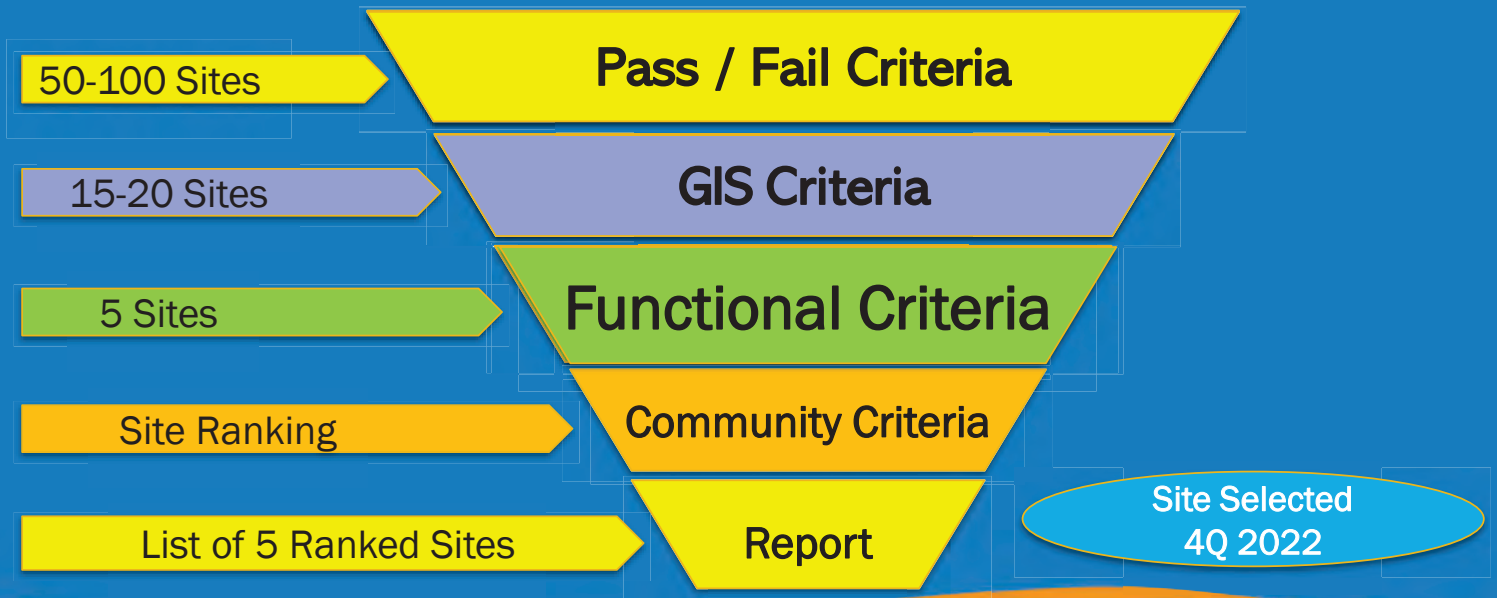


# Siting Advisory Group

- Partner cities
- Historically under-presented communities
- Transfer station customers
- Haulers
- Small business interests
- Environmental groups
- School district
- At-large members

# Station Siting and Public Engagement

ATTACHMENT B



# Functional Criteria Development and Use

- Functional criteria developed in consultation with core cities and consultant team
- Will be used by project team to evaluate the top 5 sites
- Each site will be scored against each criterion
- Each criterion will be weighted according to the relative importance for site ranking
- Site scores will be multiplied by weights to develop an overall score used to rank each site

# Functional Criteria

- 1: Site Shape, Size, and Characteristics
- 2: City Economic Impact / Zoning
- 3: Does Not Impact Sensitive Off-Site Receptors
- 4: Equitable Distribution of Facilities
- 5: Transportation
- 6: Cost and Utilities

# Defining Community Criteria

- Community and SAG identify what is important about a station location (values and priorities)
- SAG considers input and identifies key values to use to assess locations
- SAG develops community criteria to be used for scoring sites



# Questions?



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201 South Jackson Street, Suite 701  
Seattle, WA 98104-3855  
206-477-4466  
711 TTY Relay  
[your.kingcounty.gov/solidwaste](http://your.kingcounty.gov/solidwaste)



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

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## MEMORANDUM

**To:** Kurt Triplett, City Manager

**From:** Tracey Dunlap, Deputy City Manager  
James Lopez, Assistant City Manager  
Leslie Miller, Human Services Supervisor  
David Wolbrecht, Senior Neighborhood Services Coordinator

**Date:** December 1, 2020

**Subject:** COVID-Related Funding and Disbursement Summary

### **RECOMMENDATION:**

Council receives an update on the COVID-related funding received, eligible expenses for the funds, and how the funds have been disbursed. Because staff were working diligently throughout November to expend the funds, there was limited time to complete this memo for the December 8 Council meeting. Therefore, the update includes considerable detail, but does not document every expenditure. This memo is focused on an overview and expenditures to non-City organizations. A full accounting of all City-related expenditures will be provided to the Council in early 2021.

### **BACKGROUND DISCUSSION:**

City staff has focused significant effort in meeting two objectives related to COVID-related funding:

- To ensure that all federal COVID-related funds (CARES Act) were applied for and expended before the 11/30/2020 deadline, and
- Ensure that each category of CARES Act expenditures received the amount committed to by the City Council, regardless of ultimate funding source used.

There are a variety of complexities associated with this funding, as described below, but staff has accomplished these objectives.

#### *COVID-Related Funding Received*

The City of Kirkland received Federal CARES Act funding in several pieces as shown in Attachment A and summarized in the table below. The \$4 million administered by the Department of Commerce was received in two increments, \$2.7 million and \$1.3 million, from the Coronavirus Relief Fund (CRF). The City Council has targeted the first \$2.7 million to be allocated to City expenses, Small Business programs, and Human Services roughly one-third each. The second \$1.3 million was allocated similarly, except that approximately \$300,000 was

set-aside to support non-profit Cultural Arts programs in Kirkland that experienced significant revenue loss due to the pandemic.

In addition, the City received \$136,000 from King County for Small Business Relief and smaller amounts from other sources for specific purposes in Fire and Parks and Community Services (for the Friday Market). The Municipal Court was very proactive and also received CARES Act funds from the Administrative Office of the Courts (OAC), but those funds were returned as the project costs funded were already specifically included in the adopted budget, so were not eligible under Federal rules.

<b>Funding</b>	<b>Amount</b>
CARES (Main)	\$ 2,668,200
CARES (Additional)	\$ 1,334,100
CARES (KC)	\$ 135,833
CARES - HHS Medicare	\$ 20,753
<b>Subtotal CARES Funding</b>	<b>\$ 4,158,886</b>

Prior to receiving the CARES Act funds, the City Council allocated \$30,000 from the Council Contingency to the Chamber Small Business program and \$265,000 from 2019 sales tax above budget to human service needs (approved as part of the 6/16/2020 budget adjustments). At this juncture, those funds are still available toward activities that fall outside the CARES Act window of 11/30/2020 or can be returned to their source.

Finally, staff estimates that the City will receive approximately \$316,000 from FEMA for direct, eligible out-of-pocket expenses related to COVID-19 response. These funds will not be received until mid-2021 and the amount could change based on FEMA review. When those final funds are received in 2021, the actual cash received will be recognized via a budget adjustment.

The top table on Attachment A summarizes these COVID-related funding sources and the related budget adjustments previously approved by Council and additional adjustments as part of the 2019-2020 Budget Adjustments that appear on the December 8, 2020 agenda for approval.

#### *COVID-Related Eligible Costs*

There are very specific and detailed rules that apply to the CARES Act funding and FEMA reimbursements. For the CARES Act, to be eligible expenses, you must be able to answer "true" to the following:

- The expense is COVID related.
- The expense is necessary.
- The expense being submitted is not filling a shortfall in revenue that was intended to cover expenditures that would otherwise not qualify.
- The expense is for a substantially different purpose than originally intended due to the COVID-19 pandemic.
- The expense was not in the budget approved as of March 27, 2020.

It is important to note that some of the eligible COVID-related costs may have been in the budget but were used for substantially different purposes than originally intended due to the pandemic. An example of this type of cost is the salaries of those staff in the EOC during its activation, who would have ordinarily performed other non-COVID work. As a result, not all CARES Act-eligible expenses are incremental costs to the budget and therefore do not require budget adjustments. Other costs, like Small Business Relief grants or Human Service contracts, are incremental costs and require a budget adjustment.

The table that follows summarizes the eligible costs that City staff identified, the total of which exceeds the amount of funding received.

<b>Eligible Costs</b>	<b>Amount</b>
City Expenses (2)	\$ 3,019,633
Small Business Expenses	\$ 1,234,570
Arts Expenses	\$ 318,741
Human Services Expenses	\$ 1,222,733
FEMA Eligible Expenses	\$ 398,588
<b>Grand Total Eligible Costs</b>	<b>\$ 6,194,266</b>

However, not all of those costs require a budget adjustment as described above and shown in Attachment A, so the result is that there is cash available that can be used past the CARES Act deadline of 11/30/2020 for other purposes or programmed for other City purposes.

Total Funding Budget Adjustments	\$ 4,453,886
Total Eligible Cost Budget Adjustments	\$ 3,476,568
<b>Anticipated Cash Flow Available at Year End 2020</b>	<b>\$ 977,318</b>
<b>Anticipated Cash Flow Available in 2021</b>	<b>\$ 315,855</b>

Selected out-of-pocket costs are subject to FEMA reimbursement at 75%. These costs were incurred in 2020 and therefore require a budget adjustment, but the actual funds from FEMA will not be received until 2021, when the cash can then be recognized and programmed for other purposes.

#### *Disbursements through the CARES Act Funding Plan*

As presented by the City Manager at Council's Financial Retreat on May 29, 2020 and approved by Council on June 16, 2020, the City Manager's CARES Act Funding Plan divided the Coronavirus Relief Fund funding administered by the Department of Commerce into generally equal parts, with approximately \$1.2M being allocated to each of the following three categories:

- City General Operations COVID-19 reimbursement and preparedness;
- Human Services COVID-19 related expenses; and
- Kirkland Small Business COVID-19 related expenses.

Additionally, approximately \$300,000 was set-aside support non-profit Cultural Arts programs in Kirkland that experienced significant revenue loss due to the pandemic. Attachment A contains an overview of expenses for the City General Operations category. Below is a description of the major expenses in the Human Services, Small Business, and Cultural Arts categories.

Human Services COVID-19 Related Expenses - \$1.22 million

Below is a description of the major strategies and agencies funded to support human services.

**1. Staff Support for Human Services COVID-19 Response - \$30,745**

The City hired a consultant to develop and implement projects funded from the CARES Act funds provided to the City. The consultant's work served to identify and document the impact of the COVID-19 pandemic on the residents of Kirkland and the human services agencies that serve them by reviewing relevant data on the impacts of COVID-19 and engaging community members and social service agencies to build relationships. This work informed the development and implementation of CARES Act funded contracts to address the specific and acute needs that have emerged or been exacerbated during COVID-19. The consultant and Kirkland Human Services staff worked intensively with the Promotores team, Native American consultants, cultural navigators and the provider of the large rental assistance program. This led to meaningful relationship building between the City and these providers.

**2. Reimbursement of Human Services Stabilization Initiative Funding - \$265,000**

**A. Emergency Shelters & Day Centers - \$125,000**

**i. Catholic Community Services of Western Washington (CCS) - \$25,000**

New Bethlehem Programs for Families with Children provided shelter and day services during the pandemic by utilizing motel rooms for 24/7 shelter and a separate day center to connect unsheltered families with resources. Item of Note: Because asking children to remain socially distant from people is particularly challenging, CCS prioritized relocating families into a motel. This allowed the agency to create safer living conditions for families and allowed the program to serve more families than pre-COVID.

**ii. Congregations for the Homeless - \$50,000**

Congregations for the Homeless (CFH) provides an array of services to men experiencing homeless. Congregations for the Homeless requested reimbursement for food and meals for men in motels, cab service, expenses related to expanding shelter operations to an additional part of the Lincoln Center and for hazard pay for frontline staff. Item of Note: King County provided funding to CFH at the beginning of the pandemic to place the shelter guests most medically fragile in motel rooms. Later CFH worked with the City of Bellevue to expand shelter operations into an additional part of Lincoln Center in order to continue to provide social distancing and be able to return to pre-COVID shelter numbers. The move to a motel also allowed staff to serve unsheltered families at the day center.

**iii. Friends of Youth - \$25,000**

Friends of Youth (FOY) provides services for youth and young adults experiencing homelessness, youth in foster care and behavioral health

services to youth and families. FOY requested reimbursement for hazard, premium and overtime pay for staff and deep cleaning expenses. Item of Note: Staff spent a great deal of time working with FOY exploring alternative locations that would allow the agency to serve more young adults in a safer manner. Unfortunately, a cost-effective option was not found.

**iv. The Sophia Way - \$25,000**

The Sophia Way (TSW) provides services to women experiencing homelessness. TSW requested reimbursement for a computer, food service, mats and staffing through a temporary agency. Item of Note: In the spring the Sophia Way moved its day center, programmatic shelter and emergency shelter to the Red Lion Inn. This allowed the guests to be spread out and be as efficient as possible with limited staffing resources.

**B. Food Assistance - \$30,000**

**i. Sound Generations - \$10,000**

Sound Generations Call in Center - because of the pandemic, older adults and those who were medically fragile needed to stay at home. City staff were concerned that residents who did not have access to a social network for assistance or did not have access to the internet would not know how to access assistance. At the same time, members of the community were reaching out asking how they could help their neighbors. City staff worked with Sound Generations to create both a hotline for residents to request food delivery and a hotline for residents who wished to become volunteer delivery drivers. Sound Generations then matched residents who needed either donated food or a grocery store pickup with those who could either pick up a Hopelink food box or complete a grocery store trip and deliver. In order to get word to the community as broadly as possible, the City sent out a mailing to all residential addresses in Kirkland in four languages providing the phone numbers for the food hotline, the state public health COVID-19 information line, and King County's 24/7 mental health crisis line. Sound Generations is continuing to provide this service into 2021.

**ii. Hopelink - \$20,000**

Hopelink had to begin purchasing much more food because of its limited ability to accept donations due to the risks associated with the pandemic.

**C. Emergency Financial Assistance to Residents - \$100,000**

Residents lost income needed to pay for housing due to layoffs following the stay at home order, not being able to work due to compromised health or the need to care for children no longer attending school in person.

**i. Attain Housing - \$10,000**

Attain Housing serves families with children.

**ii. Eastside Legal Assistance Program (ELAP) - \$25,000**

ELAP served clients supported by the staff attorney for Kirkland residents.

**iii. Hopelink - \$30,000**

Hopelink serves all populations that income qualify.

**iv. LifeWire - \$10,000**

LifeWire serves survivors of domestic violence.

**v. Muslim Community Resource Center (MCRC) - \$25,000**

MCRC serves all community members. It is a trusted provider for Muslim residents and immigrants and refugees.

**D. Behavioral Health Infrastructure Support: IKRON of Greater Seattle - \$10,000**

IKRON provides behavioral health and integrated employment services. The agency requested reimbursement for the significant increase in non-billable services, such as outreaching to clients and coordinating services as a result of the COVID-19 pandemic. Item of Note: IKRON has seen a significant increase in the number of clients relapsing on their substance of choice and an increase in severity of mental health symptoms for previously stable clients. Specifically, it has noted that many more clients are presenting for treatment of PTSD and stress-related diagnoses.

**3. Survey of Communities of Color to Understand Pandemic Impacts - \$19,038**

**i. LatinX Outreach - \$19,038**

Community-based Promotores (liaisons), in partnership with the King County Promotores Network, Eastside for All, and the Latino Community Fund, developed and implemented a community engagement project with focus on the Latinx populations in Kirkland. This project focused on connecting Latinx community members with appropriate resources and in-language materials. Additionally, the Promotores are conducting a community assessment with Latinx people in Kirkland to inform new, culturally responsive services and resources for the city's Latinx population. The first contract for this project focused on initial outreach to Latinx community members in Kirkland. Promotores distributed 200 resource packets, which included a bilingual Kirkland community resource guide, King County Public Health materials, masks, and hand sanitizer. Throughout the first phase of outreach, Promotores simultaneously developed a comprehensive survey tool to engage and gather feedback from Kirkland's Latinx community. The second contract for this project is funding the implementation of the community survey, additional outreach and promotion of the program, including Spanish-language radio interviews, and distribution of resource packets and grocery gift cards to survey participants. An analysis of approximately 200 completed surveys will serve as a guide for developing culturally responsive programming for Kirkland's Latinx community. This second contract is being funded using 2020 human services funding for cultural navigation.

**ii. Efforts to connect with the African-American community**

Efforts to connect with the Kirkland's African-American and Black communities included outreach to numerous leaders and advocates who identify as Black or



African-American. Through this outreach and engagement, a common theme that emerged was the continued marginalization of Kirkland's Black community and the lack of a sense of community within the City of Kirkland. Through the Eastside Race and Leadership Coalition, the City learned that Bellevue City Councilmember Jeremy Barksdale has begun work to bring together Black and African-American advocates and organizers on the Eastside to collaborate and work toward collective impact. City staff used this new channel to provide resources in response to COVID-19. Despite this new relationship, there is still significant work to be done in engaging and centering the Black and African-American community members in Kirkland.

**iii. Native Community Outreach**

The City began working with the Eastside Native American Education Program early in the Summer to develop a relationship with Kirkland's Native community. The Eastside Native American Education Program operates out of the Lake Washington School District to provide culturally enriching programs and support for Native students social-emotional wellbeing. This relationship led to a connection with Arlie Neskahi, a consultant with extensive experience in teaching, counseling, facilitation and management that centers the region's Native community members. The India Association of Western Washington has agreed to contract with the City and subcontract with Mr. Neskahi to conduct targeted outreach to Native families and individuals who face barriers in accessing city-funded human services in 2021. This contract will also fund a community survey to center the experiences of Kirkland's Native community and inform the development of culturally responsive, community-led resources and opportunities. This contract will be funded using 2020 human services funding for cultural navigation.

**4. Cultural Navigation to Access Resources: 4 Tomorrow - \$4,200**

This cultural navigation project created a new, culturally responsive channel for connecting Latinx and undocumented Kirkland residents with Kirkland resources and services available through State CARES Act funding. 4 Tomorrow's work served to ensure that Latinx and undocumented people in Kirkland were aware of Kirkland's State CARES Act and other COVID-related services and resources to meet emerging needs during COVID-19. Additionally, their work provided a new channel for communication and information dissemination between the City of Kirkland and Latinx and undocumented community members. Culturally responsive, Spanish language technical assistance helped to remove barriers for community members applying for residential financial assistance and Kirkland Boys & Girls Club scholarships available through Kirkland's CARES Act funding.

**5. Rental Assistance Program, India Association of Western Washington - \$250,000**

Early in the summer of 2020, Human Services staff conducted outreach to property managers and landlords of affordable and market-rate housing in the region to understand the scope of housing insecurity during COVID-19. Staff conducted outreach to approximately 20 affordable and mixed-income housing sites throughout Kirkland. While this outreach did not produce statistically valid results, anecdotal responses helped to identify emerging issues facing renters including: uncertainty for

tenants depending on increased unemployment benefits; tenants terminating leases early to avoid eviction; and disparities between housing stability for residents of market-rate housing in comparison to subsidized housing.

The India Association of Western Washington partnered with the City of Kirkland to use CARES funds to provide financial assistance to renters and homeowners in Kirkland who were financially impacted as a result of COVID-19. These funds served members of the community who were at imminent risk of eviction, foreclosure, or homelessness. The program is providing up to \$5,000 of assistance for households rent, mortgage, and utilities expenses. This project identified applicants through other City of Kirkland projects involving targeted outreach and technical assistance (TA) to communities that disproportionately face eviction, foreclosure, and homelessness and are underrepresented in other financial assistance programs.

**6. Expanded Food Support - \$200,000**

Hopelink purchased food items that will allow residents to support their traditional holiday cooking needs; basic need supplies such as toilet paper, paper towels, diapers and personal care items; and gift cards that are allowing residents to purchase food not provided in the food bank. Hopelink provided all of these items to the Northshore Senior Center to support its food pantry program. In addition, Hopelink is providing some gift cards to 4 Tomorrow, India Association of Western Washington and the Native American consultant.

**7. Training in Fair Housing Laws for Shelter and Temporary Housing Providers - \$17,500**

The Fair Housing Center of Washington provided 9 live trainings to housing and shelter providers who serve Kirkland residents. In addition to an introductory training on the basics of Fair Housing, they held specialized trainings on the following topics: shelters and religious exemptions; domestic violence and criminal history guidance; processing reasonable accommodations for persons with disabilities; and Fair Housing and the rights of caregivers. The Fair Housing Center also conducted testing on 20 properties in Kirkland to determine the extent of compliance with the Fair Housing Act. Testing focused on protected classes at greatest risk of experiencing discrimination:

- Race and national origin: discrimination against Black, African-American, Native American/Alaskan Native, Latinx, and Pacific Islander people.
- Sex: discrimination against female-headed households
- Familial status: discrimination against single parent households
- Disability: discrimination against people with disabilities and people perceived to have COVID-19 due to essential worker status

**8. Increased Expenses to Provide Social Distancing for Day Center and Overnight Emergency Shelter Programs - \$151,606**

The original vision for the new 24/7 facility, Kirkland Place for Families and Women in Kirkland, was to provide daytime services not just for the women and families staying overnight, but to other women and families experiencing homelessness on the eastside. Unfortunately, because of the pandemic, entry into the facility is limited to those staying in the shelter. The commitment of Kirkland CARES Act dollars

allowed the agencies to each provide a second day center to serve the community.

**i. The Sophia Way - \$117,151**

In addition to the new 24/7 enhanced shelter in Kirkland (Helen's Place), the Sophia Way runs a 12-hour programmatic shelter at Sophia's Place in Bellevue. This site had served as the day center for women since the facility's opening in 2012. With the opening of Helen's Place, the day center was no longer located at Sophia's Place. Because of the pandemic, the residents of Sophia's Place and the women sleeping in their cars and on the streets no longer had access to a day center. Kirkland CARES Act funding has allowed for a second day center to be open at Sophia's Place providing 24/7 shelter for Sophia's Place guests and day time services several days a week for unsheltered women.

**ii. Catholic Community Services (CCS) - \$34,455**

Kirkland funding has allowed CCS to keep its original day center in the basement of Salt House open to unsheltered families needing connections to services. In addition, the day center continues to serve not only any families staying at the Lake Washington United Methodist Church safe parking program, but adult women as well.

**9. Reimbursement Grants for Increased Expenses Due to COVID-19 - \$284,187**

Nonprofit agencies have been spending their limited resources on personal protection equipment, increased staffing to meet client needs, and technology. This strategy has provided for reimbursement grants to help service providers cover those costs.

City staff worked closely with colleagues at the City of Redmond to create efficiencies for agencies and the cities by dividing up contracts for reimbursement grants to limit both reimbursing the same agencies whenever possible. The agencies who received reimbursements from Kirkland and/or Redmond include: Alpha Supported Living Services; AtWork!; Babies of Homelessness; Community Homes; Eastside Baby Corner; Hero House NW; Hopelink; Imagine Housing; Childcare Resources; Harborview Abuse & Trauma Center; IKRON of Greater Seattle; King County Sexual Assault Resource Center; Lake Washington Schools Foundation; LifeWire; Together Center; and Youth Eastside Services.

**i. Alpha Supported Living Services - \$25,715**

Alpha Supported Living Services supports over 200 individuals with intellectual and developmental disabilities. Sixteen of their residents live in six homes in Kirkland, supported by over 60 employees working shifts in the homes. The agency requested reimbursement for PPE and infrared thermometers.

Item of Note: At the beginning of March Alpha paid just under 10 cents per glove, in July it paid almost 30 cents per glove.

**ii. AtWork! - \$12,492**

AtWork! provides supported employment services to adults with intellectual and developmental disabilities. The agency requested reimbursement for PPE,

cleaning supplies and thermometers as well as I-pads, Chromebooks and hotspots provided to clients to navigate the virtual world.

**iii. Boys & Girls Club of King County—Kirkland Club - \$65,845**

The Kirkland Club has been provided day-long camps to support families who needed childcare because schools have been providing remote learning only. The agency requested reimbursement for PPE, rental space at a school and scholarships.

**iv. Community Homes, Inc. - \$6,000**

Community Homes supports adults with intellectual and developmental disabilities in adult family homes and shared living homes. The agency requested reimbursement for PPE and canopies to support its infection control efforts. Item of Note: The agency purchased the canopies to provide protection from the elements so residents could host family visits outside. Community Homes also purchased heaters, chairs and lights to make residents as comfortable as possible.

**v. Eastside Baby Corner (EBC) - \$20,630**

EBC provides basic needs supplies for children birth to 12 to agencies that distributes the items to their clients. EBC has been responding to greater need for supplies and a limited ability to accept donations. EBC requested reimbursement for diapers and pull ups. It is sharing the diapers with Babies of Homelessness.

**vi. Hopelink - \$25,000**

Hopelink's housing program provides emergency shelter, transitional housing and permanent housing on the Eastside. It is requesting reimbursement for PPE, cleaning supplies, and basic furnishings that it had previously been able to obtain through donations.

**vii. Imagine Housing - \$43,269**

Imagine Housing provides affordable housing throughout the eastside including four properties in the City of Kirkland. Imagine requested reimbursement for the cost of hiring additional security at its properties. Item of Note: Imagine Housing has seen a spike in domestic violence, neighbor to neighbor violence and other disruptive and dangerous behaviors.

**viii. Lake Washington School District - \$42,857**

LWSD requested reimbursement for costs related to T-Mobile hotspots for students to facilitate virtual learning from home.

**ix. Youth Eastside Services - \$23,739**

YES provides behavioral health services to youth and families. The agency requested reimbursement for PPE, cleaning services and technology including Electronic Health Record Licenses, Zoom telehealth accounts and a Technology HIPAA compliance consultation. These expenses supported both the agency's ability to provide telehealth services and begin offering in person services safely. Item of Note: Youth are struggling with anxiety, depression, suicidal ideation, grief and loss, substance use issues, social isolation and family conflict.

**x. YMCA of Greater Seattle - \$18,640**

The YMCA provided emergency childcare and day camp for free to essential workers. This fall it has offered Y LEAP Academy at Sandburg Elementary. The Y requested reimbursement for spring services provided to children of essential workers and costs associated with its fall Item of Note: The Y opened the Learning, Enrichment, and Play (LEAP) Academies to support kids and families with distance learning and day care needs.

*Estimated CARES Act funding for human services in neighboring cities*

**Bellevue:** The City of Bellevue allocated \$500,000 of its CARES Act funding to meeting the immediate needs of its residents; \$300,000 to address food insecurity and \$200,000 for financial assistance for residents. Bellevue considered speed to get funds out, scope of reach, and existing partnerships in selecting agencies to receive funding. Food and hygiene supplies were distributed through the Bellevue Food Bank, Bellevue School District, Salvation Army, and Renewal Food Bank.

**Issaquah:** The City of Issaquah allocated \$200,000 of its first round of CARES funding to human services. \$170,000 was directed to providing food and basic needs through the Issaquah Food and Clothing Bank, CCS – Issaquah Meals Program, Eastside Baby Corner, and Eastside Friends of Seniors. \$30,000 was given to Eastside Legal Assistance Program to focus on tenant assistance. In its second round of CARES funding the City of Issaquah dedicated \$250,000 of its CARES Act funding to meeting human services in its community; \$100,000 for the Issaquah Food and Clothing Bank; \$120,000 for housing mediation services, housing for people with disabilities, and low-income housing providers; and \$30,000 to Friends of Youth to support mental health services for young adults.

**Redmond:** The City of Redmond allocated \$250,000 from its first round of CARES Act funding to provide financial support for mental health services, childcare, telework, food security, and personal protective equipment for social service providers and clients. In its second round of funding, the City allocated \$508,000 to provide rental assistance, grocery vouchers, mental health services, and day center services for people experiencing homelessness.

**Shoreline:** The City of Shoreline dedicated \$300,000 of its CARES funding to Human Services. \$185,000 of this funding supported Summer meals for students, food delivery for older adults, and food vouchers for families with children. The remaining \$115,000 of funding provided reimbursement to human services agencies for personal protective equipment and cleaning expenses. The City dedicated an additional \$186,063 in funding for human services from its second round of CARES Act funding.

Kirkland Small Business COVID-19 Related Expenses - \$1.23 million

Below is a description of the major strategies funded to support Small Businesses.

**Kirkland CARES Small Business Relief Fund - \$1,050,000**

An interdepartmental team convened by the City Manager's Office designed and administered a grant program for small businesses and nonprofits negatively impacted by COVID-19. The City promoted the program in four languages and received over 280 applications. Though the program was originally designed to provide funding for 150 small businesses, the City utilized a second allocation of CARES Act funding from Washington State to strive to fund all applicants that met the eligibility requirements. In total, the City distributed \$5,000 grants to 207 businesses and nonprofits in Kirkland. This amount includes \$15,000 in expected small business grants that did not qualify, so those funds are set aside toward additional business-related COVID expenses.

**ShopLocalKirkland.com Web Contractor and Marketing Materials - \$52,428**

One of the central strategies to support Kirkland's business community respond to the impacts of the pandemic was the creation of Shop Local Kirkland. Conceived as a "digital main street", the ShopLocalKirkland.com website and associated effort by City staff support businesses in adapting to a new normal, recognizing trends arising from COVID-19 are expected to characterize economic activity not just temporarily, but permanently. Taking a longer view than stop-gap grant funding, the Shop Local Kirkland initiative brings recovery 'through the (digital) front door' in the form of customer spending, rather than through the 'back door' in the form of relief monies. This funding also funded marketing collateral and supplemental contractor support for business onboarding. To date, 397 businesses have registered on the platform, of which 198 have published their storefronts. The website has received over 24,000 total visits and has generated 1,250 click-through leads for businesses.

**Staff Support for Economic Development COVID-19 Response - \$65,798**

The City Manager's Office hired a Temporary Special Projects Coordinator to project manage the development, implementation, promotion, and curation of the ShopLocalKirkland.com digital storefront web platform. This staff oversaw work with the City's contractor for the platform and supported Kirkland businesses in registering with the platform through in-depth, one-on-one orientation to dozens of businesses. The Special Projects Coordinator also crafted marketing and promotion materials and provided technical assistance to several businesses.

**(re)Startup 425 Business Response Team Contractor - \$11,550**

Business assistance programs such as federal grants can be confusing and difficult to navigate, particularly for those businesses without an existing relationship with a commercial bank or similar financial services. In partnership the Startup 425 partner cities, Bellevue, Issaquah, Redmond, and Renton, the City helped fund the Business Response Team. The Business Response Team filled that need by advising business owners to help them understand and apply for city, state, federal, and private economic relief programs related to COVID-19. Recognizing that business owners may experience language barriers in the existing grant processes, the Business Response Team was available to assist in multiple languages through a phone interpretation service and did

so on several occasions. The services provided by the Business Response Team were businesses located in the partner cities' jurisdictions. In total to date, the Business Response Team has received 518 inquiries with (approximately 35% from Kirkland) and has helped secure a total of 73 loan packages.

**Flexible Permitting and Other Support for Kirkland Businesses - \$1,215**

Staff in the Planning & Building and Public Works departments, in coordination with the City Manager's Office, developed and provided several permits related to various strategies identified by the "Outside the Walls" community task force for all Kirkland businesses, including:

- "Evenings on Park Lane" application for Sidewalk Cafés
- Temporary pick-up/take-out parking stalls application
- "2020 Outdoor Café Permit Application Form", with waived fees for Outdoor Café Permit renewal
- Temporary 'Parklet' Street Use application for Kirkland restaurants to expand outdoor seating into adjoining on-street parking stalls
- A notification process for Kirkland businesses to temporarily use adjoining private parking stalls for expanded outdoor café seating or outdoor retail space

The City also purchased or produced various items to support the conversion of parking stalls to parklets, designating pick-up/drop-off stalls, and various signs. Finally, to support downtown businesses during the coronavirus pandemic, the City closed the west end of Park Lane between Lake Street and Main Street to vehicles from 6 p.m. to 7:00 a.m., seven days a week, from July 2 through November 17, 2020. The results of an online survey with over 700 responses indicated that the program was generally well received from Park Lane restaurants, retailers, and the broader community.

**City Contribution to Round 2 of the Greater Kirkland Chamber of Commerce Relief Fund - \$30,000**

**Outreach Materials to Kirkland Businesses - \$21,597**

The City produced and mailed a COVID-19 information packet to each business in Kirkland. Much of the packet was translated into multiple languages.

**Translations for Kirkland CARES Small Business Relief Fund - \$1,982**

The City's relief fund application and informational materials were translated into Spanish, Chinese, and Russian.

*Estimated CARES Act funding for Small Business Grants in neighboring cities:*

**Bellevue:** still in process

**Issaquah:** \$750,000

**Redmond (in partnership with OneRedmond):** \$1,830,000

**Renton:** \$1,380,000

**Sammamish:** \$420,000

Kirkland Arts Relief Fund - \$318,741

The pandemic has been devastating for arts organizations, forcing layoffs and in some cases, potentially permanent closures. Arts organizations play a unique role in both economic development and neighborhood quality of life, and sustaining art organizations serves a valuable public benefit. The City distributed CARES Act funds to non-profit cultural arts organizations that had Kirkland business licenses and documented significant ticket sale or class fee revenue loss due to the pandemic. Primary recipients included the Kirkland Performance Center, the Kirkland Arts Center, and Studio East. Recognizing the role of such organizations in helping Kirkland be a safe, inclusive, and welcoming place, the grant contracts for each organization included the requirement that those organizations would work throughout 2021 with City staff and each other to engage the Black, Indigenous, and People of Color (BIPOC) community to create inclusive programming, consistent with the City's Resolution R-5434.

*Summary*

In summary, City staff was able to ensure that the City disbursed all of the CARES Act funding and distribute those funds according to the City Council direction. Council may choose to set aside some of the additional projected cash toward continuing COVID expenses. Staff recommends that a plan for any remaining additional cash projected at the end of 2020 be brought forward for Council consideration once the final 2020 books are closed.



### Summary of COVID-Related Funding and Disbursements

<b>Funding</b>	<b>Amount</b>	<b>Prior Budget Adj.</b>	<b>Current Budget Adj.</b>
CARES (Main)	\$ 2,668,200	\$ 2,668,200	
CARES (Additional)	\$ 1,334,100		\$ 1,334,100
CARES (KC)	\$ 135,833		\$ 135,833
CARES - HHS Medicare	\$ 20,753		\$ 20,753
<b>Subtotal CARES Funding</b>	<b>\$ 4,158,886</b>	<b>\$ 2,668,200</b>	<b>\$ 1,490,686</b>
Council Contingency (Chamber)	\$ 30,000	\$ 30,000	
2019 Sales Tax (Human Services)	\$ 265,000	\$ 265,000	
<b>Subtotal City Funding</b>	<b>\$ 295,000</b>	<b>\$ 295,000</b>	<b>\$ -</b>
Est. FEMA Reimbursement (1)	\$ 315,855		\$ -
<b>Grand Total Funding</b>	<b>\$ 4,769,741</b>	<b>\$ 2,963,200</b>	<b>\$ 1,490,686</b>
<b>Total Funding Budget Adjustments</b>			<b>\$ 4,453,886</b>

(1) Reimbursement not expected until mid-2021

<b>Eligible Costs</b>	<b>Amount</b>	<b>Prior Budget Adj.</b>	<b>Current Budget Adj.</b>
City Expenses (2)	\$ 3,019,633	\$ 61,600	\$ 240,336
Small Business Expenses	\$ 1,234,570	\$ 30,000	\$ 1,204,570
Arts Expenses	\$ 318,741		\$ 318,741
Human Services Expenses	\$ 1,222,733	\$ 265,000	\$ 957,733
FEMA Eligible Expenses	\$ 398,588		\$ 398,588
<b>Grand Total Eligible Costs</b>	<b>\$ 6,194,266</b>	<b>\$ 356,600</b>	<b>\$ 3,119,968</b>
<b>Total Budget Expense Adjustments</b>			<b>\$ 3,476,568</b>

(2) Excluding FEMA Eligible and including Court net cost

Total Funding Budget Adjustments	\$	4,453,886
Total Eligible Cost Budget Adjustments	\$	3,476,568
<b>Anticipated Cash Flow Available at Year End 2020</b>	<b>\$</b>	<b>977,318</b>
<b>Anticipated Cash Flow Available in 2021</b>	<b>\$</b>	<b>315,855</b>

**CITY OF KIRKLAND**123 Fifth Avenue, Kirkland, WA 98033 425.587.3800  
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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Heather Kelly, Emergency Manager  
Joe Sanford, Fire Chief

**Date:** November 24, 2020

**Subject:** COVID-19 Initial Response After Action Report

**RECOMMENDATION:**

It is recommended that the Council receive a briefing on the *COVID-19 Initial Response After Action Report* and the support the implementation of recommendations provided in the report, specifically as listed in Appendix 1: Improvement Plan of the report.

**BACKGROUND DISCUSSION:**

In the early minutes of February 29<sup>th</sup>, 2020, the City of Kirkland became the epicenter of the United States Coronavirus Pandemic. City staff were notified that the first death due to Coronavirus (COVID) in the United States had occurred at EvergreenHealth Medical Center Kirkland. This notification triggered the activation of the City Emergency Operations Center (EOC) to coordinate affects to first responders, City operations, health care facilities, and the community. The EOC operated daily, from February 29 to May 31, responding to the first phase of the COVID-19 pandemic. Although the EOC closed its doors, the monitoring, response, and mitigation activities related to COVID-19 continued and are ongoing today.

During the first few months of the pandemic, City leadership and staff worked long hours to sustain delivery of essential City services to the Kirkland community. Rapid adjustment to hours, processes, policies, and protocols were necessary to protect the safety and wellbeing of City staff, residents, businesses, and the whole community. The Summer months brought some stability to the pandemic, that allowed the City Manager to look forward to the next response phase of the pandemic and future disasters. Following best practice and with a proactive vision, the City Manager requested the Emergency Manager facilitate an independent City After Action Report covering the first 90 days of response. This report was focused on all City departments, staff, and efforts, and was not a detailed review of any one area of the incident.

The City Manager requested completion of an After Action Report (AAR) to assist in identifying the strengths the City leveraged, the challenges met by sustainment of operations, and most importantly the opportunities for the City to improve its ability to respond to additional COVID surges and/or future pandemics or other disasters. An independent consultant, BERK Consulting in partnership with EHA Eric Holdeman and Associates, was selected to complete the AAR. The consultant team generated the AAR and accompanying Improvement Plan (IP) through a

detailed document review, in-depth interviews with City leaders and partner organizations, and survey feedback from City employees.

The full report is provided as Attachment A; however, specific quotes have been provided in this memo to highlight key points. The overall summary statement is as follows,

“ While we do identify challenges and specific opportunities for improvement, we find that the City was remarkably successful in achieving its two stated priorities of supporting the ongoing good health of community members and City employees while continuing the delivery of City services.” page ii.

The guidance related to use of the AAR is provided as,

“This AAR should not be seen as an academic study, but rather as a tool to reinforce the many strengths and to address the short list of opportunities for improvement identified in this report.” page v.

Additionally, the report identifies key factors that led to the City's success

“We find that three key factors enabled the City to be successful:

The City is a high-functioning organization that operated effectively and efficiently before the pandemic. This included healthy City Council relationships and a strong City Manager.

The City's leadership had committed, in advance, time and resources to disaster planning, trainings, and disaster exercises...

The City activated its EOC immediately....” page iii.

Despite the great success the City demonstrated during the initial months of the COVID-19 Pandemic, in every disaster there are always opportunities for improvement. The AAR identified 10 topic areas that included opportunities for improvement.

- Decision Making
- Return to Normal Operations
- Documentation
- Internal Communications
- Remote Work
- Public Information
- Risk Management
- Labor Relations
- Employee Wellness
- Planning

For each of these areas opportunities for improvement have been provided based on observations gathered by the AAR consultant. Even before the formal AAR was complete, the City had already started making improvements to several areas identified in the report. The City can turn these observations into lessons learned before the next surge of COVID or a future disaster occurs.

**Next Steps:**

The Council will consider approving the necessary policy and financial adjustments to improve the City's ability to prepare for, respond to, and recover from COVID-19 or other pandemics or disasters. The CMO will oversee implementation of appropriate improvement recommendations.

November 13, 2020

# *First in the Nation*

City of Kirkland, Washington

## COVID-19 Initial Response After Action Report



## Handling Instructions

The title of this document is *First in the Nation: City of Kirkland, Washington COVID-19 Initial Response After Action Report (AAR)*.

The information in this AAR is unclassified.

For more information, please contact:

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Brian Murphy · Project Manager

Chloe Kinsey · Planning Support



Eric Holdeman · AAR Lead

Diane Newman · Planner

# Executive Summary

## CONTEXT AND PURPOSE OF THIS REPORT

The world watched in late 2019 as the first reported cases of COVID-19, a disease caused by a new coronavirus, were found in China. Epidemiologists noted that the disease appeared to be highly transmissible, and early on the death rate from the disease was unknown. While there were concerns about when and where the virus would appear in the United States, no one could have expected that it would be first detected in Washington state.

In late February 2020, first responders and health officials detected what appeared to be an outbreak of flu-like symptoms in a number of patients living in a long-term care facility in Kirkland, Washington. Fire department personnel responded and took patients to a local hospital, where one of the patients died and testing revealed that several of those patients were positive for COVID-19.

No city, large or small, could have been prepared for what followed, especially when operating in an environment of extreme ambiguity and lacking certainty about almost every aspect of what they would be dealing with. Kirkland was literally operating in “the fog of the virus.”

This report focuses on organizational impacts of the pandemic on City of Kirkland (“City”) departments and the City’s ability to maintain general government operations and service provision. It is *not* focused on field operations or specific department procedures, but it does address policies and actions taken by City leaders. This report also does not address actions of other governmental or non-governmental organizations. The purpose of this report is to help improve the City’s response to future pandemics and other disasters. It describes what worked and what could be improved. As of the date of this plan, the City is continuing to respond to the COVID-19 pandemic. **The time period addressed in this plan is roughly from February 29 through May 31, 2020.**

The consulting team used the following inputs to generate the After Action Report (AAR) and the accompanying Improvement Plan (IP):

- **Document review**, including emergency management plans, emails sent by the City Manager, minutes of City Council meetings, Emergency Operations Center (EOC) documents, and other written documents regarding the City’s initial pandemic response.
- **In-depth interviews with 20 City leaders, department directors, and managers, as well as five liaisons and partners<sup>1</sup> from other organizations that maintained close contact with the EOC.**
- **An online survey distributed to approximately 640 full-time, permanent City employees via email in early September 2020.** This allowed City staff an opportunity to give feedback on their experiences during the initial pandemic period.

## INCIDENT OVERVIEW

One early decision made a significant difference in the ability of the City of Kirkland to respond to events as they unfolded—the immediate activation of their Emergency Operations Center (EOC) and a

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<sup>1</sup> One of the five community partners was affected by the home evacuation orders due to local brushfires in early September 2020 and thus provided written responses to the questions rather than participating in a Zoom interview.

proclamation of emergency by the City Manager, which was shortly thereafter ratified by the City Council. These timely moves enabled a coordinated response to the situation as it unfolded.

City leadership explicitly determined that the City's response to the virus should avoid engaging in political partisanship and instead be based on science and recommendations by subject matter experts, including medical advice as it was known and evolved. This informed the City's use of Personal Protective Equipment (PPE), social distancing, and remote work, and contributed to the lack of spread among City staff.

City leadership established two primary priorities that drove policies, directives, and decisions:

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**COVID-19 City Priorities**

- ✓ *Support the ongoing good health of community members and City employees.*
  - ✓ *Continue delivery of City services.*
- 

City leadership communicated those priorities to City employees and applied financial resources where necessary to provide supplies and equipment as available.

Initially, it was a first responder-focused incident, with fire and police personnel responding to ill patients and deaths. Those who responded early with only standard personal protective equipment (PPE) and were exposed to infected patients needed to be isolated or quarantined. Soon, those responding to patients with COVID-19 symptoms were required to wear enhanced PPE, and other precautions for infectious disease containment were implemented. These early actions helped protect the rest of the City's first responders.

What followed next has been experienced many times over by other state and local governments as the virus spread across the country. What was different for the City is that they were forced to be the first to respond to the virus in the United States. They had to react with little foreknowledge and without any of the information transfer that occurred among other governments as they became impacted by the virus.

The City reacted quickly to each new aspect of the disease and its impacts as they were detected. Again, a high-functioning EOC assisted in rapid decision making and the implementation of those decisions.

## OBSERVATIONS

The City of Kirkland faced immense challenges when Kirkland became the first community in the United States where multiple cases of the coronavirus were discovered and reported and where associated deaths occurred. This happened early in our collective knowledge of the virus, including how it might be transmitted and what the lethality of the disease might be.

While we do identify challenges and specific opportunities for improvement, we find that the City was remarkably successful in achieving its two stated priorities of supporting the ongoing good health of community members and City employees while continuing the delivery of City services. Very few employees were infected with the virus; the disease was contained within the workforce; no employees were laid off; and residents and businesses were able to rely on the ongoing provision of core City functions.

We find that three key factors enabled the City to be successful:

1. The City is a high-functioning organization that operated effectively and efficiently before the pandemic. This included healthy City Council relationships and a strong City Manager. Together, they functioned well as a team in their response to the pandemic. Council Members understood their policy role and did not attempt to insert themselves into operational matters. Meanwhile, the City Manager made every attempt to keep Council Members apprised of the situation as it unfolded and sought their prompt approval and ratification of actions undertaken in response to emergency circumstances, such as when expedited legislative approvals were needed. Additionally, the City was fortunate to be in a strong financial position, including healthy budget reserves that had been thoughtfully set aside for a number of years going into the pandemic response.
2. The City's leadership had committed, in advance, time and resources to disaster planning, trainings, and disaster exercises, which informed City staff of their responsibilities in this emergency situation.
3. The City activated its EOC immediately, which centralized information sharing, coordination, and decision making, leading to a more coherent and effective response by the City as a whole.

The pandemic forced the City to adapt its standard operations, resulting in innovations and learnings that will serve the City well in the future. Examples include:

- **A movement toward e-government** as many staff members were able to work from home and IT tools were deployed to assist them in performing their duties remotely.
- **The development of a completely new "pandemic leave" policy** to enable City staff to have additional time off due to pandemic impacts on their personal lives, including with respect to closed schools for children.
- **Furthering good communication between management and employees.** The ability to listen to employee concerns and develop flexible and creative solutions, all of which will continue to be important throughout this pandemic and beyond.
- **A deepened awareness of the need to refine the formal labor contract negotiation process** to address how labor negotiations and interactions are accomplished during a proclaimed disaster.

One key aspect that dominated our interviews with City staff was the need to communicate regularly with the 640+ full-time members of the City team. Each department director approached this task in different ways. Some augmented Citywide announcements with their own messaging and, in some cases, by making themselves personally available to employees. This personal contact was especially appreciated by employees early in the outbreak, when information on the virus was especially limited.

One highlight concerning internal communications that was mentioned by City employees repeatedly relates to the detailed emails sent from the City Manager to all City staff to keep them apprised of the City's response and the changing City directives. This time-consuming task, often accomplished late into the night, provided a continuity of thinking that reflected a sense of care for the employees while encouraging them to continue to serve the community.

## RECOMMENDATIONS AND IMPROVEMENT PLAN

While the City of Kirkland was successful in supporting the ongoing good health of community members and City employees while continuing the delivery of City services, it is natural that a review of the



incident surfaces opportunities for improvement. The City has actively sought this review and feedback. The following recommendations are summarized in more detail in the full report and accompanying Improvement Plan (IP) which provides specific implementing suggestions. We recommend that City Manager appoint and authorize an individual to coordinate efforts to plan for, implement, and report on progress for each recommendation identified in the IP.

- **Decision Making During Disasters.** Decision makers need to recognize the progression of the emergency and be prepared to deliberately and transparently modify decision making processes if necessary. Tabletop exercises with leadership, where issues move from crisis to discussion-based decision making, will provide a safe environment where these transitions can be practiced.
- **Calibrating the Return to Normal Operations.** It is important to communicate the ongoing nature of the incident and its continuing impact on the City even well after the heart of the crisis has passed. Leadership staff, as well as City Council Members, can amplify these messages and help set appropriate expectations with staff, board and commission members, the public, and other stakeholders.
- **Documentation.** Establish procedures to move new or updated directives into a centralized location accessible to employees.
- **Internal Communications.** Develop Citywide protocols for transmitting policy decisions and vital information throughout all departments.
- **Remote Work.** Explore options to set a standard evaluative process for determining when and how employees should be given the option to work remotely. Explore technology solutions that allow employees to seamlessly use City phone numbers when working remotely, such as VOIP integrations for Skype or Microsoft Teams, or purchasing City-owned cell phones. Establish policies that allow employees to move some hardware from City facilities to home offices during long-term emergencies that require remote work.
- **Public Information.** Identify individuals who can supplement tasks performed by the Communications Manager in the City Manager's Office. Train and exercise them in all aspects including creation of media packets, working with media during interviews, and practicing the best way to deliver messages, including news conferences at key intervals to efficiently meet media (and in this way, community) interests.
- **Risk Management.** Evaluate the City's approach to risk management and identify clearly who is responsible for this function.
- **Labor Relations.** Develop protocols between labor unions and City management that will be used during times of disaster.
- **Employee Wellness.** Develop policies that encourage all employees to take a certain amount of time off work over a defined period of time, even during emergencies or disasters. Review key positions identified in the Continuity of Operations Plan (COOP) to determine which may benefit from cross-training additional employees to perform key tasks. Train and provide an opportunity for those employees to perform in those key functions during exercises.
- **Planning.** Update COOP and review essential functions Citywide, considering limited service or resources over an extended time frame

## CONCLUSIONS AND A LOOK TO THE FUTURE

The task ahead is for the City of Kirkland to maintain its level of readiness as the virus evolves and the hoped-for vaccine eventually becomes available. While many references have been made to a “once in a hundred years pandemic,” the short- and long-term forecast for future pandemics indicates that the possibility of future disease outbreaks has become much more likely due to more animal-human contacts and international travel. This AAR should not be seen as an academic study, but rather as a tool to reinforce the many strengths and to address the short list of opportunities for improvement identified in this report.

Given the many successes achieved by policy makers and staff during their initial encounter with COVID-19 and their dedication to addressing identified challenges and opportunities to improve, it is obvious that the community of Kirkland is in good hands.

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## Context

### COMMUNITY OVERVIEW

Incorporated in 1905, Kirkland is the sixth largest city in King County, Washington and is a suburb of Seattle. The City has a total area of 17.83 square miles and a population of 93,010, according to a 2019 Census estimate.<sup>2</sup> Community demographics can be found at the [U.S. Census website](#). See Exhibit 1 for a map of Kirkland and surrounding areas.

The City of Kirkland has a council-manager form of government with a City Manager hired by the City Council. There are close to 700 employees working for the City of Kirkland, most of whom are full-time.

### PURPOSE AND SCOPE

This After Action Report (AAR) addresses the initial response by the City of Kirkland (“City”) to the novel coronavirus (COVID-19) pandemic for a three month period **from February 29, 2020 through May 31, 2020**. This time window aligns with the opening of the City’s Emergency Operations Center (EOC) following the discovery that the virus was active in the community to the closure of the EOC.

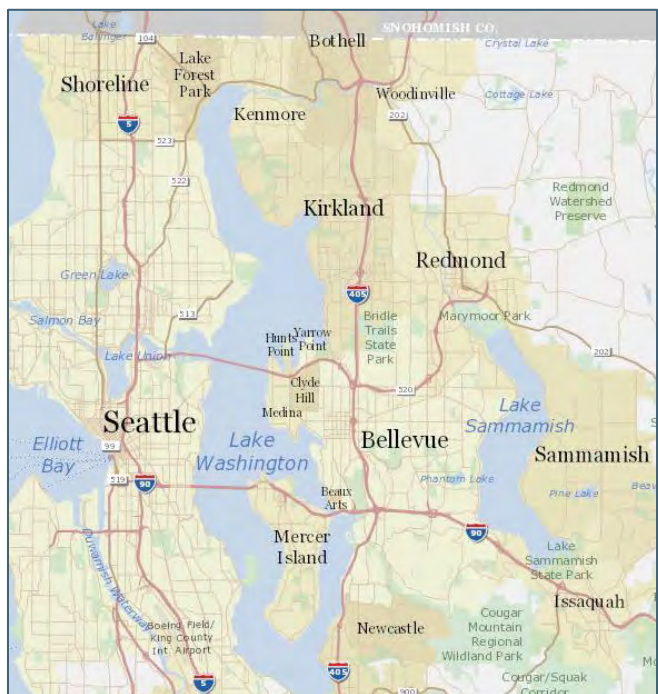
This report focuses on organizational impacts of the pandemic on departments and the City’s ability to maintain general government operations and service provision. It is *not* focused on field operations or specific department procedures but does address policies and actions taken by City leaders. This report does not address actions of other governmental or non-governmental organizations.

The City has actively sought this review and feedback. The purpose of this report is to improve the City’s response to future pandemics and other disasters. It describes both what worked well and what could be improved.

### CITY OF KIRKLAND 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. We value Civic engagement, innovation and diversity. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to preserve and enhance the environment for our enjoyment and future generations.*

### Exhibit 1. Map of Kirkland and Surrounding Areas



Source: King County iMap, 2020.

<sup>2</sup> U.S. Census Bureau. 2019. “QuickFacts: Kirkland city, Washington.”

## REPORT PREPARATION AND ORGANIZATION

The City of Kirkland hired BERK Consulting, Inc., who subcontracted with Eric Holdeman and Associates (EHA), to develop an AAR that reviews the City's initial overall response to the COVID-19 pandemic. Included in the report is a timeline that not only includes decisions made by the City but also some orders and decisions made by county, state, and federal officials. An Improvement Plan (IP) describes specific issues and recommendations and identifies the organization to lead the efforts and timeframes to address recommendations.

The consulting team used the following inputs to generate the AAR and accompanying IP:

- **Document review**, including emergency management plans, emails sent by the City Manager, minutes of City Council meetings, Emergency Operations Center (EOC) documents, and other written documents regarding the incident.
- **In-depth interviews with 20 City of Kirkland leaders, department directors, and managers, as well as five liaisons and partners<sup>3</sup> from other organizations that maintained close contact with the EOC.** All interviews were conducted via the Zoom online video conferencing platform and took approximately 45-60 minutes. Each interviewee was provided with the questions prior to the interview, though some interviews deviated from the list of prepared questions. At least two consulting team members were present during each interview to facilitate detailed notetaking.

Interviewees were asked to focus on the study period (February 29-May 31) in formulating their responses and were informed that comments would not be attributed to specific employees in the final report. The interview protocol and a list of interviewees by title is included in **Appendix 2: Interviews**.

- **An online survey distributed to approximately 640 full-time, permanent City employees via email in early September 2020.** This allowed City staff an opportunity to give feedback on their experiences during the initial pandemic period. The 11-question online survey (hosted on the SurveyMonkey platform) asked respondents to focus on the study period (February 29-May 31) in formulating their input. Survey questions are included in **Appendix 3: Employee Survey**.

This input informs the following sections of this report:

- **Observations** describes successes and challenges in planning, policy direction, employee health and wellbeing, operational communication and coordination, continuation of City services, and public information.
- **Recommendations** summarizes significant findings by theme, including decision making during disasters, documentation, remote work, communications, public information, risk management, labor relations, and employee wellness.
- **The Improvement Plan** identifies actions that can be taken to help shape Kirkland's

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<sup>3</sup> One of the five community partners was affected by the home evacuation orders due to local brushfires in early September 2020 and thus provided written responses to the questions rather than participating in a Zoom interview.

preparedness priorities and support continuous improvement. It builds on themes described in the Recommendations section and includes some additional items that did not rise to the thematic level.

- **Conclusions** provides a summary review of the incident and considerations as the City continues to respond to the virus and prepare for similar future challenges.

## INCIDENT OVERVIEW

In late 2019, a novel coronavirus was discovered in Wuhan, China. It was soon found that the virus was not only present elsewhere in China, but also throughout other countries. The virus was named SARS-CoV-2, and the disease it causes was named COVID-19. The virus was first discovered in the United States in January 2020. One of the first US patients lived in Snohomish County, Washington State, so not only were national disease tracking agencies aware of its arrival, but Washington State Department of Health (DOH) and local health agencies began planning for it early in the year. DOH and Public Health – Seattle & King County (PHSKC) entered into immediate discussions and offered guidance to local jurisdictions beginning shortly after the first case in this country was diagnosed in January.

Before the first case of COVID-19 was discovered in their community, City leadership were taking steps to prepare for its arrival. A draft pandemic annex to the City's Continuity of Operations/Government Plan (COOP/COG)<sup>4</sup> was developed in February 2020 to provide guidance on how to deliver City services while supporting employee and community health.

In late February, Kirkland Fire Department (KFD) noticed an increase in the number of aid responses for patients with flu-like symptoms living in a long-term care facility in the community of Kirkland and shared that information with PHSKC. In the late evening of Friday, February 28, EvergreenHealth Medical Center notified KFD and Kirkland Emergency Management that a patient who had tested positive for COVID-19 had died in their facility.

The City proclaimed an emergency, as did Washington State and King County. Within a few weeks, government officials took actions to protect communities, such as limiting attendance at public gatherings and closing non-essential businesses. Bars and in-restaurant dining were also closed, with some restaurants modifying their business plans to include take-out service only, allowing them to remain open. Schools closed statewide, businesses established remote work options for those employees who could work outside their offices, and the Governor issued a "Stay Home, Stay Safe" order.

Many people, particularly those in the service industry, were laid off. A statewide moratorium on residential evictions for rent nonpayment was issued. By early April, face coverings and six-foot social distance measures were recommended for anyone in public areas.

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<sup>4</sup> Per the Federal Emergency Management Agency (FEMA), a COOP is a "plan that provides for the continuity of essential functions of an organization in the event [of] an emergency." A COG plan is a plan that allows for "the preservation, maintenance, or reconstitution of civil government's ability to carry out the executive, legislative and judicial processes under the threat or occurrence of any emergency condition." (Blanchard, B. Wayne. 2008. *Guide to Emergency Management and Related Terms, Definitions, Concepts, Acronyms, Organizations, Programs, Guidance, Executive Orders & Legislation*. Federal Emergency Management Agency.)

Exhibit 2 presents a timeline of major decisions and actions made by City officials, as well as directives from other authorities that impacted City actions.

**Exhibit 2. Timeline of Incident Decisions, Actions, and Directives**

Date	Decision, Action, or Directive
Late February	Kirkland Fire Department (KFD) identifies a high number of aid calls to a local long-term care facility
2/28/2020	First known US death due to COVID-19 occurs at a Kirkland hospital
2/29/2020	Kirkland Emergency Operations Center (EOC) activated
2/29/2020	Kirkland City Manager signs Emergency Proclamation
2/29/2020	Governor signs statewide Emergency Proclamation
2/29/2020	City places 25 firefighters and 2 police officers under quarantine, some of them at Fire Station 21, which goes out of service
2/29/2020	Public Health – Seattle & King County (PHSKC) and Centers for Disease Control (CDC) confirm 3 COVID-19 cases and 1 death associated with a long-term care facility in Kirkland
3/1/2020	King County signs Emergency Proclamation
3/2/2020	City gives staff training on precautionary social distancing
3/2/2020	Major local employers, including Amazon and Microsoft, begin encouraging employees to work from home
3/3/2020	City Council ratifies Emergency Proclamation
3/5/2020	City allows remote work on a case-by-case basis; cancels all in-person meetings except City Council meetings; decides to keep City facilities open
3/6/2020	U.S. Department of Health and Human Services (HHS) sends strike team to long-term care facility
3/6/2020	City cancels recreation programming and classes; closes community centers to the public
3/11/2020	State and King County limit gatherings to 250 people or less
3/11/2020	City Municipal Court cancels all jury trials through the end of March; begins conducting probation hearings by phone
3/12/2020	Lake Washington School District (LWSD) closes schools for at least two weeks
3/13/2020	City Council moves meetings online; City closes all athletic fields and picnic

Date	Decision, Action, or Directive
	pavilions at City parks
3/13/2020	State orders all schools to close for in-person instruction through the end of April
3/13/2020	President signs nationwide Major Disaster Declaration
3/14/2020	City puts Fire Station 21 back into service after deep cleaning
3/16/2020	City Hall closes to the public – services available online or by phone with self-serve kiosks or drop boxes available; City extends cancellation of recreational programming through April 24
3/17/2020	State shuts down bars, restaurants for in-person service, and bans large gatherings – other state mandates follow within days
3/17/2020	City Council (first online meeting) briefed on COVID-19 actions by City Manager and Deputy City Manager
3/18/2020	State issues moratorium on residential evictions for rent non-payment and lapse of lease
3/18/2020	City suspends parking enforcement for time limitations and parking fees for City-owned lots
3/20/2020	Kirkland Police Department (KPD) announces increased use of online reporting, limited contact for not-in-progress crimes
3/21/2020	City and Lake Washington School District close all playgrounds and sport courts
3/23/2020	State signs “Stay Home, Stay Healthy” order; most City employees deemed critical infrastructure workers under this order
3/31/2020	City issues a moratorium on evictions for small businesses and nonprofits; authorizes deferral of utility payments and suspension of late fees
4/2/2020	State extends “Stay Home, Stay Healthy” order through May 4
4/5/2020	State DOH recommends face coverings for everyone
4/6/2020	School closures extended statewide for rest of the school year
4/9/2020	City Parks & Community Services Department cancels all programs through May 25
5/1/2020	State “Stay Home, Stay Healthy” order extended through May 31; announces Safe State Washington (4-phase re-opening approach)



Date	Decision, Action, or Directive
5/5/2020	City reopens the Kirkland Marina and boat launch
5/15/2020	KFD announces plan to restart fire inspections in multifamily buildings
5/19/2020	PHSKC's mandate requiring wearing of face coverings in indoor spaces goes into effect
5/31/2020	Kirkland EOC Closed

Sources: *City of Kirkland, 2020; BERK, 2020.*

Within hours of discovering that COVID-19 was active in the Kirkland community, and in fact that a death had occurred, the Kirkland EOC<sup>5</sup> opened at 2:00 AM on Saturday, February 29 to support the City’s response to COVID-19. The Kirkland EOC closed May 31—however, the Emergency Proclamation remained active and Emergency Management staff as well as all City employees continue to coordinate and support this long-term response and recovery effort.

City leadership explicitly determined that the City’s response to the virus should avoid engaging in political partisanship and instead be based on science and recommendations by subject matter experts, including medical advice as it was known and evolved. This informed the City’s use of PPE, social distancing, and remote work and contributed to the lack of spread among City staff.

City leadership established two primary priorities that drove policies, directives, and decisions:

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**COVID-19 City Priorities**

- ✓ *Support the ongoing good health of community members and City employees.*
  - ✓ *Continue delivery of City services.*
- 

City leadership communicated those priorities to City employees and applied financial resources where necessary to provide supplies and equipment as available.

When COVID-19 first entered the Kirkland community, very little was known about the virus. Fire and police personnel were apprehensive about responding to calls where the virus might be present. Many police officers were not used to wearing personal protective equipment (PPE) and decontamination was necessary after certain calls. Over 30 police and fire personnel were quarantined or isolated at times during the first three weeks of the incident. Two City facilities were used for those who could not isolate or quarantine effectively at home. Using a hazardous materials (HAZMAT)<sup>6</sup> approach, fire stations were divided into hot, warm, and cold zones for personal safety, and decontamination areas were established. Boots were not allowed inside stations, so alternate footwear was purchased for wear inside.

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<sup>5</sup> In emergency management, an EOC is the jurisdiction’s central, physical location for coordinating the response to an incident or event.

<sup>6</sup> HAZMAT procedures are used to reduce the risk of exposure to any substance that could threaten the health of those who are exposed—while often employed to reduce exposure risk when handling explosive, flammable, corrosive, or radioactive materials; these procedures were applied by KFD to reduce the risk of virus exposure.

The City Manager sent regular updates to City employees via organization-wide emails, keeping them updated on policy decisions and directives, as well as preparedness measures and actions they could take to promote the safety of themselves and their families. Example emails are included in **Appendix 5: Sample City Manager Global Messages**. The City Manager led a policy group that included department directors and other select staff that initially met daily and continued to meet through the month of May at regular intervals. The City Council was kept informed of activities by the City Manager, and the Council provided political and policy support to City staff, including assisting in obtaining federal support for long-term care facilities which were severely impacted by the virus.

Decisions made by the City beyond state or county mandates included:

- Moving many services to online access and providing kiosks at City Hall for access to services.
- Suspending time limitations and charges for vehicle parking on public streets and in City-owned lots, with some limited exceptions such as parking in disabled spots, in front of fire hydrants, and in spots blocking driveways.
- Allowing businesses to block off sections directly in front of their business for curbside services.
- Imposing a moratorium on evictions for small businesses (less than 50 employees) and nonprofits for rent nonpayment or lapse of lease.
- Allocating \$265,000 of reserve funds to establish a human services stabilization fund.

## NATIONAL PREPAREDNESS GOAL AND CORE CAPABILITIES

The Federal Emergency Management Agency (FEMA) defines the National Preparedness Goal as:

*A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.*

Risks considered include disease pandemics as well as natural and human caused disasters.

The [National Preparedness Goal](#) describes five mission areas: **prevention, protection, mitigation, response, and recovery**; and 32 activities, called [Core Capabilities](#), that address the greatest risks to the nation.

Many government emergency management programs including Washington State and the City support the National Preparedness Goal and the accompanying Core Capabilities. For this report, we are highlighting five Core Capabilities and have linked them to actions taken by the City (Exhibit 3).

**Exhibit 3. FEMA Core Capabilities**

Core Capability	FEMA Definition
<b>Planning</b>	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
<b>Public Information and Warning</b>	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
<b>Operational Coordination</b>	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
<b>Situational Awareness</b>	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
<b>Environmental Response / Health and Safety</b>	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Sources: FEMA, 2020; BERK, 2020.

# Observations

## SUMMARY OF OBSERVATIONS

This section summarizes what we observed regarding planning, policy direction, employee health and wellbeing, operational communication and coordination, continuation of City services, and public information.

The City faced immense challenges by becoming the first community in the United States where multiple cases of the coronavirus were discovered and where associated deaths occurred. This happened early in our national collective knowledge of the virus, including early and ongoing uncertainties regarding how it might be transmitted and what the lethality of the disease might be.

While we do identify challenges and specific opportunities for improvement, we find that the City was remarkably successful in achieving its two stated priorities of supporting the ongoing good health of community members and City employees while continuing the delivery of City services. Very few employees were infected with the virus; the disease was contained within the workforce; no employees were laid off; and residents and businesses were able to rely on the ongoing provision of core City functions.

We find that three key factors enabled the City to be successful:

1. The City is a high-functioning organization that operated effectively and efficiently before the pandemic. This included healthy City Council relationships and a strong City Manager. Together they functioned well as a team in their response to the pandemic. Additionally, the City was in a strong financial position going into the crisis due to cautious long-term budget planning.
2. The City's leadership had committed, in advance, time and resources to disaster planning, trainings, and disaster exercises which informed City staff of their responsibilities in this emergency situation.
3. The City activated its EOC immediately, which centralized information sharing, coordination, and decision making, leading to a more coherent and effective response by the City as a whole.

## PLANNING

Activities such as developing disaster plans, conducting training and exercises, and engaging in contingency planning before and during COVID-19 prepared Kirkland leadership and employees for this ongoing disaster.

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*Planning and preparedness work.*

*-Kurt Triplett, City Manager*

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### Pre-Disaster Planning and Exercises

The City of Kirkland emergency management program is housed within the Kirkland Fire Department and includes two full-time positions. The program has been in place for several years

with City departments and elected officials actively participating in planning efforts to include the COOP/COG and a Comprehensive Emergency Management Plan (CEMP). A draft of a Pandemic Annex to the COOP/COG was proactively developed in February 2020, prior to COVID-19 arriving in the Kirkland community.

Disaster preparedness training and exercises were conducted over the past few years using a variety of scenarios. Exercises provide practice for department directors and policy makers as well as the EOC staff who will work together during an actual incident. Organizational structure, EOC procedures, equipment and layout of the facility, and position responsibilities are all tested during disaster exercises. By working on the same scenarios, policy makers also have an opportunity to consider policy options during simulated disasters. Those interviewed who participated in exercises and later worked in the EOC commented on the value of the exercises.

In September 2019, all members of the City Council along with the City Manager and Emergency Manager participated in a Disaster Crisis Communications training session. It was well received and mentioned as one reason that Council Members understood their role during this disaster. In January 2020, three new Council Members attended an Emergency Management orientation session to further their understanding of their role during a disaster.

## POLICY DIRECTION

As noted in Exhibit 3, Situational Awareness is identified as a Core Capability and is important in all areas of disaster preparedness, response, and recovery.<sup>7</sup> Decision makers develop situational awareness by relying on information observed personally and provided by trusted sources such as scientists, health experts, employees, and the community. Subject matter experts provide data that helps with those decisions.

### City Manager and City Council

The City Manager reacted early, provided strong leadership, and set the example for the City's response to COVID-19. Before the first patient was confirmed in the community, he began talking with key City staff regarding anticipated actions when the virus arrived. When he was notified that a patient at Evergreen Health Medical Center had tested positive and died, he notified department directors via an emergency conference call. From that point on, he displayed confidence, conversed at least daily with department directors, and communicated regularly with the Council and employees, setting a positive and encouraging tone throughout.

The current seven-member City Council includes some who have worked together for several years as well as some newer members who began their term as recently as January 2020. With the arrival of COVID-19, Council Members demonstrated their ability to work together with City staff leadership to help make things happen either through political channels or by approving funding.

The City Council transitioned from in-person council meetings to meeting through video meeting

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<sup>7</sup> In emergency management, situational awareness includes identifying and communicating key context and organizational focus and needs during an incident so all stakeholders operate from a current fact base and with aligned priorities.

platforms. Each council meeting included a briefing from the City Manager and key City staff regarding COVID-19 activities. All meeting minutes and video recordings are available on the City website. The City Manager also made himself available when individual Council Members had questions or concerns.

City Council Members understood their role during this emergency, and by focusing on policy discussions, allowed City personnel to focus on response issues. Council Members did not insert themselves into operational matters.

## Decision Making During Disasters

In normal times, the City of Kirkland culture is such that decisions are discussed in advance with stakeholders or key personnel, with advantages and disadvantages carefully considered over a period of time. Rapid decision making is required during times of an emergency, however, and decision making was necessarily swift and decisive, particularly at the onset of the pandemic.

As an immediate crisis passes, there is generally a little more time to discuss major decisions. Comments in interviews indicated that at times, some decisions could have been made more slowly and would have benefited from additional discussion with stakeholders. The decisions made in these circumstances were not wrong; however, when time is not a significant constraint, input from additional sources tends to lead to more informed decisions.

Moreover, as the City moves through the various stages of an emergency, it is important that its mode of decision making, whether inclusive or expediated, be made explicit and transparent to all involved.

This topic is further addressed in the Recommendations section.

## A Desire to Return to Normal

Another important point of calibration relates to the “return to normalcy.” Incidents, particularly those stemming from a pandemic or other public health concerns, can have a very long tail, with long-lasting impacts on a community’s ability to return to normal. An effective response, with government services provided through effective implementation of continuity of operations plans, can in fact mask this impact. It is natural to have a desire to return government operations to the previous steady state. This is especially true for staff and senior policy makers not directly involved in the actual response activities, members of the City’s many board and commissions, and of course the public. While it may appear to these parties that the incident has passed and that the City has largely returned to business as usual, in fact it has only established stability, with state or health orders and other factors, not to mention what may be a continuing emergent situation, continuing to affect operations. Ideas to counter the eagerness for a return to normalcy are addressed in the Recommendations section.

## Resources

The City of Kirkland was financially healthy at the beginning of the pandemic as a result of cautious budget decisions made over a number of years. During this crisis period the City Manager made a concerted effort to concentrate the full resources of the City on the response to COVID-19. Mission essential services identified in the COOP, such as building permits, were

continued, but other normal functions of government, such as advisory board meetings, were appropriately postponed.

The Mayor, City Manager, and the Emergency Manager also worked with state and county officials to bring in federal aid from the U.S. Department of Health and Human Services (HHS) and the Centers for Disease Control (CDC) to support the Kirkland long-term care facility, taking some of the stress off of local resources. Federal health aid arrived within the first week of March.

The City's baseline financial strength, its financial policies during the incident, and outside resources allowed the City Manager, in coordination with the City Council, to authorize the expenditure of funds to support departments in acquiring the PPE and other supplies necessary to protect the health and welfare of the City's first responders and general City line workers. Other investments included:

- The allocation of funds to develop a flyer with safety messages in multiple languages that was sent to every Kirkland residence.
- Information technology (IT) measures identified in strategic planning efforts before the arrival of COVID-19 were put on a fast track and implemented in a matter of weeks.

## Municipal Court

The Kirkland Municipal Court Presiding Judge was appointed by the City Manager and confirmed by the City Council in December 2019. He is the only appointed judge for the Court, which includes a staff of about 15 employees. The Judge was notified early of the arrival of COVID-19 into the community and joined City department directors for their meetings and conference calls. This allowed for close policy level coordination between the City Manager and the Court. The Court followed guidance from the Washington State Supreme Court, with some functions being handled remotely through online systems, video conferencing, or in a hybrid model with some individuals in the courtroom and others joining via video conference. Jury trials were halted in March.

Interviewees noted that the use of the video conferencing tool Zoom was found to be very effective in the efficient use of resources. It is expected that many of the adaptations used during the COVID-19 response will be continued into the future, even after the pandemic is over.

## Risk Management

Currently the risk management function is performed within the City's Human Resources (HR) department. The function of risk management is basically a collateral duty for the HR Director or their designee. This includes the purchase of insurance to limit City liability. Importantly, the City participates in the Washington Cities Insurance Authority (WCIA) insurance pool and routinely benefits from WCIA resources, which can be of particular value during disasters. WCIA provides insurance coverage, protection, and expert interpretation and direction through professional staff and attorneys.

The response to the pandemic highlighted the many unknowns that needed to be addressed when faced with incomplete information and in an environment of extreme ambiguity with little to no precedence to be followed. It appears that the City Manager, City Attorney, and Emergency Manager collectively addressed risk issues as they arose during the response, drawing on

resources and expertise from WCIA. Related challenges and suggestions are addressed in the Recommendations section.

## EMPLOYEE HEALTH AND WELLBEING

One of the primary objectives of the City of Kirkland is to support the health and safety of the community and employees.

### Quarantine and Isolation

During the initial days of the COVID-19 response, over 30 Fire Department personnel who responded to any call where a patient had symptoms of COVID-19 were isolated or quarantined either at home or at one of two City facilities. Four police officers who came into contact with COVID-19 patients were also quarantined. As time passed, other City personnel required quarantine or isolation quarters also. The City quickly identified two City-owned facilities where responders who had been in contact with the virus could isolate or quarantine. Protocols and safety measures such as sanitation and decontamination were quickly established. Those who could not quarantine or isolate at home were able to use these facilities.

### QUARANTINE VS. ISOLATION

- **Quarantine:** Separating people and limiting movement of people who have or may have been exposed to the disease to see if they become ill.
- **Isolation:** Separating people who are ill from others who are not ill to keep the disease from spreading.

Source: Mayo Clinic, 2020.

### Expanded Benefits

In mid-March, the City Manager notified all staff of four new sick leave policies that will be in place for the duration of the Kirkland Emergency Proclamation. These policies were negotiated with labor unions.

1. **Pandemic Leave** – Every City employee was granted up to one full week of pandemic leave. Pandemic leave was available not only for COVID-19 use but also for any reason provided by the normal sick leave benefit to include illness or injury to the employee or a family member. It could also be used if a child’s school or daycare was closed due to health reasons.
2. **Shared Sick Leave Bank** – A new shared sick leave bank was created and City employees could donate sick leave hours to the bank. Employees who had exhausted all sick leave and vacation leave balances, as well as all pandemic leave balances, could use an additional week of shared sick leave. The initial one-week limit was established to facilitate distribution of donated leave to all employees who needed it. Additional shared sick leave could be authorized in special circumstances with the approval of HR.
3. **Advanced Sick Leave** – Advanced sick leave is available for those who have exhausted all leave balances, including vacation, sick leave, pandemic leave, and shared leave. The City will allow employees to use additional sick leave by advancing leave accrual to the employee. Advanced leave will be “paid back” as future sick leave balances are earned. For example, an employee may request 40 hours of advanced leave. If that employee accrues



sick leave at eight hours per month, the next five months of accrued leave will “pay back” the advanced leave.

4. **Administrative Leave** – Public safety employees who were exposed to COVID-19 were automatically granted 15 days of administrative leave, so there was no need to provide pandemic leave.

Vacation leave accrual caps were suspended for a period of time, and health incentive requirements were adjusted.

## Safety at City Facilities

Efforts were taken to promote employee and community safety at City facilities:

- Contracted janitorial service was instructed to increase and adapt cleaning protocols.
- Six-foot distances were marked to encourage social distancing.
- Facilities workers created and manufactured customized plastic barriers in customer service areas.
- As CDC guidelines changed to recommend face masks for all, face coverings were encouraged and later required for staff as well as visitors to City-owned facilities.
- Voluntary safety checkpoints were established for staff where thermometers and additional cleaning supplies were available for staff to perform self-checks.
- Fire stations established hot, warm, and cold zones as well as decontamination areas and procedures in their stations. A “no boots” rule was enforced indoors with alternate footwear provided to employees for use inside.
- Extra efforts were taken between shifts to clean City vehicles and shared equipment, such as police cars and office equipment.
- Those who worked in offices observed social distancing guidelines and safety procedures including hand washing and cleaning work areas often.

## Period of Uncertainty

Navigating the twists and turns of science and opinions during this pandemic has been challenging for everyone. There have been new viruses in the past few years but none that impacted so much of the world’s population in so short a time frame with an unknown end date. In this world of technology, social media, and multiple information sources, there were many different studies and opinions that provided conflicting information. Some information in the public realm has been more partisan in nature and sometimes not science-based, creating additional potential for confusion.

Initial guidance regarding the general public wearing masks was a moving target. At first, guidance from the CDC and other trusted sources indicated that wearing masks would not protect people from getting the virus, though they might help reduce spreading the virus by those who were ill. By April, that medical guidance had changed and mask wearing became more prevalent. By May, masks were required in public places throughout Washington State to help

limit the transmission of the disease.

During the first week of March it became apparent that many community members were very concerned about long-term impacts on their daily living. Daily living supplies like toilet paper, paper towels, and cleaning products became hard to find and people converged on warehouse and grocery stores like they would in preparation for a hurricane. People stocked up on groceries and some items became difficult to find.

City officials had no concrete answers for their employees or the community during this period of uncertainty. Answers to the following questions changed during the first few weeks and some answers to both scientific and policy-based questions are still pending. How is the virus spread? If I get it will I die? Are children naturally immune? Why does it affect some people so severely but others in the same household have no symptoms? Will I lose my job? Will we be evicted from our home?

Some degree of fear or uncertainty affected everyone and many turned to trusted authorities for answers. City officials were expected to provide answers and reassure their employees and community members.

### Employee Burn-Out

Employees worked hard to deliver services to the public during an unsettling time. It was not uncommon for management employees to work 12 hours a day or longer, and some employees often worked over the weekend. Vacations were put on hold or canceled. With remote options, many who were able to work from home found that they had trouble setting work aside. Some of those interviewed six months after the start of COVID-19 admitted that they still had not taken days off and recognized that time off was necessary for them to recharge. They talked about burn-out but could not see a way to slow down due to the continuing state of emergency.

### Labor Relations

A high percentage of City workers are unionized in four different labor unions. Initially, labor unions and management worked well together to support the delivery of services during the pandemic. A major concern for labor was the working conditions that might impact the health and welfare of the workforce.

There were no written protocols on how communication should be conducted between the City and labor unions during times of disaster. Therefore, at different times during the proclaimed disaster, several unions demanded issues be bargained. The negotiating of working conditions is an appropriate bargaining point. However, these negotiations took significant time to accomplish and sometimes complicated the overall response effort. The Recommendations section includes our suggestion to use future labor agreement cycles to negotiate an expedited manner for resolving issues when they arise during a “proclaimed emergency.”

## OPERATIONAL COMMUNICATION AND COORDINATION

Organizational structures such as Incident Command Systems (ICS), an effective EOC, and City departments that coordinated and worked well together were in place long before the COVID-19 pandemic started. Strong leadership and systems that worked during normal times provided a

solid base as changes were required to successfully navigate new methods of service delivery.

## Citywide Coordination

A common theme of Citywide coordination and cooperation appeared during interviews of managers in various departments. City Council Members worked well with the City Manager's Office and departments before the virus arrived which helped set the tone and create an environment for success in dealing with an unexpected widespread disruption such as COVID-19. Policy level conference calls that were held daily at first and were led by the City Manager, set the tone for department directors and managers, encouraging communication and coordination between departments.

City employees work well together. Departments support one another and individuals within departments demonstrate an overall attitude of working together to meet their missions. Actions taken during the first three months of this COVID-19 pandemic virus clearly follow the community vision statement shown on page 2.

## Communication with Staff

In general, the internal communications for the City were effective. A significant effort was made by the City Manager to provide information to all staff on what was known at the time and the actions being taken by the City. These communications also contained appropriate recognition to staff who were dealing with rapid changes to their working conditions, and there was some significant concern for the personal welfare of staff and their families. These City Manager communications were cited many times in the interviews that were conducted for this report. Examples of the City Manager's emails are included in **Appendix 5: Sample City Manager Global Messages**.

Department directors also communicated with their individual staff members. To one degree or another, they sought to amplify the communications coming from the City Manager and to add their own voices in providing information and affirmation to employees. This was done via email and in some cases by leaders visiting individuals. This included essential staff still working in City facilities or in remote locations.

The individual connections made with City staff were very beneficial. This was true especially early in the response as the extent of the coronavirus and its transmission vectors were not fully understood and were in fact being discovered, modified and discussed in the media on almost a daily basis. It should be noted that some employees' needs for information could not be satisfied, as some facts were simply not available given the uncertainty of the situation.

Internal communication in an organization as large and complex as the City is understandably challenging in the best of times. Internal communication during a public health crisis is particularly challenging, and learnings and opportunities for improvement are noted in the Recommendations section.

## Emergency Operations Center (EOC)

The EOC was opened immediately to coordinate emergency response. The early establishment of the EOC as the place for coordination of the incident and effectiveness of the EOC in coordinating

activities were key factors in the City's success. Led by the City's Emergency Manager, staffing included City personnel from departments, many of whom had participated in EOC activations for incidents or disaster exercises. In addition, liaisons from key organizations, maintained contact with the EOC either in person or remotely. EOC trainings were often mentioned as being critical to the successful operation of the EOC and overall coordination for the COVID-19 response.

The media was invited into the Kirkland EOC where they toured and had a firsthand view of the City's response. It helped build a positive impression of the City and provided transparency and better communication with the public.

## Interagency Coordination

This virus does not recognize jurisdictional boundaries. It was important for the City of Kirkland to engage in communication and coordination with neighboring cities, counties, Washington State, and even federal agencies. Disasters are generally local or regional, but in this case the virus was not just national, but worldwide. While mutual aid was used initially to assist with aid calls while Kirkland Fire Department personnel were in isolation or quarantine, those options were not available once confirmation was received that the virus had spread across the county, state, and nation.

Liaisons to the Kirkland EOC from Public Health - Seattle & King County and the Governor's Office were present on-site during the early days of EOC activation. The liaisons not only provided information from their organizations but were able to gather information from the City to assist their leaders in decision making.

Lake Washington Institute of Technology (LWIT) students and a staff member tested positive for COVID-19 in early March and were placed in quarantine. LWIT employees were provided space at City Hall in close proximity to the Kirkland EOC in order to share information and coordinate activities. Since the Police and Fire departments also had quarantined employees, LWIT leaders were able to capitalize on the City's experience as school officials determined the appropriate course of action for their students and staff.

In the early days of COVID-19 response, the Kirkland Fire Department requested mutual aid from neighboring jurisdictions to assist with calls to the original long-term care facility. Several City first responders were in quarantine or isolation, so response personnel were diminished for the 14-day quarantine period.

## CONTINUATION OF CITY SERVICES

As noted above, continuation of City services was a priority established by the City at the beginning of this pandemic. No employees were furloughed and while some services were suspended or delivery altered, there were no decisions made to stop City services in the long-term.

## Initial Field Response

The Police and Fire departments worked together to minimize exposure to COVID-19 when responding to medical calls and death investigations. The City EOC was quick to order and maintain a good stock of PPE, which was never significantly depleted, allowing for adequate

supplies for staff. The Fire Department assisted the Police Department in fitting N95 masks, and police procedures were modified to limit the number of personnel who responded to death investigations.

Police modified procedures such as encouraging online reporting of certain crimes, limiting minor traffic stops, and asking reporting parties to meet officers outside rather than inside homes or businesses. Reports of crime fell initially, but as the weeks passed, crime levels generally returned to normal.

The Public Works and Parks & Community Services departments also had personnel who worked in the field and engaged in regular contact with the public. Wearing PPE, extra cleaning and sanitizing of equipment, and social distancing practices were incorporated into daily assignments.

### Alternate Work Assignments, Schedules, or Venues

By the end of March, many employees were no longer conducting business as usual, either in the field or in in-office positions. Many employees worked from home or worked part time from home. Employees who could perform work remotely could request a remote work option. With schools and daycare closing, remote work helped employees juggle family with work. Working from home also limited the number of non-family contacts, reducing the chance of becoming infected by COVID-19. Some employees served in alternate positions, including staffing the EOC.

Some departments that provided services in the field divided workers into crews with alternating schedules. One week, “Crew A” would work in the field and “Crew B” would stay home but remain available for emergency calls. The next week “Crew B” would work in the field and “Crew A” would stay home.

Another option was to reduce multiple employees working in confined areas by offering alternate work schedules, thereby reducing the number of people working in the office at any given time. Every department maintained some staff working at their normal workstations or in the same work areas as before, but socially distanced from others also at work. Some employees preferred coming to work, and the reduced density of people in a building allowed them to do so.

### Information Technology

Supervisors had to find ways to reassure and communicate effectively with their employees, remotely. Zoom, Skype, Microsoft Teams, and email were used by various departments. There were employees where computer-based communications did not work, so cell phones or landline phones were used.

The IT Department was very busy during the initial weeks of the arrival of COVID-19. IT staff recommended and implemented actions that were instrumental in allowing City functions to continue with as little disruption as possible. Activities included:

- Developing a software application that streamlined health checks of first responders.
- Purchasing multiple Zoom accounts for City departments so their work from remote sites could be easier.
- Accelerating Kirkland’s use of cloud services.
- Executing the purchase and preparation of laptop computers to include security and software

necessary for employees to perform work remotely.

- Recommending and purchasing equipment such as headphones to help staff manage high volumes of calls.

## City Online Services

While the City of Kirkland offered web services prior to COVID-19 arriving in the community, it became apparent that more services could be delivered remotely. Some City services moved to online service only. For some functions such as paying City utility bills, drop off locations were created, and self-serve kiosks located at City Hall provided access to City services for those without computer access.

For those who needed additional assistance or to talk with City personnel, telephone, video chat, and even personal contact were made available.

One department that was very successful moving to online services was the Planning & Building Department. The issuance of permits decreased in April but by May it was almost at the same level as May 2019 permits.

## Financial Health

The City of Kirkland has budgeted conservatively since the great Recession in 2008, with a focus on replenishing reserves. The Contingency Reserve Fund, Rainy Day Fund, and Revenue Stabilization Reserve were all full as the City experienced its first COVID-19 cases. The City was able to focus on providing emergency services and making resources available without worrying about financing the initial emergency response.

The City was already preparing for a revenue deficit in 2021 due to the loss of funds from an annexation incentive program provided by Washington State when the City annexed the Juanita-Finn Hill-Kingsgate area from King County. Though the City had reserve funds available for emergency purchases during the initial weeks of COVID-19, further reductions of funding will remain a concern.

Utility services provided or managed by the City include garbage, recycling, and yard waste collection, water, and sewer. The State of Washington implemented a moratorium on shutting off utility services for nonpayment, which has negatively impacted revenues. City parks and City-owned facilities that were often rented for weddings and other events were closed, resulting in revenue loss. Other revenue losses include a decline in sales tax revenues.

## PUBLIC INFORMATION

The delivery of accurate, reliable, and timely information is a goal that the City strives to meet during normal times but is critical during emergencies such as COVID-19. Information regarding health, safety, actions the City is taking, and actions the community should take are all considered and addressed through different methods of communication.

## Information Sharing

Not only was managing the press an extra workload for a City that does not normally receive

national attention, but government officials from across the country inundated City staff with questions about how they were managing the response. Initially, staff fielded questions as best they could while also realizing that it was important that the information shared should be consistent. In mid-March, the Emergency Manager put together a white paper on the City's early response which is included in **Appendix 4: Early Response – White Paper**. It provided information that could be sent to other organizations shortening phone conversations and providing a common message.

The City's public website contains information specific to COVID-19 and provides guidance for residents and businesses. The City sent a postcard to every residence in multiple languages that provided key phone numbers for City services as well as a link to the City website, where multiple resources are identified regarding health, financial assistance, and public services available (**Appendix 6: Public Information**).

Staff from various departments and teams such as Parks & Community Services, Police, Fire, and Emergency Management also provided briefings of their early response to attendees of various discipline related meetings. Formal presentations as well as questions were fielded by employees who were able to share their experiences.

### Joint Information Center

A City employee-staffed Joint Information Center (JIC)<sup>8</sup> was located at the EOC, which served as one of two primary efforts dealing with disaster public information. Staffing for this function came from line departments. These were City personnel who provide public outreach and education but do not routinely converse with the media in their daily work assignments. They handled the majority of social media inputs and responses during the pandemic. The key social media platforms used by the City include Facebook, Twitter, Instagram, and Nextdoor.

One of the efforts at rumor control included monitoring the five or so more active neighborhood groups that are operational in the community. If there were unfounded rumors or incorrect information occurring, they countered that messaging not by engaging directly, but by putting out accurate information on the City's platforms.

### Media Interviews

The second major public information effort focused on the media. Though there had been a reported case of the virus in Washington State early in 2020, the community of Kirkland was the first community to experience verified community spread with multiple patients and deaths. Media arrived quickly and national news stories were delivered every evening for several days until cases were discovered elsewhere.

Some national media interview requests were perceived as looking to draw the City into the "coronavirus politics" that had begun to engulf the nation. It was a deliberate strategy of the City's leadership to not become engaged in these partisan national discussions.

Media interviews were primarily handled by the Mayor and the City Manager. These were

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<sup>8</sup> In emergency management, a JIC is a central, physical location where communications staff can coordinate external communications about the emergency and receive requests for information from the media or others.

arranged by the Communications Manager with all media requests being funneled through the Communications Manager. Interview requests were sorted by priority with local and regional media outlets having top priority. Subsequently this prioritization has helped in local media relationships coming out of the response. Other City staff were engaged as appropriate, depending on the interview request. For example, the Fire Chief handled more operationally focused interviews.

There were many more interview requests than could be met with City resources. Requests coming to appear on talk shows were not deemed to be relevant to the needs of the City. The Recommendations section includes future considerations for how to best respond to the large volume of media inquiries that may accompany future emergencies.



## Recommendations

This section discusses relatively larger challenges and opportunities for improvement identified under **Observations**, including:

- Decision Making During Disasters
- Calibrating the Return to Normal Operations
- Documentation
- Internal Communications
- Remote Work
- Public Information
- Risk Management
- Labor Relations
- Employee Wellness

These topics, as well as a few additional, relatively smaller points, are addressed in the **Improvement Plan**.

### DECISION MAKING DURING DISASTERS

**Issue:** With the activation of the Emergency Operations Center (EOC), the decision making mechanisms necessary for the City to make quick decisions were enabled. This entailed shifting to a decision making process in which decisions were made in a more streamlined, centralized manner, without the involvement of a broader set of internal stakeholders as is typical practice for the City. This shift was not always accompanied by efforts to make decision making transparent for parties not present during policy making sessions, largely due to the press of time in an uncertain and quickly evolving environment.

**Recommendation:** Decision makers need to recognize the progression of the emergency and be prepared to transparently modify decision making processes, making all aware of the shift. This explicit shift should be accompanied by assigning a designated note taker for policy meetings to capture decisions and direction for implementation. To calibrate its ability to shift from one decision making process to another, the City should continue to use disaster exercises to practice transition periods that move from standard decision making to crisis decision making and then to stabilized decision making

### CALIBRATING THE RETURN TO NORMAL OPERATIONS

**Issue:** Eagerness for a full resumption of City functioning can distract from an effective response by competing for scarce attention and resources.

**Recommendation:** It is important to communicate the ongoing nature of the incident and its continuing impact on the City even well after the heart of the crisis has passed. Leadership staff, as well as City Council Members, can amplify these messages and help set appropriate

expectations with staff, board and commission members, the public, and other stakeholders. Onboarding and refresher training for members of Council, as well as the City's various boards and commissions, should address crisis roles, including an acknowledgement that some advisory bodies or at least their meetings may be suspended during the height of the crisis. A resumption of normal operations may not be possible until the state of emergency is fully resolved and not just stabilized through effective Continuity of Operations/Government functioning.

## DOCUMENTATION

**Issue:** In the initial response to this incident, information and recommendations from trusted sources changed rapidly. City leadership made decisions based on the new information and shared new policies, processes, and procedures with employees, often by email. Employees sometimes had difficulty keeping track of Citywide or department-wide changes, however. Announcement emails were easily lost in large volumes of email and long emails that had policy changes or directives embedded within them could easily be missed or read, and then inadvertently erased or moved.

**Recommendation:** Staff suggested the need for a centralized location where all directives from City leaders and managers could be stored in written form and consistently updated as policies and procedures changed. Verbal and emailed communication is difficult for staff to track. Policy documents that are written in a timely manner should include basic information of who made the policy, its details, when it will start and end, and where it will occur. Procedures that specify how the action should be implemented will likely follow most policies and may vary by department.

## INTERNAL COMMUNICATIONS

**Issue:** Several employees indicated in the employee survey that they received excellent communication from their own department director but heard from colleagues in other departments that they received very little communication from their director. Other employees reported receiving less information or different information from their director than employees in other departments. This survey dissonance indicates a lack of uniformity in how information was sometimes transmitted down the chain of command within the City's leadership infrastructure. A concerted effort is needed by department leaders to transmit information to their employees and perhaps even help interpret that information for their departmental personnel.

**Recommendation:** Common understanding of leadership decisions is needed across all departments. Establishing a common formal mechanism across all departments for transmittal of policy decisions or updates is recommended. It may be necessary for department directors to tailor their messaging techniques and methodology to their workforce. It is also important to highlight that just because a message was transmitted once does not mean it has been absorbed and understood by all staff. Repeated messaging and alternative methods can help.

## REMOTE WORK

**Issue:** Remote work was often found to be an effective alternative to having many staff reporting to a City facility to work. Many initial equipment and connectivity issues were resolved fairly quickly as City-owned laptop computers were issued to staff who needed them. This did not resolve every issue, however. Some City staff working remotely did not have high speed internet

connections or were forced to use personal phones for dealing with the general public or calling colleagues. It should be noted that cyberattacks are now being made on mobile devices in addition to computers. Having staff use personally owned mobile devices can make them more vulnerable to these attacks. Additionally, some employees reported productivity losses due to home office environments that were less effective than their City office environment e.g., one monitor/screen instead of two, inadequate desk chair.

In addition to equipment-related concerns, some employees cited differing interpretations of how the Governor's "Stay Home, Stay Safe" proclamation, which gave local governments flexibility to designate essential staff who should continue to report to their place of work, applied to different positions.

Remote work challenges may continue as it is anticipated that the pandemic will continue well into 2021 and perhaps into 2022.

**Recommendation:** With the pandemic continuing, every effort should be made to enable remote workers to have the tools to successfully perform their work tasks and protect their individual privacy. The City should establish policies that allow employees to move some hardware (e.g., dual monitors, desk chairs) from City facilities to home offices during long-term emergencies that require remote work. Additionally, the security of all devices, both computer and mobile, should be assessed and steps taken to have security protocols in place and followed. It may be necessary to add cybersecurity training for mobile device users.

In the midst of the pandemic response, each department acted unilaterally to select staff to work from home or report to the office. While some department flexibility is desired, it would be beneficial to have a standard City process of evaluation for these decisions, which would add some consistency and transparency to decision making. This also would enhance the quality of decision making and dialogue between the City and labor groups. During an emergency, it may be essential that directors and managers accommodate remote work when guidelines are established that articulate how and when remote working is appropriate. It will also be beneficial to establish performance metrics for specific remote working positions where appropriate.

## PUBLIC INFORMATION

**Issue:** Due to the community of Kirkland being the initial epicenter for the national outbreak of COVID-19, the eyes of the nation and media turned toward the City for information on the outbreak of the disease. The Communications Manager was the point person for all media contacts. She arranged for the appropriate City personnel to be interviewed. There were many more requests for interviews than time and personnel could accommodate.

**Recommendation:** Reporters can be somewhat like alligators. If you feed them, they will back off, at least for a short period of time, but if you don't feed them, they will find another source of information that may not be accurate and consistent with City messaging, which could lead to avoidable public confusion.

One recommendation for dealing with the media is to hold news conferences at regular intervals to efficiently provide information and reduce the need for staff to respond to individual requests for interviews. The Communications Manager becomes the gatekeeper, but City leaders should plan to participate as elected and subject matter experts or spokespeople. The news conference

is controlled by delivering the message the City wants delivered to the public: the facts related to the emergency as best they are known. It is appropriate to highlight successes while being as transparent as possible about challenges and unknowns. The City should develop media briefing packets and fact sheets to help reporters write their story. A location for hosting these news conferences needs to be identified in advance of the next disaster.

While press conferences are efficient ways to address press interest, it is also important to grant interviews where possible, recognizing that controversial issues will likely be brought forward and be prepared to talk about tough questions. More staff capacity may be needed in the future to handle interviews and field questions. Advance designation and practice will provide staff other than the Communications Manager the ability to absorb some demands and avoid overwhelming communications staff.

## RISK MANAGEMENT

**Issue:** The function of risk management is housed in the City's Human Resources Department and the HR Director is the City's Risk Manager. The response to the pandemic highlighted the many unknowns that needed to be addressed when faced with incomplete information and in an environment of extreme ambiguity with little to no precedents to be followed. It appears that the City Manager, City Attorney, and Emergency Manager collectively addressed risk issues as they arose during the response. While having risk management as an additional duty is cost effective, having a risk management professional dedicated to look at risks could provide more protection for the City and its actions. Having a dedicated Risk Manager is like having a dedicated "Safety Officer" for incident response. There is a total focus on risk versus dividing the attention of the person(s) performing the function.

**Recommendation:** The City is economizing by not staffing the risk management function with a professional risk manager. Instead it is relying on the experience and judgement of existing personnel under the direction of the HR Director and WCIA resources. While this approach worked for this incident, a dedicated professional risk manager serving the City would provide additional capacity in this critical function. The benefits of having a professional Emergency Manager was evident from the City's response. Likewise, it is likely that the same level of superior performance, in planning and execution, could be realized by staffing up with a dedicated risk management professional. The function could of course be outsourced, but the recommendation is only do so to a firm with strong risk management qualifications.

It should be noted that there is a close alignment between risk management and the duties of the City Attorney's Office. That may be a better location for the risk management function because of the breadth of responsibilities and issue visibility that the office has in providing services to all the departments.

## LABOR RELATIONS

**Issue:** There are multiple bargaining units within the City. These all require separate labor agreements with elements that must be negotiated. With the onset of the coronavirus emergency, legitimate, potential health and safety issues were raised by labor. During normal circumstances, these issues would be managed through a formal negotiation process. Because of these

established agreements, when these issues were raised at the height of the emergency and the disaster response, the typical negotiation process was initially applied. While legally required by contract to negotiate these items of concern, they were a significant distraction and consumed an inordinate amount of time for key City staff.

**Recommendation:** When negotiating future labor agreements with the City's different bargaining units, attempt to negotiate an expedited manner for resolving issues when they arise during a "proclaimed emergency." This is not to eliminate the right of labor to raise legitimate concerns, but rather to establish protocols that expedite resolution while protecting labor's right to raise health and safety concerns.

## EMPLOYEE WELLNESS

**Issue:** The discovery of the coronavirus in Kirkland was not completely unforeseen, but its first appearance in Kirkland and the extent to which it consumed the City's staff in responding to the incident was a surprise. This is especially true of the leadership of the City, including the Mayor, Council, City Manager, and department directors.

This was an "all hands on-deck" response, with department directors committed to the disaster response for months on end. There were extremely long workdays of 16 hours or more for weeks at a time. Several department directors mentioned having few, if any, days off for three months. While staff dedication and commitment to public service is admirable, individuals' mental acuity and decision making capacity can decline significantly when stressed for long periods of time.

**Recommendation:** This pandemic is likely not the last disaster that will require such an intense and extended response effort from City staff – and it is obviously not over yet. Disaster research has shown that mandating a two-day break after a long period of exertion, as experienced in this disaster, allows staff to refresh their bodies and minds to perform better when they return to work. City leadership should look at how they develop staffing alternatives and enable deputies to assume departmental leadership for a few days in order to give principals an opportunity to catch their breath. For some personalities, it may require an enforced "time off" message to have them take a break, including a directive to not respond to emails.

Doing the above also provides for leadership building and succession planning opportunities that can be accomplished by cross training for City staff to assume positions of authority during emergencies and disaster exercises. It has been said that "the cemeteries are full of indispensable people."

## Improvement Plan

The Improvement Plan (IP) identifies actions that can be taken to help shape a jurisdiction's preparedness priorities and support continuous improvement. Recommendations captured in the IP are specific, measurable, achievable, relevant, and time-bound (SMART).

Keeping people engaged in actions that are "in addition" to regular duties can be a challenge. The City Manager should appoint and authorize an individual to coordinate efforts to plan for, implement, and report on progress for each recommendation identified in the IP. This IP Lead will work with department directors to identify project leads for each recommendation in the IP. In some cases, one department may be responsible for multiple recommendations so they may need to prioritize or adjust timelines for completion of some tasks. Periodic progress reports from the IP Lead (monthly or quarterly) should be delivered to the City Manager and department directors during management team meetings. Having the review of progress in management team meetings will help with accountability. Workshops may be useful to work on specific tasks and can help maintain engagement by project leads and provide a forum for input and coordination from others who might be impacted.

An IP chart is available in **Appendix 1: Improvement Plan** that shows the issue, recommended action, department or office to lead the action, supporting organizations, the start of efforts, and completion of the task. An additional column is available for brief comments such as dependencies on other items being completed, funding required, or additional resources needed. These recommendations may be broad, indicating that subtasks will need to be identified, or they may be very specific.

## Conclusions

The City of Kirkland was placed in the unenviable position of being the first community in the country to be significantly impacted by the coronavirus. The discovery of cases and then deaths from the virus reoriented the focus of City government to that of continuing to provide City services while protecting the community and City employees.

Because COVID-19 was a novel disease, medical information changed over time and the City did its best to adapt to the new information as it became available. Initially, there were significant impacts to the Fire and Police departments as quarantine and isolation protocols were put in place. Within only a few weeks, the City shifted to many employees working remotely. Information sharing was a strong point for City leadership, with efforts made to keep employees informed during a very stressful period especially early in the pandemic.

The City started this incident in a healthy position. This was true for the City's financial position, the leadership climate in the City, and for the relationship between the City Manager and his directors and the City Council. These characteristics helped significantly in implementing rapid changes in governance protocols early in the timeline of the incident.

While there is never a perfect response, the City had laid the foundation for a positive outcome by investing in good government principles and team-building that sustained the functioning of the City during a very stressful period. While operations have stabilized at this time, the City should not let its guard down due to the virus remaining active in the nation and regional community.

## A LOOK TO THE FUTURE

People and organizations, including businesses within the Kirkland community, are looking forward to returning to an operational environment similar to that which existed in January 2020. It is unlikely that we will completely return to that point in time. This pandemic has most likely changed how we live, conduct business, and provide government services. The impact of COVID-19 is likely to have many other profound impacts on society moving into the future.

What will happen in the fall and winter of 2020-2021 is not clear. Experts are predicting that the season could be very challenging with the entire medical system—from pre-hospital to hospital and intensive care systems—being overwhelmed due not only to the coronavirus but the simultaneous onset of the flu season. There is a popular expectation that the development of a vaccine will allow for a return to normal. However, the production capacity for a vaccine and the distribution of the vaccine will be challenging. Current estimates are that the vaccine may not be widely available until the third or possibly the fourth quarter of 2021, although encouraging vaccine trial reports were made in mid-November. There is also an expectation that many people will be reluctant to get vaccinated even when it does become available.

These factors along with still unknown characteristics of the virus, such as whether it will mutate like the flu virus, make the future difficult to predict. It is also an indicator that the end of our days of fighting the impacts of the virus are not in sight.

The City of Kirkland has a strong foundation upon which to build its continued response to the coronavirus. The recommendations in this report and the measures outlined in the Improvement Plan are a good starting place building on the City's strengths to prepare for future challenges.

# Appendices

[Appendix 1: Improvement Plan](#)

[Appendix 2: Interviews](#)

[Appendix 3: Employee Survey](#)

[Appendix 4: Early Response – White Paper](#)

[Appendix 5: Sample City Manager Global Messages](#)

[Appendix 6: Public Information](#)

[Appendix 7: Acronyms and Terms](#)



## APPENDIX 1: IMPROVEMENT PLAN

Area of Improvement	Recommendation	Lead	Support	Start	End	Other (dependencies, resources, budget)
<p><b>Decision Making –</b> Decisions were sometimes made without clarity of the process or determination of urgency to allow consideration of stakeholder inclusion. Decisions were not always transparently communicated in part due to the press of time.</p>	<p>Clarify the crisis decision making process and identify a method of documenting decisions made during an incident.</p> <p>During disaster exercises, practice transition periods that move from crisis decision making to stabilized decision making.</p>	OEM	CMO, Department Leadership	Jan 2021	Ongoing	Becomes part of progressive disaster exercise program
<p><b>Calibrating the Return to Normalcy.</b> Rush to resume normal functioning while in stable but ongoing emergency state.</p>	Address emergency adaptations in onboarding and refresher trainings for Council, board, and commission members.	OEM	CMO	Jan 2021	Ongoing	
<p><b>Documentation –</b> Employees had difficulty keeping track of directives that were shared via email.</p>	Establish procedures to move new or updated directives into a centralized location accessible to employees and made known to them.	HR	CMO, Department Leadership	Jan 2021	Mar 2021	

Area of Improvement	Recommendation	Lead	Support	Start	End	Other (dependencies, resources, budget)
<b>Internal Communications</b> – Employees reported that information shared from top management was not always received by employees of all departments.	Develop Citywide protocols for transmitting policy decisions and vital information throughout all departments.	HR	CMO, City Attorney, Department Directors	Jan 2021	Mar 2021	
<b>Remote Work</b> – The telework policy did not account for large numbers of staff necessarily working remotely for long periods of time.	Explore options to set a standard evaluative process for determining when and how employees should be approved to work remotely for extended periods of time.  Evaluation should include resource requirements, City operational needs, and performance measures.	HR	Department Directors	Dec 2020	Mar 2021	Labor Unions
<b>Remote Work</b> – Employees working from home who used their personal phones to communicate with the public and colleagues expressed privacy concerns and experienced reduced productivity.	Explore technology solutions that allow employees to seamlessly use City phone numbers when working remotely, such as VOIP integrations for Skype or Microsoft Teams, or purchasing City-owned cell phones.	IT	Departments with primary responsibility for public customer service.	Dec 2020	Mar 2021	Funding of new/enhanced equipment

Area of Improvement	Recommendation	Lead	Support	Start	End	Other (dependencies, resources, budget)
<b>Remote Work</b> – Some employees surveyed reported productivity losses due to home office set-ups that were less effective than their City office set-up (e.g., one monitor/screen instead of two, inadequate desk chair).	Establish policies that address employee productivity issues as they relate to work flow and equipment (e.g., dual monitors, desk chairs) leveraged from City facilities to home offices during long-term emergencies when remote work is an operational consideration.	HR	IT	Dec 2020	Mar 2021	
<b>Public Information</b> – There were many inquiries for information from media and not enough personnel to meet all requests.	Identify individuals who can supplement tasks performed by the Communications Manager. Train and exercise them in all aspects including creation of media packets, working with media during interviews, and practicing the best way to deliver messages, including news conferences at key intervals to efficiently meet media interests.	OEM Asst City Manager	Communications Manager All Departments	Dec 2020	Apr 2021	
<b>Risk Management</b> – Risk management issues were addressed by the City Attorney, HR Director and Emergency Manager	Evaluate the City’s approach to risk management and identify opportunities for increased capability and internal assignment of responsible for this function, e.g. a professional risk manager.	HR	City Attorney, CMO	Dec 2020	Jun 2021	

Area of Improvement	Recommendation	Lead	Support	Start	End	Other (dependencies, resources, budget)
<p><b>Labor Unions</b> – With the onset of the coronavirus emergency, legitimate health and safety issues were raised by labor. Formal protocols with labor unions during disasters were not in place forcing management to divert attention away from other time critical issues in order to negotiate with labor unions.</p>	<p>Develop protocols between labor unions and City management that will be used during times of disaster to support timely bargaining needs.</p>	HR	City Attorney, labor unions	Jan 2021	Dec 2021	Labor Unions
<p><b>Employee Wellbeing</b> – Those who were tasked with key roles where others depended on their being at work felt they were needed every day and either could not or would not take days off, leading to decreased efficiency and burnout.</p>	<p>Develop policies that support key employees to take time off work, even during emergencies or disasters.</p> <p>This includes policies related to line of succession identification, delegation of authority, and training of identified succession staff to create capable depth in key positions.</p>	HR	All Departments	Jan 2021	Dec 2021	Labor Unions

Area of Improvement	Recommendation	Lead	Support	Start	End	Other (dependencies, resources, budget)
<b>Employee Wellbeing</b> – Key positions that fill essential functions should have redundancy. By identifying and training additional staff to perform key tasks, primary employees could better manage their own wellbeing and the City would know the essential function was performed.	Review positions identified in the COOP to determine which may benefit from additional depth in trained employees to perform key tasks. Provide an opportunity for employees to perform alternate key functions during exercises.	OEM	All Departments	Jan 2021	Sep 2021	Labor Unions
<b>Planning</b> – Some functions that were not identified as “essential” in the COOP were required during this pandemic.	Update COOP – Review essential functions Citywide, considering limited service or resources over extended time frames.	OEM	CMO, All Departments	Mar 2021	Sep 2021	

## APPENDIX 2: INTERVIEWS

### Protocol for Interviews with City Staff

#### Context Setting

1. When you heard that COVID-19 was active in your community, what were your initial concerns with regards to your department and how you conduct business?
2. How did your service delivery change in March?
3. Did State or County orders or decisions impact your ability to perform essential services?
4. How did you decide which employees would be eligible or directed to work from home?  
How did you decide which employees were essential?

#### Policy Direction and Operational Specifics

5. Beyond face masks, hand washing, and surface sanitation, what additional personal protective measures were required to ensure safety of your employees as they performed their work in a City facility?
6. What IT challenges did you or your staff face as normal work processes were modified?
7. Do you feel that communication from City leaders was timely and clear?
8. Were there any policy ambiguities or policy gaps?
9. What challenges, if any, did you have in communicating with your own staff?
10. Was the City website updated to reflect changes in service delivery to the community?

#### Concluding Thoughts

11. The City's Continuity of Operations Plan (COOP) identifies mission essential functions and mission essential staff positions. Has your opinion changed as to which functions and staff positions are essential?
12. How did disaster exercises conducted in the past help you and your staff respond to COVID-19?
13. How did COVID impact your ability to respond to non-COVID projects or calls for service?
14. Are there policies or projects that are being redesigned to help mitigate the spread of disease?
15. What do you think your department or City leaders did well during the first three months following the announcement of COVID in Kirkland?
16. What do you think your department or City leaders could have done better in the first three months following the announcement of COVID in Kirkland?

### Protocol for Interviews with Liaisons and Partners

1. What role did you play in the City of Kirkland's pandemic response?
2. How did you perform this role? Were you ever physically present in Kirkland City Hall or the EOC, or were all activities accomplished remotely?
3. What is your overall impression for how cities in King County responded to the pandemic and how did the City of Kirkland measure up as compared to other organizations with which you have familiarity?
4. Do you have any recommendations or suggestions about how the City of Kirkland might improve their future response to this pandemic or a future pandemic?
5. Did you receive timely information from City staff to support your response actions and decisions?

## List of Interviewees, by Title

### *City of Kirkland*

#### **City Attorney's Office**

- City Attorney

#### **City Council**

- Mayor

#### **City Manager's Office**

- City Manager
- Deputy City Manager
- Assistant City Manager
- Communications Program Manager

#### **Finance & Administration**

- Director
- Financial Operations Manager

#### **Fire**

- Chief
- Deputy Chief
- Emergency Medical Services (EMS)  
Captain

#### **Human Resources**

- Manager

#### **Information Technology**

- Deputy Director

#### **Municipal Court**

- Presiding Judge

#### **Parks & Community Services**

- Director

#### **Planning & Building**

- Director

#### **Police**

- Chief
- Deputy Chief

#### **Public Works**

- Interim Director

### *Liaisons and Partners*

#### **EvergreenHealth Medical Center**

- Emergency Manager/Safety Manager

#### **King County Office of Emergency Management**

- Zone 1 Coordinator

#### **Lake Washington Institute of Technology**

- President
- Public Information  
Officer/Communications Manager

#### **Lake Washington School District**

- Emergency Manager/Liaison to Kirkland  
EOC

#### **Public Health – Seattle & King County**

- Liaison to Kirkland EOC

## APPENDIX 3: EMPLOYEE SURVEY

### Survey Instrument

#### *City of Kirkland COVID-19 Response After Action Report (AAR)*

##### **Employee Survey (SurveyMonkey)**

The City of Kirkland has contracted BERK Consulting to produce an after-action report (AAR) on the City's response to the COVID-19 pandemic. This report:

- Is focused on **organizational impacts** of the pandemic on departments and the City's ability to maintain general **government operations and service provision**. This includes support for City employees as they continued to provide service to Kirkland residents and businesses.
- Is not focused on the City's response from an emergency management, field first response, or health/public health perspective.

The goal is to improve the City's response to future pandemics and other disasters.

As part of this report, we are seeking information from employees on their experiences between **March 1 and May 31, 2020**. All responses will be **confidential**.

1. Which City department do you work for?
  - City Attorney's Office
  - City Council
  - City Manager's Office
  - Finance & Administration
  - Fire
  - Human Resources
  - Information Technology
  - Municipal Court
  - Parks & Community Services
  - Planning & Building
  - Police
  - Public Works
2. Did you work from home at any point between March 1 and May 31?
  - Yes
  - No
3. (If Yes to Question 2): How was your productivity affected by working from home?
  - I was more productive
  - I was less productive
  - My productivity was about the same
  - Don't know/Not sure
4. (If Yes to Question 2): What had the greatest impact on your ability to successfully work from home? \_\_\_\_\_
5. (If Yes to Question 2): Which of the following items did you use while Remote Work? (check all that apply)
  - Personal desktop computer
  - Personal laptop
  - Personal phone
  - City-owned desktop computer
  - City-owned laptop



- o City-owned phone
- o Other: \_\_\_\_\_

6. How would you rate the City’s communication with you about decisions that impacted your role as an employee?

1 = I received no communication about decisions that impacted my role; 5 = I received extensive communication about decisions that impacted my role 1 2 3 4 5

7. Please check all that apply:

	<b>The City Manager</b>	<b>Your Department Director</b>	<b>Your Supervisor</b>
I <b>received</b> communication (e.g., emails, memos, phone calls) <b>from this person</b> about changes/impacts to my role due to the pandemic			
I <b>read/listened to</b> communication (e.g., emails, memos, phone/video calls) <b>from this person</b> about changes/impacts to my role due to the pandemic			

8. How would you rate the helpfulness of the communication you received from the following individuals about change/impacts to your role?

1 = Not helpful at all, 5 = very helpful

- o The City Manager: 1 2 3 4 5 N/A
- o Your Department Director: 1 2 3 4 5 N/A
- o Your Supervisor: 1 2 3 4 5 N/A

9. How would you rate the City’s pandemic response in the following areas, in terms of the impact on your ability to do your work?

<b>1 = worst possible response, 5 = best possible response</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Technology (e.g., access to video conferencing software, availability of laptops when Remote Work, etc.)					
Ability to communicate/coordinate with your team (your supervisor, peers, etc.)					
Pay and benefits (e.g., access to paid leave, flexibility in working schedule, etc.)					
Clarity of work expectations for you as an employee					

10. How would you rate the City government’s overall response to the pandemic?

(1 = worst possible response, 5 = best possible response) 1 2 3 4 5

11. Is there anything else you would like to share about the City’s response to COVID-19?

## Survey Results

Of the 640 employees who received the survey link, approximately one-third (215 employees) completed the survey. Exhibit 4 summarizes the count of survey responses by department.

**Exhibit 4. Count of Survey Responses, by Department**



Note: "Other" includes departments which had fewer than 10 survey respondents. These included the City Attorney's Office, City Council, City Manager's Office, Human Resources, and the Municipal Court.

Sources: City of Kirkland, 2020; BERK, 2020.

## Summary of Results

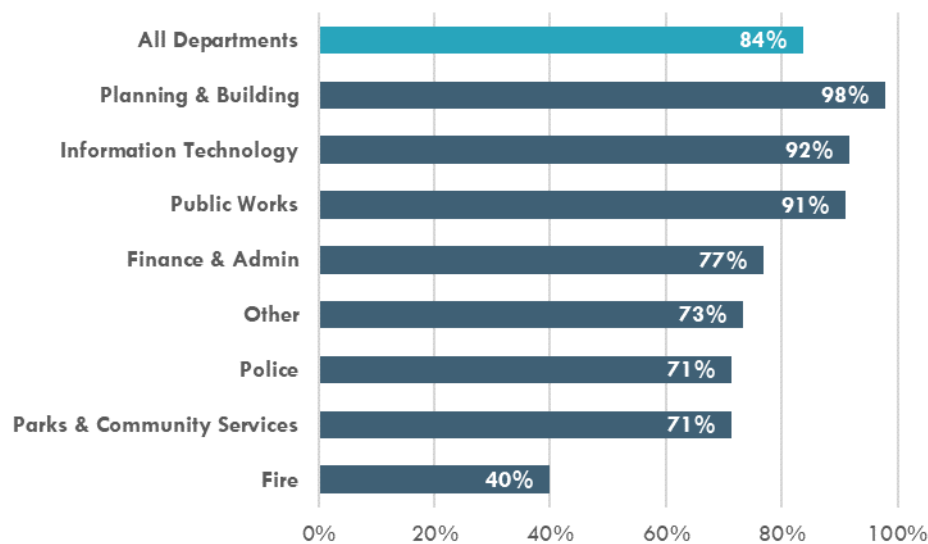
Below is a categorized summary of the results of the employee survey:

- Remote work:** Most survey respondents (84%) worked remotely at some point from March 1 - May 31 and, of these, 86% reported that their productivity had been either unaffected or improved by remote work.
- Technology:** Overall, respondents reported positive experiences with using City-owned laptops while working remotely. Many respondents (49%) reported using personal cell phones for remote work, with some expressing privacy and productivity concerns about using personal devices.
- Communication and collaboration:** Respondents reported high levels of engagement with City communications about the pandemic response and, overall, rated communications from their direct supervisors as highly helpful. Identified areas of improvement included: 1) providing a centralized location with all policies and decisions in a written format, and 2) establishing common expectations for information dissemination across departments.
- Health, wellness, and benefits:** The City's response with regards to pay and benefits was rated very highly by respondents. Some respondents expressed concern that City Hall had not closed quickly enough and that there was stated and unstated pressure to work in the office during the pandemic. Some respondents also expressed a desire for more direct acknowledgment of the mental health impacts of the pandemic.

### Remote Work

Of the 215 employees who completed the survey, a majority (84%) indicated that they had worked from home or from a remote location at some point between March 1 and May 31. The percentage of employees who reported working from home varied by department and, unsurprisingly, was related to the department’s function and service delivery model. Among survey respondents in the Fire Department, just 40% indicated they had worked remotely at some point between March and May, while 98% of survey respondents in Planning & Building indicated they had worked remotely at some point (Exhibit 5).

**Exhibit 5. Percentage of Survey Respondents who Reported Remote Work, March-May 2020**



Note: “Other” includes departments which had fewer than 10 survey respondents. These included the City Attorney’s Office, City Council, City Manager’s Office, Human Resources, and the Municipal Court.

Sources: City of Kirkland, 2020; BERK, 2020.

### Productivity

A majority (86%) of respondents who had worked remotely at any point reported that their productivity was either unaffected (45%) or improved (41%) by working remotely (Exhibit 6). Self-reported impacts to productivity varied by department type (Exhibit 7).

Among employees who work in departments that are primarily field based (Fire, Police), 29% reported that they were less productive when working remotely during the initial pandemic period. This finding is intuitive, as these departments are designed around employees interacting face-to-face with members of the public or supporting those who do. Several employees in these departments reported challenges with accessing key databases and computer applications needed for their jobs from a remote location.<sup>9</sup> Still, about 29% of employees in these departments reported increased productivity when working remotely. At least one employee cited

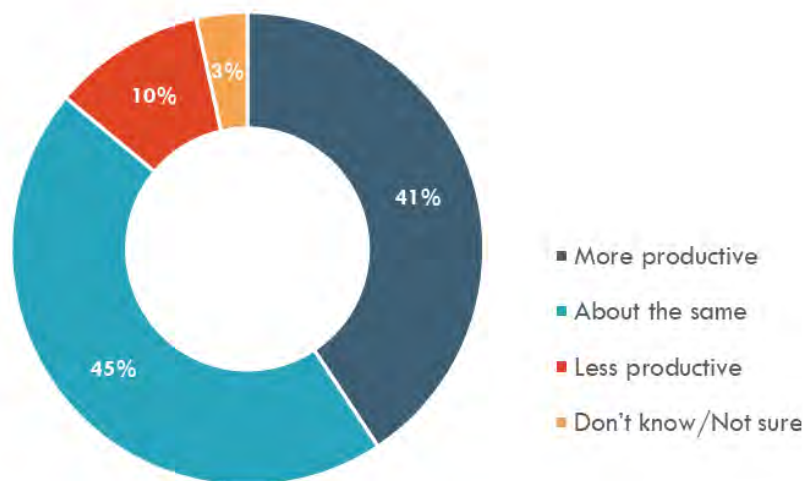
<sup>9</sup> It should be noted that this question was only of asked of employees that worked remotely at some point, so the responses do not include patrol officers and firefighters or essential personnel who remained in the field or at City Hall throughout the study time period.

the opportunity to complete more paperwork as a positive productivity impact in the short-term.

For employees who work in departments that are primarily office-based, a large majority (89%) reported that their productivity was either unaffected or improved by working remotely. Interestingly, about two-thirds of employees in these departments reported no impacts to their productivity, possibly because their workflow was primarily computer-based to begin with, and thus similar in a remote environment. Multiple employees cited lack of distractions and interruptions at home compared to in the office and supportive supervisors and managers as positive impacts on their productivity.

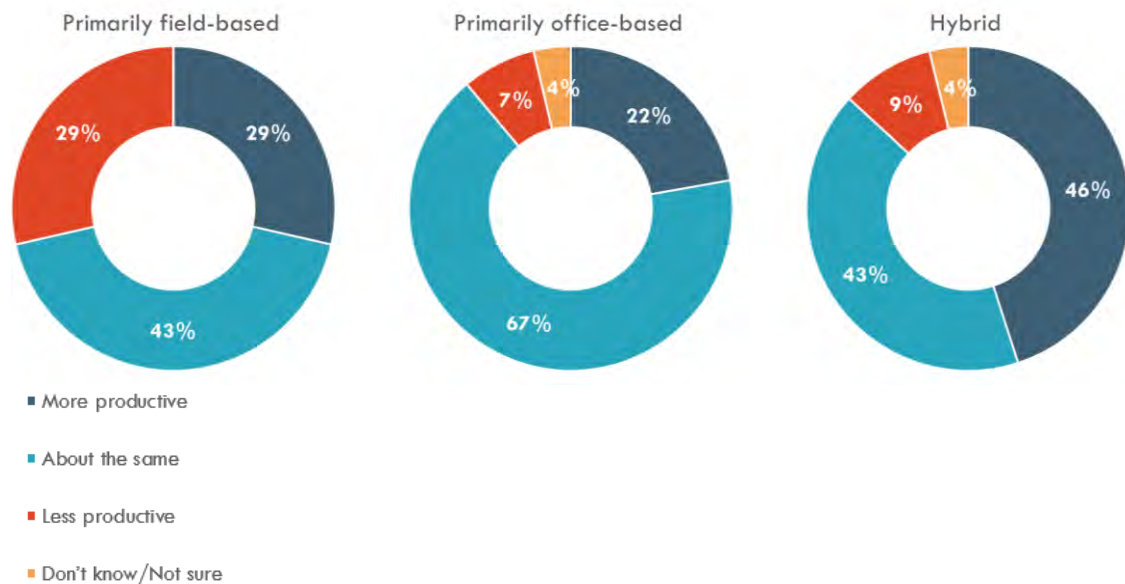
For employees in departments that conduct a significant amount of work both in the office and in the field (here called “hybrid” departments), the majority (88%) reported that their productivity was unaffected or improved by working remotely. A significant minority (46%) reported improved productivity. At least one employee reported that temporarily halting public walk-ins improved their productivity by limiting interruptions to workflow. Other potential causes include modified workflows that reduced travel times (such as video, rather than in-person, building inspections) or eliminated some programs temporarily (such as suspending summer parks programming). While some of these modifications could potentially be continued in the future (such as remote inspections), others (like canceling programming) are obviously not long-term strategies.

**Exhibit 6. Self-reported Effects of Working Remotely on Productivity**



Sources: City of Kirkland, 2020; BERK, 2020.

**Exhibit 7. Self-reported Effects of Working Remotely on Productivity, by Department Type**



Note: Departments included in “primarily field-based” include departments where the majority of employees work from a non-office location a majority of the time (Fire, Police). “Primarily office-based” includes departments where the majority of employees work from an office the majority of the time and/or have limited face-to-face interaction with the public (City Attorney’s Office, City Council, City Manager’s Office, Finance & Administration, Human Resources, Information Technology). “Hybrid” includes departments that have a mix of field-based and office-based employees or have a significant number of employees that have sustained face-to-face interaction with the public (Municipal Court, Parks & Community Services, Planning & Building, Public Works).

Sources: City of Kirkland, 2020; BERK, 2020.

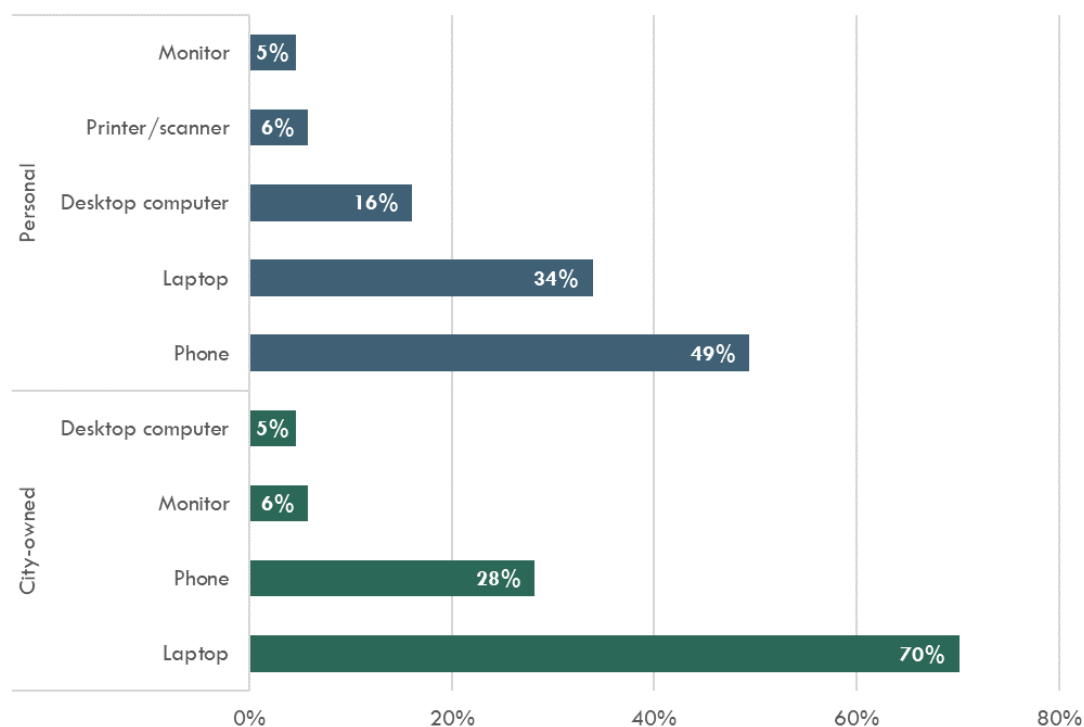
Technology, including both software and hardware, was a make-or-break productivity issue for many employees. Employees who had strong internet service, reliable access to the City’s remote desktop connection or VPN, and a hardware setup that approximated their in-office set-up reported positive effects on productivity. Several employees noted that having a City-issued laptop allowed them to easily connect to the remote desktop, with positive impacts on their productivity.

However, a number of employees had challenges with unreliable internet speeds, connectivity or access issues with the City VPN and remote desktop, lack of access to necessary City or Department computer applications, and reduced productivity due to using a laptop or single monitor screen (as opposed to the dual monitor set-up available in the office).

*Technology*

Among employees who worked remotely at any point, a majority (70%) used a City-owned laptop. A significant number reported using a personal phone (49%) or a personal computer (46%) for work at some point while working remotely (Exhibit 8).

**Exhibit 8. Percentage of Employees Who Reported Using Categories of Hardware, March-May 2020**



Sources: City of Kirkland, 2020; BERK, 2020.

As noted in the Productivity section, several employees reported that using City-issued hardware, including laptops and monitors, contributed positively to their productivity while working from home. This was due to the ease of connecting to the remote desktop on City laptops and the increased screen space available when using a monitor or dual monitors (as opposed to a laptop screen).

A high percentage of employees reported using a personal phone for work (49%). Several survey respondents and interviewees expressed challenges related to answering public-facing phone numbers remotely. Not having a system to answer calls and make calls using a number other than the employee’s personal phone number raised privacy concerns, highlighting the potential need for a computer-based phone system.

Among four identified City response areas (technology, communications, pay and benefits, clarity of expectations), respondents rated the City’s technology response the lowest of the four, on average. However, the rating was still relatively strong—the average technology response score was 4.1 out of 5 (Exhibit 10).

Areas of improvement identified by staff included:

- The need for a **phone system** that allows employees to make and receive calls from City phone numbers **without having to use their personal phones**. Multiple employees cited challenges with the phone forwarding system and concerns about using their personal phone number to contact members of the public.
- The need for a **Citywide communications platform** that provides **reliable information**

about **staff availability**. While staff appreciated the rollout of Skype and Zoom as communication tools, several employees expressed that Skype did not consistently provide accurate information about colleagues’ availability for a phone call or chat in real time, and that many employees did not have Skype set up at the beginning of the pandemic, both of which limited its usefulness.

### Communication and Collaboration

Staff reported a high level of engagement with the communications from City and department leaders about the impacts of the pandemic on their role. The highest levels of engagement were reported with the City Manager’s direct communications—86% of respondents reported reading or listening to communications from the City Manager. The lowest levels of engagement (though still high overall) were reported with department directors’ communications—78% of respondents read or listened to communications from their department director (Exhibit 9).

While communication from City leaders received high marks generally, City staff rated the communications from their direct supervisors the most helpful. While still receiving overall high marks, department directors’ communications were rated the lowest between the City Manager, department directors, and direct supervisors (Exhibit 9).

This echoes some concerns raised in interviews about inconsistent communication from department directors to line employees across departments. When cross-tabulating results from director interviews with the employee survey, we found that department directors who reported increasing the frequency of department-wide meetings, sending frequent (even daily) email updates to staff, and making themselves personally available to staff for conversations and questions were rated above-average by their department employees in terms of the helpfulness of their communications.

#### Exhibit 9. Assessment of Communications from Supervisors, Directors, and the City Manager

Role	Received communication from this individual	Average helpfulness rating (out of 5)
The City Manager	81%	4.12
Your Department Director	77%	4.00
Your Supervisor	81%	4.25

Note: “Received communication” refers to the employee having “received communication (e.g., emails, memos, phone calls) from this person about changes/impacts to [their] role due to the pandemic.” The helpfulness rating is the employee’s assessment of “the helpfulness of the communication [they] received from the following individuals about change/impacts to [their] role.”

Sources: City of Kirkland, 2020; BERK, 2020.

Nearly half of respondents (46%) gave the City’s facilitation of their ability to coordinate and communicate with their direct team the maximum possible rating (5 out of 5). The average rating for this response area was 4.3 (Exhibit 10).

Areas of improvement identified by staff included:

- The need for a **centralized location** where all **communications** from City leaders and managers were stored in a **written format** and **consistently updated** as policies and directives changed. Several employees stated that keeping track of policy changes and the frequent emails from City and department leaders was a challenge.
- The need for a **common understanding** of how leadership decisions would be **communicated to staff** among **department directors**. Several employees stated that they received excellent communication from their own department director but heard from colleagues in other departments that received very little communication from their director. Other employees reported receiving less information or different information from their director than employees in other departments.

### *Employee Health, Wellness, Pay, and Benefits*

While none of the survey questions explicitly referenced physical and mental health, a number of employees provided comments and feedback related to these issues. Areas of concern identified by staff included:

- **Employee physical health.** Several employees felt that City Hall was not closed quickly enough at the start of the pandemic, potentially putting employees at risk of contracting COVID-19. Some employees also cited (stated and unstated) pressure from managers to work in the office even when work from home was allowed.
- **Employee mental, emotional, and social health.** Several employees expressed the desire for leadership, directors, and managers to more directly acknowledge the mental and emotional stresses of the pandemic as the situation stretched into multiple months. Additionally, some employees expressed a desire for opportunities to connect with their colleagues outside of scheduled meetings, approximating interactions that might occur at the water cooler or in the kitchen when working in the office.

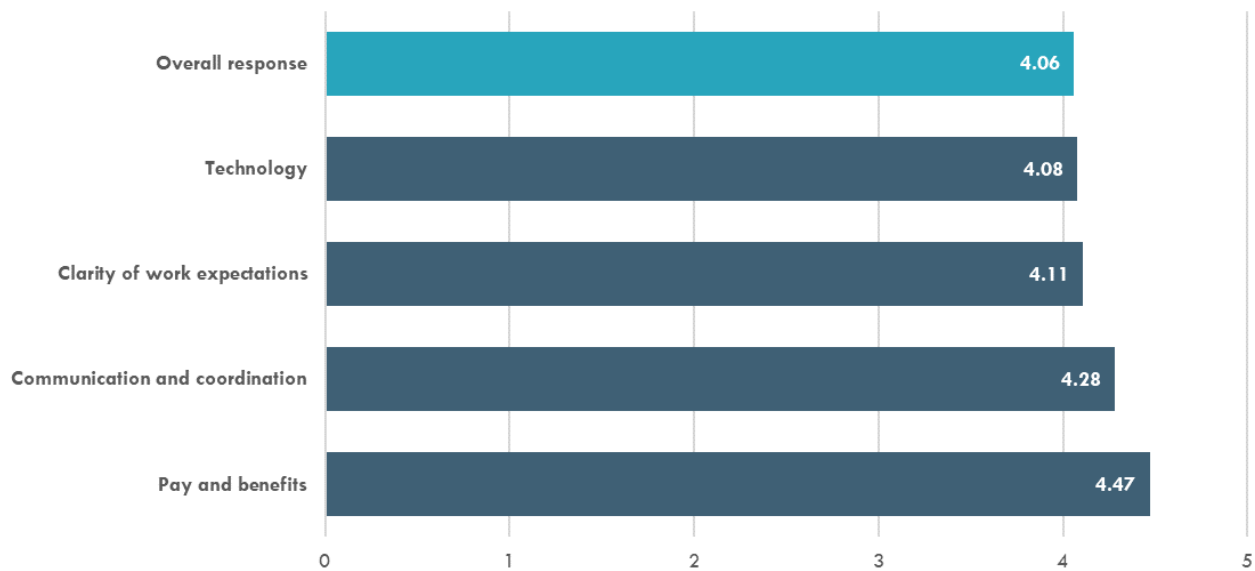
On average, employees gave high marks to the City's actions on pay and benefits during the pandemic—the City's response in this area received the highest average rating of four response areas (Exhibit 10). In the interviews, directors and managers confirmed that employees generally had positive reactions to the City's introduction of pandemic leave and its use of administrative leave for public safety employees that are exposed to COVID-19.

### *Overall Response*

Overall, employees gave the City's response to the pandemic high marks (Exhibit 10). Survey respondents appreciated the City's efforts to respond to an unprecedented situation. Specific positive response elements they highlighted included the City's work to avoid furloughs and lay-offs, the provision of pandemic leave, the flexibility given to accommodate employees with caregiving responsibilities, the quick pivot and sustained support of the IT team, and regular communications from the City Manager and DAG.



**Exhibit 10. Average Employee Ratings of City’s Response, by Response Category (out of 5)**



Note: “Technology” was defined as “Technology (e.g., access to video conferencing software, availability of laptops when Remote Work, etc.)” “Clarity of work expectations” was defined as “Clarity of work expectations for you as an employee.” “Communication and coordination” was defined as “Ability to communicate/coordinate with your team (your supervisor, peers, etc.)” “Pay and benefits” was defined as “Pay and benefits (e.g., access to paid leave, flexibility in working schedule, etc.)”

Sources: City of Kirkland, 2020; BERK, 2020.

One area of concern that was raised by employees was:

- **Uncertainty.** Several employees expressed a desire for longer-term guidance about remote work status. For example, rather than setting potential return-to-the-office dates one to two months out<sup>10</sup> and then revising them, employees expressed a desire for a decision that would set a date several months in the future as a “work remotely until at least \_\_\_\_” point. Employees expressed that such a statement would better allow them to make decisions regarding caregiving for children and older relatives, as well as decisions around purchasing home office items, such as desk chairs and monitors.

**Conclusion**

Employees rated the City’s pandemic response highly overall, with the City’s response on pay and benefits, coordination between team members, and IT support receiving particularly high praise. Specific areas for improvement identified include a remote work-friendly phone system, a centralized repository for written City communications, common procedures for disseminating information within departments, and greater recognition of employee physical and mental health concerns.

<sup>10</sup> At the time of this report’s writing, city leadership has informed staff that there will be changes to schedules with less than 30 days’ notice.

## APPENDIX 4: EARLY RESPONSE – WHITE PAPER

### Kirkland COVID-19 Response as of March 17, 2020

The following is a list of topics and items that the City of Kirkland (“City”) has had to consider or address in response to the COVID-19 outbreak starting February 29, 2020. This response is dynamic, complex, and ever changing. We do not represent that this list is complete or that it or the practices it describes will not change. Our response has been based significantly on health care protocols and directives that have themselves changed and evolved in response to the outbreak. This outline is not intended to offer legal or medical advice, and we would refer you to those professionals with any questions you have. For its part, the City has been following direction from relevant health care authorities, including the Seattle-King County Health Department, Washington Department of Health and the federal Center for Disease Control.

Starting February 27<sup>th</sup>, the Kirkland Fire department identified a trend of increased responses to Life Care Center of Kirkland, a long-term skilled nursing facility, for a flu-like illness. This concern was reported to the local public health.

The Emergency Manager met with the City Manager the afternoon of February 28<sup>th</sup> to discuss establishing a taskforce to plan for COVID-19 in the community. The first taskforce meeting was planned for March 3<sup>rd</sup>.

February 28<sup>th</sup> at 2227 Kirkland Fire and Emergency Management were simultaneously notified of the death of a COVID-19 positive patient at the local hospital, EvergreenHealth. The EOC was opened at 0200 on February 29<sup>th</sup> to serve as the Command Post for the City’s response to COVID-19. The Fire & Police Chief established a Unified Command for the Operations section

The bullet points are provided as topics of consideration. When a bullet starts with “Kirkland” this is specific to actions or decisions the City made.

For specific questions or more information please email your request to [EOC@kirkandwa.gov](mailto:EOC@kirkandwa.gov) and staff will route or identify answer as able.

### Policy Topics

- Definitions: for quarantine/isolation/exposure/”prolonged” contact
  - Needs to be coordinated with local health official
  - Kirkland – followed Public Health - Seattle & King County definitions
- Transport criteria (fever degree, cough, shortness of breath)
  - Needs to be coordinated with local health official, local hospital, and EMS oversight
  - Kirkland – Criteria was established by Public Health Seattle & King County and implemented by local dispatch center
- Return to work protocol
  - For quarantine due to exposure, symptomatic with negative COVID-19 test, symptomatic with positive COVID-19 test
  - For a variety of staff

- Healthcare providers
- First Responders
- Government roles not linked to patient care
- General businesses
- Coordinate with medical professionals or follow CDC or other official source for guidance
- Kirkland – worked with Public Health - Seattle & King County for direction
- Information management and security protocol (i.e., HIPPA)
  - Additional staff will be needed to manage large scale tracking of quarantine and isolation – train surge staff in HIPPA as required before it is needed.
- Housing for quarantine/isolation
  - Quarantine
    - Separate areas but can be in same space if social distancing 6 feet
    - Can have common area for meal prep and socializing with social distancing
    - Kirkland – used stand-alone building that had empty office space and break room converted into bedrooms and kitchen, also had shower.
    - Kirkland – had to obtain beds, furniture, fridge, bedding, basic cooking/food prep items, kitchen supplies (dishes, pans, etc.), laptops and monitors for rooms, TV, staples (seasonings, towels, soap, etc.), and exercise equipment
  - Isolation
    - Separate areas all the time, should not be interacting
    - Need schedule for meal prep with time between use for cleaning and airing out
    - Kirkland – used fire station, symptomatic staff were already there, so site was “dirty” and contained all the necessary items
    - Kirkland – still had to support individual needs (meal requirements, hygiene needs, etc.)
  - Need to coordinate facility use with jurisdictions outside of Kirkland
    - Law Enforcement, Fire/EMS, legal, City leaders
    - They may or may not want the site in their jurisdiction
      - Could add call volume or risk to staff or concerns from neighbors to the site
      - But possibility that the other jurisdiction might also be able to use
    - Need to plan for medical or fire response in a COVID-19 positive facility or quarantine or isolation site.

- Coordination with partners about who reports what
  - Consider reporting of exposures, positive cases, deaths, facilities with positive cases
    - Encourage finding ways to limit the “numbers game” as it gets complicated fast, may not be accurate at any given moment, and leaves room for the perception that something is being hidden
  - Kirkland - Reported confirmed cases, deaths, and facilities (number only not names) as provided by Public Health Seattle & King County
- Establish a process for end of life situations
  - Including who conducts death report
    - Depends on local laws
    - If law enforcement does the report, it could add to exposures
    - Kirkland – Police in full PPE for death investigations in known COVID 19 facility and use of PPE if suspected COVID 19 situations
    - Consider reducing the number of Officers who enter the hot zone for the death investigation to conserve PPE
  - Post-mortem testing
    - Determine who obtains a sample and how test is processed
      - Post-mortem may require sample tissue sent to CDC
      - Not a Kirkland responsibility
  - Engage in conversation with coroner or medical examiner in advance
  - Prepare a mass fatality plan, as numbers can add up quickly
- Identification of facilities/locations with COVID-19 at risk populations –
  - Map all risk locations
    - Skilled/long-term nursing facilities
    - Shelters
    - Group homes
    - Specialty centers – Psychiatric centers, dialysis centers, etc.,
  - Demographics – number of residents/clients, type of needs/limits
  - Communications considerations
    - Language(s) spoken
    - Method of information intake (social media vs print vs television vs face to face)
  - Kirkland – City GIS team used open source data to identify facilities in Kirkland to monitor for public health reports or increased call trends

- Continuity of operations plans that include health incident strategies
  - Identify essential services and key staff to sustain services
  - Ability to support a “virtual city hall” to provide essential services to community as best as possible in changing environment
  - Plans to implement NPI – Social distancing, hand washing, no handshaking, limiting transfer of papers/money by hand, cleaning practices.
  - Consider all sites not just City Hall (police department lobby, jail, courts, libraries, after school programs, parks, outdoor restrooms, etc.)
  - Kirkland – had a robust COOP/COG plan, added “health incident” appendix February 4th. This appendix was provided to departments on Feb 11<sup>th</sup>, with instructions to initiate planning for how to implement hygiene and social distancing strategies in their daily operations, just in case
- Work with health officials to clarify/determine who will be tested for what and when
  - Symptomatic, asymptomatic, exposed, close contact, in general, etc.
  - Clarify where, when, and how testing will occur
  - Establish a process for reporting test results
- Ride-along Status
  - Media wants to ride with responders
  - Kirkland – all ride-along opportunities were suspended for Fire and Police
- Jail programs
  - All programs were suspended
  - Increased screening prior to allowing entrance into the facility
  - Inmates medically screened every day instead of just at intake
- Photo policy
  - Media requested to photograph personnel in quarantine and isolation
  - Kirkland – denied all media requests for photos of personnel at sites, maintained existing department photography policies for personnel
- Labor unions should be engaged early – pre-incident if possible
  - Review collective bargaining agreements to understand overtime, leave time, donation of leave policies, alternative work schedules, tasks and potential impacts
  - Not just for first responders but all represented staff
- Confirm or determine with Labor and Industries what classification time spent in quarantine or isolation.

- “Pandemic leave,” sick leave, administrative leave, shared leave banks, L&I claims, etc.
- Equipment sharing
  - Have loan policies and procedures established
  - This could be first response equipment, response units, stations
  - Could be between departments or with external partners
- Confirm telecommute policies are established
  - Verify technology and training is in place to support actions
  - Work from home agreements
  - Understand what activities can and cannot be done virtual – example Concealed Pistol Licenses “shall” be processed in 30 days. Applications can be processed electronically but all persons still must be fingerprinted.
  - Kirkland – COOP plan established telework capability and policy, implemented based on City Manager direction in connection with manager for special situations

## Responder/Healthcare Workers

- Identify a method for staffing to maintain response capability during absenteeism
  - Consider overtime, mutual aid, call back, regional/state resources
  - Monitor for fatigue, burnout, decline in general health of those on overtime
  - Kirkland – was able to sustain service level through minimum staffing filled by Kirkland Firefighters on overtime.
- Wear appropriate PPE on COVID-19 possible response calls (mask, gloves, gowns, goggles for all), and include for all potential personnel involved (including Chaplain and law enforcement)
- Screen all non-emergency 9-1-1 calls and indicate on dispatch calls what type of PPE is required based on nature of call
- Modify information/records management to document PPE needed and worn on calls
- Determine method to track first responders, healthcare workers (nurses, aids, therapists) that may respond to or travel and work at multiple facilities
- Use compression only or alternative devices for CPR in high risk or COVID suspected situations
  - In coordination with local health officials/EMS oversight
- Limit exposure
  - Limit the number of responders who enter a location
  - Kirkland - Recommend patient come outside rather than responders enter – if able – this

includes at care facilities

- Kirkland – If not an immediate life-threatening situation (CPR call) have one responder use full PPE and make patient contact to triage the situation, then advise rest of crew of recommended PPE level
- Fit-test N95 masks before needed
  - Include Law Enforcement, the Jail, Chaplin, and others field responders
- Change HEPA filters on respiratory therapy equipment
  - Kirkland – switched to HEPA filter on bag valve mask
- Add donning/doffing PPE details to safety guidance
  - Particularly if non-first responders begin using gloves as proactive measure when handling cash or documents (permits, license, passports, etc.)
  - Kirkland – provided non-medical grade disposable gloves (food handling gloves) to front counter staff who accept payments or documents from public. EMS Captain provided donning and doffing training.
  - Kirkland – provided surgical masks to the Jail to be worn by symptomatic inmates.
- Establish a recall process for first responders off site who need to comply with exposure actions
  - Consider staff that live out of area or may be on vacation
  - Specific requirements by the local health official may need to be met
    - To fly or not to fly
    - Rental vehicle requirements for decontamination
      - Leather, large space, air conditioning
      - Rental agency understanding and acceptance of use

## Communications

- Communicate information, changes, updates in the following order
  - Impacted population first (first responders, COVID site)
  - Family of impacted population
  - Community of impact (could be jurisdiction or agency staff, or local community)
  - Public and media in general
- Establish roles of Incident/Lead PIO and Jurisdiction Communications Manager
  - Lead PIO speaks to incident information
  - Jurisdiction works with elected leaders, City voice

- Kirkland – Lead PIO was Public Health – Seattle & King County, City PIO was City Communications Manager
- Consistent daily communications
  - With individuals in quarantine or isolation
    - Kirkland - Used auto-dialer script for patient outreach
    - Kirkland - Headsets on phones expedited process (type while talk)
  - Leadership needs to speak - particularly to impacted responders and jurisdictional community and organizations
    - Need guidance on crisis vs outrage communications
    - Need to stay in lane, defer to those with expertise while keeping public generally up to date
    - Kirkland – coordinated through the Joint Information Center (JIC)
  - Used a technology resource to expedite connection with patients being monitored in quarantine/isolation
    - Kirkland - Modified the ArcGIS system the city uses as it provides secured communications. Significantly streamlined patient outreach.
- Identify a single source for technical/health information (public health website)
  - Kirkland – Linked all City sites to Public Health – Seattle & King County

## EOC/Command Staffing

- Establish specialized teams to manage areas of operations
  - Kirkland- established
  - Medical monitoring group - tracked symptoms and status of first responders in quarantine and isolation
  - Health services group - partnered with local health department to coordinate and track surveillance of situation, EMS protocols, and standards of care
- Identify specialized training and succession planning for specialized teams – this is a marathon not a sprint
- EOC staff should be familiar with responder procedures and policies to facilitate support
  - Kirkland – each EOC section chief briefed staff on basics of incident, responder practices, and long-term vision.
- Start staff planning early – need consistent mechanism to elicit availability and schedule staff – account for absenteeism (sick, sick family, school closures, fear)
  - Kirkland – leveraged human resources to work with Directors to obtain availability and staff positions



- Kirkland – had been training and exercising approximately 120 employees to work in the EOC over the past 2 years, this allowed for adequate sustained staffing

## Resources/Supplies

- Identify/stock up on key resources early
  - PPE – multiple levels, cleaning/sanitizer for facilities/units, hand wipes or Purell for all staff
  - Inventory now consider contracting or procuring if you can find items
    - Report price gouging to appropriate legal point
  - Kirkland – February 29th contacted all supplies (after hours) to procure items, including picking up and loading from warehouse that night. Got in que for reorders
- Consider assigning/adding designated transport vehicle for COVID-19 patients to minimize exposures and the need for decontamination of multiple units
  - Includes establishing decontamination procedures
  - Leverage or obtain equipment to assist in rapid decontamination
  - Kirkland – Staffed additional aid car designated for COVID-19
  - Kirkland – Obtained electrostatic decontamination sprayers to facilitate limited out of service time between high risk responses for use by fire, police and jail vehicles
- Identify designated spaces for confidential conversations and secure information storage
  - This may be beyond normal EOC storage – need to comply with HIPPA
  - Kirkland – converted Radio room and Call Center into HIPPA compliant rooms
- More people working 24/7 means more janitorial/waste management needs
  - This includes EOC, fire stations, police department, jail, quarantine and isolation sites
  - Kirkland - Amount, frequency, and type of cleaning had to be increased
- Meals for variety of locations needed consideration
  - Catering (limit potential for exposure, need for box lunches vs. buffet)
  - Quarantine and Isolation sites – specific needs/orders for food
  - Dietary considerations
    - Keto, gluten free, vegan, diabetic, etc.
- Donations
  - Decide early if and what will be accepted and how it will be managed
  - Financial, supplies, food, etc., - if they can give it they will offer!
  - Kirkland – Referred financial donations to local charities supporting COVID 19 (Hospital,

fire, police)

- Kirkland – Did not accept food unless provided by actual restaurant and then had them deliver to fire and police stations for on duty crews
- Kirkland – Used social media to inform and direct people on appropriate actions
- Research and identify list of vendors for unique/uncommon items for COVID-19
  - Not all vendors will rent/loan for COVID-19 needs
  - Supplies, housing, cleaning contractors, food service, etc.
- Have IT readily available for support
  - In EOC
  - To build capability on the fly
- Stock thermometers, personal hygiene kits, materials to maintain privacy
- Consider loaner laptops for quarantine and isolation sites
  - Including larger monitors for isolation when they are spending most of the time in own space
  - Kirkland- IT repurposed surplus units for sites to provide each person with resources

## Reporting

- Early and thorough documentation
  - Consider setting specific “run code” for COVID-19 that is consistent from dispatch to end of call
  - Document PPE used on all calls consistently
- SurveyMonkey may have HIPAA-compliant option to assist with tracking

## APPENDIX 5: SAMPLE CITY MANAGER GLOBAL MESSAGES

### Email #1 – COVID-19 Initial Email

**From:** Kurt Triplett <KTriplett@kirklandwa.gov> on behalf of Kurt Triplett  
**Sent on:** Saturday, February 29, 2020 7:09:33 AM  
**To:** All <All@kirklandwa.gov>  
**Subject:** COVID 19 Corona Virus - Practical preparations  
**Urgent:** High

Dear Kirkland Employees – As most of you know, earlier this week, the federal Centers for Disease Control (CDC) placed the nation on alert that we should prepare for the potential spread of the COVID 19 Coronavirus in the United States. Since that time, Fire Chief Joe Sanford, Emergency Manager Heather Kelly and I have been in close communication on what additional actions the City of Kirkland should take. Our protocols are to follow the guidance of the State Department of Health and the King County Department of Public Health for action steps. Heather Kelly has spent the last few days in trainings and discussions about how to prepare the Kirkland organization for the spread of the virus.

COVID-19 is an active situation that is changing daily. The City OEM is proactively monitoring public health information for any potential implications for staff and the local community. In the meantime, here are steps staff can take proactively.

Prevention of the spread of any virus is key to minimizing personal and professional impacts. Some actions you can take now to help reduce the risk of infection include:

- 1) If sick (fever/cough) STAY HOME.
- 2) Cover your sneeze or cough with a tissue or your arm.
- 3) Wash your hands or use alcohol-based sanitizer often throughout the day.
- 4) Get in the habit of NOT touching your face so often.
- 5) Clean your work area at least once, ideally twice a day. Don't forget phones, keyboards, and door handles.
- 6) Forgo the handshake for a wave or "elbow bump".
- 7) Eat healthy, stay hydrated, and get plenty of rest.

To prepared for a pandemic at home staff should consider:

- 1) Having plans to care for family members when schools, daycares, or senior centers are closed. It is encouraged to have a plan and a backup plan.
- 2) Having enough non-perishable food at home so trips to the grocery store can be limited or avoided for at least 3 – 4 weeks.
- 3) Cleaning your living area more often, including wiping down small electronics, door handles, and other items commonly touched by many people.

To prepare for a pandemic at work staff should:

- 1) Communicate with their manager about their specific situation related to caring for family members, Remote Work, or altered work schedules.
- 2) Engage in cross training or document your work processes so others could fill in if needed.
- 3) Consider phone calls over face to face conversations.
- 4) Make sure work files are on a shared access location so others can access them if you are

gone.

For accurate official information and guidance related to the status of COVID-19 it is recommended to look to the CDC and Public Health Seattle-King County websites.

[CDC's 2019 Novel Coronavirus website](#)

[Public Health Seattle-King County Novel Coronavirus website](#)

OEM and the City Manager's office will start providing periodic updates and action steps related to COVID 19 next week. A task force of Directors working with OEM will develop specific recommendations and actions based on our current Continuity of Government and Continuity of Operations (COG and COOP) plans.

If you have any questions, please don't "Reply All" but send them to me and Heather Kelly.

In the meantime, take practical steps to help yourself and your family stay healthy.

Kurt

NOTICE: This e-mail account is part of the public domain. Any correspondence and attachments, including personal information, sent to and from the City of Kirkland are subject to the Washington State Public Records Act, Chapter 42.56 RCW, and may be subject to disclosure to a third party requestor, regardless of any claim of confidentiality or privilege asserted by an external party.

## Email #2 Stay Home, Stay Safe

**From:** Kurt Triplett <KTriplett@kirklandwa.gov> on behalf of Kurt Triplett

**Sent on:** Tuesday, March 24, 2020 6:25:33 AM

**To:** All <All@kirklandwa.gov>

**Subject:** Governor "Stay Home, Stay Healthy" order

**Attachments:** FINAL-WA-Essential-Critical-Infrastructure.pdf (175.58 KB)

Dear Kirkland Employees - Tonight, Gov. Jay Inslee signed a statewide proclamation for a two week **STAY-AT-HOME** order in Washington State, similar to orders you have seen in states like California, and New York also combatting this virus. Here is a link to the Governor's announcement:

<https://www.governor.wa.gov/news-media/inslee-announces-stay-home-stay-healthy%C2%A0order>

Below is a summary provided by the Governor's office: **(Please look to the bottom of the email for information on how Kirkland employees should respond tomorrow.)**

- *The order requires every Washingtonian to stay at home unless they are pursuing an essential activity, like shopping for groceries, going to a doctor's appointment, or going to work at an essential business.*
- *The order bans ALL gatherings of people for social, spiritual and recreational purposes. This applies to BOTH private and public gatherings. This applies to every type of gathering, including some of the most deeply meaningful gatherings in our communities, like weddings and funerals. These celebrations of life, these important moments to gather with loved ones, must be postponed.*
- *The order will close all businesses except essential businesses.*
- **The definition of essential critical infrastructure sectors and workers is attached to this email as a pdf. Directors will be evaluating this document for its impact on Kirkland tomorrow at 9AM.**
- **The order on gatherings and going out will take effect immediately.**
- **Closings on businesses will happen 48 hours after signing the order.**
- This is not strictly a "shelter in place." The order still allows residents to go outside using social distancing, and to visit the grocery stores and other essential businesses that remain open.
- Life will go on, but with this in mind: **Stay Home, Stay Healthy.**
- This order builds upon the early and unprecedented steps we took to protect

Washingtonians, including the closure of schools, restaurants, entertainment venues and other businesses where people congregate. We have been thoughtful and deliberate in making these tough choices.

- The governor has been very clear on the need for Washingtonians to stay home, and while most Washingtonians are doing their part, some are still not grasping the seriousness of this pandemic.
- People will need to stay home unless absolutely necessary. This means we will be banning all gatherings.
- We need to close non-essential businesses with in-office personnel functions and other public places, with the intention to reduce social interactions where this highly contagious virus can spread.
- We know many businesses can continue to operate using telework and that can and should continue.
- For businesses where individuals cannot work from home, the governor's office will provide guidance on what businesses are essential, building on the federal government's and California's definition of Essential Critical Infrastructure Workers.
- All grocery stores, pharmacies, gas stations, food supply chains, and other thing necessary for continued operations will remain open. We expect businesses and residents to voluntarily comply, but we will be discussing in the coming days any enforcement mechanisms if residents and businesses are not complying.
- If the function of your business is not listed but a business believes that it is essential or it is an entity providing essential services or functions, they will be able to request designation as an essential business. Businesses and entities that provide other essential services must implement rules that help facilitate social distancing of at least six feet.
- Please note: the governor's office and the Emergency Operations Center would greatly appreciate the help of our partners and leaders to spread the word that people must avoid the impulse to overstock – if everyone sticks to their normal buying habits, we'll have enough to make sure everyone – including our health care workers, seniors and other people who are ill – have the supplies and items they need.

### **What does this mean for Kirkland Employees tomorrow (Tuesday)?**

Kirkland Directors and I will be meeting at 9AM tomorrow to evaluate the order and any changes it may make for Kirkland operations. More information will be sent out after the meeting. However, the Directors planned for this potential action during our meetings on Friday and this afternoon (Monday). We have

nearly completed designating all essential employees who can continue to come to work even with the order. We will finalize that work tomorrow morning.

All Kirkland Facilities are complying with Public Health guidelines which are also required by the Governor's order. This means we send sick or symptomatic employees home, operate with social distancing and follow all hygienic rules. So essential employees may come to work. Until we complete our essential employees designations, here is our guidance for tomorrow (Tuesday):

- If you were working from home Tuesday, continue to do so.
- If you were going to come in to work Tuesday, but have an approved work from home agreement with your supervisor, you may work from home Tuesday.
- If you are waiting for technology to allow you to work from home, IT hopes to complete all work from home technology set-ups by the end of the day Tuesday, or Wednesday. In the meantime, come in to work Tuesday.
- If you were going to come in to work Tuesday, and do not have a job that can be adapted to work at home (Police, Fire, many jobs in Public Works, Parks and so on), you should still come to work Tuesday.
- If you are not sure what to do, contact your supervisor or your Director Tuesday morning so they can help you.
- Guidance on what to do on Wednesday and for the rest of the week will come out Tuesday afternoon.

### **Conclusion**

Difficult sacrifices are being asked of us. I recognize that COVID-19 has upended our very way of living for the time being. Events that were once unthinkable have happened. Schools and colleges are closed. Businesses are closed. Air travel is shutdown. Sports at every level are shutdown. Our economy is threatened. The person who is not unnerved or apprehensive about these events is not paying attention.

But we will get through this. Step by step. Day by day. Through large and small acts of kindness and caring for each other, for our families and for our world. Our world may be different now, but it will get better again. There is an old saying that "courage is the power to let go of the familiar." Everything about this COVID-19 crisis is unfamiliar to us. But Kirkland employees are talented, dedicated and resilient. For the past three weeks you have demonstrated to the nation that together we have the courage to face this unfamiliar challenge and overcome it.

I wish you and your families good health and happiness,

Kurt

## APPENDIX 6: PUBLIC INFORMATION

### Exhibit 11. City of Kirkland Flyer Sent to Residential Households



City Manager's Office  
City of Kirkland  
123 5th Ave  
Kirkland, WA 98033

**Please read:**

Important information from the City of Kirkland about ways you can get help during COVID-19.

**Por favor, lea:**

Información importante de la Ciudad de Kirkland sobre cómo obtener ayuda durante el COVID-19.

**敬请阅读：**

柯克兰市关于 COVID-19 疫情期间获取所需协助之法的重要信息。

**Ознакомьтесь**

Важная информация от города Киркланда о том, как получить помощь во время пандемии COVID-19.

**From the Kirkland City Council:** The City wants to connect you with needed services during this challenging time of COVID-19. Please try to stay healthy by washing your hands frequently and staying away from groups of people. If you need help or have questions about what to do, please use the phone numbers on this card.

**Del Consejo Municipal de Kirkland:** La Ciudad quiere conectarlo con los servicios necesarios en este difícil momento durante el COVID-19. Intente cuidar su salud lavándose las manos con frecuencia y evitando los grupos de personas. Si necesita ayuda o tiene preguntas sobre qué hacer, llame a los números de teléfono en esta tarjeta.

**柯克兰市议会发布：**本市希望协助您在 COVID-19 疫情期间顺利获得所需服务。为确保健康，请务必勤洗手，并远离人群。如需帮助或对相关措施存有疑问，请致电此卡所列的电话号码。

**Объявление от Кирклэндского городского совета**  
Власти города стремятся наладить коммуникацию между вами и поставщиками необходимых услуг во время пандемии COVID-19. Чтобы оставаться здоровыми, часто мойте руки и не приближайтесь к скоплениям людей. Если вам требуется помощь или у вас возникли вопросы касательно дальнейших действий, позвоните по номерам телефонов, указанным в этой карте.

Do you have questions about COVID-19?

¿Tiene preguntas sobre el COVID-19?

您是否对 COVID-19 存有疑问？

У вас возникли вопросы о COVID-19?

**800-525-0127**

Are you in mental or emotional distress?

¿Está angustiado o tiene algún problema físico?

您是否受到精神或情绪困扰？

Вы испытываете душевное или эмоциональное потрясение?

**866-427-4747**

Are you unable to get food?

¿No puede obtener comida?

您是否无法获得食物？

Вам не удается получить продукты питания?

**425-207-4777**

More information:

[www.kirklandwa.gov/ResidentSupportCOVID](http://www.kirklandwa.gov/ResidentSupportCOVID)

Note: This flyer was sent to all residential households in the City of Kirkland.

Source: City of Kirkland, 2020.



## APPENDIX 7: ACRONYMS AND TERMS

AAR	After Action Report
COOP	Continuity of Operations
CDC	Centers for Disease Control
CEM	Certified Emergency Manager
CM	City Manager
CMO	City Manager’s Office
COG	Continuity of Government
DHS	Department of Homeland Security
DOH	Department of Health (Washington State)
EHA	Eric Holdeman & Associates
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Material
HHS	Department of Health & Human Services (U.S.)
HR	Human Resources
HSEEP	Homeland Security Exercise & Evaluation Program
ICS	Incident Command Systems
IP	Improvement Plan
IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
KFD	Kirkland Fire Department
KPD	Kirkland Police Department
LWSD	Lake Washington School District
LWIT	Lake Washington Institute of Technology
OEM	Office of Emergency Management
PHSKC	Public Health – Seattle & King County
PIO	Public Information Officer
PPE	Personal Protective Equipment
PW	Public Works
VPN	Virtual Private Network



KIRKLAND CITY COUNCIL MEETING MINUTES  
November 17, 2020

1. CALL TO ORDER

Mayor Sweet called the study session to order at 5:30 p.m. and called the regular meeting to order at 7:30 p.m.

2. ROLL CALL

ROLL CALL:

Members Present: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

Members Absent: None.

3. STUDY SESSION

a. 2021-2022 Budget

Finance and Administration Director Michael Olson facilitated Council's review and discussion of remaining budget questions following their October 27th and November 4th study sessions on the preliminary 2021-2022 budget.

b. 2021-2026 Capital Improvement Program

Deputy Director Sandi Hines presented an overview of the 2021-2026 Capital Improvement Program (CIP) and received Council direction.

4. HONORS AND PROCLAMATIONS

a. Shop Small Saturday Proclamation

Mayor Sweet asked Deputy Mayor Arnold to read the proclamation designating November 28, 2020 as Small Business Saturday in the City of Kirkland.

5. COMMUNICATIONS

a. Announcements

b. Items from the Audience

MJ Carlson  
David Hoffman

c. Petitions

6. PUBLIC HEARINGS

a. 2021-2022 Budget and 2021-2026 Capital Improvement Program Update

Mayor Sweet reviewed the budget process to date and opened the public hearing. Finance and Administration Director Michael Olson provided an update on the budget process to date and an overview of the 2021-2022 Budget and 2021-2026 Capital Improvement Program. Testimony was provided by Kirsten Hansen; Rachel Krinsky; Lynn Juniel; David Bowling; Maria Harwell; and Jennifer Lee. No further testimony was offered, and the Mayor closed the hearing.

b. 2021 Preliminary Property Tax Levies

Mayor Sweet opened the public hearing. Finance and Administration Director Michael Olson provided an overview of the proposed levies and process. No testimony was offered, and the Mayor closed the hearing.

(1) Resolution R-5451, Making a Declaration of Substantial Need for Purposes of Setting the Limit Factor for the Property Tax Levy for 2021

Motion to Approve Resolution R-5451, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND MAKING A DECLARATION OF SUBSTANTIAL NEED FOR PURPOSES OF SETTING THE LIMIT FACTOR FOR THE PROPERTY TAX LEVY FOR 2021."

Moved by Councilmember Toby Nixon, seconded by Councilmember Neal Black

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

(2) Ordinance O-4742, Establishing the Amount of Property Taxes to be Levied for the Year 2021, the First Year of the City of Kirkland's 2021-2022 Fiscal Biennium

Motion to Approve Ordinance O-4742, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2021, THE FIRST YEAR OF THE CITY OF KIRKLAND'S 2021-2022 FISCAL BIENNIUM."

Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Toby Nixon

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

- (3) Ordinance O-4743, Establishing the Amount of Property Taxes to be Levied for the Year 2021, to Pay the Fire District 41 Debt Service Assumed as a Result of Annexation of the North Juanita, Finn Hill, and Kingsgate Neighborhoods on June 1, 2011

Motion to Approve (Ordinance O-4743, entitled "AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2021, TO PAY THE FIRE DISTRICT 41 DEBT SERVICE ASSUMED AS A RESULT OF ANNEXATION OF THE NORTH JUANITA, FINN HILL, AND KINGSGATE NEIGHBORHOODS ON JUNE 1, 2011.")

Moved by Councilmember Jon Pascal, seconded by Councilmember Toby Nixon

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

## 7. SPECIAL PRESENTATIONS

### a. COVID-19 Update

City Manager Kurt Triplett reported on the actions taken at City Hall to comply with Governor's recent restrictions.

#### (1) Kirkland Performance Center

Kirkland Performance Center (KPC) Executive Director Jeff Lockhart expressed gratitude for the Kirkland CARES Arts grant received by the Kirkland Performance Center and provided a brief presentation on the actions being taken by the KPC to meet its cultural mission during COVID-19 restrictions.

### b. Resolution R-5434 Update

City Manager Kurt Triplett provided an update on community outreach efforts to date.

## 8. CONSENT CALENDAR

### a. Approval of Minutes

(1) October 27, 2020

(2) November 4, 2020

b. Audit of Accounts

Payroll: \$3,374,210.93  
Bills: \$7,525,916.21  
S1103A Wire #234  
S1104A Checks #715632-715856  
S1104B Wire #237  
S1105A Wire #236  
S1112A Checks #715857-716045  
S1113A Wire #238  
ACH

c. General Correspondence

d. Claims

(1) Claims for Damage

A claim received from Erick Blandin was acknowledged via approval of the consent calendar.

e. Award of Bids

f. Acceptance of Public Improvements and Establishing Lien Period

(1) Advance Mitigation Project

Council accepted the work on the Advance Mitigation Project, as completed by OMA Construction, Inc., of Maple Valley, Washington, in the amount of \$732,023.50, thereby establishing the statutory lien period; and returned \$493,754 to the REET 2 reserves, via approval of the consent calendar.

g. Approval of Agreements

h. Other Items of Business

(1) Resolution R-5452, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE USE AND RECEIPT OF ELECTRONIC SIGNATURES AND ELECTRONIC NOTARIZATION IN CONDUCTING CITY BUSINESS AND AUTHORIZING THE CITY MANAGER TO ADOPT ELECTRONIC SIGNATURE POLICIES AND PROCEDURES."

The resolution was approved via approval of the consent calendar.

(2) Resolution R-5453, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING A REVISED POLICY FOR INVESTMENT OF CITY FUNDS."

The resolution was approved via approval of the consent calendar.

- (3) Resolution R-5454, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE KIRKLAND BOND PROCEDURE AND POST ISSUANCE COMPLIANCE POLICY SETTING FORTH THE POLICY OF THE CITY OF KIRKLAND WITH RESPECT TO MEETING ITS OBLIGATIONS UNDER FEDERAL TAX LAW AND SECURITIES LAW IN CONNECTION WITH ITS SECURITIES."

The resolution was approved via approval of the consent calendar.

- (4) Resolution R-5455, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE CITY OF KIRKLAND'S ALLOCATION FOR THE NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY (NORCOM) BUDGET."

The resolution was approved via approval of the consent calendar.

- (5) Resolution R-5458, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING A REVISED POLICY FOR THE MANAGEMENT OF THE CITY'S DEBT."

The resolution was approved via approval of the consent calendar.

- (6) 2020 3rd Quarter Investment Report

The report as acknowledged via approval of the consent calendar.

- (7) September 2020 Financial Dashboard

The report as acknowledged via approval of the consent calendar.

- (8) Declaration of Surplus Vehicles

The report as acknowledged via approval of the consent calendar.

- (9) Procurement Report

The report as acknowledged via approval of the consent calendar.

Motion to Approve the Consent Calendar.

Moved by Councilmember Amy Falcone, seconded by Councilmember Toby Nixon

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

9. BUSINESS

a. Executive Leave Draft Ordinance

City Attorney Kevin Raymond provided an overview of the draft ordinance.

- (1) Ordinance O-4744, Relating to Personnel, Management Leave for Eligible Employees and City Manager Discretionary Authority to Authorize Additional Management Leave for Eligible Employees Serving in Overtime-Exempt Positions Identified by the City Manager in the City Manager's Discretion for Use in 2021 Only Due to Extraordinary Additional Work Time Required in 2020 Resulting From COVID-19, Social Unrest, Economic Disruptions and Budget Challenges

b. 2021-2022 Budget

Finance and Administration Director Michael Olson provided an update of the 2021-2022 Budget and received final direction from the Council to bring back for the adoption of the budget at the December 8th Council meeting.

Motion to Accept the City Manager's Proposed Alternative Funding for the 2021-2022 Budget.

Moved by Councilmember Jon Pascal, seconded by Councilmember Amy Falcone  
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

Motion to Recommend funding the full \$122,000 to retain the 0.5 Communications FTE for CMO Outreach.

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

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

Motion to Recommend funding for \$50,000 in 2022 for the Revenue Impact Study.

Moved by Councilmember Neal Black, seconded by Councilmember Jon Pascal  
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

c. 2021-2026 Capital Improvement Program Update

Council recessed for a short break.

d. I-405/NE 132nd Street Interchange Agreements

Transportation Manager Joel Pfundt presented an overview of the agreements between the City and the Washington State Department of Transportation (WSDOT) in order to complete design and construct the I-405/NE 132nd Street Interchange.

- (1) Resolution R-5456, Authorizing the City Manager to Execute Two Cooperative Agreements with the Washington State Department of Transportation for the Design-Build Construction and Project Coordination of the I-405/NE 132nd Street Interchange Project

Motion to Approve Resolution R-5456, entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO EXECUTE TWO COOPERATIVE AGREEMENTS WITH THE WASHINGTON STATE DEPARTMENT OF TRANSPORTATION FOR THE DESIGN-BUILD CONSTRUCTION AND PROJECT COORDINATION OF THE I-405/NE 132ND STREET INTERCHANGE PROJECT."

Moved by Councilmember Jon Pascal, seconded by Councilmember Amy Falcone

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

e. Sustainability Master Plan Final Update

Senior Planner David Barnes provided a review of the final draft of the Sustainability Master Plan and the draft resolution and received Council feedback. Planning and Building Director Adam Weinstein also responded to Council questions.

- (1) Draft Resolution R-5457, Adopting the Sustainability Master Plan

f. 2020 Comprehensive Plan and Zoning Map Amendments

Senior Planners Janice Coogan and Scott Guter reviewed the proposed amendments to the Kirkland Comprehensive Plan and Kirkland Zoning Map and received Council direction.

10. REPORTS

a. City Council Regional and Committee Reports

Councilmembers shared information regarding the I-CERV (Ismaili Community Engaged in Responsible Volunteering) food drive, the Sound Cities Association



Public Issues Committee meeting; the City's Employee Appreciation COVID Awards; a tour of the Juanita Beach Park renovation; a recognition of City Manager Kurt Triplett's upcoming birthday; the first annual city-wide Holiday Lights contest; the new Shop Local Kirkland website; the new 15-minute curbside pickup areas on Park Lane; an Outside the Walls meeting; an Eastside for All meeting; the Moss Bay Neighborhood Association meeting; an Eastside Neighborhood Services meeting; an upcoming Governing for Racial Equity meeting; the upcoming Thanksgiving holiday; a Legislative Workgroup meeting; an upcoming Washington State Active Transportation Safety Council; upcoming King County Regional Transit Committee issues; an Eastside Transportation Partnership meeting; an upcoming Water Resource Inventory Area (WRIA) 8 Salmon Recover Council meeting; a King County Regional Water Quality Committee meeting; and new lighting displays downtown.

b. City Manager Reports

(1) Sound Cities Association Voting Delegates

Motion to Appoint Mayor Sweet as the voting delegate for the December 2nd Sound Cities Association 2020 Annual Meeting and Councilmember Falcone as the voting delegate for the December 11th Sound Cities Association North Caucus Meeting.

Moved by Councilmember Toby Nixon, seconded by Councilmember Kelli Curtis

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

(2) Calendar Update

City Manager Kurt Triplett will bring forward information about eviction and rental-assistance program options to the December 8th Council meeting.

11. ITEMS FROM THE AUDIENCE

None.

12. EXECUTIVE SESSION

None.

13. ADJOURNMENT

The Kirkland City Council regular meeting of November 17, 2020 was adjourned at 11:05 p.m.

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Kathi Anderson, City Clerk

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Penny Sweet, Mayor



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

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## MEMORANDUM

**To:** Kurt Triplett, City Manager  
**From:** Kathi Anderson, City Clerk  
**Date:** December 08, 2020  
**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) Lakeside Christian Church  
701 First Street  
Kirkland, WA 98083

**Amount:** TBD

**Nature of Claim:** Claimant states damages occurred to the church building resulting from water incursion following a broken watermain incident at the intersection of 1<sup>st</sup> Street and 8<sup>th</sup> Avenue.

- (2) John Tymczyszyn  
6306 108<sup>th</sup> Avenue NE  
Kirkland, WA 98033

**Amount:** \$791.50

**Nature of Claim:** Claimant states damage occurred to two vehicle tires resulting from construction screws in the roadway during a 108<sup>th</sup> Avenue NE construction project.

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

**CITY OF KIRKLAND**

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

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Laura Drake, P.E., Project Engineer  
Rod Steitzer, P.E., Capital Projects Manager  
Julie Underwood, Director of Public Works

**Date:** November 25, 2020

**Subject:** CITYWIDE GREENWAYS NETWORK PROJECT:  
NE 75<sup>th</sup> STREET AND 128<sup>th</sup> AVENUE NE—AWARD CONTRACT

**RECOMMENDATION:**

Staff recommends that the City Council award a contract for the construction of Schedules A and B for the Citywide Greenways Network Project: NE 75<sup>th</sup> Street and the 128<sup>th</sup> Avenue NE (Project) to Rodarte Construction, Inc., of Auburn, Washington, in the amount of \$1,006,078.50.

By taking action on this item during approval of the Consent Calendar, the City Council is authorizing the award of a construction contract for this Project.

**BACKGROUND DISCUSSION:**

In 2015, the *Transportation Master Plan* included neighborhood greenways as a new element for Kirkland's transportation system, which was in support of the Council's goals of neighborhoods, promoting a high quality of life, balanced transportation, and protection and enhancement of the natural environment. "Greenways" are low-volume streets that promote walking and bicycling, with special signage and traffic-calming features. This Project will create two greenway segments, and these segments were selected because of their low traffic volumes and because of the support they received from the community group Kirkland Greenways. This Project will result in the first greenways built by the City.

The Project will improve two non-motorized network connections. The NE 75<sup>th</sup> Street greenway improvement (Schedule A) will facilitate a mostly east/west connection to the Cross Kirkland Corridor. The 128<sup>th</sup> Avenue NE improvement (Schedule B) will facilitate a mostly north/south connection to both Rose Hill Elementary School and Mark Twain Elementary School, and also to the Rose Hill Woodlands Park (see Attachment A, Vicinity Map with Area Map Inset). Project elements include rectangular rapid flashing beacons (RRFB), reducing the speed limit to 20 miles per hour, signage, pavement markings, and a raised intersection—all of which is designed to work together to promote low traffic volumes and improve walking and biking safety for people of all ages and abilities.

The Project advertisement included both Schedule A and Schedule B. The Engineer's Estimate for both was of \$1,099,056.00. The Project was first advertised for contractor bids on October 7, 2020 and again on October 14. Eight bids were received:

**Table 1: Project Bid Results**

Contractor	Schedule A (NE 75 <sup>th</sup> St)	Schedule B (128th Ave NE)	Total Bid
<b>Rodarte Construction</b>	<b>\$253,672.50</b>	<b>\$752,406.00</b>	<b>\$1,006,078.50</b>
WS Contractors	\$291,850.00	\$757,000.00	\$1,048,850.00
<i>Engineer's Estimate</i>	<i>\$253,922.00</i>	<i>\$845,134.00</i>	<i>\$1,099,056.00</i>
RL ALIA	\$308,665.00	\$807,878.00	\$1,116,543.00
Westwater Construction	\$290,210.00	\$898,412.00	\$1,188,622.00
CA Carey	\$311,019.00	\$878,716.00	\$1,189,735.00
Northwest Cascade	\$375,577.50	\$841,200.50	\$1,216,778.00
Nordvind	\$633,990.30	\$1,106,141.59	\$1,740,131.89
A1 Landscaping	\$506,677.00	\$1,450,063.50	\$1,956,740.50

Rodarte Construction Company submitted the lowest responsible bid of \$1,006,078.50, which is nearly \$93,000 less than the Engineer's Estimate. Staff has determined that the low bid contractor meets all bidder criteria for a public works contract, and reference checks have been completed with satisfactory results.

When this low bid is combined with other related costs (see Table 2, below), the total estimated cost of the Project is \$1,788,300. The Project will make improvements to a total of four miles in length, and major costs include the RRFBs (\$176,000), the raised intersection (\$118,000), pavement markings (\$90,000), signage (\$90,000), and traffic control (\$75,000).

### Funding and Projected Expenses

Project funding comes from a WSDOT Pedestrian and Bicycle Program grant for \$692,000, and \$1,096,300 from City funds, totaling \$1,788,300. Anticipated expenses include pre-design, design and inspection services, in-house charges, a 1% for the Arts provision, the construction contract, and contingency. (see Table 2, below, and also Attachment B, Project Budget Report).

**Table 2: Funding versus Anticipated Expenses (CNM11301 & CNM11302)**

	City	WSDOT	Totals
<b>Funding</b>			
Funding	\$1,096,300	\$692,000	\$1,788,300
<b>Anticipated Expenses</b>			
Consultants (Predesign)	(\$74,243)	-zero-	(\$74,243)
Consultants (Design & Insp.)	(\$251,585)	(\$57,980)	(\$309,565)
In-house	(\$115,000)	(\$3,537)	(\$118,537)
1% for the Arts	(\$13,000)	-zero-	(\$13,000)
Construction	(\$375,596)	(\$630,483)	(\$1,006,079)
Contingency	(\$266,876)	-zero-	(\$266,876)
<b>Totals</b>	<b>(\$1,096,300)</b>	<b>(\$692,000)</b>	<b>(\$1,788,300)</b>
Projected Difference	-zero-	-zero-	-zero-

Because this is the first of the City's greenway projects, the pre-design work helped define objectives and parameters, and to establish the framework for this and future greenway

projects. Also, because these are the first greenway projects, the budget contains a higher contingency than originally budgeted rather than reducing the overall budget. Any savings after the project completion will be brought back to the Council for reallocation.

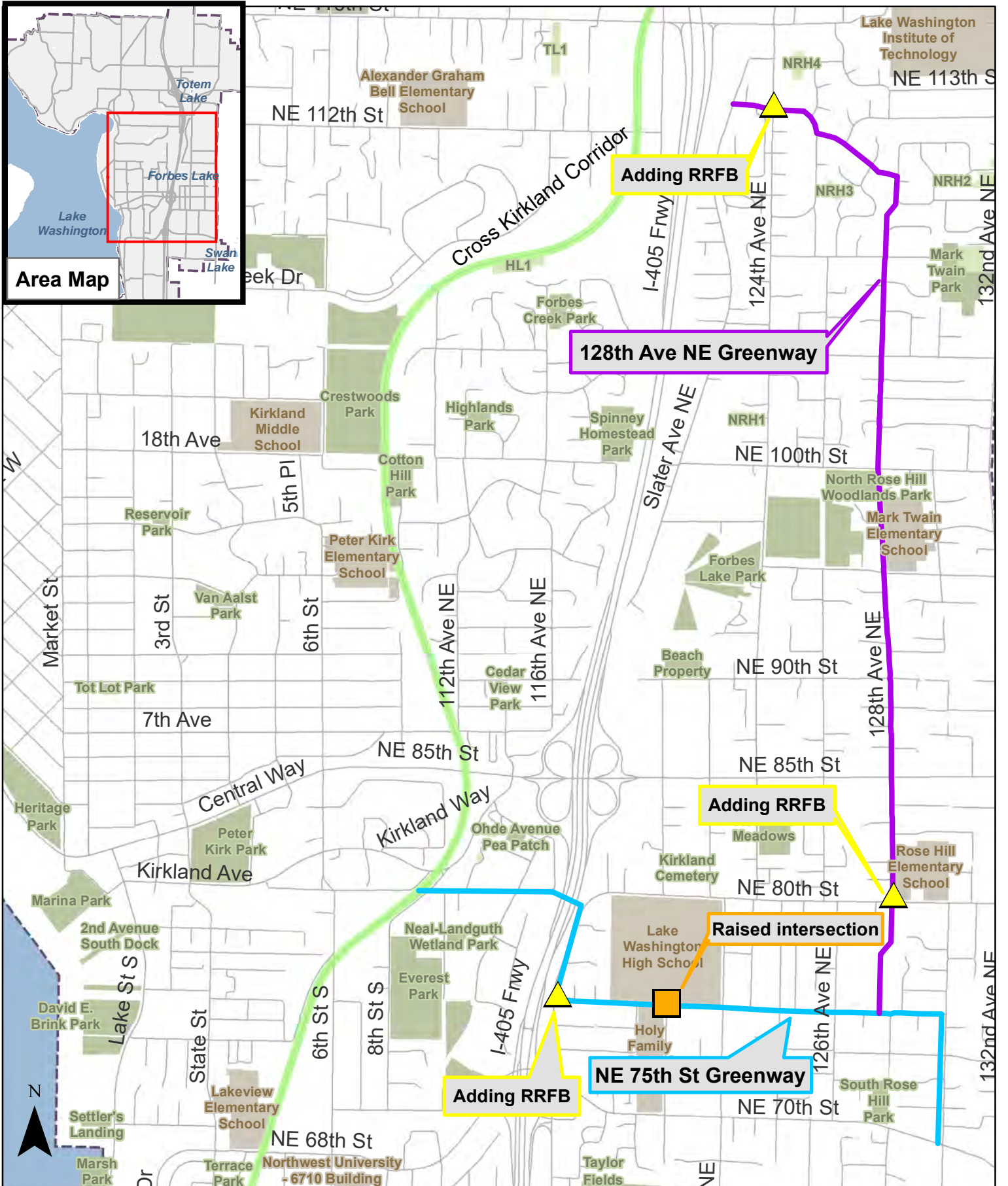
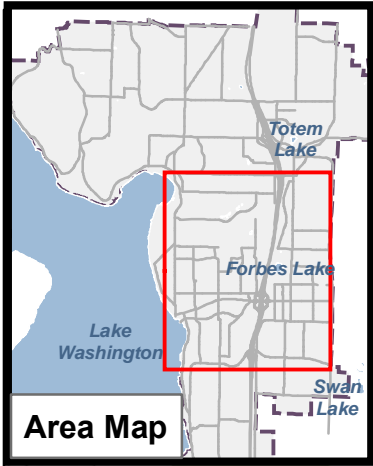
For this Project, the 1% for the Arts investment will be used within the project limits. The residents near this Project preferred an artwork that made use of wood, which gained the concurrence of the Arts Commission. Artist Kristina Park (Bio-Design Studio) is under separate contract to produce and install the work.

With all projected expenses having secured funding, staff recommends awarding both Schedules A and B to Rodarte Construction in the total bid amount of \$1,006,078.50.

The Project has specified 100 working days for construction. Construction is expected to begin in March, 2021 with construction completion in July, 2021. In advance of construction, staff will continue outreach efforts by sending an informational mailer directly to nearby residents.

Attachment A: Vicinity Map with Area Map Inset

Attachment B: Project Budget Report

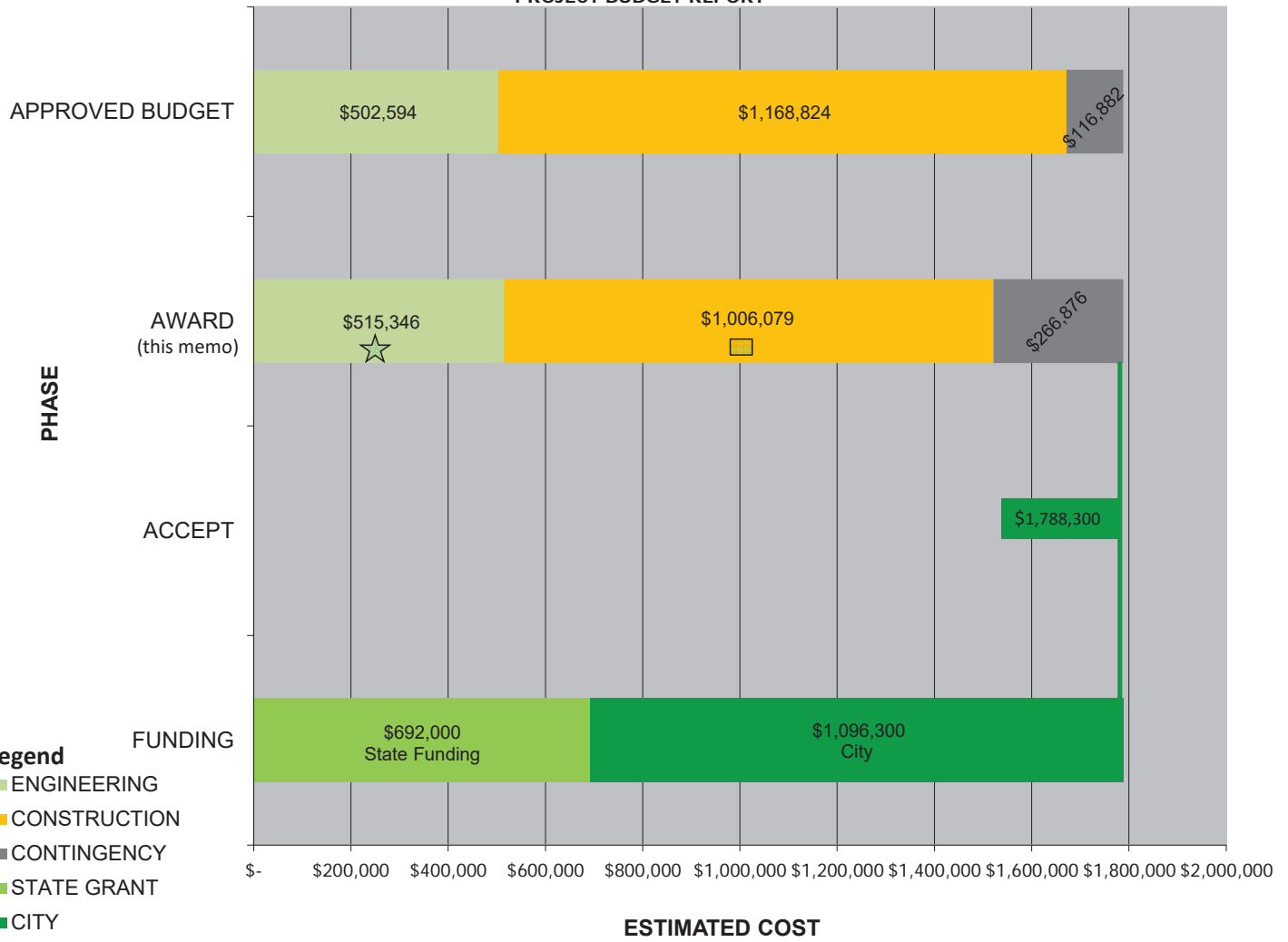


**Vicinity Map**  
NE 75th Street Greenway and 128th Avenue NE Greenway

Rose Hill Greenways  
(NMC 11301 & NMC 11302)

Attachment B

PROJECT BUDGET REPORT





**CITY OF KIRKLAND**123 Fifth Avenue, Kirkland, WA 98033 425.587.3000  
www.kirklandwa.gov

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Marius Eugenio Jr., P.E., Project Engineer  
Rod Steitzer, P.E., Capital Projects Manager  
Julie Underwood, Director of Public Works

**Date:** November 25, 2020

**Subject:** NE 124<sup>th</sup> STREET/113<sup>th</sup> AVENUE NE PEDESTRIAN SAFETY ENHANCEMENTS—  
AWARD CONTRACT

**RECOMMENDATION:**

Staff recommends that the City Council award a construction contract to RW Scott Construction, of Auburn, Washington, in the amount of \$69,773.10 to improve the safety of a signalized intersection.

By taking action on this item during approval of the consent calendar, the City Council is awarding a construction contract for the subject project.

**BACKGROUND DISCUSSION:**

The intersection of NE 124<sup>th</sup> Street and 113<sup>th</sup> Avenue NE, in the area of 5 Guys Burgers & Fries and the Courtyard by Marriot, has a history of vehicle/pedestrian conflicts (see Attachment A, Vicinity Map and [Project website](#)). Presently, the signal allows permissive left turn vehicular movements; northbound-to-westbound and southbound-to-eastbound drivers see a green light but are supposed to yield to oncoming vehicles and crosswalk users before making a left turn. At the same time, pedestrians have northbound and southbound crosswalk signals.

Although the current signal light sequence is legal, the NE 124<sup>th</sup> Street/113<sup>th</sup> Avenue NE Pedestrian Safety Enhancements (Project) will provide a significant safety improvement. The Project will replace the permissive left signal with a protected left signal, thereby keeping left-turning vehicles stopped while time is allowed for crosswalk users to cross NE 124<sup>th</sup> Street. Elements of the project include replacing signal heads, adjusting signal timing and phase changes, and restriping the crosswalk.

**Bidding and Projected Expenses**

In accordance with requirements that accompany the federal grant this Project received, at its October 6, 2020 meeting the Council authorized staff to advertise for bids. The Project was advertised for bids on October 7, 14, and 21, 2020. On October 28, six bids were received:

<b>Contractor</b>	<b>Bid Amount</b>
<b>RW Scott Construction</b>	<b>\$69,773.10</b>
Road Construction Northwest	\$85,095.70
Kamins Construction	\$85,235.90
<i>Engineer's Estimate</i>	<i>\$90,000.00</i>
Totem Electric	\$93,316.86
Transportation Systems	\$103,862.00
Norhtwest Cascade	\$104,104.00

The engineer's estimate was \$90,000.00 and the lowest responsible bid received was from RW Scott Construction. Its bid was about \$20,000 less than the engineer's estimate. Staff has determined the low bid contractor meets all bidder criteria for a public works contract, and reference checks have been completed with satisfactory results.

### **Budget**

The project is funded by a combination of federal and City funds as shown in Table 1, below. Construction expenses for the Project were reduced significantly during the design process. It was determined that the safety improvements could be implemented using existing signal equipment, thereby eliminating the need for new poles, mast arms, roadway trenching, and other construction activities. These design decisions reduced the estimated construction costs by \$531,000 and, because it requires a shorter construction time, has reduced projected costs for project management and inspection, which results in a significant reduction in estimated Project expenses. Although the overall estimated Project cost has been reduced, there is a significant percentage of soft cost (i.e., costs other than construction). The main reasons are that there were expenses to evaluate and design the improvement, and the Project still will require a significant amount of construction management to document the use of the federal funding carefully and as required. The total cost of the project, including a \$38,000 contingency, is estimated to be \$370,000.

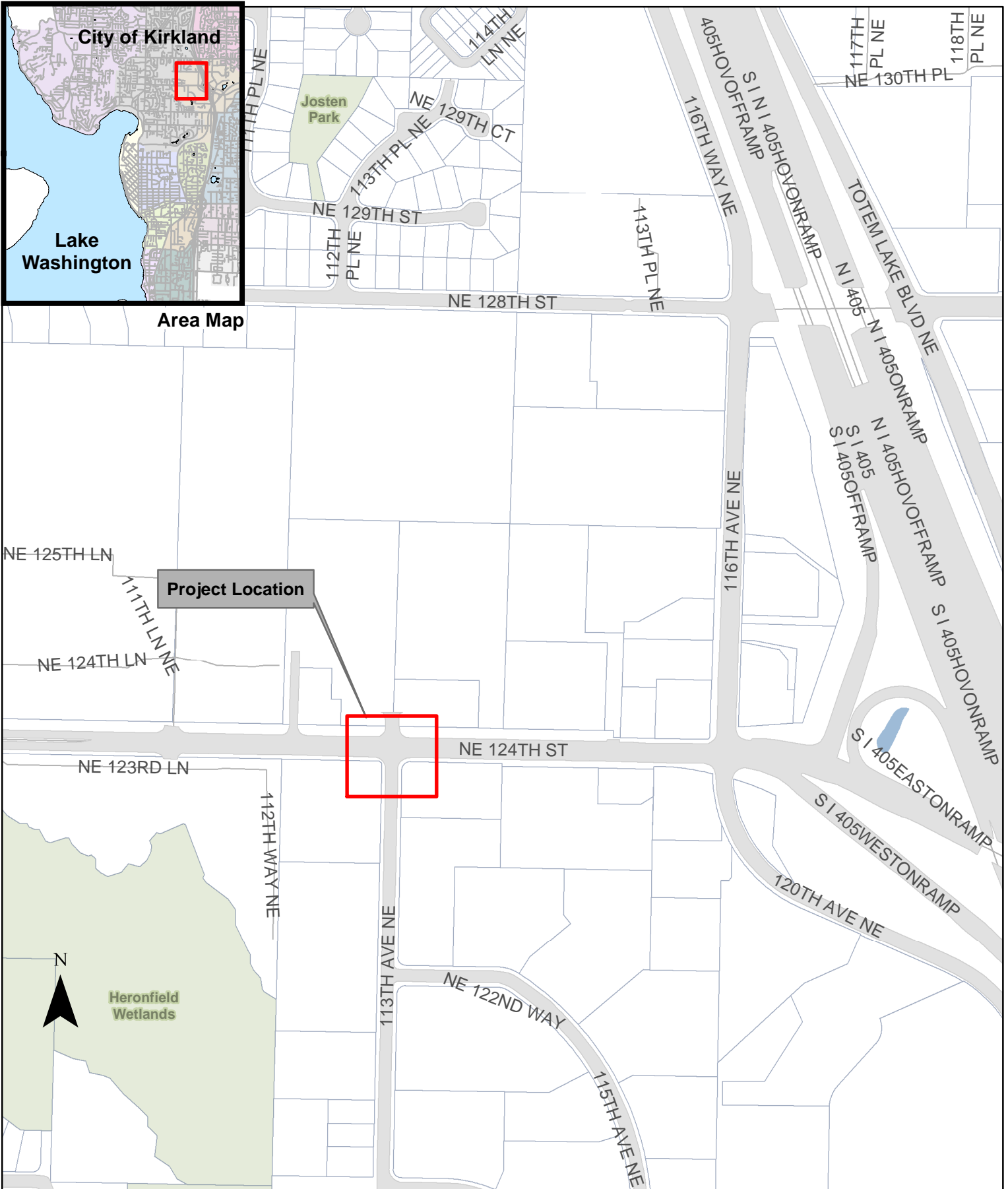
**Table 1: Funding and Projected Expenses**

Federal Grant	\$354,000.00
City Funding (REET 2)	\$16,000.00
<b>Total Funds</b>	<b>\$370,000.00</b>
Construction	(\$69,773.10)
Design, Inspection, etc.	(\$262,000.00)
Contingency	(\$38,226.90)
<b>Total Projected Expenses</b>	<b>(\$370,000.00)</b>
Balance	-zero-

### **Construction Phase**

The Project has a specified twenty working-day construction schedule. Were the Council to award this contract at its December 8 meeting, work is anticipated to begin in January 2021, with substantial completion expected by Spring of 2021. In advance of construction, staff will send a construction informational mailer directly to nearby residents and businesses providing construction timelines and pertinent contact information. Project information also will be updated and maintained on the [Project website](#).

Attachment A: Vicinity Map with Area Map Inset  
*This is project NMC0120200*



**Vicinity Map**

NE 124th Street and 113th Avenue NE  
Crosswalk Upgrade





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

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** George Minassian, P.E., Sr. Project Engineer  
Rod Steitzer, P.E., Capital Projects Manager  
Julie Underwood, Director of Public Works

**Date:** November 25, 2020

**Subject:** ANNUAL STREET PRESERVATION PROGRAM: 2019 PHASE I STREET OVERLAY—ACCEPT WORK

**RECOMMENDATION:**

Staff recommends that the City Council accept the work on the Annual Street Preservation Program: 2019 Phase I Street Overlay (Project), as completed by Watson Asphalt of Redmond, Washington, thereby establishing the statutory lien period.

By taking action on this staff report during approval of the consent calendar, the City Council is accepting the contracted work completed for the Project.

**BACKGROUND DISCUSSION:**

The 2019 Annual Street Preservation Program was accomplished through two separate construction contracts, each representing a different program phase and scope. Those two phases were:

- Phase I, Asphalt Street Overlay Project—recommended for acceptance through this agenda item; and
- Phase II, Slurry Seal Resurfacing Project—that work was accepted by the Council at its February 4, 2020 meeting.

Each type of work—asphalt and slurry—is a specialty. Dividing the work in this way allows a contractor to bid on its specialty, which reduces the City's expense because it is not paying for added sub-contracting costs.

**Acceptance of Phase I Street Overland Project:**

This agenda item is seeking the Council's acceptance of Phase I of the 2019 Street Preservation Program, which is the final element of the 2019 Program. The Project included subgrade preparation and repair, asphalt grinding, and the application of new surface-layer asphalt totaling approximately 2.6 lane miles at two locations (see Attachment A, Vicinity Map).

At its June 18, 2019 meeting, the Council awarded the Project to Watson Asphalt in the amount of \$1,036,993.30. Construction began on July 24, 2019, but work was suspended on September 26, 2019 because of unseasonably early wet and cold weather conditions. Work on the Project resumed June 1, 2020 and continued until June 25, and the work was physically complete on September 18.

**2019 Street Preservation Program Expenditures:**

The 2019 Program was funded primarily from two funding sources: the Annual Street Preservation Program (STC00600) and the Street Levy Street Preservation (STC00603), which totaled \$2,281,800. Separately, on May 7, 2019, the Council approved a \$367,000 carry-forward from the 2018 Program to the 2019 Program, bringing the funds available to \$2,648,800 (see Table 1, below; and Attachment B, Project Budget Report).

**Table 1: 2019 Street Preservation Program Funding**

CIP Funding Source	City
2019 Street Preservation (Phase I & II)	\$957,100
2019 Street Levy Street Preservation (Phase I & II)	\$1,324,700
Carry-over from 2018 Program (City Council action <a href="#">5/7/2019</a> )	\$367,000
<b>Total 2019 Street Preservation Program Budget</b>	<b>\$2,648,800</b>

For Phase I, the total of all payments made to Watson Asphalt was \$915,562.39, which was less than the amount awarded (see below). Together with the work performed for Phase II and all related soft costs for both phases, the total amount expended for the 2019 Program was \$1,621,136. During 2019, the Council accepted staff's recommendation to transfer \$650,000 from the 2019 Program to assist the funding of the 6<sup>th</sup> Street South Rehabilitation Project. When expenses for the 2019 Program and the transfer of funds are combined, there remains a positive balance of \$377,664 (see Table 2, below).

**Table 2: Funding Versus Expenses**

	Funding Versus Expenses
<b>Total 2019 Program Budget</b>	<b>\$2,648,800</b>
Phase I: Overlay	(\$915,562)
Phase II: Slurry Seal	(\$337,121)
Engineering, Admin., Inspection	(\$368,453)
Transfer to 6 <sup>th</sup> Street South Rehabilitation Project (Council action <a href="#">6/18/2019</a> )	(\$650,000)
Total Expenses	(\$2,271,136)
<b>Balance</b>	<b>\$377,664</b>

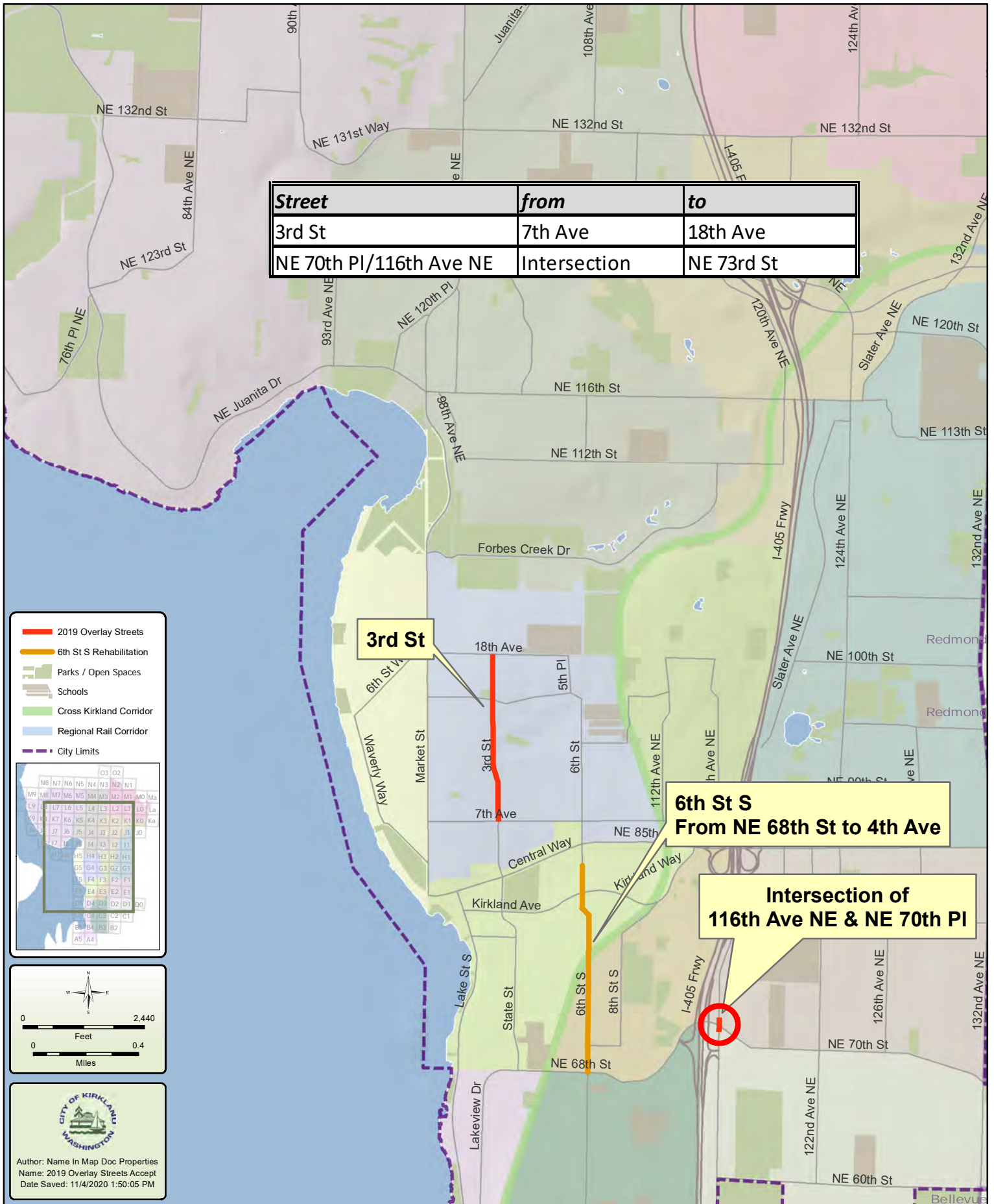
There are two major factors that explain this positive balance:

- The first is that when this Project was scoped and an engineer's estimate determined, there were four schedules of work—three in the base bid and an optional fourth. Watson's bid on the optional fourth schedule was higher than anticipated, so at the time of the Council's award of the contract it was determined not to do the fourth schedule, which immediately created the possibility of a positive balance for the Project.
- The second is that some of the quantities or contract provisions actually needed for the Project were less than anticipated or engineered, such as:
  - The contract had a budgetary provision to accommodate any increase in oil pricing. This provision did not need to be used;
  - The contract had a provision and bid prices for unanticipated pavement repairs, such as are discovered below the surface. This provision did not need to be used; and
  - The Project required only minor change orders.

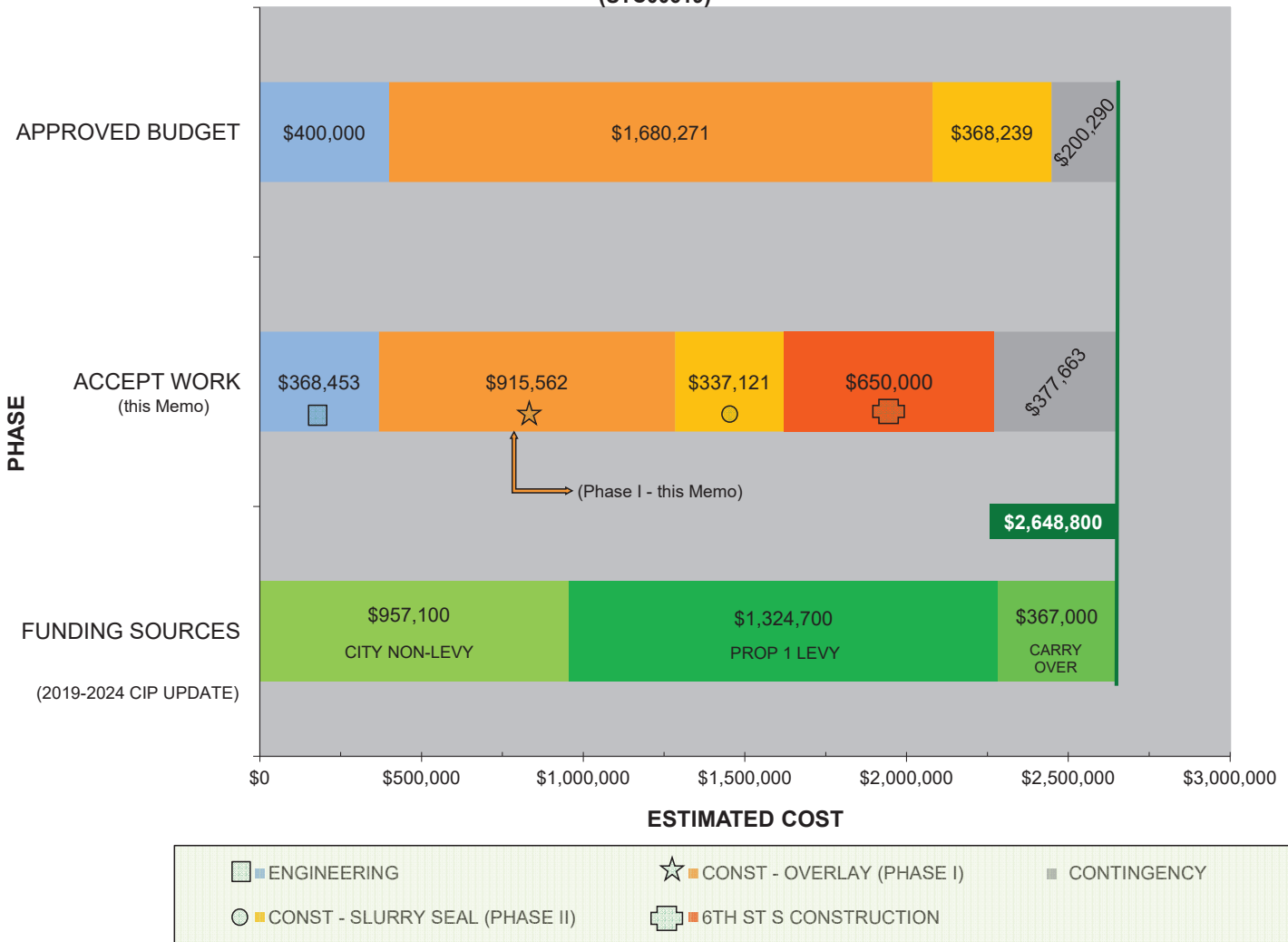
Staff recommends transferring the full \$377,644 balance to the 2021 Annual Street Preservation Program. The 2021 Project includes preservation work for City-owned parking lots and alleys as well as streets.

Attachment A: Vicinity Map

Attachment B: Project Budget Report



**Project Budget Report**  
**Annual Street Preservation - 2019 Street Overlay Project**  
**(STC00619)** **Attachment B**







**CITY OF KIRKLAND**  
Department of Finance & Administration  
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100  
[www.kirklandwa.gov](http://www.kirklandwa.gov)

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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager

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

**Date:** November 18, 2020

**Subject:** Cultural Arts Commission Resignation

### **RECOMMENDATION:**

That Council acknowledges the resignation of youth member Savannah Klein from the Kirkland Cultural Arts Commission and authorizes the attached draft response thanking her for her past years of service. By approving the consent calendar, the Council authorizes these actions.

### **BACKGROUND DISCUSSION:**

Ms. Klein, who was first appointed to the Planning Commission in 2019, has submitted her resignation via email effective October 02, 2020, citing a move to California for college as the reason for her resignation.

Recruitment to fill this vacancy, in accordance with previous recent Council direction, will be held until the annual recruitment that begins in late January 2021.

# DRAFT

November 18, 2020

Savannah Klein  
11321 83<sup>rd</sup> PL NE  
Kirkland, Washington 98033

Dear Ms. Klein,

We have received your resignation from the Kirkland Cultural Arts Commission.

The City Council appreciates your contributions to the Commission during your past service, and we thank you for volunteering your time and talent to serve the Kirkland community.

Best wishes on your current and future endeavors!

Sincerely,

Kirkland City Council

By Penny Sweet,  
Mayor

**From:** savannah klein <[savvyklein@icloud.com](mailto:savvyklein@icloud.com)>

**Sent:** Friday, October 02, 2020 5:42 PM

**To:** Kathi Anderson <[KAnderson@kirklandwa.gov](mailto:KAnderson@kirklandwa.gov)>; City Council <[citycouncil@kirklandwa.gov](mailto:citycouncil@kirklandwa.gov)>; Chris Hendrickson <[CHendrickson@kirklandwa.gov](mailto:CHendrickson@kirklandwa.gov)>

**Subject:** Resignation from Kirkland Cultural Arts Commission

Dear City Council,

With everything going on with covid and school, I never formally announced my resignation. I started my freshman year art UC Berkeley a month ago, so I won't be able to serve on KCAC anymore. I really loved working with such a lovely group of people, and am very proud of the work we were able to accomplish during my term and beyond. Please let me know if there is any paperwork or anything I need to fill out, and I wish you all the best of luck in the future!

Best,  
Savannah Klein



**CITY OF KIRKLAND**  
**Human Resources Department**  
123 Fifth Ave, Kirkland, WA 98033 · 425.587.3210  
www.kirklandwa.gov

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## MEMORANDUM

**To:** Kurt Triplett, City Manager  
**From:** Anh Hoang, Human Resources Director  
**Date:** November 25, 2020  
**Subject:** **Labor Agreement AFSCME Local 1837 for 2021**

## **RECOMMENDATION**

By accepting this memo during approval of the consent calendar, the Council is approving the 2021 Collective Bargaining Agreement between the City of Kirkland and the Washington State Council of County and City Employees, American Federation of State, County and Municipal Employees (AFSCME), Local 1837. Given the uncertainty in 2020 and 2021 caused by the COVID pandemic, the City offered, and AFSCMW agreed, to execute a one-year agreement rather than the standard three-year contract. The COVID pandemic also highlighted the need to clarify language around flex time, compensatory time, standard work schedules and alternative work schedules.

## **BACKGROUND DISCUSSION**

AFSCME Local 1837 represents the largest number of employees at the City of Kirkland, representing 201 employees who fill 82 job classifications across nine of the City's eleven departments. Our AFSCME employees play an important role in nearly every aspect of the City's provision of services to the citizens and businesses of Kirkland. Their job responsibilities include, but are not limited to, engineering, building and construction inspection, planning, permitting, financial and policy analysis, parks, project and program coordination, accounting, financial analysis, administrative support, judicial support, and much more. Our AFSCME employees provide the backbone and the support for all of the City's non-public safety functions. Our AFSCME employees are well respected and their work is much appreciated.

The following are some highlights of this one-year agreement:

- Cost of Living Adjustment (COLA) of one percent (1%) effective January 1, 2021;
- Clarification of the definitions of the standard work schedule vs. alternative work schedules and flex time;
- Clarification of how compensatory time is accrued and used;
- Revision of the grievance article, which has long needed updating, to clearly define the grievance filing and processing procedure with clearly defined timelines, actions required of each party and consequences for default of established timelines;

Members of both Negotiation Teams warrant commendation for their considerate and collaboration spirit throughout this bargaining process. As a result, we are rewarded with a better work product in the contract language we bargained while at the same time, built trust and respect on both sides.

On November 18, 2020, the City was notified that the bargaining unit ratified the negotiated agreement with a 93% positive vote.

Staff is pleased to recommend to City Council the ratification and adoption of the attached labor agreement with the AFSCME, Local 1837.

*Attachment: 2021 Collective Bargaining Agreement between the City of Kirkland and AFSCME Local 1837*

# AGREEMENT

by and between

**The City of Kirkland, Washington**

and

**LOCAL #1837**  
Washington State Council  
of County and City Employees  
of the  
American Federation of State,  
County and Municipal Employees  
AFL-CIO

January 1, ~~2018-2021~~ through December 31, ~~2020~~2021

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**APPENDICES**

**A – Salary Schedules**

**B – Health Reimbursement Account – HRA (VEBA)**

**C – Munis Changes**

**D – 2019 Salary Survey**

**PREAMBLE**

THIS AGREEMENT is made by and between the CITY OF KIRKLAND, WASHINGTON, (hereinafter referred to as the “Employer”), and Local 1837, Washington State Council of County and City Employees of the American Federation of State, County and Municipal Employees, AFL-CIO, (hereinafter referred to as the “Union”).

The purpose of the Employer and the Union in entering into this Agreement is to set forth their entire agreement with regard to wages, hours, and working conditions so as to promote uninterrupted public service, efficient operations, and harmonious relations, giving full recognition to the rights and responsibilities of the Employer and the Employees.

**ARTICLE 1 – DEFINITIONS**

As used herein, the following terms shall be defined as follows:

1.1 Affected Employees: An Affected Employee would be the least senior employee(s) within an affected job classification which are subject to lay-off or reduction in force and have certain rights as a result

1.2 Affected Group: An Affected Group would be any job classification that is subject to a layoff.

1.3 Alternative Work Schedule: A work schedule that does not follow the standard business hours of Monday through Friday, 8:00 AM to 5:00 PM. Sample schedules may include, but are not limited to, 9/80s, 4/10s, and 4/9/4s.

1.34 Application of Seniority

How an employee’s years of continuous service are utilized to determine their respective rights in regard to postings, promotions, transfer, layoff, or recall.

1.45 Bargaining Unit (Union): shall be Local 1837 Washington State Council of County and City Employees of the American Federation of State, County and Municipal Employees, AFL-CIO.

1.56 Bargaining Unit Seniority: the total length of continuous calendar-based service with the bargaining unit and the Employer.

1.67 Bumping; The displacement of a less senior regular employee by another regular employee with more seniority as defined by this Article.

1.78 Competence: Ability to adequately perform will be defined as the immediate, clear and full performance on the job, with a minimal period of orientation and no material reduction in the efficiency of the operation or services, as determined by the Employer.

1.89 Competent: Competent shall mean having demonstrated skills and required experience to perform the job; and in case of disputes, the final decision shall be made by the Employer.

1.910 Comparable Employment: “Comparable employment,” “comparable position” or vacancy shall be defined to include a position which has the same salary pay range and, additionally, the educational and experience qualifications, FTE and work-week are substantially similar.

1.1011 Continuous Service: shall be uninterrupted calendar-based employment with the Employer subject to the following provisions: service is terminated by resignation, termination, retirement, layoff or failure to respond to two offers of recall to former or comparable employment or suspended during leaves without pay of thirty (30) continuous days or more.

1.1112 Department Seniority: Seniority for the purpose of intra-departmental promotion and transfer shall consist of continuous calendar-based service of the employee with the department.

1.1213 Employee: shall mean a person occupying a position and paid a salary or wage by the City of Kirkland who is a member of the bargaining unit (as defined in Article 2.1 hereof) covered by this Agreement. Employee shall not include any person retained by the Employer under a written personal services or consultant contract or agreement.

1.1314 Employer: shall mean the City of Kirkland.

1.1415 Employer Seniority: the total length of continuous calendar-based service with the Employer. Upon successful completion of the probationary period, the Employer seniority of the Regular employee shall be established as the initial date of hire including the service during the probationary period.

1.1516 Executive, Administrative, and Professional Employees: shall mean all employees as defined in WAC 296-128-500.

1.1617 Flex-time: ~~shall mean an authorized alternative work schedule. A temporary variation in the employee’s standard/alternative work schedule.~~

1.1718 Immediate Family: shall mean persons related by blood, marriage, domestic partner (as defined by Employer Policy), legal adoption or guardianship in the degree of relationship of spouse/partner, child, parent, grandparent, brother, sister, grandchild, and other persons with the approval of the City Manager or designee.

1.1819 Job classifications and salary steps: are listed and categorized in Appendix A of this Agreement.

1.1920 Job Classification Seniority: shall be defined as the total length of continuous service in a job classification within the Bargaining Unit.

1.2021 Layoff: –A layoff is identified as the anticipated and on-going or prolonged reduction in the number of full-time equivalent (FTE) positions or in the number of partial FTE’s covered by this agreement.

1.2122 Loudermill Rights: is the process of being informed in regards to disciplinary action. Loudermill Rights are the employees’ rights of due process and to not be deprived of the property rights of their positions without due process.

1.2223 Members of Employee's Household: shall mean persons who reside in the same home, who have reciprocal and natural or moral duties to and/or do provide support for one another. The term does not include persons sharing the same general house when the living style is primarily that of a dormitory or a commune.

1.2324 Oral Warning: shall be consistent with Article 7.6 addressing specific performance issues and what needs to be done to correct the performance issue.

1.2425 Overtime: shall mean all Employer-required work which has been performed in excess of forty hours per week.

1.2526 Promotion: shall be the appointment of an employee to a higher paid classification.

1.2627 Regular full-time Employee: means any salaried employee, hired for an indefinite period of time, who works forty or more hours per week on a fixed, regular schedule and is compensated and accrues benefits based on full-time employment.

1.2728 Regular part-time Employee: means any salaried employee, hired for an indefinite period of time, who works less than forty hours per week on a fixed regular schedule and is compensated and accrues benefits proportionate to the number of hours worked per pay period. For the purpose of Medical Benefits the pro-rated amount will be based upon the approved FTE as referenced in Article 5.2.2.

1.2829 Temporary Employee: shall mean an employee hired for a specific purpose or project and for a specific or definite period of time.

1.2930 Transfer: shall mean the reassignment of an employee to the same classification in a different Department with different duties and responsibilities, or to a different classification in any Department, provided such different classification is equal or lower in pay than the employee's previous classification. A transfer to a lower paid classification represents a voluntary non-disciplinary demotion.

1.3031 Vacation: shall mean a scheduled work day or accumulation of scheduled work days on which an employee may, by pre-arrangement, continue to receive the regular rate of compensation although he or she does not work.

1.3132 Weingarten Rights: are employees' rights to Union representation during an interview that the employee reasonably believes may lead to disciplinary action.

1.3233 Working Day: shall mean for the purpose of timelines associated with grievances, appeals and policy issues, an 8-hour working day, excluding holidays.

1.3334 Written Warning: shall describe both the problem and the needed correction in specific terms, and the potential consequences if it reoccurs. A Written Warning shall be part of the employee personnel file. Weingarten Rights must be upheld.

**ARTICLE 2 – RECOGNITION**

**2.1 RECOGNITION**

The Employer recognizes the Union as the exclusive collective bargaining representative for all regular employees of the City of Kirkland as noted in the classifications identified in Appendix A – Salary Schedules, excluding supervisory and confidential employees.

2.1.1 The Employer also recognizes the Union as the exclusive bargaining representative for all temporary employees, as defined in Article 5.2.3, working in those job classifications except interns and work study students. The Union agrees that representation of temporaries shall not include input into decisions regarding the tenure of temporary employees. With respect to new job classifications, see Article 2.2.

2.1.2 The Employer also recognizes the Union as the exclusive bargaining representative for those Seasonal or On-Call employees working in represented job classifications, who attain benefits eligibility, consistent with Articles 5.2.4 and 5.2.5.

2.1.3 Both the Employer and the Union recognize the benefit of utilizing volunteers from the local community. Volunteers shall be limited to performing tasks enumerated in mutually agreed to job descriptions which shall include work that is supportive of work performed by regular bargaining unit employees.

**2.2 NEW CLASSIFICATIONS**

When new regular or temporary positions are created within the departments represented or the classifications listed in Article 9.1, the Union will be notified of the pending action ten (10) working days prior to the date that the position is first posted or advertised.

When existing classifications are substantially modified within the departments represented or the classifications listed in Article 9.1, the Union will be notified of the pending action within ten (10) working days of the date that the position is first posted / advertised or the proposed effective date of the action that would change the status of the classification.

It is mutually agreed that it is the intent of the parties to meet, upon request by either party, in order to include or exclude new or modified positions in the bargaining unit consistent with the duties, responsibilities, and organizational level of the classification.

The parties agree that new classification(s) designated and approved by the Employer to be within the non-represented pay plans shall be excluded from the bargaining unit, absent a request to meet within thirty (30) calendar days. Existing bargaining unit classifications shall remain within the bargaining unit absent a mutual agreement by the parties or a decision by the Public Employment Relations Commission (PERC).

If either party disagrees with the pay plan designation for a new or reclassified position, the parties recognize the determination of whether the position is included within the bargaining unit may be reviewed by PERC upon petition by either party or jointly. Should PERC determine the classification to be included in the bargaining unit, the position shall be placed within the Union salary schedule at the appropriate rate of pay and at a step arrived at either by mutual agreement / negotiation or PERC ruling.

### **ARTICLE 3 – UNION SECURITY**

#### **3.1 DUES DEDUCTION**

Upon written authorization from an employee who chooses to join the Union, the Employer shall deduct once each month from the wages of that employee all Union dues and-fees uniformly levied. The dues shall be provided to the Union within thirty (30) days of the deduction request. Rights of non-association and dues deductions shall be administered consistent with applicable state and federal law.

The Employer shall honor the terms and conditions of each employee's authorization for deduction of Union membership dues and fees. The Employer will continue to deduct and remit dues and fees to the Union until such time as the Union notifies the Employer that the dues authorization has been properly terminated in compliance with the deduction authorization executed by the employee. If the employee is not willing to halt deductions through the Union, and provides the Employer with written notice requesting termination of the deductions, the Employer will provide the Union with a copy of the request and will honor the employee's request in a manner consistent with the employee's deduction authorization and membership agreement with the Union, if allowed by law.

If any employee does not have a check coming to him or her, or the check is not large enough to satisfy the deduction, no deduction shall be made from that employee for that month. The Union agrees to refund to the Employer any amounts paid to it in error upon presentation of proper evidence.

The Union shall indemnify, defend, and hold the Employer harmless against any claims made and against any suit instituted against the Employer on account of compliance with this article and any and all issues related to the deduction of dues or fees for the Union.

The Union accepts its responsibility to fairly represent all employees in the bargaining unit regardless of membership status.

#### **3.2 BARGAINING UNIT ROSTER**

The Employer shall provide the Union with a roster of employees covered by this Agreement on a bi-annual basis or as needed pursuant to Article 8. The roster shall include name, address, salary, classification, department, hire date and termination date.

The Union agrees to supply Human Resources with current lists of officers and stewards. The Employer will recognize the officers and stewards as soon as the list is received, in writing, by Human Resources.

**3.3 NONDISCRIMINATION – UNION ACTIVITY**

Neither party shall discriminate against any employee because of membership in or non-membership in or activity on behalf of the Union. No employee shall be discharged or discriminated against for upholding Union principles, fulfilling duties as an officer in the Union or serving on a Union committee.

**ARTICLE 4 – UNION / EMPLOYER RELATIONS**

**4.1 UNION ACCESS**

The Union's authorized staff representatives shall have access to the Employer's premises where employees covered by this Agreement are working for the purpose of investigating grievances and contract compliance, after notifying the Employer. Access for other purposes shall not be unreasonably denied by the Employer. Such visits shall not interfere with or disturb employees in the performance of their work during working hours.

**4.2 FACILITY USE**

The conduct of Union business on Employer time and premises shall be subject to the limitations set forth in this Article and with the understanding that no Union member or officer shall use Employer's equipment in the conduct of Union business.

The Union shall be permitted to use designated premises of the Employer for Union meetings, with or without Union staff present, provided it is not disruptive to operations and space is available. Use of Employer's premises for meetings shall be limited to the hours of 5pm to 8am and 12pm to 1pm, unless otherwise approved by the Employer.

**4.3 STEWARDS**

The Union shall provide the Human Resources Department with a current list of all stewards and officers. With notice to the Employer, stewards and/or the officers shall be allowed reasonable time during working hours to investigate and process grievances, as defined in Article 4.8, 4.9 and ~~19.419.3~~. Employees shall attend Union meetings on their own time.

The Employer recognizes that the Union is entitled to at least one steward in each department in which bargaining unit members are employed.

**4.4 ORIENTATION**

The Employer will provide advance notification to the Union Department Representative and Local Union President (or designee) of all new hires by means of an electronic new hire offer letter, courtesy copy. A Union official and the newly hired employee shall, at no loss of pay, be granted up to thirty minutes to provide each new employee a basic overview of the employee's rights and responsibilities regarding Union membership, dues authorizations, and Union insurance.

**4.5 BULLETIN BOARDS**

The Employer will provide a bulletin board for Union use. No materials shall be posted except notices of meetings and elections, results of elections, changes in Union by-laws, notices of employee social occasions, similar Union notices, letters, and memoranda. All material shall be signed by an officer of the Union. Union will limit the posting of any material on the Employers' premises to its bulletin board.

**4.6 CONTRACT DISTRIBUTION**

The Union will provide access to a copy of this Agreement to each new and current employee in the unit.

**4.7 NEGOTIATIONS RELEASE TIME**

The Employer will make a good faith effort to assist in providing release time for Union negotiating team members participating in contract negotiations if negotiations take place on work time, provided that coverage can be arranged.

**4.8 GRIEVANCE RELEASE TIME**

Prior to any proposed investigation of a grievance, stewards or officers provide notice to their and the grievant's supervisor, which will be granted unless the steward, officer or the grievant is working on something that requires immediate attention. If permission cannot be immediately granted, the Employer will arrange to allow investigation of the grievance at the earliest possible time. When it is necessary for stewards or officers to conduct Union business authorized by this Agreement in an area or on a shift other than their own, they shall notify the supervisor of that area or shift of their presence and of the nature of their business. No compensation shall be provided by the Employer for such steward activities outside the employee's work shift, without express pre-authorization by the steward's Department Director or Human Resources.

**4.9 UNION BUSINESS**

Compensable Union business shall be defined as meeting with an authorized Employer representative who schedules a meeting during normal business hours when it is necessary for a duly authorized officer of the Union (who is also a member of the bargaining unit) to attend for the purpose of resolving a grievance filed by a member of the bargaining unit, or other issues that require the presence of a Union official. When reasonably possible, the Union representative will notify their Supervisor or designee when they are requested to attend a Union meeting during regular business hours. Consistent with Articles 4.3, 4.8 and ~~19.4~~19.3, stewards and/or the officers shall be afforded reasonable time for the investigation of grievance and compliance issues dealing with this Agreement. Other Union business will not be conducted on Employer time.

Any concerns by the Employer which indicate that a Union officer or steward is spending an unreasonable amount of time performing Union duties shall be referred to Human Resources for discussion and resolution with the Staff Representative of the Union or their designee.

The Union and the Employer have the right to communicate on matters of concern using e-mail, written correspondence, and telephonic communications. The Parties agree to ensure that all stakeholders are notified and copied appropriately. The parties agree to respond to written and e-mail correspondence within 10 working days and telephonic messages as soon as reasonably possible.



## **ARTICLE 5 – EMPLOYMENT**

### **5.1 PROBATIONARY PERIODS**

Probation - A new employee shall work under the terms of this Agreement, but shall be subject to the normal six (6) month probation period, during which time the employee may be discharged without recourse from the employee or the Union.

The Employer may extend the six month probationary period for new employees up to an additional six months. The Employer shall provide a written notice to the Union no less than fourteen (14) calendar days prior to the probationary period's expiration of his or her intent to extend a probationary period. The Union may request reconsideration of the decision within fourteen (14) calendar days of the date of the notice. The employee will remain on probation until such time as a resolution has been determined.

When temporary employees are hired into a regular position, the duration of the probationary period completed during the temporary assignment will be applied to the probationary period of the regular position utilizing the following criteria:

- There is no change in Classification when moving from the temporary to the regular position.
- There is no change in Department when moving from the temporary to the regular position.
- There is no change in Supervisor when moving from the temporary to the regular position.
- The employee has demonstrated full performance of the job during the temporary assignment.
- The employee has not had performance issues during the temporary assignment.

The Union will be notified if a probationary period is extended or restarted at the time of hire into the regular position.

Trial Service Period - Employees who are transferred or promoted to another position and/or classification in the bargaining unit shall serve a trial service period for six (6) months of work, consistent with Article 7.3.

### **5.2 TYPES OF EMPLOYMENT**

#### 5.2.1 Regular Full-Time Employees:

A regular full-time employee is scheduled to work forty (40) hours per week in a regularly budgeted, on-going position. Regular full-time employees are eligible to receive the standard benefit package.

#### 5.2.2 Regular Part-Time Employees:

A regular part-time employee typically is scheduled to work a minimum of twenty (20) hours per week but no more than forty (40) hours per week in a regularly budgeted, on-going position. Regular part-time employees are eligible to receive the standard benefit package, prorated to match the FTE percentage and adjusted by actual hours worked for vacation accruals, sick leave, and holiday pay. For medical and dental premiums the monthly premium will be prorated by their FTE plus an additional 10% of their FTE. For

example a .8 FTE's benefits premiums will be prorated by .88%. Vision benefits will be paid at 100%.

#### 5.2.3 Temporary Employees:

A temporary employee is hired for a specific assignment that has a duration of employment and schedule that is anticipated to work one thousand and forty (1,040) hours or more in a twelve (12) month period.

A temporary employee is eligible for the standard benefits package and will be applied based on the definitions in Articles 5.2.1 and 5.2.2 based on their anticipated work schedule.

If a regular employee accepts an assignment of a temporary position, that employee will be eligible for return rights to their former position upon completion of the specific assignment or term of the temporary employment or upon twenty (20) calendar days' notice from the Employer or 30 calendar days' notice from the employee, whichever is earlier. The regular employee shall continue to earn seniority as to their former position during the period of the temporary position assignment. Any new-hire employee who is hired to fill the vacancy, which was created by the regular employee accepting a temporary position, will also be hired as a temporary employee and that employee will cease to have employment rights upon the return of the regular employee to the former position.

Union membership will be required per Article 3 for represented classifications, per the terms of the Agreement. Regular employees moving to a temporary position, as above, will become or remain Union members, per the Agreement representing the temporary position.

After a temporary position is filled longer than three (3) years, the Employer will provide notice and meet and discuss the status of the position with the Union, upon request. If or when the position is fully funded, a temporary employee may apply for that position. The Union may, however, request discussion of the status or term of a temporary position at any point during the temporary position.

Employees in temporary positions serve an anticipated but not guaranteed term. While a term of employment is anticipated, the assignment / project may be terminated at any time for any reason, with or without notice.

#### 5.2.4 Seasonal Employees:

A seasonal employee works for a specific amount of time and is not anticipated to work more than six (6) months. A seasonal employee is not eligible to receive the benefits package.

#### 5.2.5 On-Call / Extra Help Employees (Variable Hour Employees):

A variable hour employee works in a limited, but on-going capacity. They do not have a specific end date. Their schedule may consist of an intermittent or varying schedule per week on an as needed basis, and are anticipated to work fewer than one thousand and forty (1,040) hours within a twelve (12) month period. They are not eligible for the benefits package.

If the one thousand and forty (1,040) hour limitation is met or exceeded in any one (1) type of employment within a twelve (12) month period, the employee will become eligible for the standard benefits package, consistent with current personnel rules. Benefits shall be prorated to match the FTE percentage, as determined by service to that point and applied based on Article 5.2.2 above. Union membership will then be required per Article 3 for represented classifications, per the terms of the Agreement.

### 5.3 Contractors

The Employer will make good faith efforts to limit bargaining unit work to employees covered by this Agreement. "Contractors" who are not employees of the Employer will be permitted to do bargaining unit work where both the need is occasional and temporary and when there are not regular staff either qualified or available to do such work.

### 5.4 Students / Interns

Student and Internship programs may be created by the employer provided such does not take work away from budgeted classifications represented by the Union, the Union is provided notice and, upon request by the Union, the Employer meets with the Union to discuss the impacts and benefits of the program.

## **ARTICLE 6 – HOURS OF WORK AND OVERTIME**

### 6.1 WORKDAY / WORKWEEK

A regular full-time workweek shall consist of forty (40) hours of time actually worked or compensated within a seven (7) day period (typically Sunday 12:00 ~~a.m.~~ ~~AM~~ through Saturday 11:59 ~~p.m.~~ ~~PM~~). Changes in work schedule, which may include changes in the schedule or total hours, shall be consistent with Article 6.2.

#### **6.2.1. Standard Work Schedule**

The ~~normal-standard~~ work schedule for full-time employees shall be Monday ~~through~~ Friday, 8:00~~am~~ ~~AM~~ to 5:00~~pm~~ ~~PM~~.

#### **6.2.2. Alternative Work Schedule**

An alternative work schedule is a work schedule that does not follow the standard business hours of Monday through Friday, 8:00 AM to 5:00 PM. Examples include, but are not limited to, 9/80s, 4/10s, 4/9/4s, etc.

#### **6.2.3. Change of Work Schedule**

The employer may change an employee's ~~the~~ work schedule at any time. If the Employer makes a non-emergency change ~~in-to~~ the employee's work schedule, the employee shall be given at least ten (10) working days' notice prior to the new schedule going into effect, unless such notice period is waived by mutual agreement of the Employee and Employer.

~~6.2.1.~~ If the Employer makes a change in a non-exempt employee's ~~normalstandard/alternative~~ work schedule with less than 48 hours' notice, the employee shall be paid a ten percent (10%) premium based on the employee's regular straight time hourly rate of pay for the remainder of work week hours the employee is assigned to work outside his or her regular schedule.

#### **6.2.4. Flex Time**

~~Flex time is a temporary variation in the employee's normal-standard/alternative work schedule. Flex time allows the Employee and Employer to adjust the employee's hours of work for a single work day or work week when such is pre-approved in writing by —Employees may work flex time with written approval of the employee's direct supervisor. Department Director. Flex time may be requested by the employee, regardless of full-time equivalency (FTE) status, or by the supervisor, and must be mutually agreed upon in writing by the parties prior to the flex time being worked. Flex time, by nature and design, is not intended to add cost for the City. Approved flex time shall constitute an employee's normal work schedule and must represent forty (40) hours per work week for full-time employees and such schedule and shall comply with the Fair Labor Standards Act (FLSA) and the Washington State Minimum Wage Act WAC 296.128-500.~~

#### **6.3 REST / MEAL BREAKS**

All employees shall receive a fifteen (15) minute break for each four (4) hours worked, in addition to their lunch break. Lunch break shall be on the employees' own time. Employees working three or more hours longer than a normal work day schedule shall be allowed at least one (1) thirty (30) minute unpaid meal period prior to or during the additional work period. Where the nature of the work allows employees to take intermittent rest periods equivalent to fifteen (15) minutes for each four (4) hours worked, scheduled rest breaks are not required. Missed rest breaks are not compensable as overtime. Breaks may not be collected or not taken in order to shorten the work day or work week.

Employees who because of the nature of their work or by specific direction of their supervisor are required to eat their lunch at their work station shall be provided a paid meal period. Employees whose meal period is normally unpaid may be paid overtime (per Article 6.4) for the time worked or have the day or workweek adjusted.

#### **6.4 OVERTIME**

##### **Overtime Eligible**

Employees listed in the salary schedule as "overtime eligible" are entitled to overtime compensation. Overtime shall be compensated at one and one half (1 ½) times the employee's normal hourly rate of pay or time off at that rate for all time worked over forty (40) hours per week. Overtime shall be paid in fifteen (15) minute increments. Employees subject to emergency callback and not in a standby mode shall have holiday hours included in the calculation of hours worked for the purpose of calculating overtime.

6.4.1 For purposes of computing overtime, all contractual holidays, comp time, sick leave and vacation time shall be considered as time worked.

6.4.2 While overtime is not paid for working over a regular scheduled shift, unless such results in over forty (40) hours compensated for the workweek, either the employee or the Employer may propose an "adjusted work-week" (i.e. flexing hours within that same work week). The adjusted work week must also be approved in advance by the employee's immediate supervisor and should be established at the time of authorizing the hours worked over a regular shift. The adjusted work week must be by mutual agreement.

6.4.3 Non-pyramiding - Premium or overtime pay shall not be duplicated or pyramided. Except in emergent / emergency situations, all overtime must be approved in advance by the employee's immediate supervisor.

#### Overtime Exempt

Employees listed in Appendix A as "overtime exempt" are considered to be executive, administrative, or professional employees and are not entitled to overtime compensation. These employees are responsible for scheduling and performing their duties consistent with their job requirements and the needs of their department. In so doing, these employees occasionally may be required to work extra time beyond their normal work schedule and will be allowed to take discretionary time off with pay, provided that it does not interfere with the functions of their department. Greater variation in work schedules may be necessary for some employees depending on their job requirements. It is not required that extra time worked and discretionary time off be balanced hour for hour. The payment of the basic salary and benefits is not affected by extra time worked or discretionary time away from the job.

When scheduling use of discretionary time, employees will consult with their immediate supervisor prior to taking the time.

#### 6.5 COMPENSATORY TIME

~~Overtime hours must be pre-approved by the Employer prior to it being worked by the employee. Generally, overtime shall be paid rather than compensatory time accrued granted. Overtime shall be compensated at the rate of one and one-half (1½) times the employee's regular rate of pay. In lieu of overtime compensation, the Employee may request to accrue compensatory time at the rate of one and one-half (1 ½) for overtime hours worked, subject to the approval of their supervisor. Compensatory time shall be awarded by mutual agreement between the employee and the supervisor at the time of authorizing the overtime. The Employee cannot be required to accept compensatory time accrual in lieu of overtime payment.~~

~~An Employee's request for use of compensatory time shall be granted provided that prior approval is given by the Employer and provided that the leave requested does not prevent a department or division thereof from providing efficient public service. An Employee shall have the option of using compensatory time or vacation leave for approved paid time off.~~

Compensatory time, accrued in lieu of cash compensation for overtime hours worked, shall be paid out on an annual basis, on the first pay day following November 1<sup>st</sup>, for all hours earned through October 31<sup>st</sup>, provided however, with written notice submitted to the payroll preparer prior to October 31<sup>st</sup>, the employee may elect to carry over up to forty (40) hours of compensatory time into the next cycle year.

Compensation shall not be paid (or compensatory time taken) more than once for the same hours under any provision of this Article or Agreement. Premium or overtime pay shall not be duplicated or pyramided unless required by the Fair Labor Standards Act, in which case premium or overtime pay shall be based on the employee's regular rate of pay.

### ARTICLE 7 – EMPLOYMENT PRACTICES

### **7.1 NONDISCRIMINATION**

The Employer and Union shall ensure that all terms and conditions of employment included in this Agreement shall be administered in accordance with Federal or State law governing employment discrimination. Administration and application that is not in contravention of Federal or State law shall not be construed to be discrimination under this Article.

The Union and the Employer agree to provide equal opportunity as to the provisions of this Agreement to all their members and employees. Neither the Employer nor the Union shall discriminate against any person on the basis of such person's race, sex, marital status, color, creed or religion, national origin, age, veteran status, sexual orientation or the presence of any sensory, mental or physical disability, unless based upon a bona fide occupational qualification.

Wherever words denoting a specific gender are used in this Agreement, they are intended and shall be construed so as to apply equally to either gender.

### **7.2 JOB POSTING**

When a job opening or vacancy in the bargaining unit occurs, notice of such position shall be posted by the Human Resources department for a period of no less than five (5) working days before the position is filled. Job openings shall always be posted internally ("internal posting") and may also be posted externally. Except as limited by Article 7.3, the Employer may consider applicants from within the Employer or may advertise and solicit applicants simultaneously from outside the City. The posting shall indicate the salary range for the position, the required or preferred minimum qualifications and/or experience, the department to whom the position will report and the application process. Union positions will be identified as such.

### **7.3 PROMOTIONS**

When a new position is created or a vacancy occurs, the Employer shall select the most qualified candidate to fill the position. The Union recognizes the Employer's obligation to comply with State and Federal statutes regarding Affirmative Action. At the discretion of the Employer, outside recruitment and selection may take place. It shall be the goal of the Employer to promote insofar as possible from the ranks of the employees. When an employee applies and is not selected for a vacancy, he/she will receive notification.

Promotions to a higher job classification shall be according to ability and seniority; ability determined to be equal, seniority shall prevail. There shall be a six (6) month trial service period, or less at the Employer's option, for such promotions, in order for the employees to acquire skills and demonstrate their qualifications, during which time the employee shall be compensated at the higher rate of pay. At any time during the trial service period the Employer may assign the promoted employee back to their previous position to help with workload or training.

During the trial service period, an employee promoted to a regular position may return to the former position by their choice. The employee may also be returned to their former position upon an evaluation of unsatisfactory performance by the employer during the six (6) months trial service period. Upon returning to the former position, the employee shall retain their seniority and be placed in the salary schedule and step in which they would have been had they not been promoted. The employee may voluntarily waive their return rights in writing, with a copy to the Union, at any point after the promotion has occurred.

Employees who are transferred or promoted to another position and/or classification in the bargaining unit shall serve a trial service period for six (6) months of work. The employer shall not be required to hold the positions open from which the employees were transferred or promoted. If the position is eliminated or filled, the trial service period and any associated return rights will end. If the previous position is filled, the right to assign the promoted employee back to the previous position to assist with workload or training shall continue. During the trial service period, the employees may be reassigned to their previous positions and/or classifications at the sole discretion of the Employer. However, the discharge or discipline (as defined in Article 7.6) of a transferred or promoted employee shall be subject to the grievance procedure.

#### **7.4 PERSONNEL FILE / POLICIES**

Unless otherwise provided by the terms of this Agreement, the City of Kirkland Administrative and Personnel Policies shall apply to members of this bargaining unit. Employees shall also refer to Employer policies to resolve matters not covered by this Agreement or for clarification of matters covered by this Agreement. However, where there is a conflict between Employer policies and any provisions of this Agreement, the provision(s) of this Agreement shall govern.

Employees shall have access to their personnel file with reasonable frequency. Upon request to the Human Resources department, access shall be provided within a maximum of four (4) working days. Conditions of hiring, termination, change in status, shift, evaluations, commendations and disciplinary actions shall be in writing with a copy to the Employee prior to placement in their personnel file. The Employer's failure to abide by this section pertaining to personnel file access shall not affect the Employer's ability to proceed with the merits of discipline or discharge but may be a separate Union grievable matter and any grievance time-lines will be correspondingly extended.

Employees shall have the right to provide a written response to any written evaluations or disciplinary actions to be included in the personnel file. Upon approval of the Human Resources Department, employees may add additional documents to their personnel file including, but not limited to, certifications, degrees, and commendations.

#### **7.5 EVALUATIONS**

The purpose of an evaluation is to help an employee be successful in performance and to understand the standards and goals of their position and their department. The evaluation will assess and focus on the employee's accomplishment of their job functions and the goals and standards of the position. Where the employee does not meet the above, a plan for correction, training or support should be developed with the employee.

Evaluation may occur in two forms:

7.5.1 All regular employees should be formally evaluated in writing by their immediate supervisor and/or department head or designee during the probationary or trial service period and at least annually (at date of hire or a common date) thereafter.

7.5.2 Additionally, evaluation of job performance may occur at any time and on an ongoing basis. Evaluation may occur in various ways and may include coaching, counseling or written assessment.

The evaluation process shall also include a review of the current job description.

Evaluation shall not, by itself, constitute disciplinary action – disciplinary action must be specifically identified as such, in writing, consistent with Article 7.6.

Employees will be given a copy of the evaluation. Employees will be required to sign the evaluation, acknowledging its receipt. Evaluations are not grievable, however, employees may elect to provide a written response to the evaluation, which will be retained with the evaluation in the employee's personnel file.

#### **7.6 DISCIPLINE / CORRECTIVE ACTION**

The Employer agrees to act in good faith in the discipline, dismissal or demotion of any regular employee and any such discipline, dismissal or demotion shall be made only for just cause.

No employee shall be discharged except for just cause. The parties recognize that just cause requires progressive discipline. Progressive discipline may include:

- oral warnings, which will be documented;
- written warnings – which may also include work performance improvement or corrective action plans for poor work performance or misconduct;
- suspension without pay;
- demotion; or
- discharge.

The intent of progressive discipline is to assist the employee with performance improvement or to correct misconduct. Progressive discipline shall not apply where the offense requires more serious discipline in the first instance. Both the sequencing and the steps of progressive discipline are determined on a case-by-case basis, given the nature of the problem.

All disciplinary actions shall be clearly identified as such in writing. The employee will be requested to sign the disciplinary action. The employee's signature thereon shall not be construed as admission of guilt or concurrence with the discipline, but rather shall be requested as an indication that they have seen and comprehend the gravity of the disciplinary action. Employees shall have the right to review and comment on disciplinary actions in their personnel file.

A copy of all disciplinary notices shall be provided to the employee before such material is placed in their personnel file. Employees disciplined or discharged shall be entitled to utilize the grievance procedure. If, as a result of the grievance procedure utilization, just cause is not shown, personnel records shall be cleared of reference to the incident, which gave rise to the grievance.

The Employer will notify the Union in writing within three (3) working days after any notice of discharge. The failure to provide such notice shall not affect such discharge but will extend the period within which the affected employee may file a grievance.

The Employer recognizes the right of an employee who reasonably believes that an investigatory interview with a supervisor may result in discipline to request the presence of a Union representative at such an interview. Upon request, they shall be afforded a Union representative. The Employer will delay the interview for a reasonable period of time in order to allow a Union



representative an opportunity to attend. If a Union representative is not available or delay is not reasonable, the employee may request the presence of a bargaining unit witness. (Weingarten rights)

Employees shall also have a right to a notice and a determination meeting prior to any disciplinary action (except oral warning). The Employer must provide a notice and statement in writing to the employee identifying the performance violations or misconduct alleged, a finding of fact and the reasons for the proposed action. The employee shall be given an opportunity to respond to the charges in a meeting with the Employer, and shall have the right to Union representation during that meeting, upon request. (Loudermill rights)

The Employer shall endeavor to correct employee errors or misjudgments in private, with appropriate Union representation if requested by the employee.

Discipline shall be subject to the grievance procedure in this Agreement as to whether or not such action as to any post-probationary employee was for just cause. Just cause shall be established if the following has been shown by the Employer:

- 7.6.1 That the Employer did forewarn employee of possible consequences of conduct;
- 7.6.2 That the Employer policy, rule, or order involved reasonably related to the orderly, efficient, or safe operation of the Employer;
- 7.6.3 That before administering discipline, the Employer did make an effort to discover whether employee did, in fact, violate or disobey an Employer policy or rule;
- 7.6.4 That the Employer conducted its investigation objectively;
- 7.6.5 That, in the investigation, the Employer did obtain evidence or proof that the employee violated such Employer policy or rule;
- 7.6.6 That the Employer applied its rules, orders, and penalties without discrimination under the circumstances; and
- 7.6.7 That the degree of discipline was reasonably related to the seriousness of the offense and/or the employee's record.

## **7.7 OUTSIDE EMPLOYMENT**

Employees shall be permitted to maintain other employment to the extent that it does not impair the employee's ability to perform his or her normal work duties and/or responsibilities with the City of Kirkland, nor create a conflict of interest as defined by the Employer's Personnel policies.

### **ARTICLE 8 – SENIORITY- (Section 8.1-8.4)-LAYOFF (Section 8.5-8.15)**

**8.1 ESTABLISHMENT OF SENIORITY**

Seniority shall be established upon appointment to a regular full-time or part-time, budgeted position within the bargaining unit. No seniority shall be established while an employee is employed in a Temporary, Seasonal or On-Call position. Time in service in a Temporary or benefitted Seasonal / On-Call position shall count for leave accrual or step movement purposes only. A Temporary employee or a Regular employee in a Temporary position who is hired without a break in service directly into a Regular position in the same classification shall be credited for classification seniority from the date of hire into that classification.

Including vacation and sick leave however, seniority shall not be accrued while on a leave of absence without pay in excess of thirty (30) continuous calendar days. The appointment date shall be adjusted for leaves of absence without pay except when such leaves are the result of federal or state legally protected leaves.

**8.2 APPLICATION OF SENIORITY**

In the event of transfer, layoff, postings/promotions, bumping or recall, bargaining unit seniority shall be the determining factor where employees are equally qualified to do the job. Seniority shall be applied in the following manner:

8.2.1 Postings / promotions/ transfer

In regard to job postings, promotion, and transfer, “qualifications” and/or “ability” will be the primary consideration, with seniority determinative where employees are equally qualified, consistent with Article 7. Qualifications will include the minimum qualifications of education, training and experience as set forth in the job description, as well as the job performance, ability, employment record and contribution to the needs of the department.

8.2.2 Bumping

As to bumping, the employee’s “competence” and the ability, as defined in Article 1.7, to adequately perform the unique functions of the job assignment will be the primary consideration, applied in accordance with bargaining unit seniority.

8.2.3 Recall

Seniority shall be determinative in the identification of which employee is to be recalled when there are more than one who is qualified and/or have previously performed a position. In the event that an employee is being recalled to a new position, the employee’s qualification and the ability to adequately perform the unique functions of the job assignment will be the primary consideration, applied in accordance with bargaining unit seniority, consistent with Article 8.2.2.

**8.3 LOSS OF SENIORITY**

An employee will lose seniority rights by and/or upon:

8.3.1 Resignation.

8.3.2 Discharge.

8.3.3 Retirement.

8.3.4 Layoff / Recall list of more than fourteen (14) consecutive months.

8.3.5 Failure to respond to two offers of recall to former or comparable employment.

Employees who are re-employed following the loss of their seniority, shall be deemed a newly-hired employee for all purposes under this Agreement, except as provided in the following: if an employee is laid off or resigns in good standing after working at least twelve (12) consecutive months, and is thereafter re-employed within twelve (12) months (or fourteen (14) months in the event of recall), the employee will, upon successful completion of the probationary period, regain the seniority that they had as of the effective date that the employee resigned.

#### **8.4 SENIORITY LIST**

The Employer shall update the seniority list and provide it to the Union annually or upon request, consistent with Article 3.3. If a layoff is announced, a current ranked seniority list including job classifications, names, job locations, and FTE or hours per week shall be provided to the Union and posted in the affected department.

#### **8.5 LAYOFFS**

A layoff is identified as the anticipated and on-going or prolonged reduction in the number of full-time equivalent (FTE) positions or in the number of partial FTEs covered by this Agreement. A reduction in force in classification may occur for reasons of lack of funds, lack of work, efficiency or reorganization. Reductions in force are identified by classification within the affected department.

For purposes of this Article, layoff is further identified as any reduction in hours which results in a regular position being less than their budgeted FTE.

#### **8.6 AFFECTED GROUP**

The following procedure shall apply to any layoff:

##### **8.6.1 Affected employees**

The Employer shall first determine by job classification the number of employees or FTEs to be affected by the layoff. The employee(s) holding such FTEs, which are subject to layoff, shall be the "affected employee(s)."

The least senior employee within the affected job classification shall be selected for layoff, consistent with Article 1.20. The exception would be only when the Employer determines that the position requires unique qualifications and abilities necessary to perform the specialized and required functions of that position, which would then become an overriding factor.

#### **8.7 NOTICE**

The Union shall be provided written notice of all proposed layoffs and of positions to which laid off employees may be eligible to bump and a current seniority list.

Employees affected /being laid off shall be given written notice of such layoff thirty (30) calendar days prior to the layoff if possible. In no event shall written notice of layoff be less than ten (10) working days. If the employer does not provide ten (10) working days written notice, the employer shall compensate the employee at his or her normal rate of pay for the time between the last day of

work and ten (10) working days from the date the employee receives the notice of layoff, in addition to any other compensation due the employee.

The employee shall inform the Employer within five (5) working days of the receipt of the notice of layoff of their intention to exercise bumping rights. When all bumping rights have been acted upon, or when someone has chosen not to act on their bumping right, the employee least senior or the employee choosing not to bump shall be the person laid off. Only one thirty (30) day notice of layoff is required, irrespective of the number of bumps.

An employee desiring to exercise bumping rights must do so by delivering written notice to the Employer within five (5) working days of receipt of notice of layoff. The written notice must state the proposed position to be bumped and contain a statement of the employee's qualifications for that position. Within five (5) working days of receipt of the employee's notice to exercise the bumping rights, the Employer shall communicate the decision to the employee as to whether the employee meets the qualifications for the position the employee has chosen to bump.

#### 8.7.1 Volunteers

Simultaneous with implementing the provisions of the layoff procedure, the Employer may first seek, by a five (5) working day posting process, volunteers for layoff or voluntary resignation from among those employees who work within the same job classification as the affected employees. If there are more volunteers than affected employees, volunteers will be chosen by bargaining unit seniority. Employees who volunteer for layoff may opt for recall rights as described in this Article at the time of layoff.

If there are no or insufficient volunteers within the affected job classification, the remaining affected employees who have received notice must choose promptly (within five (5) full working days of receipt of the Notice) among the layoff options set forth in Article 8.10.

#### 8.7.2 Probationary Employees

If the number of volunteers is not sufficient to meet the announced number of necessary layoffs, and if the affected employee is an initial probationary employee, then that employee shall be laid off and are ineligible to select among layoff options.

### 8.8 Meeting with Union

After receiving notice and upon the Union's request, the Employer and the Union shall meet promptly during the first two (2) weeks of the notice period identified in Article 8.6 to discuss/negotiate the reasons and the time-lines for the layoff and to review any suggestions concerning possible alternatives to layoff. Union concerns shall be considered by the Employer prior to implementation of any reduction in hours.

### 8.9 Order of Layoff

The least senior employee (by classification seniority) within the affected job classification and affected department shall be selected for layoff. No regular employee shall be laid off while another employee in the same classification within the department is employed on a probationary, extra help or temporary basis, unless specialized skills are required to fill the position that are not possessed by the regular staff member. This provision shall apply only to the classification where the initial layoff occurs and not to the classification into which laid off employees have bumped. In the event of two employees having the same classification seniority, bargaining unit seniority shall be

determinative. In the event of two employees having the same bargaining unit seniority, Employer seniority shall be determinative.

### **8.10 Layoff Options**

Affected employees who have completed their probationary period shall have the following options:

#### **8.10.1 Assume a Vacant Position**

On a bargaining unit seniority basis, to assume a vacant position in the same department and bargaining unit, for which they are qualified. On a bargaining unit seniority basis, the employee shall also be considered for available job openings within the Employer for which the employee is qualified.

When a regular full-time or part-time employee is being laid off the Employer may offer a temporary position if one is available and the employee has the ability to perform the work. Laid off employees who accept these assignments will be provided the benefits and provisions of the temporary assignment. Employee(s) accepting these assignments will be subject to recall.

#### **8.10.2 Bump**

Laid off employees, including bumped employees, shall be allowed to bump less senior employees (by bargaining unit seniority) within their department in lower classifications or in classifications which the employees previously held and are still competent to perform the work of the classification. The employee may bump to other departments only within their current classification or if they previously held the position and are still competent to perform the duties.

Part-time regular employees shall have the option of remaining in the reduced position (if above the 20 hour threshold) or bumping to a lower classification, if competent.

An employee who has bumped shall move to the highest step of the new range that does not exceed their current salary.

If there is no employee in the next lower classification who is less senior than the person scheduled for layoff, that person may look progressively to the next lower classification for such bumping rights.

The employee who is bumped by the affected employee shall have the same rights under this Article.

#### **8.10.3 Recall**

If the affected employee elects not to take a vacant position, elects not to bump or cannot immediately and adequately perform the functions of the job assignment in assuming a vacant or bumped position, then that employee will be placed on the recall list and will be eligible for recall under Article 8.12.

### **8.11 REDUCTION HOURS/FTE**

An employee subject to an involuntary reduction in their FTE may elect to accept the reduction, may bump and/or may elect to be placed on recall in accordance with Article 8.10 and 8.12. If the reduction results in hours less than their budgeted FTE, it will be considered a layoff and the employee shall have the right to bump or recall list.

#### **8.12 RECALL**

An employee who has been laid off shall be entitled to recall rights for a period of fourteen (14) months from the effective date of their layoff. If a vacancy occurs in the employee(s) classification, employee(s) on the recall list shall be notified of such vacancies at the employee's address on file with the Human Resource Department. The vacancy will be filled, in accordance with classification seniority, among current employees and those on the recall list. If employees on the recall list elect not to accept two (2) offers to return to work in the former or a comparable position or fail to respond within seven (7) consecutive days of the offer of recall, they shall be considered to have terminated or abandoned their right to re-employment and relinquished all recall rights. If employees on the recall list elect not to accept an offer of a non-comparable position, they may retain their recall rights for the balance of their recall period.

As long as any employee remains on the recall list the Employer shall not newly employ by hiring persons into the affected bargaining unit classification(s), within their department, until all qualified employees holding recall rights to that affected classification have been offered recall.

In other represented departments, as long as any employee remains on the recall list the Employer shall first post internally a vacancy of the affected employee's same classification to assure that the affected employee, together with other current employees are given opportunity for consideration for the vacancy. The employer then reserves the right to post externally if, at the sole discretion of the employer, a current employee does not best fit the needs of the vacancy.

It shall be the responsibility of the affected employee to provide the Employer with their current mailing address and telephone number.

A copy of the recall list shall be provided to the Union, upon request.

A person on the recall list who is re-employed in a regular position with the Employer shall serve a probationary period of three (3) months. The probationary period may be extended up to an additional three (3) months if the Employer states reasons in writing to the employee at the end of the first three (3) months. An employee who does not successfully complete the probationary period shall return to the recall list and shall remain on the recall list for the portion of their fourteen (14) months remaining at the time of re-hire.

There shall be no probationary requirement for persons returning to their former position if the initial probationary period has been completed.

Employees shall not lose seniority as a result of layoff for a period of up to fourteen (14) months, per Article 8.3; provided, however, that no benefits shall be accrued during the period of layoff.

Nothing contained in this layoff section shall be construed to require the Employer to modify its position and classification structure in order to accommodate bumping or other re-employment rights.

Salary placement rules shall apply to recall to regular positions and to employees who have bumped. Employees bumping to another position shall retain their old anniversary date for purposes of step increases. Persons recalled to the same salary range shall be placed in their former step and time in step. The salary for non-regular positions not represented by the bargaining unit shall be determined by the Employer.

#### **8.13 VACANT POSITIONS**

Positions will be filled in accordance with Article 8.2 and other sections of this Article.

Within the bargaining unit and the department, affected employees and employees on the recall list shall be given first opportunity for vacant bargaining unit positions for which they are qualified prior to outside hiring by the Employer, consistent with Article 8.10.1. Within other departments affected employees will be given consideration for vacant positions for which they are qualified.

If the affected employee elects not to take a vacant position, elects not to bump or cannot immediately and adequately perform the functions of the job assignment in assuming a vacant or bumped position, then that employee will be placed on the recall list and will be eligible for recall under Article 8.12.

#### **8.14 VACATION & LEAVE CASH OUTS /PAY**

Any regular employee who is laid off or terminated shall be cashed out for any unused vacation benefits or comp time with their final paycheck, to the extent of established maximums (per other Articles of this Agreement).

Sick leave balances at the date of layoff shall be restored upon recall with the Employer if the person is recalled into a regular position from the recall list. No sick leave shall accrue during the period of layoff. If a person on the recall list is employed in a temporary position employment, the person may accrue sick leave at the same rate that would apply if it were a regular position. Only sick leave accrued during temporary employment may be used during temporary employment. Sick leave accrued during temporary employment may be added to any existing sick leave balance if the person is hired into a regular position from the recall list.

#### **8.15 UNEMPLOYMENT CLAIMS**

If laid off employees apply for unemployment compensation benefits, the Employer will not contest the claim and will confirm that the employee was laid off.

### **ARTICLE 9 – WAGES**

#### **9.1 WAGE SCHEDULE**

The ~~monthly~~ salaries for employees and classifications covered by this Agreement are located in Appendix A. ~~The parties recognize that the information used to compile the data for the salary survey needs to be reviewed and updated due to a number of circumstances. Some of these elements include increased population of Kirkland, changes in job descriptions due to layoffs and the re-distribution of work, and the re-use of aged information. The parties agree that before conducting a new salary survey these items, or other related issues, will be discussed and reviewed~~

~~for possible changes and updates. This provision creates no commitment by either party to act on any survey results.~~

Should it become necessary to establish a new job classification within the bargaining unit during the life of this Agreement, the Employer may designate a job classification title and salary for the classification. The salary for any new classification within the bargaining unit shall be subject to negotiations, consistent with Article 2.2.

#### 9.1.1 Wage Adjustments

~~9.1.1.a Effective January 1, 2018~~2021~~, the monthly rates of pay for all bargaining unit positions shall be increased by three percent (3%) through December 31, 2018~~one hundred percent (100%) of the Consumer Price Index, All Items, for Urban Wage Earners and Clerical Workers (CPI-W), June 2019 to June 2020, for Seattle-Tacoma-Bellevue, which is one percent (1.0%).~~~~

~~9.1.1.b Effective January 1, 2019, the monthly rates of pay shall be increased by three percent (3%) through December 31, 2019.~~

~~9.1.1.c Effective January 1, 2020, the monthly rates of pay shall be increased by two percent (2%) through December 31, 2020.~~

For all retroactive amounts, the Employer shall, within thirty (30) days of signature of this Agreement, make all appropriate salary adjustments for the next regular pay period.

#### 9.2 HIRE-IN RATES

New regular employees shall normally be placed at Step A of the appropriate salary range or placed consistent with current personnel rules.

### ARTICLE 10 – OTHER COMPENSATION

#### 10.1 STANDBY PAY

Employees assigned to emergency standby duty during their time off shall be paid 15 percent of their regular straight-time hourly rate for each hour of standby. Employees assigned to standby on paid holidays specified in Article 11 shall be paid 25 percent of their regular straight-time hourly rate for each hour of standby.

Employees not on standby shall receive a minimum of two (2) hours of pay when called back to work by the employee's supervisor to handle a matter that requires immediate attention. Employees on standby shall also receive a minimum of two (2) hours of pay when required to physically return to the worksite to handle a matter that requires immediate attention. Employees on standby that are required to provide telephonic or computer remote services shall receive the greater of a minimum of one (1) hour of pay or the time actually worked. Other hours actually worked during the standby period are tracked in 15 minute increments. Employees will not receive the minimum of one (1) hour of pay for time worked that is considered de minimus (less than 7.5 minutes).



**10.2 CALL-BACK PAY**

All employees will respond to emergency call-outs unless extenuating circumstances such as illness or other incapacitation prevent the employee from responding.

Full-time employees who are called back to work after leaving the job site shall receive a minimum of two (2) hours pay at the overtime rate. When an employee is called out between shifts, the time worked between shifts shall be paid at the rate of one and one-half (1½) times the regular rate. After working the call out shift, the employee may have the option of working the next regularly scheduled shift, provided the supervisor and the employee feel the employee can carry out the duties of the position safely. When the employee does continue working, the time worked on the next regularly scheduled shift shall be compensated at the normal straight time rate.

During periods of emergency, changes of shift can be made with eight (8) hours' notice, provided the employee has eight (8) hours off between the two (2) shifts.

This provision shall apply to employees who are required to attend Employer scheduled meetings on their regularly scheduled day(s) off.

Part time employees who are called back to work after leaving the job site shall receive a minimum of two (2) hours' pay at the appropriate rate of pay.

**10.3 WORK IN A HIGHER CLASSIFICATION**

Employees assigned by their Department Director or the City Manager to assume the full range of responsibilities of a higher level position in a temporary capacity for at least 10 continuous working days shall receive Temporary Assignment Pay commencing from the first such day worked. Pay shall be at the "A" step of the higher pay range, or at the lowest step which gives the employee a 5 percent pay increase, whichever is greater.

Out of Class Pay shall be awarded due to a position vacancy created by separation from Employer employment, extended illness, injury, or maternity leave of the incumbent. Management retains the right to determine whether or not to fill vacant positions with temporary appointments.

**10.4 MILEAGE REIMBURSEMENT**

All bargaining unit employees who are required to use their own vehicles for Employer business shall be reimbursed at the mileage rate set by the current policy for all miles driven on such business.

**10.5 FOOTWEAR ALLOWANCE**

The Employer shall distribute to each benefitted employee who is exposed to the hazards set forth in WAC 296-800-16060 a footwear allowance, for ANSI approved work footwear. The footwear allowance shall be in amount of two hundred dollars (\$200.00) distributed on first payday of September each year the employee is eligible:

Footwear Allowance Eligibility Schedule:

Level One: Encounters foot hazards as defined by the WAC at least 3x per month (minimum of 36 times per year) = eligible for footwear allowance every year

Level Two: Encounters foot hazards as defined by the WAC at least 2x per month (minimum 24 times per year) = eligible for footwear allowance every two years

Level Three: Encounters foot hazards as defined by the WAC occasionally (minimum of/or less than 23 times per year) = eligible for footwear allowance every three years

An eligible employee may choose to waive their footwear allowance. If an employee waives their footwear allowance they will not be considered for another allowance until their next eligibility period. If an employee who waived their allowance would like to receive a footwear allowance in between eligibility periods they must submit a request to the Safety and Risk Analyst. Once they use their allowance the eligibility period for the next footwear allowance is set forth from that date.

New employees will be required to wear footwear but will not receive footwear allowance until they have completed their probation period. Once their probationary period is complete they will be added to the eligibility list per the eligibility schedule to receive a footwear allowance the following September.

Employee uniforms purchased through an advance or reimbursement that can be worn as street clothing shall be taxable income to the employee in accordance with the Internal Revenue Service rules.

**10.6 LONGEVITY**

All employees who have completed nine (9) continuous years of service to the Employer will receive a flat rate per month and will not be affected by the COLA.

For the term of this Agreement:

- \$ 70.00 total per month at the start of the 10<sup>th</sup> year of service
- \$120.00 total per month at the start of the 15<sup>th</sup> year of service
- \$170.00 total per month at the start of the 20<sup>th</sup> year of service

**ARTICLE 11 - HOLIDAYS**

**11.1 HOLIDAYS**

Benefitted full-time employees shall be granted the following holidays and such other days as the City Council may fix without a reduction in pay:

Holiday	Observed
New Year's Day	January 1st
Martin Luther King, Jr. Birthday	3rd Monday in January
President's Day	3rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4th
Labor Day	1st Monday in September
Veteran's Day	November 11th
Thanksgiving Day	4th Thursday in November

The Day after Thanksgiving Day	Friday following the 4 <sup>th</sup> Thursday in November
½ Day Christmas Eve	Last regular work day before Christmas Day
Christmas Day	December 25th
½ Day New Year's Eve	Last regular work day before New Year's Day
Floating Holiday	Employee's Choice
Community Service Day	Employee's Choice

11.1.1 In selecting the Floating Holiday, the employee's choice will be granted, provided that prior approval is given by the immediate supervisor or Department Director, and provided that the particular day off selected by the employee does not prevent a department or division thereof from providing efficient public service. The Floating Holiday must be taken during the calendar year or entitlement to the day will be forfeited.

11.1.2 An employee must be employed in a regular or temporary position for six (6) consecutive months in order to be eligible for his or her floating holiday.

11.1.3 Utilization of the Community Service Day shall be for purposes of participation and volunteering for legitimate non-profit organizations, community service organizations or public agencies. Authorization and scheduling shall be in accordance with the same procedures as a Floating Holiday.

**11.2 RELIGIOUS HOLIDAYS**

Employees may also take other religious holidays off with their supervisor's approval, with or without pay, through utilization of vacation or comp time or by making alternative work schedule arrangements. Such requests shall not be unreasonably denied.

**11.3 HOLIDAY OBSERVANCE**

Any regular holiday which falls on a Saturday shall be observed on the preceding Friday and any regular holiday which falls on a Sunday shall be observed on the following Monday.

For those employees on a 4/10 work schedule or other alternate schedule, when one of the listed holidays falls on one of the employee's regularly scheduled days off, the holiday shall be observed on a day mutually agreeable to the employee and the Employer within the same workweek.

The holidays listed above represent specific events as indicated. Should the dates for any such holiday be changed by the Legislature or the Governor or the State of Washington, said holiday shall be observed on the date established by the change and not the date set forth above.

**11.4 HOLIDAY ON DAY OFF**

Benefitted employees shall receive eight (8) hours' holiday benefit pay and time-off for each holiday listed in Article 11.1 – Holidays, pro-rated to their FTE.

**11.5 HOLIDAY COMPENSATION**

Benefitted employees shall be paid no more than eight (8) hours of holiday benefit pay for that day regardless of their work individual schedule.

Should any work be performed by an employee on a holiday at the approval and/or direction of their supervisor they shall be paid for time worked and overtime may result if, consistent with Article 6.4, it results in over forty (40) hours worked for the workweek. No employee shall be called on a holiday for less than four (4) hours, except those personnel serving Standby Duty.

**ARTICLE 12 – VACATION**

**12.1 VACATION ACCRUAL**

Full-time employees shall accrue vacation leave at the rate of one twelfth of annual vacation per month of service, based on the first pay period beginning the following schedule:

<u>Years of Employment</u>	<u>Annual Vacation</u>
1 <sup>st</sup> - 4 <sup>th</sup> years	104 hours
5 <sup>th</sup> -7 <sup>th</sup> years	128 hours
8 <sup>th</sup> -10 <sup>th</sup> years	136 hours
11 <sup>th</sup> -13 <sup>th</sup> years	144 hours
14 <sup>th</sup> - 16 <sup>th</sup> years	160 hours
17 <sup>th</sup> - 19 <sup>th</sup> years	176 hours
20 <sup>th</sup> - 24 <sup>th</sup> years	192 hours
25 <sup>th</sup> year and thereafter	200 hours

Accrual of vacation shall commence on the first pay period after hire date unless the hire date is on the first working day of the month; then accrual begins on that date of hire. Vacation leave shall not accrue during any leave without pay.

Vacation leave shall not be accumulated in excess of two hundred eighty (280) hours within a calendar year without the express prior written authorization of the City Manager or his or her designee. No more than two hundred and forty (240) hours may be carried over from one calendar year to the next, except as provided in Article 12.1.1.

12.1.1 Requests to the City Manager or designee for exceptions shall be for a specific number of hours to be used for a specific purpose and to be taken by a specific date. Generally, the basis for requesting an exception would be that the employee requested to utilize the leave and their service and work requirements precluded the Employer from granting the leave at that time. Accrued unused vacation leave shall not, under any circumstance, exceed three hundred twenty (320) hours.

12.1.2 Any vacation leave accrued in excess of the above referenced maximums shall be forfeited and shall not form the basis of any severance pay or additional compensation. Upon termination of employment, no payment for vacation accumulation shall exceed two hundred forty (240) hours.

Earned vacation leave may be taken at any time during a period of illness after expiration of sick leave. Taking leave without pay in any month shall result in pro-ration of vacation accruals for that month, calculated upon actual hours worked as a percentage of the total hours of the pay period.

#### **12.2 VACATION SCHEDULING**

Upon completion of six (6) months' continuous service in a regular position, as defined in Article 1.11, an employee shall be eligible for paid vacation. An employee's request for vacation leave will be granted, provided that prior approval is given by the employer and provided that leave requested does not prevent a department or division thereof, from providing efficient public service.

Employees shall have the option of using compensatory time or vacation leave for approved paid time off.

#### **12.3 VACATION PAY**

Vacation pay shall be the amount that the employee would have earned if the employee had worked their regular position during the vacation period.

If an authorized holiday occurs within an employee's vacation period, that day will be paid as a holiday and not deducted from the employee's vacation accruals. Employees cannot receive vacation, sick leave or holiday pay simultaneously for the same days.

#### **12.4 VACATION UPON TERMINATION**

Upon separation from employment, employees who have six (6) or more consecutive months of employment shall receive pay in lieu of unused earned vacation leave, except as established in Article 8.5 of this Agreement. In no case shall an employee receive pay in lieu of unused vacation leave prior to separation from Employer employment, unless approved by City Manager or his or her designee.

Employees shall provide at least ten (10) working days written notice of their effective resignation date. The time limit of the resignation may be waived at the discretion of the Director. Pay in lieu of unused vacation shall be forfeited if ten (10) working days written notice is not provided or waived.

### **ARTICLE 13 - SICK LEAVE**

#### **13.1 SICK LEAVE ACCRUAL**

Full-time employees' sick leave with pay shall accrue at the rate of eight (8) hours of leave for each full calendar month of the employee's service. Accrual of sick leave shall commence on the first pay period after hire date unless the hire date is on the first working day of the month; then accrual begins on that date of hire. Any such leave accrued in any one year shall be accumulative for succeeding years to a maximum of nine hundred sixty (960) working hours.

Unused sick leave may be accumulated from year to year to a maximum of nine hundred and sixty (960) hours, but may not be taken or used for any reason other than those specified in Article 13.2.1 of this Agreement. The Employer shall not compensate any employee upon termination or

at any other time for unused accrued sick leave by payment of money or compensating time off, except as provided in this section.

Taking leave without pay in any pay period shall result in pro-ration of sick leave accruals for that pay period, calculated upon actual hours worked as a percentage of the total hours of the pay period.

### **13.2 SICK LEAVE USAGE**

Employees are expected to be on the job unless excused by Supervisor or Department Director because of illness. The Employer may make periodic reviews of individual attendance records. Excessive absenteeism or use of sick leave for purposes other than those provided for in this Agreement may result in disciplinary action or termination of the employee.

Sick leave shall be available to benefitted employees after they have worked for a minimum of thirty (30) consecutive calendar days after their most recent date of hire.

13.2.1 Sick leave shall be granted for the following reasons: Personal illness or physical incapacity which renders the employee unable to perform the duties of his or her position, care for or serious illness of immediate family, medical or dental appointments or as otherwise required by law or this agreement.

13.2.2 Employees who appear to be using excessive amount of sick leave may be required to submit a statement from a professional health care provider certifying the illness. A statement from the health care provider may also be required for certifying the date on which the employee is able to return to work and his or her ability to perform the required duties.

13.2.3 Use of accrued sick leave is contingent upon the employee or someone on his or her behalf notifying his or her immediate supervisor of the reason for absence prior to or within one hour of the regular start time each day. In cases of hospitalization or extended illness, daily notice is not required, provided that the employee's supervisor is kept informed of the expected duration of absence and the date of return. For scheduled medical appointments or when sick leave use can be anticipated, the employee will give advance notice of not less than one week to his or her immediate supervisor, unless there are extenuating circumstances.

### **13.3 SHARED LEAVE**

The Employer may permit an employee to receive donation of vacation or comp time consistent with the then current Shared Leave policy.

### **13.4 COORDINATION - WORKER'S COMPENSATION**

In the event an employee shall be entitled to benefits or payments under any program of disability insurance furnished by the Employer, Worker's Compensation Act or similar legislation by the State of Washington or other governmental unit, the Employer shall pay to the employee only the difference between the benefits and payments received under such insurance or act by such employee and the regular rate of compensation that he/she would have received from the Employer if able to work. In such event, the number of hours deducted from the employee's total accrued sick leave shall be the hourly equivalent of the Employer's payment. The foregoing payment or

contribution by the employer shall be limited to the period of time that such employee has accumulated sick leave credits as herein above specified.

**13.5 FAMILY MEMBER**

Sick leave may be utilized as referenced above in this Article for immediate family requiring the employee's attendance.

**ARTICLE 14 – LEAVES OF ABSENCE**

**14.1 IN GENERAL**

Leaves of absence requests shall not be unreasonably denied. All leaves are to be requested in writing as far in advance as possible.

As appropriate for the type of leave requested, paid leave accruals will be utilized prior to unpaid leave, unless otherwise provided for in this Agreement.

Leave does not accrue nor may it be used until the first day of the following pay period in which it is earned (no "negative" leave use during the period in which it is earned).

**14.2 JURY DUTY / COURT**

An employee, who is required to serve on a jury or as a result of official Employer duties is required to appear before a court, legislative committee or quasi-judicial body as a witness in response to a subpoena or other directive, shall be allowed authorized leave with pay less any amount received for such duty.

**14.3 MILITARY LEAVE**

All regular employees shall be allowed military leave as required by RCW 38.40.060 and as interpreted by the Court. This provides for twenty-one (21) working days of military leave per year (October 1 through September 30).

**14.4 BEREAVEMENT**

Upon notification, a Department Director will grant an employee bereavement leave with pay in the event of death in the immediate family of the employee. The maximum number of working days leave shall be five (5) per year. This leave is not cumulative from year to year.

**14.5 MAINTENANCE OF SENIORITY**

The Employer shall adjust the employee's anniversary date to reflect any period of leave without pay in excess of thirty (30) continuous calendar days. Seniority shall continue to accrue and the employee's anniversary date shall not be adjusted for periods of legally protected leave, such as FMLA or military leave.

**14.6 LEAVE WITHOUT PAY**

As appropriate for the type of leave requested, paid leave accruals will be utilized prior to unpaid leave.

If authorized by the Employer or for periods required by law, regular employees may take up to six (6) months leave without pay. Leaves of thirty (30) calendar days or less can be authorized by the

Department Director. Leaves in excess of thirty (30) calendar days require authorization by the City Manager or designee. Such leaves shall not constitute a break in service but no benefits shall accrue during the leave. Upon expiration of the leave, the employee shall be reinstated in the position held at the time the leave was granted and shall resume accrual of benefits at the same rate at which he/she accrued them prior to the leave.

#### **14.7 FAMILY LEAVE – FMLA**

Under the terms of the Family and Medical Leave Act of 1993 (FMLA) and the state law, upon the completion of one (1) year of employment, any employee who has worked at least 1250 hours during the prior twelve (12) months shall be entitled to up to twelve (12) weeks of leave per rolling year for the birth, adoption or placement of a foster child; to care for a spouse or immediate family member with a serious health condition; or when the employee is unable to work due to a serious health condition. For purposes of this Article, the definition of “immediate family” will be found in Article 1.

The Employer shall maintain the employee’s health benefits during this leave. If the employee fails to return from leave for any reason other than the medical condition initially qualifying for the FMLA absence, the Employer may recover from the employee the insurance premiums paid during any period of unpaid leave.

If a leave qualifies under both federal and state law, the leave shall run concurrently. Ordinarily, the employee must provide thirty (30) days written advance notice to the Employer when the leave is foreseeable. The employee should report qualifying events as soon as known and practicable.

The combination of FMLA and other types of leave(s) is not precluded and, in fact, leave utilizations are to be concurrent, with the intent that appropriate paid accruals are to be utilized first, consistent with other Articles of this Agreement. The Employee may elect to retain up to forty (40) hours of sick leave and up to forty (40) hours of vacation (prorated by their FTE) for use upon return to work, consistent with the process identified in the personnel policy. Upon the employee’s election, any accrued comp time may be utilized prior to any period of unpaid leave.

The Employer will grant leave consistent with state and federal law. Family leave shall be consistent with the FMLA and the adopted conditions and provisions of the state and federal law and are not intended to expand upon the rights thus set forth.

#### **14.8 MATERNITY LEAVE**

Consistent with WAC 162-30-020, the Employer will grant a leave of absence for a period of temporary disability because of pregnancy or childbirth. This may be in addition to the leave entitlements of FMLA.

This leave provides female employees with the right to a leave of absence equivalent to the disability phase of pregnancy and childbirth. There is no eligibility requirement, however the Employer has no obligation to pay for health insurance benefits while on this leave (unless utilized concurrent with FMLA).

Leave for temporary disability due to pregnancy or childbirth will be medically verifiable. There is no limit to the length of the disability phase, except for the right for medical verification and the right of second opinion at the employer’s expense. At the end of the disability leave, the employee



is entitled to return to the same job or a similar job of at least the same pay as provided by law. Employees must use their accrued vacation and sick leave, if any, during the leave period and, at their election, any accrued comp time, consistent with the retention provision as provided in Article 14.7. Once this paid leave is exhausted, the employee's leave may be switched over to unpaid leave.

**14.9 INCLEMENT WEATHER**

Employee rights and responsibilities during severe weather and emergency or disaster conditions are covered by the current Inclement Weather Policy of the Employer. The goal shall be to continue to provide essential Employer services, consistent with public and employee safety and emergency operations priorities.

**ARTICLE 15 – HEALTH & WELFARE**

**15.1 MAINTENANCE OF BENEFITS**

Medical and Dental Insurance - The Employer will offer a self-insured High Deductible Health Plan (HDHP) administered by First Choice (or its equivalent). The Employer will also offer a fully-insured HMO option through Kaiser Permanente (or its equivalent). During the duration of this agreement the Employer shall make every effort to maintain substantially equivalent benefits at a reasonable cost. The Employer recognizes its responsibility to bargain with the union the impact of those decisions.

The Union shall take part in and have at least one appointed representative on the Whole Health Committee. The purpose of the Committee is to monitor and evaluate the benefits costs and the plan designs. The Benefit Committee representative shall have no authority to negotiate on behalf of the Union any changes to be scheduled or content of benefit plans, any such changes shall be governed in accordance with Article 15.1 of this Agreement.

Participation in benefits shall be consistent with Article 5.2 of this Agreement and the trusts and Plans described below.

**15.2 HEALTH AND LIFE INSURANCE**

Medical Insurance - the Employer shall pay each month one hundred percent (100%) of the premium necessary for the purchase of employee coverage and one hundred percent (100%) of the premium necessary for the purchase of dependent coverage for each employee of the bargaining unit.

Changes in insurance carrier shall be subject to Article 15.1.

Dental and Vision - the Employer shall pay each month one hundred percent (100%) of the premium necessary for the purchase of employee coverage and one hundred percent (100%) of the premium necessary for the purchase of dependent coverage.

Life Insurance - the Employer shall pay each month one hundred percent (100%) of the premium necessary for the purchase of employee term life insurance coverage that has a policy value of two

(2) times the annual base rate of pay of the employee, up to a guaranteed issue amount of \$250,000. The employee is responsible for any taxes associated with this benefit.

15.2.1 Part-time regular employees shall receive medical, dental and vision benefits, in accordance with Article 5.2.2.

15.2.2 The employee shall pay, by way of payroll deduction, any and all premiums above the maximum paid by the Employer.

15.2.3 If an employee is on leave without pay in excess of eight (8) hours in a calendar month, the health insurance benefits for the employee and his or her dependents shall be pro-rated.

15.2.4 An employee that elects to waive their medical coverage with the City will receive \$100/month that will be added to their paycheck in accordance with Article 5.2.2. An employee is eligible for the waiver if and only if their spouse/domestic partner is not an employee of the City, and they have provided the City with proof of other coverage. Part-time employees who waive coverage will receive a pro-rated amount according to their FTE amount.

### **15.3 FLEXIBLE SPENDING ACCOUNT - FSA**

The Employer participates in a special program under the provisions of IRS Section 125. Employees may voluntarily elect to participate in the reimbursement program to pay medical or dependent care expenses with pre-tax dollars. The Employer makes no contribution, makes no assurance of ongoing participation and assumes no liability for claims or benefits. The City and the Union agree to reevaluate this benefit pending Cadillac Tax liability in the future.

### **15.4 RETIREMENT**

Pensions for employees and contributions to pension funds will be governed by the Washington State statutes in relation thereto in existence during the contract period.

### **15.5 HEALTH REIMBURSEMENT ACCOUNT – HRA (VEBA)**

The Employer will make contributions to a HRA (VEBA) in the amount of \$1200/year for employee only coverage or \$2400/year for family coverage if the employee enrolls in the City of Kirkland HDHP. If the Employee is enrolled in either First Choice or Kaiser Permanente and satisfies the Wellness incentive criteria, as described in Appendix B, the Employer will contribute up to an additional \$600/year into the HRA (VEBA). Contributions to the HRA (VEBA) will be made by the Employer and are subject to the rules and limitations contained within the Internal Revenue Code.

15.5.1 Part-time employees shall receive the full HRA (VEBA) contribution, however premiums for the medical, dental, and vision benefits will be prorated according to Article 5.2.2.

15.5.2 If an employee's hours drop below 20 hours per week or 80 hours per month, the employee will be subject to the underwriting rules of the medical, dental, vision and other

plans. In such cases the employee will be removed from the active plan and provided COBRA coverage.

**15.6 EMPLOYEE HEALTH CENTER**

The Employer will contract with a vendor selected by the Employer to open and operate an Employee Health Center. The Health Center will be open to employees, their spouses/domestic partners and children over two years of age who are covered under the Employer's First Choice HDHP or Kaiser Permanente Plan. Services provided at the Health Center, per the contract with the vendor, will be at no cost to the employee. The Employer has full discretion to negotiate with the vendor on services provided, hours of operation, staffing, covered participants, covered prescriptions, location, and all other stipulations in the contract with the vendor. The Employer reserves the right to terminate the contract with the vendor and discontinue offering this benefit to employees and their dependents at any time. If, during the term of the Agreement such termination should take place, either party may re-open the Agreement for bargaining.

**15.7 PROFESSIONAL HEALTH SERVICES**

The Employer will contract with a vendor of their choosing to provide Professional Health Services. The Professional Health Services vendor will be open to Employees, their spouses/domestic partners and children who are covered under the Employer's First Choice HDHP. Services provided by Professional Health Services, per the contract with the vendor, will be at no cost to the employee. The Employer has full discretion to negotiate with the vendor on services provided and all other stipulations in the contract with the vendor. The Employer reserves the right to terminate the contract with the vendor and discontinue offering this benefit to Employees and their dependents at any time.

**ARTICLE 16 - TRAINING**

**16.1 TRAINING**

Approval for attendance at training, the hours intended to be compensated and the reimbursement for travel and expenses shall be established by the supervisor prior to the training, consistent with the current policy.

**16.2 TRAINING REIMBURSEMENT**

Compensation associated with training or representation of the Employer on official business shall be consistent with the current policy and the Fair Labor Standards Act (FLSA) and WAC 296-128-500.

**ARTICLE 17 – LABOR / MANAGEMENT COMMITTEES**

**17.1 PURPOSE OF COMMITTEE**

The Employer and the Union agree that a need exists for closer cooperation between labor and management, and that from time to time suggestions and issues of a general nature affecting the Union and the Employer need consideration.

The Labor / Management Committee shall have no collective bargaining authority and understandings reached by the parties will be supported by the parties, but shall not alter or modify any provisions of the collective bargaining agreement.

Upon request by either party, the parties have agreed to participate in quarterly labor-management meetings to discuss matters of mutual concern. It is expected that, unless otherwise agreed, such meetings will occur during normal business hours. Not less than one (1) week before a meeting is scheduled, each party will advise the other of matters which the party wishes to discuss. Unless otherwise agreed, the agenda will be limited to such matters.

The above provision does not preclude and in fact encourages the parties to also meet informally and expeditiously on an as needed basis on matters of mutual concern.

Policy Work Groups - The Union will be given an opportunity to designate participants to Policy Work Groups related to employment policies. Policy Work Groups will be chaired by Human Resources. Policy Work Group participants will not negotiate on behalf of the Union regarding employment policies that would impact wages, hours and working conditions.

#### **17.2 COMPOSITION OF COMMITTEE**

The Labor Management Committee meetings will include a minimum of three (3) representatives of the employer and a minimum of three (3) representatives appointed by Local #1837, unless otherwise mutually agreed upon. Said committee shall attempt to meet for the purpose of discussing and facilitating the resolution of issues which may arise between the parties other than those for which another procedure is provided by law or other provisions of this Agreement.

#### **17.3 COMPENSATION**

All meeting time spent by members of the joint Labor-Management Committee will be considered time worked if during duty hours and will be paid at the appropriate regular rate of pay.

### **ARTICLE 18 – HEALTH & SAFETY**

#### **18.1 SAFE WORKPLACE**

The Employer is responsible for maintaining a safe and healthful workplace. The Employer shall comply with all federal, state, and local laws applicable to the safety and health of its employees.

Employees shall not be required to perform work if they have a reasonable basis for believing the assignment would constitute a danger to their health and safety. The employee shall immediately contact a supervisor who shall make a determination with regard to safety. Upon the supervisor's review and liability, the employee will perform the work but may refer the matter to the safety committee or risk management.

All on-the-job injuries, no matter how slight, must be reported. Employees must immediately notify their supervisor if they are unable to work because of a work-related injury or illness.

#### **18.2 HEALTH & SAFETY PLAN**

The Employer shall develop and follow written policies and procedures to deal with on-the-job safety and shall conduct an ongoing site specific safety and security plans in conformance with state and federal laws.

#### **18.3 DRUG FREE WORKPLACE**

The Drug Free Workplace Act of 1988 for federal contractors and grant recipients requires that employers will provide a drug free workplace. This policy strictly prohibits the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the workplace.

Fitness For Duty – If a supervisor or manager reasonably suspects, through observation, that an employee may be under any influence of, or impaired by, a substance, the employee shall be removed from duty immediately and undergo substance testing for the suspected substance. Except in emergency situations, the supervisor or manager shall consult with another supervisor, manager or representative of Human Resources to ensure that adequate grounds for reasonable suspicion exist. The consulted supervisor, manager or representative of Human Resources shall also personally observe the employee before the employee is required to test for the presence of that substance. At this time the employee will also be notified of his or her Weingarten rights.

Employees removed from duty under such circumstances who test positive shall be required to meet with the Employer’s Substance Abuse Professional (SAP) and shall only be allowed to return to work, if at all, in accordance with the return to work provisions of the Employer’s substance abuse policy.

#### **18.4 WORK PLACE VIOLENCE**

The Employer is committed to employee health and safety. Workplace violence, including threats of violence by or against a City employee, will not be tolerated and should be immediately reported whether or not physical injury occurs.

### **ARTICLE 19 - GRIEVANCE PROCEDURE**

#### **19.1 GRIEVANCE DEFINED**

A “Grievance” means a claim or dispute ~~by an employee~~ with respect to the interpretation or application of the provisions of this Agreement. ~~All grievance time frames shall be held in abeyance when the parties have mutually agreed. Mediation may be considered at any step in the grievance procedure.~~

#### **19.2 CONFLICT RESOLUTION**

~~The parties agree to resolve issues at the lowest level possible. To that end, employees are encouraged to discuss any questions or concerns they may have with their supervisors. Supervisors are encouraged to communicate with and resolve concerns from employees. If these matters cannot be informally resolved between employees and their supervisors, they can be grieved in accordance with this article.~~

#### **19.3 GRIEVANCE PROCEDURE**

- ~~A. Compensation for attendance at grievance meetings is addressed in Article 4 of this Agreement. However, the Employer shall not be obligated to provide coverage immediately if the use of overtime is the only means of providing that coverage.~~

B. It is the responsibility of the employee and Union to ensure the grievance is advanced according to the time frames prescribed within this article. If a grievance is not presented by the employee and Union within the time limits set forth below, it shall be considered waived. If the grievance has been filed, it shall be deemed withdrawn if the Union does not advance it to the next step within the prescribed period of time. If the employer fails to respond within the specified time frames, the grievance shall be moved to the next step with written confirmation from the Union within ten (10) business days of the expired time frame.

C. All grievance time frames defined below may be held in abeyance or be extended per the parties' mutual written agreement.

D. Mediation may be considered at any step in the grievance procedure (refer to Section 19.4).

E. In the event of a grievance, the following procedure shall be used:

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**Step 1 / Department Director** – An employee and the Union representative representing the employee must present a grievance in writing within ~~ten (10)~~ fifteen (15) business working days of its ~~alleged~~ occurrence or when the employee/union knows of or should have known of the occurrence to the employee's Department Director, or designee, for which the infraction applies, with a copy to Human Resources. The written grievance must state the issue(s)/event(s) being grieved, a chronological listing of the pertinent events that took place, the section(s) of this Agreement allegedly violated, facts giving rise to the grievance and the remedy sought, and must be signed by the employee and Union representative (Staff Representative, Union officer or shop steward).

Within five (5) business days of the Director's, or designee's, receipt of the Step 1 grievance, the City and Union will schedule a grievance meeting at a mutually agreed upon date, time and location, which may include a virtual or telephonic meeting. At the grievance meeting, both the grievant and Union representative(s) and the management representative(s) will present the grievance orally and in writing, discuss the issue(s) germane to the grievance and attempt to resolve the grievance.

Within fifteen (15) business days of the grievance meeting, the ~~The~~ Department Director, or designee, shall respond in writing to the grievance, ~~within ten (10) working days after it is presented to him or her.~~ The grievance must be signed by the employee and must state the issue, the section of this Agreement violated, facts giving rise to the grievance and the remedy sought.

If a grievance is not presented within the time limits set forth above, it shall be considered waived.

**Step 2 / City Manager** - If the employee is not satisfied with the solution of the Department Director, or designee, the grievance may be forwarded by the Union to the City Manager, or designee, within ten (10) business days of the Union's receipt of the Step 1 response, with a copy to Human Resources. The grievance must be, in writing and include, together with all pertinent information and materials from Step 1 and any additional information pertinent to this matter for consideration by the ~~may be presented to the City~~

~~Manager, or designee, by the employee and the Union representing the employee within five (5) working days after receiving the Department Director's response.~~

~~Within five (5) business days of the City Manager's, or designee's, receipt of the Step 2 grievance, the City and Union will schedule a grievance meeting at a mutually agreed upon date, time and location, which may include a virtual or telephonic meeting. At the grievance meeting, both the grievant and Union representative(s) and the management representative(s) will present the grievance orally and in writing, discuss the issue(s) germane to the grievance and attempt to resolve the grievance.~~

~~The City Manager, or designee, shall consult with the Union to try to resolve the grievance and shall respond in writing within twenty (20) business days after it the grievance is presented to him or her at the grievance meeting.~~

~~Fact Finding—If requested by either party during step 1 or step 2, the Human Resources Director or designee shall schedule a fact finding meeting with the parties to the grievance in order to clarify, between the parties, facts related to the grievance. Fact finding shall be completed within twenty (20) working days of the request. The respondent time period shall begin upon conclusion of fact finding. If grievance proceeds to the next step, the "finding of fact report" shall be forwarded to the City Manager or designee.~~

~~**Step 3 / Arbitration** – If the grievance is not satisfactorily resolved by the City Manager, or designee, and the Union, either the Human Resources Director or and the Union Staff Representative will meet for purposes of resolution of the grievance or to acknowledge that mutually agreeable resolution is not possible. If so, within ten (10) working days following the response and acknowledgement, may refer the grievance may be referred to arbitration by providing written notice to the other party within ten (10) business days following the Step 2 written grievance response. an arbitrator. Employee grievancees must first have approval by the Union officers prior to being referred to an arbiter.~~

~~Within ten (10) business days of a party's receipt of written notice of arbitration from the other party, one or both parties shall request that the Public Employment Relations Commission (PERC) or the Federal Mediation and Conciliation Service (FMCS) provide a list of seven (7) arbitrators from which the parties may select one (1).~~

~~Within five (5) business days of the receipt of the list of potential arbitrators, the City and Union will schedule a meeting to select an arbitrator using the following process:~~

- ~~• The parties shall attempt to mutually select one (1) of the arbitrators on the provided list.~~
- ~~• If the parties cannot mutually agree on an arbitrator from the list of seven (7) arbitrators, the representatives of the Employer and the Union shall alternately eliminate the name of one (1) person from the list until only one (1) name remains. The person whose name is not eliminated shall be the arbitrator.~~

~~Within fifteen (15) business days of selecting an arbitrator, the City, the Union and the arbitrator will schedule a grievance arbitration hearing between the Arbitrator, City and~~

Union for a mutually agreed upon date, time and location, which may include a virtual or telephonic hearing.

**Step 4/ Arbitration**—If agreement cannot be reached as to the arbiter, the parties shall jointly request the Public Employment Relations Commission to provide a panel of seven arbitrators from which the parties may select one. The representatives of the Employer and the Union shall alternately eliminate the name of one person from the list until only one name remains. ~~The person whose name is not eliminated shall be the arbiter.~~ It shall be the function of the ~~arbiter~~ arbitrator to hold a hearing at which the parties may submit their cases concerning the grievance. The ~~arbiter~~ arbitrator shall render ~~his or her~~ the decision based on the alleged violation of the provision(s) of this Agreement within thirty (30) business days after such hearing. The decision shall be final and binding upon both parties to the ~~a~~ Agreements, provided the decision does not involve action by either party which is beyond its jurisdiction. ~~The expenses of the arbiter shall be shared equally by the Employer and the Union. Each party shall be responsible for compensating its own witnesses and representatives, not to include witnesses that are members of the bargaining unit.~~ The arbitrator shall consider and decide upon only the specific issue(s) submitted in writing by the Employer and the Union, and shall have no authority to make a decision on any other issue not so submitted.

The expenses of the arbitration, to include the arbitrator's fees and expenses, room rental and cost of the court reporter shall be shared equally by the Employer and the Union. Each party shall bear the cost of the preparation and presentation of its own case and for compensating its own witnesses and representatives, except bargaining unit employees who are required to testify shall be compensated at their regular rate (neither at the overtime nor premium rate) of pay if the time spent testifying falls within the employees' regularly scheduled work shifts. Employees will not be paid for time spent outside of their normal work shift.

When agreed upon by both parties, outside consultant services shall not be utilized during arbitration meetings.

#### 19.4 MEDIATION

At any step in the grievance procedure, the parties may mutually agree to refer the matter to a mediator by providing written notice to one another, at which point the timelines for the grievance process shall be held in abeyance.

The City and the Union will request a mediator(s) from PERC and/or FMCS. Upon designation of the mediator, the parties will make every attempt to schedule a date for mediation within fifteen (15) business days.

- A. Proceedings before the Mediator shall be confidential and informal in nature. No transcript or other official record of the mediation conference shall be made.
- B. The Mediator shall attempt to ensure that all necessary facts and considerations are revealed. The Mediator shall have the authority to meet jointly and/or separately with the parties and gather such evidence as deemed necessary.



C. The Mediator shall not have the authority to compel resolution of the grievance. If the Mediator is successful in obtaining a settlement between the parties, said settlement shall be put in writing. Said settlement shall not constitute a precedent unless both parties so agree.

D. If mediation fails to settle the grievance, the Mediator may not serve as an arbitrator in the same matter, nor appear as a witness for either party. Nothing said or done in mediation may be referred to or introduced into evidence at any subsequent arbitration hearing.

Either party has the right to withdraw from the mediation process by providing written notice to the other party. If such written notice is provided, the timeline for the grievance process shall resume.

### **19.35 UNION/EMPLOYER GRIEVANCE**

Either the Union or the Employer may initiate a grievance at Step 2 if the grievance is submitted in writing within ten (10) business days from the date the Employer ~~employees~~ became aware or reasonably should have known ~~that the grievance existed of the alleged occurrence~~. The Employer may not grieve the acts of individual employees, but rather, only orchestrated acts or actions of authorized representatives believed to be in conflict with this Agreement. The remaining grievance provisions of Step 1 (content of grievance and timelines) and Step 2 (response) as outlined above shall apply, with the exception of the roles being reversed where the Employer would present the grievance and the Union would provide the written response. An Employer grievance will not be subject to Arbitration and may only go to mediation upon mutual agreement.

### **19.6 UNION CLASS ACTION GRIEVANCE**

The Union Staff Representative may initiate a grievance at Step 1 anytime that it involves a group of employees from the same department. The Union Staff Representative must present a grievance in writing within fifteen (15) business days of its occurrence or when the employees/union knows of or should have known of the occurrence to the employees' Department Director, or designee, with a copy to Human Resources. The remaining provisions in Step 1 as outlined above shall apply as does the remaining grievance procedure.

The Union Staff Representative may initiate a Grievance at Step 2 anytime that it involves a group of employees from different departments. The Union Staff Representative must present a grievance in writing within fifteen (15) business days of its occurrence or when the employees/union knows of or should have known of the occurrence to the City Manager, or designee, with a copy to Human Resources. The written grievance must state the issue(s)/event(s) being grieved, a chronological listing of the pertinent events that took place, the section(s) of this Agreement allegedly violated, facts giving rise to the grievance and the remedy sought, and must be signed by the Union representative (Staff Representative, or Union officer). The remaining provisions in Step 2 as outlined above shall apply as does the remaining grievance procedure.

Such grievances may be referred to mediation services by mutual agreement prior to Arbitration.

### **19.4—SCHEDULE OF MEETINGS**

Upon request, and without unnecessary delay, a steward's immediate supervisor or designee shall allow the steward during normal work hours without loss of pay, reasonable time to:

~~19.4.1 Investigate any grievance or dispute so that same can be properly presented in accordance with the grievance procedure.~~

~~19.4.2 Attend meetings with the Director or other Employer representatives when such meetings are necessary to adjust grievances or disputes. Meetings with designated personnel will be by appointment and held without delay when possible.~~

~~19.4.3 Confer with a staff representative of the Union and/or employees on Employer premises, at such time and places as may be authorized by the Director or designee in advance of the intended meetings.~~

~~For the purposes of this Article and Article 4.3, obtaining coverage to insure minimum staffing levels shall not be considered an unnecessary delay. The Employer shall not be obligated to provide coverage immediately if the use of overtime is the only means of providing that coverage.~~

## **ARTICLE 20 - NO STRIKE / NO LOCKOUT**

### **20.1 NO STRIKE / NO LOCKOUT**

The Union agrees that there shall be no strikes, slow-downs, or stoppage of work, or any interference with the efficient operation of the department. Any such action shall be subject to disciplinary action, including termination and replacement of the involved employees. The Employer shall not lockout any employee during the life of this Agreement.

## **ARTICLE 21 – MANAGEMENT RIGHTS AND RESPONSIBILITIES**

### **21.1 MANAGEMENT RIGHTS AND RESPONSIBILITIES**

The Union recognizes the prerogative of the Employer to operate and manage its affairs in all respects in accordance with its responsibilities, and the powers and authority which the Employer possesses.

The Employer has the authority to adopt rules for the operation of the department and conduct of its employees, provided such rules are not in conflict with the provisions of this Agreement, or with applicable law. The Union shall be given an appropriate amount of time to review and request bargaining, as they determine needed, on proposed rules and policies, which are mandatory subjects of bargaining.

The Employer has the right to schedule overtime work as required in a manner most advantageous to the Employer and consistent with the requirement of municipal employment and the public interest.

The Employer has the right to assign work and determine the duties of employees; to schedule hours of work, to determine the number of personnel to be assigned at any time, to determine new work methods, to contract out bargaining unit work, for goods and services (provided that the Employer agrees to meet and confer with the Union regarding the impact of the decision), to perform all other functions not expressly limited by this Agreement.

Incidental duties connected with responsibilities enumerated in the job descriptions are not always specifically described. Nevertheless, it is intended that all such duties shall be performed by the employee.

The Employer reserves the right to discipline or discharge in good faith for cause.

The Employer reserves the right to lay-off or reduce normal work hours on a temporary or permanent basis for lack of work, funds, or other legitimate reasons including the occurrence of conditions beyond the control of the Employer or where such continuation of work is determined by the Employer to be wasteful and unproductive.

## **ARTICLE 22 - GENERAL PROVISIONS**

### **22.1 SAVINGS CLAUSE**

If any provision of this Agreement shall be held invalid by operation of law or any tribunal of competent jurisdiction, or if compliance or enforcement of any provision shall be restrained by such tribunal pending final determination as to its validity, the remainder of this Agreement shall not be held invalid and shall remain in full force and effect. Upon the request of one party to the other, the parties shall enter into immediate collective bargaining negotiations for the purpose of arriving at a mutually satisfactory replacement of such invalid provision.

Any and all prior agreements, practices, policies, rules, and regulations regarding terms and conditions of employment to the extent inconsistent with the provisions of this Agreement are hereby superseded.

## **ARTICLE 23 - ENTIRE AGREEMENT**

### **23.1 DURATION CLAUSE**

The Agreement shall become effective on January 1, ~~2018~~2021, and remain in full force and effect through December 31, ~~2020~~2021.

Upon mutual written agreement of the parties, the provisions of this Agreement may be modified from time to time by written supplemental agreement. In the event either party wishes to pursue such modification, that party shall give notice of the offer to negotiate a modification. The other party is free to accept or reject the offer to negotiate a modification at its discretion no later than five (5) working days after receipt of the offer, which time period may be extended upon mutual written agreement of the parties. If the parties are agreeable to negotiations, they will meet within ten (10) working days to discuss ground rules, time frames and interests. Negotiations shall be concluded within the time frame agreed upon by both parties unless extended by mutual agreement. Otherwise, the proposed modification shall be deemed rejected.

If either party wishes to amend or extend the Agreement upon its expiration, notice of such intent must be given no earlier than one hundred and twenty (120) calendar days and no later than sixty (60) calendar days prior to the expiration of the Agreement. The Employer will maintain the status quo with respect to the matters covered by this Agreement during negotiations for a new agreement, following the procedures and time-lines of RCW 41.56.

**23.2 ENTIRE AGREEMENT**

The agreement expressed herein in writing constitutes the entire agreement between the parties, and there shall be no amendments except in writing and with agreement of both parties.

**SIGNATURES**

CITY OF KIRKLAND

WASHINGTON STATE COUNCIL OF COUNTY  
AND CITY EMPLOYEES, COUNCIL 2, OF THE  
AMERICAN FEDERATION OF STATE, COUNTY,  
AND MUNICIPAL EMPLOYEES, AFL-CIO

By: \_\_\_\_\_  
Kurt Triplett, City Manager

By: \_\_\_\_\_  
Bill Keenan, Council 2

As Negotiated:

By: \_\_\_\_\_ By: \_\_\_\_\_  
Anh Hoang, Human Resources Director Samantha Condon, Local #1837 President

Approved as to Form:

By: \_\_\_\_\_ By: \_\_\_\_\_  
~~William Evans, Assistant~~ Kevin Raymond, City Attorney ~~Sudie Elkayssi, President,~~  
~~Local # 1837~~



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

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## MEMORANDUM

**To:** Kirkland City Council

**From:** Kurt Triplett, City Manager

**Date:** December 2, 2020

**Subject:** AUTHORIZING ONE-TIME ALLOCATION OF ADDITIONAL MANAGEMENT LEAVE IN 2021

### **RECOMMENDATION:**

That the Council adopt revised Ordinance O-4744 authorizing the City Manager to provide a one-time increase in Management Leave in 2021 to eligible employees in recognition of the additional exceptionally long hours that were worked by these employees throughout 2020. By approving it as part of the consent calendar, the Council will be enacting this revised ordinance.

### **BACKGROUND DISCUSSION:**

This proposed ordinance was before the Council for comment at its November 17, 2020 meeting. The rationale for the ordinance from the previous memo is repeated below as background. Based on comments received from the Council on November 17, the draft ordinance was amended remove the word "generally" in a whereas provision to make it clear that any additional management leave must either be used or cashed out by December 31, 2021. Section 1 of the ordinance has also been revised to include the following language: No additional management leave hours authorized by the City Manager in 2021 shall be carried forward to 2022. Staff believe these two revisions address the comments raised by the Council and recommend adoption of the ordinance at the December 8 Council meeting.

#### *November 17, 2020 Memo Background*

The year 2020 has been one of unprecedented challenges for the City of Kirkland. On February 29, 2020, the City Manager issued a Proclamation of Emergency and activated Kirkland's Emergency Operations Center as Kirkland experienced the first formally reported COVID-19 death in the United States and for a brief time was the epicenter of the outbreak in the country. Within a week, nearly one third of Kirkland's firefighters and many police officers were in quarantine. Many management employees throughout the government, and particularly the command staff of the Police and Fire Departments, the City Manager's Office, and leadership in the Public Works and Parks Departments worked intensely long hours for many months to keep City employees safe and still provide critical government services to the community.

Leadership teams in the internal services departments of including the City Attorney, Finance, Human Resources, and Information Technology also experienced very high workloads as they helped transition the government to respond to the coronavirus. Details of these extraordinary efforts have been reported to the Council and the public at Council meetings throughout the year. The pandemic has not abated and cases are rising again at record levels. While the intensity required at this time has lessened, workloads have still not returned to normal.

Concurrently, at the end of May, the tragic death of George Floyd at the hands of police in Minneapolis reignited the racial justice movement throughout the nation and here in Kirkland. Kirkland experienced dozens of marches and protests throughout the summer and fall. Once again command staff in Police and Fire spent many hours protecting the safety of those exercising their rights to speech and assembly. Management employees in the City Manager's office, the City Attorney's office, Finance, and Parks and Community Services also spent many hours working with the community and developing legislative and budgetary responses to improve the safety and respect of Black people and help end structural racism in Kirkland. Finally, the economic impacts of COVID-19 have made the 2021-2022 budget process one of the most difficult since the Great Recession in 2008. Leadership teams, and especially those in Finance and Administration, worked many extra hours to complete the preliminary budget and capital budget in time to present them to the Council in September and October.

The City of Kirkland has remained strong and resilient throughout these historic challenges. The success of the organization is a shared success that has come from all Kirkland employees who have continued to serve the public and take the actions necessary to keep colleagues safe. Unionized employees receive compensation for the additional efforts through overtime and/or comp time as determined by existing labor contracts. However, one important key to the performance of the organization has been the dedication of the Directors, Managers and Supervisors throughout the year. The demands of 2020 have placed considerable strain on these management positions and these positions are not overtime eligible.

To recognize these management impacts, the City Manager is requesting that the Council enact Ordinance O-4744, allowing a one-time addition to the Management Leave banks of Directors, Managers and Supervisors in 2021 in the discretion of the City Manager. Management Leave is authorized under the Kirkland Municipal Code 3.80.115. As the KMC states, Management Leave was originally created since "*The city recognizes that employees who are exempt for purposes of overtime pay often put in hours that extend beyond the standard work week, without additional compensation or compensatory time off, to meet the demands of their position.*"

The language of KMC 3.80.115 is reprinted in its entirety at the end of this memo as additional background. The amount of Management Leave provided is capped by the current code. The proposed ordinance, if approved by the Council, would authorize the City Manager to provide a one-time addition of up to 40 hours (one week) of Management Leave to eligible employees on a case-by-case basis as determined by the City Manager. Not every position was equally impacted, so management staff would receive differing amounts depending on 2020 contributions as determined by the City Manager. The additional Management Leave would be deposited in the first paycheck of 2021, allowing the employee a full year to take the Management Leave as time off or be cashed out at the end of 2021 if the leave is not used.

### **3.80.115 Management leave for eligible employees.**

(a) Purpose. The city recognizes that employees who are exempt for purposes of overtime pay often put in hours that extend beyond the standard work week, without additional compensation or compensatory time off, to meet the demands of their position. While some extra work time is an expected component of these positions, the city wishes to provide a

benefit in recognition of this service. This section provides for management leave, which is a paid leave for a group of overtime-exempt employees.

(b) Management Leave Program. The management leave program is a benefit attached to specific employee positions that are part of the city's MAC group. The MAC group includes designated management and confidential employees. Management leave is made available to certain employees in the MAC group whose positions are exempt from the overtime pay requirements of the federal Fair Labor Standards Act (FLSA). "Management leave" means time off with pay granted to eligible employees and shall be in addition to earned vacation benefits. Management leave is granted in recognition of extraordinary work time required in overtime-exempt positions. Management leave is not intended to be balanced hour for hour with extra time worked.

(c) Eligibility to Receive Management Leave. For purposes of this section, "eligible employee" means an employee who:

- (1) Is part of the city's MAC group;
- (2) Is overtime exempt under FLSA as a regular, salaried professional, administrative or executive employee;
- (3) Does not receive overtime pay or compensatory time off and is not covered by an agreement for the city to pay overtime or provide compensatory time off; and
- (4) Is in a position covered by the management leave program.

(d) Management Leave Schedule. The human resources division shall maintain a list of positions that are eligible for management leave and showing the amount of leave granted. Eligible employees shall be granted management leave according to the following schedule:

- (1) Fifty hours annually—Executive management group (consisting of the city manager, assistant city manager, and department directors);
- (2) Forty hours annually—Managers (consisting of positions designated as managers in the MAC group); and
- (3) Thirty hours annually—Supervisors (consisting of positions designated as overtime-exempt supervisors in the MAC group).

(e) Management leave shall be prorated for eligible employees who work part-time and for eligible employees who start midyear.

(f) Procedure for Use. The applicable amount of management leave shall be granted annually at the start of each calendar year. Eligible employees must notify supervisors in advance of the time management leave is to be used and are expected to schedule such absence in a manner which will cause the least impact upon work within their department.

(g) Payment for Unused Management Leave. Management leave must be used in the year for which it is given. Any employee with management leave hours remaining unused as of November 30th, and who has not by that date received supervisory approval to use such remaining leave during the month of December, shall receive monetary payment in lieu thereof. Such payment will be calculated on the basis of the employee's regular rate of pay as of November 30th. The city will make such payment by the end of December of that year.

(h) Payments under this section shall not be included in any calculation of the employee's average final compensation used to determine the employee's pension benefit amount or eligibility.

(i) Upon termination or resignation, an employee shall receive monetary payment in lieu of unused management leave hours. (Ord. 3905 § 15, 2003: Ord. 3735 § 2, 2000)



ORDINANCE O-4744

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO PERSONNEL, MANAGEMENT LEAVE FOR ELIGIBLE EMPLOYEES AND CITY MANAGER DISCRETIONARY AUTHORITY TO AUTHORIZE ADDITIONAL MANAGEMENT LEAVE FOR ELIGIBLE EMPLOYEES SERVING IN OVERTIME-EXEMPT POSITIONS IDENTIFIED BY THE CITY MANAGER IN THE CITY MANAGER'S DISCRETION FOR USE IN 2021 ONLY DUE TO EXTRAORDINARY ADDITIONAL WORK TIME REQUIRED IN 2020 RESULTING FROM COVID-19, SOCIAL UNREST, ECONOMIC DISRUPTIONS AND BUDGET CHALLENGES.

1 WHEREAS, 2020 presented unprecedented challenges and  
2 disruptions in Kirkland; and  
3

4 WHEREAS, in Kirkland those challenges included the  
5 ongoing COVID-19 pandemic (including the first reported cases in  
6 the United States), significant social unrest and demands for racial  
7 justice and equality, severe and continuing impacts to the local  
8 economy and its businesses, renters and taxpayers, as well as  
9 unique challenges to biennial budgeting process for the City of  
10 Kirkland ("City"); and  
11

12 WHEREAS, the City's diligent and in some instances  
13 ground-breaking responses to these unprecedented challenges  
14 created additional and extraordinary work time and hours for  
15 many of the City's executive management group, managers and  
16 supervisors serving in overtime exempt positions ("eligible  
17 employees"); and  
18

19 WHEREAS, the City Council has previously adopted a  
20 management leave program for its eligible employees, which  
21 program is codified at Kirkland Municipal Code ("KMC") 3.80.115;  
22 and  
23

24 WHEREAS, the City's management leave program  
25 recognizes that employees who are exempt for purposes of  
26 overtime pay often put in hours that extend beyond the standard  
27 work week, without additional compensation or compensatory  
28 time off, to meet the demands of their position; and  
29

30 WHEREAS, the City Manager has concluded that the  
31 regular management leave benefits should be extended for some  
32 eligible employees in the discretion of the City Manager on a one-  
33 time and limited basis for use in 2021 in recognition of the  
34 additional extraordinary work they performed in response to the  
35 unprecedented challenges of 2020; and  
36

37 WHEREAS, such additional management leave for eligible  
38 employees identified by the City Manager would be capped at no  
39 more than 40 hours for each identified eligible employee and  
40 granted at the start of 2021 and required to be used or cashed by  
41 the end of 2021 in accordance with the general provisions of KMC  
42 3.80.115; and

43 WHEREAS, in recognition of the additional extraordinary  
 44 work performed by many eligible employees in responding to the  
 45 unprecedented challenges of 2020 the City Council wishes to grant  
 46 the City Manager such one-time authority notwithstanding any  
 47 provisions seemingly to the contrary contained in KMC 3.80.115  
 48 or otherwise.

49  
 50 NOW, THEREFORE, the City Council of the City of Kirkland  
 51 do ordain as follows:

52  
 53 Section 1. Notwithstanding anything seemingly to the  
 54 contrary in Kirkland Municipal Code ("KMC") 3.80.115 or  
 55 otherwise, and in recognition of the unprecedented challenges  
 56 faced by the City of Kirkland in 2020, which resulted in the need  
 57 for extraordinary additional work by many eligible employees  
 58 serving in overtime-exempt positions, specifically including  
 59 individual members of the City's executive management group,  
 60 managers and supervisors, the City Manager is hereby authorized,  
 61 in his discretion, to grant up to 40 additional hours of  
 62 management leave to each eligible employee identified by the City  
 63 Manager on a one-time basis for use in 2021, which amounts, if  
 64 granted, will be provided at the start of 2021 for use or payment  
 65 in 2021 in accordance with the general provisions of KMC  
 66 3.80.115. No additional management leave hours authorized by  
 67 the City Manager in 2021 shall be carried forward to 2022.

68  
 69 Section 2. This ordinance will not be codified and shall be  
 70 in force and effect five days from and after its passage by the  
 71 Kirkland City Council and publication, as required by law.

72  
 73 Passed by majority vote of the Kirkland City Council in open  
 74 meeting this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

75  
 76 Signed in authentication thereof this \_\_\_\_\_ day of  
 77 \_\_\_\_\_, 2020.

\_\_\_\_\_  
 Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
 Kathi Anderson, City Clerk

Approved as to Form:

\_\_\_\_\_  
 Kevin Raymond, City Attorney



**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 & Administration  
 Chip Corder, Temporary 2021-2022 Budget Development Staff  
 Kevin Lowe Pelstring, Budget Analyst  
 Radu Smintina, Budget Intern

**Date:** November 25, 2020

**Subject:** October 2020 Sales Tax Revenue

### Background

The Financial Planning Division prepares a monthly sales tax revenue memo analyzing monthly and year-to-date activity by business sector, forecasting sales tax revenue in the current year, and tracking key economic indicators to provide additional context for the state of the economy. The general retail sales tax is the City's largest single revenue source, accounting for 18 percent of total budgeted revenues in the General Fund and funding, along with property tax and utility taxes, public safety and other general government (i.e., non-utility) services. It is also more sensitive to economic cycles than other tax revenues. Accordingly, it is monitored closely by staff—even more so given the economic disruption and uncertainty caused by COVID-19.

There is a two-month lag between when sales tax is generated and when it is distributed to the City by the Washington State Department of Revenue (DOR). Accordingly, October sales tax revenue relates to August retail activity in Kirkland.

### October 2020 vs. October 2019

Business Sector Group	October		Dollar Change	Percent Change	Percent of Total	
	2019	2020			2019	2020
Services	314,014	286,424	(27,590)	-8.8%	13.8%	12.6%
Contracting	692,885	550,815	(142,070)	-20.5%	30.4%	24.2%
Communications	37,363	32,982	(4,381)	-11.7%	1.6%	1.5%
Retail:						
Auto/Gas Retail	356,379	467,794	111,415	31.3%	15.6%	20.6%
Gen Merch/Misc Retail	216,940	244,627	27,687	12.8%	9.5%	10.8%
Retail Eating/Drinking	173,216	123,617	(49,599)	-28.6%	7.6%	5.4%
Other Retail	272,745	304,366	31,621	11.6%	12.0%	13.4%
Wholesale	90,013	101,215	11,202	12.4%	4.0%	4.5%
Miscellaneous	124,074	162,110	38,036	30.7%	5.4%	7.1%
<b>Total</b>	<b>2,277,629</b>	<b>2,273,950</b>	<b>(3,679)</b>	<b>-0.2%</b>	<b>100%</b>	<b>100%</b>

Comparing October 2020 to October 2019, sales tax revenue is down \$3,679, or 0.2 percent.

Looking at business sectors, the most significant growth occurred in Auto/Gas retail (up \$111,415, or 31.3 percent), Miscellaneous (up \$38,036 or 30.7 percent), Other Retail (up \$31,621, or 11.6 percent), and General Merchandise/Miscellaneous Retail (up \$27,687, or 12.8 percent).

Noteworthy declines occurred in Contracting (down \$142,070, or 20.5 percent), Retail Eating/Drinking (down \$49,599, or 28.6 percent), and Services (down \$27,590, or 8.8 percent).

#### YTD 2020 vs. YTD 2019

Business Sector Group	YTD		Dollar Change	Percent Change	Percent of Total	
	2019	2020			2019	2020
Services	2,842,040	2,928,434	86,394	3.0%	12.9%	13.8%
Contracting	5,462,411	5,445,988	(16,423)	-0.3%	24.8%	25.8%
Communications	623,829	393,458	(230,371)	-36.9%	2.8%	1.9%
Retail:						
Auto/Gas Retail	4,272,161	3,820,289	(451,871)	-10.6%	19.4%	18.1%
Gen Merch/Misc Retail	2,252,479	2,404,551	152,072	6.8%	10.2%	11.4%
Retail Eating/Drinking	1,548,762	1,226,359	(322,403)	-20.8%	7.0%	5.8%
Other Retail	2,589,090	2,803,986	214,896	8.3%	11.8%	13.3%
Wholesale	954,285	959,686	5,401	0.6%	4.3%	4.5%
Miscellaneous	1,489,381	1,163,431	(325,950)	-21.9%	6.8%	5.5%
<b>Total</b>	<b>22,034,438</b>	<b>21,146,183</b>	<b>(888,255)</b>	<b>-4.0%</b>	<b>100%</b>	<b>100%</b>

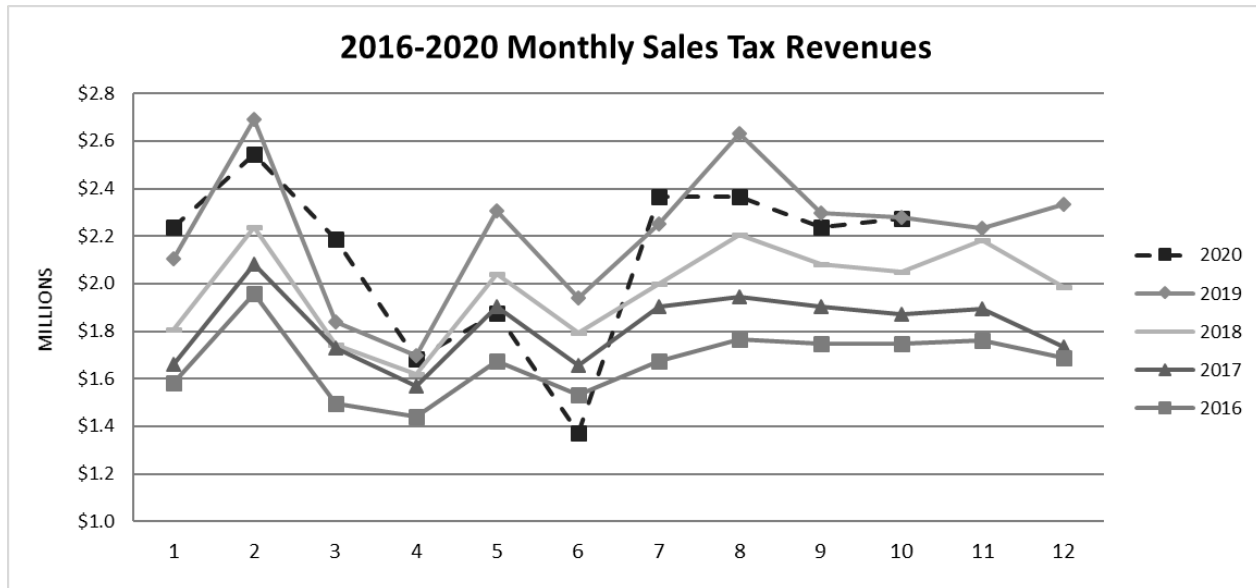
Comparing 2020 to 2019, year-to-date (YTD) sales tax revenue is **down \$888,255, or 4.0 percent**. However, 2019 includes two large back tax payments totaling \$458,733 from the Communications and Miscellaneous business sectors. **Factoring out these one-time payments**, YTD sales tax revenue is **down 2.0 percent** relative to the same period in 2019.

Looking at business sectors, the most significant growth occurred in Other Retail (up \$214,896, or 8.3 percent) and General Merchandise/Miscellaneous Retail (up \$152,072, or 6.8 percent). The growth in Other Retail has been led by the Electronics, Health & Personal Care, Building & Garden, and Sporting Goods sub-sectors.

Noteworthy declines occurred in Auto/Gas Retail (down \$451,871, or 10.6 percent), Miscellaneous (down \$325,950, or 21.9 percent), Retail Eating/Drinking (down \$322,403, or 20.8 percent), and Communications (down \$230,371, or 36.9 percent). The significant decreases in Miscellaneous and Communications respectively relate to back tax payments of \$248,522, which was received in February 2019, and \$210,211, which was received in July 2019. Retail Eating/Drinking is down due to the Governor's stay-at-home order, which was in effect from March 25<sup>th</sup> to May 31<sup>st</sup>, and social distancing requirements, which limit the number of customers that can be served.

In response to the recent rapid spread of the COVID-19 virus in Washington state and across the country, the Governor announced a four-week statewide set of restrictions, which will negatively impact many businesses, including restaurants and bars, through December 14<sup>th</sup>. Because of the two-month lag noted above, the sales tax impact of these restrictions will not be felt until January 2021.

The chart below shows Kirkland’s monthly sales tax revenue through October 2020 compared to the prior four years.



**2020 Sales Tax Forecast Scenarios**

Given the continuing high level of economic uncertainty through the balance of the year, two forecast scenarios are provided in the following table for 2020 sales tax revenue. Note that the 2020 budget of \$23,130,166 reflects the City’s modified two-year sales tax lag policy (2020 budget = 2018 estimate).

Forecast Scenario	2020 Forecast	2020 Budget	Surplus (Deficit)	Staff Forecast Assessment
2020 forecast is 4% below 2019 actual*	\$25,528,064	\$23,130,166	\$2,397,898	Likely
2020 forecast is 6% below 2019 actual*	\$24,996,229	\$23,130,166	\$1,866,063	Pessimistic

\*2019 actual sales tax revenue = \$26,591,733.

As previously noted, sales tax revenue through October 2020 is down 4.0 percent relative to the same period in 2019. This is significantly better than the following two September 2020 forecasts of annual taxable retail sales growth in King County in 2020:

- King County Office of Economic and Financial Analysis: **11.6 percent decline** in 2020
- Puget Sound Economic Forecaster: **8.7 percent decline** in 2020

The key **“takeaway”** from these two forecast scenarios is that **2020 budgeted sales tax revenue is 13 percent below 2019 actual sales tax revenue**. That provides a significant “buffer” in 2020, reducing the financial impact of these two scenarios accordingly.

To help frame staff’s assessment of these two forecast scenarios, the following two tables identify how much sales tax revenue would have to decline in the last two months of 2020 relative to the last two months of 2019 to end the year 4 percent and 6 percent below 2019 actual sales tax revenue.

2020 Forecast is 4% below 2019 Actual (Staff Forecast Assessment: Likely)

Sales Tax Revenue	2019	2020	\$ Change	% Change
January-October (actual)	\$22,034,438	\$21,146,183	(\$888,255)	-4.0%
November-December (2019 actual & 2020 forecast)	\$4,557,295	\$4,381,881	(\$175,414)	<b>-3.8%</b>
<b>Total</b>	<b>\$26,591,733</b>	<b>\$25,528,064</b>	<b>(\$1,063,669)</b>	<b>-4.0%</b>

2020 Forecast is 6% below 2019 Actual (Staff Forecast Assessment: Pessimistic)

Sales Tax Revenue	2019	2020	\$ Change	% Change
January-October (actual)	\$22,034,438	\$21,146,183	(\$888,255)	-4.0%
November-December (2019 actual & 2020 forecast)	\$4,557,295	\$3,850,046	(\$707,249)	<b>-15.5%</b>
<b>Total</b>	<b>\$26,591,733</b>	<b>\$24,996,229</b>	<b>(\$1,595,504)</b>	<b>-6.0%</b>

Sales tax revenue would have to decline 3.8 percent and 15.5 percent respectively in November-December 2020 to end the year 4.0 percent and 6.0 percent below 2019 actual sales tax revenue. The latter reduction scenario is very unlikely due to the two-month sales tax lag.

### Key Economic Indicators

Information about wider trends in the economy provides a mechanism to help understand current results in Kirkland and to predict future performance. The combination of consumer confidence, unemployment levels, housing data, inflation, and auto sales provides a broader economic context for key factors in sales tax revenues. Since the sales tax figures reported above are from two months prior, some of the figures in the table below can function as leading indicators for where sales taxes may go in future reports.

Indicator	Most Recent Month of Data	Unit	Month			Yearly Average	
			Previous	Current	Change	2019	2020
<b>Consumer Confidence</b>							
Consumer Confidence Index	October	Index	101.3	100.9	(0.4)	128.1	103.2
<b>Unemployment Rate</b>							
National	October	%	7.9	6.9	(1.0)	3.7	8.4
Washington State	September	%	8.4	8.3	(0.1)	4.5	9.1
King County	September	%	7.2	7.0	(0.2)	3.0	8.0
Kirkland	September	%	5.7	5.5	(0.2)	2.9	6.7
<b>Housing</b>							
New House Permits (WA)	September	Thousands	39.2	50.9	11.7	48.7	44.6
Case-Shiller Seattle Area Home Prices	August	Index	273.9	277.0	3.1	252.2	268.3
<b>Inflation (CPI-W)</b>							
National	October	% Change	1.5	1.3	(0.2)	1.7	1.2
Seattle	October	% Change	2.4	2.1	(0.3)	2.1	1.9
<b>Car Sales</b>							
New Vehicle Registrations	October	Thousands	21.7	23.3	1.6	23.7	19.0

The **Consumer Confidence Index** slightly decreased from 101.3 in September to 100.9 in October. The 2020 average is 24.9 points below the 2019 average.

The national **Unemployment Rate** dropped from 7.9 percent in September to 6.9 percent in October while the Washington State unemployment rate decreased slightly from 8.4 percent in August to 8.3 percent in September, after hitting a high of 16.1 percent in April. King County's unemployment rate dropped from 7.2 percent in August to 7.0 percent in September, and Kirkland's unemployment rate fell from 5.7 percent in August to 5.5 percent in September.

**New Housing Permits** in Washington State have increased significantly from 39,200 in August to 50,900 in September, but the 2020 average sits 4,100 below the 2019 average. The **Case-Shiller Home Price Index** saw an increase of 3.1 points in August, and the 2020 average is 16.1 points above the 2019 average, reflecting a strong housing market despite the pandemic.

**Inflation**, as measured by the CPI-W, in the U.S. decreased slightly from 1.5 percent in September to 1.3 percent in October, after going negative in May. For the Seattle-Tacoma-Bellevue region, the CPI-W decreased from 2.4 percent in September to 2.1 percent in October.

**New Vehicle Registrations** increased by 1,600 from September to October, but the 2020 average is 4,700 below the 2019 average.



## 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, Financial Operations Manager

**Date:** November 19, 2020

**Subject:** REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF December 8, 2020.

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 5, 2020 are as follows:

	Project/Purchase	Process	Estimate/Price	Status
1.	Totem Lake Connector construction management and inspection services	Request for Qualifications	\$1,789,954.00	Contract awarded to David Evans and Associates of Bellevue, WA based on qualifications per RCW 39.80.
2.	Microsoft enterprise licensing	Cooperative Purchase	\$314,978.62	Purchase order issued to SHI International Corporation of Somerset, NJ.





**CITY OF KIRKLAND**  
Department of Finance & Administration  
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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Michael Olson, Director of Finance & Administration  
Sri Krishnan, Deputy Director of Finance & Administration  
Robby Perkins-High, Senior Financial Analyst  
Andrea Peterman, Budget Analyst  
Kevin Pelstring, Budget Analyst

**Date:** December 3, 2020

**Subject:** **2020 YEAR-END BUDGET ADJUSTMENTS**

### **RECOMMENDATION:**

City Council approves the ordinance adjusting the 2019-2020 budget appropriation for selected funds.

### **BACKGROUND DISCUSSION:**

This memo addresses recommendations concerning year-end budget adjustments needed to meet unanticipated needs and recognizing additional resources.

### **YEAR-END BUDGET ADJUSTMENTS**

State law prohibits expenditures from exceeding the budgeted appropriation for any fund and requires the City to adjust appropriations when:

1. Unanticipated revenue exists and will potentially be expended;
2. New funds are established during the budget year which were not included in the original budget; or
3. The City Council authorizes positions, projects, or programs not incorporated into the current year's budget.

It is the City's practice to amend the adopted budget at mid-year and year-end. The year-end budget adjustments have been accumulated since the mid-year budget amending ordinance was adopted by the Council in June 2020. Unless there is an immediate need, budget adjustments that represent ongoing increases to current service levels are generally not included. Rather, they are submitted as service package requests during the biennial budget development and mid-biennial budget review processes.

Total appropriation adjustments amount to \$12,287,752, largely due to recognizing additional CARES Act funding, developer fees in-lieu revenue which was passed on to A Regional Coalition for Housing (ARCH), pass-through expenses from the EnviroStars program for which the City serves as fiscal agent, and adjustments to recognize additional revenues and capital project transfers. The budget adjustment summary (Attachment A) shows both line item and appropriation changes. Line item adjustments move budget authority within funds and are provided for reference. In most cases they reflect uses of reserves since June. Appropriation adjustments change the total budget and must be adopted by ordinance. The adjustments are organized as follows:

***Council Directed & Previously Approved Adjustments Requiring an Appropriation***

This category of adjustments includes: 1) those directed by the Council through an informal action; and 2) those previously approved by the Council through a formal action. These adjustments are organized by fund below, with the total appropriation adjustment amounting to \$7,942,999.

**General Fund**

- Recognize additional CARES Act Funding (\$1,490,686). Previous CARES Act funding was recognized earlier in 2020.
- Fund R-5434 initiatives using additional 2019 Sales Tax revenue (\$246,839), with an additional Council Special Projects Reserve use recognized below.
- Transfer Parks Maintenance Center Design project closeout balance from the General Capital Projects Fund (\$16,398)
- Recognize fiscal year 2018 Ground Emergency Medical Transportation (GEMT) revenue received in fiscal year 2019 (\$908,788)

**Real Estate Excise Tax Fund**

- Transfer \$1,525,986 (REET 2) from the Transportation Capital Projects Fund as part of the Advance Mitigation Program re-alignment
  - 2017 Traffic Critical Areas Ordinance Stormwater Maintenance Support (\$493,754)
  - Advanced Mitigation Phase 1 (\$1,032,232)

**General Capital Projects Fund**

- Transfer \$1,000,000 from Development Services Space Expansion Reserve in the General Fund for City Hall Development Services Center/Welcoming Hall project
- Recognize transfer of CARES Act funding for OCourt and Laserfiche expenses (\$22,708)

**Transportation Capital Projects Fund**

- Transfer \$347,892 from Real Estate Excise Tax Fund (REET 2 reserve) to fund project closeout costs above budget for the 6<sup>th</sup> Street projects
- Transfer \$2,785,817 in additional funding to the Totem Lake Connector Project:
  - \$1,277,117 from Real Estate Excise Tax Fund (REET 2) from pending project closeouts related to the Advance Mitigation Program (AMP)
  - \$1,508,700 from Impact Fees Fund repurposed (no appropriation change) from the 85th St/132nd Ave NE Dual Left Turn Lanes per the 2021-2026 CIP (the 10/20/20 Fiscal Note cited an incorrect amount of \$1,258,700)
- Transfer \$1,000,000 from the Surface Water Capital Fund to correct funding for the Advance Mitigation Program costs

**Information Technology Fund**

- Allocate CARES Act Reserve for COVID-19 City Expenses (\$58,300)
- Allocate CARES Act Reserve for staffing overtime expense from COVID-19 EOC Activation (\$21,993)

#### Equipment Rental Fund

- Transfer \$26,292 from the Surface Water Operating Fund to cover the purchase of a Dewatering Pump

#### ***Other Adjustments Requiring an Appropriation***

This category of adjustments primarily recognizes new revenue from grants and other sources. These adjustments are organized by fund below, with the total appropriation adjustment amounting to \$4,344,753.

#### General Fund

- Funding for third party plan review consultant to manage backlog of reviews (funded by additional Plan Check Fee revenue of \$87,800)
- Recognize Fee-in-Lieu revenue from developers and corresponding payments to A Regional Coalition for Housing (ARCH) (\$3,826,704)
- Recognize Multi-Family Tax Exemption revenue received from The Plaza project at 330 4<sup>th</sup> St to fund Human Services grants (\$25,908)
- Correct allocation for King County EMS/BLS Grant (-\$62,148)
- Recognize Federal fiscal year 2020 Emergency Management Preparedness Grants (\$65,491)
- Recognize reimbursement revenue from Redmond Fire Department for Medic One paramedic trainee personnel costs (\$32,333)
- Funding for 2019 after hours inspections with additional Electric Permits revenue (\$5,322)
- Funding for 2019 expedited plan review with additional Plan Check Fee revenue (\$21,388)
- Transfer Waste Management settlement monies from Solid Waste Fund to City Manager's Office to fund special events (\$39,000)
- Recognize additional federal Community Development Block Grant (CDBG) revenue above budget for homelessness grants and administration (\$10,488)
- Recognize funding for Mental Health professional services:
  - Washington Association of Sheriffs and Police Chiefs Mental Health Professional Grant (\$160,000)
  - King County Mental Health and Drug Dependency (MIDD) Grant (\$16,803)
- Recognize derelict vessel (*MV Lisa Jo*) retrieval reimbursement (\$46,220)
- Washington Traffic Safety Commission reimbursement for targeted traffic overtime expense (\$6,534)

#### Street Operating Fund

- Recognize Maintenance Center break-in insurance proceeds used to restock supplies that were stolen (\$3,266)

#### General Capital Projects Fund

- Transfer \$110,891 from Information Technology Fund expenditure savings to cover Cloud Services 2020 shortfall

#### Transportation Capital Projects Fund

- Recognize 100<sup>th</sup> Ave NE project Northshore Utility District reimbursement revenue, Supplements #3 and #5 (\$150,830)
- Recognize Frontier reimbursement revenue for the 6<sup>th</sup> Street projects (\$30,224)
- Recognize Fee-in-Lieu payment for the NE 116<sup>th</sup> St Crosswalk Upgrade (\$78,548)
- Transfer 2019 Transportation Fee-in-Lieu revenue from General Fund for Annual Striping Program (\$95,000)

#### Water/Sewer Utility Operating Fund

- Recognize Maintenance Center break-in insurance proceeds used to restock supplies that were stolen (\$5,566)

#### Surface Water Operating Fund

- Recognize Cedar Creek Retrofit Study Grant Award from the Department of Ecology (\$369,000; City of Kirkland 25% match was previously recognized)
- Recognize Maintenance Center break-in insurance proceeds used to restock supplies that were stolen (\$31,808)

#### Surface Water Capital Fund

- Recognize King County Flood Reduction Supplemental Grant (\$14,000)

#### Solid Waste Fund

- Recognize 2019-2020 pass-through expenses (\$570,493) to Cascadia Consulting to facilitate the EnviroStars program (funded by member agency dues; Kirkland serves as fiscal agent for the program)

#### Information Technology Fund

- Transfer from Police Evidence System Replacement project (ITC1003) (\$161,954)

#### Facilities Maintenance Fund

- Recognize Dental Office Rental Revenue which has already been recognized as a transfer to the General Fund to cover settlement costs (\$160,000)

#### Administrative Ordinance Corrections

As part of the final amendment process for the 2019-2020 Budget, staff reconciled the City financial system with all prior appropriation changes from the biennium. Several administrative ordinance corrections were identified. These are administrative errors where a budget change was incorrectly identified as an appropriation change in a prior budget adjustment. All corrections are reflected accurately in the financial system, but require an appropriation change by Council to correct the prior error.

<b>Fund</b>	<b>Adjustment</b>
General Fund	2,816
Lodging Tax	(22,671)
Street Operating	(169,504)
Parks Levy	76,691
Impact Fees	(400,000)
Health Benefits	(30,527)
Fleet	(89,236)
Information Technology	(99,000)
Facilities	(309,239)

### ***Line-Item Adjustments Not Requiring an Appropriation***

This category of adjustments primarily recognizes line-item adjustments between accounts within a fund or transfers between capital projects.

#### General Capital Projects Fund

- Move Air Fill Station Replacement up from 2025 to 2020 (\$54,939)
- Transfer \$270,632 from GIS project savings to cover Cloud Services 2020 shortfall
- Transfer \$161,522 from GIS and Network Phone System project savings to cover Network Infrastructure shortfall
- Correct June 2020 budget adjustment for Court Customer Service project (\$59,846)

### ***Approved Reserve Uses***

This category of adjustments reflects line item changes within a fund, moving budget from a reserve account to one or more expenditure accounts. Because there is no impact to a fund's total appropriation, these adjustments are not included in the budget amending ordinance. In most cases, these adjustments have already been presented to and approved by the Council, and they are included for information purposes only.

#### General Fund

- Allocate COVID-19 Expenses from CARES Act Reserve (\$3,016,967):
  - Small Business COVID-19 Support (\$1,204,570)
  - Arts COVID-19 Support (\$318,741)
  - Human Services COVID-19 Support (\$957,733)
  - COVID-19 City Expenses (\$159,328)
  - COVID-19 EOC Activation – Staffing Overtime Expenses (\$166,332)
  - COVID-19 EOC Activation – Materials Expenses (\$210,263)
- Line-item transfer from working capital to fund temporary accounting support for Finance & Administration (\$120,000)
- Use of General Fund working capital to cover unplanned expenditures in the Fire Department and City Attorney's Office (\$210,000)
- Use \$133,161 of Council Special Projects reserve to fund a portion of R-5434
- Use \$200,000 of Fire Department Overtime Reserve to fund Fire Overtime in 2020
- Line-item transfer of GEMT reserved revenue to legal services for Dental Office Settlement (\$1,460,000)

#### Surface Water Operating Fund

- Use working capital (funded by stormwater fines) to fund outreach efforts to reduce and prevent future fines (\$46,000)

### **SUMMARY**

The budget is adopted at the fund level which sets the total expenditure authority for the biennium for each fund. A summary of the adjustments and 2019-2020 revised budget by fund type is provided in the table below. Additional details on the line item and appropriation changes are included in Attachment A.

<b>Fund Type</b>	<b>2019-2020 Current Budget</b>	<b>Appropriation Adjustments</b>	<b>2019-2020 Amended Budget</b>
General Government:			
General Fund	267,813,898	6,947,370	274,761,268
Other Operating Funds	247,425,234	3,322,992	250,748,226
Internal Funds	80,813,977	(99,463)	80,714,514
Non-Operating Funds	72,407,976	1,125,986	73,533,962
Utilities Funds:			
Water/Sewer	113,718,558	5,566	113,724,124
Surface Water	54,906,438	414,808	55,321,246
Solid Waste	39,108,580	570,493	39,679,073
<b>Total Budget</b>	<b>876,194,661</b>	<b>12,287,752</b>	<b>888,482,413</b>

**City of Kirkland  
2019-2020 Budget  
2020 Year-End Budget Adjustment Summary**

Adjustment Type	Dept.	Description	Adjustments	Appropriation Adjustment	Funding Source				Funding Source/Notes
					Internal Transf./Chrg.	Reserves/Fund Balance	Debt	External Revenue	
<b>General Fund (010)</b>									
Council & Other	ND	Increase CARES Act Reserve	1,490,686	1,490,686				1,490,686	Additional CARES Act Revenues
Use of Reserves	CMO	Small Business COVID-19 Support	1,204,570	-		1,204,570			CARES Act Reserve
Use of Reserves	CMO	Arts COVID-19 Support	318,741	-		318,741			CARES Act Reserve
Use of Reserves	CMO	Human Services COVID-19 Support	957,733	-		957,733			CARES Act Reserve
Use of Reserves	Various	COVID-19 City Expenses	159,328	-		159,328			CARES Act Reserve
Use of Reserves	Various	COVID-19 EOC Activation - Staffing Overtime Expenses	166,332	-		166,332			CARES Act Reserve
Use of Reserves	ND	COVID-19 EOC Activation - Materials Expenses	210,263	-		210,263			CARES Act Reserve
Housekeeping	PB	3rd Party Plan Review Consultant to Manage Backlog Reviews	87,800	87,800				87,800	Additional Plan Check Fee Revenue
Council & Other	CMO	R-5434 Fiscal Note	380,000	246,839		133,161		246,839	Council Reserves/Add'l 2019 Sales Tax Revenue
Housekeeping	PB	Fee-in-Lieu Payments to ARCH	3,826,704	3,826,704				3,826,704	ARCH Fee-in-Lieu Revenue
Housekeeping	PCS	2020 Kirkland Sustainable MFTE-funded Grants	25,908	25,908				25,908	Kirkland Sustainable MFTE Revenue
Housekeeping	FD	Correct Allocation for King County EMS/BLS Grant	(62,148)	(62,148)				(62,148)	King County EMS Grant (Correction)
Housekeeping	FD	Recognize Emergency Management Preparedness Grant (EMPG)	48,782	48,782				48,782	FY2020 Federal EMPG
Housekeeping	FD	Recognize Emergency Management Preparedness Suppl. Grant (EMPG)	16,709	16,709				16,709	FY2020 Federal Supplemental EMPG
Use of Reserves	FA	Temporary Accounting Support for Finance & Administration	120,000	-		120,000			GF Working Capital
Use of Reserves	FD	Transfer from FD Overtime Reserve to Fire OT	200,000	-		200,000			FD Overtime Reserve
Housekeeping	FD	Paramedic Overtime Backfill (21FD02)	32,333	32,333				32,333	City of Redmond FD Reimbursement
Housekeeping	PB	After Hours Inspection (2019)	5,322	5,322				5,322	Additional Electric Permits Revenue
Housekeeping	PB	Expedited Plan Review (2019)	21,388	21,388				21,388	Additional Plan Check Fee Revenue
Housekeeping	CMO	Waste Management Funds for Special Events	39,000	39,000	39,000				Solid Waste Fund Xfr
Housekeeping	PCS	Additional CDBG Funding for Homelessness	10,488	10,488				10,488	Additional CDBG Revenue
Council & Other	PW	FN Parks Maintenance Center PKC147 Close-out to GF	16,398	16,398	16,398				PKC1471 Project Close-out
Council & Other	CMO	Recognize FY2018 GEMT Reserve (2019)	908,788	908,788				908,788	GEMT Revenue
Use of Reserves	CMO	Line-Item Transfer to Legal Services for Dental Office Settlement	1,460,000	-		1,460,000			Reserved GEMT Revenue
Housekeeping	PD	Mental Health Professional (WASPC Grant)	160,000	160,000				160,000	WASPC Grant
Housekeeping	PD	Mental Health Professional (KC MIDD Grant)	16,803	16,803				16,803	KC MIDD Grant
Housekeeping	PD	Derelect Vessel (Lisa Jo) Retrieval Reimbursement	46,220	46,220				46,220	King County Reimbursement
Housekeeping	PD	Washington Traffic Safety Commission - Targeted Traffic Overtime	6,534	6,534				6,534	WTSC Reimbursement
Use of Reserves	FA	Use of Working Capital for Department Balancing	210,000	-		210,000			General Fund Working Capital
Housekeeping	FA	Administrative Ordinance Correction	2,816	2,816					N/A
<b>General Fund Total</b>			<b>12,087,498</b>	<b>6,947,370</b>	<b>55,398</b>	<b>5,140,128</b>	<b>-</b>	<b>6,889,156</b>	

Adjustment Type	Dept.	Description	Adjustments	Appropriation Adjustment	Funding Source				Funding Source/Notes
					Internal Transf./Chrg.	Reserves/Fund Balance	Debt	External Revenue	
<b>OTHER FUNDS</b>									
<b>Lodging Tax Fund (112)</b>									
Housekeeping	FA	Administrative Ordinance Correction	(22,671)	(22,671)					N/A
<b>Lodging Tax Fund Total</b>			<b>(22,671)</b>	<b>(22,671)</b>	-	-	-	-	
<b>Street Operating Fund (117)</b>									
Housekeeping	PW	MC Break-In Insurance Restock	3,266	3,266				3,266	Insurance Refund
Housekeeping	FA	Administrative Ordinance Correction	(169,504)	(169,504)					N/A
<b>Street Operating Fund Total</b>			<b>(166,238)</b>	<b>(166,238)</b>	-	-	-	<b>3,266</b>	
<b>Parks Levy Fund (128)</b>									
Housekeeping	FA	Administrative Ordinance Correction	76,691	76,691					N/A
<b>Parks Levy Fund</b>			<b>76,691</b>	<b>76,691</b>	-	-	-	-	
<b>Impact Fees Fund (156)</b>									
Housekeeping	FA	Administrative Ordinance Correction	(400,000)	(400,000)					N/A
<b>Impact Fees Fund Total</b>			<b>(400,000)</b>	<b>(400,000)</b>	-	-	-	-	
<b>Real Estate Excise Tax Fund (190)</b>									
Council & Other	PW	FN AMP Alignment Transfer from 320 Fund	1,525,986	1,525,986	1,525,986				Transfers from NMC7777017 & TRC7777017
<b>Real Estate Excise Tax Fund Total</b>			<b>1,525,986</b>	<b>1,525,986</b>	<b>1,525,986</b>	-	-	-	
<b>General Capital Projects Fund (310)</b>									
Council & Other	CMO	City Hall Expansion - Transfer from GF reserve to capital project	1,000,000	1,000,000		1,000,000			Dev Services Space Expansion Reserve in GF
Housekeeping	FD	PSC0630000 moving from 2025 to 2020	54,939	-		54,939			Fire Equipment Sinking Fund
Housekeeping	IT	Transfer from IT Operating Fund to Cover ITC1200 Shortfall	110,891	110,891	110,891				522 Operating Budget
Housekeeping	IT	Capital Project savings to cover ITC1200 Shortfall	270,632	-	270,632				ITC2000000
Housekeeping	IT	Capital Project savings to cover ITC1100 Shortfall	161,522	-	161,522				ITC2000000 & ITC1300000
Housekeeping	IT	IT Project redistribution correction to ITC0030200	59,846	-	59,846				ITC1200000
Council & Other	IT	OCourt & Laserfiche - ITC0030200	22,708	22,708		22,708			CARES Act Reserve
<b>General Capital Projects Fund Total</b>			<b>1,680,538</b>	<b>1,133,599</b>	<b>602,891</b>	<b>1,077,647</b>	-	-	
<b>Transportation Capital Projects Fund (320)</b>									
Council & Other	PW	FN 6th Street Projects Close-out	347,892	347,892	347,892				9.1.2020 Fiscal note for close out of 6th St projects
Housekeeping	PW	6th St Projects - Recognize Frontier Reimbursement Revenue	30,224	30,224				30,224	Unrecognized Frontier rev in TRC115 + TRC065
Housekeeping	PW	100th Ave NE - NUD Reimbursement Revenue Supplement #3	130,666	130,666				130,666	STC0831100 - Per NUD ILA & HDR Supplement #3
Housekeeping	PW	100th Ave NE - NUD Reimbursement Revenue Supplement #5	20,164	20,164				20,164	STC0831100 - Per NUD ILA & HDR Supplement #5
Housekeeping	PW	NE 116th St Crosswalk Upgrade - Recognize FIL Payment	78,548	78,548				78,548	Fee-in-Lieu Revenue
Council & Other	PW	FN Totem Lake Connector - NMC0861000 Additional Funding	1,277,117	1,277,117	1,277,117				REET 2 from AMP Project Close-outs
Council & Other	PW	FN Totem Lake Connector - NMC0861000 Additional Funding	1,508,700	-	1,508,700				Repurposed Impact Fee funding from TRC139 per 21-26 CIP; Fiscal note cited incorrect number (\$1,258,700)
Council & Other	PW	FN AMP Correction Transfer from 423 Fund	1,000,000	1,000,000	1,000,000				Transfer from SDC121
Housekeeping	PW	Transfer of Transp. Fee-in-Lieu from GF (Receipted in 2019)	95,000	95,000				95,000	Transfer from GF
Housekeeping	PW	Kirkland Intelligent Transportation System - Budget Decrease	(678,000)	(678,000)				(678,000)	External Funding Not Received
<b>Transportation Capital Projects Fund</b>			<b>3,810,311</b>	<b>2,301,611</b>	<b>4,133,709</b>	-	-	<b>(323,398)</b>	
<b>Water/Sewer Utility Operating Fund (411)</b>									
Housekeeping	PW	MC Break-In Insurance Restock	5,566	5,566				5,566	Insurance Refund
<b>Water/Sewer Utility Operating Fund Total</b>			<b>5,566</b>	<b>5,566</b>	-	-	-	<b>5,566</b>	



Adjustment Type	Dept.	Description	Adjustments	Appropriation Adjustment	Funding Source				Funding Source/Notes
					Internal Transf./Chrg.	Reserves/Fund Balance	Debt	External Revenue	
<b>Surface Water Operating Fund (421)</b>									
Use of Reserves	PW	Recognize SW Fine Prof. Svcs Expense	46,000	-		46,000			SW Fines
Housekeeping	PW	Recognize Cedar Creek Retrofit Study Grant Award	369,000	369,000				369,000	DOE Grant Award
Housekeeping	PW	MC Break-In Insurance Restock	31,808	31,808				31,808	Insurance Refund
<b>Surface Water Operating Fund Total</b>			<b>446,808</b>	<b>400,808</b>	<b>-</b>	<b>46,000</b>	<b>-</b>	<b>400,808</b>	
<b>Surface Water Capital Fund (423)</b>									
Housekeeping	PW	NE 142nd Street Drainage Improvements - SDC0890000	14,000	14,000				14,000	Additional King County Grant Award
<b>Surface Water Capital Fund Total</b>			<b>14,000</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,000</b>	
<b>Solid Waste Fund (431)</b>									
Housekeeping	PW	Recognize 2019-20 EnviroStars Pass-thru Expenses	570,493	570,493				570,493	Member Agencies Dues
<b>Solid Waste Fund Total (431)</b>			<b>570,493</b>	<b>570,493</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>570,493</b>	
<b>Health Benefits (511)</b>									
Housekeeping	FA	Administrative Ordinance Correction	(30,527)	(30,527)					N/A
<b>Health Benefits Total</b>			<b>(30,527)</b>	<b>(30,527)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Equipment Rental Fund (521)</b>									
Council & Other	PW	Transfer to Cover Full Purchase of Dewatering Pump	26,292	26,292				26,292	Transfer from 421 Operating Supplies
Housekeeping	FA	Administrative Ordinance Correction	(89,236)	(89,236)					N/A
<b>Equipment Rental Fund Total</b>			<b>(62,944)</b>	<b>(62,944)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,292</b>	
<b>Information Technology Fund (522)</b>									
Housekeeping	PD	Police Evidence System Replacement - Transfer from Capital to Operating	161,954	161,954	161,954				ITC10030000
Council & Other	IT	COVID-19 City Expenses	58,300	58,300	58,300				CARES Act Reserve
Council & Other	IT	COVID-19 EOC Activation - Staffing Overtime Expenses	21,993	21,993	21,993				CARES Act Reserve
Housekeeping	FA	Administrative Ordinance Correction	(99,000)	(99,000)					N/A
<b>Information Technology Fund Total</b>			<b>143,247</b>	<b>143,247</b>	<b>242,247</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Facilities Fund (527)</b>									
Housekeeping	CM	Recognize Dental Office Rental Revenue (2019)	160,000	160,000				160,000	Dental Office Rental Revenue
Housekeeping	FA	Administrative Ordinance Correction	(309,239)	(309,239)					N/A
<b>Facilities Fund Total</b>			<b>(149,239)</b>	<b>(149,239)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>160,000</b>	
<b>TOTAL OTHER FUNDS</b>			<b>7,464,692</b>	<b>5,340,382</b>	<b>6,504,833</b>	<b>1,123,647</b>	<b>-</b>	<b>857,027</b>	
<b>TOTAL ALL FUNDS</b>			<b>19,552,190</b>	<b>12,287,752</b>	<b>6,560,231</b>	<b>6,263,775</b>	<b>-</b>	<b>7,746,183</b>	

## ORDINANCE O-4747

## AN ORDINANCE OF THE CITY OF KIRKLAND AMENDING THE BIENNIAL BUDGET FOR 2019-2020.

1 WHEREAS, the City Council finds that the proposed  
2 adjustments to the Biennial Budget for 2019-2020 reflect  
3 revenues and expenditures that are intended to ensure the  
4 provision of vital municipal services at acceptable levels.

5  
6 NOW, THEREFORE, the City Council of the City of Kirkland  
7 do ordain as follows:

8  
9 Section 1. The Year-End 2020 adjustments to the Biennial  
10 Budget of the City of Kirkland for 2019-2020 are hereby adopted.

11  
12 Section 2. In summary form, modifications to the totals of  
13 estimated revenues and appropriations for each separate fund  
14 and the aggregate totals for all such funds combined are as  
15 follows:

Funds	Current Budget	Adjustments	Revised Budget
General	267,813,898	6,947,370	274,761,268
Lodging Tax	1,045,558	(22,671)	1,022,887
Street Operating	23,468,557	(166,238)	23,302,319
Cemetery Operating	1,153,586	-	1,153,586
Parks Maintenance	3,719,806	-	3,719,806
Park Levy	7,717,789	76,691	7,794,480
Contingency	6,292,477	-	6,292,477
Impact Fees	16,284,539	(400,000)	15,884,539
Excise Tax Capital Improvement	37,394,862	1,525,986	38,920,848
Limited General Obligation Bonds	9,515,637	-	9,515,637
Unlimited General Obligation Bonds	1,431,110	-	1,431,110
General Capital Projects	82,814,838	1,133,599	83,948,437
Transportation Capital Projects	127,505,100	2,301,611	129,806,711
Water/Sewer Operating	74,836,420	5,566	74,841,986
Water/Sewer Debt Service	923,742	-	923,742
Utility Capital Projects	37,958,396	-	37,958,396
Surface Water Management	29,914,147	400,808	30,314,955
Surface Water Capital Projects	24,992,291	14,000	25,006,291
Solid Waste	39,108,580	570,493	39,679,073
Health Benefits	20,147,917	(30,527)	20,117,390
Equipment Rental	27,679,222	(62,944)	27,616,278
Information Technology	16,880,604	143,247	17,023,851
Facilities Maintenance	16,106,234	(149,239)	15,956,995
Firefighter's Pension	1,489,351	-	1,489,351
Total All Funds	876,194,661	12,287,752	888,482,413

16 Section 3. If any provision of this ordinance or its  
17 application to any person or circumstance is held invalid, the

18 remainder of the ordinance or the application of the provision to  
19 other persons or circumstances is not affected.

20  
21 Section 4. This ordinance shall be in force and effect five  
22 days from and after its passage by the Kirkland City Council and  
23 publication pursuant to Section 1.08.017, Kirkland Municipal Code  
24 in the summary form attached to the original of this ordinance and  
25 by this reference approved by the City Council.

26  
27 Passed by majority vote of the Kirkland City Council in open  
28 meeting this \_\_ day of \_\_\_\_, 2020.

29  
30 Signed in authentication thereof this \_\_ day of \_\_\_\_,  
31 2020.

\_\_\_\_\_  
Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
Kathi Anderson, City Clerk

Approved as to Form:

\_\_\_\_\_  
Kevin Raymond, City Attorney

PUBLICATION SUMMARY  
OF ORDINANCE NO. 4747

AN ORDINANCE OF THE CITY OF KIRKLAND AMENDING THE BIENNIAL BUDGET FOR 2019-2020.

SECTION 1. Adjust the 2019-2020 Biennial Budget of the City of Kirkland.

SECTION 2. Sets forth, in summary form, the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

SECTION 3. Provides a severability clause for the ordinance.

SECTION 4. 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 \_\_\_\_\_, 2020.

I certify that the foregoing is a summary of Ordinance 4747 approved by the Kirkland City Council for summary publication.

\_\_\_\_\_  
Kathi Anderson, City Clerk

**CITY OF KIRKLAND****Department of Finance & Administration**

123 Fifth Avenue, Kirkland, WA 98033 425.587.3100

[www.kirklandwa.gov](http://www.kirklandwa.gov)

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Michael Olson, Director of Finance & Administration  
Sri Krishnan, Deputy Director of Finance & Administration  
Chip Corder, Temporary 2021-2022 Budget Development Staff

**Date:** December 1, 2020

**Subject:** **FINAL 2021 PROPERTY TAX LEVY**

**RECOMMENDATION:**

Approve the attached Ordinance O-4746, which repeals and replaces Ordinance O-4742, which was approved on November 17, 2020, and establish the final regular and excess property tax levies for the City of Kirkland for the 2021 fiscal year.

There is also a separate levy associated with Fire District 41 debt, which was adopted by Ordinance O-4743 on November 17, 2020. Because that levy is unchanged, Ordinance O-4743 does not need to be repealed and replaced.

**BACKGROUND DISCUSSION:**

The attached ordinance reflects the final property tax levy data received from King County on December 1, 2020. This ordinance replaces the interim ordinance that was approved on November 17, 2020 in order to meet the County's deadline for 2021 levy information. As noted in the preliminary 2021 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 2021-2022 biennium. Accordingly, the attached ordinance relates to 2021 only.

The following discussion explains how the final levy numbers were calculated for each of the components of the City's 2021 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 2021, there are four factors impacting the amount of the regular levy: 1) optional levy increase, 2) prior year levy corrections, 3) new construction, and 4) 2020 Fire & Emergency Medical Services Levy Lid Lift, which was approved by voters on November 3, 2020.

#### *Optional Levy Increase*

The preliminary 2021 property tax levy adopted by Council on November 17, 2020 included a 1.0 percent optional increase consistent with the 2021-2022 Preliminary Budget. Because inflation, as measured by the implicit price deflator, was only 0.602 percent on August 27, 2020, the Council adopted Resolution R-5451 on November 17, 2020, which made a finding of "substantial need" to increase the levy limit factor for the 2021 regular levy from 100.602 percent to 101 percent. In other words, this action allowed the Council to increase the 2021 regular property tax levy by 1.0 percent, or \$313,330, excluding new construction.

#### *Prior Year Levy Corrections*

Each year's property tax levy typically includes minor corrections to the prior year's levy, which are made by the County Assessor. They mostly encompass property tax refunds for property valuation errors. These refunds, which reduce the total levy amount remitted to the City, are re-levied by the County Assessor in the following year, because the City is entitled to the total levy amount. This re-levied amount is in addition to the 1.0% optional increase (RCW 84.69.020). In 2021, the County Assessor will be re-levying \$16,430 in prior year corrections.

#### *New Construction*

The construction of new buildings and additions to existing structures generates new property tax revenue for the City, which is paid by the property owners of the new construction. The new construction levy is calculated by dividing the new construction valuation by \$1,000 and multiplying the result by the current year's regular levy tax rate (\$0.99438 per \$1,000 of assessed valuation). The final new construction valuation for the 2021 levy is \$612,347,764, which corresponds to a new construction levy of \$608,906 ( $\$612,347,764 \div \$1,000 \times \$0.99438$ ). Over the past five years, the new construction levy as a percentage of each year's base regular levy has ranged between 1.52 percent and 2.85 percent. The final 2021 new construction levy of \$608,906 represents a 1.94 percent increase over the 2021 base regular levy of \$31,332,962 (which equals the 2020 total regular levy less the \$23,108 prior year levy correction).

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 the City would capture any additional new construction and state assessed valuation that was not recorded at the time of the preliminary levy was adopted by the Council.

#### *2020 Fire & Emergency Medical Services Levy Lid Lift*

This ballot measure, which was approved by voters on November 3, 2020, will stockpile pandemic personal protection equipment for first responders; add twenty additional firefighter/emergency medical technicians to improve response times; build a new Fire Station 27 in Totem Lake; and provide for the seismic renovation and modernization of Fire Station 21 in Forbes Creek, Fire Station 22 in Houghton, and Fire Station 26 in Rose Hill.

In the preliminary 2021 property tax levy memo, staff noted that there was a difference in interpretation between the City and the King County Department of Assessments on how the senior property tax exemption applies to the levy lid lift. This was resolved by the Washington State Department of Revenue, with the calculation of the 2021 levy amount (\$7,259,770) falling between what the City expected and what the Department of Assessments determined (see table below).

<b>2021 Non-Exempt Levy:</b>	
Total Non-Exempt AV	\$32,058,140,263
Levy Rate per \$1,000 AV (maximum rate noted in ballot measure)	\$1.22951
<b>Non-Exempt Levy</b>	<b>\$39,415,804</b>
<b>2021 Senior Exempt Levy:</b>	
Total Senior Exempt AV	\$114,829,040
Levy Rate per \$1,000 AV (excludes Fire & EMS levy lid lift)	\$1.00666
<b>Senior Exempt Levy</b>	<b>\$115,594</b>
<b>2021 Total Regular Levy</b>	<b>\$39,531,398</b>
Less Allowable Levy Without Fire & EMS Levy Lid Lift	-\$32,271,628
<b>2021 Fire &amp; EMS Levy Lid Lift</b>	<b>\$7,259,770</b>

The corresponding levy rate is \$0.22646 per \$1,000 assessed valuation.

#### Excess Levy for Pre-Annexation City

The excess levy in 2021, which relates to voted debt incurred by the City prior to the 2011 annexation, is \$565,070, which is \$2,190 less than the 2020 excess levy. This corresponds to a levy rate of \$0.02427 per \$1,000 assessed valuation. The 2021 levy amount is tied to the payment schedule on the outstanding bonds and applies only to the residents within the City's pre-annexation boundaries (annexation voters did not approve the assumption of voted bond indebtedness). The last year of the excess levy will be 2022, which is when the voted debt will be fully paid off.

#### Assessed Valuation

Assessed valuation encompasses existing properties, which are re-valued annually, and new construction. The final 2021 total assessed valuation for Kirkland is \$32,058,140,263, which is 1.69 percent higher than 2020. This includes new construction, which represents a 1.94 percent increase over the 2020 total assessed valuation. As a result, existing properties experienced an overall decrease in total assessed valuation of 0.25 percent relative to 2020.

Excluding new construction, an increase in total assessed valuation on existing properties does not generate additional revenue for the City. Only a new voter approved levy, the 1% optional increase, which must be approved by the City Council, and new construction can generate new property tax revenue for the City. When the City's total assessed valuation increases, the City's

levy rate correspondingly decreases so that the City does not collect more than the lawfully allowable levy amount. The reverse is also true. When the City's total assessed valuation decreases, the levy rate correspondingly increases, but no additional revenue is generated.

### 2021 Levy Rates

Due to the passage of the 2020 Fire & Emergency Medical Services Levy Lid Lift, the regular levy tax rate is increasing from \$0.99438 to \$1.22951 per \$1,000 of assessed valuation in 2021. Qualifying seniors are exempt from this levy lid lift and will be subject to a regular levy rate of \$1.00666 per \$1,000 of assessed valuation.

The excess levy rate, which applies to properties within the pre-annexation boundaries, is decreasing from \$0.02483 to \$0.02427 due to the assessed valuation increase to the pre-annexation portion of the City.

## **2. FIRE DISTRICT 41 DEBT SERVICE LEVY**

When the annexation of the Juanita, Finn Hill, and Kingsgate neighborhoods became effective on June 1, 2011, Fire District 41, which served most of that area, was assumed by the City. The District's outstanding debt remains in place until it is retired in December 2021. With the assumption of the District, the City Council serves as the governing body with the authority to levy taxes to pay the debt service on the outstanding bonds, which amounts to \$470,572 in 2021. Since King County has a 98 percent collection rate on tax levies, the City is levying \$480,176 (\$470,572 / 98%) in 2021 to ensure that enough is collected to pay the debt service.

Ordinance O-4743, which was adopted by the Council on November 17, 2020, establishes a levy of \$480,176 for the areas previously served by Fire District 41. This translates to a levy rate of \$0.07026 per \$1,000 of assessed valuation based on the final 2021 total assessed valuation for these areas (\$6,834,490,339), which increased 0.92 percent relative to 2020. Because there is no change to the levy, Ordinance O-4743 does not need to be repealed and replaced. Annexation area residents previously served by Fire District 41 will be subject to an estimated 2021 total levy rate of \$1.29977, which consists of the City's estimated 2021 regular levy rate of \$1.22951 plus the Fire District's 2021 levy rate of \$0.07026.

## **3. SUMMARY**

The table below compares the City's final 2021 levy (Ordinance O-4746) to the preliminary 2021 levy (Ordinance O-4742). Note that the reductions to the final 2021 levy relate to new construction and the 2020 Fire & EMS levy lid lift.



2021 Levy Components	Preliminary 2021 Levy (O-4742)	Final 2021 Levy (O-4746)	Difference
<b>Regular Levy:</b>			
Base Levy	31,332,962	31,332,962	0
Optional Levy Increase (1%)	313,330	313,330	0
Prior Year Levy Corrections	16,430	16,430	0
New Construction	1,805,775	608,906	(1,196,869)
2020 Fire & EMS Levy Lid Lift	7,529,886	7,259,770	(270,116)
<b>Total Regular Levy</b>	<b>40,998,383</b>	<b>39,531,398</b>	<b>(1,466,985)</b>
Excess Levy	565,070	565,070	0
<b>Total Levy</b>	<b>41,563,453</b>	<b>40,096,468</b>	<b>(1,466,985)</b>

As noted above, there is no change to the Fire District 41 debt service levy (\$480,176), which was adopted by the Council on November 17, 2020 via Ordinance O-4743.

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 are not subject to the City's excess levy rate. The City has three separate levy rates depending on where one lives within Kirkland as noted in the table below.

Levy Type	Pre-Annexation City	Neighborhoods Previously Served by FD-41	Neighborhoods Previously Served by FD-34 or FD-36
Regular Levy Rate	\$ 1.22951	\$ 1.22951	\$ 1.22951
Excess Levy Rate	\$ 0.02427	N/A	N/A
Fire District 41 Debt Levy	N/A	\$ 0.07026	N/A
<b>Estimated Preliminary Levy Rate</b>	<b>\$ 1.25378</b>	<b>\$ 1.29977</b>	<b>\$ 1.22951</b>

## ORDINANCE O-4746

AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2021, THE FIRST YEAR OF THE CITY OF KIRKLAND'S 2021-2022 BIENNIUM, AND REPEALING ORDINANCE O-4742.

1           WHEREAS, the City Council held a public hearing on September  
2 15, 2020, to consider revenue sources for the 2021-2022 Biennial  
3 Budget; and

4  
5           WHEREAS, the City Council and the City Manager have considered  
6 the anticipated fiscal year 2021 financial requirements of the City of  
7 Kirkland; and

8  
9           WHEREAS, pursuant to RCW 35A.33.135, the City Council is  
10 required to determine and fix by ordinance the amount raised by ad  
11 valorem taxes; and

12  
13           WHEREAS, on November 17, 2020, the City Council passed  
14 Resolution R-5451 which made a finding of "substantial need" and  
15 increased the levy limit factor for the 2021 regular levy beyond the  
16 Implicit Price Deflator of .602 percent to the full 1.0 percent allowed by  
17 state law; and

18  
19           WHEREAS, on November 17, 2020, the City Council passed  
20 Ordinance O-4742, which was the preliminary property tax levy for fiscal  
21 year 2021; and

22  
23           WHEREAS, the City Council wishes to repeal the preliminary  
24 property tax levy and pass the final tax levy based upon the most recent  
25 property tax levy data provided by King County; and

26  
27           WHEREAS, RCW 84.55.120 requires that the increase in the levy  
28 over the prior year be stated both as to the dollar increase and  
29 percentage change.

30  
31           NOW, THEREFORE, the City Council of the City of Kirkland do  
32 ordain as follows:

33  
34           Section 1.           Ordinance O-4742 passed November 17, 2020 is  
35 hereby repealed.

36  
37           Section 2.           The regular property tax levy for the year 2021 is  
38 fixed and established in the amount of \$39,531,398. This property tax  
39 levy represents a dollar increase of \$313,330 and a percentage increase  
40 of one percent from the previous year, excluding the 2020 Fire and  
41 Emergency Medical Services levy lid lift, which was approved by voters

42 on November 3, 2020, new construction, and prior year levy corrections  
43 as shown below:  
44

<b>2021 Regular Levy</b>	<b>\$39,531,398</b>
Less 2020 Regular Levy	\$31,332,962
Less 2020 Fire & EMS Levy Lid Lift	\$7,259,770
Less New Construction	\$608,906
Less Prior Year Levy Corrections	\$16,430
<b>Total Increase</b>	<b>\$313,330</b>
<b>Percent Increase</b>	<b>1.00%</b>

45 Section 3. There is hereby levied for 2021 upon all property,  
46 both real and personal, within the City of Kirkland, Washington, and  
47 within the area subject to tax levies for the principal and interest of all  
48 general obligation bond issues, a total voted property tax of \$565,070  
49 on the total of assessed valuation for such property.

50  
51 Section 4. This ordinance shall be in force and effect five days  
52 from and after its passage by the Kirkland City Council and publication  
53 pursuant to Section 1.08.017, Kirkland Municipal Code in the summary  
54 form attached to the original of this ordinance and by this reference  
55 approved by the City Council.

56  
57 Passed by majority vote of the Kirkland City Council in open  
58 meeting this 8<sup>th</sup> day of December, 2020.

59  
60 Signed in authentication thereof this \_\_\_\_\_ day of  
61 \_\_\_\_\_, 2020.

\_\_\_\_\_  
Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
Kathi Anderson, City Clerk

Approved as to Form:

\_\_\_\_\_  
Kevin Raymond, City Attorney

PUBLICATION SUMMARY  
OF ORDINANCE NO. 4746

AN ORDINANCE OF THE CITY OF KIRKLAND ESTABLISHING THE AMOUNT OF PROPERTY TAXES TO BE LEVIED FOR THE YEAR 2021, THE FIRST YEAR OF THE CITY OF KIRKLAND'S 2021-2022 BIENNIUM, AND REPEALING ORDINANCE O-4742.

SECTION 1. Repeals Ordinance O-4742.

SECTION 2. Fixes and establishes the regular property tax levy for the fiscal year 2021.

SECTION 3. Levies a voted property tax for fiscal year 2021.

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 \_\_\_\_\_, 2020.

I certify that the foregoing is a summary of Ordinance 4746 approved by the Kirkland City Council for summary publication.

\_\_\_\_\_  
Kathi Anderson, City Clerk

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

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Michael Olson, Director of Finance and Administration  
Sri Krishnan, Deputy Director of Finance and Administration  
Chip Corder, Temporary 2021-2022 Budget Development Staff  
Robby Perkins-High, Senior Financial Analyst  
Andrea Peterman, Budget Analyst  
Kevin Pelstring, Budget Analyst

**Date:** December 8, 2020

**Subject:** **2021-2022 BUDGET ADOPTION**

**RECOMMENDATION:**

Council approves the attached budget ordinance for the 2021-2022 biennium and the 2019-2020 Real Estate Excise Tax (REET) report.

**BACKGROUND DISCUSSION:**

By adopting the attached ordinance, the Council adopts the 2021-2022 Budget. The Final Budget ordinance and Exhibit A to the ordinance are included as attachments at the end of this memorandum. In addition to formally adopting the 2021-2022 Budget, the Council will need to adopt a report on the uses of REET in 2019-2020, which is included as Exhibit B to the ordinance, as required by State law.

**REET Maintenance Report**

RCW 82.46.015 requires the adoption of a report on the uses of REET in the operating and capital budgets. This qualifies the City to use REET for maintenance of capital projects in the 2021-2022 Operating Budget within the required guidelines. This information is included as Exhibit B to the budget ordinance.

**2021-2022 Budget Adoption**

The attached ordinance (Ordinance O-XXXX) adopts the 2021-2022 Budget as proposed by the City Manager and amended by the City Council. By state law, the budget must be adopted by December 31, 2020. The budget is adopted at the fund level, which sets the total expenditure authority for the biennium for each fund.

The total appropriation increased \$14,969,222 as a result of changes to the Preliminary Budget. At the November 17<sup>th</sup> Council Meeting, Council approved the following changes proposed by the City Manager:

- Set aside \$424,000 of 2021 funding, which was originally allocated to support the implementation of the Body-Worn Camera Pilot Service Package, for a Human Services Reserve for the 2021-2022 biennium.
- Allocate \$32,000 of the R-5434 Citywide Implementation Service Package to specifically support Diversity in Special Events and another \$18,000 to support Diversity in Public Art.
- Eliminate Pre-trial Alcohol Testing Fees (approximately \$90,000 revenue reduction).
- Use \$250,000 in REET 1 Reserves to fund Median Maintenance, Landscaping, and ROW Trees.
- Use approximately \$122,000 in one-time General Fund cash for City Manager's Office Outreach, including a 0.5 FTE Communications position, to continue to engage with the community on R-5434 work and potential new revenues.
- Use \$50,000 of one-time General Fund cash for a Revenue Impact Study in 2022.

In addition to the Council-directed changes listed above, other notable budget adjustments include:

- Increase REET revenues by \$3,651,034 based on updated 2020 revenue estimates. Use increased revenues and REET reserves to fund \$4 million for 100<sup>th</sup> Ave Improvements and \$2 million for 124<sup>th</sup> Ave Improvements (replacing unsecured grants).
- Use \$2,500,000 in REET 1 reserves, \$3,296,341 in REET 2 reserves, and \$1,703,744 in General Fund cash for The Village at Totem Lake Infrastructure Agreement.
- Increase Human Services funding by \$152,880 from multi-family tax exemption revenues being passed through to the City via the developers at The Plaza Project at 330 4<sup>th</sup> Street.
- Decrease Marine Patrol contract costs by \$39,083.
- Increase the Central Way Street Preservation project by \$525,000, funded via prior year street preservation program savings.
- Create a Pedestrian Safety Improvements (Downtown & NE 124<sup>th</sup> Street) project, funded with \$1.614 million in new grant funding from WSDOT and \$51,000 in reallocated current project funding.
- Increase the NE 132<sup>nd</sup> St/116<sup>th</sup> Way NE (I-405) Intersection Improvements project by \$202,125 via new grant funding from WSDOT.

Lastly, there is an additional proposed use of \$80,000 in General Fund Working Capital to fund City Commute Trip Reduction Program Enhancements (ORCA) program. This was not included in the Preliminary Budget due to an administrative oversight. This change is a short term stop gap action to ensure the ORCA program does not expire on January 1<sup>st</sup>, 2020. Because all Kirkland employees receive the ORCA card and many are funded by utility rates, fees and charges, a proportional cost distribution plan for the ORCA program across all funds will be brought to the Council in the mid-biennial budget process in 2021. The new allocation will return some cash to the general fund.

The tables below summarize the revenue and expenditure changes to the 2021-2022 Preliminary Budget.

<b>Revenue Adjustments by Fund to Preliminary 2021-2022 Budget</b>	<b>Ongoing</b>	<b>One-time</b>	<b>Total</b>
<b>General Fund</b>			
Increase in Resources Forward for VTL Infrastructure Agreement Carryover	-	1,703,744	1,703,744
Reduction in Resources Forward due to Increase in Carryovers	-	(357,698)	(357,698)
Multi-Family Tax Exemption (Plaza Project)	-	152,880	152,880
Eliminate Pre-Trial Alcohol Testing Revenue	-	(90,432)	(90,432)
Operating Transfer from Surface Water Fund (Tree Bank)	-	50,000	50,000
Administrative Corrections	-	33,492	33,492
Correction to Community Programs and Events Service Package Revenue	-	(16,000)	(16,000)
<b>Subtotal</b>	-	<b>1,475,986</b>	<b>1,475,986</b>
<b>Special Revenue Funds</b>			
Increase in Resources Forward due to Increase in 2020 Revenue Estimate (REET)	-	3,651,034	3,651,034
REET 1 Maintenance Transfer (to Street Fund)	-	250,000	250,000
Reduction in Resources Forward due to Increase in Carryovers (Cemetery)	-	(22,000)	(22,000)
<b>Subtotal</b>	-	<b>3,879,034</b>	<b>3,879,034</b>
<b>Capital Projects Funds</b>			
Transfer from General Fund, REET 1 & REET 2 for VTL Infrastructure Agreement	-	7,500,085	7,500,085
WSDOT Grant Funding (Pedestrian Safety Improvements - Downtown & NE 124th St)	-	1,614,000	1,614,000
Street Preservation Project Savings	-	525,000	525,000
WSDOT Grant Funding (NE 132nd St/116th Way NE I-405 Intersection Improvements)	-	202,125	202,125
<b>Subtotal</b>	-	<b>9,841,210</b>	<b>9,841,210</b>
<b>Internal Service Funds</b>			
Reduction in Resources Forward due to Transfer to Capital Projects in 2020 (IT)	-	(110,891)	(110,891)
Reduction in Resources Forward due to Increase in Carryovers (Fleet)	-	(101,292)	(101,292)
Miscellaneous Adjustments (Information Technology & Facilities)	-	(14,825)	(14,825)
<b>Subtotal</b>	-	<b>(227,008)</b>	<b>(227,008)</b>
<b>Total Revenue Adjustments (All Funds)</b>	-	<b>14,969,222</b>	<b>14,969,222</b>
<b>Preliminary 2021-2022 Budget</b>			<b>812,490,348</b>
<b>Final 2021-2022 Budget</b>			<b>827,459,570</b>

<b>Expenditure Adjustments by Fund to Preliminary 2021-2022 Budget</b>	<b>Ongoing</b>	<b>One-time</b>	<b>Total</b>
<b>General Fund</b>			
Transfer to 320 for The Village at Totem Lake Infrastructure Agreement	-	1,703,744	1,703,744
Remove Ongoing 2021 Funding for Body-Worn Cameras	-	(423,563)	(423,563)
Increase Human Services Reserve	-	423,563	423,563
Allocate Portion of R-5434 (Citywide Implementation)	-	(140,432)	(140,432)
Allocate Diversity Inclusion Service Package Funding to Special Events	-	32,000	32,000
Allocate Diversity Inclusion Service Package Funding to Public Art	-	18,000	18,000
Working Capital (City Council Directed Uses)	-	(172,967)	(172,967)
CMO Outreach (Retain Communications 0.5 FTE)	-	122,967	122,967
Revenue Impact Study	-	50,000	50,000
Other Salary & Benefit Adjustments	(327,182)	-	(327,182)
Human Services Grants (Multi-Family Tax Exemption)	-	152,880	152,880
Working Capital (Other Changes)	-	(81,803)	(81,803)
City Commute Trip Reduction Program Enhancements (ORCA)	-	80,000	80,000
Correction to PCS Human Services Support Options Service Package Offset	-	77,862	77,862
Decrease Marine Patrol Contract Costs	(39,083)	-	(39,083)
<b>Subtotal</b>	<b>(366,265)</b>	<b>1,842,251</b>	<b>1,475,986</b>
<b>Special Revenue Funds</b>			
Net Changes in REET Reserves	-	(8,145,307)	(8,145,307)
Use of REET 1 & 2 for 100th Ave Improvements	-	4,000,000	4,000,000
Use of REET 2 for 124th Ave Improvements	-	2,000,000	2,000,000
Use of REET 1 & 2 for Village at Totem Lake Phase 2	-	5,796,341	5,796,341
Median Maintenance, Landscaping, ROW Trees (Streets)	-	250,000	250,000
Working Capital Changes (Cemetery)	-	(73,157)	(73,157)
Move 0.25 FTE Customer Accounts Associate from General Fund (Cemetery)	51,157	-	51,157
<b>Subtotal</b>	<b>51,157</b>	<b>3,827,877</b>	<b>3,879,034</b>
<b>Capital Projects Funds</b>			
The Village at Totem Lake Infrastructure Agreement	-	7,500,085	7,500,085
Pedestrian Safety Improvements - Downtown & NE 124th St	-	1,614,000	1,614,000
Central Way Street Preservation	-	525,000	525,000
NE 132nd St/116th Way NE I-405 Intersection Improvements	-	202,125	202,125
<b>Subtotal</b>	<b>-</b>	<b>9,841,210</b>	<b>9,841,210</b>
<b>Internal Service Funds</b>			
Working Capital Changes (IT)	-	(123,891)	(123,891)
Working Capital Changes (Fleet)	-	(100,574)	(100,574)
Working Capital Changes (Facilities)	-	(1,825)	(1,825)
Miscellaneous Adjustments (Fleet)	(718)	-	(718)
<b>Subtotal</b>	<b>(718)</b>	<b>(226,290)</b>	<b>(227,008)</b>
<b>Total Expenditure Adjustments (All Funds)</b>	<b>(315,826)</b>	<b>15,285,048</b>	<b>14,969,222</b>
<b>Preliminary 2021-2022 Budget</b>			<b>812,490,348</b>
<b>Final 2021-2022 Budget</b>			<b>827,459,570</b>



A summary of the 2021-2022 Final Budget by fund is compared to the 2019-2020 Revised Budget in the table below.

	<b>2019-20 Amended Budget</b>	<b>2021-22 Final Budget</b>	<b>% Change</b>
<b>GENERAL GOV'T</b>			
General Fund	268,950,156	266,974,628	-0.7%
Other Operating	37,184,640	36,832,363	-0.9%
Internal Service Funds	80,603,694	83,284,249	3.3%
Non-Operating Funds	259,121,735	232,997,282	-10.1%
<b>UTILITIES</b>			
Water/Sewer	118,010,553	114,394,972	-3.1%
Surface Water	56,525,644	51,455,970	-9.0%
Solid Waste	39,108,580	41,520,106	6.2%
<b>TOTAL BUDGET</b>	<b>859,505,001</b>	<b>827,459,570</b>	<b>-3.73%</b>

The 2021-2022 Final Budget totals \$827.5 million, which represents a decrease of 3.73 percent relative to the 2019-2020 Revised Budget. The 2021-2022 Final Budget document will reflect this comparison.

Funding for Human Services and related activities is incorporated into a variety of operating and non-operating budgets. The table on the following page provides a breakdown by program area, comparing the 2021-2022 Final Budget to the 2019-2020 Revised Budget.

Finally, as requested by the Council during its review of the 2021-2022 Budget, staff will address the following items in the first half of 2021:

- Continued refinement of the Human Services and Related Investments table;
- Comparison of the Kirkland Police budget to national standards and larger cities;
- Estimated benefits to Kirkland residents from regional taxes paid to other governments (e.g., King County and Sound Transit);
- An equity analysis of proposed revenue options for 2023-2024;
- Research on the implications of continued work-from-home on RGRL revenues; and
- Data and policy analysis on pre-trial alcohol monitoring and other criminal justice user fees.

Copies of the final budget document will be available during the first quarter of 2021.

<b>Program/Funding Source</b>	<b>2019-2020 Budget</b>	<b>2021-2022 Budget</b>	<b>Budgeted Department</b>
Human Services Program grants (including CDBG) <sup>1</sup>	2,497,847	2,577,838	Parks & Comm. Svcs.
Prop 1: Women and Family Shelter Operations	100,000	200,000	Parks & Comm. Svcs.
Prop 1: Mental Health and Human Services Programs	352,953	420,000	Parks & Comm. Svcs.
Human Services Forum and Other Regional Programs	26,634	18,028	Parks & Comm. Svcs.
Human Services Coordination (including CDBG)	505,140	584,664	Parks & Comm. Svcs.
Prop 1: Mental Health and Human Services Program Coordination	-	280,000	Parks & Comm. Svcs.
Senior Center Operations	790,011	578,667	Parks & Comm. Svcs.
<b>People in Need Subtotal</b>	<b>4,272,585</b>	<b>4,659,197</b>	
WA HB 1406: Rental Assistance	-	423,336	Planning & Bldg.
A Regional Coalition for Housing (ARCH) <sup>2</sup>	1,320,574	1,486,561	Planning & Bldg.
Housing Initiative	-	150,000	Non-departmental
<b>Affordable Housing Subtotal</b>	<b>1,320,574</b>	<b>2,059,897</b>	
Community Safety Initiative: 4 Community Safety Responders	-	1,430,494	Non-departmental
Community Safety Initiative: Diversity and Inclusion Position/Initiative/Outreach	-	642,311	Non-departmental/CMO
Community Safety Initiative: Community Court Pilot	-	50,000	Municipal Court
<b>Inclusive &amp; Welcoming Community Subtotal</b>	<b>-</b>	<b>2,122,805</b>	
Community Safety Initiative: MIH-Funded Firefighter/EMT and Social Worker	-	648,376	Fire
<b>Fire &amp; Emergency Medical Services Subtotal</b>	<b>-</b>	<b>648,376</b>	
Domestic Violence Advocacy in the Police Department	904,742	996,089	Police
Prop 1: Mental Health Professional and Neighborhood Resource Officer <sup>3</sup>	180,000	240,000	Police
Police School Resource Program (City-funded portion)	256,718	377,928	Police
Prop 1: 4 SROs in Kirkland Middle Schools (City-funded portion)	672,528	755,856	Police
<b>Police Services Subtotal</b>	<b>2,013,988</b>	<b>2,369,873</b>	
Senior Discounts for Utility and Garbage Services	91,402	97,475	Solid Waste
Kirkland Cares (assistance with utility bills from utilities customer donations)	6,450	6,450	Solid Waste
<b>Recycling &amp; Garbage Collection Subtotal</b>	<b>97,852</b>	<b>103,925</b>	
King County Alcohol Treatment Programs	46,700	48,000	Non-departmental
Community Youth Services Program/Teen Center <sup>4</sup>	577,158	742,666	Parks & Comm. Svcs.
Rent Subsidy for Youth Eastside Services <sup>5</sup>	78,000	78,000	In-kind
Recreation Class Discounts	6,000	14,000	Parks & Comm. Svcs.
<b>Other Program Areas Subtotal</b>	<b>707,858</b>	<b>882,666</b>	
<b>Total Human Services and Related Activities Funding</b>	<b>8,412,857</b>	<b>12,846,739</b>	
<b>TOTAL SPENDING PER CAPITA 2019-2020:</b>	<b>\$ 93.68</b>		
<b>TOTAL SPENDING PER CAPITA 2021-2022:</b>	<b>\$ 141.70</b>		
<b>SPENDING WITHOUT POLICE SERVICES PER CAPITA 2019-2020:</b>	<b>\$ 71.26</b>		
<b>SPENDING WITHOUT POLICE SERVICES PER CAPITA 2021-2022:</b>	<b>\$ 115.56</b>		

<sup>1</sup> Additional Human Services funding approved by the Council is not included in these figures. The Council approved almost \$900,000 of CARES Act finding for Human Services needs, which is expected to be supplemented from additional CARES Act funds of up to \$300,000. All of these funds need to be obligated before the end of 2020.

<sup>2</sup> 2019-20 ARCH funding reflects the base budget amount of \$234,550, ongoing funding of \$256,024 from Community Development Block Grants (CDBG), and one-time service package funding of \$830,000. In addition to these amounts, Affordable Housing in Lieu fees totaling \$3,711,000 are expected to be remitted to ARCH or directly invested in affordable housing in 2019-20 that are not reflected in the table above. The 2021-2022 Budget includes the same funding elements with adjusted base budget (\$360,689) and CDBG (\$295,872) amounts.

<sup>3</sup> 2021-22 Budget includes the full expenses of running the Kirkland Teen Union Building after the YMCA contract.

<sup>4</sup> Rent is waived completely; figure represents a conservative market rent equivalent.

<sup>5</sup> 2019-20 funding only included one and a half years of proposed mental health response services from Prop 1. Two full years of services are incorporated in 2021-2022 Budget.

## ORDINANCE O-4748

AN ORDINANCE OF THE CITY OF KIRKLAND ADOPTING THE BIENNIAL BUDGET FOR 2021-2022.

1 WHEREAS, the Kirkland City Council conducted duly noticed public  
2 hearings on November 4, 2020 and November 17, 2020, to take public  
3 comment with respect to the proposed Biennial Budget of the City of Kirkland  
4 for 2021-2022 transmitted to the City Council by the City Manager on October  
5 21, 2020, and all persons wishing to be heard were heard; and  
6

7 WHEREAS, as a result of such hearings the City Council requested  
8 specified amendments be made to the proposed Biennial Budget; and  
9

10 WHEREAS, the proposed Biennial Budget and the amendments thereto  
11 remain matters of public record; and  
12

13 WHEREAS, the City Council finds that the proposed Biennial Budget  
14 and the amendments thereto reflect revenues and expenditures that are  
15 intended to ensure the provision of vital municipal services at acceptable levels;  
16

17 WHEREAS, final budget documents reflecting the 2021-2022 Biennial  
18 Budget as amended and adopted by the Council will be available to the public  
19 during the first quarter of 2021.

20  
21 NOW, THEREFORE, the City Council of the City of Kirkland do ordain  
22 as follows:  
23

24 Section 1. The Biennial Budget of the City of Kirkland for 2021-2022,  
25 as summarized in Exhibit "A" attached and incorporated by this reference as  
26 though fully set forth, is adopted as the Biennial Budget of the City of Kirkland  
27 for 2021-2022.  
28

29 Section 2. In summary form, the totals of estimated revenues and  
30 appropriations for each separate fund and the aggregate totals for all such  
31 funds combined are as follows:

<u>Funds</u>	<u>Estimated Revenues</u>	<u>Appropriations</u>
General	266,974,628	266,974,628
Lodging Tax	835,170	835,170
Street Operating	23,507,400	23,507,400
Cemetery Operating	1,292,279	1,292,279
Parks Maintenance	4,026,546	4,026,546
Park Levy	7,170,968	7,170,968
Contingency	6,355,888	6,355,888
Impact Fees	7,735,874	7,735,874
Excise Tax Capital Improvement	26,208,513	26,208,513
Limited General Obligation Bonds	4,479,887	4,479,887
Unlimited General Obligation Bonds	1,428,739	1,428,739

General Capital Projects	53,642,631	53,642,631
Transportation Capital Projects	131,617,230	131,617,230
Water/Sewer Operating	78,014,545	78,014,545
Water/Sewer Debt Service	798,683	798,683
Utility Capital Projects	35,581,744	35,581,744
Surface Water Management	29,847,859	29,847,859
Surface Water Capital Projects	21,608,111	21,608,111
Solid Waste	41,520,106	41,520,106
Health Benefits	22,494,581	22,494,581
Equipment Rental	27,078,954	27,078,954
Information Technology	16,369,000	16,369,000
Facilities Maintenance	17,341,714	17,341,714
Firefighter's Pension	1,528,520	1,528,520
	827,459,570	827,459,570

32            Section 3. The REET Report of the City of Kirkland for 2021-2022, as  
 33 set out in Exhibit "B" attached and incorporated by this reference as though  
 34 fully set forth, is adopted as the REET Report of the City of Kirkland for 2021-  
 35 2022, including with respect to the use by the City of Kirkland of REET  
 36 revenues.

37  
 38            Section 4. This ordinance shall be in force and effect five days from  
 39 and after its passage by the Kirkland City Council and publication pursuant to  
 40 Section 1.08.017, Kirkland Municipal Code in the summary form attached to the  
 41 original of this ordinance and by this reference approved by the City Council.

42  
 43            Passed by majority vote of the Kirkland City Council in open meeting  
 44 this \_\_\_\_ day of \_\_\_\_, 2020.

45  
 46            Signed in authentication thereof this \_\_ day of \_\_\_\_, 2020.

\_\_\_\_\_  
 Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
 Kathi Anderson, City Clerk

Approved as to Form:

\_\_\_\_\_  
 Kevin Raymond, City Attorney

PUBLICATION SUMMARY  
OF ORDINANCE NO. 4748

AN ORDINANCE OF THE CITY OF KIRKLAND ADOPTING THE BIENNIAL BUDGET FOR 2021-2022.

SECTION 1. Adopts the 2021-2022 Biennial Budget of the City of Kirkland.

SECTION 2. Sets forth, in summary form, the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

SECTION 3. Adopts the REET Report of the City of Kirkland for 2021-2022.

SECTION 4. Provides a severability clause for the ordinance.

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 \_\_\_\_\_, 2020.

I certify that the foregoing is a summary of Ordinance 4748 approved by the Kirkland City Council for summary publication.

\_\_\_\_\_  
Kathi Anderson, City Clerk

**CITY OF KIRKLAND**  
**2021-22 BUDGET-Preliminary to Final Adjustments**

**General Government Operating Funds**

Fund	2019-20 Revised Budget	2021-22 Prelim Budget	Adjustments	2021-22 Final Budget	Percent Change
<b>General Fund</b>					
010 General	268,950,156	265,498,642	1,475,986	266,974,628	-0.73%
<b>Special Revenue Funds</b>					
112 Lodging Tax	1,022,887	835,170	-	835,170	-18.35%
117 Street Operating	23,299,053	23,257,400	250,000	23,507,400	0.89%
122 Cemetery Operating	1,153,586	1,314,279	(22,000)	1,292,279	12.02%
125 Parks Maintenance	3,719,806	4,026,546	-	4,026,546	8.25%
128 Park Levy	7,989,308	7,170,968	-	7,170,968	-10.24%
<b>Total Special Revenue Funds</b>	<b>37,184,640</b>	<b>36,604,363</b>	<b>228,000</b>	<b>36,832,363</b>	<b>-0.95%</b>
<b>Internal Service Funds</b>					
511 Health Benefits Fund	20,086,863	22,494,581	-	22,494,581	11.99%
521 Equipment Rental	27,616,278	27,180,246	(101,292)	27,078,954	-1.95%
522 Information Technology	16,943,558	16,492,891	(123,891)	16,369,000	-3.39%
527 Facilities Maintenance	15,956,995	17,343,539	(1,825)	17,341,714	8.68%
<b>Total Internal Service Funds</b>	<b>80,603,694</b>	<b>83,511,257</b>	<b>(227,008)</b>	<b>83,284,249</b>	<b>3.33%</b>
<b>Total General Government Operating Funds</b>	<b>386,738,489</b>	<b>385,614,262</b>	<b>1,476,978</b>	<b>387,091,240</b>	<b>0.09%</b>

**General Government Non-Operating Funds**

Fund	2019-20 Revised Budget	2021-22 Prelim Budget	Adjustments	2021-22 Final Budget	Percent Change
<b>Special Revenue Funds</b>					
152 Contingency	6,292,477	6,355,888	-	6,355,888	1.01%
156 Impact Fees	15,884,539	7,735,874	-	7,735,874	-51.30%
190 Excise Tax Capital Improvement	37,359,806	22,557,479	3,651,034	26,208,513	-29.85%
<b>Total Special Revenue Funds</b>	<b>59,536,822</b>	<b>36,649,241</b>	<b>3,651,034</b>	<b>40,300,275</b>	<b>-32.31%</b>
<b>Debt Service Funds</b>					
210 LTGO Debt Service	9,515,637	4,479,887	-	4,479,887	-52.92%
220 UTGO Debt Service	1,431,110	1,428,739	-	1,428,739	-0.17%
<b>Total Debt Service Funds</b>	<b>10,946,747</b>	<b>5,908,626</b>	<b>-</b>	<b>5,908,626</b>	<b>-46.02%</b>
<b>Capital Projects Funds</b>					
310 General Capital Projects	73,933,253	53,642,631	-	53,642,631	-27.44%
320 Transportation Capital Projects	113,215,562	121,776,020	9,841,210	131,617,230	16.25%
<b>Total Capital Projects Funds</b>	<b>187,148,815</b>	<b>175,418,651</b>	<b>9,841,210</b>	<b>185,259,861</b>	<b>-1.01%</b>
<b>Trust Funds</b>					
610 Firefighter's Pension	1,489,351	1,528,520	-	1,528,520	2.63%
<b>Total Trust Funds</b>	<b>1,489,351</b>	<b>1,528,520</b>	<b>-</b>	<b>1,528,520</b>	<b>2.63%</b>
<b>Total General Government Non-Op Funds</b>	<b>259,121,735</b>	<b>219,505,038</b>	<b>13,492,244</b>	<b>232,997,282</b>	<b>-10.08%</b>

**CITY OF KIRKLAND**  
**2021-22 BUDGET-Preliminary to Final Adjustments**

**Water/Sewer Utility Funds**

Fund	2019-20 Revised Budget	2021-22 Prelim Budget	Adjustments	2021-22 Final Budget	Percent Change
<b><i>Operating Fund</i></b>					
411 Water/Sewer Operating	74,836,420	78,014,545	-	78,014,545	4.25%
<b>Total Operating Fund</b>	<b>74,836,420</b>	<b>78,014,545</b>	<b>-</b>	<b>78,014,545</b>	<b>4.25%</b>
<b><i>Non-Operating Funds</i></b>					
412 Water/Sewer Debt Service	923,742	798,683	-	798,683	-13.54%
413 Utility Capital Projects	42,250,391	35,581,744	-	35,581,744	-15.78%
<b>Total Non-Operating Funds</b>	<b>43,174,133</b>	<b>36,380,427</b>	<b>-</b>	<b>36,380,427</b>	<b>-15.74%</b>
<b>Total Water/Sewer Utility Funds</b>	<b>118,010,553</b>	<b>114,394,972</b>	<b>-</b>	<b>114,394,972</b>	<b>-3.06%</b>

**Surface Water Utility Funds**

Fund	2019-20 Revised Budget	2021-22 Prelim Budget	Adjustments	2021-22 Final Budget	Percent Change
<b><i>Operating Fund</i></b>					
421 Surface Water Management	29,914,147	29,847,859	-	29,847,859	-0.22%
<b>Total Operating Fund</b>	<b>29,914,147</b>	<b>29,847,859</b>	<b>-</b>	<b>29,847,859</b>	<b>-0.22%</b>
<b><i>Non-Operating Fund</i></b>					
423 Surface Water Capital Projects	26,611,497	21,608,111	-	21,608,111	-18.80%
<b>Total Non-Operating Funds</b>	<b>26,611,497</b>	<b>21,608,111</b>	<b>-</b>	<b>21,608,111</b>	<b>-18.80%</b>
<b>Total Surface Water Utility Funds</b>	<b>56,525,644</b>	<b>51,455,970</b>	<b>-</b>	<b>51,455,970</b>	<b>-8.97%</b>

**Solid Waste Utility Fund**

Fund	2019-20 Revised Budget	2021-22 Prelim Budget	Adjustments	2021-22 Final Budget	Percent Change
<b><i>Operating Fund</i></b>					
431 Solid Waste Utility	39,108,580	41,520,106	-	41,520,106	6.17%
<b>Total Operating Fund</b>	<b>39,108,580</b>	<b>41,520,106</b>	<b>-</b>	<b>41,520,106</b>	<b>6.17%</b>
<b>Total Solid Waste Utility Fund</b>	<b>39,108,580</b>	<b>41,520,106</b>	<b>-</b>	<b>41,520,106</b>	<b>6.17%</b>
<b>TOTAL ALL FUNDS</b>					
	<b>859,505,001</b>	<b>812,490,348</b>	<b>14,969,222</b>	<b>827,459,570</b>	<b>-3.73%</b>



**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:** Michael Olson, Director of Finance and Administration  
 Sri Krishnan, Deputy Director of Finance and Administration

**Date:** November 17, 2020

**Subject:** RCW 82.46.015 Real Estate Excise Tax Funding Report

The purpose of this memo is to report on Real Estate Excise Tax (REET) usage in the operating and capital budgets. RCW 82.46.015 requires REET usage information to be reported with the operating budget to qualify the City to use REET for maintenance of capital projects in the 2021-2022 Operating Budget.

### Background

In the 2015 state legislative session, new legislation was approved to allow the use of REET for maintenance of REET-eligible capital projects, up to the greater of \$100,000 or twenty-five percent of available funds, but not to exceed \$1,000,000 per year. Unlike prior legislation providing for expanded uses, this authority is ongoing, but it comes with specific reporting conditions.

Each year a city using REET for maintenance of capital projects must adopt a report that satisfies four requirements. The requirements, and data to meet each requirement for the City of Kirkland, are included below.

- 1) Demonstrate that a city "has or will have adequate funding from all sources of public funding to pay for all capital projects, as defined in RCW 82.46.010, identified in its capital facilities plan for the succeeding two-year period".

The City of Kirkland's Preliminary Capital Budget for 2021-2022, the "succeeding two-year" time period covered by the reporting requirement, totals \$67.94 million as shown in the following table.

**2021-2022 Capital Budget (in thousands)**

Area	2021	2022	Two Year Total
Transportation	18,842	20,188	39,030
Parks	2,237	2,194	4,431
General Government	2,527	626	3,153
Public Safety	173	126	299
Water/Sewer Utility	7,430	8,593	16,023
Surface Water	2,213	2,787	5,000
<b>Total</b>	<b>33,422</b>	<b>34,514</b>	<b>67,936</b>



The planned revenue sources to fully fund the Preliminary Capital Budget in 2021-2022 are detailed in the following table.

**2021-2026 Capital Improvement Program  
Programmed Revenue Sources (in thousands)**

<b>Dedicated Revenue</b>	<b>2021</b>	<b>2022</b>	<b>2-Year Total</b>
<b>Transportation</b>			
Gas Tax	660	673	1,333
Gas Tax (Transportation Package)	200	200	400
Business License Fees	270	270	540
Real Estate Excise Tax (REET) 1	736	766	1,502
Real Estate Excise Tax (REET) 2	1,189	1,311	2,500
Street & Pedestrian Safety Levy	2,733	2,760	5,493
Transportation Impact Fees	1,500	1,500	3,000
Utility Rates	500	541	1,041
Solid Waste Street Preservation	386	393	779
REET 2 Reserve	404	150	554
Carryover/Prior Year Funds	964	-	964
Debt	-	-	-
Secured External Sources	4,400	3,842	8,242
Unsecured External - Sound Transit	900	3,800	4,700
Unsecured External Sources	4,000	3,982	7,982
<b>Subtotal Transportation</b>	<b>18,842</b>	<b>20,188</b>	<b>39,030</b>
<b>Parks</b>			
Real Estate Excise Tax 1	172	62	234
Park Impact Fees	1,200	1,200	2,400
Parks Levy	250	250	500
King County Park Levy	353	353	706
Park Facilities Sinking Fund	162	169	331
Carryover/Prior Year Funds	100	-	100
External Sources	-	160	160
<b>Subtotal Parks</b>	<b>2,237</b>	<b>2,194</b>	<b>4,431</b>
<b>General Government: Technology, Facilities &amp; Public Safety</b>			
General Fund Contributions for:			
Public Sfty. Equip. Sinking Fund	173	126	299
Technology Equip. Sinking Fund	170	333	503
Utility Rates	64	73	137
Facilities Life Cycle Reserve	1,244	150	1,394
General Fund Reserves	1,000	-	1,000
General Fund Cash	49	70	119
<b>Subtotal General Government</b>	<b>2,700</b>	<b>752</b>	<b>3,452</b>
<b>Utilities</b>			
Utility Connection Charges	425	1,325	1,750
Utility Rates - Surface Water	1,811	1,942	3,753
Utility Rates - Water/Sewer	4,789	4,861	9,650
Reserves	1,752	1,259	3,011
External Sources	865	1,994	2,859
<b>Subtotal Utilities</b>	<b>9,642</b>	<b>11,381</b>	<b>21,023</b>
<b>Total Revenues</b>	<b>33,421</b>	<b>34,515</b>	<b>67,936</b>

- 2) Identify how REET revenues were used by the city or county during the prior two-year period:

The following table shows 2019 actual and 2020 projected uses of REET 1:

	2019 Actual	2020 Projected	Two year Total
<b>REET 1</b>			
<b>Operating &amp; Maintenance Uses</b>			
CKC Maintenance	63,500	63,500	127,000
Parks Maintenance	152,900	155,568	308,468
<b>Subtotal O&amp;M Uses</b>	<b>216,400</b>	<b>219,068</b>	<b>435,468</b>
<b>Capital Uses</b>			
<b>Transportation Program</b>			
STC 00600 - Annual Street Preservation Program	-	15,500	15,500
STC 00604 - Central Way Street Preservation	28,700	-	28,700
STC 00606 - 6th Street South Street Preservation	650,000	-	650,000
STC 08000 - Annual Striping Program	-	213,600	213,600
STC 08313 - 100th Avenue NE Roadway Improvements (North Section)	179,700	14,800	194,500
STC 08314 - 100th Avenue NE Roadway Improvements (Mid-North Section)	193,400	96,900	290,300
STC 99990 - Regional Inter-Agency Coordination	82,000	82,000	164,000
NMC 01204 - Central Way Crosswalk Upgrade	-	50,000	50,000
NMC 05700 - Annual Sidewalk Maintenance Program	-	161,000	161,000
NMC 08700 - Citywide School Walk Route Enhancements	118,900	-	118,900
NMC 08710 - North Kirkland/JFK School Walk Route Enhancements	24,800	-	24,800
NMC 10200 - NE 120th Street Sidewalk	200,000	-	200,000
NMC 10902 - Lake Front Promenade Design Study	-	50,000	50,000
NMC 11302 - Citywide Greenways NE 128th Ave	126,300	-	126,300
NMC 11501 - CKC Historic Depot Site	48,200	-	48,200
NMC 12400 - Totem Lake Public Improvements Phase II	85,000	-	85,000
TRC 09400 - NE 132nd St/108th Avenue NE Intersection Imp	27,500	39,600	67,100
TRC 11600 - Annual Signal Maintenance Program	11,000	11,000	22,000
TRC 11700 - Citywide Traffic Management Safety Improvements	5,500	5,500	11,000
TRC 11705 - School Zone Beacon & Signage Improvements	50,000	-	50,000
TRC 12000 - Kirkland Intelligent Transportation System Phase 3	-	89,200	89,200
TRC 13500 - 100th Avenue NE/Simonds Road Intersection Imps	14,800	50,600	65,400
TRC 13600 - 100th Avenue NE/145th Street Intersection Imps	22,800	44,700	67,500
<b>Subtotal Transportation Program</b>	<b>1,868,600</b>	<b>924,400</b>	<b>2,793,000</b>
<b>Parks Program</b>			-
PKC 06600 - Park Play Area Enhancements	15,000	-	15,000
PKC 13310 - Dock & Shoreline Renovations	160,000	300,000	460,000
PKC 13400 - 132nd Square Park Playfields Renovation	1,447,200	536,000	1,983,200
PKC 14200 - Houghton Beach & Everest Park Restroom Repl. Design	-	85,000	85,000
<b>Subtotal Parks Program</b>	<b>1,622,200</b>	<b>921,000</b>	<b>2,543,200</b>
<b>Subtotal Capital Uses</b>	<b>3,490,800</b>	<b>1,845,400</b>	<b>5,336,200</b>
<b>Total REET 1 Uses</b>	<b>3,707,200</b>	<b>2,064,468</b>	<b>5,771,668</b>

The following table shows 2019 actual and 2020 projected uses of REET 2, and summarizes total REET uses in 2019 and 2020:

	2019 Actual	2020 Projected	Two year Total
<b>REET 2</b>			
<b>Capital Uses</b>			
<b>Transportation Program</b>			
STC 00600 - Annual Street Preservation Program	126,000	441,000	567,000
STC 00605 - Totem Lake Blvd Roadway Repair	845,000	-	845,000
STC 00606 - 6th Street South Street Preservation	420,000	-	420,000
STC 00607 - 98th Avenue NE Street Preservation	17,600	-	17,600
STC 05912 - 124th Ave NE Roadway Improvements (North Section) ROW	-	102,700	102,700
STC 08000 - Annual Striping Program	500,000	486,400	986,400
STC 10300 - NE 128th Street Multimodal Corridor Study	-	211,000	211,000
STC 10400 - General Right of Way Acquisition	-	2,000,000	2,000,000
NMC 01204 - Central Way Crosswalk Upgrade	50,000	-	50,000
NMC 05700 - Annual Sidewalk Maintenance Program	191,000	20,000	211,000
NMC 07100 - NE 132nd Street Sidewalk Improvement	13,800	-	13,800
NMC 08100 - CKC to Redmond Central Connector	177,100	600,300	777,400
NMC 08610 - NE 124th St/124th Ave NE Ped Bridge Design & Construction	1,237,600	-	1,237,600
NMC 08700 - Citywide School Walk Route Enhancements	400,000	-	400,000
NMC 08710 - North Kirkland/JFK School Walk Route Enhancements	-	14,600	14,600
NMC 09010 - Juanita Drive Multi-Modal (On-Street) Improvements		211,000	
NMC 10200 - NE 120th Street Sidewalk	200,000	-	200,000
NMC 10900 - Citywide Trail Connections (Non-CKC)	-	15,100	15,100
NMC 10902 - Lake Front Promenade Design Study	-	29,100	29,100
NMC 11010 - Citywide Accessibility Improvements	105,500	5,500	111,000
NMC 11300 - Citywide Greenways Networks	-	138,800	138,800
NMC 11500 - CKC Emergent Projects Opportunity Fund	105,500	-	105,500
NMC 11501 - CKC Historic Depot Site			
NMC 12400 - Totem Lake Public Improvements Phase II	1,400,000	-	1,400,000
TRC 09300 - NE 132nd St/Juanita H.S. Access Rd Intersection Improvements	137,400	-	137,400
TRC 11600 - Annual Signal Maintenance Program	200,000	200,000	400,000
TRC 11700 - Citywide Traffic Management Safety Improvements	100,000	100,000	200,000
TRC 11702 - Vision Zero Safety Improvements	52,800	52,800	105,600
TRC 11703 - Neighborhood Traffic Control	-	52,800	52,800
TRC 11705 - School Zone Beacon & Signage Improvements	2,800	-	2,800
TRC 12000 - Kirkland Intelligent Transportation System Phase 3	-	19,000	19,000
TRC 12400 - 116th Avenue NE/NE 124th Street Intersection	550,000	-	550,000
TRC 13500 - 100th Avenue NE/Simonds Road Intersection Imps	174,150	99,000	273,150
TRC 13600 - 100th Avenue NE/145th Street Intersection Imps	174,150	110,000	284,150
TRC 13700 - Kirkland Avenue/Lake Street Intersection Imps	66,100	111,400	177,500
TRC 12700 - NE 13nd St. Roundabout			-
TRC 77770 - Annual Traffic CAO/SWDM Surface Water Support			-
<b>Subtotal Transportation Program</b>	<b>7,246,500</b>	<b>5,020,500</b>	<b>12,056,000</b>
<b>Total REET 2 Uses</b>	<b>7,246,500</b>	<b>5,020,500</b>	<b>12,056,000</b>
<b>Total REET Uses</b>	<b>10,953,700</b>	<b>7,084,968</b>	<b>17,827,668</b>

- 3) Identify how funds authorized for allowed maintenance purposes will be used during the succeeding two-year period.

The 2021-2022 Operating Budget includes amounts for approved maintenance as shown in the following table:

<b>REET 1</b>	<b>2021 Budgeted</b>	<b>2022 Budgeted</b>	<b>Total</b>
CKC Maintenance	63,500	63,500	127,000
Median Maintenance	125,000	125,000	250,000
Parks Maintenance	200,000	200,000	400,000
<b>Total REET Maintenance Uses</b>	<b>388,500</b>	<b>388,500</b>	<b>777,000</b>

4) Identify what percentage of funding for capital projects within the city or county is attributable to REET compared to all other sources of capital project funding.

As shown in the table under Requirement 1, the 2021-2022 Capital Budget includes \$67.94 million from all sources. Of this amount, 15.9 percent is from REET revenue either collected in 2021-2022 or in prior years.

As stated earlier, this report must be adopted as part of the regular, public budget process. To meet this requirement, staff recommends this report be referenced as an attachment to the biennial budget adoption ordinance presented to the City Council on December 8<sup>th</sup>, 2020. Though the City operates using a biennial budget, the law makes no distinction. Therefore, an updated report will be provided in fall of 2021 and presented for adoption with the mid-biennial budget adjustments in December 2021.

It is worth noting that staff consulted with the Municipal Research and Services Center concerning the format for this report. In brief, it is the MRSC position that the various reporting elements may be already covered through the adoption of the operating budget, the capital budget and the capital facilities plan. Though the pieces of information included in this report, by their very nature, are drawn from these separate documents, staff opted for a format that ties them together in one place for ease of review by any interested party.

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

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Michael Olson, Director of Finance and Administration  
Sri Krishnan, Deputy Director of Finance and Administration  
Sandi Hines, Temporary Deputy Director – Budget and Finance

**Date:** December 3, 2020

**Subject:** ADOPTION OF THE 2021 - 2026 CAPITAL IMPROVEMENT PROGRAM

**RECOMMENDATION:**

City Council approves the attached resolution adopting the 2021-2026 Capital Improvement Program (CIP).

**BACKGROUND:**

The Preliminary 2021-2026 CIP was presented to Council at the [June 16, 2020, Council meeting](#). Subsequent changes identified by staff were presented at the [September 1, 2020](#), and [November 17, 2020](#) study sessions. The changes to the Preliminary 2021-2026 CIP detailed below include those discussed at the November 17, 2020, study session and also reflect changes since that date, as highlighted below. The updated CIP Summary Tables are included as **Attachment A** and represent the Final 2021-2026 CIP. Projects are listed by area and changes including new projects, modifications, and change in funding status are marked using the key shown below each table. The change notations represent changes from the previously adopted Revised 2019-2024 CIP to the Final 2021-2026 CIP. The attached resolution, R-XXXX, adopts the 2021-2026 CIP.

**Funding Update**

Although the 2020 Fire & EMS ballot measure (Proposition-1) was approved by Kirkland voters, the Final 2021-2026 CIP as presented does not include funded projects using this revenue source. The fire station projects are included under the Public Safety unfunded category. Staff will update the 2021-2026 CIP in the first quarter of 2021 when the Council will be presented with amendments to the 2021-2022 Budget and the 2021-2026 CIP to reflect the implementation of the Fire & EMS ballot measure.

One major change since the November study session is that the City was notified that we did not receive almost \$8 million in grants that were assumed in the preliminary CIP for the four projects that comprise the 100th Ave NE Roadway Improvements and for the 124th Ave NE Roadway Improvements project. This result necessitated a series of funding changes highlighted later in this memo, significantly impacting the uses of Real Estate Excise Tax revenue as follows.

Real Estate Excise Tax (REET) revenue continues to come in higher than planned projections and has far exceeded the 2020 Budget. Based on actuals through November and a conservative estimate for December, REET revenues are projected to exceed the 2020 budget by \$9.8 million. As the Council may recall from previous 2020 budget and CIP presentations, much of this additional REET has already been programmed to pay the balance owed to the Village at Totem Lake thereby avoiding general fund debt service for the payment. The remainder is proposed to help backfill lost grants for the 100<sup>th</sup> Ave NE improvements and 124<sup>th</sup> Ave NE improvements. To fully fund the remainder of these projects, using the REET 1 and REET 2 reserve balances

was necessary, as was reallocating REET 2 from the 108<sup>th</sup> Avenue Queue Jumps in 2023. The queue jump funds were an estimated local match for assumed grants that have not yet been applied for or secured. Restoring the queue jump funding will be a key priority during the mid-biennial update in 2021.

The table on the following page shows the projected REET revenues available for programming and the planned uses. The data is presented in a cash flow format in order to include the estimated beginning balance in 2021, which acknowledges the receipt of REET revenues higher than budget in recent years. The table also details the planned uses in 2021-2022 of the excess revenue above budget received in previous years. The fund balance remains positive for REET 1 for 2021-2022 but then turns negative after accounting for the planned uses and set asides. Based on REET collections of the past three years, the amount of REET revenue in 2021 and 2022 may well exceed the \$4.5 million (\$2.25M for each REET 1 and REET 2) projected in the budget. However, REET fluctuates with the economy and there is still too much uncertainty in 2021 to revise the projected numbers. REET trends will be monitored closely and the cash flow will be adjusted during the upcoming biennium as future revenue projections are reviewed. For REET 2, the fund balance remains positive and grows over the 6-year planning period after accounting for the planned uses; however, the \$1 million reserve policy is unable to be met in years 2021-2024.

REET 1 Sources & Uses Table						
Sources	2021	2022	2023	2024	2025	2026
REET 1 - Estimated Starting Balance (PY Balance + Reser	\$ 8,150,775	\$ 71,429	\$ 349,679	\$ (296,071)	\$ (665,821)	\$ (701,571)
REET 1 - Current Revenues (Budget)	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
REET 1 - Interest Earnings (Estimate)	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
<b>Total REET 1 Sources</b>	<b>\$ 10,425,775</b>	<b>\$ 2,346,429</b>	<b>\$ 2,599,679</b>	<b>\$ 1,953,929</b>	<b>\$ 1,584,179</b>	<b>\$ 1,548,429</b>
Uses						
REET 1: Debt Service	\$ (600,000)	\$ (780,250)	\$ (780,250)	\$ (780,250)	\$ (780,250)	\$ (780,250)
REET 1: Maintenance REET 1 Flexibility	\$ (388,500)	\$ (388,500)	\$ (263,500)	\$ (263,500)	\$ (263,500)	\$ (263,500)
REET 1: Parks CIP	\$ (172,000)	\$ (62,000)	\$ (1,119,000)	\$ (859,000)	\$ (692,000)	\$ (347,000)
REET 1: Public Works Transportation CIP	\$ (736,000)	\$ (766,000)	\$ (733,000)	\$ (717,000)	\$ (550,000)	\$ (950,000)
REET 1: 100th Avenue Improvements	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 1: Village at Totem Lake Phase 2 Payment	\$ (2,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 1: Set Aside for Fire Station 27	\$ (4,457,846)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 1: Minimum Reserves (Policy \$1 million)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total REET 1 Uses</b>	<b>\$ (10,354,346)</b>	<b>\$ (1,996,750)</b>	<b>\$ (2,895,750)</b>	<b>\$ (2,619,750)</b>	<b>\$ (2,285,750)</b>	<b>\$ (2,340,750)</b>
<b>REET 1 Balance</b>	<b>\$ 71,429</b>	<b>\$ 349,679</b>	<b>\$ (296,071)</b>	<b>\$ (665,821)</b>	<b>\$ (701,571)</b>	<b>\$ (792,321)</b>
REET 2 Sources & Uses Table						
Sources	2021	2022	2023	2024	2025	2026
REET 2 - Estimated Starting Balance (PY Balance + Reser	\$ 8,958,876	\$ 2,103,535	\$ 317,535	\$ 621,535	\$ 734,535	\$ 1,444,535
REET 2 - Current Revenues (Budget)	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
REET 2 - Interest Earnings (Estimate)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total REET 2 Sources</b>	<b>\$ 11,233,876</b>	<b>\$ 4,378,535</b>	<b>\$ 2,592,535</b>	<b>\$ 2,896,535</b>	<b>\$ 3,009,535</b>	<b>\$ 3,719,535</b>
Uses						
REET 2: Debt Service	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)
REET 2: Public Works Transportation CIP REET 2	\$ (1,593,000)	\$ (1,461,000)	\$ (1,371,000)	\$ (1,562,000)	\$ (965,000)	\$ (1,537,000)
REET 2: 100th Avenue Improvements	\$ (2,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 2: 124th Ave NE Improvements	\$ -	\$ (2,000,000)	\$ -	\$ -	\$ -	\$ -
REET 2: Village at Totem Lake Phase 2 Payment	\$ (3,296,341)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 2: Set Aside for Affordable Housing	\$ (1,141,000)	\$ -	\$ -	\$ -	\$ -	\$ -
REET 2: Minimum Reserves (Policy \$1 million)	\$ -	\$ (300,000)	\$ (600,000)	\$ (700,000)	\$ (1,000,000)	\$ (1,000,000)
<b>Total REET 2 Uses</b>	<b>\$ (9,130,341)</b>	<b>\$ (4,361,000)</b>	<b>\$ (2,571,000)</b>	<b>\$ (2,862,000)</b>	<b>\$ (2,565,000)</b>	<b>\$ (3,137,000)</b>
<b>REET 2 Balance</b>	<b>\$ 2,103,535</b>	<b>\$ 17,535</b>	<b>\$ 21,535</b>	<b>\$ 34,535</b>	<b>\$ 444,535</b>	<b>\$ 582,535</b>

## **Project Modifications**

### ***TRANSPORTATION***

- **STC 00604 – Central Way Street Preservation:** Budget increased. Updated design estimates from the consultant are \$525,000 above the previous estimate. Staff has identified sufficient savings from the closeout of the 2019 street preservation programs to fund the increased cost.
- **STC 05913 – 124th Ave NE Roadway Improvements (North Section) Construction:** After the November 17 Council meeting, the City received notification that its grant application for \$3.982 million from the Transportation Improvement Board (TIB) was unsuccessful. Staff's recommendation is to fill the funding gap instead of altering the scope of the project due to other external grant commitments and the acquisition of right-of-way already completed. The funding gap is proposed to be filled in 2022 by \$2 million in REET 2 reserves and \$1.982 million in debt that was originally planned for **Juanita Drive Intersection and Safety Improvements (STC 08900)**. This shift can be accomplished as the Juanita Drive Improvements project is not as far along in both design and ROW acquisition as the 124th Ave NE project. The result is that there is sufficient Juanita Drive funding for design and ROW acquisition, but additional funding will be required for construction. The funding plan for the Juanita Drive Improvements project will be revisited later in 2021 during the 2021-2026 CIP update process. This will allow the project to be farther along with design and more refined estimates for construction will be known. The reduction of debt will be replaced with Unsecured External funding as staff will research possible grant opportunities to complete the construction of the project in the outer years.
- **PTC 00400 and PTC 00500 – 108th Ave NE Transit Queue Jump – Phase I and Phase II:** Funding source changed. In 2023, REET 2 Reserve funding of \$2,110,200 has been changed to Unsecured External due to reprioritizing REET reserve funds in years 2021 and 2022 for the 100th Ave NE and 124th Ave NE projects that had unsuccessful grant applications as discussed previously in this memo. A new funding plan for the queue jump projects, including seeking grant opportunities, will be developed during future CIP processes.
- **NMC 08700 – Safer Routes to School Action Plans Implementation:** Budget reduced. Project is reduced by \$51,000 to provide grant match funding for a new project, NMC 12900 Pedestrian Safety Improvements (Downtown and NE 124th Street).
- **NMC 12900 – Pedestrian Safety Improvements (Downtown and NE 124th Street):** New project. The City received new grant funding in the amount of \$1.614 million from WSDOT for pedestrian safety improvements along Central Way in the downtown area and along NE 124th Street in the Juanita neighborhood. The grant requires a City match amount of \$51,000 and is planned to be funded by a reduction in year 2021 of NMC 08700 Safer Routes to School Action Plans Implementation. The total project estimate is \$1.665 million.
- **TRC 09800 – NE 132nd St/116th Way NE (I-405) Intersection Improvements:** Budget increased. This project was previously approved in the 2017-2022 CIP for a total of \$300,000 in 2017-2018. The City was awarded new funding from WSDOT to pay for in-house engineering for an updated project scope. The new funding is up to \$202,125 and begins in 2021. As such, this project is included in the 2021-2026 CIP with the additional funding of \$202,125 added in 2021.
- **100th Avenue Roadway Improvements –** This improvement includes a suite of projects including the following four projects that are planned in the 2021-26 CIP:
  - STC 08313 – 100th Ave NE Roadway Improvements (North Section)
  - STC 08314 – 100th Ave NE Roadway Improvements (Mid-North Section)
  - TRC 13500 – 100th Ave NE/Simonds Road Intersection Improvements
  - TRC 13600 – 100th Ave NE/NE 145th St Intersection Improvements

The projects are currently on hold pending approval of environmental permits from two federal agencies – Federal Highway Administration (FHWA) and National Marine Fisheries Service (NWFS, or NOAA Fisheries). Without the approval of the environmental permits by these agencies, the projects will not be able to proceed. Additionally, the City did not receive the \$4 million in grant funding it was seeking from the Puget Sound Regional Council (PSRC). Staff has proposed to fill the funding gap instead of altering the scope of the project due to other external grant commitments and the acquisition of right-of-way already completed. The funding gap is proposed to be filled in 2021 by an available \$1.5 million REET 1 and \$2.5 million REET 2 revenues above 2020 year-end projections that were included in the preliminary budget.

- **NMC 13000 – NE 134th St Sidewalk (South Side between 88th Pl & 87th Ave NE):** New unfunded project. This non-motorized project is for a new sidewalk along the south side of NE 134th Street. The project has been placed on the Transportation Unfunded list under the Non-motorized Placeholder List and as such has no project estimate at this time.

## ***PARKS***

There are no project modifications for the funded portion of the Parks CIP; however, the unfunded portion of the Parks CIP has been updated to include new projects, updated project cost estimates for existing projects, and the removal of projects no longer relevant. The Parks unfunded project list had not been reviewed for several CIP cycles. The total unfunded Parks CIP portion increased \$38,584,800 over the previously adopted Revised 2019-2024 unfunded Parks CIP. This increase includes 6 new projects totaling \$6,265,000 as listed on the following page.

PKC 16400 – Peter Kirk Park - Fencing and Drainage Improvements (\$250,000)  
 PKC 16500 – Skate Park Upgrades (\$500,000)  
 PKC 16600 – Brink Park Gun Mount Renovation (\$100,000)  
 PKC 16700 – O.O. Denny Park Improvements - Sand Volleyball (\$75,000)  
 PKC 16800 – Spray Park (\$1,500,000)  
 PKC 16900 – Marina Park Dock and Shoreline Renovations (\$3,840,000)

## ***FACILITIES***

There are no project modifications for the funded and unfunded Facilities CIP.

## ***INFORMATION TECHNOLOGY***

There are no project modifications for the funded portion of the Information Technology (IT) CIP; however, the unfunded portion of the IT CIP has been updated to include one new project and remove several old projects. Like the unfunded Parks CIP list, the unfunded IT CIP list had not been updated for several CIP cycles for project relevance and cost estimates. The total unfunded IT CIP portion decreased \$2,027,000 over the previously adopted Revised 2019-2024 unfunded IT CIP. The reduction is due to the removal of projects that are being accomplished in other ways than through the capital program and projects that are no longer relevant. The new project is for the replacement of the parking ticketing system.

ITC 01600 – Parking Ticketing System Replacement (\$120,000)

## ***PUBLIC SAFETY***

**PSC 06300 – Air Fill Station Replacement:** Budget reduced. The equipment replacement scheduled in 2025 for Fire Station 26 for \$87,900 was removed. The current equipment has broken down and must be replaced in 2020. Based on a 10-year life-cycle replacement schedule, this moves the next replacement date for the equipment out to 2030, beyond the current 6-year planning cycle.



**WATER/SEWER**

There are no project modifications for the funded and unfunded Water/Sewer CIP.

**SURFACE WATER**

There are no project modifications for the funded portion of the Surface Water CIP; however, the unfunded portion of the Surface Water CIP has been updated to include new projects, updated project cost estimates for existing projects, and the removal of projects no longer relevant. The total unfunded Surface Water CIP portion decreased \$1,133,000 over the previously adopted Revised 2019-2024 unfunded Surface Water CIP. The overall decrease includes the removal of 2 large projects totaling \$10,600,000. The two projects are SDC 04610 Regional Detention in Forbes Creek Basin Phase I for \$2 million and SDC 04699 Regional Detention in Forbes and Juanita Creek Basins for \$8.6 million. The projects were removed to align with a more citywide effort for retrofit planning instead of site-specific projects previously identified. The new unfunded project listed on the following page, SDC 14300 Retrofit Planning within City Limits, would begin the citywide planning process. Changes to the unfunded list also include the addition of 10 new projects totaling \$6,265,000, as listed on the following page.

- SDC 13000 – Bioretention, Water Quality Treatment & Storage at 126th Ave NE (\$4,260,000)
- SDC 13100 – NE 107th PI Retention Pond Retrofit (\$1,187,000)
- SDC 13800 – Outlet Path at 101st PI NE (\$150,000)
- SDC 14300 – Retrofit Planning within City Limits (\$900,000)
- SDC 14400 – 116th Ave Storm Facility (\$1,000,000)
- SDC 14500 – NE 61st St Storm Facility Relocation (\$150,000)
- SDC 14600 – 126th Ave NE Storm Pipe Replacement (\$330,000)
- SDC 14700 – 131st Ave NE Storm Improvements (\$800,000)
- SDC 14800 – 105th PI NE Pipe Replacement (\$240,000)
- SDC 14900 – NE 119th Ct Storm Syst. Improv. (Juanita Village Plaza/East Ridge Condos) (\$450,000)

**2021-2026 Capital Improvement Program**

With the changes described above, the 2021-2026 funded CIP totals \$181,501,725 for the six-year period, an increase of \$2,253,225 from the preliminary CIP presented on November 17, 2020. The total CIP by program is shown in the following table.

Area	2021-2026 Capital Improvement Program					
	Funded CIP			Unfunded CIP		
	Nov. Update	Final	Change	Nov. Update	Final	Change
Transportation	87,889,800	90,230,925	2,341,125	386,558,300	386,558,300	-
Parks	17,758,400	17,758,400	-	131,930,000	170,514,800	38,584,800
General Government						
Facilities	5,194,800	5,194,800	-	-	-	-
Technology	2,106,700	2,106,700	-	2,432,000	405,000	(2,027,000)
Public Safety	3,001,200	2,913,300	(87,900)	55,800,000	55,800,000	-
Water/Sewer Utility	45,417,000	45,417,000	-	49,033,000	49,033,000	-
Surface Water	17,880,600	17,880,600	-	21,555,000	20,422,000	(1,133,000)
<b>Total</b>	<b>179,248,500</b>	<b>181,501,725</b>	<b>2,253,225</b>	<b>647,308,300</b>	<b>682,733,100</b>	<b>35,424,800</b>

The table on the following page shows the revenue sources for the total 6-year CIP by year.

**2021-2026 Capital Improvement Program  
Programmed Revenue Sources (in thousands)**

<b>Dedicated Revenue</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>6-Year Total</b>
<b>Transportation</b>							
Gas Tax	660	673	686	700	700	700	<b>4,119</b>
Gas Tax (Transportation Package)	200	200	250	150	200	200	<b>1,200</b>
Business License Fees	270	270	270	270	270	270	<b>1,620</b>
Real Estate Excise Tax (REET) 1	736	766	733	717	550	950	<b>4,452</b>
Real Estate Excise Tax (REET) 2	1,189	1,311	1,251	1,212	965	1,537	<b>7,465</b>
Street & Pedestrian Safety Levy	2,733	2,760	2,788	2,816	2,816	2,816	<b>16,729</b>
Transportation Impact Fees	1,500	1,500	1,320	-	-	-	<b>4,320</b>
Utility Rates	500	541	500	130	30	333	<b>2,034</b>
Solid Waste Street Preservation	386	393	401	409	417	425	<b>2,431</b>
REET 2 Reserve	2,904	2,150	120	350	-	-	<b>5,524</b>
REET 1 Reserve	1,500	-	-	-	-	-	<b>1,500</b>
Carryover/Prior Year Funds	964	-	-	-	-	-	<b>964</b>
Debt	-	1,982	-	-	-	-	<b>1,982</b>
Secured External Sources	4,400	3,842	1,480	1,600	-	-	<b>11,322</b>
Unsecured External - Sound Transit	900	3,800	6,300	-	-	-	<b>11,000</b>
Unsecured External Sources	-	-	3,679	4,336	2,569	2,985	<b>13,569</b>
<b>Subtotal Transportation</b>	<b>18,842</b>	<b>20,188</b>	<b>19,778</b>	<b>12,690</b>	<b>8,517</b>	<b>10,216</b>	<b>90,231</b>
<b>Parks</b>							
Real Estate Excise Tax 1	172	62	1,119	859	692	347	<b>3,251</b>
Park Impact Fees	1,200	1,200	1,200	1,210	1,190	1,200	<b>7,200</b>
Parks Levy	250	250	250	250	250	250	<b>1,500</b>
King County Park Levy	353	353	353	353	353	353	<b>2,118</b>
Park Facilities Sinking Fund	162	169	146	160	150	243	<b>1,030</b>
Carryover/Prior Year Funds	100	-	-	-	-	-	<b>100</b>
External Sources	-	160	720	560	560	560	<b>2,560</b>
<b>Subtotal Parks</b>	<b>2,237</b>	<b>2,194</b>	<b>3,788</b>	<b>3,392</b>	<b>3,195</b>	<b>2,953</b>	<b>17,759</b>
<b>General Government: Technology, Facilities &amp; Public Safety</b>							
General Fund Contributions for:							
Public Sfty. Equip. Sinking Fund	173	126	963	1,067	303	281	<b>2,913</b>
Technology Equip. Sinking Fund	170	333	100	461	150	93	<b>1,307</b>
Utility Rates	64	73	64	83	64	72	<b>420</b>
Facilities Life Cycle Reserve	1,244	150	936	922	385	557	<b>4,194</b>
General Fund Reserves	1,000	-	-	-	-	-	<b>1,000</b>
General Fund Cash	49	70	49	95	49	70	<b>382</b>
<b>Subtotal General Government</b>	<b>2,700</b>	<b>752</b>	<b>2,112</b>	<b>2,628</b>	<b>951</b>	<b>1,073</b>	<b>10,216</b>
<b>Utilities</b>							
Utility Connection Charges	425	1,325	1,085	945	945	945	<b>5,670</b>
Utility Rates - Surface Water	1,811	1,942	2,800	2,738	2,638	4,506	<b>16,435</b>
Utility Rates - Water/Sewer	4,789	4,861	5,083	5,400	5,770	5,770	<b>31,673</b>
Reserves	1,752	1,259	1,730	420	1,450	50	<b>6,661</b>
External Sources	865	1,994	-	-	-	-	<b>2,859</b>
<b>Subtotal Utilities</b>	<b>9,642</b>	<b>11,381</b>	<b>10,698</b>	<b>9,503</b>	<b>10,803</b>	<b>11,271</b>	<b>63,298</b>
<b>Total Revenues</b>	<b>33,421</b>	<b>34,515</b>	<b>36,376</b>	<b>28,212</b>	<b>23,466</b>	<b>25,513</b>	<b>181,503</b>

\* Totals in table may differ to other written Total Program amounts due to rounding.

***Timing of Next CIP Update***

As noted earlier, the budget and CIP amendments to reflect the successful Fire and EMS ballot measure will be brought forward for Council consideration during the first quarter of 2021. The entire 2021-2026 CIP will be updated in 2021, with the update process beginning in April. Updates will be brought forward for Council consideration in August and with adoption as part of the mid-biennial budget process.

City of Kirkland  
2021-2026 Capital Improvement Program

TRANSPORTATION PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Sources							
										Current Revenue	Street Levy	Impact Fees	Reserve	Debt	Secured External	Unsecured External	
STC 00600	Annual Street Preservation Program		950,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	9,450,000	9,450,000							
STC 00603	Street Levy Street Preservation		1,683,000	2,460,000	2,488,000	2,516,000	2,516,000	2,516,000	14,179,000		14,179,000						
STC 00604	Central Way Preservation Construction		2,025,000						2,025,000	750,000	14,179,000						
STC 00608	Local Road Maintenance	242,700	50,000	50,000	50,000	50,000	50,000	50,000	300,000	750,000			525,000				
STC 00609	Totem Lake Boulevard & 120th Avenue NE Preservation		555,000						555,000	555,000							
STC 05912	124th Ave NE Roadway Improvements (North Section) ROW	1,414,700	802,000						802,000						802,000		
STC 05913	124th Ave NE Roadway Improvements (North Section) Construction			8,465,000	935,000				9,400,000	541,000		985,000	2,000,000	1,982,000	3,892,000		
STC 08000	Annual Striping Program		500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	3,000,000							
STC 08313	100th Avenue NE Roadway Improvements (North Section)		3,730,500	1,527,000	203,900				1,730,900	272,300		203,900	1,254,700				
STC 08314	100th Avenue NE Roadway Improvements (Mid-North Section)		5,569,300	2,584,000					2,584,000			564,100	2,019,900				
STC 08900	Juanita Drive Intersection and Safety Improvements		3,936,700	980,000	1,477,500	2,338,000			4,795,500	981,400		2,225,600	20,000			1,568,500	
STC 10700	NE 85th Street Ped/Bike Connection 114th Ave NE to 6th St		870,000	2,450,000	3,580,000				6,900,000						6,900,000		
STC 10800	NE 85th St and 6th St Westbound Transit Queue Jump			1,300,000					1,300,000						1,300,000		
STC 10900	NE 85th Street Eastbound Third Lane 120th Ave NE to 122nd Ave NE				2,700,000				2,700,000						2,700,000		
STC 99990	Regional Inter-Agency Coordination			82,000	82,000	82,000	82,000	82,000	410,000	410,000							
NMC 00620	Street Levy - Pedestrian Safety		150,000	150,000	150,000	150,000	150,000	150,000	900,000		900,000						
NMC 05700	Annual Sidewalk Maintenance Program		100,000	100,000	100,000	100,000	100,000	100,000	600,000	600,000							
NMC 08700	Safer Routes to School Action Plans Implementation		499,000	550,000	550,000	550,000	550,000	550,000	3,249,000	2,349,000	900,000						
NMC 08720	NE 131st Way/90th Ave NE Nonmotor Impr. (97th Ave NE to NE 134th St) Scope & Design		439,000						439,000				439,000				
NMC 11010	Citywide Accessibility Improvements				50,000	100,000	50,000	100,000	300,000	300,000							
NMC 11300	Citywide Greenways Networks				450,000	1,950,000			2,400,000	315,000		135,000	350,000		1,600,000		
NMC 12500	CKC Lighting 120th Avenue NE to NE 124th Street		680,000						680,000				30,000		650,000		
NMC 12600	School & Transit Connector Sidewalk on 120th Avenue NE		130,000						130,000				10,000		120,000		
NMC 12700	Juanita Drive Nonmotorized Improvements 79th Way NE to NE 120th St		680,000						680,000				30,000		650,000		
NMC 12800	CKC/Eastrail Crossing Study at 132nd Ave NE		100,000						100,000						100,000		
NMC 12900	Pedestrian Safety Improvements (Downtown & NE 124th Street)		1,665,000						1,665,000	51,000					1,614,000		
TRC 09800	NE 132nd St/116th Way NE (I-405) Intersection Improvements	300,000	202,125						202,125						202,125		
TRC 11600	Annual Signal Maintenance Program		100,000	100,000	100,000	100,000	100,000	100,000	600,000	500,000			100,000				
TRC 11700	Citywide Traffic Management Safety Improvements			100,000	100,000	100,000	100,000	100,000	200,000	200,000							
TRC 11702	Vision Zero Safety Improvement			50,000	50,000	50,000	50,000	50,000	250,000	250,000							
TRC 11703	Neighborhood Traffic Control			50,000	50,000	50,000	50,000	50,000	150,000	150,000							
TRC 12000	Kirkland Intelligent Transportation System Phase 3	924,800			244,100	455,900			1,710,000	2,410,000	704,000					1,706,000	
TRC 12400	116th Avenue NE/NE 124th Street Intersection Improvements		1,758,000	565,000					565,000				273,000		292,000		
TRC 13500	100th Avenue NE/Simonds Road Intersection Improvements		1,254,400	582,000					582,000				455,000				
TRC 13600	100th Avenue NE/NE 145th St Intersection Improvements		1,293,500	424,000	150,000				574,000	13,700		127,000	481,400				
TRC 13800	NE 100th Street/132nd Avenue NE Intersection Improvements							2,558,000	1,279,000						1,279,000		
TRC 13900	85th St/132nd Ave NE Dual Left Turn Lanes - Design		1,508,700	350,000					350,000	350,000							
PTC 00400	108th Avenue NE Transit Queue Jump - Phase I				1,717,000	1,898,300	1,260,000		4,875,300						750,000	4,125,300	
PTC 00500	108th Avenue NE Transit Queue Jump - Phase II				1,893,200	2,437,900	1,309,000		5,640,100						750,000	4,890,100	
<b>Total Funded Transportation Projects</b>			<b>21,933,300</b>	<b>18,842,125</b>	<b>20,188,400</b>	<b>19,777,300</b>	<b>12,690,100</b>	<b>8,517,000</b>	<b>10,216,000</b>	<b>90,230,925</b>	<b>23,321,400</b>	<b>16,729,000</b>	<b>4,319,500</b>	<b>7,988,000</b>	<b>1,982,000</b>	<b>22,322,125</b>	<b>13,568,900</b>

Notes:  
Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)  
Bold = New projects  
+ = Moved from unfunded status to funded status

**TRANSPORTATION PROJECTS**

**Unfunded Projects in the Capital Facilities Plan Years 7-20**

Project Number	Project Title	Total
STC 06300	120th Avenue NE Roadway Improvements	4,500,000
STC 07200	NE 120th Street Roadway Improvements (West Section)	15,780,600
STC 07700	NE 132nd St Rdwy Imprv-Phase I (West Section)	1,739,000
STC 07800	NE 132nd St Rdwy Imprv-Phase II (Mid Section)	408,000
150,300	NE 132nd St Rdwy Imprv-Phase III (East Section)	1,444,000
STC 08100	Totem Lake Area Development Opportunity Program	500,000
STC 08315	100th Avenue NE Roadway Improvements (Mid-South Section)	5,530,000
STC 08316	100th Avenue NE Roadway Improvements (South Section)	3,619,000
STC 09400	Holmes Point Dr NE Road Embankment Stabilization Location 1	246,000
STC 09500	Holmes Point Dr NE Road Embankment Stabilization Location 2	412,000
STC 09600	Holmes Point Dr NE Road Embankment Stabilization Location 3	503,000
STC 09700	Holmes Point Dr NE Road Embankment Stabilization Location 4	551,000
STC 09800	Holmes Point Dr NE Road Embankment Stabilization Location 5	232,000
STC 09900	Champagne Pt Road NE Embankment Stabilization	563,000
STC 10000	62nd Ave NE Road Embankment Stabilization	823,000
STC 10100	114th Ave NE Road Reconstruction	1,900,000
STC 10200	90th Ave NE Road Surface Water Drainage Repair	420,000
NMC 01299	Crosswalk Upgrade Program	4,100,000
NMC 08630	CKC Roadway Crossings	3,370,100
NMC 09011	Juanita Drive Bicycle and Pedestrian Improvements	10,650,000
NMC 11100	108th Avenue NE Bicycle Lanes Upgrade	845,000
NMC 11399	Citywide Greenway Network	4,450,000
NMC 11700	On-Street Bicycle Network Phase I	1,120,000
NMC 88881	On-street Bicycle Network	3,280,000
NMC 99991	Sidewalk Completion Program	6,096,800
PTC 00200	Public Transit Speed and Reliability Improvements	500,000
PTC 00300	Public Transit Passenger Environment Improvements	500,000
PTC 00400	108th Avenue NE Transit Queue Jump - Phase I	4,875,000
PTC 00500	108th Avenue NE Transit Queue Jump - Phase II	5,640,000
TRC 09500	NE 132nd St/Fire Stn Access Dr Intersect'n Imp	480,000
TRC 09600	NE 132nd St/124th Ave NE Intersect'n Imp	7,400,000
TRC 09700	NE 132nd St/132nd Ave NE Intersect'n Imp	1,150,000
TRC 12500	Kirkland ITS Implementation Phase 4	2,620,000
TRC 12800	6th Street S/5th Place/CKC Transit Signal Priority	2,600,000
TRC 12900	NE 53rd Street Intersection Improvements	4,345,000
TRC 13000	NE 145th Street/Juanita-Woodville Way Intersection Imps	2,100,000
TRC 13100	NE 80th Street/120th Avenue NE Intersection Improvements	1,700,000
TRC 13200	100th Avenue NE/132nd Street Intersection Improvements	1,647,000
TRC 13300	100th Avenue NE/Juanita-Woodville Way Intersection Imps	2,161,000
TRC 13400	100th Avenue NE/137th Street Intersection Improvements	1,475,000
TRC 13800	NE 100th Street/132nd Ave NE Intersection Improvements	1,743,000
<b>Capacity Projects Subtotal</b>		<b>114,018,500</b>
STC 00600	Annual Street Preservation Program	22,750,000
STC 00603	Street Levy Street Preservation	31,107,000
STC 08000	Annual Striping Program	500,000
STC 99990	Regional Inter-Agency Coordination	820,000
NMC 00621	Neighborhood Safety Program Improvements	3,000,000
NMC 05700	Annual Sidewalk Maintenance Program	2,600,000
TRC 11600	Annual Signal Maintenance Program	2,600,000
TRC 11700	Citywide Traffic Management Safety Improvements	1,400,000
TRC 11702	Vision Zero Safety Improvement	650,000
TRC 11703	Neighborhood Traffic Control	325,000
<b>Non-Capacity Projects Subtotal</b>		<b>65,752,000</b>
<b>Total Transportation Master Plan Projects Yrs 7-20</b>		<b>179,770,500</b>

**Unfunded Transportation Improvement Plan/External Funding Candidates**

Project Number	Project Title	Total
STC 05600	132nd Avenue NE Roadway Improvements	25,170,000
STC 06100	119th Avenue NE Roadway Extension	5,640,000
STC 06200	NE 130th Street Roadway Improvements	10,000,000
STC 06400	124th Avenue NE Roadway Extension	30,349,000
STC 07300	120th Avenue NE Roadway Extension	16,392,000
STC 08600	Finn Hill Emergency Vehicle Access Connection	900,000
NMC 03000	NE 90th Street/I-405 Pedestrian/Bicycle Overpass	3,740,700
NMC 03100	Crestwoods Park/CKC Corridor Ped/Bike Facility	2,505,000
NMC 03200	93rd Avenue Sidewalk	1,047,900
NMC 04300	NE 126th St Nonmotorized Facilities	4,277,200
NMC 04600	18th Avenue SW Sidewalk	2,255,000
NMC 05000	NE 80th Street Sidewalk	859,700
NMC 05400	13th Avenue Sidewalk	446,700
NMC 05500	122nd Ave NE Sidewalk	866,700
NMC 05800	111th Avenue Non-Motorized/Emergency Access Connection	2,000,000
NMC 06200	19th Avenue Sidewalk	814,200
NMC 07400	90th Ave NE Sidewalk	353,400
NMC 08000	Juanita-Kingsgate Pedestrian Bridge at I405	4,500,000
NMC 08600	Cross Kirkland Corridor Non-motorized Improvements	65,742,000
NMC 087xx	19th Ave NE/4th St Sidewalks and Crossing of Market Street	2,445,500
NMC 087xx	Reflective Flashing Beacon at 106th Ave NE Crossing NE 68th St	134,800
NMC 087xx	NE 124th Street Sidewalk	462,000
NMC 10600	Citywide CKC Connections	360,000
NMC 10700	CKC to Downtown Surface Connection	2,000,000
TRC 06700	Kirkland Way/CKC Bridge Abutment/Intersection Imprv	6,917,000
TRC 11400	Slater Avenue NE Traffic Calming - Phase I	247,000
TRC 11704	NE 68th Street Intersection Improvements/Access Management	4,375,000
TRC 12300	Slater Avenue NE (132nd Avenue NE)/NE 124th Street	2,124,000
<b>Subtotal Unfunded Transportation Improvement Plan/External Funding Candidates</b>		<b>196,922,800</b>
<b>Grand Total Unfunded Transportation Projects</b>		<b>386,558,300</b>

**Potential Non-Motorized Projects Under Placeholders; Not Included in Totals**

Project Number	Project Title	Total
<i>NMC 88881 On-Street Bicycle Network Candidate Projects:</i>		
NMC 00100	116th Ave NE (So. Sect.) Non-Motorz'd Facil-Phase II	3,378,000
NMC 03600	NE 100th Street Bike Lane	1,644,300
<i>NMC 99991 Sidewalk Completion Program Candidate Projects:</i>		
NMC 02600	NE 90th Street Sidewalk (Phase II)	706,200
NMC 03700	130th Avenue NE Sidewalk	833,600
NMC 04500	NE 95th Street Sidewalk (Highlands)	571,500
NMC 04700	116th Avenue NE Sidewalk (South Rose Hill)	840,000
NMC 04800	NE 60th Street Sidewalk	500,000
NMC 04900	112th Ave NE Sidewalk	527,600
NMC 06100	NE 104th Street Sidewalk	1,085,000
NMC 06300	Kirkland Way Sidewalk	414,500
NMC 07200	NE 132nd Street Sidewalk at Finn Hill Middle School	840,000
NMC 07500	84th Ave NE Sidewalk	4,052,800
NMC 07600	NE 140th St Sidewalk - Muir Elem Walk Rt Enhan. Phase 1	1,131,000
NMC 07700	NE 140th St Sidewalk - Keller Elem Walk Rt Enhan. - N	1,185,000
NMC 07800	NE 140th St Sidewalk - Keller Elem Walk Rt Enhan. - S	747,000
NMC 07900	NE 140th St Sidewalk - Muir Elem Walk Rt Enhan. Phase 2	648,000
NMC 08800	NE 124th Street Sidewalk	376,000
NMC 09700	132nd NE Sidewalk	732,000
NMC 10100	7th Avenue Sidewalk	208,000
NMC 10300	120th Avenue NE Sidewalk	556,000
NMC 10400	NE 122nd Place/NE 123rd Street Sidewalk	1,294,000
NMC 10500	120th Avenue NE Sidewalk	812,000
<b>NMC 13000</b>	<b>NE 134th St Sidewalk (South Side between 88th Pl &amp; 87th Ave NE)</b>	<b>300,000</b>

**Notes**

- Italics = Modification in timing and/or cost*
- Bold = New projects**
- + = Moved from unfunded status to funded status
- " = Moved from funded status to unfunded status
- # = Projects to be funded with development-related revenues
- ^ = Future, unfunded portion of projects funded in years 1-6
- ~ = Annual Programs with Candidate projects

**Unfunded Projects in the Capital Facilities Plan Years 7-20 and Transportation Improvement Plan**

NMC 02412	Cross Kirkland Corridor Opportunity Fund	500,000
NMC 03100	Crestwoods Park/CKC Corridor Ped/Bike Facility	2,505,000
NMCO8000	Juanita-Kingsgate Pedestrian Bridge at I-405	4,500,000
NMC 10600	Citywide CKC Connection	360,000
NMC10700	CKC to Downtown Surface Connection	2,000,000
<b>Capital Facilities Projects Not in TMP Subtotal</b>		<b>9,865,000</b>
<b>Total Capital Facilities Plan Projects Yrs 7-20</b>		<b>189,635,500</b>

City of Kirkland  
2021-2026 Capital Improvement Program

PARK PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Source							
										Current Revenue					External Sources	Reserves	
										Real Estate Excise Tax	Kirkland Parks Levy	Parks Fac. Sinking Fund	Impact Fees	King County Parks Levy			
PKC 04900	Open Space, Park Land & Trail Acq Grant Match Program		100,000						100,000							100,000	
PKC 06600	Parks, Play Areas & Accessibility Enhancements		150,000	140,000	160,000	150,000	370,000	400,000	1,370,000	270,000	1,100,000						
PKC 13310	Dock & Shoreline Renovations	1,629,400	500,000	525,000	300,000	300,000	300,000	400,000	1,625,000	109,000	210,000			1,306,000			
PKC 13320	City School Playfield Partnership (Kamiakan)	1,838,600			200,000	100,000	100,000	100,000	400,000	400,000							
PKC 13330	Neighborhood Park Land Acquisition		1,050,000	1,200,000	1,200,000	600,000	730,000	400,000	5,180,000			5,180,000					
PKC 15100	Park Facilities Life Cycle Projects		162,000	169,000	146,000	160,400	150,200	243,200	1,030,800		1,030,800						
PKC 15200	O.O. Denny Park Improvements - Picnic Shelter	175,000	275,000						275,000	125,000		150,000					
PKC 15400	Indoor Recreation & Aquatic Facility Study				160,000				160,000						160,000		
PKC 15500	Green Loop Master Plan & Acquisition			160,000	560,000	560,000	560,000	560,000	2,400,000						2,400,000		
PKC 15600	Park Restrooms Renovation/Replacement Program				791,500				1,583,000	1,477,000				106,000			
PKC 15700	Neighborhood Park Development Program							300,000	300,000	300,000							
PKC 15900	Off Leash Dog Areas					609,600	460,000	800,000	1,869,600			1,869,600					
PKC 16100	McAuliffe Park Sanitary Sewer						325,000	325,000	272,000	272,000				53,000			
PKC 16200	Wayfinding and Park Signage Program Plan				150,000		300,000	250,000	700,000	150,000				550,000			
PKC 16300	Trail Upgrades				120,000			200,000	320,000	127,000	90,000			103,000			
PKC 17000	ADA Compliance Upgrades					120,000			120,000	20,000	100,000						
<b>Total Funded Park Projects</b>			<b>3,643,000</b>	<b>2,237,000</b>	<b>2,194,000</b>	<b>3,787,500</b>	<b>3,391,500</b>	<b>3,195,200</b>	<b>2,953,200</b>	<b>17,758,400</b>	<b>3,250,000</b>	<b>1,500,000</b>	<b>1,030,800</b>	<b>7,199,600</b>	<b>2,118,000</b>	<b>2,560,000</b>	<b>100,000</b>

Notes  
*Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)*  
**Bold = New projects**  
 += Moved from unfunded status to funded status

**PARK PROJECTS****Unfunded Projects:**

<b>Project Number</b>	<b>Project Title</b>	<b>Total</b>
PKC 05610	Forbes Lake Park Trail Improvements Phase II	7,680,000
PKC 09510	Heritage Park Development - Phase III & IV	5,120,000
PKC 09700	Reservoir Park Renovation Plan	150,000
PKC 10800	McAuliffe Park Development	9,000,000
PKC 11300	Spinney Homestead Park Renovation Plan	120,000
PKC 11400	Mark Twain Park Renovation Plan	96,000
PKC 11500	Terrace Park Renovation Plan	75,000
PKC 11600	Lee Johnson Field Artificial Turf Installation	6,400,000
PKC 11902	Juanita Beach Park Development Phase II	12,800,000
PKC 12210	Community Recreation Facility Construction	96,000,000
PKC 12400	Snyder's Corner Park Site Master Plan	128,000
PKC 12600	Watershed Park Master Plan	128,000
PKC 12700	Kiwanis Park Master Plan	96,000
PKC 12800	Yarrow Bay Wetlands Master Plan	256,000
PKC 12900	Heronfield Wetlands Master Planning & Development	160,000
PKC 13100	Park & Open Space Acquisition Program	12,800,000
PKC 13510	Juanita Heights Park Master Plan	125,000
PKC 13600	Kingsgate Park Master Planning and Park Development	192,000
PKC 13800	Everest Park Restroom/Storage Building Replacement	2,304,000
PKC 13903	Totem Lake Park Development Phase II	5,120,000
PKC 13904	Totem Lake Park Development Phase III	3,840,000
PKC 14100	South Norway Hill Park Site Master Plan	125,000
PKC 14300	Marsh Park Restroom Replacement	108,800
PKC 14400	Cedar View Park Improvement Plan	76,000
PKC 14500	Environmental Education Center	750,000
PKC 14800	Forbes House Renovation & Historic Preservation Plan	86,000
PKC 14900	Taylor Playfields-Former Houghton Landfill Site Master Plan	384,000
PKC 15000	North Kirkland Community Center Renovation & Expansion Plan	130,000
<b>PKC 16400</b>	<b>Peter Kirk Park - Fencing and Drainage Improvements</b>	<b>250,000</b>
<b>PKC 16500</b>	<b>Skate Park Upgrades</b>	<b>500,000</b>
<b>PKC 16600</b>	<b>Brink Park Gun Mount Renovation</b>	<b>100,000</b>
<b>PKC 16700</b>	<b>O.O. Denny Park Improvements - Sand Volleyball</b>	<b>75,000</b>
<b>PKC 16800</b>	<b>Spray Park</b>	<b>1,500,000</b>
<b>PKC 16900</b>	<b>Marina Park Dock and Shoreline Renovations</b>	<b>3,840,000</b>
<b>Total Unfunded Parks Projects</b>		<b>170,514,800</b>

**Notes***Italics = Modification in timing and/or cost***Bold = New projects**

" = Moved from funded status to unfunded status

~ = Partially funded project

City of Kirkland  
2021-2026 Capital Improvement ProgramGENERAL GOVERNMENT PROJECTS - Facilities

## Funded Projects:

Facilities Sinking Fund											Funding Source			
Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Current Revenue	Reserve	Debt	External Source	
<i>GGC 00800</i>	<i>Electrical, Energy Management &amp; Lighting Systems</i>		27,200	96,400	28,400	152,600	23,400	170,000	498,000		498,000			
<i>GGC 00900</i>	<i>Mechanical/HVAC Systems Replacements</i>		14,600	12,000	406,800	299,400	141,700	51,000	925,500		925,500			
<i>GGC 01000</i>	<i>Painting, Ceilings, Partition &amp; Window Replacements</i>		59,900	13,500	140,800	292,200	57,000	178,900	742,300		742,300			
<i>GGC 01100</i>	<i>Roofing, Gutter, Siding and Deck Replacements</i>		970,100		337,100	20,200	8,000	7,400	1,342,800		1,342,800			
<i>GGC 01200</i>	<i>Flooring Replacements</i>		172,500	28,400	22,700	157,900	154,700	150,000	686,200		686,200			
<b>Total Funded</b>	<b>General Government Projects - Facilities Sinking Fund</b>	-	<b>1,244,300</b>	<b>150,300</b>	<b>935,800</b>	<b>922,300</b>	<b>384,800</b>	<b>557,300</b>	<b>4,194,800</b>	-	<b>4,194,800</b>	-	-	

Other Projects											Funding Source			
Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Current Revenue	Reserve	Debt	External Source	
<b>GGC 04400</b>	<b>City Hall Development Services Ctr/Welcoming Hall</b>	<b>1,000,000</b>	<b>1,000,000</b>						<b>1,000,000</b>		<b>1,000,000</b>			
<b>Subtotal Funded</b>	<b>General Government - Other Projects</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	-	-	-	-	<b>1,000,000</b>	-	<b>1,000,000</b>	-	-	

<b>Total Funded</b>	<b>General Government Projects - Facilities</b>	<b>1,000,000</b>	<b>2,244,300</b>	<b>150,300</b>	<b>935,800</b>	<b>922,300</b>	<b>384,800</b>	<b>557,300</b>	<b>5,194,800</b>	-	<b>5,194,800</b>	-	-
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Notes*Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)***Bold = New projects**

+ = Moved from unfunded status to funded status

" = Moved from funded status to unfunded status

**Note: No Unfunded Facilities Projects**

**City of Kirkland  
2021-2026 Capital Improvement Program**

**GENERAL GOVERNMENT PROJECTS - Technology**

**Funded Projects:**

Project Number	Project Title	Prior Year Funding	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Source	
										Reserves	Utility Funds
<i>ITC 10000</i>	<i>Network Server and Storage Replacements</i>					<i>410,900</i>			<i>410,900</i>	<i>380,600</i>	<i>30,300</i>
<i>ITC 11000</i>	<i>Network Infrastructure</i>		<i>40,500</i>	<i>40,500</i>	<i>40,500</i>	<i>40,500</i>	<i>95,400</i>	<i>83,400</i>	<i>340,800</i>	<i>230,000</i>	<i>110,800</i>
<i>ITC 13000</i>	<i>Network Phone Systems</i>		<i>82,000</i>	<i>290,000</i>	<i>12,000</i>	<i>12,000</i>	<i>12,000</i>	<i>12,000</i>	<i>420,000</i>	<i>383,100</i>	<i>36,900</i>
<i>ITC 14000</i>	<i>Network Security</i>		<i>75,000</i>	<i>30,000</i>	<i>75,000</i>	<i>30,000</i>	<i>75,000</i>	<i>30,000</i>	<i>315,000</i>	<i>238,100</i>	<i>76,900</i>
<i>ITC 20000</i>	<i>Geographic Information Systems</i>		<i>70,000</i>	<i>100,000</i>	<i>70,000</i>	<i>135,000</i>	<i>70,000</i>	<i>100,000</i>	<i>545,000</i>	<i>381,500</i>	<i>163,500</i>
<i>ITC 50000</i>	<i>Copier Replacements</i>		<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>75,000</i>	<i>75,000</i>	<i>-</i>
<b>Total Funded General Government Projects - Technology</b>			<b>282,500</b>	<b>475,500</b>	<b>212,500</b>	<b>638,400</b>	<b>262,400</b>	<b>235,400</b>	<b>2,106,700</b>	<b>1,688,300</b>	<b>418,400</b>

Notes

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**Bold = New projects**

+ = Moved from unfunded status to funded status



**Technology Unfunded Projects:**

<b>Project Number</b>	<b>Project Title</b>	<b>Total</b>
ITC 00906	Television Media Equipment Upgrade	210,000
ITC 01301	Parking Improvement Solutions Support	75,000
<b>ITC 01600</b>	<b>Parking Ticketing System Replacement</b>	<b>120,000</b>
<b>Total Unfunded General Government Projects - Technology</b>		<b>405,000</b>

Notes*Italics = Modification in timing and/or cost***Bold= New projects**

**City of Kirkland  
2021-2026 Capital Improvement Program**

**PUBLIC SAFETY PROJECTS**

**Funded Projects:**

Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Source		
										Reserve	Debt	External Source
<b>FIRE</b>												
<i>PSC 06300</i>	<i>Air Fill Station Replacement</i>					86,200			86,200	86,200		
<i>PSC 07100</i>	<i>Self Contained Breathing Apparatus (SCBA)</i>				767,100	115,100		35,800	918,000	918,000		
<i>PSC 07600</i>	<i>Personal Protective Equipment</i>		6,800	6,900	7,100	678,500	7,300	7,500	714,100	714,100		
<i>PSC 20000</i>	<i>Fire Equipment Replacement</i>		43,000	8,300	28,600	27,000	29,800	77,100	213,800	213,800		
<b>POLICE</b>												
<i>PSC 10000</i>	<i>Police Equipment Replacement</i>		122,700	110,700	160,300	160,300	266,300	160,900	981,200	981,200		
<b>Total Funded Public Safety Projects</b>		-	<b>172,500</b>	<b>125,900</b>	<b>963,100</b>	<b>1,067,100</b>	<b>303,400</b>	<b>281,300</b>	<b>2,913,300</b>	<b>2,913,300</b>	-	-

Notes

*Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)*

**Bold = New projects**

+ = Moved from unfunded status to funded status

**Public Safety Unfunded Projects:**

Project Number	Project Title	Total	Estimated Construction Start
<b>FIRE</b>			
	No Unfunded Projects		
<b>POLICE</b>			
	No Unfunded Projects		
<b>FACILITIES</b>			
<i>PSC 30040</i>	<i>Fire Station 21 Expansion &amp; Remodel</i>	<i>6,023,000</i>	<i>March 2025</i>
<i>PSC 30050</i>	<i>Fire Station 22 Expansion &amp; Remodel</i>	<i>9,617,300</i>	<i>August 2022</i>
<i>PSC 30060</i>	<i>Fire Station 26 Expansion &amp; Remodel</i>	<i>8,432,000</i>	<i>January 2024</i>
<i>PSC 30070</i>	<i>Fire Station 27 Replacement</i>	<i>28,521,800</i>	<i>June 2022</i>
<b>PSC 30080</b>	<b>Temporary Fire Station</b>	<b>3,205,900</b>	<b>January 2022</b>
<b>Total Unfunded Public Safety Projects</b>		<b>55,800,000</b>	

Notes

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**Bold = New projects**

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" = Moved from funded status to unfunded status

City of Kirkland  
2021-2026 Capital Improvement Program

WATER/SEWER UTILITY PROJECTS

Funded Projects:

Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Source				
										Current Revenue	Reserve	Debt	Secured External	Unsecured External
WAC 05200	108th Avenue NE Watermain Replacement	2,120,775	809,600						809,600	507,600	302,000			
WAC 05700+	116th Ave NE Watermain Replacement						400,000	2,700,000	3,100,000	3,100,000				
WAC 12900	South Reservoir Seismic & Recoating Construction		1,200,000	2,800,000					4,000,000	2,288,000			1,712,000	
WAC 13400	5th Avenue S / 8th Street S Watermain Replacement		565,400	1,184,600					1,750,000	1,750,000				
WAC 13700+	NE 73rd Street Watermain Replacement				1,440,900	1,659,100			3,100,000	2,450,000	650,000			
WAC 14900+	Lake Washington Blvd Watermain Replacement						500,000	1,317,600	1,817,600	1,817,600				
WAC 15700	8th Avenue W Watermain Improvement	421,800		554,400	571,500				1,125,900	571,500	554,400			
WAC 16000	126th Avenue NE Watermain Improvement			1,500,000					1,500,000	845,000	655,000			
WAC 16400	NE 116th Place Watermain Replacement							233,400	233,400	233,400				
WAC 16700	11th Avenue Watermain Replacement							460,000	460,000	460,000				
WAC 16800	11th Place Watermain Replacement							650,000	650,000	650,000				
WAC 16900	NE 85th St and I-405 Watermain Relocation		4,855,000	1,655,000					6,510,000	5,110,000	1,400,000			
SSC 06200	NE 108th Street Sewermain Replacement					2,243,400	4,145,100	1,354,000	7,742,500	7,742,500				
SSC 07710	West of Market Sewermain Replacement Phase I				4,317,600	2,812,500	3,069,900		10,200,000	7,400,000	2,800,000			
SSC 08600	8th Avenue W Sewermain Improvement			400,000	1,518,000				1,918,000	1,918,000				
SSC 08700	West of Market Sewermain Replacement Predesign			500,000					500,000	500,000				
<b>Total Funded Water/Sewer Utility Projects</b>		<b>2,542,575</b>	<b>7,430,000</b>	<b>8,594,000</b>	<b>7,848,000</b>	<b>6,715,000</b>	<b>8,115,000</b>	<b>6,715,000</b>	<b>45,417,000</b>	<b>37,343,600</b>	<b>6,361,400</b>	<b>0</b>	<b>1,712,000</b>	<b>0</b>

Notes  
*Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)*  
**Bold = New projects**  
 + = Moved from unfunded status to funded status

**WATER/SEWER UTILITY PROJECTS****Unfunded Projects:**

<b>Project Number</b>	<b>Project Title</b>	<b>Total</b>
WAC 06700	North Reservoir Pump Replacement	644,000
WAC 09600	NE 83rd Street Watermain Replacement	477,000
WAC 09800	126th Ave NE/NE 83rd & 84th St/128th Ave NE Watermain Replacement	1,261,000
WAC 10300	NE 113th Place/106th Ave NE Watermain Replacement	885,000
WAC 10400	111th Ave NE/NE 62nd St-NE 64th St Watermain Replacement	1,571,000
WAC 10800	109th Ave NE/NE 58th St Watermain Replacement	532,000
WAC 10900	112th Ave NE Watermain Replacement	1,242,000
WAC 11100	NE 45th St And 110th/111th Ave NE Watermain Replacement	1,371,000
WAC 11300	116th Ave NE/NE 70th-NE 80th St Watermain Replacement	2,336,000
WAC 11800	112th-114th Avenue NE/NE 67th-68th Street Watermain Replacement	3,531,000
WAC 11900	109th Ave NE/111th Way NE Watermain Replacement	2,421,000
WAC 12000	111th Avenue Watermain Replacement	195,000
WAC 12200	116th Avenue NE/NE 100th Street Watermain Replacement	1,584,000
WAC 12300	NE 91st Street Watermain Replacement	479,000
WAC 12400	NE 97th Street Watermain Replacement	722,000
WAC 12600	North Reservoir Outlet Meter Addition	80,000
WAC 12700	650 Booster Pump Station	1,686,000
WAC 12800	106th Ave NE-110th Ave NE/NE 116th St-NE 120th St Watermain Replacement	2,422,000
WAC 13000	11th Place Watermain Replacement	359,000
WAC 13100	Supply Station #1 Improvements	68,000
WAC 13200	7th Avenue/Central Avenue Watermain Replacement	955,000
WAC 13500	NE 75th Street Watermain Replacement	750,000
WAC 13600	NE 74th Street Watermain Replacement	206,000
WAC 13800	NE 72nd St/130th Ave NE Watermain Replacement	1,553,000
WAC 14500	6th Street South Watermain Replacement	618,000
WAC 14600	6th Street/Kirkland Way Watermain Replacement	731,000
WAC 14700	106th Avenue NE Watermain Replacement	697,000
WAC 16500	3rd Street Watermain Replacement - Phase 2	541,000
SSC 06800	124th Avenue NE Sewermain Replacement	1,384,000
SSC 07799	West Of Market Sewermain Replacement Phase 2	10,861,000
SSC 08000	20th Avenue Sewermain Replacement	855,000
SSC 08300	111th Avenue NE Sewer Main Rehabilitation	764,000
SSC 08400	Reclaimed Water (Purple Pipe) Opportunity Fund	5,252,000
<b>Subtotal Unfunded Water/Sewer Utility Projects</b>		<b>49,033,000</b>

**Notes***Italics = Modification in timing and/or cost***Bold = New projects**

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City of Kirkland  
2021-2026 Capital Improvement Program

**SURFACE WATER MANAGEMENT UTILITY PROJECTS**

Funded Projects:

Project Number	Project Title	Prior Year(s)	2021	2022	2023	2024	2025	2026	2021-2026 Total	Funding Source				
										Current Revenue	Reserve	Secured External	Unsecured External	
SDC 04700	Annual Replacement of Aging/Failing Infrastructure		500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	3,000,000				
SDC 04900	Forbes Creek/108th Avenue NE Fish Passage Improvements						395,100	1,128,000	1,523,100	1,523,100				
SDC 05300	Forbes Creek/Coors Pond Channel Grade Controls	260,200					200,000	1,040,000	1,240,000	1,240,000				
SDC 06300	Everest Creek - Slater Avenue at Alexander Street				430,000	620,000			1,050,000	1,050,000				
SDC 08100	Neighborhood Drainage Assistance Program (NDA)	177,800	50,000		50,000		50,000		150,000	150,000				
SDC 09000	Goat Hill Drainage Ditch Conveyance & Channel Stabilization		359,000	1,123,100					1,482,100	1,482,100				
SDC 09200	Juanita Creek Culvert at NE 137th Street	685,100	169,500		1,080,000	350,000			1,599,500	1,599,500				
SDC 10000	Brookhaven Pond Modifications						200,000	500,000	700,000	700,000				
SDC 10500	Property Acquisition Opportunity Fund	464,631	50,000	50,000	50,000	50,000	50,000	50,000	300,000		300,000			
SDC 10800	Maintenance Center Storm Water Pollution Prevention	1,040,000	350,000						350,000	350,000				
SDC 10900	Halimes Point Drive Pipe Replacement - Phase 2 Outfall		151,000	169,000					169,000	169,000				
SDC 12500	NE 120th Street Water Quality Treatment		738,000	65,000					65,000	65,000				
SDC 12700	Storm Rehabilitation at Rose Point Lift Station							487,900	487,900	487,900				
SDC 12800	NE 85th Street/122nd Avenue NE Stormwater Improvements				165,000	210,000			375,000	375,000				
SDC 12900	NE Juanita Drive Storm Failure Near 86th Avenue NE				225,000				225,000	225,000				
SDC 13200	Water Quality Treatment and Infiltration at NE 111th PI/127th PI NE		300,000	1,113,500					1,413,500	353,400		1,060,100		
SDC 13300	Bioretention, Water Quality Treatment, and Storage at 126th Ave NE		200,000						200,000	113,500		86,500		
SDC 13900	122nd Avenue NE Storm Replacement					488,500	504,000		992,500	992,500				
SDC 14000	Holiday Drive Conveyance Improvement Study				350,000				350,000	350,000				
SDC 14100	Storm Line Rehabilitation on NE 136th Street					569,500	480,500		1,050,000	1,050,000				
SDC 14200	93rd Avenue NE Hillside Improvements						308,400	849,600	1,158,000	1,158,000				
<b>Total Funded Surface Water Management Utility Projects</b>			<b>3,516,731</b>	<b>2,212,500</b>	<b>2,786,600</b>	<b>2,850,000</b>	<b>2,788,000</b>	<b>2,688,000</b>	<b>4,555,500</b>	<b>17,880,600</b>	<b>16,434,000</b>	<b>300,000</b>	<b>1,146,600</b>	<b>0</b>

Notes  
Italics = Modification in timing and/or cost (see Project Modification/Deletion Schedule for more detail)  
Bold = New projects

**SURFACE WATER MANAGEMENT UTILITY PROJECTS****Unfunded Projects:**

<b>Project Number</b>	<b>Project Title</b>	<b>Total</b>
SDC 04500	Carillon Woods Erosion Control Measures	600,000
SDC 05100	Forbes Creek/King County Metro Access Road Culvert Enhancement	1,400,000
SDC 06100	Everest Park Stream Channel/Riparian Enhancements	1,200,000
SDC 08501	Cross Kirkland Corridor Water Quality Retrofit	1,000,000
SDC 09400	NE 114th Place Stormline Replacement	405,000
SDC 09700	Champagne Creek Stabilization	890,000
SDC 10100	Holmes Point Pipe Replacement at Champagne Creek Basin	260,000
SDC 10200	Juanita Drive Culvert Replacement	750,000
SDC 10300	Lakeview Drive Conveyance Modification	2,800,000
SDC 11200	112th Avenue NE Pipe Repair	60,000
SDC 11300	113th Avenue NE Pipe Repair	120,000
SDC 11400	124th Avenue NE Pipe Repair	160,000
SDC 11500	Weaver's Pond Pipe Replacement	180,000
SDC 11600	NE 140th Street Pipe Replacement	100,000
SDC 11700	111th Avenue NE Pipe Repair	400,000
SDC 11800	Champagne Point Drive NE Pipe Repair	270,000
SDC 11900	NE 58th Street Pipe Repair	280,000
SDC 12000	Kingsgate Park Pipe Outfall Improvements	80,000
<b>SDC 13000</b>	<b>Bioretention, Water Quality Treatment &amp; Storage at 126th Ave NE</b>	<b>4,260,000</b>
<b>SDC 13100</b>	<b>NE 107th PI Retention Pond Retrofit</b>	<b>1,187,000</b>
<b>SDC 13800</b>	<b>Outlet Path at 101st PI NE</b>	<b>150,000</b>
<b>SDC 14300</b>	<b>Retrofit Planning within City Limits</b>	<b>900,000</b>
<b>SDC 14400</b>	<b>116th Ave Storm Facility</b>	<b>1,000,000</b>
<b>SDC 14500</b>	<b>NE 61st St Storm Facility Relocation</b>	<b>150,000</b>
<b>SDC 14600</b>	<b>126th Ave NE Storm Pipe Replacement</b>	<b>330,000</b>
<b>SDC 14700</b>	<b>131st Ave NE Storm Improvements</b>	<b>800,000</b>
<b>SDC 14800</b>	<b>105th PI NE Pipe Replacement</b>	<b>240,000</b>
<b>SDC 14900</b>	<b>NE 119th Ct Storm System Improv. (near Juanita Village Plaza &amp; East Ridge Condos)</b>	<b>450,000</b>
<b>Total Unfunded Surface Water Management Utility Projects</b>		<b>20,422,000</b>
<b>Funding Available from Annual Programs for Candidate Projects</b>		<b>3,000,000</b>
<b>Net Unfunded Surface Water Management Utility Projects</b>		<b>17,422,000</b>

Notes

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RESOLUTION R-5459

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND  
ADOPTING THE 2021-2026 SIX-YEAR CAPITAL IMPROVEMENT  
PROGRAM FOR THE CITY OF KIRKLAND.

1 WHEREAS, the City Manager together with the department  
2 heads for the City of Kirkland have prepared and recommended to the  
3 City Council a Six-Year Capital Improvement Program for the years  
4 2021-2026; and

5  
6 WHEREAS, the City Council adopted a two-year review cycle for  
7 the Six-Year Capital Improvement Program to be reflected in the 2021-  
8 2022 Budget; and

9  
10 WHEREAS, the Six-Year Capital Improvement Program for the  
11 years 2021-2026 identifies anticipated capital improvement projects  
12 that remain subject to their relevant biennial budget adoption  
13 processes.

14  
15 NOW, THEREFORE, be it resolved by the City Council of the City  
16 of Kirkland as follows:

17  
18 Section 1. The Kirkland City Council hereby adopts and approves  
19 the 2021-2026 Six-Year Capital Improvement Program, a summary of  
20 which is attached hereto as Exhibit A, and by this reference incorporated  
21 herein.

22  
23 Section 2. Actual appropriation of funds to carry out each  
24 scheduled year's capital improvements shall be made as a part of the  
25 biennial City Budget for such years based on availability and  
26 prioritization of funds.

27  
28 Section 3. The Six-Year Capital Improvement Program hereby  
29 adopted shall be reviewed and updated biennially to provide an ongoing  
30 Six-Year Capital Improvement Program.

31  
32 Passed by majority vote of the Kirkland City Council in open  
33 meeting this \_\_\_ day of \_\_\_\_\_, 2020.

34  
35 Signed in authentication thereof this \_\_\_ day of \_\_\_\_, 2020.

\_\_\_\_\_  
Penny Sweet, Mayor

ATTEST:

\_\_\_\_\_  
City Clerk





**CITY OF KIRKLAND**  
Planning and Building Department  
123 5th Avenue, Kirkland, WA 98033  
425.587.3600- [www.kirklandwa.gov](http://www.kirklandwa.gov)

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#### MEMORANDUM

**To:** Kurt Triplett, City Manager

**From:** David Barnes, Senior Planner  
Adam Weinstein, Planning and Building Director

**Date:** November 25, 2020

**Subject:** Adoption of the City of Kirkland Sustainability Master Plan (SMP)

#### Recommendation

Adopt the City of Kirkland SMP by resolution. Discuss and consider an amendment by Councilmember Falcone which calls for a specific environmental and social justice component plan as part of the SMP.

#### Background

In January 2019, the City embarked on the development of the SMP, which is included in the 2019-2020 City Work Program and is intended to identify best practices that allow Kirkland's many sustainability strategies to be implemented and measured, along with other actions needed to achieve a livable and sustainable community.

At the [February 4, 2020 City Council Study Session](#), staff reintroduced the guiding principles for the SMP and discussed the format and overall organization of the plan, including the plan's thematic sections.

At the [August 4, 2020 City Council Meeting](#), staff presented a high-level overview of the draft SMP. Because Council comments at this meeting focused on big-picture elements of the SMP, staff created a Council Comment Matrix to assist in a more detailed examination of the plan's actions and policy-related questions.

At the [September 15, 2020 City Council Study Session](#), staff presented and Council discussed and provided direction on eight policy-related questions from the SMP Council Comment Matrix. At the conclusion of the study session, staff asked Council to identify the remaining issues they would like to discuss at a future Council meeting.

At the [October 20, 2020 City Council Meeting](#), staff presented twelve items from the Council Comment Matrix. Following the October 20, 2020 Council meeting, staff compiled Council feedback from the previous meetings and updated the Council Comment Matrix and the draft SMP.

At the [November 17, 2020 Council Meeting](#), staff made a short presentation regarding the implementation, reporting progress and timeline for updating the plan. In addition,

Council brought up several additional items, sought clarifications, and requested ten specific changes as outlined below in the Council Discussion section.

### **Council Discussion**

Following is a discussion of the ten key amendments to the SMP that were discussed at the November 17 meeting:

#### **1. Energy Supply**

Issue: The language in Action ES-2.2 would not sufficiently promote a successful partnership between Puget Sound Energy and the City and a rapid transformation to clean, renewable energy as required by the Clean Energy Transformation Act (CETA) of 2019

Action ES-2.2: Provide a report to the City Council on the costs, benefits, complexities and risks of the formation of an Eastside public utility district that secures 100% renewable electricity that is equitably priced for the entire community.

Resolution: An amendment was made to strike all previous language and replace with the following language:

Action ES-2.2: In conjunction with K4C, ensure that PSE fulfills the State requirements in the Clean Energy Transformation Act. Through engagement with PSE's Clean Energy Implementation process, support projects that enable PSE's ability to meet CETA goals faster.

#### **2. Electrification of Vehicles**

Issue: Action ES-4.3 requires clarification regarding how many electric vehicle chargers need to be provided for the required parking for a new development. This language should also be used consistently throughout the Plan.

Resolution: Action ES-4.3 has been revised to clarify that 10% of all parking stalls in a new development must be served by EV chargers.

Action ES-4.3: In all new developments or redevelopment projects, 10% of required parking stalls must have EV chargers and 20% of required parking stalls must be charger-ready.

#### **3. Purchased Pipeline Gas**

Issue: Action ES-5.3 should be revised to incentivize or require new construction to be built solely with electric systems.

Resolution: Action ES-5.3 has been amended and now states that the City should also explore incentivizing electric-only systems in new construction.

Action ES-5.3: Explore requiring or incentivizing all new construction to

be built with only electric systems.

#### 4. **New Construction and Development**

Issue: The original language in Action BI-3.2 requires clarification regarding the action the City will take in adopting the previously-approved State legislation.

Action BI-3.2: Work with K4C to adopt State required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings; and explore options for multifamily buildings.

Resolution: The language in Action BI-3.2 has been amended with the language below that clarifies that the City would cooperate with regional partners to craft an ordinance that Kirkland could adopt requiring owners of certain types of buildings to publicly disclose annual energy usage.

Action BI-3.2: In order to promote a unified regional approach, collaborate with K4C to craft State-required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings, and explore options for multifamily buildings.

#### 5. **Conservation and Stewardship**

Issue: Page 27 of the SMP has a callout box titled "*Why do weeds need to be controlled in public spaces,*" but does not list aesthetics as one of the primary community motivations for weed control. i

Resolution: Added a new bullet point to the callout box that reflects community input and states: Projects an image of the City as attractive and well maintained.

#### 6. **Access to Parks and Open Space**

Issue: The map (Figure 4: Distance to Kirkland Neighborhood Parks in 2014) on page 38 of the plan does not include the following:

1. Hazen Hills Park
2. Windsor Vista Park
3. Expanded boundaries of Juanita Heights Park

Resolution: The map has been updated to include the three missing parks. Schools were not included in this map as they are not always available for public use.

## 7. Access to Parks and Open Space

Issue: Action EV-10.1 should include an accessibility and equity review of programming in future PROS plans. The word “programming” was unintentionally not included in previous versions of this action.

Resolution: The word “programming” was added to Action EV-10.1, which now states: Conduct an accessibility and inclusivity review of parks, recreational facilities and programming, and open space plans, with the update of all future Parks, Recreation and Open Space Plans for the purpose of creating an action plan for needed improvements.

## 8. Sustainable Food Systems

Issue: A 3 - 6 year timeline to work on Action HC-1.1 (Develop a funding plan for development and operation of new P-Patches or other community gardens.) was shown in the Plan’s implementation section. This action’s timeline is not consistent with Goal HC-1, which seeks to establish 5 more P-patches or community gardens by 2025 for a total of 8, and then double that number by 2030 for a total of sixteen.

Resolution: Revised the timeline for Action HC-1.1 to 0-5 years so that the action can be prioritized, and a plan can be put in place and more P-patches or similar community gardens can be established to meet Goal HC-1’s 2025 and 2030 targets.

## 9. Implementation Matrices

Issue: Not all the actions in the Plan’s implementation section have assigned a Lead Department or Division to coordinate them.

Resolution: All previously-unassigned actions in the Plan’s implementation section now have a Lead Department or Division.

## 10. SMP Implementation

Added the following information to the Implementation section of the plan:

- The implementation matrix in the draft SMP will be a useful guide that can help us prioritize actions based on cost, ease of completion and staff capacity.
- Staff will provide an annual progress update at a Council meeting and at a sustainability summit.
- The SMP will undergo a major update every 5 years, but could also be amended when technology, legislative and other changes happen that require adjustments/updates.

## **Environmental and Social Justice**

Equity, environmental and social justice are major themes of the SMP and approximately 25% of the over 200 actions in the Plan are related to helping the City of Kirkland (both government operations and overall community) become more equitable and inclusive and promote environmental and social justice.

Councilmember Falcone notes that there is currently no specific action in the plan that focuses on developing a City-wide strategy to promote environmental justice. A new action (HC-10.2, below) could be added under existing Goal HC-10 and Action HC-10.1 to address Councilmember Falcone's comment:

Goal HC-10: Dismantle institutional and structural racism in Kirkland to increase social equity and environmental justice city-wide and existing

Action HC-10.1: Using Resolution R-5434 as a framework, identify, develop, and implement actions to help end interpersonal, institutional, and structural racism, increase social equity, and support environmental justice in Kirkland.

Action HC-10.2: Complete a more detailed environmental justice plan to be integrated into the SMP by 2022

Staff recommends that amending the Sustainability Master Plan to include Action HC-10.2 be considered by the full Council through a motion, discussion and possible action.

## **Next Steps**

Should the Council adopt the Sustainability Master Plan, staff will initiate Plan overview presentations and meetings with internal subject matter experts and related departments and divisions to discuss and coordinate implementation efforts.

## **Attachments**

1. Draft SMP
2. Resolution R-5457 and Final SMP



# CITY OF KIRKLAND SUSTAINABILITY MASTER PLAN

Adopted \_\_\_\_\_ 2020



**ADOPTED:**

Resolution R-5457

# Acknowledgments

## City Council

- Penny Sweet, Mayor
- Jay Arnold, Deputy Mayor
- Neal Black, Councilmember
- Kelli Curtis, Councilmember
- Amy Falcone, Councilmember
- Toby Nixon, Councilmember
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[https://www.kirklandwa.gov/depart/CMO/Neighborhood\\_Services/Sustainability\\_Master\\_Plan.htm](https://www.kirklandwa.gov/depart/CMO/Neighborhood_Services/Sustainability_Master_Plan.htm)

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#### Kirkland Business Roundtable

#### Kirkland Chamber of Commerce

#### Master Builders Assn. of King and Snohomish County

#### Puget Sound Energy

*The City of Kirkland would like to thank and recognize the efforts of all community groups and community members who gave their time and energy to bring this plan to life.*

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# EXECUTIVE SUMMARY

The primary purpose of the City of Kirkland's Sustainability Master Plan (SMP) can be found in the definition of the word "sustainability", which is about meeting the needs of the present without compromising the ability of future generations to meet their needs. The major needs of the community are cleaner air and water, healthier food to eat, expanding housing options that allow people of all economic means to live here, and furthering a more equitable and socially just city that is welcoming and inclusive of all people. The creation of the SMP is the fulfillment of a 2019-2020 Council work plan goal, which was derived from the Environment Element of Kirkland's Comprehensive Plan and builds on Kirkland's progressive environmental heritage.

Additionally, the SMP seeks to coordinate the many existing City master plans, policies, programs and actions that encompass environmental issues. The SMP helps the community articulate where we are now, where we should be, and establishes goals and implementable actions that put the City on a clear path to achieve sustainability for future generations to come.

## A Plan Informed by the Community

Extensive outreach was performed in the community and with City staff to learn what we should be focused on to create a more sustainable Kirkland and the action steps that we could take to achieve this goal. Staff utilized the Themed Resident Engagement Kirkland (TREK) methodology and, with the assistance of the City Manager's Office, hosted two major events, conducted nine focus groups, and published an online survey. All of these provided for robust public participation in the creation of the SMP.

The second major outreach event was a Sustainability Summit held as part of the City's annual City Hall for All event. Conducted in a similar style as the Sustainability Forum, this event focused on showing the community what staff had done with the information that was provided at the Sustainability Forum and small focus group outreach. Notably, staff was able to also share what actions the City already undertakes to further sustainability in Kirkland and the overall region. The City Hall for All event also included a Sustainability Fair in the Peter Kirk Room, where community members could learn what actions they could take to reduce their impacts on the environment.



Residents provided input on community environmental goals at the Sustainability Summit

After these major outreach events, staff continued to work with a group of local community members that are also involved in environmental issues and in conjunction with groups such as the Sierra Club and People for Climate Action - Kirkland. This group of committed community members served as a sounding board for many good ideas generated by the community and contributed immensely to the development of this plan.

# Sustainability Master Plan Key Recommendations

The plan is divided into eight focus areas. The following list of recommendations highlights the ideas that garnered the most support and excitement in the community:



## Energy Supply and Emissions

It is imperative that the energy the community uses is renewable and consistently gets cleaner until it is free from all pollutants. This can be achieved by sourcing electricity that is not produced by combustion of fossil fuels. On a global scale, this conversion should be done to the maximum extent possible by 2030 to avoid the worst impact from Climate Change as the world works towards achieving zero community greenhouse gas (GHG) emissions.

- Secure carbon-free electricity for the community
- Reduce the use of natural gas in buildings and convert existing systems to clean electric
- Reduce vehicle miles traveled



## Buildings and Infrastructure

Buildings and related infrastructure not only use a great deal of natural and human made materials, but their construction and operation are responsible for over one third of the community's GHG emissions. Since water is a precious and essential resource, we should ensure we don't use more than required as it is also being impacted by climate change.

- Incentivize construction of high-performing, low energy use zero-emission structures
- Increase water efficiency in all buildings and infrastructure
- Retrofit existing buildings to reduce energy use



## Land Use and Transportation

Transportation alone accounts for about half of Kirkland's community greenhouse gas emissions. Efficient land use and transportation patterns can be optimized to use the land we have more efficiently, and to help the community improve air quality, reduce congestion by driving less, and utilize many cleaner transportation options such as biking, walking, transit use and carpooling.

- Employ Smart Growth principles in all City planning practices and codes
- Ensure that people of all ages and abilities can comfortably get around by walking or bicycling
- Reduce the average amount each person drives by 20% by 2030 and 50% by 2050
- Grow the annual number of weekday transit riders by 10% each year



## Natural Environment and Ecosystems

Air, water, land, plants and animals and the entire ecosystem that supports them are vital to human health and contribute immensely to the community's quality of life.

- Protect and enhance the water quality of Kirkland's streams, lakes and wetlands
- Make sure that all residents can walk to a park or open space
- With the community's help, restore at least 500 acres of City-owned natural areas and open space park lands by 2035
- Meet the overall goal of citywide 40% tree canopy cover goal by 2026
- Eliminate the discretionary use of synthetic pesticides in parks by 2025
- Manage Kirkland's urban forest resource for optimal health, climate resiliency and social equity

## Sustainable Material Management

Reducing consumption and waste by reusing materials and fixing items instead of replacing or discarding them helps us transition to a system where everything is reused or recycled.

- Achieve zero waste by 2030
- Compost all food and yard waste
- Reuse material and recycle the rest
- Support product stewardship

## Sustainable Governance

Responsible governance helps foster decisions that are good for the environment, social equity, and the economy.

- Integrate sustainability into every major decision the City makes
- Coordinate sustainability programs and policies across all City departments
- Ensure processes for public participation are fair, accessible, and inclusive
- Build community resiliency
- Maintain the City's responsible fiscal practices

## Sustainable Business

Local businesses, both small and large, contribute extensively to the livelihood of the community and enhance Kirkland's sense of place. The city can assist businesses to become more sustainable and help rebuild the local economy through local and regional partnerships.

- Provide personalized environmental technical support to businesses
- Develop a diversified, equitable and resilient local green economy

## Healthy Community

Communities that have access to the necessities of life such as food, water, housing, jobs and opportunities are happier and healthier. It is important for all members of the community to feel they belong and that their city is equitable and socially just.

- Double the number of P-Patches or other community gardens by 2025, and again by 2030
- Reduce how much potable water each person in Kirkland uses by 10% by 2025 and 20% by 2030
- Help refugees and immigrants, people of color and economically struggling residents access the resources they need to thrive
- Build a community that helps young people become engaged, competent and responsible members of the community
- Make Kirkland a safe, inclusive, and welcoming place for all people
- Expand housing options for all income levels
- Provide more recreation facilities

## Putting the Plan into Action

Many of the Sustainability Master Plan's goals have time horizons of approximately ten years and there are others that will take longer to achieve. It is therefore essential that the actions in this plan are carefully monitored and measured and progress updates are provided to the Council and the community annually. Minor updates may be needed when technology and new legislation occur. A major update to the plan will occur every five years. The progress reports and updates to the Plan will help ensure that City operations and the community are working together in partnership towards a truly sustainable future for all.



# INTRODUCTION TO PLAN

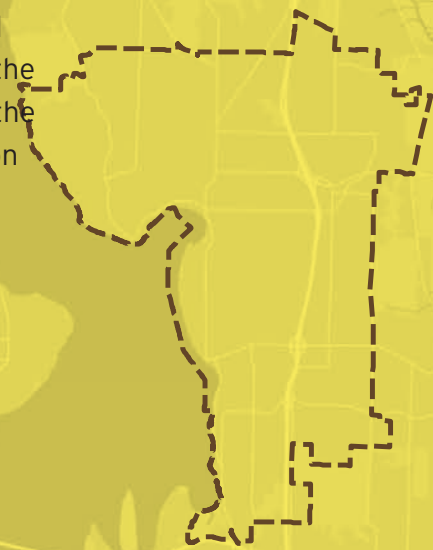
The Sustainability Master Plan is not the first plan that the City has created a plan that addresses environmental issues in Kirkland. The Natural Resources Management Plan was adopted in 2002 and many other plans since then have touched on issues such as climate, stormwater, transportation and housing which are inextricably connected to sustainability. This plan is different from all the previously adopted City plans because it pulls together these broad areas into one plan.

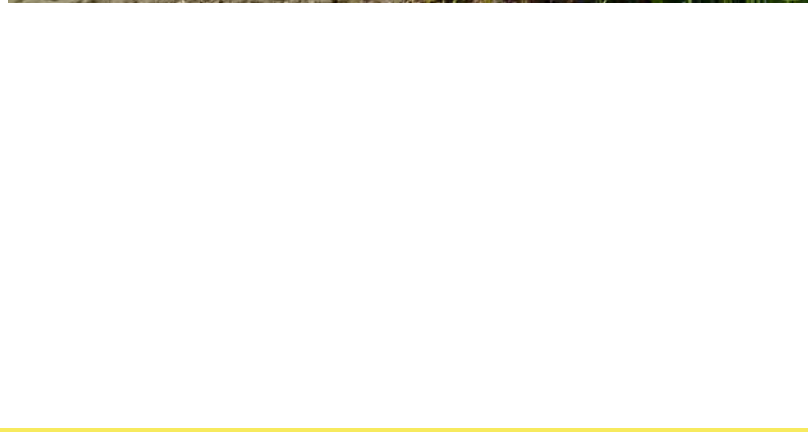
Goals are organized by **focus areas**, which are broken down into manageable, bite-sized pieces called **elements**. The elements represent distinct, yet related pieces of the focus areas and establish goals and actions for each element. The goals are meant to be measurable so that the progress of each prioritized action can be demonstrated and documented. This allows the City and the community to be held accountable for the success of the goal achievement and the flexibility to change the actions, if the desired results are not reached. The elements, goals and actions in the focus area of the plan are not easy to achieve. They will take diligence, coordination and prioritization of funding and in many cases direct action from the community.

The **policy section** is meant to help push the boundaries of current City policies and demonstrate leadership among other cities and the region. They are bold, aspirational policies that can be considered for adoption as they are written. This section can serve to challenge our current policies and push the City and the community even closer to sustainability.

The **implementation section** of this plan is intended to help decision-makers prioritize the completion and funding of identified actions. The implementation matrix is a master matrix of all potential actions that could be implemented. They are optimized into focus areas and have been evaluated by City staff and provided an overall weighted score to help decision makers prioritize which actions to take first.

To integrate **sustainable decision-making** into the City's processes, the plan introduces a new tool called the sustainable decision-making matrix (SDMM). The SDMM is a weighted decision-making tool that helps all City departments make more informed decision on projects, programs, policies and actions in all City operations and is intended to institutionalize sustainability throughout the organization.





# FOCUS AREAS

The eight focus areas organizing the City's environmental goals are broad in nature but represent some of the most important aspects of sustainability.

Each focus area is further broken down into elements that define specific goals. Each element is described, and its current status explained, which provides context to both the user and reader.

In addition, each element establishes measurable goals, and provides actions designed to achieve the goals. Policy citations show how the City's existing policies support this plan, and callouts of actions provide examples of what the City is currently doing to further the goals of the plan.



# Guide to the Focus Area Chapters

This plan is designed to be intuitive to read and is meant to educate the reader not only on what the City plans on doing to address sustainability in the future, but also what the city has done in the past, and why it has chosen to address sustainability in these ways.

## Focus Area Introduction

The color is unique for each Focus Area, used throughout the plan

Title of Focus Area

Icon of Focus Area, used throughout the plan

Description of the Focus Area

Description of how the Focus Area is related to sustainability

List of all the Elements of the Focus Area

## Focus Area Pages

Element Heading

Definition of the Element

Explanation of where the City currently stands in addressing the Element

Each Element contains supporting Goals

Actions to achieve Goals

Callouts provide extra information, such as a definition of a specific term, information about a program, or an example

Existing policy support for Element goals

Context for Goals

# ENERGY SUPPLY + EMISSIONS

The type of energy the community sources and uses greatly affects pollution levels, greenhouse gas emissions, and self sufficiency in a turbulent energy market.



According to the 2018 Intergovernmental Panel on Climate Change report (IPCC), on a world-wide basis we have approximately 10 years (until 2030) to convert all our energy supply to clean, renewable resources such as wind, solar and hydro, to prevent the worst effects of climate change. If this conversion does not happen within this timeline, the greenhouse gas (GHG) emissions from combusting fossil fuels could lead to much more extreme impacts such as sea level rise, heatwaves, storm events, failed food crops, disease, and loss of human life.

This conversion cannot happen overnight, and it must begin now with the creation of new wind and solar farms and the rapid discontinuance of fossil fuel use. Many of the issues related to energy supply are not in our direct control. Fortunately we do have influence on outcomes. We don't know how bad the impacts will be of not reaching the world-wide GHG emission reductions; but the risks of inaction or too little action directly conflict with sustainability. Therefore, we should make every effort to meet these GHG reduction goals in order to create an equitable community where future generations will be able to meet their own needs. We look to achieve these goals through work on Five Elements in this Focus Area:

- 1. Community GHG Emissions**
- 2. Purchased Electricity**
- 3. Distributive Renewable Energy**
- 4. Electrification of Vehicles**
- 5. Purchased Pipeline Gas**



# ENERGY SUPPLY & EMISSIONS FOCUS AREA ELEMENTS

## 1. Community GHG Emissions

**What is it?** Community Greenhouse Gas (GHG) Emissions are the result of combusting fossil fuels such as gasoline, diesel, coal, and pipeline gas (also known as natural gas). In order to reduce carbon emissions to reach goal levels it will be important to switch to carbon-free electricity, reduce use of gas in our homes and businesses and reduce the use of gas-powered vehicles.

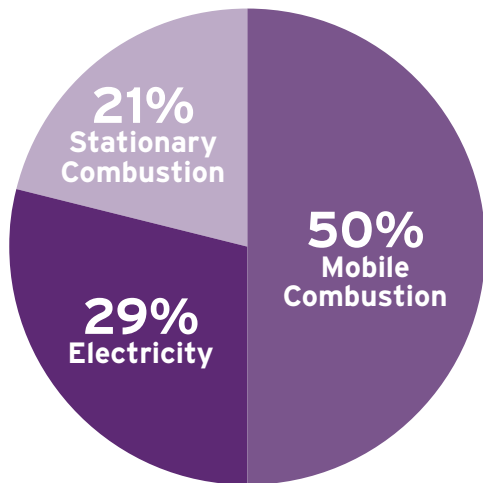


Figure 1. 2017 Kirkland community emissions breakdown by source

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-5.1:** Achieve the City's greenhouse gas emission reductions as compared to a 2007 baseline:

- 25 percent by 2020
- 50 percent by 2030
- 80 percent by 2050

**Where are we now?** As of 2017, community GHG emissions were 640,900 **MTCO<sub>2</sub>e (metric tons of carbon dioxide equivalent)** a year, which represents a reduction of 22 percent from the 2007 baseline. These emissions are associated with three different sources as follows:

- **50% or 329,000 MTCO<sub>2</sub>e from Mobile Combustion:** Emissions from vehicles traveling in and through Kirkland (gas and diesel).
- **21% or 138,000 MTCO<sub>2</sub>e from Stationary Combustion:** Emissions from natural gas used for heat and other gas appliances.
- **29% or 188,000 MTCO<sub>2</sub>e from Electricity:** Emissions from energy used for buildings and infrastructure such as streetlights, signals, and pump station.

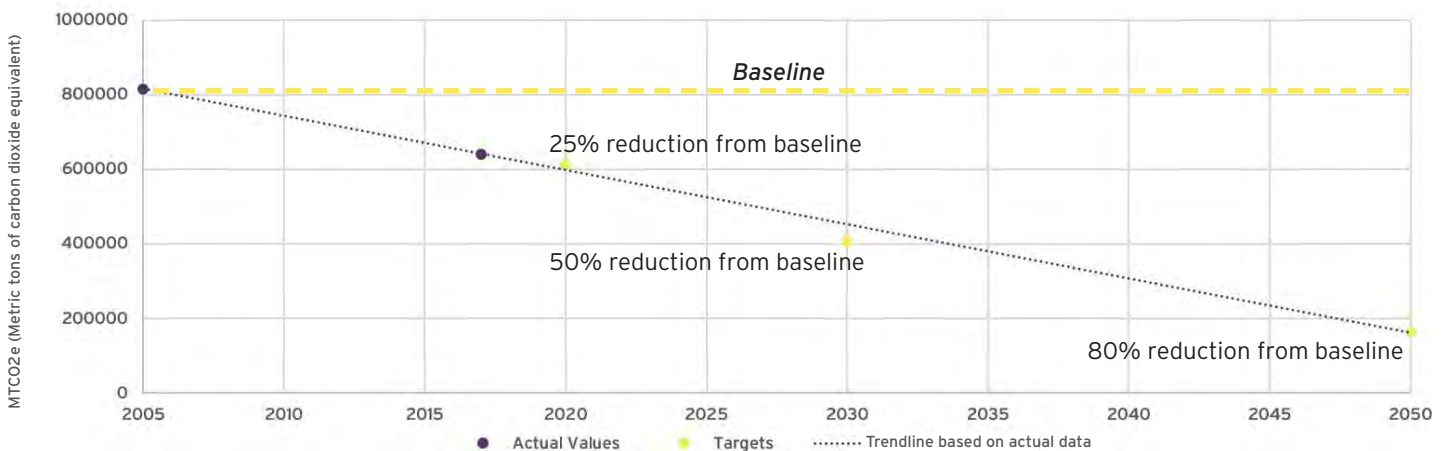


Figure 2. Community emissions targets compared with 2005 baseline and 2017 data.

# ENERGY SUPPLY + EMISSIONS



## Goal ES-1 Prioritize community GHG emissions reduction to achieve City Comprehensive Plan and K4C Goals

- **Action ES-1.1** Factor emissions reduction into budget processes and decision making.
- **Action ES-1.2** Work with community members to create public/private partnerships to reduce emissions.
- **Action ES-1.3** Work with King County-Cities Climate Collaboration (K4C) and lobby State Legislature to enact laws to further reduce GHG emissions.
- **Action ES-1.4** Update Kirkland comprehensive plan climate goals regularly to be consistent with updated state and regional goals.
- **Action ES-1.5** Support state or regional clean fuel standard.

## 2. Purchased Electricity

**What is it?** The electricity that is supplied for purchase by the local contracted utility, currently Puget Sound Energy (PSE).

**Where are we now?** Purchased electricity offered throughout the city is 40% **carbon-free** as of 2019 but still contributes 29% of community GHG emissions. Most carbon-free electricity offered by PSE comes from hydroelectric and wind power facilities. The City has secured renewable electricity for City operations via PSE's Green Direct Program.

## Goal ES-2 Ensure that purchased energy is 100% carbon-free by 2030

- **Actions ES-2.1** Establish a plan to have 100% renewable energy for the community, and work with utility provider (currently PSE) and other stakeholders to establish plan.
- **Actions ES-2.2** In conjunction with K4C, ensure that PSE fulfills the State requirements in the Clean Energy Transformation Act. Through engagement with PSE's Clean Energy Implementation process, support projects that enable PSE's ability to meet CETA goals faster.

### Existing Policy Support: [Kirkland Comprehensive Plan](#)

**Policy E-5.7:** Pursue 100 percent renewable energy use by 2050 through regional collaboration

### Why Carbon-Free?



**Carbon-free** electricity sources bring more stable prices and are a cheaper alternative to fossil fuels in the long run because fossil fuels are heavily subsidized. Carbon-free energy is better for air quality and public health as it does not rely on combustion to create energy and helps lower emissions for the entire community.





### 3. Distributive Renewable Energy

**What is it?** Solar panel systems that are designed to feed directly into the electrical energy grid.

**Where are we now?** There are currently no city programs to encourage **community or individual solar installations**. Kirkland's two Solarize Kirkland campaigns resulted in 291 customers with individual solar installations generating a total of 3 Megawatts (MW) of power each year. There are no community solar installations in the City of Kirkland.

#### Goal ES-3 Add an additional 10 MW of combined individual and community distributive solar by 2030

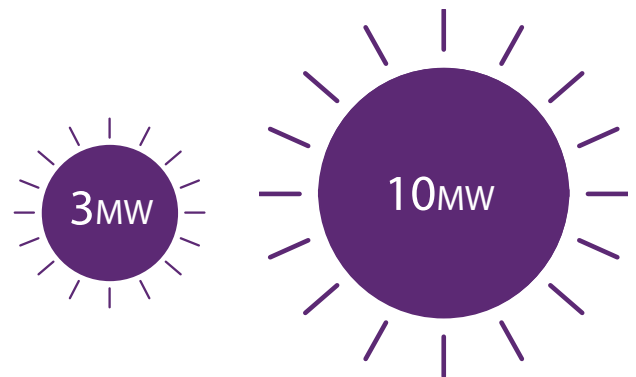
- **Action ES-3.1** In cooperation with environmental groups and solar installers, develop a marketing program to Kirkland residents and businesses to encourage installation of solar systems on or at their property.
- **Action ES-3.2** Work with King County and other members of the K4C to establish a region-wide program for successful implementation of community solar. Program will include a focus on residents and those in low-and moderate-income housing.
- **Action ES-3.3** Consider revisions to remove barriers and provide incentives for solar in land use regulations.
- **Action ES-3.4** Support innovative financing mechanisms for distributed energy improvements.

- **Individual Solar Installations** are owned by a single entity or business and installed on a private building
- **Community Solar Installations** are owned by members of the community and typically installed on a public building

#### Why Community Solar?



Not all homes are suitable for solar power, and renters may also be interested in choosing clean energy. Community solar installations allow people who cannot install their own arrays or who can not afford a full array to purchase a share in a larger solar array. Community solar provides flexibility.



**10MW of solar energy could power 1,000 homes**





## 4. Electrification of Vehicles

**What is it?** Reduce use of fossil fuels and reduce GHG emissions from mobile combustion by providing the required infrastructure, and expanding use of electric vehicles and charging stations across the City, including at major activity centers.

**Where are we now?** Mobile combustion makes up 50% of Kirkland's annual Community GHG emissions with a total output of 329,000 MTCO<sub>2e</sub> as of 2017. There is no policy or code that requires public or private electric charging stations to be built with new private development, although the City has installed several electric vehicle chargers in the Central Business District.

### Goal ES-4 Reduce GHG emissions from vehicles 25% by 2030

- **Action ES-4.1** Support engagement and partnerships with utilities and organizations to develop regional pilots to incentivize the transition to electric vehicle ownership for all sectors, through development of infrastructure, education, grants and incentives.
- **Action ES-4.2** Enact local code and programs to create incentives or require electric vehicle charging station retrofits in existing buildings or on development sites.
- **Action ES-4.3** Require EV charging stations with all new developments or redevelopment projects at a minimum ratio of one EV charger for 10% of all required parking stalls, and require 20% of required parking stalls to be charger-ready for more EV chargers in the future.
- **Action ES-4.4** Require all new residential (single-family, duplex and townhomes) with offstreet parking to provide one EV-ready electrical outlet

Washington State Code requires certain new construction to be built with electric charging station capability at a ratio of 10% of all required parking stalls.



Electric vehicle charging stations at the Marina Parking Lot in downtown Kirkland.

City of Seattle requires all new homes with off-street parking to be "charger-ready" - wired to support a Level 2 EV charger. Twenty percent of multifamily development parking spaces must be "EV-ready."

per unit and require all multi-family developments to provide EV-ready electrical outlets for 20% of required parking spaces. The electrical outlets shall provide at least one 208/240 volt branched circuit that is ready to connect to an electric vehicle.

- **Action ES-4.5** Support state and regional requirements for electric delivery vehicles and Transportation Network Corporations (TNC's).
- **Action ES-4.6** Develop a policy to establish a revenue source to support electrification of transportation, such as building additional charging stations at city facilities and parks.



## 5. Purchased Pipeline Gas

**What is it?** Pipeline gas (also known as natural gas) that is supplied for purchase by the local contracted utility, currently Puget Sound Energy (PSE). Many communities are targeting the reduction of pipeline gas to both reduce GHG emissions and to address safety concerns for human health from indoor exposure to pipeline gas, pipeline leaks and explosions, and environmental impacts associated with pipeline gas extraction.

**Where are we now?** Pipeline gas makes up 21% of Community GHG Emissions and contributes 138,000 MTCO<sub>2e</sub> annually. There are 23,000 individual gas customers within the City of Kirkland, and 95% of these customers are residential homes which use almost 75% of all pipeline gas in the city.

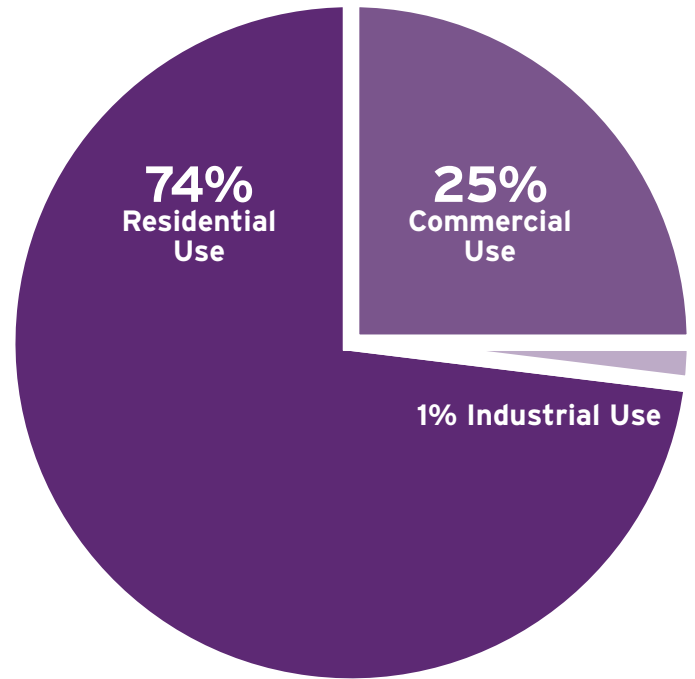


Figure 3. Kirkland pipeline gas usage by user type

**Goal ES-5 Reduce emissions of pipeline gas and other fossil fuels from all buildings by 20% by 2025 and 50% by 2030, as compared to a 2017 baseline**

- **Action ES-5.1** Establish a public/private partnership to educate gas account users about how to reduce gas usage.
- **Action ES-5.2** Establish a public/private partnership or incentive program to convert existing gas heating systems and other appliances to energy-efficient electric systems.
- **Action ES-5.3** Explore requiring or incentivizing all new construction to be built with only electric systems.



20%  
reduction  
over 8  
years

50%  
reduction  
over 13  
years

# BUILDINGS + INFRASTRUCTURE

All building types and infrastructure within the City have the potential to use much less energy and resources than current codes require if constructed with sustainable design or retrofitted



Existing and new buildings account for 50% of the energy used city-wide and the GHG emissions from this source accounts for approximately 206,000 MTCO<sub>2</sub>e. The Washington State Energy Code regulates the energy efficiency of all new structures, but existing buildings that have been built under older codes represent a tremendous opportunity to not only reduce energy use and save users money, but also reduce related GHG emissions.

To achieve the City's ambitious reduction goals, the buildings that house people and business in Kirkland must be as efficient as possible to reduce the amount of renewable energy capacity that will need to be created to serve the community's energy needs. If existing demand for energy is not reduced, it will take longer to achieve emission reduction goals while lower-income households will continue to be burdened by higher energy costs. We look to achieve these goals through work on **Three Elements** of this Focus Area:

- 1. New Construction + Development**
- 2. Existing Buildings**
- 3. Water Efficiency**



# BUILDINGS + INFRASTRUCTURE

## FOCUS AREA ELEMENTS



### 1. New Construction + Development

**What is it?** The design and construction of new development.

**Where are we now?** There is no requirement for **Net Zero Energy** or **High-Performing Green Building** design for new development. Kirkland's Green Building Program includes incentives for Single Family Development that meets certain criteria.

Over 300 energy efficient homes have been built in Kirkland through the City's Green Building Program since its inception in 2008.

There is no equivalent program for commercial or multifamily development but some large-scale projects may be required to provide an energy efficiency plan on a case-by-case basis. There are many programs to certify a building as a high-performing green building such as Leadership in Energy and Environmental Design (LEED), Built Green, Passive House and the International Living Future's Living Building Challenge.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.1:** Expand City programs that promote sustainable building certifications and require them when appropriate

**Policy E-4.6:** Work with regional partners such as Regional Code Collaborative (RCC) to build on the Washington State Energy Code, leading the way to "net-zero carbon" buildings through innovation in local codes, ordinances, and related partnerships



The Arete multifamily development includes Eco Flats that target Built Green and LEED Platinum standards.



A modern duplex in Kirkland.



### ■ Goal BI-1 Certify all new construction as High-Performing Green Buildings by 2025

- **Action BI-1.1** Restructure City of Kirkland Priority Green Building program to incentivize net-zero-energy buildings in single family, commercial and multi-family buildings.
- **Action BI-1.2** Create public/private partnerships to encourage and educate builders to create energy-efficient structures.

**High Performing Green Buildings** are those which deliver a relatively higher level of energy-efficiency performance than that required by building codes or other regulations.

### ■ Goal BI-2 Increase the resilience of the built environment by requiring 50% of new construction to be Certified Net-Zero-Energy by 2025 and 100% of new construction to be certified Net-Zero-Energy by 2030

- **Action BI-2.1** Continue to build market demand for net-zero-energy buildings through incentives, education, demonstration projects, partnerships and recognition.
- **Action BI-2.2** Consider requirements and incentives for buildings in business districts to be built to high-performing building standards.
- **Action BI-2.3** Encourage and incentivize buildings that are part of Council-approved Master Plans/Development Agreements/Planned Unit Developments to be high-performing green buildings that are charger-ready.

A **Net-Zero-Energy** building is a building with zero net energy consumption, meaning the total amount of energy used by the building on an annual basis is equal to the amount of renewable energy created on the site or by other renewable energy sources.

### Why Net Zero Development?



The value of **Net Zero** development is multi-faceted. Net Zero buildings produce as much renewable energy as they consume and therefore do not increase pollution in the community, reducing health impacts. This kind of development is designed to very high energy efficiency standards, and costs less to operate. By incentivizing more net zero development we ensure future generations can be energy independent.



Kirkland's Google campus was built to be resource efficient, targeting LEED Platinum standards.

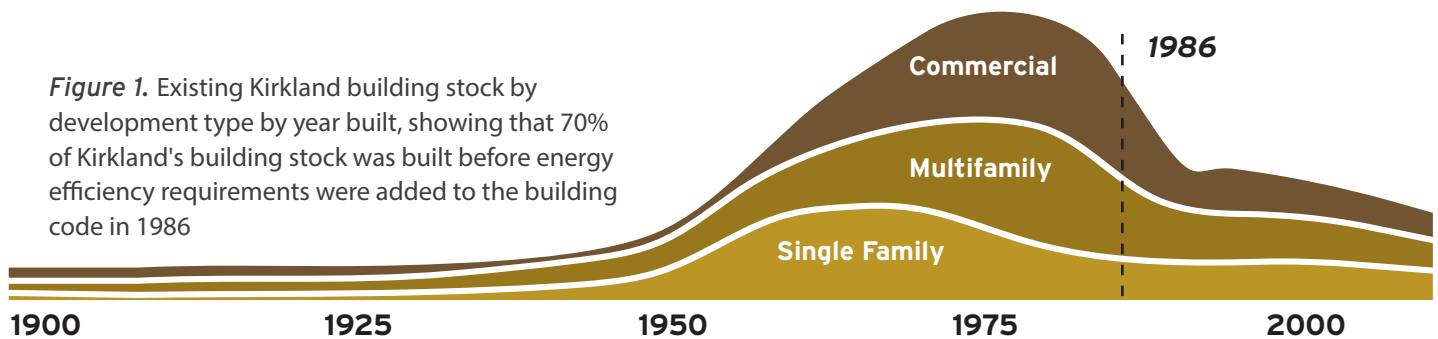


## 2. Existing Buildings

**What is it?** Any existing building such as a commercial building, residential structure or single-family home has great potential to become more energy efficient because energy code requirements are more stringent now than in the past.

**Where are we now?** 70% of the building stock in Kirkland was built before 1986. The Washington State Building Code began taking energy efficiency into consideration in 1986. These older buildings present a big opportunity to increase energy efficiency and reduce energy bills.

*Figure 1.* Existing Kirkland building stock by development type by year built, showing that 70% of Kirkland's building stock was built before energy efficiency requirements were added to the building code in 1986



### Goal BI-3 Achieve the K4C Goal to reduce energy use in all existing buildings by 25% by 2030 and 45% by 2050 compared to a 2017 baseline

- **Action BI-3.1** Create an incentive program to share energy efficiency savings with building owners and tenants in multi-family housing.
- **Action BI-3.2** Cooperate with K4C to adopt State required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings; and explore options for multifamily buildings.
- **Action BI-3.3** Work with K4C to implement C-PACER legislation approved by the State Legislature.
- **Action BI-3.4** Work with the K4C to implement energy performance ratings for all homes at time of sale so that prospective buyers can make informed decisions about energy costs and carbon emissions.
- **Action BI-3.5** Work with K4C, energy efficiency contractors and interested parties to establish a program to assist homeowners in identifying and selecting appropriate and cost-effective energy improvements.

C-PACER or Commercial-Property Assessed Clean Energy Resilience legislation will provide owners with a means to access less expensive capital, over a longer term, with the opportunity for costs to be offset from energy savings.

The City of Portland requires those selling single-family homes to disclose a Home Energy Score with any listing or public posting about the house.



### 3. Water Efficiency

**What is it?** Increasing water efficiency means reducing water wastage by measuring the amount of water required for a purpose compared with the water actually used.

**Where are we now?** According to the United States Environmental Protection Agency (EPA), water use in buildings accounts for over 70% of water use on a national basis and the average household uses more than 300 gallons per day. Water efficiency measures such as low flow fixtures and certified appliances help demonstrate that it is possible to use existing water resources, rather than develop new and more expensive sources.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.7:** Work with regional partners to pursue 100 percent use of a combination of reclaimed, harvested, grey and black water for the community's needs.

**Goal BI-4 Reduce water use in buildings by 10% by 2025 and 20% by 2030 as compared to a 2019 baseline**

- **Action BI-4.1** Create an incentive program to promote EPA's Water Sense fixtures or Energy Star appliances in new and existing structures utilizing a new or existing public/private partnership.
- **Action BI-4.2** Revise the City's Green Building program to require greater water efficiency than required by green building certifications such as LEED, Built Green and Passive House.
- **Action BI-4.3** Revise the Kirkland Municipal Code to require greater water efficiency outside of existing structures, such as for landscaping, water features, and public infrastructure.



Right Top: drought-tolerant landscaping.

Right: Kirkland Urban, in downtown Kirkland, opened its first phase in 2019, including retail, office, and multi-family uses.



# BUILDINGS + INFRASTRUCTURE

# LAND USE + TRANSPORTATION

How people travel and  
land is developed



A key issue in sustainability is the relationship between land use and transportation, as many historic transportation-related investments have fostered sprawling, auto-dominated environments. The transportation sector is one of the largest contributors to anthropogenic U.S. greenhouse gas (GHG) emissions and pollution. Transportation accounted for the largest portion (28%) of total U.S. GHG emissions in 2016. In Kirkland, vehicles account for 50% of the community's GHG emissions. Between 1990 and 2016, GHG emissions in the transportation sector increased more in absolute terms than any other sector (electricity generation, industry, agriculture, residential, or commercial).

Reducing vehicle emissions and other pollutants enhances public health, especially for vulnerable community members. One way to accomplish this is to reduce both the number and length of trips people take in automobiles, particularly single-occupancy trips. We look to achieve these goals through work on **Four Elements** of this Focus Area:

1. **Smart Compact Growth**
2. **Active Transportation**
3. **Public Transportation**
4. **Shared Mobility**

# LAND USE & TRANSPORTATION FOCUS AREA ELEMENTS



## 1. Smart Compact Growth

**What is it?** Smart growth is an approach to development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and community engagement.

**Where are we now?** Kirkland first adopted Smart Growth Planning Policies in the late 1980s and early 1990s. The City currently uses two strategies to implement Smart Compact Growth: **10-Minute Neighborhoods** and **Transit-Oriented Development**.

### Goal LT-1 Employ Smart Growth principles in all City planning practices

- **Action LT-1.1** Engage in a Smart Growth policy and Smart Growth zoning code scrub.

### Goal LT-2 Increase access to existing 10-Minute Neighborhoods in Kirkland

- **Action LT-2.1** Continue to work with multiple City departments to align new pedestrian connections with the 10-Minute Neighborhood concept.
- **Action LT-2.2** Create public/private partnerships to educate the community on the benefits of 10-Minute Neighborhoods and smart growth.
- **Action LT-2.3** Increase housing density along major transit corridors.
- **Action LT-2.4** Support infill in neighborhoods encouraging a variety of needed businesses such as medical and professional offices.

### Existing Policy Support: Kirkland Comprehensive Plan

**Policy LU-3.1:** Create and maintain neighborhoods that allow residents and employees to walk or bicycle to places that meet their daily needs.

**Walk Friendly Communities** is a nationally recognized organization that rates walkability in cities based on a number of factors including planning polices, engineering, and education

**10-minute Neighborhoods** are walkable communities with two vital characteristics: Destinations and Accessibility. Basic needs are satisfied within a 10 minute walk, and the community can conveniently get to those destinations.



Example of a 10-minute Neighborhood

# LAND USE + TRANSPORTATION



**Goal LT-3** Achieve the K4C goal of reducing driving per capita by 20% by 2030 and 50% by 2050, compared to 2017 levels

- **Action LT-3.1** Partner with local businesses to subsidize programs to increase access to transit.
- **Action LT-3.2** Create public-private partnerships and work with large employers to find creative transportation solutions for commuters.
- **Action LT-3.3** For new development, increase bicycle parking requirements and require amenities for employees such as showers, lockers and secure storage.
- **Action LT-3.4** Evaluate parking requirements to reduce parking minimums in areas well served by transit.
- **Action LT-3.5** Remove parking minimums in 10-minute neighborhoods.

**Transit Oriented Development (TOD):** a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation. TODs support the increased use of transit and reduce reliance on single-occupant vehicles.

Apartments at the South Kirkland Park and Ride make it easy for residents to take transit.







## LAND USE + TRANSPORTATION

### 2. Active Transportation

**What is it?** Active Transportation refers to people walking and bicycling. Walking also includes using a wheelchair or other assistive device and bicycling includes using regular pedal bikes, electric assist bicycles (e-bikes), tricycles, or adaptive bicycles.

All types of walking or bicycling trips matter, including trips for recreation or to access another form of transportation, such as walking or bicycling to the bus.

**Where are we now?** As of 2020 the City of Kirkland is updating the Active Transportation Plan and is developing Safer Routes to School Action Plans. The City has also received a bronze rating from Walk Friendly Communities and from Bicycle Friendly Communities.

97% of school walk routes along major roads have sidewalks on at least one side of the street. Actions LT-4.4 and 4.5 are part of the implementation of the Safer Routes to Schools Action Plan.

**Existing Plan Support:** Kirkland Transportation Master Plan

**Policy T-1.4:** Prioritize, design and construct pedestrian facilities in a manner that supports the pedestrian goal and other goals in the TMP.

**Policy T-2.4:** Implement elements and programs that make cycling easier.

#### Active Transportation Plan



Kirkland maintains an Active Transportation Plan which guides the City in building new Pedestrian and Bicycle Infrastructure. Between 2009 and 2019 Kirkland added over 15,000 linear feet of new sidewalk. Almost 70% of the 2015 planned bike lane network is complete and the City has begun work on expanding the **Neighborhood Greenways** network. The City prioritizes new infrastructure that separates active transportation from motor vehicles and is designed to feel comfortable for people of all ages



# LAND USE + TRANSPORTATION



## Goal LT-4 Ensure that people of all ages and abilities can comfortably get to where they need to go by walking or bicycling

- **Action LT-4.1** Coordinate with the Active Transportation Plan to align projects and priorities with the Sustainability Master Plan.
- **Action LT-4.2** Strive to achieve a platinum status with Walk Friendly Communities or equivalent.
- **Action LT-4.3** Strive to achieve a platinum status with Bicycle Friendly Communities or equivalent.
- **Action LT-4.4** Coordinate with the school districts to increase the number of students who receive walk and bike education.
- **Action LT-4.5** Increase the number of students walking and biking, through implementation of the Safer Routes to Schools Plan.
- **Action LT-4.6** Make it safe and easy to travel between neighborhoods, schools, business districts, parks and green spaces through implementation of the Active Transportation Plan, when adopted.
- **Action LT-4.7** Prioritize walk and bike access to high frequency transit service.
- **Action LT-4.8** Update markings for all bicycle lanes that are not protected, consistent with current standards.
- **Action LT-4.9** Complete the Greenway network by 2030.
- **Action LT-4.10** Develop criteria for alternative sidewalk configurations for safer pedestrian travel when traditional sidewalks are infeasible.

Bike boxes at intersections to protect cyclists by allowing them to move to the front of the queue during the red light cycle, giving them time to make it through the green light and making them more visible to cars.

**Neighborhood Greenways** are well-connected low-speed, low-volume neighborhood roadways that prioritize pedestrian and bicycle travel with traffic calming treatments and improved arterial crossings.

**Protected Bike Lanes** are an exclusive bicycle facility within or adjacent to the roadway but separated from motor vehicle traffic by a physical barrier or change in elevation.

## Getting to Platinum...



The City has been recognized by two national organizations for its efforts in creating a safe environment for pedestrians and bicyclists. The Bicycle Friendly Community Program recognizes places, through a Bronze to Diamond designation rating, that meet certain standards for bicycling improvements through engineering, education, enforcement, evaluation and encouragement. Walk Friendly Communities rates walkability in cities based on factors including planning policies, engineering, and education.



**BICYCLE FRIENDLY COMMUNITY**





## LAND USE + TRANSPORTATION

### 3. Public Transit

**What is it?** Taking Transit includes taking local or regional buses and light rail but also includes special needs transportation services such as paratransit services for people with physical mobility constraints.

**Where are we now?** Average weekday transit boardings represent an indicator of trends in transit ridership on Metro buses. A good measure for public transit ridership in Kirkland would be to maintain the annual average weekday ridership growth and compare it with King County Metro ridership growth. From 2017 to 2020, Kirkland had an average of 14.7% growth in its annual weekday ridership.

#### ■ Goal LT-5 Grow annual average weekday transit ridership by 10% each year

- **Action LT-5.1** Promote public transit use by offering incentives and providing a comprehensive transportation demand management (TDM) program that utilizes a variety of modes, serves diverse populations, and covers many geographic areas (funding is needed to support these actions).
- **Action LT-5.2** Explore public/private partnerships for first mile and last mile strategies including bike share, scooter share, and automated shuttles.
- **Action LT-5.3** Work with regional transit agencies to provide equitable and inclusive access to fare payment options.
- **Action LT-5.4** Work with transit agencies on honing and increasing service to Kirkland in accordance with Metro Connects and Kirkland Transit Implementation Plan.

**Existing Policy Support:** Kirkland Transportation Master Plan

**Policy T-3.1:** Plan and construct an environment supportive of frequent and reliable transit service in Kirkland.

### Transportation's Health Impacts



As identified by Centers for Disease Control and Prevention (CDC), transportation and public health are linked in several areas including:

**Air pollution and associated respiratory and heart diseases.** Increased availability of public transit can help decrease traffic congestion and vehicle miles traveled in automobiles. This decrease helps lower air pollution known to cause health problems. Locating facilities like schools and active transportation routes away from the most heavily trafficked roads may also help reduce exposure to air pollution.

**Environmental justice/social equity.** Highways have historically been built through low-income areas of cities without consideration of the vulnerable populations living there. Addressing the potential health effects of a proposed transportation project, plan, or policy before it is built or implemented can ensure that the health of residents is not compromised. Creating safe biking and walking access to key destinations helps residents get where they need to go regardless of income, age or ability.



## 4. Shared Mobility

**What is it?** Refers to the shared use of a vehicle, bicycle, or other transportation mode. It is a transportation strategy that allows users to access transportation services on an as-needed basis.

**Where are we now?** There are several existing shared mobility programs in Kirkland such as community van and community ride. Also, the Kirkland Green Trip program offers ride-matching platform and other tools to find, plan, and schedule a shared ride. These programs are created in partnership with King County Metro.

### Goal LT-6 Promote current shared mobility programs and services

- **Action LT-6.1** Encourage carpooling and using shared mobility by providing incentives and ride-matching tools and services.

*Kirkland Green Trip* is a one-stop resource to plan the most sustainable trips to and from work, school, and home with the goal of reducing environmental impacts caused by traffic, helping those who live and work in Kirkland thrive and earn incentives.

### Goal LT-7 Establish new shared mobility options

- **Action LT-7.1** Create partnerships with regional transit agencies and explore new public-private partnerships.
- **Action LT-7.2** Provide innovative transit solutions along the Cross Kirkland Corridor and the connections from I-405 to downtown Kirkland.

Kirkland Community Van is a rideshare pilot program in partnership with King County Metro to provide community members with a new way to share a ride when bus service can't meet their needs.





# LAND USE + TRANSPORTATION

# NATURAL ENVIRONMENT + ECOSYSTEMS

All critical areas such as streams, wetlands and Lake Washington, areas like parks and open space, and existing natural resources including air quality, surface water quality, tree canopy, open space and ecosystem biodiversity



A healthy, functioning natural environment is essential to life. We rely on wetlands to receive our excess water and cleanse it. Streams provide a place for plants and animals to exist in an urban environment, and support salmon, whose presence informs us about our water quality. The urban forest provides shade, processes our carbon dioxide, sequesters our carbon and cleans the air. Our parks and open spaces provide beauty and are places for all of us to enjoy and relax. The natural environment and the many benefits it provides must be protected and enhanced to maintain a sustainable community.

We look to achieve these goals through work on **Four Elements** of this Focus Area:

1. **Sustainable Urban Waterways**
2. **Conservation + Stewardship**
3. **Access to Parks + Open Space**
4. **Sustainable Urban Forestry**



# NATURAL ENV. + ECOSYSTEMS FOCUS AREA ELEMENTS

## 1. Sustainable Urban Waterways

**What is it?** Sustainable urban waterways are fishable, swimmable and encompassed within healthy watersheds. These characteristics are achieved by improved water quality, reduced peak flows and restored fish passage and fish habitat.

**Where are we now?** Kirkland is compliant with the National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater permit, which controls the impact of pollutants on our creeks and lakes. The City also developed the Surface Water Master Plan that combines permit requirements and additional efforts to support salmon recovery, flood reduction, and watershed restoration.

**Existing Policy Support:** [Kirkland Comprehensive Plan](#)

**Policy E-1.9:** Using a watershed-based approach, both locally and regionally, apply best available science in formulating regulations, incentives, and programs to maintain and improve the quality of Kirkland's water resources.

**Existing Policy Support:** [Surface Water Master Plan](#)

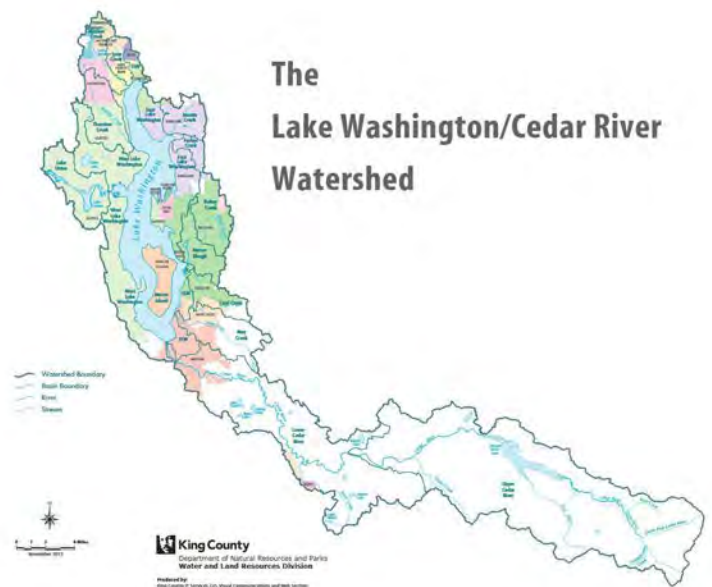
The Surface Water Master Plan outlines priorities and needs of surface water related work activities that take place in Kirkland.

### A Watershed Perspective



A **watershed** is an area of land that drains to a particular water body. Most of Kirkland is within the Lake Washington watershed. That means Kirkland influences how clean and healthy Lake Washington is for humans and wildlife because rain carries pollution from wherever it falls. Other cities along the lake are also in the Lake Washington watershed, so it's vital to work together to protect the lake's water quality and watershed health. City of Kirkland actively partners with other agencies, including:

- Stormwater Action Monitoring (SAM)
- Stormwater Outreach for Regional Municipalities (STORM)
- King County Flood District
- King Conservation District
- The regional NPDES permit coordinators group
- Lake Washington Watershed Salmon Recovery Council



# NATURAL ENVIRONMENT + ECOSYSTEMS



## ■ Goal EV-1 Protect and enhance the water quality of Kirkland's streams, lakes and wetlands

- **Action EV-1.1** Continue NPDES permit compliance, including developing an interdisciplinary team to support the assessment of watersheds and prioritization of future protection or enhancement measures.
- **Action EV-1.2** Proactively identify and reduce pollutants of concern in Kirkland's impaired streams and monitor progress.
- **Action EV-1.3** Assess and prioritize watersheds and actions that will improve water quality. Build and apply a decision-making matrix for ecological and watershed activities. Incorporate public input into assessment and prioritization process. Ensure actions are equitably applied throughout the city.



Blue Heron finding refuge in a natural green space along Juanita Creek in Kirkland.

## ■ Goal EV-2 Protect and enhance Kirkland's watersheds and aquatic habitat conditions

- **Action EV-2.1** Continue to fund projects to make culverts fish passable. Prioritize streams based on potential fish use, topography, flow, and habitat availability.
- **Action EV-2.2** Develop action plans for stormwater retrofit and water quality management strategies. Ensure that actions are equitably applied throughout the city.
- **Action EV-2.3** Actively involve the community in the protection of Kirkland's aquatic resources. Ensure that information and opportunities are accessible to the broader community.



A volunteer applies a marker to a storm drain, raising awareness that everything that goes down a storm drain flows untreated into Lake Washington.

## ■ Goal EV-3 Protect and maintain the City's surface water and stormwater infrastructure for optimal performance

- **Action EV-3.1** Inspect and maintain public stormwater infrastructure including catch basins, pipes, ditches, and detention and retention facilities to protect water quality and prevent flooding.
- **Action EV-3.2** Develop and implement a proactive approach to replace aging stormwater infrastructure that includes identification of critical system elements.





# NATURAL ENVIRONMENT + ECOSYSTEMS

## ■ Goal EV-4 Reduce threats to public infrastructure or private property due to flooding

- **Action EV-4.1** Evaluate stormwater infrastructure capacity through modeling and video inspection, and either clear observed debris and obstructions or develop projects to address capacity problems.
- **Action EV-4.2** Construct flood reduction projects within 5 years of identification for problems that occur more frequently than every 10 years.
- **Action EV-4.3** Review development proposals for both potential flood impacts to the project, and for downstream impacts from the project, and require mitigation of impacts as appropriate.

## 2. Conservation + Stewardship

**What is it?** Provide key ecosystem services and opportunities for residents to connect with nature throughout the City by restoring urban forests, creeks, wetlands, and other critical habitats.

**Where are we now?** As of 2019, more than 119 acres of City owned natural areas and open space park lands have been enrolled in a continuous cycle of restoration.

**Existing Policy Support:** [Parks, Recreation & Open Space Plan](#)

**Policy 7.1: Natural Area Preservation.** Preserve significant natural areas to meet outdoor recreation needs, provide opportunities for residents to connect with nature, and meet habitat protection needs.



Volunteers at a Green Kirkland Partnership event at Juanita Bay Park. Photo by Jim Hunt.

Current area in  
restoration  
**119 acres**

2035 goal  
restoration area  
**500 acres**

Over  
**3X**  
current  
total over  
15 years

# NATURAL ENVIRONMENT + ECOSYSTEMS



## Goal EV-5 Engage the community in the restoration of at least 500 acres of City-owned natural areas and open space park lands by 2035

- **Action EV-5.1** Recruit and train additional Stewards to lead volunteer habitat restoration events in parks and natural areas.
- **Action EV-5.2** Grow the Green Kirkland Partnership volunteer force at a rate that meets or exceeds the rate of the City's annual population growth.
- **Action EV-5.3** Contract a year-round Washington Conservation Corps (WCC) crew to work in critical areas (wetlands, streams, steep slopes) across all City parks, open spaces, and natural areas.

## Goal EV-6 Eliminate the discretionary use (not required for the control of aggressive stinging insects or regulated noxious weeds) of synthetic pesticides in parks by 2025

- **Action EV-6.1** Establish a cross-department **Integrated Pest Management** (IPM) team to review and update City IPM policies and practices, prioritize treatment locations, and ensure maintenance activities take place as needed in previously treated locations.
- **Action EV-6.2** Utilize the ArcCollector application to map and track the treatment of noxious weeds requiring treatment across all City owned lands.

**Integrated Pest Management** uses a combination of strategies to deal with weeds and pests while minimizing risks to people, animals and the environment. Methods the City uses include physical removal, prevention, mechanical, and chemical.

## Goal EV-7 Aspire to eliminate the use of synthetic pesticides on City properties

- **Action EV-7.1** Explore designating all parks with playgrounds as synthetic pesticide-free parks. Consider using community groups to assist with maintenance.
- **Action EV-7.2** Design City projects that eliminate the need for synthetic pesticides.
- **Action EV-7.3** Design City public landscaping that requires less maintenance, water and pesticides.
- **Action EV-7.4** Regularly evaluate alternative products to be used instead of synthetic pesticides.
- **Action EV-7.5** Explore changes to maintenance standards to avoid use of synthetic pesticides.

### Why Do Weeds Need to Be Controlled in Public Spaces?



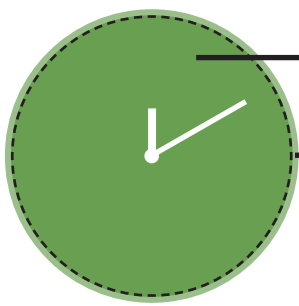
- Effectively reduce populations of invasive, noxious weeds
- Create safe sightlines for people walking, biking, and driving
- Eliminate safety hazards in public walking, bicycling or play areas
- Restore, create, and protect environmentally-valuable areas
- Protect sidewalks and streets from damage
- Projects an image of the City as attractive and well-maintained



## 3. Access to Parks + Open Space

**What is it?** Kirkland's Parks, Recreation and Open Space Plan articulates a service level that specifies that Kirkland residents should live within a ¼-mile radius of a neighborhood park. Additionally, parks and recreation organizations across the country are spearheading a national campaign to ensure all people live within a 10-minute walk to a park.

**Where are we now?** 75% of Kirkland residents are within a ¼-mile radius of a neighborhood park. According to the Trust for Public Land, 92% of residents live within a 10-minute walk of a park.



**92% of Kirkland residents live within a 10-minute walk of a park**

**All Kirkland residents - target goal**

**Goal EV-8 Ensure that all residents have access to healthy parks and open space within a 10-minute walk**

- **Action EV-8.1** Proactively seek and acquire parkland to create new parks, prioritizing park development in areas where service level deficiencies exist (where households are more than 1/4-mile from a developed park), and in areas of the City experiencing population growth through residential and commercial development.
- **Action EV-8.2** Achieve the Kirkland Parks, Recreation and Open Space Plan neighborhood park system goal which ensures every resident is within 1/4-mile or 10-minute walking distance of a park.

**Existing Policy Support:** Parks, Recreation & Open Space Plan

**Policy 5.5: Universal Access & Inclusion.** Strive to reduce barriers to participation and provide universal access to facilities and programs.

Strive to reduce barriers to participation and provide universal access to facilities and programs.

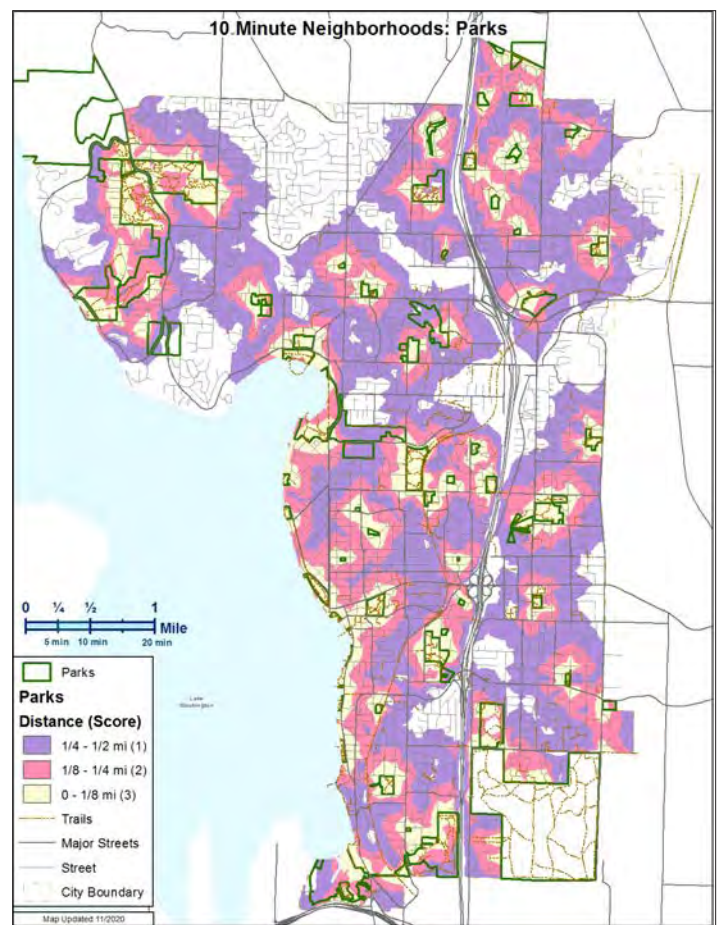


Figure 4. Distance to neighborhood Kirkland parks in 2020.

- **Action EV-8.3** Work with GIS to create a dataset for privately-owned public parks and public plazas in the city.



**Goal EV-9** Continually improve parks to meet the active and passive recreational needs of Kirkland residents by reducing barriers to participation and providing universal access to facilities and programs where possible

- **Action EV-9.1** Conduct an accessibility and inclusivity review of parks, recreational facilities and programming, and open space plans with the update of all future Parks and Open Space Plans for the purpose of creating an action plan for needed improvements.
- **Action EV-9.2** Integrate an accessibility and inclusivity capital project fund into the Parks and Community Services capital improvement program.
- **Action EV-9.3** Update the Park, Recreation and Open Space Plan every six years.

### Why is Park Access Important for Sustainability?

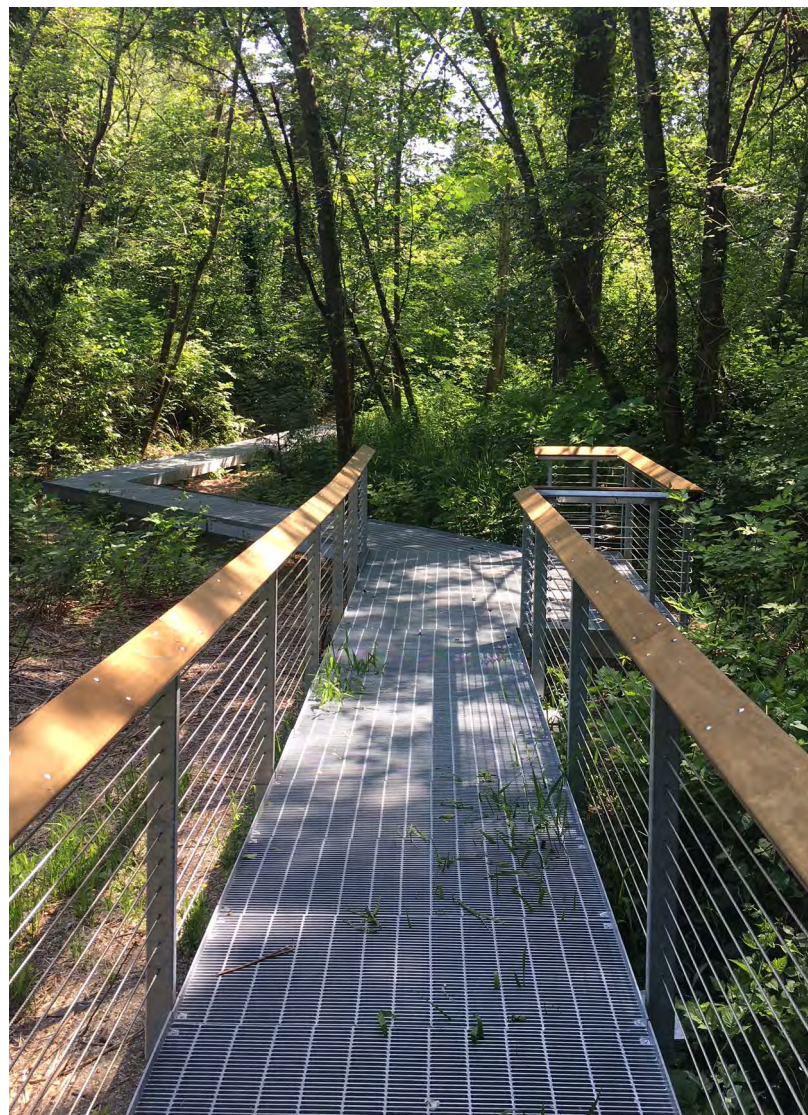


Parks and green spaces are an important component of sustainability and should be accessible and usable by all members of the community. It is more equitable to distribute parks and green spaces throughout the City, ensuring all community members can walk to them in ten minutes or less.



Rendering of updates at Juanita Beach Park in 2020, with a new bathhouse and picnic areas, and a playground accessible for all abilities.

Walkway at Edith Moulton Park.





## 4. Sustainable Urban Forest

**What is it?** A sustainable urban forest is more resilient to stressors when it consists of healthy trees with diverse age and species characteristics. Greater urban forest resiliency and biodiversity can be achieved through management efforts that include mature tree preservation, proper tree care and tree planting with species diversity objectives.

**Where are we now?** In 2018, citywide tree canopy cover was assessed at 38 percent. When compared to canopy cover in 2010, that's a 272-acre loss of canopy cover, mostly occurring in single family residential areas.

By joining 14 cities in a partnership with the King Conservation District, Kirkland acquired its most recent tree canopy cover assessment, including canopy data by census block. Kirkland also participated in a 2018 modeling project studying the impact of canopy cover on stormwater capacity as one of four pilot cities in the Puget Sound region.

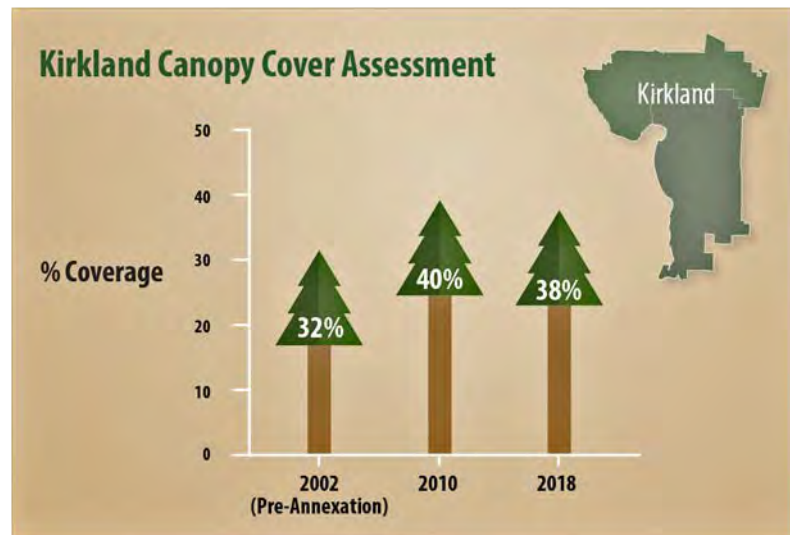
A 2018 field study showed that development activities pose challenges to retaining larger, mature trees. Trees in Kirkland's active parks were inventoried in 2015 to enable a more proactive management approach. Street trees on Kirkland collector and arterial streets were inventoried in 2017, providing data on approximately 32% of Kirkland's street trees.

Amendments to the City's tree ordinance to simplify the code and support Comprehensive Plan policies and Urban Forest Management Plan objectives are expected to be completed by mid-2021. Related enforcement codes were adopted in early 2020. The 2014-2109 Urban Forestry Work Plan identified tree planting objectives that have not been initiated, with the exception of a pilot tree give-away.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-2.1:** Strive to achieve a healthy, resilient urban forest with an overall 40 percent tree canopy coverage.

**Policy E-2.2:** Implement the Urban Forestry Strategic Management Plan.



By earning Growth Awards for 10 consecutive years, Kirkland was recognized as a Sterling Tree City USA in 2018 and "regarded as a leader in community forestry" by the National Arbor Day Foundation.





**Goal EV-10** Examine trends in canopy gain or loss, identify priorities for meeting the overall goal of citywide 40% tree canopy cover goal by 2026 and develop strategies to manage Kirkland's urban forest resource for optimal health, climate resiliency and social equity

- **Action EV-10.1** Incorporate Actions EV-10.2 through EV-10.10 into the 2020-2026 Citywide Urban Forestry Six Year Work Plan.
- **Action EV-10.2** Formally recognize and support internal cross-department collaborative planning to develop and implement sustainable urban forestry strategies for the broader community.
- **Action EV-10.3** Ensure continued health and growth of public trees by improving the public tree maintenance program: provide adequate public tree maintenance resources and update and maintain the right-of-way tree inventory to manage for age and species diversity objectives.
- **Action EV-10.4** Develop canopy enhancement strategies to mitigate public health impacts in areas that may be disproportionately affected by adverse environmental conditions which may directly, or indirectly, be associated with social disparities in income, homeownership, education, access to transportation and other services, public health outcomes, and other challenges.
- **Action EV-10.5** Develop and implement tree planting programs in partnership with schools, regional agencies and nonprofits to increase tree canopy cover on private and public property, including rights-of-way, parks and natural areas.
- **Action EV-10.6** Identify and prioritize climate-resilient tree species for public and private tree planting programs.
- **Action EV-10.7** Dedicate resources for an ongoing, robust and inclusive public education framework that engages the community, increases awareness of long-range goals and code requirements, promotes stewardship of the urban forest, communicates the value and benefits of trees, and garners public support for the planting and preservation of trees citywide
- **Action EV-10.8** Evaluate pre-approved public works plans and look for opportunities for retention of right-of-way trees.

## Why Are Trees Important?



Trees provide enormous environmental, economic, and social benefits, including:

- Improving air quality and producing oxygen
- Reducing the urban heat island effect
- Slope stability
- Controlling stormwater runoff and soil erosion, thereby protecting water quality
- Contributing to reductions in crime and increased property values
- Enhancing resident health and well-being
- Providing wildlife habitat and migration corridors
- Building climate resiliency for the community





## NATURAL ENVIRONMENT + ECOSYSTEMS

- **Action EV-10.9** Create comprehensive inventory of existing and newly-planted trees, including significant trees, in City spaces such as rights of way and parks. Create a city-wide tree planting program with set target areas and goals for canopy expansion in our City public spaces and residential areas.
- **Action EV-10.10** Set commercial landscape design standards that use low-maintenance and waterwise plants.



# SUSTAINABLE MATERIALS MANAGEMENT

A systemic, holistic approach to using and reusing materials more productively over their entire life cycles, beginning at design and production, through use and reuse, and at the end-of-life through recovery and recycling



Sustainable Materials Management considers the entire life cycle of how we use materials, and their end of life. The ultimate goal is to achieve **zero waste of resources**. Waste management goals have historically focused on recycling efforts but we now know that recycling alone is not the answer. Although many may think that switching to compostable or recyclable versions of single-use products will be better for the environment, research shows that not to be the case. Environmental impacts are lessened by avoiding unnecessary single-use items and prioritizing reusable options.

The City of Kirkland is an active participant in regional waste reduction and recycling efforts, and works to continually innovate and improve programs and offerings. This is done through a variety of recycling programs, like special recycling collection events for expanded polystyrene foam or free battery recycling drop offs, and education campaigns, like promoting participation in food scrap composting. The City aims to reduce the impacts of our residents' and business' waste on the environment. We look to achieve these goals through work on **Three Elements** of this Focus Area:

1. **Waste Reduction**
2. **Recycling and Composting**
3. **Product Stewardship**





# SUSTAINABLE MATERIAL MGMT. FOCUS AREA ELEMENTS

## 1. Waste Reduction

**What is it?** Waste reduction is the practice of creating less waste through preventing waste generation and changing consumption patterns to avoid the resources needed for recycling or disposal.

**How do we measure it?** *Waste generation* is the total amount of materials disposed of as trash and materials recycled or composted whereas *waste disposal* is only the amount of material disposed of as trash. These numbers are significant because they indicate overall consumption patterns, more than just what percentage of material is recycled. Kirkland seeks to achieve the waste generation and waste disposal goals in the King County Comprehensive Solid Waste Management Plan. Kirkland and other King County cities collaborate on an overall plan to reduce and manage waste.

**Where are we?** As of 2018, Kirkland's waste generation rate per capita is 19.9 lbs/week. The waste disposal rate per capita is 8.9 lbs/week.

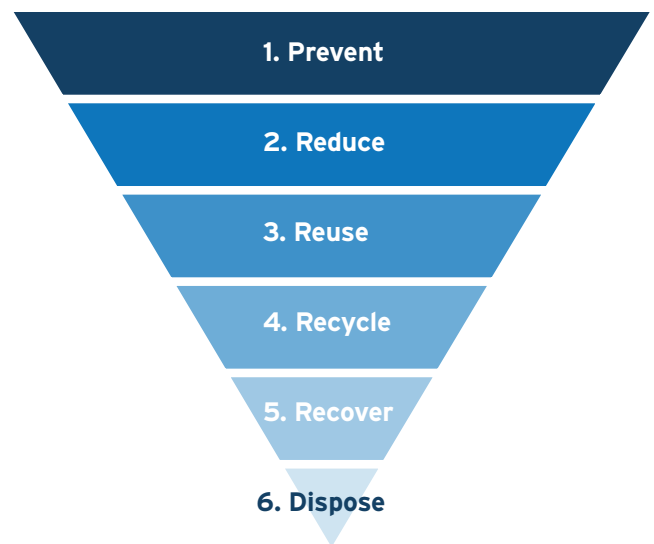
### Existing Policy Support: [Kirkland Comprehensive Plan](#)

**Policy PS-2.1:** Coordinate with the City's solid waste and recycling collection contractors and King County Solid Waste Division to ensure that the existing level of service standards are maintained or improved and waste reduction and recycling goals and targets are in compliance with the Draft 2013 King County Comprehensive Solid Waste Management Plan (SWMP) update.

### Managing Our Waste



The waste hierarchy prioritizes how we should handle our waste – preventing and reducing waste are the best choices, and throwing things away is the worst environmental choice.



Although recycling items instead of throwing them away allows the material to be turned into something else, recycling everything isn't the end goal for our waste. Reducing the amount of waste produced overall – whether trash, recycling, or compost – will make the most impact for the planet.

Reduce waste by preventing it in the first place, by choosing long-lasting products or skipping a purchase altogether, and by extending the life of possessions. Repairing items and reusing materials also promotes social equity and builds community.

# SUSTAINABLE MATERIALS MANAGEMENT



## Goal SM-1 Continue to achieve King County's Waste Generation rate target of less than 20.4 pounds per week per capita by 2030

- **Action SM-1.1** Reduce consumer use of common single-use items - for example, by promoting use of reusable shopping and produce bags.
- **Action SM-1.2** Lead by example by improving waste prevention and recycling in City operations, facilities, at sponsored events, and through the purchase of sustainable products.
- **Action SM-1.3** Evaluate progress toward waste generation targets annually.
- **Action SM-1.4** Set innovative rates to incentivize waste reduction, recycling and composting.

Kirkland banned single use plastic bags in 2016 and is currently looking at other policy options to reduce single use food service ware.

The City is currently working on internal purchasing policies, and recently committed to purchasing only compostable food service ware for internal events.

## Goal SM-2 Achieve King County's waste disposal rate target of 5.1 pounds per week per capita by 2030

- **Action SM-2.1** Support repair and reuse activities throughout Kirkland and King County.
- **Action SM-2.2** Evaluate progress towards waste disposal targets annually.



Current disposal rate:  
8.7 lbs / week

40%  
reduction  
over 10  
years

Goal disposal rate:  
5.1 lbs / week

Reuse events like repair cafes and costume swaps help residents keep items in use, and support the community by providing free options for members of the community in need.



# SUSTAINABLE MATERIALS MANAGEMENT

## Goal SM-3 Reduce single-use food service ware throughout City of Kirkland

- **Action SM-3.1** Eliminate the use of expanded polystyrene foam food service ware in food service establishments.
- **Action SM-3.2** Enact policy to support reduction of single-use food service ware, including straws and utensils.
- **Action SM-3.3** Work directly with businesses to provide technical assistance and incentives to increase the use of durable products in food service.

## 2. Recycling + Composting

**What is it?** **Recycling** is the process of collecting and processing materials and turning them into usable and marketable new products. **Composting** is the diversion of **organics** such as yard waste, food scraps, and food-soiled paper to a controlled biological decomposition process that creates a beneficial soil amendment.

**How do we measure it?** Recycling diversion rates can include a variety of things, although they typically measure the amount of materials recycled or composted, instead of landfilled. King County reports City recycling diversion rates as the weight of the amount recycled and composted out of weight of total waste.

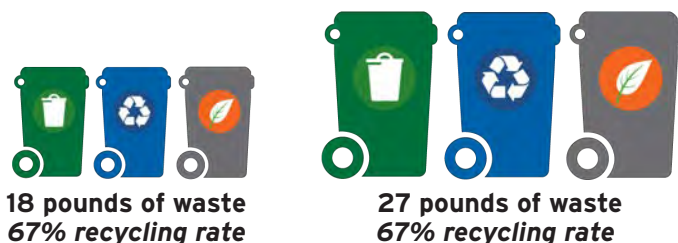
**Where are we now?** Kirkland's combined residential diversion in 2018 was 55.4% and only includes hauler-reported tonnage data from residential customers.

Many Kirkland residents and businesses participate in diverting food and yard waste from the garbage. It is not mandatory to compost food, but the City offers the service to all at no cost.

### Reduce vs. Recycle



While it's helpful to recycle and compost a greater proportion of our waste, the total amount of waste we produce overall is also important to measure – maybe even more important. For example, a family who increased the amount of material they throw away, recycle, and compost by the same proportion would recycle the same proportion of their waste, but generate a lot more waste in total.



# SUSTAINABLE MATERIALS MANAGEMENT



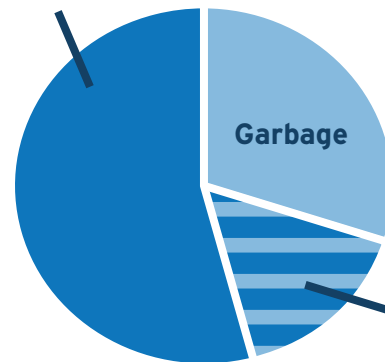
## ■ Goal SM-4 Achieve a local and countywide 70% recycling diversion rate by 2030

- **Action SM-4.1** Explore options to increase the efficiency and reduce the price of curbside and multi-family collection of bulky items, while diverting as many items as possible for reuse or recycling.
- **Action SM-4.2** Expand recycling collection events for difficult-to-recycle items without product stewardship take-back programs.

Kirkland offers a number of events each year for hard to recycle items like Styrofoam™, mattresses, paint, and more!

- **Action SM-4.3** Increase single-family food scrap recycling through a three-year educational cart-tagging program.
- **Action SM-4.4** Update and enforce building code requirements to ensure adequate and conveniently-located space for garbage, recycling, and organics collection containers in multi-family, commercial, and mixed-use buildings.
- **Action SM-4.5** Institute a construction and demolition program that requires structures to be deconstructed versus demolished to recover valuable building materials that can be reused or recycled.
- **Action SM-4.6** Explore and consider a disposal ban policy for recycling, organics, or both such as in the City of Seattle.
- **Action SM-4.7** Increase multi-family and commercial recycling.

**Current: 54% of waste recycled or composted**



**30% increase over 10 years**

**Goal: Additional 16% or 70% total of waste recycled or composted**

*Figure 5. Current and goal percentage of Kirkland's waste stream that is recycled or composted (by weight) compared to all waste generated*



Simple changes can have dramatic impacts on recycling, like switching from carts to dumpsters so there's enough room for residents to recycle their materials.



# SUSTAINABLE MATERIALS MANAGEMENT

## Goal SM-5 Increase the number of businesses composting food scraps to 150 by 2023

112 business within the City of Kirkland compost food scraps as of 2018.

- Action SM-5.1** Continue to develop infrastructure and increase regional and local educational outreach, incentives and promotion to increase recycling of food scraps and food-soiled paper. These efforts should target single-family and multi-family residential developments, as well as nonresidential buildings such as schools, institutions, and businesses.
- Action SM-5.2** Work with food producers, grocers, restaurants, and schools to prevent food waste and to increase food recovery through donation of surplus meals and staple food items to local food banks.



To provide more access to food scrap composting for multifamily residents, Kirkland has piloted two community food scrap drop-off containers, located at City Hall and North Kirkland Community Center.

Kirkland partnered with Lake Washington School District and King County Green Schools to pilot a school food share program to rescue uneaten food at some schools.

## 3. Product Stewardship

**What is it?** Product Stewardship is an environmental management strategy that means whoever designs, produces, sells, or uses a product takes responsibility for minimizing the product's environmental impact throughout all stages of the product's life cycle, including end-of-life management. These programs can also be considered Extended Producer Responsibility programs, because they shift the responsibility of end of life from the consumer to the producer.

**Where are we now?** Product stewardship programs are typically statewide policies, so existing programs vary across the US. Kirkland cannot set up its own programs, but instead can play a role in supporting the creation of new programs. Currently, in Washington State, product stewardship programs exist for some hard-to-recycle items, including computers, televisions, fluorescent bulbs, and medicines. A new program for paint stewardship will begin in 2020.

## Goal SM-6 Expand Statewide Program for Product Stewardship to include challenging-to-recycle items like mattresses, batteries, and plastic packaging

- Action SM-6.1** Support legislative efforts and remain active in groups like Northwest Product Stewardship Council (NWPSC).

Kirkland has representation on the Steering Committee of the NWPSC.

# SUSTAINABLE GOVERNANCE

The cooperation and coordination with all levels of government to achieve effective, efficient, and responsive governance and a sustainable level of core services for the Kirkland community



A sustainable government ensures that Kirkland can continue providing key services and guiding the community towards the future it envisions. This includes providing a sustainable level of core services that is funded from predictable revenue.

Trust in governance underpins the City's ability to support the community. Engaging all members of the community – especially those who have traditionally not been represented in public processes – ensures that the voices of all can be heard and incorporated into decision-making, and creates more equitable solutions.

Community resilience prepares Kirkland to continue providing needed services and adapt to changing circumstances, whether economic or related to natural or human-made hazards. The 2020 COVID-19 pandemic highlights the need for an adaptive local government.

We look to achieve these goals through work on **Four Elements**:

- 1. City Operations**
- 2. Civic Engagement**
- 3. Community Resilience**
- 4. Financial Stewardship**



# SUSTAINABLE GOVERNANCE FOCUS AREA ELEMENTS

## 1. City Operations

**What is it?** City operations include all of the operations that make the City function on a daily basis. So many of the decisions the City makes have an effect on the environment, social equity and the economy. It is imperative that the City exhibit leadership to all residents and businesses by showing that good operational decisions can be made to enhance sustainability and livability in Kirkland.

### ■ Goal SG-1 Integrate sustainability into every major decision the City makes

- **Action SG-1.1** Utilize Sustainable Decision Making Matrix by all department decision-makers.
- **Action SG-1.2** Memorialize in Staff Reports that all major decisions have considered sustainability and have utilized the Sustainable Decision Making Matrix.
- **Action SG-1.3** Identify and use other tools and certifications such as a Carbon Counting Calculator and Institute for Sustainable Infrastructure (ISI) Envision certification that can be used for all City building and infrastructure projects to ensure low carbon methods and materials are being considered.
- **Action SG-1.4** Identify and apply the **Electronic Product Environment Assessment Tool (EPEAT) registry** for decisions regarding electronic equipment purchases.
- **Action SG-1.5** Adopt a policy for fleet purchases for fully electric and hybrid electric vehicles depending on technology availability and city needs; and actively seek grants to move toward an all-electric city fleet and supporting charging station infrastructure.

### Existing Policy Support: Kirkland Comprehensive Plan

**Policy E-4.5:** Utilize life cycle cost analysis for public projects that benefit the built and natural environment.

**Where are we now?** The City makes its decisions in many different forms that consider the environment, equity, and the economy among other criteria. However, not all decisions comprehensively consider sustainability.

**Sustainable Decision Making Worksheet**  
Describe the proposed action in one sentence:

**Criteria 1: Greenhouse Gas Reduction**  
How well will this action reduce greenhouse gas emissions in Kirkland?  
0: Not applicable  
1: Will not reduce greenhouse gas emissions  
2: Will marginally reduce greenhouse gas emissions  
3: Will moderately reduce greenhouse gas emissions  
4: Will significantly reduce greenhouse gas emissions  
5: Will extensively reduce greenhouse gas emissions  
How good this action be expected to further reduce emissions?  
**Greenhouse Gas Weighted Score**  
Multiply the rating by 5: [ ] x 5 = [ ]

**Criteria 2: Environmental Quality**  
How well will this action improve the air, water, and land resources and the overall environmental quality of Kirkland?  
0: Not applicable  
1: Will not improve environmental quality  
2: Will marginally improve environmental quality  
3: Will moderately improve environmental quality  
4: Will significantly improve environmental quality  
5: Will extensively improve environmental quality  
How good this action be expected to further improve environmental quality?  
**Enviro. Quality Weighted Score**  
Multiply the rating by 3: [ ] x 3 = [ ]

**Criteria 3: Community Health & Quality of Life**  
How well will this action improve health or the community quality of life, and increase resilience to natural disasters?  
0: Not applicable  
1: Will not improve community health  
2: Will marginally improve community health  
3: Will moderately improve community health  
4: Will significantly improve community health  
5: Will extensively improve community health  
How good this action be expected to further improve community health?  
**Comm. Health Weighted Score**  
Multiply the rating by 3: [ ] x 3 = [ ]

The **Sustainable Decision Making Matrix** is available as an Excel workbook or a printable worksheet in this report's "Sustainable Decision Making" section.

The **Electronic Product Environment Assessment Tool (EPEAT)** is a method for purchasers to evaluate the effect of a product on the environment. It assesses various lifecycle environmental aspects of a device and ranks products based on a set of environmental performance criteria.

- **Action SG-1.6** Establish a grant-writing team to find and apply for grants to fund actions from the Sustainability Master Plan.
- **Action SG-1.7** Apply for a Puget Sound Energy Resource Conservation Officer to optimize energy use and maximize efficiency at all City facilities.

# SUSTAINABLE GOVERNANCE



- **Action SG-1.8** Develop a plan in CIP for all city facilities to meet 25% energy reduction goal by 2030 and 45% by 2050.
- **Action SG-1.9** Develop water and energy efficiency standards for acquired facilities. If standards are not met, retrofit to achieve standards.
- **Action SG-1.10** Explore reduction of or elimination of gas-powered landscaping equipment for City operations.
- **Action SG-1.11** Explore creating an anti-idling policy for City-operated vehicles.

## ■ Goal SG-2 Coordinate sustainability programs and policies across all City departments

- **Action SG-2.1** Appoint a sustainability manager with the authority to coordinate the implementation of the Sustainability Master Plan.
- **Action SG-2.2** Implement a system to more closely coordinate sustainability-related activities across City departments and implement the Sustainability Master Plan.
- **Action SG-2.3** Establish a protocol that allows eligible City staff with positions that don't require full-time in-person presence to work from home a minimum of two days per week.
- **Action SG-2.4** Consider involving community members in advising City Council on implementation of this plan and recommendations for future revisions as conditions change.

## ■ Goal SG-3 Examine and refresh the City's purchasing policies, to focus on more environmentally-preferable purchasing

- **Action SG-3.1** Implement new internal purchasing guidelines, with focus on reducing single-use items.
- **Action SG-3.2** Explore specifying compost made from organic materials collected from City residents, businesses, and government to be used in City operations and projects.
- **Action SG-3.3** Update purchasing policy to reflect best practices in environmental purchasing.



Bottle filling stations at City facilities help staff choose reusable. A water bottle purchasing policy could further help reduce the amount of single use water bottles purchased and used at City functions.





## 2. Civic Engagement

**What is it?** Civic Engagement is the active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them. Engagement activities range from volunteerism to information sharing, from consulting with the community on a policy decision to resident-led efforts, depending on the degree of community and City involvement and decision-making authority. An underlying principle of civic engagement is seeking to ensure that community members are involved in decisions that impact them.



Gun Safety and Community Safety Town Hall – June 2018

**Where are we now?** The City has successfully employed various techniques of public participation, ranging from town halls, community meetings, discussion forums, and online surveys. The City continues to cultivate community capacity in the form of knowledge, participation, and leadership through campaigns of themed resident engagement on timely topics and on-going collaboration with Kirkland's neighborhood associations. The City also supports a vibrant volunteer program and utilizes various boards and commissions to advise the City Council on policy.

### ■ Goal SG-4 Ensure processes for public participation are fair, accessible, and inclusive

- **Action SG-4.1** Implement a system of civic engagement that more closely coordinates activities across various City departments to ensure that community members, particularly those most affected by an issue or those historically underrepresented in civic life, may participate in a meaningful way.
- **Action SG-4.2** Develop a process to identify and dismantle unintended barriers to public participation by considering and responding to the diversity of our community, including the various cultural, ethnic, and historical experiences of community members.
- **Action SG-4.3** Identify and empower trusted messengers in the community to serve as liaisons between the City and communities that have historically been underrepresented in civic life.
- **Action SG-4.4** Perform a comprehensive City organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedure.
- **Action SG-4.5** Provide opportunities for public input that do not require presence at a particular time or place.



### Goal SG-5 Cultivate community members' knowledge of, participation in, and leadership for civic processes

- Action SG-5.1** Explore opportunities for the City's involvement in efforts of **collective impact** to help achieve desired outcomes, including through partnering more closely with existing community groups. Support the establishment of new groups to expand active participation from underrepresented segments of the community, such as Black, Indigenous, people of color (BIPOC), immigrants, and renters.
- Action SG-5.2** Maintain and expand support for Kirkland neighborhood associations, including efforts at expanding active participation from underrepresented segments of the community, such as BIPOC, immigrants, and renters.
- Action SG-5.3** Explore partnership programs to implement opportunities for civic education and leadership development for community leaders, with a specific emphasis on BIPOC individuals and immigrants.
- Action SG-5.4** Prioritize and implement a civic engagement course that provides education about local government and creates an entry point for emerging community leaders.
- Action SG-5.5** Consider involving community members (and Boards and Commissions) in advising City Council on implementation of this plan and recommendations for future revisions as conditions change.

**Collective impact** is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem.

## 3. Community Resilience

**What is it?** The sustained ability of a community to utilize available resources (energy, communication, transportation, food, etc.) to respond to, withstand, and recover from adverse situations.

**Where are we now?** Emergency Management maintains various plans, including the Hazard Mitigation plan, and City resources that are intended to direct and support building resiliency in the community. Emergency Management conducts public education and outreach activities as part of the "whole community" readiness concept and trains City staff to coordinate and support all phases of emergency and disaster management.





# SUSTAINABLE GOVERNANCE

## Goal SG-6 Improve community resiliency through community engagement and by strengthening essential City resources

- **Action SG-6.1** Increase backup power capability at critical City facilities.
- **Action SG-6.2** Educate residents and businesses on actions they can take to increase personal and physical earthquake resilience.
- **Action SG-6.3** Identify options and actions to increase the stability of water storage facilities (towers and reservoirs) in the city and increase the resilience to shaking of water mains.
- **Action SG-6.4** Continue mitigation projects intended to reduce the risk of erosion, landslide, and urban flooding.
- **Action SG-6.5** Focus on efforts to address and mitigate climate change impacts, such as air quality issues, heat emergencies, and changes in temperature and precipitation.
- **Action SG-6.6** Implement hazard mitigation strategies, as identified in the 2019 Hazard Mitigation Plan, through funding, resources, staff support, and collaborative relationships with partner agencies.

## 4. Financial Stewardship

**What is it?** The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the City of Kirkland. The establishment of and maintenance of wise fiscal policies enables City officials to protect public interests and ensure public trust. The City's Fiscal Policies represent long-standing principles, traditions, and best practices that have guided the City's management in the past and are intended to ensure that the City is financially able to meet its immediate and long-term objectives.

**Where are we now?** Kirkland is in the second year of the 2019-2020 biennium. City Management and Staff have presented the next biennium's budget and Capital Improvement Program (CIP) and Council may adopt the budget at the same time as the SMP.

As part of the budget development process, the City Council reviews Kirkland's Fiscal Policies and updates them to reflect best practices to ensure the City's financial sustainability.

## Goal SG-7 Maintain the City's responsible fiscal practices while advancing on City sustainability goals

- **Action SG-7.1** Use the Sustainable Decision Making Matrix that is provided in the Sustainable Decision Making section of this document as a tool for evaluating future investments in projects, programs or actions, such as the greening of the City's fleet or making City facilities more environmentally friendly. The intent is to view proposals through a "sustainability lens" along with financial and other criteria to get a more complete picture of the current and future impacts and benefits of each investment.
- **Action SG-7.2** Evaluate the establishment and funding of a sustainability opportunity fund with the intent of using these funds as the City match portion of any potential grant applications in support of sustainability-oriented projects.

# SUSTAINABLE BUSINESS

A healthy mix of local resilient businesses and services that have a positive impact on the environment and the community



Kirkland's business community, from the larger anchor businesses to the small independently-owned shops and restaurants, shapes Kirkland's character and livability. Having goods and services available locally means that Kirkland residents can meet their needs without traveling to another city (probably by car) and also supports community members as well as local government by keeping spending and tax revenue within the city.

Businesses also contribute to Kirkland's environmental impacts through the choices they make about how they operate and what they sell.

We look to achieve the goals to achieve a sustainable business community through work on the **Three Elements** of this Focus Area:

1. **Green Business**
2. **Economic Diversity**
3. **Green Economy**

# SUSTAINABLE BUSINESS FOCUS AREA ELEMENTS



## 1. Green Business

**What is it?** Green businesses follow practices that limit their environmental impact and protect their employees. Businesses that operate sustainably reduce expenses, improve efficiency, keep employees healthy and engaged, comply with regulations, and do right by the planet.

**Where are we now?** The City of Kirkland offers a variety of resources to businesses to operate more sustainably. These resources include waste, recycling, and composting program assistance, free containers and posters, storm drain markers, pollution prevention visits, employee transportation assistance, and more. These resources can be accessed for assistance through the EnviroStars Green Business program and the Source Control Business Inspections Program.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.11:** Promote and recognize green businesses in Kirkland.

### Why Green Business is Important



Green businesses engage in practices that reduce their impacts on the environment, conserve resources, and protect their employees and customers. These practices can be beneficial to the environment as well as the business' bottom line by reducing costs and improving their image to customers. More than 70% of Puget Sound residents think it's important to buy from environmentally-minded businesses.

### ■ Goal SB-1 Engage with Kirkland businesses on environmental best practices

- **Actions SB-1.1** Use the EnviroStars Green Business and Source Control Programs to assist Kirkland businesses in accessing resources to follow environmental best practices.
- **Action SB-1.2** Conduct outreach to all non-home-based businesses, ensuring all have sufficient recycling capacity.
- **Action SB-1.3** Provide hands-on technical assistance to potential pollution-generating businesses to manage business operations to reduce pollution entering the stormwater system.





## 2. Economic Diversity

**What is it?** Kirkland businesses providing a broad range of products and services as defined by the total economic output by business sector.

**Where are we now?** The City does not currently track economic diversity.

### Goal SB-2 Foster economic diversity throughout the community

- **Actions SB-2.1** Track and monitor the makeup of business and industries in Kirkland and set a diversification goal.
- **Actions SB-2.2** Partner with the Greater Kirkland Chamber of Commerce & the Kirkland Downtown Association on promoting “Buy Local”.
- **Actions SB-2.3** Support policy that encourages mixed-use development and economic diversity.

Right: The City provides spill kits to businesses so they can be prepared to clean up any accidental spills and prevent pollution from reaching Lake Washington.



Far right: Eastside Community Aid Thrift Shop was one of the first Kirkland businesses to be recognized as an EnviroStars green business, at the highest level.



**Existing Policy Support:** [Kirkland Comprehensive Plan](#)

**Policy ED 1.2:** Encourage a broad range of businesses that provide goods and services to the community.

### Economic Diversity Supports the Community



When a large variety of businesses are located locally, residents and other local businesses can meet all or most of their needs for purchasing goods and services without traveling to another city. That makes it easier for people to walk, bike, or bus to meet most of purchasing needs, minimizing dependence on single-occupancy-vehicle travel and reducing travel distances. This is especially beneficial for members of the community who are not able to drive. Shopping locally keeps more money in the community and also provides more funding for local government services.



### 3. Green Economy

**What is it?** A green economy is resilient, socially just, and follows a circular framework that designs out waste through reuse, modular and repairable design, and making the most of materials. Taking a green approach to the economy is low carbon and resource-efficient. A green economy strengthens the community by providing living wage jobs, sourcing products locally, and developing green industries that don't harm environmental quality.

**Where are we now?** The City supports individual businesses through technical support programs, but does not have an overarching program for building a green economy. A similar model might be found in the City's partnership with Redmond and Bellevue on the Innovation Triangle. Businesses can access assistance through the City's economic development team.

#### ■ Goal SB-3 Support and enhance the resilience of the Kirkland business community

- **Action SB-3.1** Develop an economic resilience plan in partnership with Kirkland businesses that focuses on successful operations during uncertain economic times.
- **Action SB-3.2** Formulate a green economic recovery plan in partnership with Kirkland businesses that focuses on clean, green industries and living wage jobs
- **Action-SB 3.3** Support legislation that promotes a resilient business community in Kirkland and on the Eastside.
- **Action SB-3.4** Promote home occupation businesses and telecommuting as a means to create more jobs and to reduce transportation impacts related to commuting.

#### ■ Goal SB-4 Support the transition to an equitable, socially-just sustainable business community in Kirkland

- **Action SB-4.1** Create a program to help restaurants, institutions, and schools procure food from local sources and farms.
- **Action SB-4.2** Promote a training program to assist immigrant and Black, Indigenous, and People of Color (BIPOC) small business owners.
- **Action SB-4.3** Develop public/private partnerships to create spaces and places for startups that focus on making and selling sustainable products.



# HEALTHY COMMUNITY

A healthy community is equitable, socially just and one in which each person has a sense of belonging, support in their community, and access to opportunities that fulfill the basic needs of life



A healthy community must ensure that the entire community has equitable access to resources such as clean water and air, healthy attainable housing, nutritious food, living wage jobs, and a sense of being welcome, accepted and belonging. Improving access to services, representation in decision-making, and environmental conditions for historically marginalized community members, such as low income and Black, Indigenous, and People of Color (BIPOC), should be prioritized. Sustainable communities are socially just, share a common purpose, and are places where all people thrive and enjoy good health and create a high quality of life.

We look to achieve these goals through **Six Elements** of this Focus Area:

1. **Sustainable Food System**
2. **Potable Water**
3. **Human Services**
4. **Welcoming + Inclusion**
5. **Attainable Housing**
6. **Recreation and Wellness**





# HEALTHY COMMUNITY FOCUS AREA ELEMENTS

## 1. Sustainable Food System

**What is it?** A Sustainable Food System includes increasing opportunities for local food production, distribution and consumption. Composting and Reducing Food Waste Reduction is covered in Sustainable Materials Management.

**Where are we now?** There are three official P-Patches city-wide. Farmer's Markets occur twice a week during the summer.

**Goal HC-1** Increase the number and geographic diversity of P-Patches or other types of community gardens by adding 5 more by 2025, and another 100% by 2030. Explore adding edible landscaping on city property including rights-of-way.

- **Action HC-1.1** Develop a funding plan for development and operation of new P-Patches or other community gardens.
- **Action HC-1.2** Develop partnerships to locate new P-Patches on private land, including rooftops.
- **Action HC-1.3** Develop a strategy plan to prioritize the location of community garden opportunities in areas of the city with concentrations of multi-family developments.
- **Action HC-1.4** Build educational and support programs in coordination with local partners such as King County Master Gardeners and Seattle Tilth Alliance to teach residents how to grow food and reduce water and pesticide usage.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-6.1:** Expand the local food production market by supporting urban and community farming, buying locally produced food and by participating in the Farm City Roundtable forum.



Volunteers working in the demonstration garden at McAuliffe Park. Photo by Tilth Alliance.



Kirkland's farmers markets offer a local opportunity for residents to buy locally-grown produce and locally-made products directly from vendors during the summer.



### Goal HC-2 Increase Farmer's Markets operations from two days per week to seven days per week by 2030, and increase geographic diversity of locations

- **Action HC-2.1** Develop Partnerships to assist in new Farmer's Market Operations.
- **Action-HC 2.2** Amend the Kirkland Zoning Code to allow Farmer's Markets where excluded.

### Goal HC-3 Increase opportunities for private development to grow more food

- **Action HC-3.1** Amend Kirkland Zoning Code to require common open space to include food growing beds.
- **Action HC-3.2** Amend the Kirkland Zoning Code to allow food growing in stream and wetland building buffer setback areas.
- **Action HC-3.3** Develop a Food Action Plan that assures fresh, local food is available and accessible by the entire community.

## 2. Potable Water

**What is it?** The quantity of fresh drinking water. The city obtains its drinking water from three sources, Cascade Water Alliance, Northshore Utility District and Woodinville Water District.

**Where are we now?** In 2019 Kirkland used over 2.6 billion gallons of potable water, equal to 58 gallons per day per person.

### Goal HC-4 Reduce use of potable water on a per capita basis by 10% by 2025 and 20% by 2030 as compared to 2019

- **Action HC-4.1** Increase efficiency of water fixtures through incentive programs, educational campaigns, legislation and public/private partnership in the community.
- **Action HC-4.2** Establish a program or partnership to develop the following types of water supplies for community use: reclaimed water, harvested water and grey and black water.

Harvesting and reusing **rainwater**, **grey water** and even **black water** can reduce the pressure on existing drinking water sources.

#### Existing Policy Support: Kirkland Comprehensive Plan

**Policy U-2.1:** Work in coordination with other jurisdictions and purveyors in the region to ensure a reliable, economic and sustainable source of water and to address long-term regional water demand.

The average resident in Seattle uses only 39 gallons of water per person per day.

## Water and Sustainability



Water is not an infinite resource. 97% of the world's water is frozen, 2% is salt water and only 1% of the world's water is available as fresh, clean drinking water also known as potable water. It is predicted that climate change will impact how much water we have available in the future and that using water wisely now can help ensure that future water demands can be met.



## HEALTHY COMMUNITY

- **Action HC-4.3** Intensify water conservation efforts through public/private partnerships and outreach and education.
- **Action HC-4.4** Research per-capita differences in water usages throughout the region and identify best practices to incorporate.
- **Action HC-4.5** Consider rate structure impacts on per-capita differences in water usage throughout the region.
- **Action HC-4.6** Create an education program for water use best practices addressing irrigation overuse and household consumption.



Current Mayor Penny Sweet celebrates clean water with a young community member through the "We Need Water Because" awareness campaign..

### 3. Human Services

**What is it?** The City recognizes that each resident needs to have a sense of belonging, support in their community, and access to opportunities that fulfill the basic needs of life. Human Services represents those services and programs that seek to enhance the quality of life for all members of the community by supporting diversity and social equity, supporting the provision of services that are utilized by those considered more vulnerable or at risk, including youth, seniors, and those in need, and contributing to the social development of the community.

**Where are we now?** The City addresses basic human services needs through regional facilitation and coordination and a grant program supporting the work of local nonprofit agencies; senior programming is offered at Peter Kirk Community Center and youth services include a Youth Council, Teen Traffic Court, a Youth Summit and a Mini-Grant Program.

#### **Existing Policy Support:** Kirkland Comprehensive Plan

**Policy HS-2.1:** Work to achieve a community where everyone is treated with respect and given equitable access to resources.



2018 Youth Summit



**Goal HC-5** Ensure that refugees and immigrants, people of color and economically-struggling residents have access to the resources they need to thrive and experience Kirkland as a safe, inclusive and welcoming community

- **Action HC-5.1:** Calculate and tabulate available community health data and conduct community outreach to inform grant program priorities and provide recommendations on resource and access needs.



School nutrition professionals distributing food with Kirkland fire and police officers during the COVID-19 pandemic.

**Goal HC-6:** Address the homelessness crisis in Kirkland and regionally. Ensure that unhoused residents are connected to life-safety services by coordinating the City's response to the homelessness crisis and providing ongoing case management support

- **Action HC-6.1:** Connect unhoused residents to life-safety services, ensure a coordinated response to the homelessness crisis and respond to residents and businesses experiencing the community effects of the current crisis.
- **Action HC-6.2:** Work regionally to secure ongoing operating funding for increased shelter and day center services for all populations experiencing homelessness on the Eastside.

**Goal HC-7:** Build a community in which families, neighbors, schools, and organizations all work together to help young people become engaged, competent and responsible members of the community

- **Action HC-7.1:** Sign on as an Eastside Pathways partner, joining the Lake Washington School District, City of Redmond, the Bellevue School District, the City of Bellevue and many nonprofit organizations to work collectively to attain better outcomes for children, cradle to career.



Councilmember Toby Nixon and Former Mayor Amy Walen join volunteers at an Arbor Day celebration with Urban Forester Deb Powers.



## 4. Welcoming and Inclusive

**What is it?** Being welcoming and inclusive means demonstrating a recognition that our community is enriched with people from different countries, from a diversity of racial and ethnic groups and faith traditions, with various expressions of ability, and from various levels of socioeconomic status. This is done by supporting a culture and policy environment that allows for all segments of our population, whether long-term residents or newcomers, to feel valued and fully participate in strengthening the social, economic, and civic fabric of the community.



Community members attended “Finding Solutions: Creating an Inclusive and Safe Community” in November 2018

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy CC-1.1:** Support diversity in our population.

**Policy CC-1.3:** Support formal and informal community organizations.

**Resolution R-5240:** Declaring Kirkland as a Safe, Inclusive and Welcoming City for All People

**Where are we now?** The City has taken several actions to be a more welcoming and inclusive community, including a Proclamation of Kirkland being a safe, inclusive, and welcoming place for all people and a supporting Ordinance prohibiting City staff from inquiring about immigration status unless otherwise required by law.

The City has also directly funded organizations serving the immigrant community through its Human Services Grants, and it has signed on as a member city to the Welcoming America Network and Cities for Citizenship.

### **Goal HC-8 Enhance the city of Kirkland as a safe, inclusive, and welcoming place for all people**

- **Action HC-8.1** Require ongoing training on diversity, equity, and inclusion for City employees.
- **Action HC-8.2** Explore partnership programs to implement community-wide opportunities for learning and dialogue around diversity, equity, and inclusion.
- **Action HC-8.3** Encourage the strengthening of relationships between various groups and communities in Kirkland, including communities of color, immigrant and refugee communities, neighborhood associations, the business community, and the faith community.



Pride Flag over Kirkland City Hall during Pride Month 2020



### ■ Goal HC-9 Cultivate a welcoming and inclusive community for immigrants and refugees

- **Action HC-9.1** Continue network membership in Welcoming America and Cities for Citizenship.
- **Action HC-9.2** Seek Welcoming Certification from Welcoming America, including through regional partnerships with other agencies or organizations.
- **Action HC-9.3** Create partnership programs to strengthen relationships between the City and immigrant and refugee communities and to educate immigrants about their rights, responsibilities, and opportunities for naturalization.

**Welcoming America** is a non-profit, non-partisan organization that connects leaders in community, government, and nonprofit to create policy, reinforce welcoming principles, and communicate the socioeconomic benefits of inclusion.



Park Lane, in downtown, was designed to be able to be closed to cars easily for public events like "Summer Sundays" that let people play and enjoy the street safely.

### ■ Goal HC-10 Dismantle institutional and structural racism in Kirkland to increase social equity and environmental justice city-wide

- **Action HC-10.1** Using Resolution R-5434 as a framework, identify, develop, and implement actions to help end interpersonal, institutional, and structural racism, increase social equity, and support environmental justice in Kirkland.



"Peace Has Come" mural being painted by artist Nathaniel in the Juanita neighborhood



## 5. Attainable Housing

**What is it?** Preserving existing affordable housing stock while providing new housing options that include a diversity of housing types that are affordable to all that would like to live here.

**Where are we now?** The City has an affordable housing program and codes that help provide housing options for low income to moderate earners. It also is a founding member of A Regional Coalition for Housing (ARCH), a regional partnership of cities in East King County that share resources and strategies to increase the supply of affordable housing. Recently, the City has been addressing housing options geared toward moderate income earners through increasing housing choices in single-family neighborhoods. Changes include allowing up to two accessory dwelling units on one parcel with a single-family home and making it easier to build cottages, duplexes and triplexes that can blend into existing neighborhoods. The action items in this element work toward encouraging preservation of multi-family housing and incentivizing construction of more energy-efficient and sustainably-constructed housing which is essential to making the cost to rent or buy housing attainable to more moderate-income earners.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy H-3.4** Preserve, maintain, and improve existing affordable housing through assistance to residents and housing providers.

**Policy ED-1.5** Strive to maintain a balance of jobs and housing to enable residents to live near work.



Single family home with Accessory Dwelling Unit (ADU)

### ■ Goal HC-11 Expand housing options for all income levels

- **Action HC-11.1** Establish a program to preserve existing multi-family housing stock.
- **Action HC-11.2** Establish a program or create additional incentives to preserve older single-family housing stock in exchange for higher density and lot size flexibility.
- **Action HC-11.3** Establish a public/private community solar program with a focus on existing multi-family housing stock.
- **Action HC-11.4** Revise the City's Expedited Green Building program to include incentives related to creating attainable housing.
- **Action HC-11.5** Establish a dialogue with housing developers who use the Evergreen Sustainability Standard to encourage them to go above and beyond minimum certification standards.
- **Action HC-11.6** Monitor local and sub-regional job types and their wages and housing costs to ensure that the City's housing stock is affordable to employees of local businesses and traffic congestion is reduced.
- **Action HC-11.7** Identify City-wide numerical affordable housing goals for affordable units built under inclusionary zoning rules, along with missing middle housing and ADUs, and track progress of meeting set goals.



## 6. Recreation and Wellness

**What is it?** Kirkland provides opportunities for residents to seek social, physical and emotional components of health and wellness through recreation programs, facilities and services. Regular physical activity, such as recreating at a park, leads to improved physical conditions, cardiovascular health, mood and ability to sleep. Being in nature and green space leads to lower rates of depression and anxiety. Robust parks and recreation space for active and passive use is a crucial component to achieving health and wellness individually and for the community.



**Where are we now?** Kirkland's Parks, Recreation and Open Space Plan (PROS) identifies a service level for the community that specifies the number and types of indoor and outdoor spaces that should be provided. Currently Kirkland has 25 baseball fields, 10 softball fields, 9 soccer and multi-purpose fields, 32 tennis courts, 3 pickleball courts, 1 skate park, 1 outdoor pool, 1 indoor pool and 2 community centers.

**Goal HC-12 Strive to rebalance and/or acquire sports fields to achieve the specified service level. This service level shows an excess of baseball fields and a deficit of soccer/multi-purpose fields.**

- **Action HC-12.1** Complete an athletic field study that can identify a plan for system-wide field improvements or acquisitions that will increase the number of soccer/multi-purpose fields.

**Goal HC-13 Pursue funding measures and/or partnerships that will allow for the expansion of recreation facilities.**

- **Action HC-13.1** Build one new skate park to achieve the recommended two skate park facilities.
- **Action HC-13.2** Construct a recreation and aquatics center to achieve the recommended indoor pool and recreation space.
- **Action HC-13.3** Explore public/private recreational partnerships.
- **Action HC-13.4** Evaluate existing recreational programs and facilities to ensure equity for all populations and that they are serving the diverse needs in our community.

### Recreation and Sustainability



Regular physical activity leads to improved physical condition, cardiovascular health, mood and ability to sleep. Participation in recreation programming provides learning opportunities, community engagement and social interaction. Being in green spaces has been shown to lower rates of depression and anxiety. These are components of the eight dimensions of wellness which is a foundational philosophy in the PROS Plan.

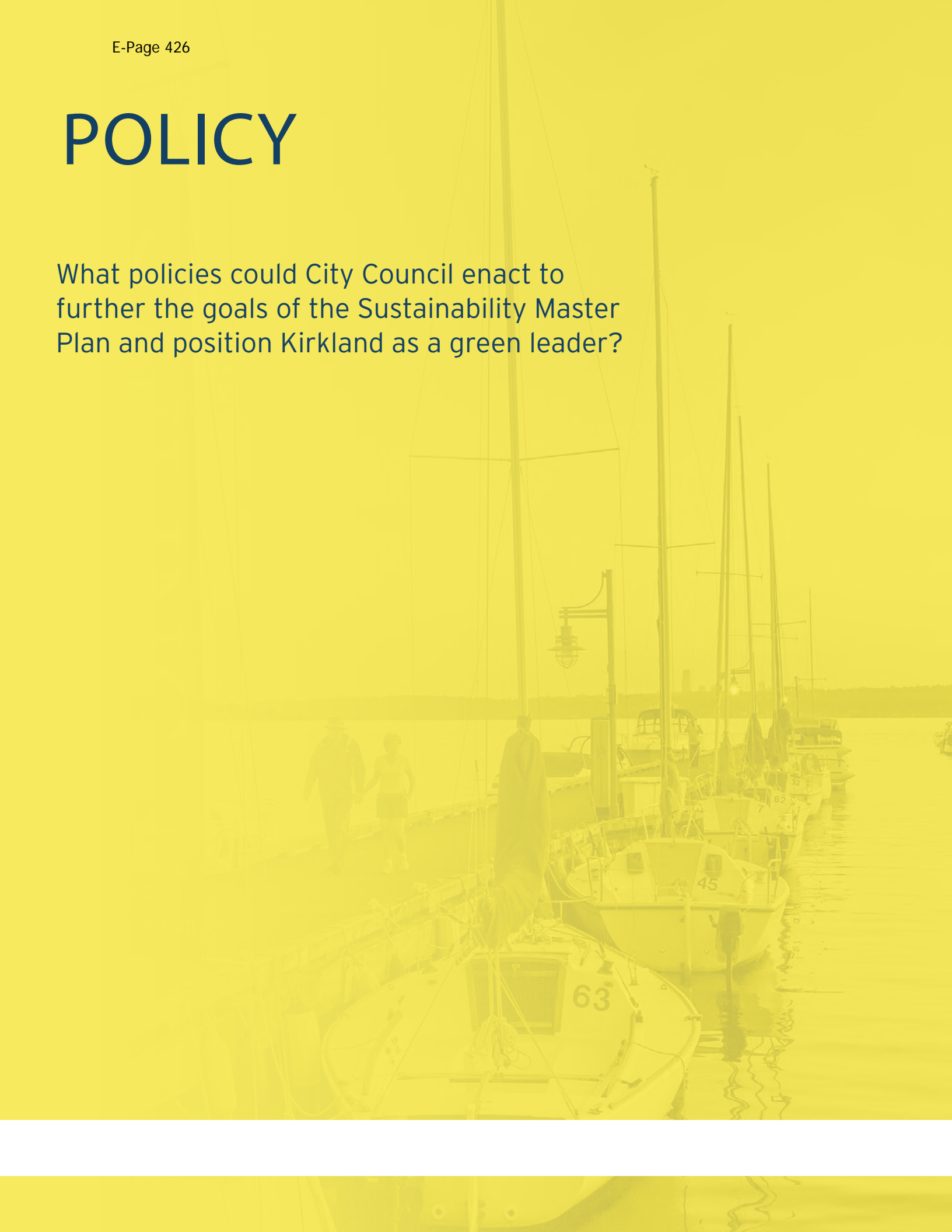




# HEALTHY COMMUNITY

# POLICY

What policies could City Council enact to further the goals of the Sustainability Master Plan and position Kirkland as a green leader?



# Next Step Policies to Support Actions in Plan

Some near-term policies that City Council could adopt to aid in achieving the actions outlined in this plan include:



## Energy Supply + Emissions

- Require electric vehicle charging station retrofits in existing buildings on development sites.
- Require EV charging stations with all new developments or redevelopment projects at a minimum ratio of one EV charger for 10% of all required parking stalls.
- Require or incentivize all new construction to be built with only electric systems.



## Building + Infrastructure

- Cooperate with the K4C to adopt State-required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings.
- Revise the Kirkland Zoning Code or Municipal Code to require greater water efficiency outside of existing structures, such as for landscaping, water features, and public infrastructure.



## Land Use + Transportation

- Reduce parking minimums in areas well-served by transit.
- Increase housing density along major transit corridors.



## Sustainable Materials Management

- Adopt a food service packaging reduction policy.
- Ban the use of disposable water bottles at City-sponsored events (except Emergency Management).
- Update building code requirements to ensure adequate and conveniently-located space for garbage, recycling, and organics collection containers in multi-family, commercial, and mixed-use buildings.
- Institute a construction and demolition program that requires structures to be deconstructed versus demolished to recover valuable building materials to be reused or recycled.



## Healthy Community

- Amend the Kirkland Zoning Code to allow Farmer's Markets where excluded.
- Amend Kirkland Zoning Code to require common open space to include food growing beds.
- Amend the Kirkland Zoning Code to allow food growing in stream and wetland building buffer setback areas.

# Top 10 Policy Ideas for Environmental Leadership

This plan establishes a framework for environmental improvements over the next ten years, and into the future. Beyond the actions identified in the focus area chapters, City leadership could adopt more visionary goals that would make Kirkland a true environmental leader in the state, nation, and world, such as these.

1. Make Kirkland a **carbon-free city** by 2040.
2. Prohibit the use and sale of **hazardous yard and cleaning chemicals** by the City, businesses and entire community.
3. **Eliminate institutional racism** and any form of injustice in City government and the community.
4. **Eliminate use of all vehicles, machinery and processes that combust fossil fuels.**
5. **Divest all City assets in fossil fuels** and in any industry that is not socially-just and equitable in their business operations.
6. Build all new City buildings to **Living Building Challenge standards** by 2040, and petal certified or core certified by 2030 and to net zero energy by 2025.
7. Create **green business districts.**
8. **Achieve Vision Zero** of no roadway deaths by redesigning, rebuilding and adapting roadways into a City-wide network of “complete streets” with priority given to bikes and pedestrians, greenways, trails, and car-free streets.
9. **Remove all human-made fish barriers** from streams with potential to support salmon.
10. Establish an interdisciplinary **Office of Sustainability**, potentially in conjunction with an existing department.



Councilmember Jon Pascal, Senior Planner David Barnes, Deputy Mayor Jay Arnold, project engineer Anneke Davis, and Councilmember Toby Nixon at the LEED award ceremony for the Kirkland Justice Building.



# IMPLEMENTATION

To help decision-makers prioritize the actions identified in the focus areas, all actions have been evaluated according to six key criteria: reducing greenhouse gas emissions, improving environmental quality, supporting community health and resilience, producing more equitable outcomes, reducing reliance on fossil fuels, and weighing the cost to complete against savings realized.

In addition to aligning with the six key criteria of the plan, cost/benefit information will accompany proposals to consider funding the specific elements of this plan. Recognizing that there are finite dollars available in the City's budget, the actions, policies and related plans will be prioritized and implemented as resources allow.

Staff will provide an annual progress report on this plan at a Council meeting and at a community sustainability summit.

The Sustainability Master Plan will be updated every 5 years, but could also be amended when technology, legislative and other changes happen that require adjustments/updates.

# Action Rating Guide

## Criteria Rating Guide

Actions were rated according to the following criteria by the project manager and subject matter experts.

### Greenhouse Gas Reduction

How much could this action directly reduce greenhouse gas emissions in Kirkland?

- 0 - Not applicable
- 1 - Will not directly reduce Greenhouse Gas Emissions
- 2 - Will marginally reduce Greenhouse Gas Emissions
- 3 - Will moderately reduce Greenhouse Gas Emissions
- 4 - Will significantly reduce Greenhouse Gas Emissions
- 5 - Will extremely reduce Greenhouse Gas Emissions

Rating is weighted by 5.

### Environmental Quality

How well could this action protect habitats, open space and tree cover; reduce consumption of natural resources; and restore ecosystems?

- 0 - Not applicable
- 1 - Will not directly improve environmental quality
- 2 - Will marginally improve environmental quality
- 3 - Will moderately improve environmental quality
- 4 - Will significantly improve environmental quality
- 5 - Will extremely improve environmental quality

Rating is weighted by 3.

### Community Health - Quality of Life (QOL)

How much would this action benefit community health, quality of life, and increase Kirkland's resilience to natural and human-caused hazards?

- 0 - Not applicable
- 1 - Will not directly improve community health / QOL
- 2 - Will marginally improve community health / QOL
- 3 - Will moderately improve community health / QOL
- 4 - Will significantly improve community health / QOL
- 5 - Will extremely improve community health / QOL

Rating is weighted by 3.

### Environmental Social Justice

How much could this action improve equitable environmental outcomes for historically disenfranchised communities (low income, BIPOC)?

- 0 - Not applicable
- 1 - Will not directly improve social justice & equity
- 2 - Will marginally improve social justice & equity
- 3 - Will moderately improve social justice & equity
- 4 - Will significantly improve social justice & equity
- 5 - Will extremely improve social justice & equity

Rating is weighted by 3.

### Reduction of Energy Consumption

How much could this action directly reduce energy use, reduce energy costs and replace fossil fuel-based consumption with renewable energy sources?

- 0 - Not applicable
- 1 - Will not directly reduce energy consumption
- 2 - Will marginally reduce energy consumption
- 3 - Will moderately reduce energy consumption
- 4 - Will significantly reduce energy consumption
- 5 - Will extremely reduce energy consumption

Rating is weighted by 2.

### Net Cost

What is the net cost (cost - savings) for the City to complete this action?

- 0 - Cost is prohibitive
- 1 - Cost is extremely expensive
- 2 - Cost is highly expensive
- 3 - Cost is moderately expensive
- 4 - Cost is nominal
- 5 - No cost to implement

Rating is weighted by 2.

## Total Score



The maximum weighted score is 90 points. For ease of comparison, a scale is used to illustrate the total weighted score of each action. The sliding scale is tinted based on which ten-point block it falls within.

## Additional Action Information

Top actions identified by the community during the engagement process are indicated with a star icon. 







While many actions require coordination across departments, staff identified the lead department(s) or division(s). Some actions are not under the purview of current department or division responsibilities, indicated by "unassigned."

Relative costs and staff level of effort were evaluated within, not between, focus areas. Business impacts may be positive or negative.

# Energy Supply + Emissions Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
ES 1.1	Factor emissions reduction into all budget processes and decision making	60		4	2	3	3	4	4	0-2 years	• Finance		\$	Low	None
ES 1.2	Create public / private partnerships to reduce emissions	56		3	2	3	4	3	4	0-2 years	• Unassigned	• Private partners • K4C	\$	Moderate	None
ES 1.3	Lobby State Legislature to enact laws to further reduce GHG emissions	63		4	2	3	4	4	4	ongoing	• City Manager's Office	• K4C	\$	Low	Potential
ES-1.4	Update Kirkland comprehensive plan climate goals regularly to be consistent with updated state and regional goals	15		1	0	0	0	0	5	Ongoing	• Planning & Building	• K4C	\$	Low	None
ES-1.5	Support state or regional clean fuel standard	15		1	0	0	0	0	5	Ongoing	• Planning & Building	• K4C	\$	Low	None
ES 2.1	Establish a plan to have 100% renewable energy for the community	62		5	2	2	3	4	4	0-2 years	• Planning & Building	• Energy utility • K4C • People for Climate Action - Kirkland	\$	Moderate	Potential
ES 2.2	In conjunction with K4C, ensure that PSE fulfills the State requirements in the Clean Energy Transformation Act. Through engagement with PSE's Clean Energy Implementation process, support projects that enable PSE's ability to meet CETA goals faster.	27		1	1	2	1	1	4	0-2 years	• Planning & Building	• Neighbor cities	\$\$	High	Potential
ES 3.1	Develop a marketing program to encourage installation of solar systems	50		3	2	3	2	3	4	0-2 years	• Planning & Building	• Environmental groups • Solar installers	\$\$	Moderate	Potential
ES 3.2	Establish a region-wide program for successful implementation of community solar	56		3	2	3	4	3	4	3-6 years	• Planning & Building	• King County • K4C members	\$\$	High	Potential
ES 3.3	Consider revisions to remove barriers and provide incentives for solar in land use regulations	31		1	1	2	1	2	5	0-2 years	• Planning & Building	• Energy Utility	\$	Low	Potential
ES 3.4	Support innovative financing mechanisms for distributed energy improvements	22		1	0	0	1	2	5	0-2 years	• Planning & Building	• Energy Utility • K4C	\$	Low	None
ES 4.1	Develop regional pilots to incentivize the transition to electric vehicle ownership	53		3	3	3	2	3	4	3-6 years	• Planning & Building	• Energy utility • Organizations	\$\$	High	Potential
ES 4.2	Create incentives or require electric vehicle charging station retrofits in existing buildings or on development sites	60		4	3	3	2	4	4	0-2 years	• Planning & Building	• Developers	\$\$	Low	Direct
ES 4.3	Require EV charging stations with all new developments or redevelopment projects	47		3	2	2	2	3	4	0-2 years	• Planning & Building	• Regional Code Council	\$	Low	Direct



Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
ES 4.4	Require all new residential with offstreet parking to provide one EV-ready electrical outlet per unit and require all multi-family developments to provide EV-ready electrical outlets for 20% of required parking spaces	42	 42	2	2	2	2	2	5	0-2 years	• Planning & Building	• K4C	\$	Low	Direct
ES 4.5	Support state and regional requirements for electric delivery vehicles and TNCs	15	 15	1	0	0	0	0	5	0-2 years	• Planning & Building	• K4C • Electric Utility	\$	Low	None
ES 4.6	Develop a policy to establish a revenue source toward support of electrification of transportation, such as building additional charging stations at city facilities and parks	42	 42	3	2	1	2	2	4	3-6 years	• Finance	• Regional Code Collaboration	\$\$	Moderate	None
ES 5.1	Educate pipeline gas users how to reduce usage	42	 42	2	2	2	2	3	4	0-2 years	• Planning & Building	• Private partners	\$	Low	None
ES 5.2	Establish incentive program to convert existing gas appliances to energy efficient electric	63	 63	4	2	4	3	4	4	0-2 years	• Planning & Building	• Private partners	\$\$	Low	Direct
ES 5.3	Require or incentivize all new construction be built with only electric systems	63	 63	4	2	4	3	4	4	3-6 years	• Planning & Building	• K4C • Electric Utility	\$	Low	Direct







# Building + Infrastructure Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts			
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	New Staff Need?	Staff Level of Effort	Impact to Business / Development / Community
BI 1.1	Incentivize net zero energy buildings through Priority Green Building program	60		4	3	3	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> <li>Public Works</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Moderate	Direct
BI 1.2	Encourage and educate developers to create energy efficient structures	50		3	2	3	2	3	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Private partners</li> <li>Green building organizations</li> </ul>	\$		Moderate	Potential
BI 2.1	Build market demand for net-zero energy buildings through incentives, education, demonstration projects, partnerships and recognition	50		3	2	3	2	3	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Private partners</li> <li>Green building organizations</li> </ul>	\$		Moderate	Potential
BI 2.2	Consider requirement for buildings in business districts to be built to high performing building standards	37		2	2	2	1	2	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$		Low	Direct
BI 2.3	Encourage buildings as part of Council-approved Master Plans/ Development Agreements / Planned Unit Developments to be high performing green buildings, charger ready	30		2	1	1	0	2	5	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Regional Code Collaboration</li> </ul>	\$		Low	Potential
BI 3.1	Create an incentive program to share energy efficiency savings in multi-family housing	66		4	3	3	4	4	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Building owners</li> <li>Property managers</li> </ul>	\$\$		Moderate	Potential
ES 3.2	Cooperate with K4C to adopt energy performance benchmarking and disclosure ordinances for commercial buildings	60		4	3	3	2	4	4	3- 6 years	<ul style="list-style-type: none"> <li>Planning and Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$\$		Low	Potential
BI 3.3	Implement C- PACER legislation	63		4	3	3	3	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$		Low	Direct
BI 3.4	Implement energy performance ratings for all homes at time of sale	60		4	3	3	2	4	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Realtors</li> </ul>	\$		Med	Potential
BI 3.5	Establish a program to assist homeowners in selecting appropriate and cost effective energy solutions	60		4	3	3	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Energy efficiency contractors</li> </ul>	\$		Low	Potential
BI 4.1	Create an incentive program for energy and water efficient appliances in new and existing structures	52		3	3	2	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Public Works Utilities</li> </ul>	<ul style="list-style-type: none"> <li>Energy provider</li> <li>Water utilities</li> <li>Private partners</li> </ul>	\$		Low	Direct
BI 4.2	Require greater water efficiency than industry green building certifications	43		2	3	2	2	2	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Low	Direct
BI 4.3	Require greater water efficiency outside existing structures	43		2	3	2	2	2	4	3-+6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Low	Direct



# Land Use + Transportation Action Ratings



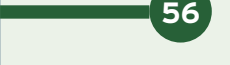
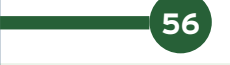



Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
LT-1.1	Engage in a Smart Growth policy and Smart Growth zoning code scrub	60		4	2	3	3	4	4	ongoing	• Planning		\$	Moderate	Potential
LT-2.1	Align new pedestrian connections with the 10-Minute Neighborhood concept	54		4	2	3	3	2	3	ongoing	• Transportation		\$	Low	Direct
LT-2.2	Educate community on the benefits of 10-Minute Neighborhoods and smart growth	51		3	2	3	3	2	4	0-2 years	• Planning	• Private partners	\$	Moderate	Direct
LT-2.3	Increase housing density along major transit corridors	55		4	2	2	3	3	4	3-6 years	• Planning		\$	Low	Direct
LT-2.4	Strategically adopt zoning code amendments that foster infill projects that meet local needs	36		2	1	2	1	2	5	0-2 Years	• Planning		\$	Low	Potential
LT 4.1	Align projects with Sustainability Master Plan	46		2	3	3	2	2	4	ongoing	• Transportation		\$	Low	Potential
LT-4.2	Strive for platinum status with Walk Friendly Communities	54		3	2	4	3	3	3	7-10 years	• Transportation		\$\$	Moderate	Direct
LT-4.3	Strive for platinum status with Bicycle Friendly Communities	54		3	2	4	3	3	3	3-6 years	• Transportation		\$\$	Moderate	Direct
LT-4.4	Educate more students about walking and biking	53		3	2	3	3	3	4	ongoing	• Transportation	• School districts	\$	Low	Direct
LT-4.5	Increase the number of students walking, biking, carpooling and taking the bus to school	66		4	3	4	3	4	4	0-2 years	• Transportation	• School districts	\$	Moderate	Direct
LT-4.6	Make it safe and easy for children to walk, bike and take the bus to school and other destinations	59		4	3	4	2	4	2	ongoing	• Transportation • City Manager's Office	• School districts	\$\$\$	High	Direct
LT-4.7	Prioritize walk and bike access to high frequency transit	75		5	3	5	4	5	2	ongoing	• Transportation		\$\$\$	Moderate	Direct
LT-4.8	Update markings for all bicycle lanes that are not protected, consistent with current standards	27		1	1	2	1	2	2	Ongoing	• Transportation		\$\$\$	High	None
LT-4.9	Complete the Greenway network by 2030	30		1	1	3	1	2	3	7-10 years	• Transportation		\$\$\$	High	None
LT-4.10	Develop criteria for alternative sidewalk configurations for safe pedestrian travel when traditional sidewalks are infeasible	32		1	1	3	1	2	4	0-2 years	• Public Works • Planning & Building		\$	Low	Potential

Action		Total Score	Criteria Ratings							Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
LT-5.1	Promote public transit use through incentives and a transportation demand management (TDM) program	63		4	2	3	4	4	4	ongoing	• Transportation		\$	Moderate	Direct
LT-5.2	Improve transit access through first-last mile strategies	75		5	3	5	4	5	2	3-6 years	• Transportation	• Ride share services	\$\$\$	Moderate	Direct
LT-5.3	Work with regional transit agencies to provide an equitable and inclusive access to fare payment options	59		3	2	3	5	3	4	3-6 years	• Transportation	• Regional Transit Agencies	\$	Low	Potential
LT-6.1	Encourage carpooling and using shared mobility by providing incentives and ride-matching tools	63		4	2	3	4	4	4	ongoing	• Transportation	• Regional Transit Agencies	\$	Moderate	Direct
LT-7.1	Create partnerships with regional transit agencies and explore new public/private-partnerships	50		3	1	3	3	3	4	ongoing	• Transportation	• Regional Transit Agencies	\$	Low	Potential
LT-7.2	Innovate transit solutions along Cross Kirkland Corridor and connection from I-405 to downtown Kirkland	52		3	2	4	3	3	2	3-6 years	• Transportation	• Regional Transit Agencies	\$\$\$	Moderate	Direct


# Natural Environment + Ecosystems Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
EV-1.1	Continue NPDES permit compliance	41		0	4	4	3	0	4	ongoing	• Surface Water	• WA Ecology	\$	High	Direct
EV-1.2	Proactively identify and reduce pollutants of concern in Kirkland's impaired streams	40		0	5	4	3	0	2	ongoing	• Surface Water	• King County	\$\$\$	Moderate	Potential
EV-1.3	Assess and prioritize watersheds and actions that will improve water quality	39		0	4	3	4	0	3	0-2 years	• Surface Water		\$\$	Low	Potential
EV-2.1	Fund projects to make culverts fish passable	26		0	5	3	0	0	1	ongoing	• Surface Water	• Tribes • WA Fish & Wildlife • Army Corps	\$\$\$\$	Moderate	Potential
EV-2.2	Develop action plans for stormwater retrofit and water quality management strategies	42		0	5	3	4	0	3	0-2 years	• Surface Water		\$\$	Moderate	Potential
EV-2.3	Actively involve the community in the protection of Kirkland's aquatic resources	45		0	5	4	4	0	3	ongoing	• Surface Water	• Environmental groups • Community organizations	\$\$	Moderate	Potential
EV-3.1	Inspect and maintain public stormwater infrastructure	43		0	4	5	2	0	5	ongoing	• Surface Water		\$	Moderate	Potential
EV-3.2	Proactively replace aging stormwater infrastructure	37		0	3	5	3	0	2	0-2 years	• Surface Water		\$\$\$	Moderate	Potential
EV-4.1	Evaluate stormwater infrastructure capacity and address capacity problems	40		0	3	5	2	0	5	ongoing	• Surface Water		\$	Moderate	Potential
EV-4.2	Construct flood reduction projects for problems that occur more often than every 10 years	29		0	3	4	2	0	1	ongoing	• Capital Improvement Program		\$\$\$\$	Moderate	Potential
EV-4.3	Review development proposals for potential flood and downstream impacts and require mitigation	32		0	3	4	1	0	4	ongoing	• Surface Water	• Developers	\$	Moderate	Direct
EV-5.1	Recruit and train additional Stewards to lead volunteer habitat restoration events in parks and natural areas	53		1	5	5	2	2	4	0-2 years	• Parks & Comm. Service		\$	Moderate	Potential
EV-5.2	Grow the Green Kirkland Partnership volunteer force at a rate that meets or exceeds the City's population growth	53		1	5	5	2	2	4	0-2 years	• Parks & Comm. Service	• Forterra • EarthCorps	\$	Moderate	Direct
EV-5.3	Contract a year-round Washington Conservation Corps crew to work in critical areas in all City parks and natural areas	56		2	5	5	2	2	3	0-2 years	• Parks and Comm. Service	• Department of Ecology	\$\$	Moderate	Potential




Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
EV-6.1	Update City IPM policies and practices, prioritize treatment locations, and ensure maintenance occurs as needed	46		1	4	4	2	1	4	0-2 years	• Parks & Comm. Service	• King County Noxious Weed Control	\$	Moderate	Potential
EV-6.2	Utilize the ArcCollector application to map and track the treatment of noxious weeds requiring treatment	50		2	4	4	2	1	4	0-2 years	• GIS		\$	Moderate	Potential
EV-7.1	Explore designating all parks with playgrounds as synthetic pesticide-free parks	29		0	3	3	1	0	4	0-2 years	• Parks		\$	Low	None
EV-7.2	Design City projects that eliminate the need for synthetic pesticides	29		0	3	3	1	0	4	3-6 years	• CIP		\$	Low	None
EV 7.3	Design City public landscaping that requires less maintenance, water and pesticides	29		0	3	3	1	0	4	0-2 years	• Parks • Public Works		\$\$	Moderate	None
EV 7.4	Regularly evaluate alternative products instead of synthetic pesticides	31		0	3	3	1	0	5	Ongoing	• Parks • Public Works		\$	Low	None
EV-7.5	Explore changes to maintenance standards to avoid use of synthetic pesticides	27		0	3	3	1	0	3	Ongoing	• Parks • Public Works		\$	Low	None
EV-8.1	Proactively seek and acquire parkland to secure new parks	54		2	4	4	5	2	2	ongoing	• Parks		\$\$\$	High	Potential
EV 8.2	Achieve Intent of PROS Plan goal which ensures all community members are within 1/4 mile or 10-minute walk to a park	47		2	2	4	3	0	5	0-2 years	• Parks		\$	Low	None
EV 8.3	Create GIS dataset for privately owned public parks and public plazas in the city	8		0	0	0	0	0	4	3-6 years	• Parks		\$	Moderate	None
EV 9.1	Conduct an accessibility and inclusivity review of parks, recreational facilities and programming, and open space plans with the update of all future Parks and Open Space Plans	42		0	2	5	5	0	3	3-6 years	• Parks		\$\$	Moderate	None
EV 9.2	Add an accessibility and inclusivity capital project fund to the Parks and Community Services capital improvement program	36		0	0	5	5	0	3	3-6 years	• Parks		\$\$	Moderate	None
EV 9.3	Update the Park, Recreation and Open Space Plan	43		1	3	4	3	1	3	0-2 years	• Parks		\$\$\$	High	None
EV-10.1	Update the 2020-2026 Urban Forestry Six Year Work Plan with Actions EV-10.2 through EV-10.10	49		1	4	4	4	0	4	0-2 years	• Planning & Building		\$	Low	Potential
EV-10.2	Support internal cross department planning to develop and implement sustainable urban forestry strategies	47		0	4	3	4	2	5	3-6 years	• Planning & Building		\$	Low	Direct
EV-10.3	Pursue opportunities to improve the public tree maintenance program	56		1	3	5	5	3	3	3-6 years	• Parks • Public Works		\$\$\$	High	Direct

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
EV-10.4	Develop canopy enhancement strategies to mitigate public health impacts in areas that may be disproportionately affected by adverse environmental conditions	63	 63	1	4	5	5	3	5	3-6 years	• Planning & Building	• WA Dept Natural Resources • WA Dept of Health • Private partners	\$	Moderate	Potential
EV-10.5	Develop and implement tree planting programs to increase tree canopy cover on private and public property	61	 61	2	4	4	3	5	5	3-6 years	• Planning & Building	• Schools • Regional agencies • Nonprofits	\$\$	Moderate	Direct
EV-10.6	Identify and prioritize climate-resilient tree species for public/private tree planting programs	56	 56	0	4	4	3	5	4	0-2 years	• Planning & Building	• UW Climate Impacts Group • Allied professionals	\$	Low	Potential
EV-10.7	Dedicate resources for an ongoing, robust, inclusive public education and engagement framework around trees	56	 56	0	5	5	4	2	5	0-2 years	• Planning & Building	• Community • Private partners	\$	Moderate	Direct
EV-10.8	Evaluate pre-approved public works plans and look for opportunities for retention of right-of-way trees	35	 35	2	2	2	1	1	4	0-2 years	• Planning & Building • Public Works	• Community • Private partners	\$	Low	Potential
EV-10.9	Create comprehensive inventory of trees in City spaces and city-wide tree planting program with target areas and goals for canopy expansion in public spaces and residential areas.	52	 52	3	4	3	2	2	3	3-6 years	• Planning & Building • Parks • Public Works		\$\$	Moderate	Potential
EV-10.10	Set commercial landscape design standards the use low-maintenance and waterwise plants	22	 22	0	2	2	0	0	5	3-6 years	• Planning & Building		\$	Low	Direct












# Sustainable Materials Management Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SM 1.1	Evaluate waste generation targets annually	26		1	1	1	1	1	5	0-2 years	• Solid Waste		\$	Low	None
SM 1.2	Reduce consumer use of common single-use items	43		3	3	2	1	2	3	3-6 years	• Solid Waste		\$	Moderate	Potential
SM 1.3	Improve waste prevention and recycling in City operations, facilities, and at sponsored events	35		2	2	2	1	1	4	3-6 years	• Solid Waste		\$	Moderate	Potential
SM-1.4	Set innovative rates to incentivize waste reduction and recycling and composting	24		1	1	1	1	1	4	Ongoing	• Solid Waste		\$	Low	Potential
SM 2.1	 Support repair and reuse activities	38		3	1	2	2	1	3	0-2 years	• Solid Waste	• EcoConsumer	\$	Low	None
SM 2.2	Evaluate waste disposal progress annually	26		1	1	1	1	1	5	0-2 years	• Solid Waste		\$	Low	None
SM 3.1	Eliminate the use of expanded polystyrene foam food service ware in food service establishments	44		3	3	3	1	1	3	0-2 years	• Solid Waste		\$\$	High	Direct
SM 3.2	Enact policy to reduce single-use food service ware	37		2	2	2	1	2	4	0-2 years	• Solid Waste		\$	High	Direct
SM 3.3	Provide technical assistance and incentives to promote durable products at food service businesses	43		3	2	2	2	2	3	0-2 years	• Solid Waste		\$\$	High	Direct
SM 4.1	Increase the efficiency and reduce the price of curbside and multifamily collection of bulky items	39		2	2	2	3	1	3	3-6 years	• Solid Waste	• Hauler	\$\$	Moderate	None
SM 4.2	Expand recycling events for difficult to recycle items without product stewardship take-back programs	44		3	2	3	2	1	3	3-6 years	• Solid Waste		\$	Moderate	None
SM 4.3	Increase single family food scrap recycling through a three-year educational cart tagging program	43		4	2	2	1	1	3	3-6 years	• Solid Waste	• Hauler	\$	Moderate	None
SM 4.4	Update building code requirements for waste collection in multifamily, commercial, and mixed use	33		1	2	2	2	1	4	7-10 years	• Solid Waste		\$	Moderate	Direct
SM 4.5	Institute a construction and demolition program that requires structures to be deconstructed	48		4	2	3	1	1	4	7-10 years	• Solid Waste • Building		\$	Moderate	Direct
SM 4.6	Implement a disposal ban for recycling or organics	43		4	2	2	1	1	3	7-10 years	• Solid Waste		\$\$	High	None
SM-4.7	Increase multi-family and commercial recycling	30		1	1	2	2	1	4	3-6 years	• Solid Waste • Planning & Building		\$	Low	None













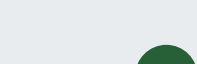



Action		Total Score	Criteria Ratings							Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
SM 5.1	Develop infrastructure and increase outreach and incentives to increase recycling of organics	46		3	2	3	2	1	4	7-10 years	• Solid Waste		\$	Moderate	Direct
SM 5.2	Increase food recovery through donation of surplus meals and staple food items to local food banks	50		3	1	4	4	1	3	7-10 years	• Solid Waste	• Food producers • Food banks • Schools	\$\$	High	Direct
SM 6.1	Support legislative efforts and remain active in groups	32		1	1	2	2	1	5	7-10 years	• Solid Waste	• Northwest Product Stewardship Council	\$	Low	Potential

# Sustainable Governance Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
SG-1.1	★ Customize and utilize Sustainable Decision Making Matrix by all department decision makers	58	 58	3	3	3	3	3	5	0-2 years	• City Manager's Office		\$	Moderate	Potential
SG-1.2	Memorialize in Staff Reports that all major decisions have considered sustainability	58	 58	3	3	3	3	3	5	0-2 years	• City Manager's Office		\$	Low	None
SG-1.3	Identify tools such as a Carbon Counting Calculator that can be used for all City building and development projects to ensure the use of low carbon methods and materials	44	 44	4	2	2	0	2	4	0-2 years	• Facilities • Capital Improvement Program		\$	Low	Potential
SG-1.4	Identify and apply the Epeat registry for decisions of electronic equipment purchases	27	 27	1	1	0	1	4	4	0-2 years	• IT		\$	Low	None
SG-1.5	Adopt a policy for fleet purchases for fully electric and hybrid electric vehicles depending on technology availability and city needs; and actively seek grants to move toward an all-electric City fleet and supporting charging station infrastructure	49	 49	4	1	3	1	4	3	0-2 years	• Fleet		\$	Moderate	None
SG-1.6	Establish a grant-writing team to find and apply for grants to fund actions from the Sustainability Master Plan	30	 30	1	2	2	1	2	3	0-2 years	• Planning & Building with other departments	• Dept of Commerce • King County	\$	Moderate	Potential
SG-1.7	Apply for a Puget Sound Energy Resource Conservation Officer to optimize energy use and maximize efficiency	36	 36	2	1	2	1	4	3	0-2 years	• Facilities	• Puget Sound Energy	\$\$	Low	Potential
SG-1.8	Develop a plan in CIP for all city facilities to meet 25% energy reduction goal by 2030 and 45% by 2050	34	 34	2	1	2	1	2	4	0-2 Years	• Facilities	• K4C • Electric Utility	\$	Moderate	None
SG-1.9	Develop water and energy efficiency standards for acquired facilities. If standards are not met, retrofit to achieve standards	34	 34	2	1	2	1	2	4	0-2 years	• Facilities • PSE	• K4C	\$	Low	None
SG-1.10	Explore reduction of or elimination of gas-powered landscaping equipment for City operations	37	 37	2	1	3	1	3	3	Ongoing	• Parks • Public Works		\$\$	Moderat	None
SG-1.11	Explore creating an anti-idling policy for City vehicles	43	 43	3	1	2	1	3	5	0-2 years	• Facilities	• K4C	\$	Low	None

Action		Total Score		Criteria Ratings						Execution			Impacts		
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SG-2.1	★ Appoint a sustainability manager to coordinate implementation of the Sustainability Master Plan	49		3	3	2	3	3	2	3-6 years	• City Manager's Office		\$\$	High	None
SG-2.2	Implement a system to more closely coordinate sustainability-related activities across City departments	31		2	2	1	0	2	4	0-2 years	• City Manager's Office		\$\$	Moderate	None
SG-2.3	Establish protocol that allows all potential city staff to work from home a minimum of two days per week	50		4	2	3	1	2	4	0-2 years	• Human Resources		\$	Low	Potential
SG-3.1	Implement new internal purchasing guidelines, including focus on reducing single use items	21		2	1	0	0	0	4	0-2 years	• Purchasing • Solid Waste		\$	Low	None
SG-3.2	Explore specifying compost made from Kirkland's organic materials to be used in City operations and projects	25		2	3	0	0	0	3	0-2 years	• Public Works		\$	Low	None
SG-3.3	Update purchasing policy to reflect best practices in environmental purchasing	31		3	1	1	0	1	4	0-2 years	• Purchasing		\$	Low	None
SG-4.1	Implement a system of civic engagement that more closely coordinates activities across various City departments	26		0	0	3	3	0	4	0-2 years	• City Manager's Office		\$-\$\$	Moderate	Potential
SG-4.2	Develop a process to identify and dismantle unintended barriers to public participation	27		0	0	3	4	0	3	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community • Community-based organizations	\$-\$\$	Moderate	Potential
SG-4.3	Identify and empower trusted messengers in the community to serve as liaisons between the City and communities that have historically been underrepresented	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Faith community • Community-based organizations	\$-\$\$	Moderate	Potential
SG-4.4	Perform a comprehensive city organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedur	34		1	1	2	4	1	3	0-2 years	• City Manager's Office		\$\$-\$\$\$	Moderate	None
SG 4.5	Provide opportunities for public input that do not require presence at a particular time or place	40		2	1	2	3	2	4	0-2 years	• City Manager's Office		\$	Low	None

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SG-5.1	Explore opportunities for the City's involvement in efforts of collective impact to help achieve desired outcomes	23	 23	0	0	2	3	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Business community • Faith community • Community-based organizations	\$-\$	Moderate	Potential
SG-5.2	Maintain support for Kirkland neighborhood associations, including efforts to expand active participation from underrepresented segments of the community	23	 23	0	0	2	3	0	4	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of color • Immigrant and refugee communities • Faith community • Community-based organizations	\$	Moderate	Potential
SG-5.3	Implement opportunities for civic education and leadership development for community leaders, with a specific emphasis on Black community members, people of color, and immigrants	30	 30	0	0	3	5	0	3	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of Color • Immigrant and refugee communities • Faith community • Community-based organizations	\$-\$	Moderate	Potential
SG-5.4	Prioritize and implement a civic engagement course that provides education about local government and creates an entry point for emerging community leaders	28	 28	0	1	1	4	1	4	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of Color • Immigrant and refugee communities	\$\$	Moderate	None
SG-5.5	Consider involving community members (and Boards and Commissions) in advising City Council on the implementation of this plan and recommendations for future revisions as conditions change	40	 40	2	2	2	2	2	4	0-2 years	• Planning & Building	• Community Groups	\$	Low	None
SG-6.1	Increase redundant / alternate power capability at critical City facilities	39	 39	2	0	3	4	2	2	3-6 years	• Facilities		\$\$\$	Moderate	None
SG-6.2	Educate residents and businesses on actions they can take to increase personal and physical earthquake resilience	34	 34	0	0	4	4	1	4	ongoing	• Emergency Management	• Neighborhood Assoc. • Other public agencies • Business community • Nonprofit partners	\$	Low	Direct
SG-6.3	Identify options and actions to increase water reservoir stability and shake resilient water mains	28	 28	0	3	3	2	0	2	3-6 years	• Public Works	• Water utilities	\$\$\$	Moderate	Potential

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SG-6.4	Continue mitigation projects intended to reduce the risk of erosion, landslide, and urban flooding	35	 35	0	4	3	2	1	3	ongoing	• Capital Improvement Program	• Other public agencies • Environmental groups	\$\$\$	Moderate	Potential
SG-6.5	Focus on efforts to address and mitigate climate change impacts	62	 62	4	4	3	3	2	4	ongoing	• Planning & Building	• K4C	\$\$	Moderate	Potential
SG-6.6	Implement hazard mitigation strategies through funding, resources, staff support and partner agencies	53	 53	3	4	3	3	1	3	3-6 years	• Emergency Management	• Other public agencies • Environmental groups • Utilities • Business Community • Nonprofit partners	\$\$\$	Moderate	Potential
SG-7.1	Use the Sustainable Decision Making Matrix as a tool for evaluating future investments in projects, programs or actions	58	 58	3	3	3	3	3	5	0-2 years	• Finance		\$	Moderate	None
SG-7.2	 Evaluate establishing a sustainability opportunity fund for the City match portion of sustainability grants	44	 44	3	2	2	3	2	2	3-6 years	• Finance		\$\$\$	Moderate	None

# Sustainable Business Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SB-1.1	Assist Kirkland businesses in accessing resources to follow environmental best practices	41		2	3	2	2	2	3	Ongoing	• Public Works • Solid Waste	• EnviroStars	\$\$	Low	Direct
SB-1.2	Conduct outreach to all non home-based businesses, ensuring all have sufficient recycling capacity	25		1	2	1	1	0	4	0-2 years	• Solid Waste	• Hauler	\$	Low	Direct
SB-1.3	Provide hands-on technical assistance to potential pollution generating businesses to reduce pollution entering the stormwater system	31		0	3	2	2	1	4	Ongoing	• Surface Water	• King County Hazardous Waste	\$\$	Low	Direct
SB-2.1	Track and monitor the makeup of business industries in Kirkland and set a diversification goal	20		0	1	2	1	0	4	3-6 years	• Economic Development	• Washington State	\$	Low	Potential
SB-2.2	Partner with Chamber and Kirkland Downtown Alliance on promoting "Buy Local"	32		2	1	2	1	1	4	0-2 years	• Economic Development	• Chamber of Commerce • Kirkland Downtown Association	\$	Low	Direct
SB-2.3	Support policy that encourages mixed use development and economic diversity	42		2	1	3	2	2	5	0-2 years	• Economic Development • Planning & Building		\$	Moderate	Direct
SB-3.1	Develop an economic resilience plan	23		0	0	3	2	1	3	3-6 years	• City Manager's Office	• Kirkland businesses	\$\$	Moderate	Direct
SB-3.2	Formulate a green economic recovery plan that focuses on clean, green industries and living wage jobs	46		2	2	3	3	3	3	0-2 years	• City Manager's Office	• Kirkland businesses	\$\$	Moderate	Direct
SB-3.3	Support legislation that promotes a resilient business community in Kirkland and on the Eastside	27		1	1	2	1	1	4	0-2 years	• City Manager's Office		\$	Low	Potential
SB-3.4	Promote home occupation businesses	37		2	2	2	1	2	4	3-6 years	• Planning & Building		\$	Low	Potential
SB-4.1	Create a program to help restaurants, institutions, schools procure food from local sources and farms	31		2	1	3	1	0	3	3-6 years	• Economic Development	• King Conservation District • Local farmers • Restaurants • School districts	\$\$	Moderate	Direct
SB-4.2	Promote a training program to assist immigrant and minority-owned new small business owners	37		1	2	2	4	1	3	3-6 years	• Economic Development		\$\$	Moderate	Direct
SB-4.3	Create spaces and places for startups that focus on making and selling sustainable products	30		1	2	2	1	1	4	3-6 years	• Economic Development	• Private partners	\$	Moderate	Direct

# Healthy Community Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC 1.1	★ Develop a funding plan for development and operation of new P-Patches and community gardens	40		2	2	3	3	0	3	0-5 years	• Parks		\$\$	Moderate	None
HC 1.2	Develop Public/Private partnerships to locate new P-Patches on private land, including rooftops	46		2	2	3	3	2	4	3-6 years	• Parks • Planning	• Private partners	\$\$	Moderate	None
HC 1.3	Develop a strategy plan to prioritize the location of community garden opportunities in areas of the city with concentrations of multi-family developments	46		2	2	4	4	0	3	3-6 years	• Parks		\$\$	Moderate	None
HC-1.4	Build educational and support programs to teach residents how to grow food and reduce water and pesticide usage	25		0	2	2	1	1	4	3-6 years	• Parks • Public Works • Environmental Education	• King County Master Gardeners • Tilth Alliance	\$\$	Moderate	None
HC 2.1	Develop Public/Private Partnerships to assist in new Farmers Market Operations	36		2	0	3	3	0	4	3-6 years	• Parks	• Private partners	\$\$	Moderate	None
HC-2.2	Amend Kirkland Zoning Code to allow Farmer's Markets where excluded	39		2	0	3	4	0	4	0-2 years	• Planning		\$	Low	Potential
HC-3.1	Amend Kirkland Zoning Code to require common open space to include food growing beds	42		2	2	3	3	0	4	0-2 years	• Planning		\$	Low	None
HC-3.2	Amend the Kirkland Zoning Code to allow food growing in stream and wetland buffer setback areas	39		2	2	2	3	0	4	0-2 years	• Planning		\$	Low	None
HC-3.3	Develop a Food Action Plan that assures fresh, local food is available and accessible by entire community	37		2	1	3	3	0	3	7-10 years	• Planning • City Manager's Office		\$\$\$	High	Potential
HC-4.1	Increase efficiency of water fixtures through incentive programs, education, legislation and partnerships	37		2	2	1	2	3	3	0-2 years	• Planning & Building	• Water utilities	\$\$	Moderate	Direct
HC-4.2	Develop water supplies for community use: reclaimed water, harvested water and grey and black water	36		2	2	3	1	2	2	3-6 years	• Public Works	• Wastewater utilities	\$\$\$	High	None
HC-4.3	Intensify water conservation effort through public/private partnerships and outreach and education	37		2	2	1	2	2	4	0-2 years	• Public Works	• Water utilities	\$	Low	None
HC-4.4	Research per-capita differences in water usages throughout the region and identify best practices to incorporate	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None
HC-4.5	Consider rate structure impacts on per-capita differences in water usage throughout the region	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC 4.6	Create education program for water-use best practices addressing irrigation overuse and household consumption	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None
HC 5.1	Hire or contract a Community Engagement and Data Analyst for 1 year	31		0	0	3	4	2	3	0-2 years	• Human Services		\$\$	Moderate	Potential
HC 6.1	Hire or contract a homelessness and housing outreach specialist to connect unhoused residents to services and housing	60		3	3	4	4	3	3	0-2 years	• Human Services		\$\$	Moderate	Direct
HC 6.2	Secure funding for more shelter and day center services for all groups experiencing homelessness on the Eastside	34		0	2	3	3	2	3	0-2 years	• Human Services	• Other cities • Private partners	\$\$\$	Low	Direct
HC 7.1	Sign on as an Eastside Pathways partner to attain better outcomes for children, cradle to career	31		0	0	3	4	0	5	0-2 years	• Human Services	• Eastside Pathways • Partner agencies	\$	Low	Potential
HC 8.1	Require on-going training on diversity, equity, and inclusion for City employees	27		0	0	3	4	0	3	0-2 years	• Human Resources		\$\$	Moderate	Potential
HC 8.2	Explore partnership programs to implement community learning and dialogue around diversity, equity and inclusion	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$	Moderate	Potential
HC 8.3	Encourage the strengthening of relationships between various groups and communities in Kirkland	45		2	2	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$	Moderate	Potential
HC 9.1	Continue network membership in Welcoming America and Cities for Citizenship	23		0	0	2	3	0	4	0-2 years	• City Manager's Office		\$	Moderate	Potential
HC 9.2	Seek Welcoming Certification from Welcoming America	27		0	0	3	4	0	3	0-2 years	• City Manager's Office	• Community-based organizations • Neighboring cities	\$	Moderate	Potential
HC 9.3	Create partnership programs to strengthen relationships between the City and immigrant and refugee communities	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Community-based organizations • Neighboring cities	\$	Moderate	Potential



Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC-10.1	Identify, develop, and implement actions to help end interpersonal, institutional, and structural racism, increase social equity, and support environmental justice in Kirkland	37		1	1	2	5	1	3	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$\$\$	High	None
HC-11.1	Establish program to preserve multi-family housing stock	51		3	3	2	3	2	4	3-6 years	• Planning & Building	• ARCH • King County	\$\$	Moderate	Potential
HC-11.2	Establish program or create additional incentives to preserve older single-family housing stock in exchange for higher density and lot size flexibility	48		3	2	2	3	2	4	0-2 years	• Planning & Building		\$\$	Moderate	Potential
HC-11.3	Establish a public/private community solar program with a focus on existing multi-family housing stock	56		3	3	3	3	3	4	3-6 years	• Planning & Building	• Private partners, • K4C	\$\$	Moderate	Potential
HC-11.4	Revise the City's Expedited Green Building program to include incentives related to creating attainable housing	50		3	2	2	3	3	4	0-2 years	• Planning & Building	• ARCH • King County	\$	Low	Direct
HC-11.5	Encourage developers who use the Evergreen Sustainability Standard to exceed minimums	40		2	2	2	2	2	4	0-2 years	• Planning & Building	• Housing developers	\$	Low	Potential
HC-11.6	Monitor local and sub-regional job types, wages and housing costs to ensure housing stock is affordable to employees of local businesses and congestion is reduced	24		1	1	1	1	1	4	0-2 years	• Planning & Building		\$	Medium	None
HC-11.7	Identify city-wide numerical affordable housing goals for affordable units built under inclusion-ary zoning rules and track progress of meeting set goals	31		0	0	3	4	1	4	0-2 years	• Planning & Building	• ARCH	\$	Low	Potential
HC-12.1	Complete an athletic field study that can identify a plan for system wide field improvements or acquisitions	30		0	0	3	5	0	3	3-6 years	• Parks & Comm. Services		\$	Medium	Potential
HC-13.1	Build an additional skate park	27		0	0	3	4	0	3	7-10 years	• Parks & Comm. Services		\$\$	Medium	None
HC-13.2	Construct a recreation and aquatics center to achieve the recommended indoor pool and recreation space	32		0	0	5	5	0	1	7-10 years	• Parks & Comm. Services	• Redmond • Bellevue • King County	\$\$\$\$	High	Potential
HC-13.3	Evaluate existing recreational programs and facilities to ensure equity for all populations and that they are serving the diverse needs in our community	29		0	0	3	4	0	4	0-2 years	• Parks & Comm. Services		\$\$	Moderate	None
HC-13.4	Explore public/private recreational partnerships	22		0	0	3	1	0	5	0-2 years	• Parks & Comm. Services		\$	Low	None

# Targeted Timelines for Goals in Plan

2025



**Goal ES-5** Reduce emissions of fossil fuels from all buildings by 20% by 2025 and 50% by 2030



**Goal BI-2** Require 50% of new construction to be Certified Net Zero Energy by 2025 and 100% by 2030



**Goal BI-4** Reduce water use in buildings by 10% by 2025 and 20% by 2030



**Goal BI-1** Certify all new construction as High Performing Green Buildings



**Goal SM-5** Increase the number of businesses composting food scraps to 150 by 2023



**Goal EV-6** Eliminate the discretionary use of synthetic pesticides in parks by 2025



**Goal EV-10** Identify priorities for meeting the overall goal of citywide 40% tree canopy cover goal by 2026



**Goal HC-1** Increase P-Patches/ community gardens by adding 5 more by 2025, and another 100% by 2030



**Goal HC-4** Reduce per capita use of potable water by 10% by 2025 and 20% by 2030

2030



**Goal ES-2** Purchased energy is 100% carbon free



**Goal ES-1** Reduce community emissions by 50%



**Goal ES-3** Add 10 Megawatts (MW) of solar



**Goal ES-4** Reduce GHG emissions from vehicles 25%



**Goal BI-3** Reduce energy use in existing buildings by 25%



**Goal LT-3** Reduce driving per capita by 20%



**Goal SM-1** Achieve waste generation rate of 20.4 lbs/week per capita



**Goal SM-2** Achieve waste disposal target of 5.1 lbs/week per capita



**Goal SM-4** Achieve a recycling diversion rate of 70%

2035



**Goal EV-5** Restore 500 acres of City-owned natural areas and open space park lands

2050



**Goal ES-1** Reduce community emissions by 80%



**Goal BI-3** Reduce energy use in existing buildings by 45%

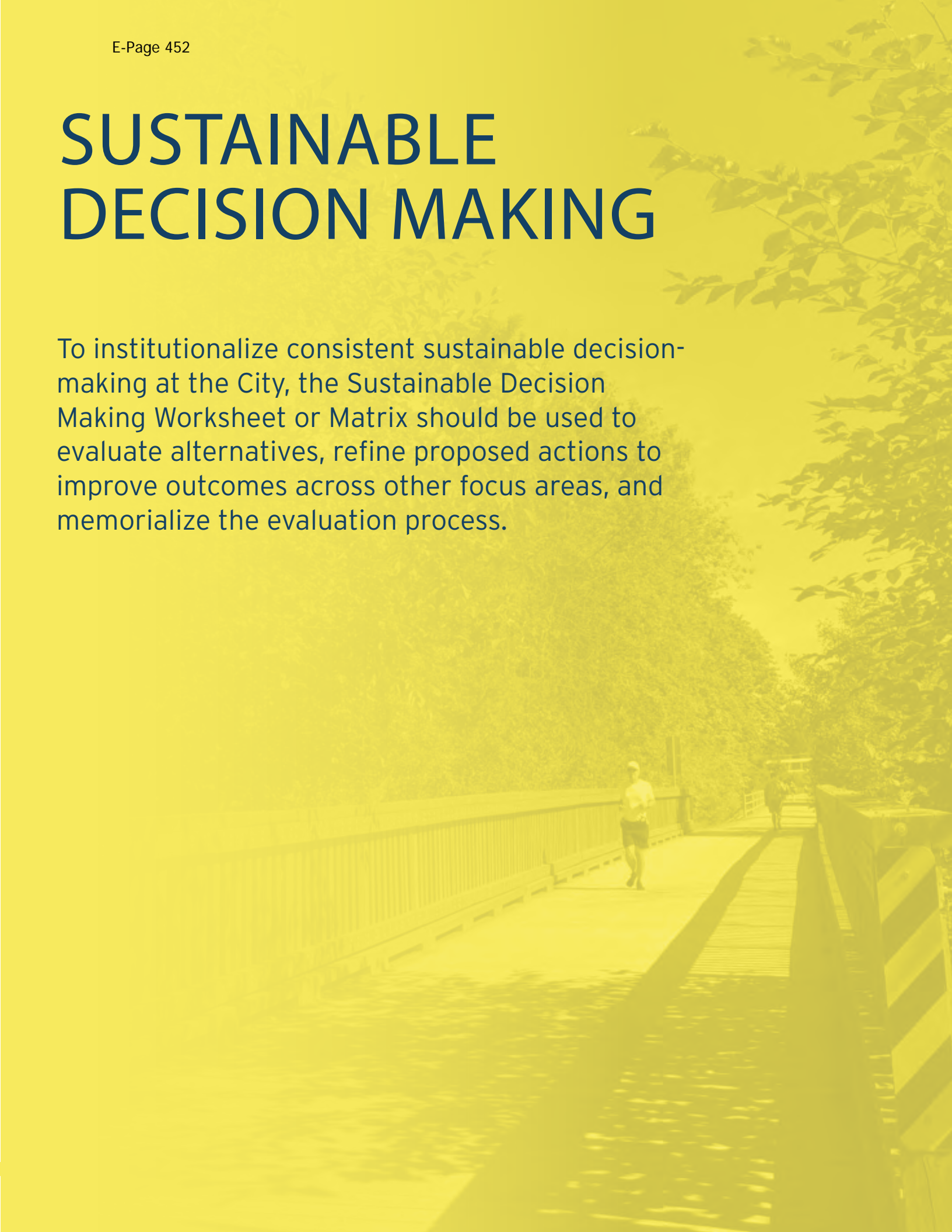


**Goal LT-3** Reduce driving per capita by 50%



# SUSTAINABLE DECISION MAKING

To institutionalize consistent sustainable decision-making at the City, the Sustainable Decision Making Worksheet or Matrix should be used to evaluate alternatives, refine proposed actions to improve outcomes across other focus areas, and memorialize the evaluation process.



# Sustainable Decision Making at the City

The City frequently makes complex decisions and there are many competing interests in arriving at a final decision. The Sustainable Decision Making Matrix (SDMM) is a weighted decision making tool that is aligned with the major focus areas of the Sustainability Master Plan. Therefore, when this tool is used, it can inform these decisions and help fulfill the goals of this plan.

Decision makers should use either [the Excel version of the Sustainable Decision Making Matrix](#) or the following Sustainable Decision Making Matrix worksheet (shown on the next page) to calculate the weighted score of a particular action (project, policy, program or code). The higher the weighted score, the more a particular action is aligned with this plan's goals.

After a score is completed by decision makers, it should be memorialized in a uniform way to communicate to City Council and the community that the SDMM has been used and considered to make the most sustainable decision possible. The Template Staff Report sample text below should be used and documented in all Council Staff reports and other applicable documents.

## Template Staff Report Text

Insert action here (project, policy, program, code) A, B and C were evaluated by staff using the City's Sustainable Decision Making Matrix (SDMM). The scores for each Project, Alternative, action or decision were as follows (A=#, B=#, C=#) out of a total of 90 possible points.

The following alternatives were changed (if applicable) to more closely align with the criteria identified in the City's Sustainability Master Plan and then scored again using the SDMM. The Alternatives were then scored as follows (A=#, B=#, C=#).

Alternative (A, B or C), was chosen because it was the highest weighted score, and if applicable, it was (insert reason here) was also was factor in the decision made. Therefore, this decision to select (insert alternative) complies with the SDMM that was adopted as an integral part of the City's Sustainability Master Plan.

# Sustainable Decision Making Worksheet

Describe the proposed action in one sentence:

The sustainable decision making worksheet will be used to evaluate City actions by how they align with the goals of the Sustainability Master Plan.

## Criteria 1: Greenhouse Gas Reduction

How much will taking this action reduce greenhouse gas emissions in Kirkland?

- 0** Not applicable
- 1** Will not reduce greenhouse gas emissions
- 2** Will marginally reduce greenhouse gas emissions
- 3** Will moderately reduce greenhouse gas emissions
- 4** Will significantly reduce greenhouse gas emissions
- 5** Will extremely reduce greenhouse gas emissions

### Greenhouse Gas Weighted Score

Multiply the rating by 5:

$$\underline{\hspace{2cm}} \times 5 = \square$$

How could this action be adjusted to further reduce emissions?

## Criteria 2: Environmental Quality

How much will the City taking this action protect habitats, open space and tree cover; reduce consumption of natural resources; and restore ecosystems?

- 0** Not applicable
- 1** Will not improve environmental quality
- 2** Will marginally improve environmental quality
- 3** Will moderately improve environmental quality
- 4** Will significantly improve environmental quality
- 5** Will extremely improve environmental quality

### Enviro. Quality Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve environmental quality?

## Criteria 3: Community Health & Quality of Life

How much will this action improve health in the community, quality of life, and increase resilience to natural and human-caused hazards?

- 0** Not applicable
- 1** Will not reduce improve community health
- 2** Will marginally improve community health
- 3** Will moderately improve community health
- 4** Will significantly improve community health
- 5** Will extremely improve community health

### Comm. Health Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve community health, quality of life, and resilience?

## Criteria 4: Environmental Social Justice & Equity

How much will this action improve equitable environmental outcomes for historically disenfranchised communities (e.g. low income; Black, Indigenous, and People of Color (BIPOC))?

- 0** Not applicable
- 1** Will not improve environmental social justice
- 2** Will marginally improve environmental social justice
- 3** Will moderately improve environmental social justice
- 4** Will significantly improve environmental social justice
- 5** Will extremely improve environmental social justice

### Social Justice Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve environmental social justice and equity?

## Criteria 5: Reduction of Energy Consumption

How much will this action directly reduce energy consumption and energy costs and replace fossil fuel-based consumption with clean, renewable energy sources?

- 0** Not applicable
- 1** Will not reduce energy consumption
- 2** Will marginally reduce energy consumption
- 3** Will moderately reduce energy consumption
- 4** Will significantly reduce energy consumption
- 5** Will extremely reduce energy consumption

### Energy Use Weighted Score

Multiply the rating by 2:

$$\underline{\hspace{2cm}} \times 2 = \square$$

How could this action be adjusted to further reduce energy consumption?

## Criteria 6: Cost

What will the net cost (cost - savings) be to the City to complete this action?

- 0** Cost is prohibitive
- 1** Cost is extremely expensive
- 2** Cost is highly expensive
- 3** Cost is moderately expensive
- 4** Cost is nominal
- 5** No cost to implement

### Net Cost Weighted Score

Multiply the rating by 2:

$$\underline{\hspace{2cm}} \times 2 = \square$$

What other financial routes could be used to reduce the cost?

Total Weighted Score							Add all weighted scores together. Max score is 90.			
<b>GHG Emissions</b>	<b>Enviro. Quality</b>	<b>Comm. Health</b>	<b>Social Justice</b>	<b>Energy Use</b>	<b>Net Cost</b>	<b>Total Score</b>				
<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	=	<input style="width: 50px; height: 40px;" type="text"/>

# Focus Areas in City Plans

This table identifies which Focus Areas are addressed in existing City of Kirkland Planning documents. In future revisions of these planning documents, efforts should be made to address additional Focus Areas..

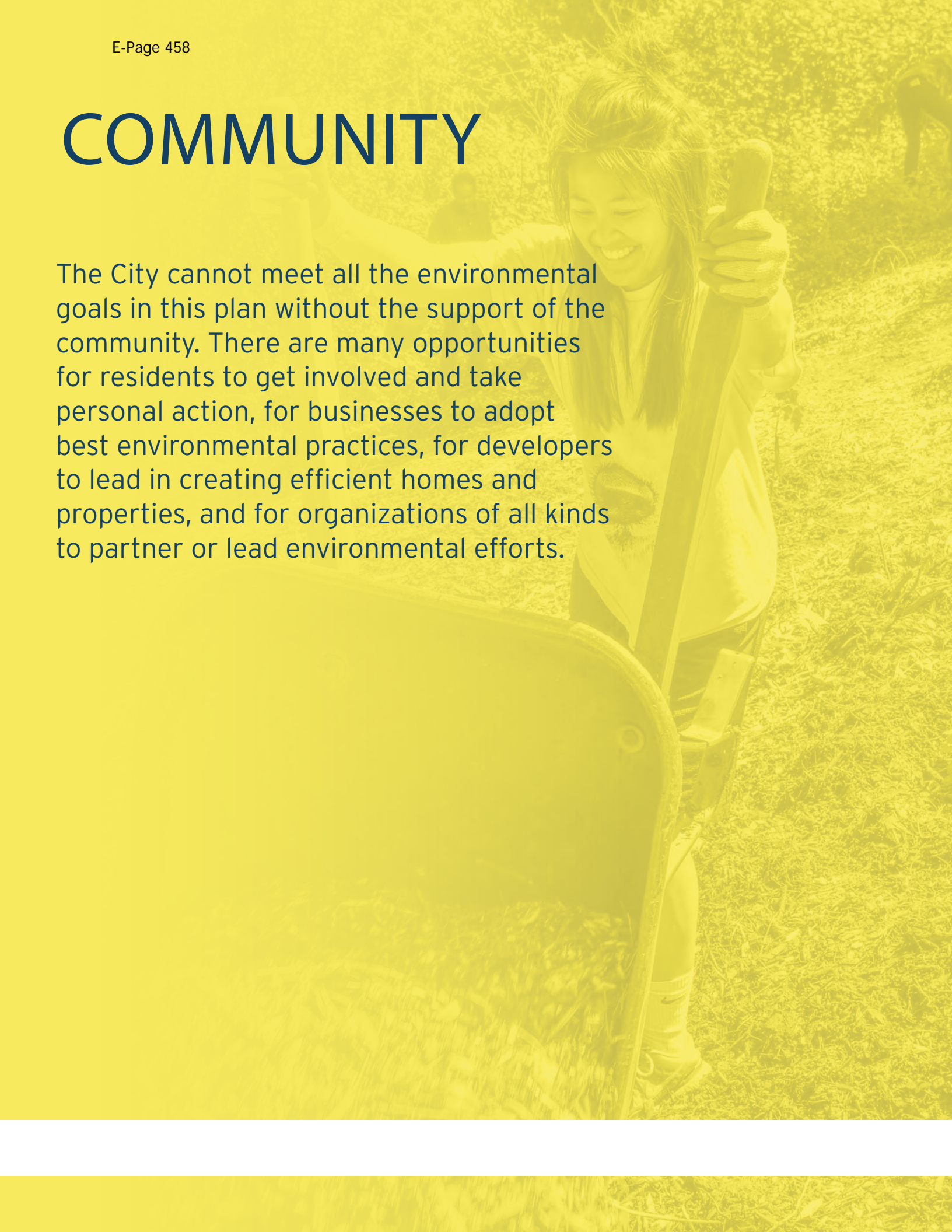
	 Energy Supply + Emissions	 Building + Land Use	 Land Use + Transportation	 Natural Environment + Ecosystems	 Sustainable Materials Management	 Sustainable Governance	 Sustainable Business	 Healthy Community
<u>Comprehensive Plan</u>	✓	✓	✓	✓	✓	✓	✓	✓
<u>Transportation Master Plan</u>			✓	✓		✓		✓
<u>Housing Strategic Plan</u>								✓
<u>Parks, Recreation and Open Space Plan</u>				✓				✓
<u>Urban Forestry Strategic Plan</u>				✓				
<u>Surface Water Master Plan</u>				✓		✓		✓
<u>Active Transportation Plan</u>			✓					
<u>Capital Facilities Plan</u>			✓	✓		✓		✓
<u>Transportation Implementation Plan</u>			✓			✓		





# COMMUNITY

The City cannot meet all the environmental goals in this plan without the support of the community. There are many opportunities for residents to get involved and take personal action, for businesses to adopt best environmental practices, for developers to lead in creating efficient homes and properties, and for organizations of all kinds to partner or lead environmental efforts.



# Community Action

There are many definitions of community and one is that it is “a group of people living in the same place or having a particular characteristic in common.” The common characteristic we share is that we care about the environment, social equity and justice, and having a strong, resilient economy. Regarding the Sustainability Master Plan’s implementation, it relies not only on the City government, but all people that live in, work in and enjoy Kirkland to ensure its success.

Since there is limited funding and time to achieve the goals of the plan, it is essential that we all work together and determine what each of us can do to contribute to the overall sustainability of Kirkland and to the region. There are ways for all to help, regardless of income, age, or housing. These actions are merely a starting point to inspire the Kirkland community to join the City in reaching the goals of this plan.

## Residents

### Engage + Advocate

- Respond to City surveys to inform decision-making
- Attend City workshops to shape project design
- Speak during a public comment period at a Council meeting
- Email Council members about environmental actions you’d like the City to prioritize
- Alert City staff to sidewalk and bike lane maintenance needs using the Our Kirkland app



Deputy Mayor Jay Arnold celebrates installation of solar panels at City Hall with a community advocate.



Councilmember Kelli Curtis and Urban Forester Deb Powers discuss sustainability in Kirkland with members of the public at the Sustainability Forum in June 2019.



Student group The Tomorrow Project partnered with the City’s recycling team to pilot a public food scrap compost cart on Park Lane in 2019.

## Volunteer + Participate

- Volunteer with the Green Kirkland Partnership to restore Kirkland's natural areas
- Become a Green Steward to champion the restoration of a natural space near you
- Volunteer for local non-profit and faith-based organizations working on sustainability, environmental justice, and supporting a healthy community
- Join a community group or organization working on environmental goals
- Become a Soil and Water Steward and educate the community about protecting our ecosystem
- Participate in community reuse events
- Help plant raingardens in your neighborhood



Volunteers of all ages are invited to join in - these youth volunteered to plant trees at an Arbor Day event, along with Councilmember Jon Pascal.



Community members donate costumes and accessories for the City's community Halloween costume swap, where any community member can come and create a unique costume for free from donated materials.



Volunteers from a Kirkland business and other community members plant native plants at a newly-constructed rain garden along the Cross Kirkland Corridor in the Highlands neighborhood.

## Personal Action

### ■ At Home

- Use a shower timer and/or low-flow showerhead to reduce water and energy use
- Sign up for green power from Puget Sound Energy
- Put aerators on all faucets to reduce water use
- Repair broken items instead of replacing them
- Compost all your food scraps in your gray cart

Get green living tips on the City's [@KirklandEnviro Facebook](#) and [Twitter](#) accounts or [sign up for monthly green emails](#).



The City partnered with Puget Sound Energy to offer discounted energy efficient lighting options at a Lighting Fair at City Hall for All in 2019.

### ■ In Your Yard

- Welcome wildlife by planting a native garden
- Plant a tree
- Use less water by growing drought-tolerant plants
- Replace pesticides and plant killer with natural pest control methods to reduce chemical use
- Follow best watering practices to prevent waste
- Harvest rainwater to use less potable water in your garden
- Minimize fertilizer use to protect waterways from excessive nutrients

Learn how to use less pesticides in your garden, reduce your maintenance and watering needs by choosing plants that do well in our climate, and invite native wildlife and beneficial pollinators to your yard at [naturallyardcare.org](http://naturallyardcare.org).



A *demonstration rain garden* at a Kirkland home.



A resident in the Forbes Creek Watershed installed native landscaping at her home through the Yard Smart program.

## In the Community

- Make trips by foot, bike, bus, and other ways without a car when possible
- Patronize local businesses
- Choose secondhand items and participate in community sharing and reuse groups
- Support green businesses that have gotten EnviroStars recognition

**Kirkland Green Trip** helps people who live and work in Kirkland find better ways to get around, and offers rewards for alternative commuting. Visit [kirklandgreentrip.org](http://kirklandgreentrip.org).



Bike commuters at a Bike Everywhere Day station.

## Invest in Green Infrastructure

- Install a solar array to supply clean energy
- When replacing natural gas appliances, consider switching to electric appliances
- When remodeling, utilize a salvage team to minimize construction waste
- Build a raingarden that soaks up stormwater to prevent flooding and protect water quality
- Add an Accessory Dwelling Unit to help provide more housing options in our community

The City offers streamlined permitting for rooftop solar installations on private residences.



Solar panels installed at a Kirkland home during a Solarize Kirkland campaign.



A natural green shoreline installed at a waterfront Kirkland home provides more welcoming habitat for native wildlife.

# Businesses

## Follow Green Practices

Learn about and get help implementing environmental best practices that can save money and protect your staff's health through the EnviroStars green business program.

## Support Staff in Reducing Trips

- Encourage your staff to use alternative modes of transportation besides driving alone
- Provide transit passes or subsidies for staff
- Provide bike storage, lockers, and changing facilities to make it easier for staff to cycle
- Allow staff to telecommute or work flex schedules

**Kirkland Green Trip** helps businesses support their employees in reducing drive-alone commute trips. Visit [kirklandgreentrip.org](http://kirklandgreentrip.org).

Learn about rebates and programs available to help your business make green upgrades through the EnviroStars green business program.

The **EnviroStars** green business program provides free technical support for Washington businesses in their preferred language. Visit [envirostars.org](http://envirostars.org) or contact [info@envirostars.org](mailto:info@envirostars.org).



Recognition is available for businesses that commit to following key environmental best practices.



Pressure washing with an absorbent sock around the storm drain protects our water from pollution.

## Implement Green Upgrades



Local business owner receiving EnviroStars recognition for running her Montessori school as a green business.

# Developers

Developers serve an important role in Kirkland's sustainability, and can have a big impact on Kirkland's environmental impacts in the long term through both the type of developments built and the choices made at those properties, whether single-family dwellings, or multi-family, mixed-use or commercial properties. We welcome your support and leadership in building greener developments.

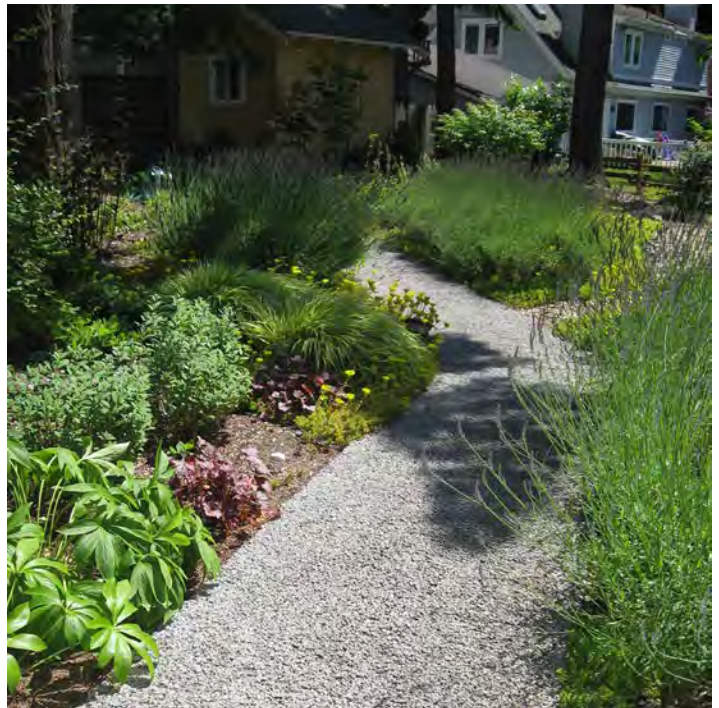
# Organizations

## Partner

There are many opportunities to partner with the City to help the community achieve the goals of the Sustainability Master Plan. See the Implementation Guide for specific actions where the City is actively seeking community partners. We also welcome ideas for other partnerships.

## Lead

We celebrate the environmental leadership of non-profit and faith-based organizations in Kirkland.



Pervious paving at a development in Kirkland.



Recycling staff partnered with the Kirkland Library to raise awareness about a free textile recycling program.



A bi-monthly Orca to Go station at Kirkland City Hall helps make buying an Orca bus pass more accessible for the Kirkland community.



Tilth Alliance has partnered with the City to develop a demonstration garden at McAuliffe Park with the help of volunteers, showcasing natural gardening techniques.





Left top: Mayor Penny Sweet watches as kids learn about watersheds from the We Need Water Because program.

Left middle: Green Kirkland Day 2019 volunteers.

Left bottom: Councilmember Jon Pascal talks with kids on Walk to School Day.

Above top: a Kirkland business owner receives a spill kit to protect water quality from accidental spills. Photo by ECOSS.

Above bottom: Former Mayor Amy Walen discusses gun safety with a parent at the 2018 Parent School Walk Out.

RESOLUTION R-5457

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE SUSTAINABILITY MASTER PLAN.

1           WHEREAS, in 2015, the City identified in its Comprehensive  
2 Plan update the benefit of having a Sustainability Master Plan for  
3 the City, including identifying best practices to allow Kirkland's  
4 many sustainability strategies to be implemented, measured, and,  
5 if needed, adjusted to achieve a livable and sustainable  
6 community; and

7  
8           WHEREAS, the community recognizes and supports the  
9 creation and adoption of a Sustainability Master Plan; and

10  
11           WHEREAS, the City Council approved the creation of the  
12 City's first Sustainability Master Plan as part of the City's 2019-  
13 2020 Work Program; and

14  
15           WHEREAS, the City embarked on the creation of the  
16 Sustainability Master Plan, a plan whose stated goals are to  
17 coordinate other City master plans and policies, create new  
18 policies where gaps exist, and foster organization-wide  
19 sustainable decision making; and

20  
21           WHEREAS, "sustainability" is defined as "meeting the  
22 needs of the present, while not compromising future generations  
23 to meet their needs," which means that the City should implement  
24 action steps now based on the most pressing issues the City is  
25 currently facing, such as Climate Change and resilience, loss of  
26 biodiversity, affordable housing stock, and strengthening the  
27 social fabric of the community, all of which are intended to help  
28 the City meet its future needs; and

29  
30           WHEREAS, the City's vision for the Sustainability Master  
31 Plan is to realize a Kirkland where the air is clean, the energy used  
32 is renewable, the waters are swimmable, the streams are a safe  
33 place for fish and other wildlife to live, all cultures are welcome in  
34 the community, and people of all income levels and backgrounds  
35 can live, work, and play with a high quality of life; and

36  
37           WHEREAS, the City conducted outreach including a  
38 Sustainability Forum to engage the community on the eight major  
39 focus areas of the plan, held focus group meetings to explore  
40 further actions, and held a Sustainability Summit to present  
41 findings, gain more input, and confirm community support; and

42  
43           WHEREAS, staff relied upon both community input and  
44 internal input to create goals and actions to achieve measurable  
45 results for a sustainable future; and

46 WHEREAS, the Sustainability Master Plan integrates equity  
 47 and inclusion as an overarching theme of the plan and specifically  
 48 incorporates a Sustainable Decision-Making Matrix tool in  
 49 recognition that black people, indigenous people, and people of  
 50 color in general have been disproportionately affected by  
 51 environmental degradation and unjust land use practices; and

52  
 53 WHEREAS, in multiple meetings including two study  
 54 sessions and two regular Council meetings, staff presented an  
 55 overview of the Sustainability Master Plan and Council has  
 56 reviewed and discussed the Plan and provided guidance on issues  
 57 of substance; and

58  
 59 WHEREAS, certain portions of the Sustainability Master  
 60 Plan will be amended as other major City plans and the  
 61 Comprehensive Plan are revised, and as the Plan's actions and  
 62 goals are achieved; and

63  
 64 WHEREAS, implementation of the Sustainability Master  
 65 Plan will be conducted over time and a progress report will be  
 66 provided annually to the Council and the community at a  
 67 Sustainability Summit.

68  
 69 NOW, THEREFORE, be it resolved by the City Council of the  
 70 City of Kirkland as follows:

71  
 72 Section 1. The document entitled "City of Kirkland  
 73 Sustainability Master Plan," dated November 2020, and prepared  
 74 by the Department of Planning and Building, and reviewed by the  
 75 City Council is attached to this resolution as Exhibit "A" and is  
 76 hereby adopted.

77  
 78 Passed by majority vote of the Kirkland City Council in open  
 79 meeting this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

80  
 81  
 82 Signed in authentication thereof this \_\_\_\_ day of  
 83 \_\_\_\_\_, 2020.

\_\_\_\_\_  
 Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
 Kathi Anderson, City Clerk



# CITY OF KIRKLAND SUSTAINABILITY MASTER PLAN

Adopted \_\_\_\_\_ 2020



**ADOPTED:**

Resolution R-5457

# Acknowledgments

## City Council

- Penny Sweet, Mayor
- Jay Arnold, Deputy Mayor
- Neal Black, Councilmember
- Kelli Curtis, Councilmember
- Amy Falcone, Councilmember
- Toby Nixon, Councilmember
- Jon Pascal, Councilmember

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- Project Manager** - David Barnes, Senior Planner
- Project Assistant** - Sierra Carson, Graduate Intern
- Project Support** - Tracy Durnell, Environmental Education & Outreach Specialist
- Outreach Director** - James Lopez, Assistant City Manager

For more information please visit:  
[https://www.kirklandwa.gov/depart/CMO/Neighborhood\\_Services/Sustainability\\_Master\\_Plan.htm](https://www.kirklandwa.gov/depart/CMO/Neighborhood_Services/Sustainability_Master_Plan.htm)

Or contact:  
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 123 5th Avenue, Kirkland WA 98033  
 425-587-3600



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- Sarah Richards
- Dave Russell

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#### Kirkland Youth Council

#### Kirkland Business Roundtable

#### Kirkland Chamber of Commerce

#### Master Builders Assn. of King and Snohomish County

#### Puget Sound Energy

*The City of Kirkland would like to thank and recognize the efforts of all community groups and community members who gave their time and energy to bring this plan to life.*

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[Sustainability Master Plan Themed Resident Engagement Report](#)



# EXECUTIVE SUMMARY

The primary purpose of the City of Kirkland's Sustainability Master Plan (SMP) can be found in the definition of the word "sustainability", which is about meeting the needs of the present without compromising the ability of future generations to meet their needs. The major needs of the community are cleaner air and water, healthier food to eat, expanding housing options that allow people of all economic means to live here, and furthering a more equitable and socially just city that is welcoming and inclusive of all people. The creation of the SMP is the fulfillment of a 2019-2020 Council work plan goal, which was derived from the Environment Element of Kirkland's Comprehensive Plan and builds on Kirkland's progressive environmental heritage.

Additionally, the SMP seeks to coordinate the many existing City master plans, policies, programs and actions that encompass environmental issues. The SMP helps the community articulate where we are now, where we should be, and establishes goals and implementable actions that put the City on a clear path to achieve sustainability for future generations to come.

## A Plan Informed by the Community

Extensive outreach was performed in the community and with City staff to learn what we should be focused on to create a more sustainable Kirkland and the action steps that we could take to achieve this goal. Staff utilized the Themed Resident Engagement Kirkland (TREK) methodology and, with the assistance of the City Manager's Office, hosted two major events, conducted nine focus groups, and published an online survey. All of these provided for robust public participation in the creation of the SMP.

The second major outreach event was a Sustainability Summit held as part of the City's annual City Hall for All event. Conducted in a similar style as the Sustainability Forum, this event focused on showing the community what staff had done with the information that was provided at the Sustainability Forum and small focus group outreach. Notably, staff was able to also share what actions the City already undertakes to further sustainability in Kirkland and the overall region. The City Hall for All event also included a Sustainability Fair in the Peter Kirk Room, where community members could learn what actions they could take to reduce their impacts on the environment.



Residents provided input on community environmental goals at the Sustainability Summit

After these major outreach events, staff continued to work with a group of local community members that are also involved in environmental issues and in conjunction with groups such as the Sierra Club and People for Climate Action - Kirkland. This group of committed community members served as a sounding board for many good ideas generated by the community and contributed immensely to the development of this plan.



# Sustainability Master Plan Key Recommendations

The plan is divided into eight focus areas. The following list of recommendations highlights the ideas that garnered the most support and excitement in the community:



## Energy Supply and Emissions

It is imperative that the energy the community uses is renewable and consistently gets cleaner until it is free from all pollutants. This can be achieved by sourcing electricity that is not produced by combustion of fossil fuels. On a global scale, this conversion should be done to the maximum extent possible by 2030 to avoid the worst impact from Climate Change as the world works towards achieving zero community greenhouse gas (GHG) emissions.

- Secure carbon-free electricity for the community
- Reduce the use of natural gas in buildings and convert existing systems to clean electric
- Reduce vehicle miles traveled



## Buildings and Infrastructure

Buildings and related infrastructure not only use a great deal of natural and human made materials, but their construction and operation are responsible for over one third of the community's GHG emissions. Since water is a precious and essential resource, we should ensure we don't use more than required as it is also being impacted by climate change.

- Incentivize construction of high-performing, low energy use zero-emission structures
- Increase water efficiency in all buildings and infrastructure
- Retrofit existing buildings to reduce energy use



## Land Use and Transportation

Transportation alone accounts for about half of Kirkland's community greenhouse gas emissions. Efficient land use and transportation patterns can be optimized to use the land we have more efficiently, and to help the community improve air quality, reduce congestion by driving less, and utilize many cleaner transportation options such as biking, walking, transit use and carpooling.

- Employ Smart Growth principles in all City planning practices and codes
- Ensure that people of all ages and abilities can comfortably get around by walking or bicycling
- Reduce the average amount each person drives by 20% by 2030 and 50% by 2050
- Grow the annual number of weekday transit riders by 10% each year



## Natural Environment and Ecosystems

Air, water, land, plants and animals and the entire ecosystem that supports them are vital to human health and contribute immensely to the community's quality of life.

- Protect and enhance the water quality of Kirkland's streams, lakes and wetlands
- Make sure that all residents can walk to a park or open space
- With the community's help, restore at least 500 acres of City-owned natural areas and open space park lands by 2035
- Meet the overall goal of citywide 40% tree canopy cover goal by 2026
- Eliminate the discretionary use of synthetic pesticides in parks by 2025
- Manage Kirkland's urban forest resource for optimal health, climate resiliency and social equity

## Sustainable Material Management

Reducing consumption and waste by reusing materials and fixing items instead of replacing or discarding them helps us transition to a system where everything is reused or recycled.

- Achieve zero waste by 2030
- Compost all food and yard waste
- Reuse material and recycle the rest
- Support product stewardship

## Sustainable Governance

Responsible governance helps foster decisions that are good for the environment, social equity, and the economy.

- Integrate sustainability into every major decision the City makes
- Coordinate sustainability programs and policies across all City departments
- Ensure processes for public participation are fair, accessible, and inclusive
- Build community resiliency
- Maintain the City's responsible fiscal practices

## Sustainable Business

Local businesses, both small and large, contribute extensively to the livelihood of the community and enhance Kirkland's sense of place. The city can assist businesses to become more sustainable and help rebuild the local economy through local and regional partnerships.

- Provide personalized environmental technical support to businesses
- Develop a diversified, equitable and resilient local green economy

## Healthy Community

Communities that have access to the necessities of life such as food, water, housing, jobs and opportunities are happier and healthier. It is important for all members of the community to feel they belong and that their city is equitable and socially just.

- Double the number of P-Patches or other community gardens by 2025, and again by 2030
- Reduce how much potable water each person in Kirkland uses by 10% by 2025 and 20% by 2030
- Help refugees and immigrants, people of color and economically struggling residents access the resources they need to thrive
- Build a community that helps young people become engaged, competent and responsible members of the community
- Make Kirkland a safe, inclusive, and welcoming place for all people
- Expand housing options for all income levels
- Provide more recreation facilities

## Putting the Plan into Action

Many of the Sustainability Master Plan's goals have time horizons of approximately ten years and there are others that will take longer to achieve. It is therefore essential that the actions in this plan are carefully monitored and measured and progress updates are provided to the Council and the community annually. Minor updates may be needed when technology and new legislation occur. A major update to the plan will occur every five years. The progress reports and updates to the Plan will help ensure that City operations and the community are working together in partnership towards a truly sustainable future for all.



# INTRODUCTION TO PLAN

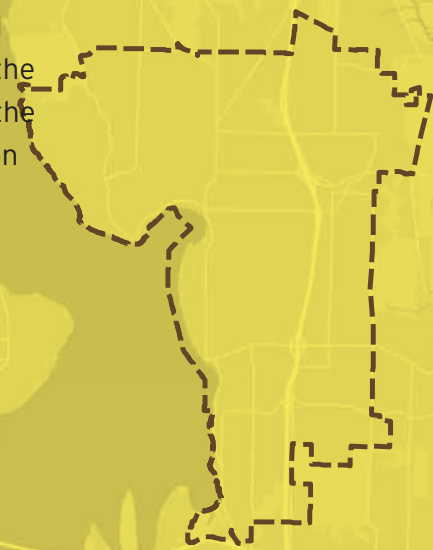
The Sustainability Master Plan is not the first plan that the City has created a plan that addresses environmental issues in Kirkland. The Natural Resources Management Plan was adopted in 2002 and many other plans since then have touched on issues such as climate, stormwater, transportation and housing which are inextricably connected to sustainability. This plan is different from all the previously adopted City plans because it pulls together these broad areas into one plan.

Goals are organized by **focus areas**, which are broken down into manageable, bite-sized pieces called **elements**. The elements represent distinct, yet related pieces of the focus areas and establish goals and actions for each element. The goals are meant to be measurable so that the progress of each prioritized action can be demonstrated and documented. This allows the City and the community to be held accountable for the success of the goal achievement and the flexibility to change the actions, if the desired results are not reached. The elements, goals and actions in the focus area of the plan are not easy to achieve. They will take diligence, coordination and prioritization of funding and in many cases direct action from the community.

The **policy section** is meant to help push the boundaries of current City policies and demonstrate leadership among other cities and the region. They are bold, aspirational policies that can be considered for adoption as they are written. This section can serve to challenge our current policies and push the City and the community even closer to sustainability.

The **implementation section** of this plan is intended to help decision-makers prioritize the completion and funding of identified actions. The implementation matrix is a master matrix of all potential actions that could be implemented. They are optimized into focus areas and have been evaluated by City staff and provided an overall weighted score to help decision makers prioritize which actions to take first.

To integrate **sustainable decision-making** into the City's processes, the plan introduces a new tool called the sustainable decision-making matrix (SDMM). The SDMM is a weighted decision-making tool that helps all City departments make more informed decision on projects, programs, policies and actions in all City operations and is intended to institutionalize sustainability throughout the organization.





# FOCUS AREAS

The eight focus areas organizing the City's environmental goals are broad in nature but represent some of the most important aspects of sustainability.

Each focus area is further broken down into elements that define specific goals. Each element is described, and its current status explained, which provides context to both the user and reader.

In addition, each element establishes measurable goals, and provides actions designed to achieve the goals. Policy citations show how the City's existing policies support this plan, and callouts of actions provide examples of what the City is currently doing to further the goals of the plan.

# Guide to the Focus Area Chapters

This plan is designed to be intuitive to read and is meant to educate the reader not only on what the City plans on doing to address sustainability in the future, but also what the city has done in the past, and why it has chosen to address sustainability in these ways.

## Focus Area Introduction

- The color is unique for each Focus Area, used throughout the plan
- Title of Focus Area
- Icon of Focus Area, used throughout the plan
- Description of the Focus Area
- Description of how the Focus Area is related to sustainability
- List of all the Elements of the Focus Area

## Focus Area Pages

- Element Heading
- Definition of the Element
- Explanation of where the City currently stands in addressing the Element
- Each Element contains supporting Goals
- Actions to achieve Goals

- Callouts provide extra information, such as a definition of a specific term, information about a program, or an example
- Existing policy support for Element goals
- Context for Goals

# ENERGY SUPPLY + EMISSIONS

The type of energy the community sources and uses greatly affects pollution levels, greenhouse gas emissions, and self sufficiency in a turbulent energy market.



According to the 2018 Intergovernmental Panel on Climate Change report (IPCC), on a world-wide basis we have approximately 10 years (until 2030) to convert all our energy supply to clean, renewable resources such as wind, solar and hydro, to prevent the worst effects of climate change. If this conversion does not happen within this timeline, the greenhouse gas (GHG) emissions from combusting fossil fuels could lead to much more extreme impacts such as sea level rise, heatwaves, storm events, failed food crops, disease, and loss of human life.

This conversion cannot happen overnight, and it must begin now with the creation of new wind and solar farms and the rapid discontinuance of fossil fuel use. Many of the issues related to energy supply are not in our direct control. Fortunately we do have influence on outcomes. We don't know how bad the impacts will be of not reaching the world-wide GHG emission reductions; but the risks of inaction or too little action directly conflict with sustainability. Therefore, we should make every effort to meet these GHG reduction goals in order to create an equitable community where future generations will be able to meet their own needs. We look to achieve these goals through work on Five Elements in this Focus Area:

- 1. Community GHG Emissions**
- 2. Purchased Electricity**
- 3. Distributive Renewable Energy**
- 4. Electrification of Vehicles**
- 5. Purchased Pipeline Gas**





# ENERGY SUPPLY & EMISSIONS FOCUS AREA ELEMENTS

## 1. Community GHG Emissions

**What is it?** Community Greenhouse Gas (GHG) Emissions are the result of combusting fossil fuels such as gasoline, diesel, coal, and pipeline gas (also known as natural gas). In order to reduce carbon emissions to reach goal levels it will be important to switch to carbon-free electricity, reduce use of gas in our homes and businesses and reduce the use of gas-powered vehicles.

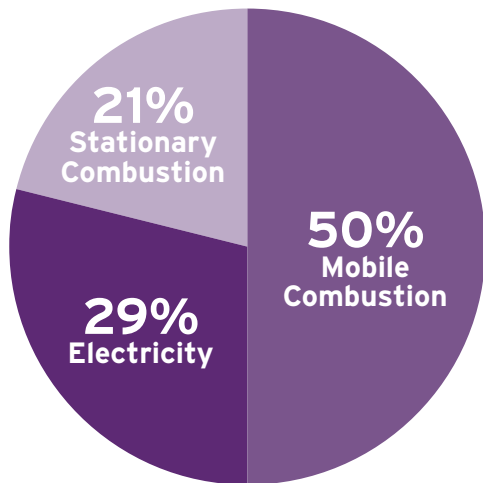


Figure 1. 2017 Kirkland community emissions breakdown by source

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-5.1:** Achieve the City's greenhouse gas emission reductions as compared to a 2007 baseline:

- 25 percent by 2020
- 50 percent by 2030
- 80 percent by 2050

**Where are we now?** As of 2017, community GHG emissions were 640,900 **MTCO<sub>2</sub>e (metric tons of carbon dioxide equivalent)** a year, which represents a reduction of 22 percent from the 2007 baseline. These emissions are associated with three different sources as follows:

- **50% or 329,000 MTCO<sub>2</sub>e from Mobile Combustion:** Emissions from vehicles traveling in and through Kirkland (gas and diesel).
- **21% or 138,000 MTCO<sub>2</sub>e from Stationary Combustion:** Emissions from natural gas used for heat and other gas appliances.
- **29% or 188,000 MTCO<sub>2</sub>e from Electricity:** Emissions from energy used for buildings and infrastructure such as streetlights, signals, and pump station.

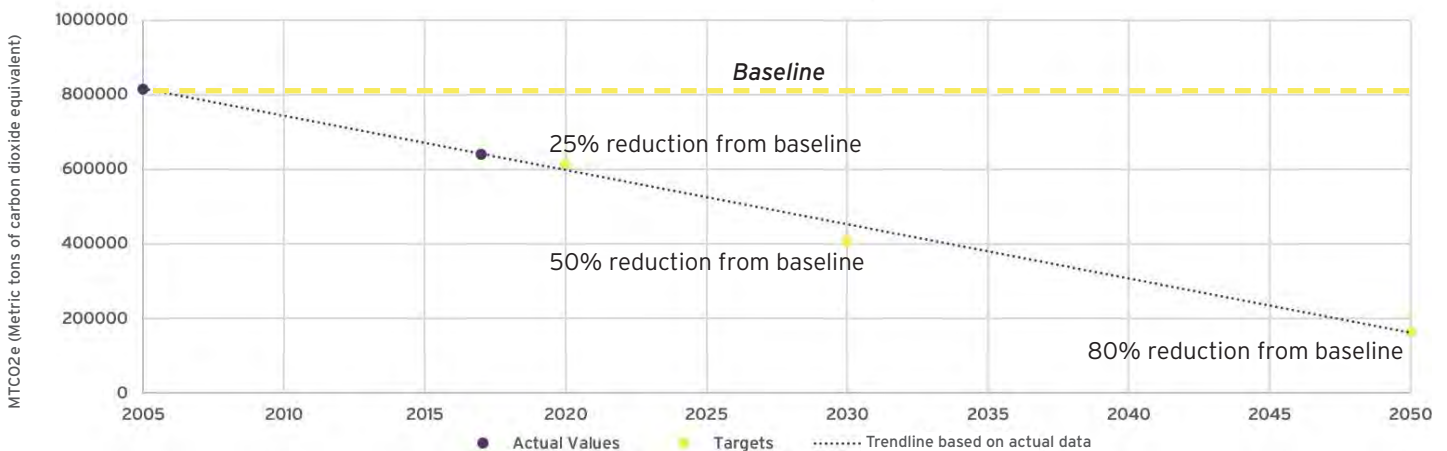


Figure 2. Community emissions targets compared with 2005 baseline and 2017 data.



### Goal ES-1 Prioritize community GHG emissions reduction to achieve City Comprehensive Plan and K4C Goals

- **Action ES-1.1** Factor emissions reduction into budget processes and decision making.
- **Action ES-1.2** Work with community members to create public/private partnerships to reduce emissions.
- **Action ES-1.3** Work with King County-Cities Climate Collaboration (K4C) and lobby State Legislature to enact laws to further reduce GHG emissions.
- **Action ES-1.4** Update Kirkland comprehensive plan climate goals regularly to be consistent with updated state and regional goals.
- **Action ES-1.5** Support state or regional clean fuel standard.

## 2. Purchased Electricity

**What is it?** The electricity that is supplied for purchase by the local contracted utility, currently Puget Sound Energy (PSE).

**Where are we now?** Purchased electricity offered throughout the city is 40% **carbon-free** as of 2019 but still contributes 29% of community GHG emissions. Most carbon-free electricity offered by PSE comes from hydroelectric and wind power facilities. The City has secured renewable electricity for City operations via PSE's Green Direct Program.

### Goal ES-2 Ensure that purchased energy is 100% carbon-free by 2030

- **Actions ES-2.1** Establish a plan to have 100% renewable energy for the community, and work with utility provider (currently PSE) and other stakeholders to establish plan.
- **Actions ES-2.2** In conjunction with K4C, ensure that PSE fulfills the State requirements in the Clean Energy Transformation Act. Through engagement with PSE's Clean Energy Implementation process, support projects that enable PSE's ability to meet CETA goals faster.

#### Existing Policy Support: [Kirkland Comprehensive Plan](#)

**Policy E-5.7:** Pursue 100 percent renewable energy use by 2050 through regional collaboration

### Why Carbon-Free?



**Carbon-free** electricity sources bring more stable prices and are a cheaper alternative to fossil fuels in the long run because fossil fuels are heavily subsidized. Carbon-free energy is better for air quality and public health as it does not rely on combustion to create energy and helps lower emissions for the entire community.





### 3. Distributive Renewable Energy

**What is it?** Solar panel systems that are designed to feed directly into the electrical energy grid.

**Where are we now?** There are currently no city programs to encourage **community or individual solar installations**. Kirkland's two Solarize Kirkland campaigns resulted in 291 customers with individual solar installations generating a total of 3 Megawatts (MW) of power each year. There are no community solar installations in the City of Kirkland.

#### Goal ES-3 Add an additional 10 MW of combined individual and community distributive solar by 2030

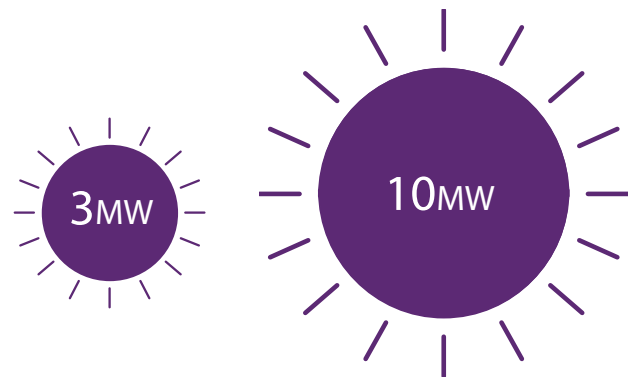
- **Action ES-3.1** In cooperation with environmental groups and solar installers, develop a marketing program to Kirkland residents and businesses to encourage installation of solar systems on or at their property.
- **Action ES-3.2** Work with King County and other members of the K4C to establish a region-wide program for successful implementation of community solar. Program will include a focus on residents and those in low-and moderate-income housing.
- **Action ES-3.3** Consider revisions to remove barriers and provide incentives for solar in land use regulations.
- **Action ES-3.4** Support innovative financing mechanisms for distributed energy improvements.

- **Individual Solar Installations** are owned by a single entity or business and installed on a private building
- **Community Solar Installations** are owned by members of the community and typically installed on a public building

#### Why Community Solar?



Not all homes are suitable for solar power, and renters may also be interested in choosing clean energy. Community solar installations allow people who cannot install their own arrays or who can not afford a full array to purchase a share in a larger solar array. Community solar provides flexibility.



**10MW of solar energy could power 1,000 homes**





## 4. Electrification of Vehicles

**What is it?** Reduce use of fossil fuels and reduce GHG emissions from mobile combustion by providing the required infrastructure, and expanding use of electric vehicles and charging stations across the City, including at major activity centers.

**Where are we now?** Mobile combustion makes up 50% of Kirkland's annual Community GHG emissions with a total output of 329,000 MTCO<sub>2e</sub> as of 2017. There is no policy or code that requires public or private electric charging stations to be built with new private development, although the City has installed several electric vehicle chargers in the Central Business District.

### Goal ES-4 Reduce GHG emissions from vehicles 25% by 2030

- **Action ES-4.1** Support engagement and partnerships with utilities and organizations to develop regional pilots to incentivize the transition to electric vehicle ownership for all sectors, through development of infrastructure, education, grants and incentives.
- **Action ES-4.2** Enact local code and programs to create incentives or require electric vehicle charging station retrofits in existing buildings or on development sites.
- **Action ES-4.3** Require EV charging stations with all new developments or redevelopment projects at a minimum ratio of one EV charger for 10% of all required parking stalls, and require 20% of required parking stalls to be charger-ready for more EV chargers in the future.
- **Action ES-4.4** Require all new residential (single-family, duplex and townhomes) with offstreet parking to provide one EV-ready electrical outlet

Washington State Code requires certain new construction to be built with electric charging station capability at a ratio of 10% of all required parking stalls.



Electric vehicle charging stations at the Marina Parking Lot in downtown Kirkland.

City of Seattle requires all new homes with off-street parking to be "charger-ready" - wired to support a Level 2 EV charger. Twenty percent of multifamily development parking spaces must be "EV-ready."

per unit and require all multi-family developments to provide EV-ready electrical outlets for 20% of required parking spaces. The electrical outlets shall provide at least one 208/240 volt branched circuit that is ready to connect to an electric vehicle.

- **Action ES-4.5** Support state and regional requirements for electric delivery vehicles and Transportation Network Corporations (TNC's).
- **Action ES-4.6** Develop a policy to establish a revenue source to support electrification of transportation, such as building additional charging stations at city facilities and parks.



## 5. Purchased Pipeline Gas

**What is it?** Pipeline gas (also known as natural gas) that is supplied for purchase by the local contracted utility, currently Puget Sound Energy (PSE). Many communities are targeting the reduction of pipeline gas to both reduce GHG emissions and to address safety concerns for human health from indoor exposure to pipeline gas, pipeline leaks and explosions, and environmental impacts associated with pipeline gas extraction.

**Where are we now?** Pipeline gas makes up 21% of Community GHG Emissions and contributes 138,000 MTCO<sub>2</sub>e annually. There are 23,000 individual gas customers within the City of Kirkland, and 95% of these customers are residential homes which use almost 75% of all pipeline gas in the city.

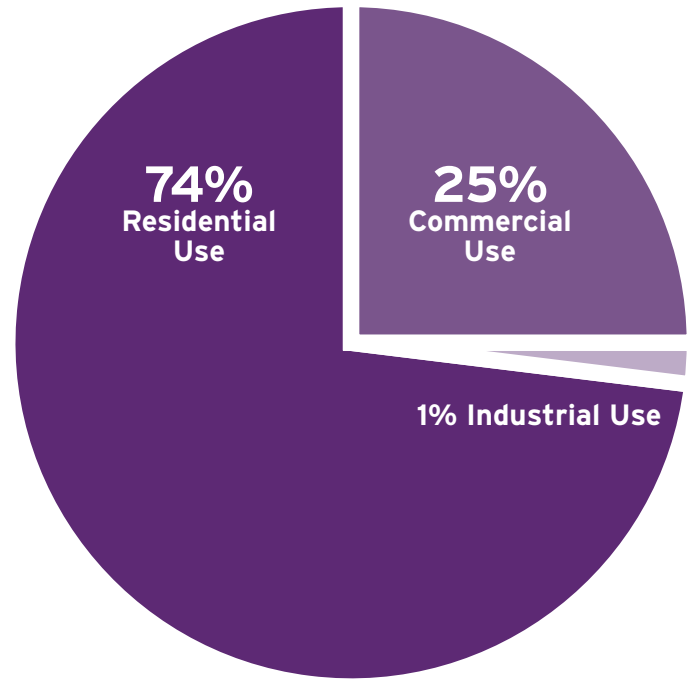


Figure 3. Kirkland pipeline gas usage by user type

**Goal ES-5 Reduce emissions of pipeline gas and other fossil fuels from all buildings by 20% by 2025 and 50% by 2030, as compared to a 2017 baseline**

- **Action ES-5.1** Establish a public/private partnership to educate gas account users about how to reduce gas usage.
- **Action ES-5.2** Establish a public/private partnership or incentive program to convert existing gas heating systems and other appliances to energy-efficient electric systems.
- **Action ES-5.3** Explore requiring or incentivizing all new construction to be built with only electric systems.



20%  
reduction  
over 8  
years

50%  
reduction  
over 13  
years

# BUILDINGS + INFRASTRUCTURE

All building types and infrastructure within the City have the potential to use much less energy and resources than current codes require if constructed with sustainable design or retrofitted



Existing and new buildings account for 50% of the energy used city-wide and the GHG emissions from this source accounts for approximately 206,000 MTCO<sub>2</sub>e. The Washington State Energy Code regulates the energy-efficiency of all new structures, but existing buildings that have been built under older codes represent a tremendous opportunity to not only reduce energy use and save users money, but also reduce related GHG emissions.

To achieve the City's ambitious reduction goals, the buildings that house people and business in Kirkland must be as efficient as possible to reduce the amount of renewable energy capacity that will need to be created to serve the community's energy needs. If existing demand for energy is not reduced, it will take longer to achieve emission reduction goals while lower-income households will continue to be burdened by higher energy costs. We look to achieve these goals through work on **Three Elements** of this Focus Area:

- 1. New Construction + Development**
- 2. Existing Buildings**
- 3. Water Efficiency**

# BUILDINGS + INFRASTRUCTURE

## FOCUS AREA ELEMENTS



### 1. New Construction + Development

**What is it?** The design and construction of new development.

**Where are we now?** There is no requirement for **Net Zero Energy** or **High-Performing Green Building** design for new development. Kirkland's Green Building Program includes incentives for Single Family Development that meets certain criteria.

Over 300 energy efficient homes have been built in Kirkland through the City's Green Building Program since its inception in 2008.

There is no equivalent program for commercial or multifamily development but some large-scale projects may be required to provide an energy efficiency plan on a case-by-case basis. There are many programs to certify a building as a high-performing green building such as Leadership in Energy and Environmental Design (LEED), Built Green, Passive House and the International Living Future's Living Building Challenge.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.1:** Expand City programs that promote sustainable building certifications and require them when appropriate

**Policy E-4.6:** Work with regional partners such as Regional Code Collaborative (RCC) to build on the Washington State Energy Code, leading the way to "net-zero carbon" buildings through innovation in local codes, ordinances, and related partnerships



The Arete multifamily development includes Eco Flats that target Built Green and LEED Platinum standards.



A modern duplex in Kirkland.

# BUILDINGS + INFRASTRUCTURE



## ■ Goal BI-1 Certify all new construction as High-Performing Green Buildings by 2025

- **Action BI-1.1** Restructure City of Kirkland Priority Green Building program to incentivize net-zero-energy buildings in single family, commercial and multi-family buildings.
- **Action BI-1.2** Create public/private partnerships to encourage and educate builders to create energy-efficient structures.

**High Performing Green Buildings** are those which deliver a relatively higher level of energy-efficiency performance than that required by building codes or other regulations.

## ■ Goal BI-2 Increase the resilience of the built environment by requiring 50% of new construction to be Certified Net-Zero-Energy by 2025 and 100% of new construction to be certified Net-Zero-Energy by 2030

- **Action BI-2.1** Continue to build market demand for net-zero-energy buildings through incentives, education, demonstration projects, partnerships and recognition.
- **Action BI-2.2** Consider requirements and incentives for buildings in business districts to be built to high-performing building standards.
- **Action BI-2.3** Encourage and incentivize buildings that are part of Council-approved Master Plans/Development Agreements/Planned Unit Developments to be high-performing green buildings that are charger-ready.

A **Net-Zero-Energy** building is a building with zero net energy consumption, meaning the total amount of energy used by the building on an annual basis is equal to the amount of renewable energy created on the site or by other renewable energy sources.

## Why Net Zero Development?



The value of **Net Zero** development is multi-faceted. Net Zero buildings produce as much renewable energy as they consume and therefore do not increase pollution in the community, reducing health impacts. This kind of development is designed to very high energy efficiency standards, and costs less to operate. By incentivizing more net zero development we ensure future generations can be energy independent.



Kirkland's Google campus was built to be resource efficient, targeting LEED Platinum standards.



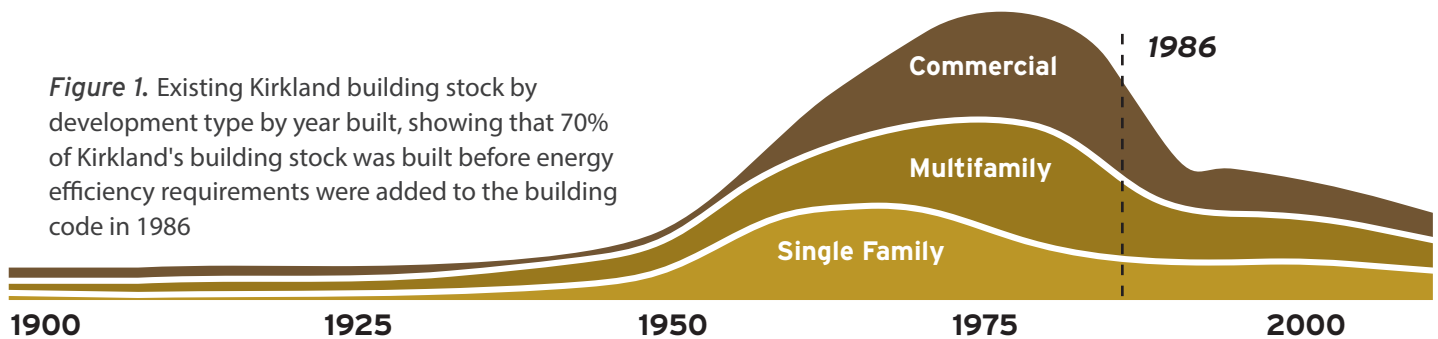


## 2. Existing Buildings

**What is it?** Any existing building such as a commercial building, residential structure or single-family home has great potential to become more energy efficient because energy code requirements are more stringent now than in the past.

**Where are we now?** 70% of the building stock in Kirkland was built before 1986. The Washington State Building Code began taking energy efficiency into consideration in 1986. These older buildings present a big opportunity to increase energy efficiency and reduce energy bills.

*Figure 1.* Existing Kirkland building stock by development type by year built, showing that 70% of Kirkland's building stock was built before energy efficiency requirements were added to the building code in 1986



### Goal BI-3 Achieve the K4C Goal to reduce energy use in all existing buildings by 25% by 2030 and 45% by 2050 compared to a 2017 baseline

- **Action BI-3.1** Create an incentive program to share energy efficiency savings with building owners and tenants in multi-family housing.
- **Action BI-3.2** Cooperate with K4C to adopt State required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings; and explore options for multifamily buildings.
- **Action BI-3.3** Work with K4C to implement C-PACER legislation approved by the State Legislature.
- **Action BI-3.4** Work with the K4C to implement energy performance ratings for all homes at time of sale so that prospective buyers can make informed decisions about energy costs and carbon emissions.
- **Action BI-3.5** Work with K4C, energy efficiency contractors and interested parties to establish a program to assist homeowners in identifying and selecting appropriate and cost-effective energy improvements.

C-PACER or Commercial-Property Assessed Clean Energy Resilience legislation will provide owners with a means to access less expensive capital, over a longer term, with the opportunity for costs to be offset from energy savings.

The City of Portland requires those selling single-family homes to disclose a Home Energy Score with any listing or public posting about the house.



### 3. Water Efficiency

**What is it?** Increasing water efficiency means reducing water wastage by measuring the amount of water required for a purpose compared with the water actually used.

**Where are we now?** According to the United States Environmental Protection Agency (EPA), water use in buildings accounts for over 70% of water use on a national basis and the average household uses more than 300 gallons per day. Water efficiency measures such as low flow fixtures and certified appliances help demonstrate that it is possible to use existing water resources, rather than develop new and more expensive sources.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.7:** Work with regional partners to pursue 100 percent use of a combination of reclaimed, harvested, grey and black water for the community's needs.

**Goal BI-4 Reduce water use in buildings by 10% by 2025 and 20% by 2030 as compared to a 2019 baseline**

- **Action BI-4.1** Create an incentive program to promote EPA's Water Sense fixtures or Energy Star appliances in new and existing structures utilizing a new or existing public/private partnership.
- **Action BI-4.2** Revise the City's Green Building program to require greater water efficiency than required by green building certifications such as LEED, Built Green and Passive House.
- **Action BI-4.3** Revise the Kirkland Municipal Code to require greater water efficiency outside of existing structures, such as for landscaping, water features, and public infrastructure.



Right Top: drought-tolerant landscaping.

Right: Kirkland Urban, in downtown Kirkland, opened its first phase in 2019, including retail, office, and multi-family uses.



# BUILDINGS + INFRASTRUCTURE

# LAND USE + TRANSPORTATION

How people travel and  
land is developed



A key issue in sustainability is the relationship between land use and transportation, as many historic transportation-related investments have fostered sprawling, auto-dominated environments. The transportation sector is one of the largest contributors to anthropogenic U.S. greenhouse gas (GHG) emissions and pollution. Transportation accounted for the largest portion (28%) of total U.S. GHG emissions in 2016. In Kirkland, vehicles account for 50% of the community's GHG emissions. Between 1990 and 2016, GHG emissions in the transportation sector increased more in absolute terms than any other sector (electricity generation, industry, agriculture, residential, or commercial).

Reducing vehicle emissions and other pollutants enhances public health, especially for vulnerable community members. One way to accomplish this is to reduce both the number and length of trips people take in automobiles, particularly single-occupancy trips. We look to achieve these goals through work on **Four Elements** of this Focus Area:

1. **Smart Compact Growth**
2. **Active Transportation**
3. **Public Transportation**
4. **Shared Mobility**

# LAND USE & TRANSPORTATION FOCUS AREA ELEMENTS



## 1. Smart Compact Growth

**What is it?** Smart growth is an approach to development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and community engagement.

**Where are we now?** Kirkland first adopted Smart Growth Planning Policies in the late 1980s and early 1990s. The City currently uses two strategies to implement Smart Compact Growth: **10-Minute Neighborhoods** and **Transit-Oriented Development**.

### Goal LT-1 Employ Smart Growth principles in all City planning practices

- **Action LT-1.1** Engage in a Smart Growth policy and Smart Growth zoning code scrub.

### Goal LT-2 Increase access to existing 10-Minute Neighborhoods in Kirkland

- **Action LT-2.1** Continue to work with multiple City departments to align new pedestrian connections with the 10-Minute Neighborhood concept.
- **Action LT-2.2** Create public/private partnerships to educate the community on the benefits of 10-Minute Neighborhoods and smart growth.
- **Action LT-2.3** Increase housing density along major transit corridors.
- **Action LT-2.4** Support infill in neighborhoods encouraging a variety of needed businesses such as medical and professional offices.

### Existing Policy Support: Kirkland Comprehensive Plan

**Policy LU-3.1:** Create and maintain neighborhoods that allow residents and employees to walk or bicycle to places that meet their daily needs.

**Walk Friendly Communities** is a nationally recognized organization that rates walkability in cities based on a number of factors including planning polices, engineering, and education

**10-minute Neighborhoods** are walkable communities with two vital characteristics: Destinations and Accessibility. Basic needs are satisfied within a 10 minute walk, and the community can conveniently get to those destinations.



Example of a 10-minute Neighborhood

# LAND USE + TRANSPORTATION



**Goal LT-3** Achieve the K4C goal of reducing driving per capita by 20% by 2030 and 50% by 2050, compared to 2017 levels

- **Action LT-3.1** Partner with local businesses to subsidize programs to increase access to transit.
- **Action LT-3.2** Create public-private partnerships and work with large employers to find creative transportation solutions for commuters.
- **Action LT-3.3** For new development, increase bicycle parking requirements and require amenities for employees such as showers, lockers and secure storage.
- **Action LT-3.4** Evaluate parking requirements to reduce parking minimums in areas well served by transit.
- **Action LT-3.5** Remove parking minimums in 10-minute neighborhoods.

**Transit Oriented Development (TOD):** a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation. TODs support the increased use of transit and reduce reliance on single-occupant vehicles.

Apartments at the South Kirkland Park and Ride make it easy for residents to take transit.





## LAND USE + TRANSPORTATION

### 2. Active Transportation

**What is it?** Active Transportation refers to people walking and bicycling. Walking also includes using a wheelchair or other assistive device and bicycling includes using regular pedal bikes, electric assist bicycles (e-bikes), tricycles, or adaptive bicycles.

All types of walking or bicycling trips matter, including trips for recreation or to access another form of transportation, such as walking or bicycling to the bus.

**Where are we now?** As of 2020 the City of Kirkland is updating the Active Transportation Plan and is developing Safer Routes to School Action Plans. The City has also received a bronze rating from Walk Friendly Communities and from Bicycle Friendly Communities.

97% of school walk routes along major roads have sidewalks on at least one side of the street. Actions LT-4.4 and 4.5 are part of the implementation of the Safer Routes to Schools Action Plan.

**Existing Plan Support:** Kirkland Transportation Master Plan

**Policy T-1.4:** Prioritize, design and construct pedestrian facilities in a manner that supports the pedestrian goal and other goals in the TMP.

**Policy T-2.4:** Implement elements and programs that make cycling easier.

#### Active Transportation Plan



Kirkland maintains an Active Transportation Plan which guides the City in building new Pedestrian and Bicycle Infrastructure. Between 2009 and 2019 Kirkland added over 15,000 linear feet of new sidewalk. Almost 70% of the 2015 planned bike lane network is complete and the City has begun work on expanding the **Neighborhood Greenways** network. The City prioritizes new infrastructure that separates active transportation from motor vehicles and is designed to feel comfortable for people of all ages



# LAND USE + TRANSPORTATION



## Goal LT-4 Ensure that people of all ages and abilities can comfortably get to where they need to go by walking or bicycling

- **Action LT-4.1** Coordinate with the Active Transportation Plan to align projects and priorities with the Sustainability Master Plan.
- **Action LT-4.2** Strive to achieve a platinum status with Walk Friendly Communities or equivalent.
- **Action LT-4.3** Strive to achieve a platinum status with Bicycle Friendly Communities or equivalent.
- **Action LT-4.4** Coordinate with the school districts to increase the number of students who receive walk and bike education.
- **Action LT-4.5** Increase the number of students walking and biking, through implementation of the Safer Routes to Schools Plan.
- **Action LT-4.6** Make it safe and easy to travel between neighborhoods, schools, business districts, parks and green spaces through implementation of the Active Transportation Plan, when adopted.
- **Action LT-4.7** Prioritize walk and bike access to high frequency transit service.
- **Action LT-4.8** Update markings for all bicycle lanes that are not protected, consistent with current standards.
- **Action LT-4.9** Complete the Greenway network by 2030.
- **Action LT-4.10** Develop criteria for alternative sidewalk configurations for safer pedestrian travel when traditional sidewalks are infeasible.

**Neighborhood Greenways** are well-connected low-speed, low-volume neighborhood roadways that prioritize pedestrian and bicycle travel with traffic calming treatments and improved arterial crossings.

**Protected Bike Lanes** are an exclusive bicycle facility within or adjacent to the roadway but separated from motor vehicle traffic by a physical barrier or change in elevation.

## Getting to Platinum...



The City has been recognized by two national organizations for its efforts in creating a safe environment for



**BICYCLE FRIENDLY COMMUNITY**

pedestrians and bicyclists. The Bicycle Friendly Community Program recognizes



places, through a Bronze to Diamond designation rating, that meet certain standards for bicycling improvements through engineering, education, enforcement, evaluation and encouragement. Walk Friendly Communities rates walkability in cities based on factors including planning policies, engineering, and education.



Bike boxes at intersections to protect cyclists by allowing them to move to the front of the queue during the red light cycle, giving them time to make it through the green light and making them more visible to cars.





## LAND USE + TRANSPORTATION

### 3. Public Transit

**What is it?** Taking Transit includes taking local or regional buses and light rail but also includes special needs transportation services such as paratransit services for people with physical mobility constraints.

**Where are we now?** Average weekday transit boardings represent an indicator of trends in transit ridership on Metro buses. A good measure for public transit ridership in Kirkland would be to maintain the annual average weekday ridership growth and compare it with King County Metro ridership growth. From 2017 to 2020, Kirkland had an average of 14.7% growth in its annual weekday ridership.

#### ■ Goal LT-5 Grow annual average weekday transit ridership by 10% each year

- **Action LT-5.1** Promote public transit use by offering incentives and providing a comprehensive transportation demand management (TDM) program that utilizes a variety of modes, serves diverse populations, and covers many geographic areas (funding is needed to support these actions).
- **Action LT-5.2** Explore public/private partnerships for first mile and last mile strategies including bike share, scooter share, and automated shuttles.
- **Action LT-5.3** Work with regional transit agencies to provide equitable and inclusive access to fare payment options.
- **Action LT-5.4** Work with transit agencies on honing and increasing service to Kirkland in accordance with Metro Connects and Kirkland Transit Implementation Plan.

**Existing Policy Support:** Kirkland Transportation Master Plan

**Policy T-3.1:** Plan and construct an environment supportive of frequent and reliable transit service in Kirkland.

### Transportation's Health Impacts



As identified by Centers for Disease Control and Prevention (CDC), transportation and public health are linked in several areas including:

**Air pollution and associated respiratory and heart diseases.** Increased availability of public transit can help decrease traffic congestion and vehicle miles traveled in automobiles. This decrease helps lower air pollution known to cause health problems. Locating facilities like schools and active transportation routes away from the most heavily trafficked roads may also help reduce exposure to air pollution.

**Environmental justice/social equity.** Highways have historically been built through low-income areas of cities without consideration of the vulnerable populations living there. Addressing the potential health effects of a proposed transportation project, plan, or policy before it is built or implemented can ensure that the health of residents is not compromised. Creating safe biking and walking access to key destinations helps residents get where they need to go regardless of income, age or ability.



## 4. Shared Mobility

**What is it?** Refers to the shared use of a vehicle, bicycle, or other transportation mode. It is a transportation strategy that allows users to access transportation services on an as-needed basis.

**Where are we now?** There are several existing shared mobility programs in Kirkland such as community van and community ride. Also, the Kirkland Green Trip program offers ride-matching platform and other tools to find, plan, and schedule a shared ride. These programs are created in partnership with King County Metro.

### Goal LT-6 Promote current shared mobility programs and services

- **Action LT-6.1** Encourage carpooling and using shared mobility by providing incentives and ride-matching tools and services.

*Kirkland Green Trip* is a one-stop resource to plan the most sustainable trips to and from work, school, and home with the goal of reducing environmental impacts caused by traffic, helping those who live and work in Kirkland thrive and earn incentives.

### Goal LT-7 Establish new shared mobility options

- **Action LT-7.1** Create partnerships with regional transit agencies and explore new public-private partnerships.
- **Action LT-7.2** Provide innovative transit solutions along the Cross Kirkland Corridor and the connections from I-405 to downtown Kirkland.

Kirkland Community Van is a rideshare pilot program in partnership with King County Metro to provide community members with a new way to share a ride when bus service can't meet their needs.





# LAND USE + TRANSPORTATION

# NATURAL ENVIRONMENT + ECOSYSTEMS

All critical areas such as streams, wetlands and Lake Washington, areas like parks and open space, and existing natural resources including air quality, surface water quality, tree canopy, open space and ecosystem biodiversity



A healthy, functioning natural environment is essential to life. We rely on wetlands to receive our excess water and cleanse it. Streams provide a place for plants and animals to exist in an urban environment, and support salmon, whose presence informs us about our water quality. The urban forest provides shade, processes our carbon dioxide, sequesters our carbon and cleans the air. Our parks and open spaces provide beauty and are places for all of us to enjoy and relax. The natural environment and the many benefits it provides must be protected and enhanced to maintain a sustainable community.

We look to achieve these goals through work on **Four Elements** of this Focus Area:

1. **Sustainable Urban Waterways**
2. **Conservation + Stewardship**
3. **Access to Parks + Open Space**
4. **Sustainable Urban Forestry**



# NATURAL ENV. + ECOSYSTEMS FOCUS AREA ELEMENTS

## 1. Sustainable Urban Waterways

**What is it?** Sustainable urban waterways are fishable, swimmable and encompassed within healthy watersheds. These characteristics are achieved by improved water quality, reduced peak flows and restored fish passage and fish habitat.

**Where are we now?** Kirkland is compliant with the National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater permit, which controls the impact of pollutants on our creeks and lakes. The City also developed the Surface Water Master Plan that combines permit requirements and additional efforts to support salmon recovery, flood reduction, and watershed restoration.

**Existing Policy Support:** [Kirkland Comprehensive Plan](#)

**Policy E-1.9:** Using a watershed-based approach, both locally and regionally, apply best available science in formulating regulations, incentives, and programs to maintain and improve the quality of Kirkland's water resources.

**Existing Policy Support:** [Surface Water Master Plan](#)

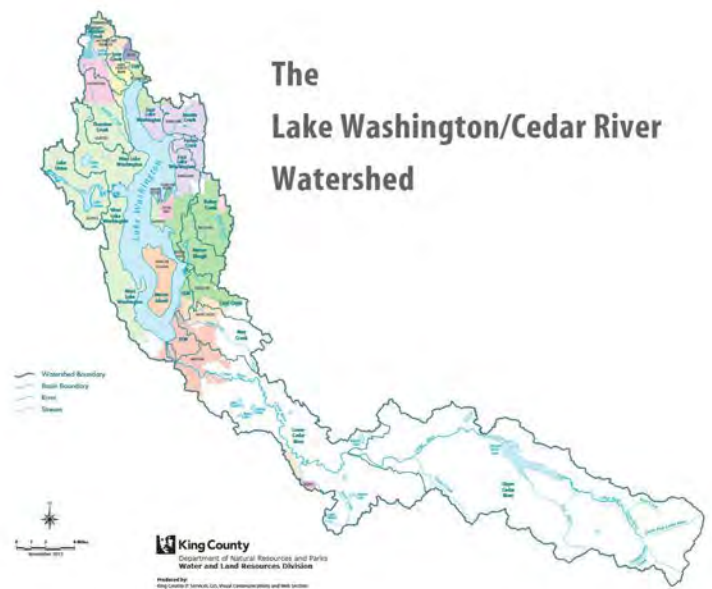
The Surface Water Master Plan outlines priorities and needs of surface water related work activities that take place in Kirkland.

### A Watershed Perspective



A **watershed** is an area of land that drains to a particular water body. Most of Kirkland is within the Lake Washington watershed. That means Kirkland influences how clean and healthy Lake Washington is for humans and wildlife because rain carries pollution from wherever it falls. Other cities along the lake are also in the Lake Washington watershed, so it's vital to work together to protect the lake's water quality and watershed health. City of Kirkland actively partners with other agencies, including:

- Stormwater Action Monitoring (SAM)
- Stormwater Outreach for Regional Municipalities (STORM)
- King County Flood District
- King Conservation District
- The regional NPDES permit coordinators group
- Lake Washington Watershed Salmon Recovery Council





### ■ Goal EV-1 Protect and enhance the water quality of Kirkland's streams, lakes and wetlands

- **Action EV-1.1** Continue NPDES permit compliance, including developing an interdisciplinary team to support the assessment of watersheds and prioritization of future protection or enhancement measures.
- **Action EV-1.2** Proactively identify and reduce pollutants of concern in Kirkland's impaired streams and monitor progress.
- **Action EV-1.3** Assess and prioritize watersheds and actions that will improve water quality. Build and apply a decision-making matrix for ecological and watershed activities. Incorporate public input into assessment and prioritization process. Ensure actions are equitably applied throughout the city.



Blue Heron finding refuge in a natural green space along Juanita Creek in Kirkland.

### ■ Goal EV-2 Protect and enhance Kirkland's watersheds and aquatic habitat conditions

- **Action EV-2.1** Continue to fund projects to make culverts fish passable. Prioritize streams based on potential fish use, topography, flow, and habitat availability.
- **Action EV-2.2** Develop action plans for stormwater retrofit and water quality management strategies. Ensure that actions are equitably applied throughout the city.
- **Action EV-2.3** Actively involve the community in the protection of Kirkland's aquatic resources. Ensure that information and opportunities are accessible to the broader community.



A volunteer applies a marker to a storm drain, raising awareness that everything that goes down a storm drain flows untreated into Lake Washington.

### ■ Goal EV-3 Protect and maintain the City's surface water and stormwater infrastructure for optimal performance

- **Action EV-3.1** Inspect and maintain public stormwater infrastructure including catch basins, pipes, ditches, and detention and retention facilities to protect water quality and prevent flooding.
- **Action EV-3.2** Develop and implement a proactive approach to replace aging stormwater infrastructure that includes identification of critical system elements.



# NATURAL ENVIRONMENT + ECOSYSTEMS

## ■ Goal EV-4 Reduce threats to public infrastructure or private property due to flooding

- **Action EV-4.1** Evaluate stormwater infrastructure capacity through modeling and video inspection, and either clear observed debris and obstructions or develop projects to address capacity problems.
- **Action EV-4.2** Construct flood reduction projects within 5 years of identification for problems that occur more frequently than every 10 years.
- **Action EV-4.3** Review development proposals for both potential flood impacts to the project, and for downstream impacts from the project, and require mitigation of impacts as appropriate.

## 2. Conservation + Stewardship

**What is it?** Provide key ecosystem services and opportunities for residents to connect with nature throughout the City by restoring urban forests, creeks, wetlands, and other critical habitats.

**Where are we now?** As of 2019, more than 119 acres of City owned natural areas and open space park lands have been enrolled in a continuous cycle of restoration.

**Existing Policy Support:** [Parks, Recreation & Open Space Plan](#)

**Policy 7.1: Natural Area Preservation.** Preserve significant natural areas to meet outdoor recreation needs, provide opportunities for residents to connect with nature, and meet habitat protection needs.



Volunteers at a Green Kirkland Partnership event at Juanita Bay Park. Photo by Jim Hunt.

Current area in  
restoration  
**119 acres**

2035 goal  
restoration area  
**500 acres**

Over  
**3X**  
current  
total over  
15 years

# NATURAL ENVIRONMENT + ECOSYSTEMS



## Goal EV-5 Engage the community in the restoration of at least 500 acres of City-owned natural areas and open space park lands by 2035

- **Action EV-5.1** Recruit and train additional Stewards to lead volunteer habitat restoration events in parks and natural areas.
- **Action EV-5.2** Grow the Green Kirkland Partnership volunteer force at a rate that meets or exceeds the rate of the City's annual population growth.
- **Action EV-5.3** Contract a year-round Washington Conservation Corps (WCC) crew to work in critical areas (wetlands, streams, steep slopes) across all City parks, open spaces, and natural areas.

## Goal EV-6 Eliminate the discretionary use (not required for the control of aggressive stinging insects or regulated noxious weeds) of synthetic pesticides in parks by 2025

- **Action EV-6.1** Establish a cross-department **Integrated Pest Management** (IPM) team to review and update City IPM policies and practices, prioritize treatment locations, and ensure maintenance activities take place as needed in previously treated locations.
- **Action EV-6.2** Utilize the ArcCollector application to map and track the treatment of noxious weeds requiring treatment across all City owned lands.

**Integrated Pest Management** uses a combination of strategies to deal with weeds and pests while minimizing risks to people, animals and the environment. Methods the City uses include physical removal, prevention, mechanical, and chemical.

## Goal EV-7 Aspire to eliminate the use of synthetic pesticides on City properties

- **Action EV-7.1** Explore designating all parks with playgrounds as synthetic pesticide-free parks. Consider using community groups to assist with maintenance.
- **Action EV-7.2** Design City projects that eliminate the need for synthetic pesticides.
- **Action EV-7.3** Design City public landscaping that requires less maintenance, water and pesticides.
- **Action EV-7.4** Regularly evaluate alternative products to be used instead of synthetic pesticides.
- **Action EV-7.5** Explore changes to maintenance standards to avoid use of synthetic pesticides.

### Why Do Weeds Need to Be Controlled in Public Spaces?



- Effectively reduce populations of invasive, noxious weeds
- Create safe sightlines for people walking, biking, and driving
- Eliminate safety hazards in public walking, bicycling or play areas
- Restore, create, and protect environmentally-valuable areas
- Protect sidewalks and streets from damage
- Projects an image of the City as attractive and well-maintained

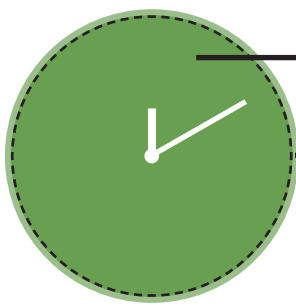




## 3. Access to Parks + Open Space

**What is it?** Kirkland's Parks, Recreation and Open Space Plan articulates a service level that specifies that Kirkland residents should live within a ¼-mile radius of a neighborhood park. Additionally, parks and recreation organizations across the country are spearheading a national campaign to ensure all people live within a 10-minute walk to a park.

**Where are we now?** 75% of Kirkland residents are within a ¼-mile radius of a neighborhood park. According to the Trust for Public Land, 92% of residents live within a 10-minute walk of a park.



92% of Kirkland residents live within a 10-minute walk of a park

All Kirkland residents - target goal

**Goal EV-8** Ensure that all residents have access to healthy parks and open space within a 10-minute walk

- **Action EV-8.1** Proactively seek and acquire parkland to create new parks, prioritizing park development in areas where service level deficiencies exist (where households are more than 1/4-mile from a developed park), and in areas of the City experiencing population growth through residential and commercial development.
- **Action EV-8.2** Achieve the Kirkland Parks, Recreation and Open Space Plan neighborhood park system goal which ensures every resident is within 1/4-mile or 10-minute walking distance of a park.

**Existing Policy Support:** Parks, Recreation & Open Space Plan

**Policy 5.5: Universal Access & Inclusion.** Strive to reduce barriers to participation and provide universal access to facilities and programs.

Strive to reduce barriers to participation and provide universal access to facilities and programs.

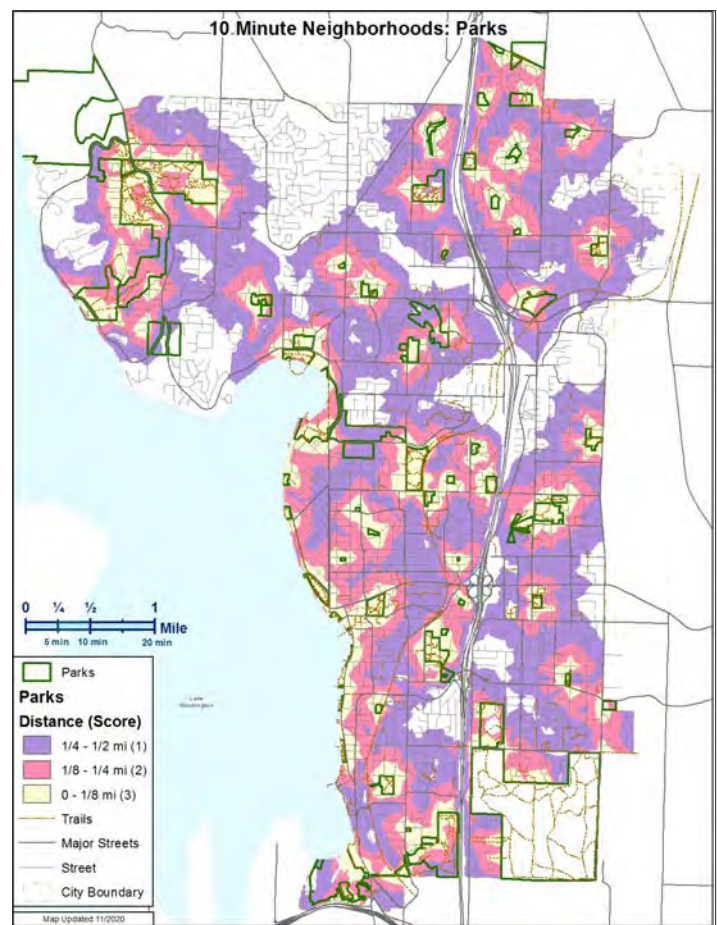


Figure 4. Distance to neighborhood Kirkland parks in 2020.

- **Action EV-8.3** Work with GIS to create a dataset for privately-owned public parks and public plazas in the city.



**Goal EV-9** Continually improve parks to meet the active and passive recreational needs of Kirkland residents by reducing barriers to participation and providing universal access to facilities and programs where possible

- **Action EV-9.1** Conduct an accessibility and inclusivity review of parks, recreational facilities and programming, and open space plans with the update of all future Parks and Open Space Plans for the purpose of creating an action plan for needed improvements.
- **Action EV-9.2** Integrate an accessibility and inclusivity capital project fund into the Parks and Community Services capital improvement program.
- **Action EV-9.3** Update the Park, Recreation and Open Space Plan every six years.

**Why is Park Access Important for Sustainability?**



Parks and green spaces are an important component of sustainability and should be accessible and usable by all members of the community. It is more equitable to distribute parks and green spaces throughout the City, ensuring all community members can walk to them in ten minutes or less.



Rendering of updates at Juanita Beach Park in 2020, with a new bathhouse and picnic areas, and a playground accessible for all abilities.

Walkway at Edith Moulton Park.





## 4. Sustainable Urban Forest

**What is it?** A sustainable urban forest is more resilient to stressors when it consists of healthy trees with diverse age and species characteristics. Greater urban forest resiliency and biodiversity can be achieved through management efforts that include mature tree preservation, proper tree care and tree planting with species diversity objectives.

**Where are we now?** In 2018, citywide tree canopy cover was assessed at 38 percent. When compared to canopy cover in 2010, that's a 272-acre loss of canopy cover, mostly occurring in single family residential areas.

By joining 14 cities in a partnership with the King Conservation District, Kirkland acquired its most recent tree canopy cover assessment, including canopy data by census block. Kirkland also participated in a 2018 modeling project studying the impact of canopy cover on stormwater capacity as one of four pilot cities in the Puget Sound region.

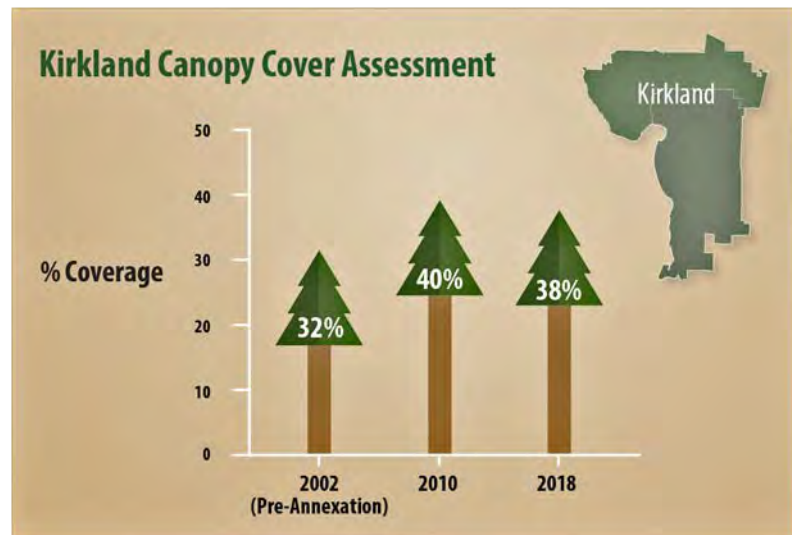
A 2018 field study showed that development activities pose challenges to retaining larger, mature trees. Trees in Kirkland's active parks were inventoried in 2015 to enable a more proactive management approach. Street trees on Kirkland collector and arterial streets were inventoried in 2017, providing data on approximately 32% of Kirkland's street trees.

Amendments to the City's tree ordinance to simplify the code and support Comprehensive Plan policies and Urban Forest Management Plan objectives are expected to be completed by mid-2021. Related enforcement codes were adopted in early 2020. The 2014-2109 Urban Forestry Work Plan identified tree planting objectives that have not been initiated, with the exception of a pilot tree give-away.

### **Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-2.1:** Strive to achieve a healthy, resilient urban forest with an overall 40 percent tree canopy coverage.

**Policy E-2.2:** Implement the Urban Forestry Strategic Management Plan.



By earning Growth Awards for 10 consecutive years, Kirkland was recognized as a Sterling Tree City USA in 2018 and “regarded as a leader in community forestry” by the National Arbor Day Foundation.





**Goal EV-10 Examine trends in canopy gain or loss, identify priorities for meeting the overall goal of citywide 40% tree canopy cover goal by 2026 and develop strategies to manage Kirkland's urban forest resource for optimal health, climate resiliency and social equity**

- **Action EV-10.1** Incorporate Actions EV-10.2 through EV-10.10 into the 2020-2026 Citywide Urban Forestry Six Year Work Plan.
- **Action EV-10.2** Formally recognize and support internal cross-department collaborative planning to develop and implement sustainable urban forestry strategies for the broader community.
- **Action EV-10.3** Ensure continued health and growth of public trees by improving the public tree maintenance program: provide adequate public tree maintenance resources and update and maintain the right-of-way tree inventory to manage for age and species diversity objectives.
- **Action EV-10.4** Develop canopy enhancement strategies to mitigate public health impacts in areas that may be disproportionately affected by adverse environmental conditions which may directly, or indirectly, be associated with social disparities in income, homeownership, education, access to transportation and other services, public health outcomes, and other challenges.
- **Action EV-10.5** Develop and implement tree planting programs in partnership with schools, regional agencies and nonprofits to increase tree canopy cover on private and public property, including rights-of-way, parks and natural areas.
- **Action EV-10.6** Identify and prioritize climate-resilient tree species for public and private tree planting programs.
- **Action EV-10.7** Dedicate resources for an ongoing, robust and inclusive public education framework that engages the community, increases awareness of long-range goals and code requirements, promotes stewardship of the urban forest, communicates the value and benefits of trees, and garners public support for the planting and preservation of trees citywide
- **Action EV-10.8** Evaluate pre-approved public works plans and look for opportunities for retention of right-of-way trees.

### Why Are Trees Important?



Trees provide enormous environmental, economic, and social benefits, including:

- Improving air quality and producing oxygen
- Reducing the urban heat island effect
- Slope stability
- Controlling stormwater runoff and soil erosion, thereby protecting water quality
- Contributing to reductions in crime and increased property values
- Enhancing resident health and well-being
- Providing wildlife habitat and migration corridors
- Building climate resiliency for the community





## NATURAL ENVIRONMENT + ECOSYSTEMS

- **Action EV-10.9** Create comprehensive inventory of existing and newly-planted trees, including significant trees, in City spaces such as rights of way and parks. Create a city-wide tree planting program with set target areas and goals for canopy expansion in our City public spaces and residential areas.
- **Action EV-10.10** Set commercial landscape design standards that use low-maintenance and waterwise plants.



# SUSTAINABLE MATERIALS MANAGEMENT

A systemic, holistic approach to using and reusing materials more productively over their entire life cycles, beginning at design and production, through use and reuse, and at the end-of-life through recovery and recycling



Sustainable Materials Management considers the entire life cycle of how we use materials, and their end of life. The ultimate goal is to achieve **zero waste of resources**. Waste management goals have historically focused on recycling efforts but we now know that recycling alone is not the answer. Although many may think that switching to compostable or recyclable versions of single-use products will be better for the environment, research shows that not to be the case. Environmental impacts are lessened by avoiding unnecessary single-use items and prioritizing reusable options.

The City of Kirkland is an active participant in regional waste reduction and recycling efforts, and works to continually innovate and improve programs and offerings. This is done through a variety of recycling programs, like special recycling collection events for expanded polystyrene foam or free battery recycling drop offs, and education campaigns, like promoting participation in food scrap composting. The City aims to reduce the impacts of our residents' and business' waste on the environment. We look to achieve these goals through work on **Three Elements** of this Focus Area:

1. **Waste Reduction**
2. **Recycling and Composting**
3. **Product Stewardship**



# SUSTAINABLE MATERIAL MGMT. FOCUS AREA ELEMENTS

## 1. Waste Reduction

**What is it?** Waste reduction is the practice of creating less waste through preventing waste generation and changing consumption patterns to avoid the resources needed for recycling or disposal.

**How do we measure it?** *Waste generation* is the total amount of materials disposed of as trash and materials recycled or composted whereas *waste disposal* is only the amount of material disposed of as trash. These numbers are significant because they indicate overall consumption patterns, more than just what percentage of material is recycled. Kirkland seeks to achieve the waste generation and waste disposal goals in the King County Comprehensive Solid Waste Management Plan. Kirkland and other King County cities collaborate on an overall plan to reduce and manage waste.

**Where are we?** As of 2018, Kirkland's waste generation rate per capita is 19.9 lbs/week. The waste disposal rate per capita is 8.9 lbs/week.

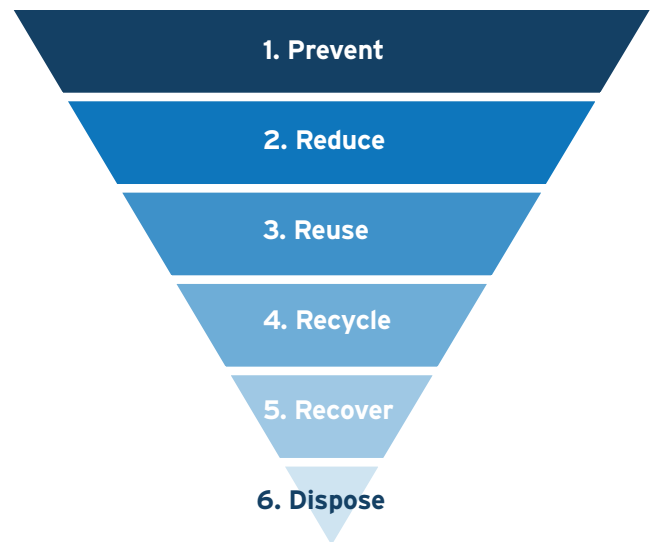
### Existing Policy Support: [Kirkland Comprehensive Plan](#)

**Policy PS-2.1:** Coordinate with the City's solid waste and recycling collection contractors and King County Solid Waste Division to ensure that the existing level of service standards are maintained or improved and waste reduction and recycling goals and targets are in compliance with the Draft 2013 King County Comprehensive Solid Waste Management Plan (SWMP) update.

### Managing Our Waste



The waste hierarchy prioritizes how we should handle our waste – preventing and reducing waste are the best choices, and throwing things away is the worst environmental choice.



Although recycling items instead of throwing them away allows the material to be turned into something else, recycling everything isn't the end goal for our waste. Reducing the amount of waste produced overall – whether trash, recycling, or compost – will make the most impact for the planet.

Reduce waste by preventing it in the first place, by choosing long-lasting products or skipping a purchase altogether, and by extending the life of possessions. Repairing items and reusing materials also promotes social equity and builds community.

# SUSTAINABLE MATERIALS MANAGEMENT



## Goal SM-1 Continue to achieve King County's Waste Generation rate target of less than 20.4 pounds per week per capita by 2030

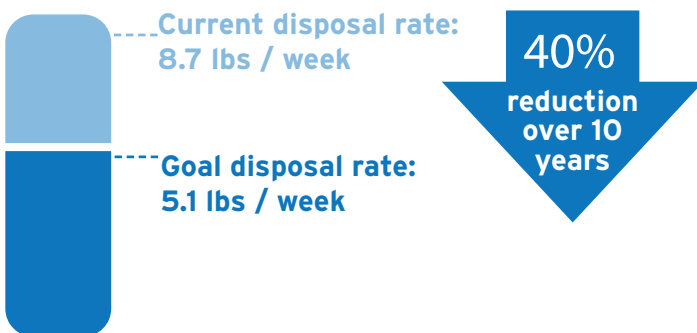
- **Action SM-1.1** Reduce consumer use of common single-use items - for example, by promoting use of reusable shopping and produce bags.
- **Action SM-1.2** Lead by example by improving waste prevention and recycling in City operations, facilities, at sponsored events, and through the purchase of sustainable products.
- **Action SM-1.3** Evaluate progress toward waste generation targets annually.
- **Action SM-1.4** Set innovative rates to incentivize waste reduction, recycling and composting.

Kirkland banned single use plastic bags in 2016 and is currently looking at other policy options to reduce single use food service ware.

The City is currently working on internal purchasing policies, and recently committed to purchasing only compostable food service ware for internal events.

## Goal SM-2 Achieve King County's waste disposal rate target of 5.1 pounds per week per capita by 2030

- **Action SM-2.1** Support repair and reuse activities throughout Kirkland and King County.
- **Action SM-2.2** Evaluate progress towards waste disposal targets annually.



Reuse events like repair cafes and costume swaps help residents keep items in use, and support the community by providing free options for members of the community in need.





# SUSTAINABLE MATERIALS MANAGEMENT

## Goal SM-3 Reduce single-use food service ware throughout City of Kirkland

- **Action SM-3.1** Eliminate the use of expanded polystyrene foam food service ware in food service establishments.
- **Action SM-3.2** Enact policy to support reduction of single-use food service ware, including straws and utensils.
- **Action SM-3.3** Work directly with businesses to provide technical assistance and incentives to increase the use of durable products in food service.

## 2. Recycling + Composting

**What is it?** **Recycling** is the process of collecting and processing materials and turning them into usable and marketable new products. **Composting** is the diversion of **organics** such as yard waste, food scraps, and food-soiled paper to a controlled biological decomposition process that creates a beneficial soil amendment.

**How do we measure it?** Recycling diversion rates can include a variety of things, although they typically measure the amount of materials recycled or composted, instead of landfilled. King County reports City recycling diversion rates as the weight of the amount recycled and composted out of weight of total waste.

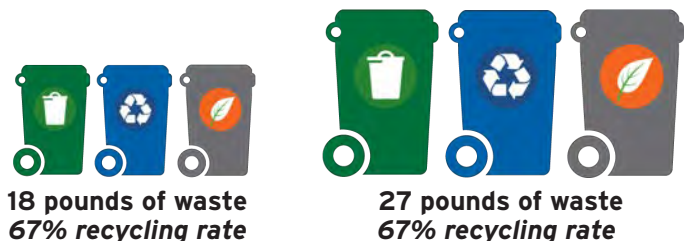
**Where are we now?** Kirkland's combined residential diversion in 2018 was 55.4% and only includes hauler-reported tonnage data from residential customers.

Many Kirkland residents and businesses participate in diverting food and yard waste from the garbage. It is not mandatory to compost food, but the City offers the service to all at no cost.

### Reduce vs. Recycle



While it's helpful to recycle and compost a greater proportion of our waste, the total amount of waste we produce overall is also important to measure – maybe even more important. For example, a family who increased the amount of material they throw away, recycle, and compost by the same proportion would recycle the same proportion of their waste, but generate a lot more waste in total.



# SUSTAINABLE MATERIALS MANAGEMENT



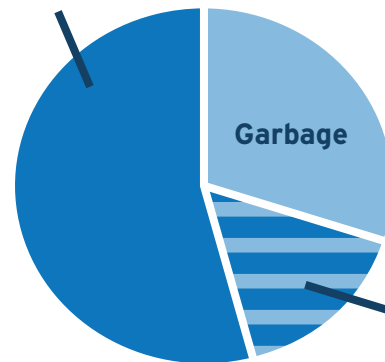
## ■ Goal SM-4 Achieve a local and countywide 70% recycling diversion rate by 2030

- **Action SM-4.1** Explore options to increase the efficiency and reduce the price of curbside and multi-family collection of bulky items, while diverting as many items as possible for reuse or recycling.
- **Action SM-4.2** Expand recycling collection events for difficult-to-recycle items without product stewardship take-back programs.

Kirkland offers a number of events each year for hard to recycle items like Styrofoam™, mattresses, paint, and more!

- **Action SM-4.3** Increase single-family food scrap recycling through a three-year educational cart-tagging program.
- **Action SM-4.4** Update and enforce building code requirements to ensure adequate and conveniently-located space for garbage, recycling, and organics collection containers in multi-family, commercial, and mixed-use buildings.
- **Action SM-4.5** Institute a construction and demolition program that requires structures to be deconstructed versus demolished to recover valuable building materials that can be reused or recycled.
- **Action SM-4.6** Explore and consider a disposal ban policy for recycling, organics, or both such as in the City of Seattle.
- **Action SM-4.7** Increase multi-family and commercial recycling.

**Current: 54% of waste recycled or composted**



**30% increase over 10 years**

**Goal: Additional 16% or 70% total of waste recycled or composted**

*Figure 5. Current and goal percentage of Kirkland's waste stream that is recycled or composted (by weight) compared to all waste generated*



Simple changes can have dramatic impacts on recycling, like switching from carts to dumpsters so there's enough room for residents to recycle their materials.



# SUSTAINABLE MATERIALS MANAGEMENT

## Goal SM-5 Increase the number of businesses composting food scraps to 150 by 2023

112 business within the City of Kirkland compost food scraps as of 2018.

- Action SM-5.1** Continue to develop infrastructure and increase regional and local educational outreach, incentives and promotion to increase recycling of food scraps and food-soiled paper. These efforts should target single-family and multi-family residential developments, as well as nonresidential buildings such as schools, institutions, and businesses.
- Action SM-5.2** Work with food producers, grocers, restaurants, and schools to prevent food waste and to increase food recovery through donation of surplus meals and staple food items to local food banks.



To provide more access to food scrap composting for multifamily residents, Kirkland has piloted two community food scrap drop-off containers, located at City Hall and North Kirkland Community Center.

Kirkland partnered with Lake Washington School District and King County Green Schools to pilot a school food share program to rescue uneaten food at some schools.

## 3. Product Stewardship

**What is it?** Product Stewardship is an environmental management strategy that means whoever designs, produces, sells, or uses a product takes responsibility for minimizing the product's environmental impact throughout all stages of the product's life cycle, including end-of-life management. These programs can also be considered Extended Producer Responsibility programs, because they shift the responsibility of end of life from the consumer to the producer.

**Where are we now?** Product stewardship programs are typically statewide policies, so existing programs vary across the US. Kirkland cannot set up its own programs, but instead can play a role in supporting the creation of new programs. Currently, in Washington State, product stewardship programs exist for some hard-to-recycle items, including computers, televisions, fluorescent bulbs, and medicines. A new program for paint stewardship will begin in 2020.

## Goal SM-6 Expand Statewide Program for Product Stewardship to include challenging-to-recycle items like mattresses, batteries, and plastic packaging

- Action SM-6.1** Support legislative efforts and remain active in groups like Northwest Product Stewardship Council (NWPSC).

Kirkland has representation on the Steering Committee of the NWPSC.

# SUSTAINABLE GOVERNANCE

The cooperation and coordination with all levels of government to achieve effective, efficient, and responsive governance and a sustainable level of core services for the Kirkland community



A sustainable government ensures that Kirkland can continue providing key services and guiding the community towards the future it envisions. This includes providing a sustainable level of core services that is funded from predictable revenue.

Trust in governance underpins the City's ability to support the community. Engaging all members of the community – especially those who have traditionally not been represented in public processes – ensures that the voices of all can be heard and incorporated into decision-making, and creates more equitable solutions.

Community resilience prepares Kirkland to continue providing needed services and adapt to changing circumstances, whether economic or related to natural or human-made hazards. The 2020 COVID-19 pandemic highlights the need for an adaptive local government.

We look to achieve these goals through work on **Four Elements**:

- 1. City Operations**
- 2. Civic Engagement**
- 3. Community Resilience**
- 4. Financial Stewardship**



# SUSTAINABLE GOVERNANCE FOCUS AREA ELEMENTS

## 1. City Operations

**What is it?** City operations include all of the operations that make the City function on a daily basis. So many of the decisions the City makes have an effect on the environment, social equity and the economy. It is imperative that the City exhibit leadership to all residents and businesses by showing that good operational decisions can be made to enhance sustainability and livability in Kirkland.

### ■ Goal SG-1 Integrate sustainability into every major decision the City makes

- **Action SG-1.1** Utilize Sustainable Decision Making Matrix by all department decision-makers.
- **Action SG-1.2** Memorialize in Staff Reports that all major decisions have considered sustainability and have utilized the Sustainable Decision Making Matrix.
- **Action SG-1.3** Identify and use other tools and certifications such as a Carbon Counting Calculator and Institute for Sustainable Infrastructure (ISI) Envision certification that can be used for all City building and infrastructure projects to ensure low carbon methods and materials are being considered.
- **Action SG-1.4** Identify and apply the **Electronic Product Environment Assessment Tool (EPEAT) registry** for decisions regarding electronic equipment purchases.
- **Action SG-1.5** Adopt a policy for fleet purchases for fully electric and hybrid electric vehicles depending on technology availability and city needs; and actively seek grants to move toward an all-electric city fleet and supporting charging station infrastructure.

### Existing Policy Support: Kirkland Comprehensive Plan

**Policy E-4.5:** Utilize life cycle cost analysis for public projects that benefit the built and natural environment.

**Where are we now?** The City makes its decisions in many different forms that consider the environment, equity, and the economy among other criteria. However, not all decisions comprehensively consider sustainability.

**Sustainable Decision Making Worksheet**  
Describe the proposed action in one sentence:

**Criteria 1: Greenhouse Gas Reduction**  
How well will this action reduce greenhouse gas emissions in Kirkland?  
0: Not applicable  
1: Will not reduce greenhouse gas emissions  
2: Will marginally reduce greenhouse gas emissions  
3: Will moderately reduce greenhouse gas emissions  
4: Will significantly reduce greenhouse gas emissions  
5: Will extremely reduce greenhouse gas emissions  
How good this action be expected to further reduce emissions?  
**Greenhouse Gas Weighted Score**  
Multiply the rating by 5: [ ] x 5 = [ ]

**Criteria 2: Environmental Quality**  
How well will this action improve air quality, open space, and low Greenhouse Gas emissions of natural resources, and other environmental quality?  
0: Not applicable  
1: Will not improve environmental quality  
2: Will marginally improve environmental quality  
3: Will moderately improve environmental quality  
4: Will significantly improve environmental quality  
5: Will extremely improve environmental quality  
How good this action be expected to further improve environmental quality?  
**Enviro. Quality Weighted Score**  
Multiply the rating by 3: [ ] x 3 = [ ]

**Criteria 3: Community Health & Quality of Life**  
How well will this action improve health or the community quality of life, and increase resilience to natural and human-caused disasters?  
0: Not applicable  
1: Will not improve community health  
2: Will marginally improve community health  
3: Will moderately improve community health  
4: Will significantly improve community health  
5: Will extremely improve community health  
How good this action be expected to further improve community health?  
**Comm. Health Weighted Score**  
Multiply the rating by 3: [ ] x 3 = [ ]

The **Sustainable Decision Making Matrix** is available as an Excel workbook or a printable worksheet in this report's "Sustainable Decision Making" section.

The **Electronic Product Environment Assessment Tool (EPEAT)** is a method for purchasers to evaluate the effect of a product on the environment. It assesses various lifecycle environmental aspects of a device and ranks products based on a set of environmental performance criteria.

- **Action SG-1.6** Establish a grant-writing team to find and apply for grants to fund actions from the Sustainability Master Plan.
- **Action SG-1.7** Apply for a Puget Sound Energy Resource Conservation Officer to optimize energy use and maximize efficiency at all City facilities.

# SUSTAINABLE GOVERNANCE



- **Action SG-1.8** Develop a plan in CIP for all city facilities to meet 25% energy reduction goal by 2030 and 45% by 2050.
- **Action SG-1.9** Develop water and energy efficiency standards for acquired facilities. If standards are not met, retrofit to achieve standards.
- **Action SG-1.10** Explore reduction of or elimination of gas-powered landscaping equipment for City operations.
- **Action SG-1.11** Explore creating an anti-idling policy for City-operated vehicles.

## ■ Goal SG-2 Coordinate sustainability programs and policies across all City departments

- **Action SG-2.1** Appoint a sustainability manager with the authority to coordinate the implementation of the Sustainability Master Plan.
- **Action SG-2.2** Implement a system to more closely coordinate sustainability-related activities across City departments and implement the Sustainability Master Plan.
- **Action SG-2.3** Establish a protocol that allows eligible City staff with positions that don't require full-time in-person presence to work from home a minimum of two days per week.
- **Action SG-2.4** Consider involving community members in advising City Council on implementation of this plan and recommendations for future revisions as conditions change.

## ■ Goal SG-3 Examine and refresh the City's purchasing policies, to focus on more environmentally-preferable purchasing

- **Action SG-3.1** Implement new internal purchasing guidelines, with focus on reducing single-use items.
- **Action SG-3.2** Explore specifying compost made from organic materials collected from City residents, businesses, and government to be used in City operations and projects.
- **Action SG-3.3** Update purchasing policy to reflect best practices in environmental purchasing.



Bottle filling stations at City facilities help staff choose reusable. A water bottle purchasing policy could further help reduce the amount of single use water bottles purchased and used at City functions.



## 2. Civic Engagement

**What is it?** Civic Engagement is the active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them. Engagement activities range from volunteerism to information sharing, from consulting with the community on a policy decision to resident-led efforts, depending on the degree of community and City involvement and decision-making authority. An underlying principle of civic engagement is seeking to ensure that community members are involved in decisions that impact them.



Gun Safety and Community Safety Town Hall – June 2018

**Where are we now?** The City has successfully employed various techniques of public participation, ranging from town halls, community meetings, discussion forums, and online surveys. The City continues to cultivate community capacity in the form of knowledge, participation, and leadership through campaigns of themed resident engagement on timely topics and on-going collaboration with Kirkland's neighborhood associations. The City also supports a vibrant volunteer program and utilizes various boards and commissions to advise the City Council on policy.

### ■ Goal SG-4 Ensure processes for public participation are fair, accessible, and inclusive

- **Action SG-4.1** Implement a system of civic engagement that more closely coordinates activities across various City departments to ensure that community members, particularly those most affected by an issue or those historically underrepresented in civic life, may participate in a meaningful way.
- **Action SG-4.2** Develop a process to identify and dismantle unintended barriers to public participation by considering and responding to the diversity of our community, including the various cultural, ethnic, and historical experiences of community members.
- **Action SG-4.3** Identify and empower trusted messengers in the community to serve as liaisons between the City and communities that have historically been underrepresented in civic life.
- **Action SG-4.4** Perform a comprehensive City organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedure.
- **Action SG-4.5** Provide opportunities for public input that do not require presence at a particular time or place.



### Goal SG-5 Cultivate community members' knowledge of, participation in, and leadership for civic processes

- Action SG-5.1** Explore opportunities for the City's involvement in efforts of **collective impact** to help achieve desired outcomes, including through partnering more closely with existing community groups. Support the establishment of new groups to expand active participation from underrepresented segments of the community, such as Black, Indigenous, people of color (BIPOC), immigrants, and renters.
- Action SG-5.2** Maintain and expand support for Kirkland neighborhood associations, including efforts at expanding active participation from underrepresented segments of the community, such as BIPOC, immigrants, and renters.
- Action SG-5.3** Explore partnership programs to implement opportunities for civic education and leadership development for community leaders, with a specific emphasis on BIPOC individuals and immigrants.
- Action SG-5.4** Prioritize and implement a civic engagement course that provides education about local government and creates an entry point for emerging community leaders.
- Action SG-5.5** Consider involving community members (and Boards and Commissions) in advising City Council on implementation of this plan and recommendations for future revisions as conditions change.

**Collective impact** is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem.

## 3. Community Resilience

**What is it?** The sustained ability of a community to utilize available resources (energy, communication, transportation, food, etc.) to respond to, withstand, and recover from adverse situations.

**Where are we now?** Emergency Management maintains various plans, including the Hazard Mitigation plan, and City resources that are intended to direct and support building resiliency in the community. Emergency Management conducts public education and outreach activities as part of the "whole community" readiness concept and trains City staff to coordinate and support all phases of emergency and disaster management.







# SUSTAINABLE GOVERNANCE

## Goal SG-6 Improve community resiliency through community engagement and by strengthening essential City resources

- **Action SG-6.1** Increase backup power capability at critical City facilities.
- **Action SG-6.2** Educate residents and businesses on actions they can take to increase personal and physical earthquake resilience.
- **Action SG-6.3** Identify options and actions to increase the stability of water storage facilities (towers and reservoirs) in the city and increase the resilience to shaking of water mains.
- **Action SG-6.4** Continue mitigation projects intended to reduce the risk of erosion, landslide, and urban flooding.
- **Action SG-6.5** Focus on efforts to address and mitigate climate change impacts, such as air quality issues, heat emergencies, and changes in temperature and precipitation.
- **Action SG-6.6** Implement hazard mitigation strategies, as identified in the 2019 Hazard Mitigation Plan, through funding, resources, staff support, and collaborative relationships with partner agencies.

## 4. Financial Stewardship

**What is it?** The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the City of Kirkland. The establishment of and maintenance of wise fiscal policies enables City officials to protect public interests and ensure public trust. The City's Fiscal Policies represent long-standing principles, traditions, and best practices that have guided the City's management in the past and are intended to ensure that the City is financially able to meet its immediate and long-term objectives.

**Where are we now?** Kirkland is in the second year of the 2019-2020 biennium. City Management and Staff have presented the next biennium's budget and Capital Improvement Program (CIP) and Council may adopt the budget at the same time as the SMP.

As part of the budget development process, the City Council reviews Kirkland's Fiscal Policies and updates them to reflect best practices to ensure the City's financial sustainability.

## Goal SG-7 Maintain the City's responsible fiscal practices while advancing on City sustainability goals

- **Action SG-7.1** Use the Sustainable Decision Making Matrix that is provided in the Sustainable Decision Making section of this document as a tool for evaluating future investments in projects, programs or actions, such as the greening of the City's fleet or making City facilities more environmentally friendly. The intent is to view proposals through a "sustainability lens" along with financial and other criteria to get a more complete picture of the current and future impacts and benefits of each investment.
- **Action SG-7.2** Evaluate the establishment and funding of a sustainability opportunity fund with the intent of using these funds as the City match portion of any potential grant applications in support of sustainability-oriented projects.

# SUSTAINABLE BUSINESS

A healthy mix of local resilient businesses and services that have a positive impact on the environment and the community



Kirkland's business community, from the larger anchor businesses to the small independently-owned shops and restaurants, shapes Kirkland's character and livability. Having goods and services available locally means that Kirkland residents can meet their needs without traveling to another city (probably by car) and also supports community members as well as local government by keeping spending and tax revenue within the city.

Businesses also contribute to Kirkland's environmental impacts through the choices they make about how they operate and what they sell.

We look to achieve the goals to achieve a sustainable business community through work on the **Three Elements** of this Focus Area:

1. **Green Business**
2. **Economic Diversity**
3. **Green Economy**

# SUSTAINABLE BUSINESS FOCUS AREA ELEMENTS



## 1. Green Business

**What is it?** Green businesses follow practices that limit their environmental impact and protect their employees. Businesses that operate sustainably reduce expenses, improve efficiency, keep employees healthy and engaged, comply with regulations, and do right by the planet.

**Where are we now?** The City of Kirkland offers a variety of resources to businesses to operate more sustainably. These resources include waste, recycling, and composting program assistance, free containers and posters, storm drain markers, pollution prevention visits, employee transportation assistance, and more. These resources can be accessed for assistance through the EnviroStars Green Business program and the Source Control Business Inspections Program.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-4.11:** Promote and recognize green businesses in Kirkland.

### Why Green Business is Important



Green businesses engage in practices that reduce their impacts on the environment, conserve resources, and protect their employees and customers. These practices can be beneficial to the environment as well as the business' bottom line by reducing costs and improving their image to customers. More than 70% of Puget Sound residents think it's important to buy from environmentally-minded businesses.

### ■ Goal SB-1 Engage with Kirkland businesses on environmental best practices

- **Actions SB-1.1** Use the EnviroStars Green Business and Source Control Programs to assist Kirkland businesses in accessing resources to follow environmental best practices.
- **Action SB-1.2** Conduct outreach to all non-home-based businesses, ensuring all have sufficient recycling capacity.
- **Action SB-1.3** Provide hands-on technical assistance to potential pollution-generating businesses to manage business operations to reduce pollution entering the stormwater system.





## 2. Economic Diversity

**What is it?** Kirkland businesses providing a broad range of products and services as defined by the total economic output by business sector.

**Where are we now?** The City does not currently track economic diversity.

### Goal SB-2 Foster economic diversity throughout the community

- **Actions SB-2.1** Track and monitor the makeup of business and industries in Kirkland and set a diversification goal.
- **Actions SB-2.2** Partner with the Greater Kirkland Chamber of Commerce & the Kirkland Downtown Association on promoting “Buy Local”.
- **Actions SB-2.3** Support policy that encourages mixed-use development and economic diversity.

Right: The City provides spill kits to businesses so they can be prepared to clean up any accidental spills and prevent pollution from reaching Lake Washington.



Far right: Eastside Community Aid Thrift Shop was one of the first Kirkland businesses to be recognized as an EnviroStars green business, at the highest level.



**Existing Policy Support:** [Kirkland Comprehensive Plan](#)

**Policy ED 1.2:** Encourage a broad range of businesses that provide goods and services to the community.

### Economic Diversity Supports the Community



When a large variety of businesses are located locally, residents and other local businesses can meet all or most of their needs for purchasing goods and services without traveling to another city. That makes it easier for people to walk, bike, or bus to meet most of purchasing needs, minimizing dependence on single-occupancy-vehicle travel and reducing travel distances. This is especially beneficial for members of the community who are not able to drive. Shopping locally keeps more money in the community and also provides more funding for local government services.



### 3. Green Economy

**What is it?** A green economy is resilient, socially just, and follows a circular framework that designs out waste through reuse, modular and repairable design, and making the most of materials. Taking a green approach to the economy is low carbon and resource-efficient. A green economy strengthens the community by providing living wage jobs, sourcing products locally, and developing green industries that don't harm environmental quality.

**Where are we now?** The City supports individual businesses through technical support programs, but does not have an overarching program for building a green economy. A similar model might be found in the City's partnership with Redmond and Bellevue on the Innovation Triangle. Businesses can access assistance through the City's economic development team.

#### ■ Goal SB-3 Support and enhance the resilience of the Kirkland business community

- **Action SB-3.1** Develop an economic resilience plan in partnership with Kirkland businesses that focuses on successful operations during uncertain economic times.
- **Action SB-3.2** Formulate a green economic recovery plan in partnership with Kirkland businesses that focuses on clean, green industries and living wage jobs
- **Action-SB 3.3** Support legislation that promotes a resilient business community in Kirkland and on the Eastside.
- **Action SB-3.4** Promote home occupation businesses and telecommuting as a means to create more jobs and to reduce transportation impacts related to commuting.

#### ■ Goal SB-4 Support the transition to an equitable, socially-just sustainable business community in Kirkland

- **Action SB-4.1** Create a program to help restaurants, institutions, and schools procure food from local sources and farms.
- **Action SB-4.2** Promote a training program to assist immigrant and Black, Indigenous, and People of Color (BIPOC) small business owners.
- **Action SB-4.3** Develop public/private partnerships to create spaces and places for startups that focus on making and selling sustainable products.



# HEALTHY COMMUNITY

A healthy community is equitable, socially just and one in which each person has a sense of belonging, support in their community, and access to opportunities that fulfill the basic needs of life



A healthy community must ensure that the entire community has equitable access to resources such as clean water and air, healthy attainable housing, nutritious food, living wage jobs, and a sense of being welcome, accepted and belonging. Improving access to services, representation in decision-making, and environmental conditions for historically marginalized community members, such as low income and Black, Indigenous, and People of Color (BIPOC), should be prioritized. Sustainable communities are socially just, share a common purpose, and are places where all people thrive and enjoy good health and create a high quality of life.

We look to achieve these goals through **Six Elements** of this Focus Area:

1. **Sustainable Food System**
2. **Potable Water**
3. **Human Services**
4. **Welcoming + Inclusion**
5. **Attainable Housing**
6. **Recreation and Wellness**



# HEALTHY COMMUNITY FOCUS AREA ELEMENTS

## 1. Sustainable Food System

**What is it?** A Sustainable Food System includes increasing opportunities for local food production, distribution and consumption. Composting and Reducing Food Waste Reduction is covered in Sustainable Materials Management.

**Where are we now?** There are three official P-Patches city-wide. Farmer's Markets occur twice a week during the summer.

**Goal HC-1** Increase the number and geographic diversity of P-Patches or other types of community gardens by adding 5 more by 2025, and another 100% by 2030. Explore adding edible landscaping on city property including rights-of-way.

- **Action HC-1.1** Develop a funding plan for development and operation of new P-Patches or other community gardens.
- **Action HC-1.2** Develop partnerships to locate new P-Patches on private land, including rooftops.
- **Action HC-1.3** Develop a strategy plan to prioritize the location of community garden opportunities in areas of the city with concentrations of multi-family developments.
- **Action HC-1.4** Build educational and support programs in coordination with local partners such as King County Master Gardners and Seattle Tilth Alliance to teach residents how to grow food and reduce water and pesticide usage.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy E-6.1:** Expand the local food production market by supporting urban and community farming, buying locally produced food and by participating in the Farm City Roundtable forum.



Volunteers working in the demonstration garden at McAuliffe Park. Photo by Tilth Alliance.



Kirkland's farmers markets offer a local opportunity for residents to buy locally-grown produce and locally-made products directly from vendors during the summer.

# HEALTHY COMMUNITY



## Goal HC-2 Increase Farmer's Markets operations from two days per week to seven days per week by 2030, and increase geographic diversity of locations

- **Action HC-2.1** Develop Partnerships to assist in new Farmer's Market Operations.
- **Action-HC 2.2** Amend the Kirkland Zoning Code to allow Farmer's Markets where excluded.

## Goal HC-3 Increase opportunities for private development to grow more food

- **Action HC-3.1** Amend Kirkland Zoning Code to require common open space to include food growing beds.
- **Action HC-3.2** Amend the Kirkland Zoning Code to allow food growing in stream and wetland building buffer setback areas.
- **Action HC-3.3** Develop a Food Action Plan that assures fresh, local food is available and accessible by the entire community.

## 2. Potable Water

**What is it?** The quantity of fresh drinking water. The city obtains its drinking water from three sources, Cascade Water Alliance, Northshore Utility District and Woodinville Water District.

**Where are we now?** In 2019 Kirkland used over 2.6 billion gallons of potable water, equal to 58 gallons per day per person.

## Goal HC-4 Reduce use of potable water on a per capita basis by 10% by 2025 and 20% by 2030 as compared to 2019

- **Action HC-4.1** Increase efficiency of water fixtures through incentive programs, educational campaigns, legislation and public/private partnership in the community.
- **Action HC-4.2** Establish a program or partnership to develop the following types of water supplies for community use: reclaimed water, harvested water and grey and black water.

Harvesting and reusing **rainwater**, **grey water** and even **black water** can reduce the pressure on existing drinking water sources.

### Existing Policy Support: Kirkland Comprehensive Plan

**Policy U-2.1:** Work in coordination with other jurisdictions and purveyors in the region to ensure a reliable, economic and sustainable source of water and to address long-term regional water demand.

The average resident in Seattle uses only 39 gallons of water per person per day.

## Water and Sustainability



Water is not an infinite resource. 97% of the world's water is frozen, 2% is salt water and only 1% of the world's water is available as fresh, clean drinking water also known as potable water. It is predicted that climate change will impact how much water we have available in the future and that using water wisely now can help ensure that future water demands can be met.





## HEALTHY COMMUNITY

- **Action HC-4.3** Intensify water conservation efforts through public/private partnerships and outreach and education.
- **Action HC-4.4** Research per-capita differences in water usages throughout the region and identify best practices to incorporate.
- **Action HC-4.5** Consider rate structure impacts on per-capita differences in water usage throughout the region.
- **Action HC-4.6** Create an education program for water use best practices addressing irrigation overuse and household consumption.



Current Mayor Penny Sweet celebrates clean water with a young community member through the "We Need Water Because" awareness campaign..

### 3. Human Services

**What is it?** The City recognizes that each resident needs to have a sense of belonging, support in their community, and access to opportunities that fulfill the basic needs of life. Human Services represents those services and programs that seek to enhance the quality of life for all members of the community by supporting diversity and social equity, supporting the provision of services that are utilized by those considered more vulnerable or at risk, including youth, seniors, and those in need, and contributing to the social development of the community.

**Where are we now?** The City addresses basic human services needs through regional facilitation and coordination and a grant program supporting the work of local nonprofit agencies; senior programming is offered at Peter Kirk Community Center and youth services include a Youth Council, Teen Traffic Court, a Youth Summit and a Mini-Grant Program.

#### **Existing Policy Support:** Kirkland Comprehensive Plan

**Policy HS-2.1:** Work to achieve a community where everyone is treated with respect and given equitable access to resources.



2018 Youth Summit



**Goal HC-5** Ensure that refugees and immigrants, people of color and economically-struggling residents have access to the resources they need to thrive and experience Kirkland as a safe, inclusive and welcoming community

- **Action HC-5.1:** Calculate and tabulate available community health data and conduct community outreach to inform grant program priorities and provide recommendations on resource and access needs.



School nutrition professionals distributing food with Kirkland fire and police officers during the COVID-19 pandemic.

**Goal HC-6:** Address the homelessness crisis in Kirkland and regionally. Ensure that unhoused residents are connected to life-safety services by coordinating the City's response to the homelessness crisis and providing ongoing case management support

- **Action HC-6.1:** Connect unhoused residents to life-safety services, ensure a coordinated response to the homelessness crisis and respond to residents and businesses experiencing the community effects of the current crisis.
- **Action HC-6.2:** Work regionally to secure ongoing operating funding for increased shelter and day center services for all populations experiencing homelessness on the Eastside.

**Goal HC-7:** Build a community in which families, neighbors, schools, and organizations all work together to help young people become engaged, competent and responsible members of the community

- **Action HC-7.1:** Sign on as an Eastside Pathways partner, joining the Lake Washington School District, City of Redmond, the Bellevue School District, the City of Bellevue and many nonprofit organizations to work collectively to attain better outcomes for children, cradle to career.



Councilmember Toby Nixon and Former Mayor Amy Walen join volunteers at an Arbor Day celebration with Urban Forester Deb Powers.



## 4. Welcoming and Inclusive

**What is it?** Being welcoming and inclusive means demonstrating a recognition that our community is enriched with people from different countries, from a diversity of racial and ethnic groups and faith traditions, with various expressions of ability, and from various levels of socioeconomic status. This is done by supporting a culture and policy environment that allows for all segments of our population, whether long-term residents or newcomers, to feel valued and fully participate in strengthening the social, economic, and civic fabric of the community.



Community members attended “Finding Solutions: Creating an Inclusive and Safe Community” in November 2018

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy CC-1.1:** Support diversity in our population.

**Policy CC-1.3:** Support formal and informal community organizations.

**Resolution R-5240:** Declaring Kirkland as a Safe, Inclusive and Welcoming City for All People

**Where are we now?** The City has taken several actions to be a more welcoming and inclusive community, including a Proclamation of Kirkland being a safe, inclusive, and welcoming place for all people and a supporting Ordinance prohibiting City staff from inquiring about immigration status unless otherwise required by law.

The City has also directly funded organizations serving the immigrant community through its Human Services Grants, and it has signed on as a member city to the Welcoming America Network and Cities for Citizenship.

### **Goal HC-8 Enhance the city of Kirkland as a safe, inclusive, and welcoming place for all people**

- **Action HC-8.1** Require ongoing training on diversity, equity, and inclusion for City employees.
- **Action HC-8.2** Explore partnership programs to implement community-wide opportunities for learning and dialogue around diversity, equity, and inclusion.
- **Action HC-8.3** Encourage the strengthening of relationships between various groups and communities in Kirkland, including communities of color, immigrant and refugee communities, neighborhood associations, the business community, and the faith community.



Pride Flag over Kirkland City Hall during Pride Month 2020



### ■ Goal HC-9 Cultivate a welcoming and inclusive community for immigrants and refugees

- **Action HC-9.1** Continue network membership in Welcoming America and Cities for Citizenship.
- **Action HC-9.2** Seek Welcoming Certification from Welcoming America, including through regional partnerships with other agencies or organizations.
- **Action HC-9.3** Create partnership programs to strengthen relationships between the City and immigrant and refugee communities and to educate immigrants about their rights, responsibilities, and opportunities for naturalization.

**Welcoming America** is a non-profit, non-partisan organization that connects leaders in community, government, and nonprofit to create policy, reinforce welcoming principles, and communicate the socioeconomic benefits of inclusion.



Park Lane, in downtown, was designed to be able to be closed to cars easily for public events like "Summer Sundays" that let people play and enjoy the street safely.

### ■ Goal HC-10 Dismantle institutional and structural racism in Kirkland to increase social equity and environmental justice city-wide

- **Action HC-10.1** Using Resolution R-5434 as a framework, identify, develop, and implement actions to help end interpersonal, institutional, and structural racism, increase social equity, and support environmental justice in Kirkland.



"Peace Has Come" mural being painted by artist Nathaniel in the Juanita neighborhood



## 5. Attainable Housing

**What is it?** Preserving existing affordable housing stock while providing new housing options that include a diversity of housing types that are affordable to all that would like to live here.

**Where are we now?** The City has an affordable housing program and codes that help provide housing options for low income to moderate earners. It also is a founding member of A Regional Coalition for Housing (ARCH), a regional partnership of cities in East King County that share resources and strategies to increase the supply of affordable housing. Recently, the City has been addressing housing options geared toward moderate income earners through increasing housing choices in single-family neighborhoods. Changes include allowing up to two accessory dwelling units on one parcel with a single-family home and making it easier to build cottages, duplexes and triplexes that can blend into existing neighborhoods. The action items in this element work toward encouraging preservation of multi-family housing and incentivizing construction of more energy-efficient and sustainably-constructed housing which is essential to making the cost to rent or buy housing attainable to more moderate-income earners.

**Existing Policy Support:** Kirkland Comprehensive Plan

**Policy H-3.4** Preserve, maintain, and improve existing affordable housing through assistance to residents and housing providers.

**Policy ED-1.5** Strive to maintain a balance of jobs and housing to enable residents to live near work.



Single family home with Accessory Dwelling Unit (ADU)

### ■ Goal HC-11 Expand housing options for all income levels

- **Action HC-11.1** Establish a program to preserve existing multi-family housing stock.
- **Action HC-11.2** Establish a program or create additional incentives to preserve older single-family housing stock in exchange for higher density and lot size flexibility.
- **Action HC-11.3** Establish a public/private community solar program with a focus on existing multi-family housing stock.
- **Action HC-11.4** Revise the City's Expedited Green Building program to include incentives related to creating attainable housing.
- **Action HC-11.5** Establish a dialogue with housing developers who use the Evergreen Sustainability Standard to encourage them to go above and beyond minimum certification standards.
- **Action HC-11.6** Monitor local and sub-regional job types and their wages and housing costs to ensure that the City's housing stock is affordable to employees of local businesses and traffic congestion is reduced.
- **Action HC-11.7** Identify City-wide numerical affordable housing goals for affordable units built under inclusionary zoning rules, along with missing middle housing and ADUs, and track progress of meeting set goals.



## 6. Recreation and Wellness

**What is it?** Kirkland provides opportunities for residents to seek social, physical and emotional components of health and wellness through recreation programs, facilities and services. Regular physical activity, such as recreating at a park, leads to improved physical conditions, cardiovascular health, mood and ability to sleep. Being in nature and green space leads to lower rates of depression and anxiety. Robust parks and recreation space for active and passive use is a crucial component to achieving health and wellness individually and for the community.



**Where are we now?** Kirkland's Parks, Recreation and Open Space Plan (PROS) identifies a service level for the community that specifies the number and types of indoor and outdoor spaces that should be provided. Currently Kirkland has 25 baseball fields, 10 softball fields, 9 soccer and multi-purpose fields, 32 tennis courts, 3 pickleball courts, 1 skate park, 1 outdoor pool, 1 indoor pool and 2 community centers.

**Goal HC-12 Strive to rebalance and/or acquire sports fields to achieve the specified service level. This service level shows an excess of baseball fields and a deficit of soccer/multi-purpose fields.**

- **Action HC-12.1** Complete an athletic field study that can identify a plan for system-wide field improvements or acquisitions that will increase the number of soccer/multi-purpose fields.

**Goal HC-13 Pursue funding measures and/or partnerships that will allow for the expansion of recreation facilities.**

- **Action HC-13.1** Build one new skate park to achieve the recommended two skate park facilities.
- **Action HC-13.2** Construct a recreation and aquatics center to achieve the recommended indoor pool and recreation space.
- **Action HC-13.3** Explore public/private recreational partnerships.
- **Action HC-13.4** Evaluate existing recreational programs and facilities to ensure equity for all populations and that they are serving the diverse needs in our community.

### Recreation and Sustainability



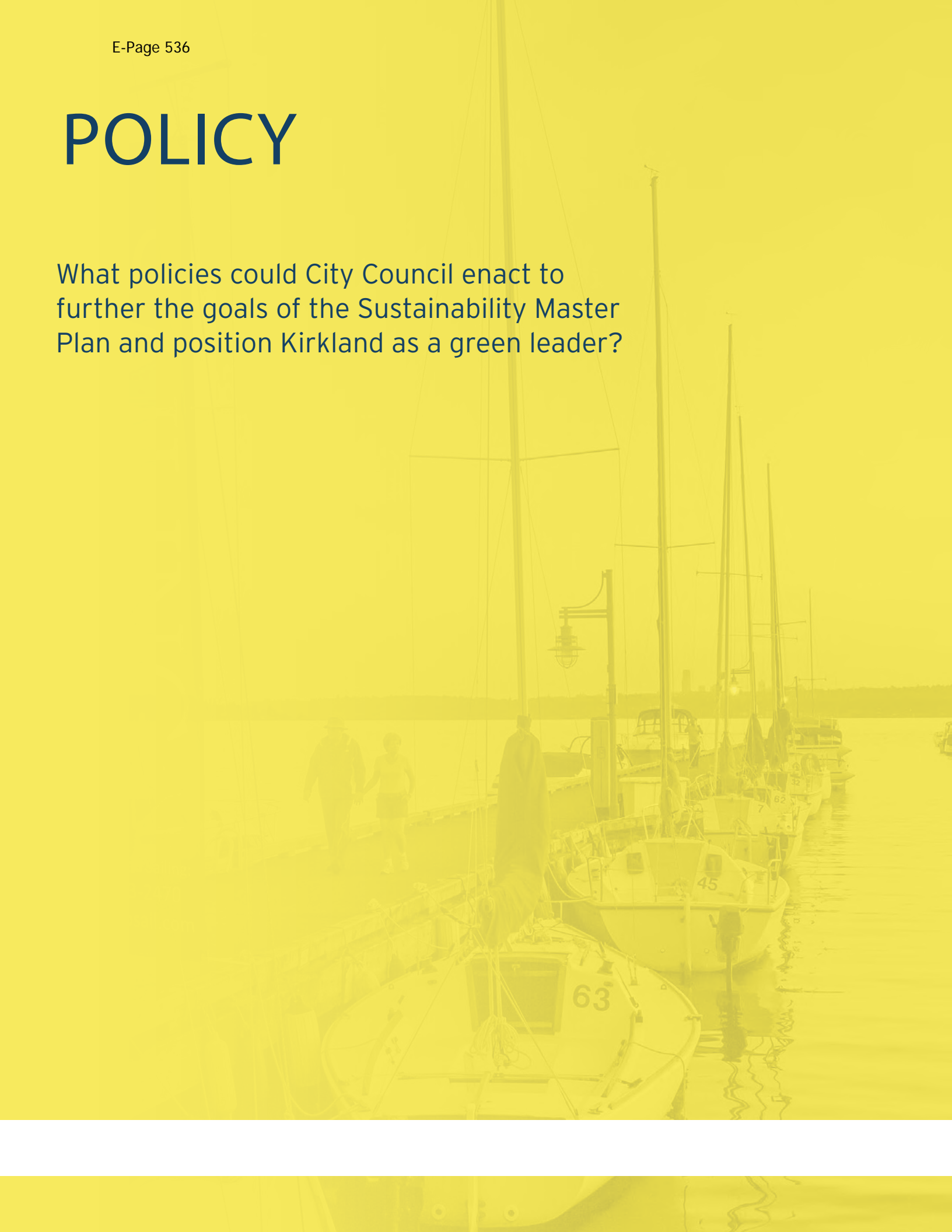
Regular physical activity leads to improved physical condition, cardiovascular health, mood and ability to sleep. Participation in recreation programming provides learning opportunities, community engagement and social interaction. Being in green spaces has been shown to lower rates of depression and anxiety. These are components of the eight dimensions of wellness which is a foundational philosophy in the PROS Plan.



# HEALTHY COMMUNITY

# POLICY

What policies could City Council enact to further the goals of the Sustainability Master Plan and position Kirkland as a green leader?





# Next Step Policies to Support Actions in Plan

Some near-term policies that City Council could adopt to aid in achieving the actions outlined in this plan include:



## Energy Supply + Emissions

- Require electric vehicle charging station retrofits in existing buildings on development sites.
- Require EV charging stations with all new developments or redevelopment projects at a minimum ratio of one EV charger for 10% of all required parking stalls.
- Require or incentivize all new construction to be built with only electric systems.



## Building + Infrastructure

- Cooperate with the K4C to adopt State-required energy performance benchmarking and disclosure ordinances for an annual reporting program for commercial buildings.
- Revise the Kirkland Zoning Code or Municipal Code to require greater water efficiency outside of existing structures, such as for landscaping, water features, and public infrastructure.



## Land Use + Transportation

- Reduce parking minimums in areas well-served by transit.
- Increase housing density along major transit corridors.



## Sustainable Materials Management

- Adopt a food service packaging reduction policy.
- Ban the use of disposable water bottles at City-sponsored events (except Emergency Management).
- Update building code requirements to ensure adequate and conveniently-located space for garbage, recycling, and organics collection containers in multi-family, commercial, and mixed-use buildings.
- Institute a construction and demolition program that requires structures to be deconstructed versus demolished to recover valuable building materials to be reused or recycled.



## Healthy Community

- Amend the Kirkland Zoning Code to allow Farmer's Markets where excluded.
- Amend Kirkland Zoning Code to require common open space to include food growing beds.
- Amend the Kirkland Zoning Code to allow food growing in stream and wetland building buffer setback areas.

# Top 10 Policy Ideas for Environmental Leadership

This plan establishes a framework for environmental improvements over the next ten years, and into the future. Beyond the actions identified in the focus area chapters, City leadership could adopt more visionary goals that would make Kirkland a true environmental leader in the state, nation, and world, such as these.

1. Make Kirkland a **carbon-free city** by 2040.
2. Prohibit the use and sale of **hazardous yard and cleaning chemicals** by the City, businesses and entire community.
3. **Eliminate institutional racism** and any form of injustice in City government and the community.
4. **Eliminate use of all vehicles, machinery and processes that combust fossil fuels.**
5. **Divest all City assets in fossil fuels** and in any industry that is not socially-just and equitable in their business operations.
6. Build all new City buildings to **Living Building Challenge standards** by 2040, and petal certified or core certified by 2030 and to net zero energy by 2025.
7. Create **green business districts.**
8. **Achieve Vision Zero** of no roadway deaths by redesigning, rebuilding and adapting roadways into a City-wide network of “complete streets” with priority given to bikes and pedestrians, greenways, trails, and car-free streets.
9. **Remove all human-made fish barriers** from streams with potential to support salmon.
10. Establish an interdisciplinary **Office of Sustainability**, potentially in conjunction with an existing department.



Councilmember Jon Pascal, Senior Planner David Barnes, Deputy Mayor Jay Arnold, project engineer Anneke Davis, and Councilmember Toby Nixon at the LEED award ceremony for the Kirkland Justice Building.



# IMPLEMENTATION

To help decision-makers prioritize the actions identified in the focus areas, all actions have been evaluated according to six key criteria: reducing greenhouse gas emissions, improving environmental quality, supporting community health and resilience, producing more equitable outcomes, reducing reliance on fossil fuels, and weighing the cost to complete against savings realized.

In addition to aligning with the six key criteria of the plan, cost/benefit information will accompany proposals to consider funding the specific elements of this plan. Recognizing that there are finite dollars available in the City's budget, the actions, policies and related plans will be prioritized and implemented as resources allow.

Staff will provide an annual progress report on this plan at a Council meeting and at a community sustainability summit.

The Sustainability Master Plan will be updated every 5 years, but could also be amended when technology, legislative and other changes happen that require adjustments/updates.

# Action Rating Guide

## Criteria Rating Guide

Actions were rated according to the following criteria by the project manager and subject matter experts.

### Greenhouse Gas Reduction

How much could this action directly reduce greenhouse gas emissions in Kirkland?

- 0 - Not applicable
- 1 - Will not directly reduce Greenhouse Gas Emissions
- 2 - Will marginally reduce Greenhouse Gas Emissions
- 3 - Will moderately reduce Greenhouse Gas Emissions
- 4 - Will significantly reduce Greenhouse Gas Emissions
- 5 - Will extremely reduce Greenhouse Gas Emissions

Rating is weighted by 5.

### Environmental Quality

How well could this action protect habitats, open space and tree cover; reduce consumption of natural resources; and restore ecosystems?

- 0 - Not applicable
- 1 - Will not directly improve environmental quality
- 2 - Will marginally improve environmental quality
- 3 - Will moderately improve environmental quality
- 4 - Will significantly improve environmental quality
- 5 - Will extremely improve environmental quality

Rating is weighted by 3.

### Community Health - Quality of Life (QOL)

How much would this action benefit community health, quality of life, and increase Kirkland's resilience to natural and human-caused hazards?

- 0 - Not applicable
- 1 - Will not directly improve community health / QOL
- 2 - Will marginally improve community health / QOL
- 3 - Will moderately improve community health / QOL
- 4 - Will significantly improve community health / QOL
- 5 - Will extremely improve community health / QOL

Rating is weighted by 3.

### Environmental Social Justice

How much could this action improve equitable environmental outcomes for historically disenfranchised communities (low income, BIPOC)?

- 0 - Not applicable
- 1 - Will not directly improve social justice & equity
- 2 - Will marginally improve social justice & equity
- 3 - Will moderately improve social justice & equity
- 4 - Will significantly improve social justice & equity
- 5 - Will extremely improve social justice & equity

Rating is weighted by 3.

### Reduction of Energy Consumption

How much could this action directly reduce energy use, reduce energy costs and replace fossil fuel-based consumption with renewable energy sources?

- 0 - Not applicable
- 1 - Will not directly reduce energy consumption
- 2 - Will marginally reduce energy consumption
- 3 - Will moderately reduce energy consumption
- 4 - Will significantly reduce energy consumption
- 5 - Will extremely reduce energy consumption

Rating is weighted by 2.

### Net Cost

What is the net cost (cost - savings) for the City to complete this action?

- 0 - Cost is prohibitive
- 1 - Cost is extremely expensive
- 2 - Cost is highly expensive
- 3 - Cost is moderately expensive
- 4 - Cost is nominal
- 5 - No cost to implement

Rating is weighted by 2.

## Total Score



The maximum weighted score is 90 points. For ease of comparison, a scale is used to illustrate the total weighted score of each action. The sliding scale is tinted based on which ten-point block it falls within.

## Additional Action Information





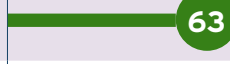

Top actions identified by the community during the engagement process are indicated with a star icon. 

While many actions require coordination across departments, staff identified the lead department(s) or division(s). Some actions are not under the purview of current department or division responsibilities, indicated by "unassigned."

Relative costs and staff level of effort were evaluated within, not between, focus areas. Business impacts may be positive or negative.

# Energy Supply + Emissions Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
ES 1.1	Factor emissions reduction into all budget processes and decision making	60		4	2	3	3	4	4	0-2 years	• Finance		\$	Low	None
ES 1.2	Create public / private partnerships to reduce emissions	56		3	2	3	4	3	4	0-2 years	• Unassigned	• Private partners • K4C	\$	Moderate	None
ES 1.3	Lobby State Legislature to enact laws to further reduce GHG emissions	63		4	2	3	4	4	4	ongoing	• City Manager's Office	• K4C	\$	Low	Potential
ES-1.4	Update Kirkland comprehensive plan climate goals regularly to be consistent with updated state and regional goals	15		1	0	0	0	0	5	Ongoing	• Planning & Building	• K4C	\$	Low	None
ES-1.5	Support state or regional clean fuel standard	15		1	0	0	0	0	5	Ongoing	• Planning & Building	• K4C	\$	Low	None
ES 2.1	Establish a plan to have 100% renewable energy for the community	62		5	2	2	3	4	4	0-2 years	• Planning & Building	• Energy utility • K4C • People for Climate Action - Kirkland	\$	Moderate	Potential
ES 2.2	In conjunction with K4C, ensure that PSE fulfills the State requirements in the Clean Energy Transformation Act. Through engagement with PSE's Clean Energy Implementation process, support projects that enable PSE's ability to meet CETA goals faster.	27		1	1	2	1	1	4	0-2 years	• Planning & Building	• Neighbor cities	\$\$	High	Potential
ES 3.1	Develop a marketing program to encourage installation of solar systems	50		3	2	3	2	3	4	0-2 years	• Planning & Building	• Environmental groups • Solar installers	\$\$	Moderate	Potential
ES 3.2	Establish a region-wide program for successful implementation of community solar	56		3	2	3	4	3	4	3-6 years	• Planning & Building	• King County • K4C members	\$\$	High	Potential
ES 3.3	Consider revisions to remove barriers and provide incentives for solar in land use regulations	31		1	1	2	1	2	5	0-2 years	• Planning & Building	• Energy Utility	\$	Low	Potential
ES 3.4	Support innovative financing mechanisms for distributed energy improvements	22		1	0	0	1	2	5	0-2 years	• Planning & Building	• Energy Utility • K4C	\$	Low	None
ES 4.1	Develop regional pilots to incentivize the transition to electric vehicle ownership	53		3	3	3	2	3	4	3-6 years	• Planning & Building	• Energy utility • Organizations	\$\$	High	Potential
ES 4.2	Create incentives or require electric vehicle charging station retrofits in existing buildings or on development sites	60		4	3	3	2	4	4	0-2 years	• Planning & Building	• Developers	\$\$	Low	Direct
ES 4.3	Require EV charging stations with all new developments or redevelopment projects	47		3	2	2	2	3	4	0-2 years	• Planning & Building	• Regional Code Council	\$	Low	Direct

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
ES 4.4	Require all new residential with offstreet parking to provide one EV-ready electrical outlet per unit and require all multi-family developments to provide EV-ready electrical outlets for 20% of required parking spaces	42		2	2	2	2	2	5	0-2 years	• Planning & Building	• K4C	\$	Low	Direct
ES 4.5	Support state and regional requirements for electric delivery vehicles and TNCs	15		1	0	0	0	0	5	0-2 years	• Planning & Building	• K4C • Electric Utility	\$	Low	None
ES 4.6	Develop a policy to establish a revenue source toward support of electrification of transportation, such as building additional charging stations at city facilities and parks	42		3	2	1	2	2	4	3-6 years	• Finance	• Regional Code Collaboration	\$\$	Moderate	None
ES 5.1	Educate pipeline gas users how to reduce usage	42		2	2	2	2	3	4	0-2 years	• Planning & Building	• Private partners	\$	Low	None
ES 5.2	Establish incentive program to convert existing gas appliances to energy efficient electric	63		4	2	4	3	4	4	0-2 years	• Planning & Building	• Private partners	\$\$	Low	Direct
ES 5.3	Require or incentivize all new construction be built with only electric systems	63		4	2	4	3	4	4	3-6 years	• Planning & Building	• K4C • Electric Utility	\$	Low	Direct







# Building + Infrastructure Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts			
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	New Staff Need?	Staff Level of Effort	Impact to Business / Development / Community
BI 1.1	Incentivize net zero energy buildings through Priority Green Building program	60		4	3	3	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> <li>Public Works</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Moderate	Direct
BI 1.2	Encourage and educate developers to create energy efficient structures	50		3	2	3	2	3	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Private partners</li> <li>Green building organizations</li> </ul>	\$		Moderate	Potential
BI 2.1	Build market demand for net-zero energy buildings through incentives, education, demonstration projects, partnerships and recognition	50		3	2	3	2	3	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Private partners</li> <li>Green building organizations</li> </ul>	\$		Moderate	Potential
BI 2.2	Consider requirement for buildings in business districts to be built to high performing building standards	37		2	2	2	1	2	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$		Low	Direct
BI 2.3	Encourage buildings as part of Council-approved Master Plans/ Development Agreements / Planned Unit Developments to be high performing green buildings, charger ready	30		2	1	1	0	2	5	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Regional Code Collaboration</li> </ul>	\$		Low	Potential
BI 3.1	Create an incentive program to share energy efficiency savings in multi-family housing	66		4	3	3	4	4	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Building owners</li> <li>Property managers</li> </ul>	\$\$		Moderate	Potential
ES 3.2	Cooperate with K4C to adopt energy performance benchmarking and disclosure ordinances for commercial buildings	60		4	3	3	2	4	4	3- 6 years	<ul style="list-style-type: none"> <li>Planning and Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$\$		Low	Potential
BI 3.3	Implement C- PACER legislation	63		4	3	3	3	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> </ul>	\$		Low	Direct
BI 3.4	Implement energy performance ratings for all homes at time of sale	60		4	3	3	2	4	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Realtors</li> </ul>	\$		Med	Potential
BI 3.5	Establish a program to assist homeowners in selecting appropriate and cost effective energy solutions	60		4	3	3	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>K4C</li> <li>Energy efficiency contractors</li> </ul>	\$		Low	Potential
BI 4.1	Create an incentive program for energy and water efficient appliances in new and existing structures	52		3	3	2	2	4	4	0-2 years	<ul style="list-style-type: none"> <li>Public Works Utilities</li> </ul>	<ul style="list-style-type: none"> <li>Energy provider</li> <li>Water utilities</li> <li>Private partners</li> </ul>	\$		Low	Direct
BI 4.2	Require greater water efficiency than industry green building certifications	43		2	3	2	2	2	4	3-6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Low	Direct
BI 4.3	Require greater water efficiency outside existing structures	43		2	3	2	2	2	4	3-+6 years	<ul style="list-style-type: none"> <li>Planning &amp; Building</li> </ul>	<ul style="list-style-type: none"> <li>Regional Code Collaborative</li> </ul>	\$		Low	Direct



# Land Use + Transportation Action Ratings



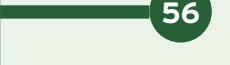
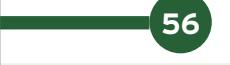



Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
LT-1.1	Engage in a Smart Growth policy and Smart Growth zoning code scrub	60		4	2	3	3	4	4	ongoing	• Planning		\$	Moderate	Potential
LT-2.1	Align new pedestrian connections with the 10-Minute Neighborhood concept	54		4	2	3	3	2	3	ongoing	• Transportation		\$	Low	Direct
LT-2.2	Educate community on the benefits of 10-Minute Neighborhoods and smart growth	51		3	2	3	3	2	4	0-2 years	• Planning	• Private partners	\$	Moderate	Direct
LT-2.3	Increase housing density along major transit corridors	55		4	2	2	3	3	4	3-6 years	• Planning		\$	Low	Direct
LT-2.4	Strategically adopt zoning code amendments that foster infill projects that meet local needs	36		2	1	2	1	2	5	0-2 Years	• Planning		\$	Low	Potential
LT 4.1	Align projects with Sustainability Master Plan	46		2	3	3	2	2	4	ongoing	• Transportation		\$	Low	Potential
LT-4.2	Strive for platinum status with Walk Friendly Communities	54		3	2	4	3	3	3	7-10 years	• Transportation		\$\$	Moderate	Direct
LT-4.3	Strive for platinum status with Bicycle Friendly Communities	54		3	2	4	3	3	3	3-6 years	• Transportation		\$\$	Moderate	Direct
LT-4.4	Educate more students about walking and biking	53		3	2	3	3	3	4	ongoing	• Transportation	• School districts	\$	Low	Direct
LT-4.5	Increase the number of students walking, biking, carpooling and taking the bus to school	66		4	3	4	3	4	4	0-2 years	• Transportation	• School districts	\$	Moderate	Direct
LT-4.6	Make it safe and easy for children to walk, bike and take the bus to school and other destinations	59		4	3	4	2	4	2	ongoing	• Transportation • City Manager's Office	• School districts	\$\$\$	High	Direct
LT-4.7	Prioritize walk and bike access to high frequency transit	75		5	3	5	4	5	2	ongoing	• Transportation		\$\$\$	Moderate	Direct
LT-4.8	Update markings for all bicycle lanes that are not protected, consistent with current standards	27		1	1	2	1	2	2	Ongoing	• Transportation		\$\$\$	High	None
LT-4.9	Complete the Greenway network by 2030	30		1	1	3	1	2	3	7-10 years	• Transportation		\$\$\$	High	None
LT-4.10	Develop criteria for alternative sidewalk configurations for safe pedestrian travel when traditional sidewalks are infeasible	32		1	1	3	1	2	4	0-2 years	• Public Works • Planning & Building		\$	Low	Potential

Action		Total Score	Criteria Ratings							Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
LT-5.1	Promote public transit use through incentives and a transportation demand management (TDM) program	63		4	2	3	4	4	4	ongoing	• Transportation		\$	Moderate	Direct
LT-5.2	Improve transit access through first-last mile strategies	75		5	3	5	4	5	2	3-6 years	• Transportation	• Ride share services	\$\$\$	Moderate	Direct
LT-5.3	Work with regional transit agencies to provide an equitable and inclusive access to fare payment options	59		3	2	3	5	3	4	3-6 years	• Transportation	• Regional Transit Agencies	\$	Low	Potential
LT-6.1	Encourage carpooling and using shared mobility by providing incentives and ride-matching tools	63		4	2	3	4	4	4	ongoing	• Transportation	• Regional Transit Agencies	\$	Moderate	Direct
LT-7.1	Create partnerships with regional transit agencies and explore new public/private-partnerships	50		3	1	3	3	3	4	ongoing	• Transportation	• Regional Transit Agencies	\$	Low	Potential
LT-7.2	Innovate transit solutions along Cross Kirkland Corridor and connection from I-405 to downtown Kirkland	52		3	2	4	3	3	2	3-6 years	• Transportation	• Regional Transit Agencies	\$\$\$	Moderate	Direct


# Natural Environment + Ecosystems Action Ratings




Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
EV-1.1	Continue NPDES permit compliance	41		0	4	4	3	0	4	ongoing	• Surface Water	• WA Ecology	\$	High	Direct
EV-1.2	Proactively identify and reduce pollutants of concern in Kirkland's impaired streams	40		0	5	4	3	0	2	ongoing	• Surface Water	• King County	\$\$\$	Moderate	Potential
EV-1.3	Assess and prioritize watersheds and actions that will improve water quality	39		0	4	3	4	0	3	0-2 years	• Surface Water		\$\$	Low	Potential
EV-2.1	Fund projects to make culverts fish passable	26		0	5	3	0	0	1	ongoing	• Surface Water	• Tribes • WA Fish & Wildlife • Army Corps	\$\$\$\$	Moderate	Potential
EV-2.2	Develop action plans for stormwater retrofit and water quality management strategies	42		0	5	3	4	0	3	0-2 years	• Surface Water		\$\$	Moderate	Potential
EV-2.3	Actively involve the community in the protection of Kirkland's aquatic resources	45		0	5	4	4	0	3	ongoing	• Surface Water	• Environmental groups • Community organizations	\$\$	Moderate	Potential
EV-3.1	Inspect and maintain public stormwater infrastructure	43		0	4	5	2	0	5	ongoing	• Surface Water		\$	Moderate	Potential
EV-3.2	Proactively replace aging stormwater infrastructure	37		0	3	5	3	0	2	0-2 years	• Surface Water		\$\$\$	Moderate	Potential
EV-4.1	Evaluate stormwater infrastructure capacity and address capacity problems	40		0	3	5	2	0	5	ongoing	• Surface Water		\$	Moderate	Potential
EV-4.2	Construct flood reduction projects for problems that occur more often than every 10 years	29		0	3	4	2	0	1	ongoing	• Capital Improvement Program		\$\$\$\$	Moderate	Potential
EV-4.3	Review development proposals for potential flood and downstream impacts and require mitigation	32		0	3	4	1	0	4	ongoing	• Surface Water	• Developers	\$	Moderate	Direct
EV-5.1	Recruit and train additional Stewards to lead volunteer habitat restoration events in parks and natural areas	53		1	5	5	2	2	4	0-2 years	• Parks & Comm. Service		\$	Moderate	Potential
EV-5.2	Grow the Green Kirkland Partnership volunteer force at a rate that meets or exceeds the City's population growth	53		1	5	5	2	2	4	0-2 years	• Parks & Comm. Service	• Forterra • EarthCorps	\$	Moderate	Direct
EV-5.3	Contract a year-round Washington Conservation Corps crew to work in critical areas in all City parks and natural areas	56		2	5	5	2	2	3	0-2 years	• Parks and Comm. Service	• Department of Ecology	\$\$	Moderate	Potential

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
EV-6.1	Update City IPM policies and practices, prioritize treatment locations, and ensure maintenance occurs as needed	46		1	4	4	2	1	4	0-2 years	• Parks & Comm. Service	• King County Noxious Weed Control	\$	Moderate	Potential
EV-6.2	Utilize the ArcCollector application to map and track the treatment of noxious weeds requiring treatment	50		2	4	4	2	1	4	0-2 years	• GIS		\$	Moderate	Potential
EV-7.1	Explore designating all parks with playgrounds as synthetic pesticide-free parks	29		0	3	3	1	0	4	0-2 years	• Parks		\$	Low	None
EV-7.2	Design City projects that eliminate the need for synthetic pesticides	29		0	3	3	1	0	4	3-6 years	• CIP		\$	Low	None
EV 7.3	Design City public landscaping that requires less maintenance, water and pesticides	29		0	3	3	1	0	4	0-2 years	• Parks • Public Works		\$\$	Moderate	None
EV 7.4	Regularly evaluate alternative products instead of synthetic pesticides	31		0	3	3	1	0	5	Ongoing	• Parks • Public Works		\$	Low	None
EV-7.5	Explore changes to maintenance standards to avoid use of synthetic pesticides	27		0	3	3	1	0	3	Ongoing	• Parks • Public Works		\$	Low	None
EV-8.1	Proactively seek and acquire parkland to secure new parks	54		2	4	4	5	2	2	ongoing	• Parks		\$\$\$	High	Potential
EV 8.2	Achieve Intent of PROS Plan goal which ensures all community members are within 1/4 mile or 10-minute walk to a park	47		2	2	4	3	0	5	0-2 years	• Parks		\$	Low	None
EV 8.3	Create GIS dataset for privately owned public parks and public plazas in the city	8		0	0	0	0	0	4	3-6 years	• Parks		\$	Moderate	None
EV 9.1	Conduct an accessibility and inclusivity review of parks, recreational facilities and programming, and open space plans with the update of all future Parks and Open Space Plans	42		0	2	5	5	0	3	3-6 years	• Parks		\$\$	Moderate	None
EV 9.2	Add an accessibility and inclusivity capital project fund to the Parks and Community Services capital improvement program	36		0	0	5	5	0	3	3-6 years	• Parks		\$\$	Moderate	None
EV 9.3	Update the Park, Recreation and Open Space Plan	43		1	3	4	3	1	3	0-2 years	• Parks		\$\$\$	High	None
EV-10.1	Update the 2020-2026 Urban Forestry Six Year Work Plan with Actions EV-10.2 through EV-10.10	49		1	4	4	4	0	4	0-2 years	• Planning & Building		\$	Low	Potential
EV-10.2	Support internal cross department planning to develop and implement sustainable urban forestry strategies	47		0	4	3	4	2	5	3-6 years	• Planning & Building		\$	Low	Direct
EV-10.3	Pursue opportunities to improve the public tree maintenance program	56		1	3	5	5	3	3	3-6 years	• Parks • Public Works		\$\$\$	High	Direct












Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
EV-10.4	Develop canopy enhancement strategies to mitigate public health impacts in areas that may be disproportionately affected by adverse environmental conditions	63	 63	1	4	5	5	3	5	3-6 years	• Planning & Building	• WA Dept Natural Resources • WA Dept of Health • Private partners	\$	Moderate	Potential
EV-10.5	Develop and implement tree planting programs to increase tree canopy cover on private and public property	61	 61	2	4	4	3	5	5	3-6 years	• Planning & Building	• Schools • Regional agencies • Nonprofits	\$\$	Moderate	Direct
EV-10.6	Identify and prioritize climate-resilient tree species for public/private tree planting programs	56	 56	0	4	4	3	5	4	0-2 years	• Planning & Building	• UW Climate Impacts Group • Allied professionals	\$	Low	Potential
EV-10.7	Dedicate resources for an ongoing, robust, inclusive public education and engagement framework around trees	56	 56	0	5	5	4	2	5	0-2 years	• Planning & Building	• Community • Private partners	\$	Moderate	Direct
EV-10.8	Evaluate pre-approved public works plans and look for opportunities for retention of right-of-way trees	35	 35	2	2	2	1	1	4	0-2 years	• Planning & Building • Public Works	• Community • Private partners	\$	Low	Potential
EV-10.9	Create comprehensive inventory of trees in City spaces and city-wide tree planting program with target areas and goals for canopy expansion in public spaces and residential areas.	52	 52	3	4	3	2	2	3	3-6 years	• Planning & Building • Parks • Public Works		\$\$	Moderate	Potential
EV-10.10	Set commercial landscape design standards the use low-maintenance and waterwise plants	22	 22	0	2	2	0	0	5	3-6 years	• Planning & Building		\$	Low	Direct

# Sustainable Materials Management Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SM 1.1	Evaluate waste generation targets annually	26		1	1	1	1	1	5	0-2 years	• Solid Waste		\$	Low	None
SM 1.2	Reduce consumer use of common single-use items	43		3	3	2	1	2	3	3-6 years	• Solid Waste		\$	Moderate	Potential
SM 1.3	Improve waste prevention and recycling in City operations, facilities, and at sponsored events	35		2	2	2	1	1	4	3-6 years	• Solid Waste		\$	Moderate	Potential
SM-1.4	Set innovative rates to incentivize waste reduction and recycling and composting	24		1	1	1	1	1	4	Ongoing	• Solid Waste		\$	Low	Potential
SM 2.1	 Support repair and reuse activities	38		3	1	2	2	1	3	0-2 years	• Solid Waste	• EcoConsumer	\$	Low	None
SM 2.2	Evaluate waste disposal progress annually	26		1	1	1	1	1	5	0-2 years	• Solid Waste		\$	Low	None
SM 3.1	Eliminate the use of expanded polystyrene foam food service ware in food service establishments	44		3	3	3	1	1	3	0-2 years	• Solid Waste		\$\$	High	Direct
SM 3.2	Enact policy to reduce single-use food service ware	37		2	2	2	1	2	4	0-2 years	• Solid Waste		\$	High	Direct
SM 3.3	Provide technical assistance and incentives to promote durable products at food service businesses	43		3	2	2	2	2	3	0-2 years	• Solid Waste		\$\$	High	Direct
SM 4.1	Increase the efficiency and reduce the price of curbside and multifamily collection of bulky items	39		2	2	2	3	1	3	3-6 years	• Solid Waste	• Hauler	\$\$	Moderate	None
SM 4.2	Expand recycling events for difficult to recycle items without product stewardship take-back programs	44		3	2	3	2	1	3	3-6 years	• Solid Waste		\$	Moderate	None
SM 4.3	Increase single family food scrap recycling through a three-year educational cart tagging program	43		4	2	2	1	1	3	3-6 years	• Solid Waste	• Hauler	\$	Moderate	None
SM 4.4	Update building code requirements for waste collection in multifamily, commercial, and mixed use	33		1	2	2	2	1	4	7-10 years	• Solid Waste		\$	Moderate	Direct
SM 4.5	Institute a construction and demolition program that requires structures to be deconstructed	48		4	2	3	1	1	4	7-10 years	• Solid Waste • Building		\$	Moderate	Direct
SM 4.6	Implement a disposal ban for recycling or organics	43		4	2	2	1	1	3	7-10 years	• Solid Waste		\$\$	High	None
SM-4.7	Increase multi-family and commercial recycling	30		1	1	2	2	1	4	3-6 years	• Solid Waste • Planning & Building		\$	Low	None





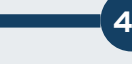
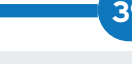


Action		Total Score	Criteria Ratings							Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
SM 5.1	Develop infrastructure and increase outreach and incentives to increase recycling of organics	46		3	2	3	2	1	4	7-10 years	• Solid Waste		\$	Moderate	Direct
SM 5.2	Increase food recovery through donation of surplus meals and staple food items to local food banks	50		3	1	4	4	1	3	7-10 years	• Solid Waste	• Food producers • Food banks • Schools	\$\$	High	Direct
SM 6.1	Support legislative efforts and remain active in groups	32		1	1	2	2	1	5	7-10 years	• Solid Waste	• Northwest Product Stewardship Council	\$	Low	Potential

# Sustainable Governance Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
SG-1.1	★ Customize and utilize Sustainable Decision Making Matrix by all department decision makers	58	 58	3	3	3	3	3	5	0-2 years	• City Manager's Office		\$	Moderate	Potential
SG-1.2	Memorialize in Staff Reports that all major decisions have considered sustainability	58	 58	3	3	3	3	3	5	0-2 years	• City Manager's Office		\$	Low	None
SG-1.3	Identify tools such as a Carbon Counting Calculator that can be used for all City building and development projects to ensure the use of low carbon methods and materials	44	 44	4	2	2	0	2	4	0-2 years	• Facilities • Capital Improvement Program		\$	Low	Potential
SG-1.4	Identify and apply the Epeat registry for decisions of electronic equipment purchases	27	 27	1	1	0	1	4	4	0-2 years	• IT		\$	Low	None
SG-1.5	Adopt a policy for fleet purchases for fully electric and hybrid electric vehicles depending on technology availability and city needs; and actively seek grants to move toward an all-electric City fleet and supporting charging station infrastructure	49	 49	4	1	3	1	4	3	0-2 years	• Fleet		\$	Moderate	None
SG-1.6	Establish a grant-writing team to find and apply for grants to fund actions from the Sustainability Master Plan	30	 30	1	2	2	1	2	3	0-2 years	• Planning & Building with other departments	• Dept of Commerce • King County	\$	Moderate	Potential
SG-1.7	Apply for a Puget Sound Energy Resource Conservation Officer to optimize energy use and maximize efficiency	36	 36	2	1	2	1	4	3	0-2 years	• Facilities	• Puget Sound Energy	\$\$	Low	Potential
SG-1.8	Develop a plan in CIP for all city facilities to meet 25% energy reduction goal by 2030 and 45% by 2050	34	 34	2	1	2	1	2	4	0-2 Years	• Facilities	• K4C • Electric Utility	\$	Moderate	None
SG-1.9	Develop water and energy efficiency standards for acquired facilities. If standards are not met, retrofit to achieve standards	34	 34	2	1	2	1	2	4	0-2 years	• Facilities • PSE	• K4C	\$	Low	None
SG-1.10	Explore reduction of or elimination of gas-powered landscaping equipment for City operations	37	 37	2	1	3	1	3	3	Ongoing	• Parks • Public Works		\$\$	Moderat	None
SG-1.11	Explore creating an anti-idling policy for City vehicles	43	 43	3	1	2	1	3	5	0-2 years	• Facilities	• K4C	\$	Low	None



Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SG-2.1	★ Appoint a sustainability manager to coordinate implementation of the Sustainability Master Plan	49		3	3	2	3	3	2	3-6 years	• City Manager's Office		\$\$	High	None
SG-2.2	Implement a system to more closely coordinate sustainability-related activities across City departments	31		2	2	1	0	2	4	0-2 years	• City Manager's Office		\$\$	Moderate	None
SG-2.3	Establish protocol that allows all potential city staff to work from home a minimum of two days per week	50		4	2	3	1	2	4	0-2 years	• Human Resources		\$	Low	Potential
SG-3.1	Implement new internal purchasing guidelines, including focus on reducing single use items	21		2	1	0	0	0	4	0-2 years	• Purchasing • Solid Waste		\$	Low	None
SG-3.2	Explore specifying compost made from Kirkland's organic materials to be used in City operations and projects	25		2	3	0	0	0	3	0-2 years	• Public Works		\$	Low	None
SG-3.3	Update purchasing policy to reflect best practices in environmental purchasing	31		3	1	1	0	1	4	0-2 years	• Purchasing		\$	Low	None
SG-4.1	Implement a system of civic engagement that more closely coordinates activities across various City departments	26		0	0	3	3	0	4	0-2 years	• City Manager's Office		\$-\$\$	Moderate	Potential
SG-4.2	Develop a process to identify and dismantle unintended barriers to public participation	27		0	0	3	4	0	3	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community • Community-based organizations	\$-\$\$	Moderate	Potential
SG-4.3	Identify and empower trusted messengers in the community to serve as liaisons between the City and communities that have historically been underrepresented	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Faith community • Community-based organizations	\$-\$\$	Moderate	Potential
SG-4.4	Perform a comprehensive city organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedur	34		1	1	2	4	1	3	0-2 years	• City Manager's Office		\$\$-\$\$\$	Moderate	None
SG 4.5	Provide opportunities for public input that do not require presence at a particular time or place	40		2	1	2	3	2	4	0-2 years	• City Manager's Office		\$	Low	None

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SG-5.1	Explore opportunities for the City's involvement in efforts of collective impact to help achieve desired outcomes	23	 23	0	0	2	3	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Business community • Faith community • Community-based organizations	\$-\$	Moderate	Potential
SG-5.2	Maintain support for Kirkland neighborhood associations, including efforts to expand active participation from underrepresented segments of the community	23	 23	0	0	2	3	0	4	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of color • Immigrant and refugee communities • Faith community • Community-based organizations	\$	Moderate	Potential
SG-5.3	Implement opportunities for civic education and leadership development for community leaders, with a specific emphasis on Black community members, people of color, and immigrants	30	 30	0	0	3	5	0	3	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of Color • Immigrant and refugee communities • Faith community • Community-based organizations	\$-\$	Moderate	Potential
SG-5.4	Prioritize and implement a civic engagement course that provides education about local government and creates an entry point for emerging community leaders	28	 28	0	1	1	4	1	4	0-2 years	• City Manager's Office	• Neighborhood Assoc. • Communities of Color • Immigrant and refugee communities	\$\$	Moderate	None
SG-5.5	Consider involving community members (and Boards and Commissions) in advising City Council on the implementation of this plan and recommendations for future revisions as conditions change	40	 40	2	2	2	2	2	4	0-2 years	• Planning & Building	• Community Groups	\$	Low	None
SG-6.1	Increase redundant / alternate power capability at critical City facilities	39	 39	2	0	3	4	2	2	3-6 years	• Facilities		\$\$\$	Moderate	None
SG-6.2	Educate residents and businesses on actions they can take to increase personal and physical earthquake resilience	34	 34	0	0	4	4	1	4	ongoing	• Emergency Management	• Neighborhood Assoc. • Other public agencies • Business community • Nonprofit partners	\$	Low	Direct
SG-6.3	Identify options and actions to increase water reservoir stability and shake resilient water mains	28	 28	0	3	3	2	0	2	3-6 years	• Public Works	• Water utilities	\$\$\$	Moderate	Potential

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SG-6.4	Continue mitigation projects intended to reduce the risk of erosion, landslide, and urban flooding	35	 35	0	4	3	2	1	3	ongoing	• Capital Improvement Program	• Other public agencies • Environmental groups	\$\$\$	Moderate	Potential
SG-6.5	Focus on efforts to address and mitigate climate change impacts	62	 62	4	4	3	3	2	4	ongoing	• Planning & Building	• K4C	\$\$	Moderate	Potential
SG-6.6	Implement hazard mitigation strategies through funding, resources, staff support and partner agencies	53	 53	3	4	3	3	1	3	3-6 years	• Emergency Management	• Other public agencies • Environmental groups • Utilities • Business Community • Nonprofit partners	\$\$\$	Moderate	Potential
SG-7.1	Use the Sustainable Decision Making Matrix as a tool for evaluating future investments in projects, programs or actions	58	 58	3	3	3	3	3	5	0-2 years	• Finance		\$	Moderate	None
SG-7.2	 Evaluate establishing a sustainability opportunity fund for the City match portion of sustainability grants	44	 44	3	2	2	3	2	2	3-6 years	• Finance		\$\$\$	Moderate	None

# Sustainable Business Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development / Community
SB-1.1	Assist Kirkland businesses in accessing resources to follow environmental best practices	41		2	3	2	2	2	3	Ongoing	• Public Works • Solid Waste	• EnviroStars	\$\$	Low	Direct
SB-1.2	Conduct outreach to all non home-based businesses, ensuring all have sufficient recycling capacity	25		1	2	1	1	0	4	0-2 years	• Solid Waste	• Hauler	\$	Low	Direct
SB-1.3	Provide hands-on technical assistance to potential pollution generating businesses to reduce pollution entering the stormwater system	31		0	3	2	2	1	4	Ongoing	• Surface Water	• King County Hazardous Waste	\$\$	Low	Direct
SB-2.1	Track and monitor the makeup of business industries in Kirkland and set a diversification goal	20		0	1	2	1	0	4	3-6 years	• Economic Development	• Washington State	\$	Low	Potential
SB-2.2	Partner with Chamber and Kirkland Downtown Alliance on promoting "Buy Local"	32		2	1	2	1	1	4	0-2 years	• Economic Development	• Chamber of Commerce • Kirkland Downtown Association	\$	Low	Direct
SB-2.3	Support policy that encourages mixed use development and economic diversity	42		2	1	3	2	2	5	0-2 years	• Economic Development • Planning & Building		\$	Moderate	Direct
SB-3.1	Develop an economic resilience plan	23		0	0	3	2	1	3	3-6 years	• City Manager's Office	• Kirkland businesses	\$\$	Moderate	Direct
SB-3.2	Formulate a green economic recovery plan that focuses on clean, green industries and living wage jobs	46		2	2	3	3	3	3	0-2 years	• City Manager's Office	• Kirkland businesses	\$\$	Moderate	Direct
SB-3.3	Support legislation that promotes a resilient business community in Kirkland and on the Eastside	27		1	1	2	1	1	4	0-2 years	• City Manager's Office		\$	Low	Potential
SB-3.4	Promote home occupation businesses	37		2	2	2	1	2	4	3-6 years	• Planning & Building		\$	Low	Potential
SB-4.1	Create a program to help restaurants, institutions, schools procure food from local sources and farms	31		2	1	3	1	0	3	3-6 years	• Economic Development	• King Conservation District • Local farmers • Restaurants • School districts	\$\$	Moderate	Direct
SB-4.2	Promote a training program to assist immigrant and minority-owned new small business owners	37		1	2	2	4	1	3	3-6 years	• Economic Development		\$\$	Moderate	Direct
SB-4.3	Create spaces and places for startups that focus on making and selling sustainable products	30		1	2	2	1	1	4	3-6 years	• Economic Development	• Private partners	\$	Moderate	Direct

# Healthy Community Action Ratings

Action ID	Action	Total Score		Criteria Ratings						Execution			Impacts		
		Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC 1.1	★ Develop a funding plan for development and operation of new P-Patches and community gardens	40		2	2	3	3	0	3	0-5 years	• Parks		\$\$	Moderate	None
HC 1.2	Develop Public/Private partnerships to locate new P-Patches on private land, including rooftops	46		2	2	3	3	2	4	3-6 years	• Parks • Planning	• Private partners	\$\$	Moderate	None
HC 1.3	Develop a strategy plan to prioritize the location of community garden opportunities in areas of the city with concentrations of multi-family developments	46		2	2	4	4	0	3	3-6 years	• Parks		\$\$	Moderate	None
HC-1.4	Build educational and support programs to teach residents how to grow food and reduce water and pesticide usage	25		0	2	2	1	1	4	3-6 years	• Parks • Public Works • Environmental Education	• King County Master Gardeners • Tilth Alliance	\$\$	Moderate	None
HC 2.1	Develop Public/Private Partnerships to assist in new Farmers Market Operations	36		2	0	3	3	0	4	3-6 years	• Parks	• Private partners	\$\$	Moderate	None
HC-2.2	Amend Kirkland Zoning Code to allow Farmer's Markets where excluded	39		2	0	3	4	0	4	0-2 years	• Planning		\$	Low	Potential
HC-3.1	Amend Kirkland Zoning Code to require common open space to include food growing beds	42		2	2	3	3	0	4	0-2 years	• Planning		\$	Low	None
HC-3.2	Amend the Kirkland Zoning Code to allow food growing in stream and wetland buffer setback areas	39		2	2	2	3	0	4	0-2 years	• Planning		\$	Low	None
HC-3.3	Develop a Food Action Plan that assures fresh, local food is available and accessible by entire community	37		2	1	3	3	0	3	7-10 years	• Planning • City Manager's Office		\$\$\$	High	Potential
HC-4.1	Increase efficiency of water fixtures through incentive programs, education, legislation and partnerships	37		2	2	1	2	3	3	0-2 years	• Planning & Building	• Water utilities	\$\$	Moderate	Direct
HC-4.2	Develop water supplies for community use: reclaimed water, harvested water and grey and black water	36		2	2	3	1	2	2	3-6 years	• Public Works	• Wastewater utilities	\$\$\$	High	None
HC-4.3	Intensify water conservation effort through public/private partnerships and outreach and education	37		2	2	1	2	2	4	0-2 years	• Public Works	• Water utilities	\$	Low	None
HC-4.4	Research per-capita differences in water usages throughout the region and identify best practices to incorporate	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None
HC-4.5	Consider rate structure impacts on per-capita differences in water usage throughout the region	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC 4.6	Create education program for water-use best practices addressing irrigation overuse and household consumption	21		0	2	1	0	2	4	0-2 years	• Utility Billing	• Water Utilities	\$	Low	None
HC 5.1	Hire or contract a Community Engagement and Data Analyst for 1 year	31		0	0	3	4	2	3	0-2 years	• Human Services		\$\$	Moderate	Potential
HC 6.1	Hire or contract a homelessness and housing outreach specialist to connect unhoused residents to services and housing	60		3	3	4	4	3	3	0-2 years	• Human Services		\$\$	Moderate	Direct
HC 6.2	Secure funding for more shelter and day center services for all groups experiencing homelessness on the Eastside	34		0	2	3	3	2	3	0-2 years	• Human Services	• Other cities • Private partners	\$\$\$	Low	Direct
HC 7.1	Sign on as an Eastside Pathways partner to attain better outcomes for children, cradle to career	31		0	0	3	4	0	5	0-2 years	• Human Services	• Eastside Pathways • Partner agencies	\$	Low	Potential
HC 8.1	Require on-going training on diversity, equity, and inclusion for City employees	27		0	0	3	4	0	3	0-2 years	• Human Resources		\$\$	Moderate	Potential
HC 8.2	Explore partnership programs to implement community learning and dialogue around diversity, equity and inclusion	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$	Moderate	Potential
HC 8.3	Encourage the strengthening of relationships between various groups and communities in Kirkland	45		2	2	3	4	0	4	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$	Moderate	Potential
HC 9.1	Continue network membership in Welcoming America and Cities for Citizenship	23		0	0	2	3	0	4	0-2 years	• City Manager's Office		\$	Moderate	Potential
HC 9.2	Seek Welcoming Certification from Welcoming America	27		0	0	3	4	0	3	0-2 years	• City Manager's Office	• Community-based organizations • Neighboring cities	\$	Moderate	Potential
HC 9.3	Create partnership programs to strengthen relationships between the City and immigrant and refugee communities	29		0	0	3	4	0	4	0-2 years	• City Manager's Office	• Community-based organizations • Neighboring cities	\$	Moderate	Potential

Action		Total Score		Criteria Ratings						Execution			Impacts		
Action ID	Action Summary (see plan for complete text)	Weighted Score	Weighted Score Out of Maximum 90-point Scale	Greenhouse Gas Reduction	Environmental Quality	Community Health-Quality of Life	Environmental Social Justice and Equity	Reduction of Energy Consumption	Net Cost	Time Frame	Lead Department or Division	Community Partners	Relative Cost	Staff Level of Effort	Impact to Business / Development Community
HC-10.1	Identify, develop, and implement actions to help end interpersonal, institutional, and structural racism, increase social equity, and support environmental justice in Kirkland	37		1	1	2	5	1	3	0-2 years	• City Manager's Office	• Communities of color • Immigrant and refugee communities • Neighborhood Assoc. • Businesses • Faith community	\$\$\$	High	None
HC-11.1	Establish program to preserve multi-family housing stock	51		3	3	2	3	2	4	3-6 years	• Planning & Building	• ARCH • King County	\$\$	Moderate	Potential
HC-11.2	Establish program or create additional incentives to preserve older single-family housing stock in exchange for higher density and lot size flexibility	48		3	2	2	3	2	4	0-2 years	• Planning & Building		\$\$	Moderate	Potential
HC-11.3	Establish a public/private community solar program with a focus on existing multi-family housing stock	56		3	3	3	3	3	4	3-6 years	• Planning & Building	• Private partners, • K4C	\$\$	Moderate	Potential
HC-11.4	Revise the City's Expedited Green Building program to include incentives related to creating attainable housing	50		3	2	2	3	3	4	0-2 years	• Planning & Building	• ARCH • King County	\$	Low	Direct
HC-11.5	Encourage developers who use the Evergreen Sustainability Standard to exceed minimums	40		2	2	2	2	2	4	0-2 years	• Planning & Building	• Housing developers	\$	Low	Potential
HC-11.6	Monitor local and sub-regional job types, wages and housing costs to ensure housing stock is affordable to employees of local businesses and congestion is reduced	24		1	1	1	1	1	4	0-2 years	• Planning & Building		\$	Medium	None
HC-11.7	Identify city-wide numerical affordable housing goals for affordable units built under inclusion-ary zoning rules and track progress of meeting set goals	31		0	0	3	4	1	4	0-2 years	• Planning & Building	• ARCH	\$	Low	Potential
HC-12.1	Complete an athletic field study that can identify a plan for system wide field improvements or acquisitions	30		0	0	3	5	0	3	3-6 years	• Parks & Comm. Services		\$	Medium	Potential
HC-13.1	Build an additional skate park	27		0	0	3	4	0	3	7-10 years	• Parks & Comm. Services		\$\$	Medium	None
HC-13.2	Construct a recreation and aquatics center to achieve the recommended indoor pool and recreation space	32		0	0	5	5	0	1	7-10 years	• Parks & Comm. Services	• Redmond • Bellevue • King County	\$\$\$\$	High	Potential
HC-13.3	Evaluate existing recreational programs and facilities to ensure equity for all populations and that they are serving the diverse needs in our community	29		0	0	3	4	0	4	0-2 years	• Parks & Comm. Services		\$\$	Moderate	None
HC-13.4	Explore public/private recreational partnerships	22		0	0	3	1	0	5	0-2 years	• Parks & Comm. Services		\$	Low	None

# Targeted Timelines for Goals in Plan

2025



**Goal ES-5** Reduce emissions of fossil fuels from all buildings by 20% by 2025 and 50% by 2030



**Goal BI-2** Require 50% of new construction to be Certified Net Zero Energy by 2025 and 100% by 2030



**Goal BI-4** Reduce water use in buildings by 10% by 2025 and 20% by 2030



**Goal BI-1** Certify all new construction as High Performing Green Buildings



**Goal SM-5** Increase the number of businesses composting food scraps to 150 by 2023



**Goal EV-6** Eliminate the discretionary use of synthetic pesticides in parks by 2025



**Goal EV-10** Identify priorities for meeting the overall goal of citywide 40% tree canopy cover goal by 2026



**Goal HC-1** Increase P-Patches/ community gardens by adding 5 more by 2025, and another 100% by 2030



**Goal HC-4** Reduce per capita use of potable water by 10% by 2025 and 20% by 2030

2030



**Goal ES-2** Purchased energy is 100% carbon free



**Goal ES-1** Reduce community emissions by 50%



**Goal ES-3** Add 10 Megawatts (MW) of solar



**Goal ES-4** Reduce GHG emissions from vehicles 25%



**Goal BI-3** Reduce energy use in existing buildings by 25%



**Goal LT-3** Reduce driving per capita by 20%



**Goal SM-1** Achieve waste generation rate of 20.4 lbs/week per capita



**Goal SM-2** Achieve waste disposal target of 5.1 lbs/week per capita



**Goal SM-4** Achieve a recycling diversion rate of 70%

2035



**Goal EV-5** Restore 500 acres of City-owned natural areas and open space park lands

2050



**Goal ES-1** Reduce community emissions by 80%



**Goal BI-3** Reduce energy use in existing buildings by 45%



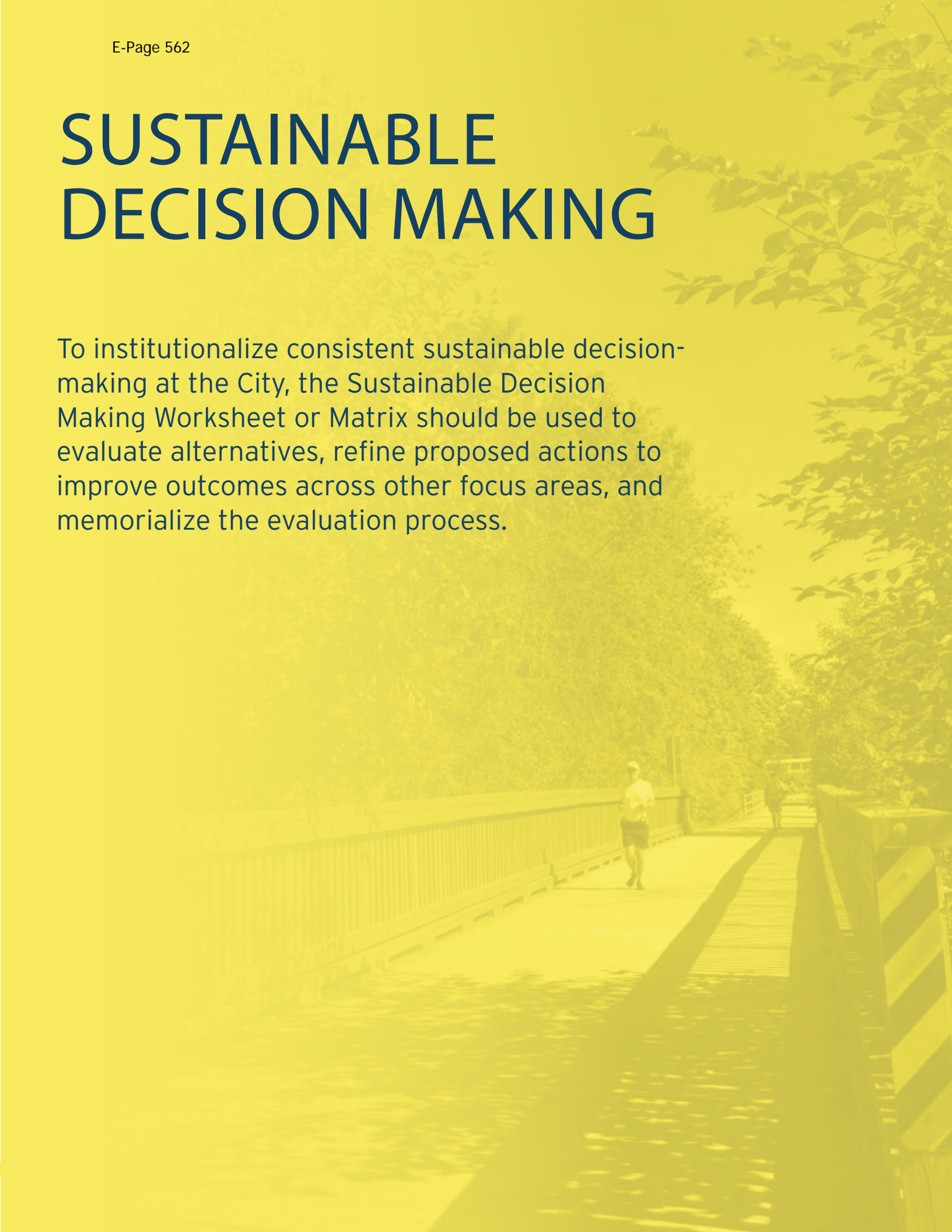
**Goal LT-3** Reduce driving per capita by 50%





# SUSTAINABLE DECISION MAKING

To institutionalize consistent sustainable decision-making at the City, the Sustainable Decision Making Worksheet or Matrix should be used to evaluate alternatives, refine proposed actions to improve outcomes across other focus areas, and memorialize the evaluation process.



# Sustainable Decision Making at the City

The City frequently makes complex decisions and there are many competing interests in arriving at a final decision. The Sustainable Decision Making Matrix (SDMM) is a weighted decision making tool that is aligned with the major focus areas of the Sustainability Master Plan. Therefore, when this tool is used, it can inform these decisions and help fulfill the goals of this plan.

Decision makers should use either [the Excel version of the Sustainable Decision Making Matrix](#) or the following Sustainable Decision Making Matrix worksheet (shown on the next page) to calculate the weighted score of a particular action (project, policy, program or code). The higher the weighted score, the more a particular action is aligned with this plan's goals.

After a score is completed by decision makers, it should be memorialized in a uniform way to communicate to City Council and the community that the SDMM has been used and considered to make the most sustainable decision possible. The Template Staff Report sample text below should be used and documented in all Council Staff reports and other applicable documents.

## Template Staff Report Text

Insert action here (project, policy, program, code) A, B and C were evaluated by staff using the City's Sustainable Decision Making Matrix (SDMM). The scores for each Project, Alternative, action or decision were as follows (A=#, B=#, C=#) out of a total of 90 possible points.

The following alternatives were changed (if applicable) to more closely align with the criteria identified in the City's Sustainability Master Plan and then scored again using the SDMM. The Alternatives were then scored as follows (A=#, B=#, C=#).

Alternative (A, B or C), was chosen because it was the highest weighted score, and if applicable, it was (insert reason here) was also was factor in the decision made. Therefore, this decision to select (insert alternative) complies with the SDMM that was adopted as an integral part of the City's Sustainability Master Plan.

# Sustainable Decision Making Worksheet

Describe the proposed action in one sentence:

The sustainable decision making worksheet will be used to evaluate City actions by how they align with the goals of the Sustainability Master Plan.

## Criteria 1: Greenhouse Gas Reduction

How much will taking this action reduce greenhouse gas emissions in Kirkland?

- 0** Not applicable
- 1** Will not reduce greenhouse gas emissions
- 2** Will marginally reduce greenhouse gas emissions
- 3** Will moderately reduce greenhouse gas emissions
- 4** Will significantly reduce greenhouse gas emissions
- 5** Will extremely reduce greenhouse gas emissions

### Greenhouse Gas Weighted Score

Multiply the rating by 5:

$$\underline{\hspace{2cm}} \times 5 = \square$$

How could this action be adjusted to further reduce emissions?

## Criteria 2: Environmental Quality

How much will the City taking this action protect habitats, open space and tree cover; reduce consumption of natural resources; and restore ecosystems?

- 0** Not applicable
- 1** Will not improve environmental quality
- 2** Will marginally improve environmental quality
- 3** Will moderately improve environmental quality
- 4** Will significantly improve environmental quality
- 5** Will extremely improve environmental quality

### Enviro. Quality Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve environmental quality?

## Criteria 3: Community Health & Quality of Life

How much will this action improve health in the community, quality of life, and increase resilience to natural and human-caused hazards?

- 0** Not applicable
- 1** Will not reduce improve community health
- 2** Will marginally improve community health
- 3** Will moderately improve community health
- 4** Will significantly improve community health
- 5** Will extremely improve community health

### Comm. Health Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve community health, quality of life, and resilience?

## Criteria 4: Environmental Social Justice & Equity

How much will this action improve equitable environmental outcomes for historically disenfranchised communities (e.g. low income; Black, Indigenous, and People of Color (BIPOC))?

- 0** Not applicable
- 1** Will not improve environmental social justice
- 2** Will marginally improve environmental social justice
- 3** Will moderately improve environmental social justice
- 4** Will significantly improve environmental social justice
- 5** Will extremely improve environmental social justice

### Social Justice Weighted Score

Multiply the rating by 3:

$$\underline{\hspace{2cm}} \times 3 = \square$$

How could this action be adjusted to further improve environmental social justice and equity?

## Criteria 5: Reduction of Energy Consumption

How much will this action directly reduce energy consumption and energy costs and replace fossil fuel-based consumption with clean, renewable energy sources?

- 0** Not applicable
- 1** Will not reduce energy consumption
- 2** Will marginally reduce energy consumption
- 3** Will moderately reduce energy consumption
- 4** Will significantly reduce energy consumption
- 5** Will extremely reduce energy consumption

### Energy Use Weighted Score

Multiply the rating by 2:

$$\underline{\hspace{2cm}} \times 2 = \square$$

How could this action be adjusted to further reduce energy consumption?

## Criteria 6: Cost

What will the net cost (cost - savings) be to the City to complete this action?

- 0** Cost is prohibitive
- 1** Cost is extremely expensive
- 2** Cost is highly expensive
- 3** Cost is moderately expensive
- 4** Cost is nominal
- 5** No cost to implement

### Net Cost Weighted Score

Multiply the rating by 2:

$$\underline{\hspace{2cm}} \times 2 = \square$$

What other financial routes could be used to reduce the cost?

Total Weighted Score							Add all weighted scores together. Max score is 90.			
<b>GHG Emissions</b>	<b>Enviro. Quality</b>	<b>Comm. Health</b>	<b>Social Justice</b>	<b>Energy Use</b>	<b>Net Cost</b>	<b>Total Score</b>				
<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	+	<input style="width: 50px; height: 40px;" type="text"/>	=	<input style="width: 50px; height: 40px;" type="text"/>

# Focus Areas in City Plans

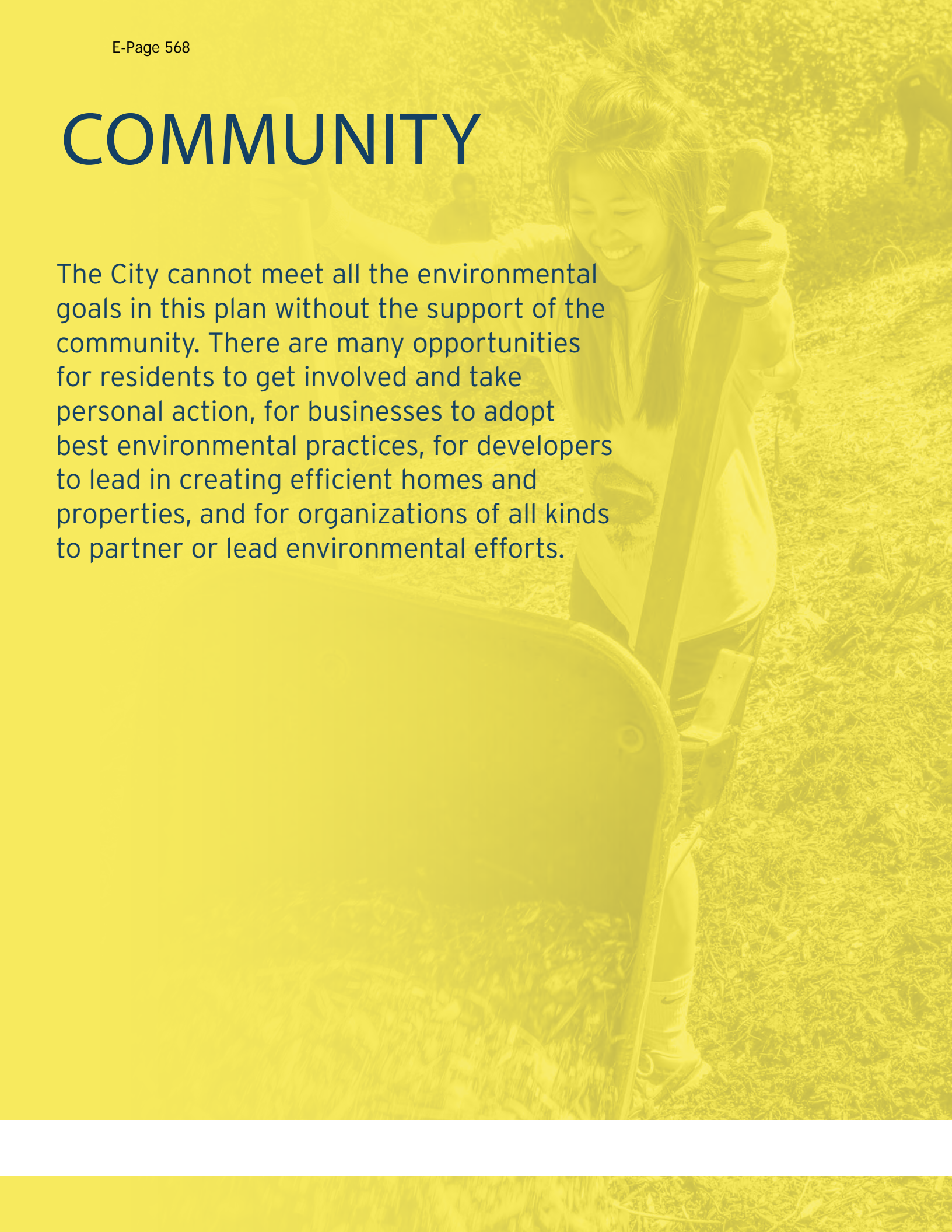
This table identifies which Focus Areas are addressed in existing City of Kirkland Planning documents. In future revisions of these planning documents, efforts should be made to address additional Focus Areas..

	 Energy Supply + Emissions	 Building + Land Use	 Land Use + Transportation	 Natural Environment + Ecosystems	 Sustainable Materials Management	 Sustainable Governance	 Sustainable Business	 Healthy Community
<u>Comprehensive Plan</u>	✓	✓	✓	✓	✓	✓	✓	✓
<u>Transportation Master Plan</u>			✓	✓		✓		✓
<u>Housing Strategic Plan</u>								✓
<u>Parks, Recreation and Open Space Plan</u>				✓				✓
<u>Urban Forestry Strategic Plan</u>				✓				
<u>Surface Water Master Plan</u>				✓		✓		✓
<u>Active Transportation Plan</u>			✓					
<u>Capital Facilities Plan</u>			✓	✓		✓		✓
<u>Transportation Implementation Plan</u>			✓			✓		



# COMMUNITY

The City cannot meet all the environmental goals in this plan without the support of the community. There are many opportunities for residents to get involved and take personal action, for businesses to adopt best environmental practices, for developers to lead in creating efficient homes and properties, and for organizations of all kinds to partner or lead environmental efforts.





# Community Action

There are many definitions of community and one is that it is “a group of people living in the same place or having a particular characteristic in common.” The common characteristic we share is that we care about the environment, social equity and justice, and having a strong, resilient economy. Regarding the Sustainability Master Plan’s implementation, it relies not only on the City government, but all people that live in, work in and enjoy Kirkland to ensure its success.

Since there is limited funding and time to achieve the goals of the plan, it is essential that we all work together and determine what each of us can do to contribute to the overall sustainability of Kirkland and to the region. There are ways for all to help, regardless of income, age, or housing. These actions are merely a starting point to inspire the Kirkland community to join the City in reaching the goals of this plan.



Deputy Mayor Jay Arnold celebrates installation of solar panels at City Hall with a community advocate.



Councilmember Kelli Curtis and Urban Forester Deb Powers discuss sustainability in Kirkland with members of the public at the Sustainability Forum in June 2019.

## Residents

### Engage + Advocate

- Respond to City surveys to inform decision-making
- Attend City workshops to shape project design
- Speak during a public comment period at a Council meeting
- Email Council members about environmental actions you’d like the City to prioritize
- Alert City staff to sidewalk and bike lane maintenance needs using the Our Kirkland app



Student group The Tomorrow Project partnered with the City’s recycling team to pilot a public food scrap compost cart on Park Lane in 2019.

## Volunteer + Participate

- Volunteer with the Green Kirkland Partnership to restore Kirkland's natural areas
- Become a Green Steward to champion the restoration of a natural space near you
- Volunteer for local non-profit and faith-based organizations working on sustainability, environmental justice, and supporting a healthy community
- Join a community group or organization working on environmental goals
- Become a Soil and Water Steward and educate the community about protecting our ecosystem
- Participate in community reuse events
- Help plant raingardens in your neighborhood



Volunteers of all ages are invited to join in - these youth volunteered to plant trees at an Arbor Day event, along with Councilmember Jon Pascal.



Community members donate costumes and accessories for the City's community Halloween costume swap, where any community member can come and create a unique costume for free from donated materials.



Volunteers from a Kirkland business and other community members plant native plants at a newly-constructed rain garden along the Cross Kirkland Corridor in the Highlands neighborhood.

## Personal Action

### At Home

- Use a shower timer and/or low-flow showerhead to reduce water and energy use
- Sign up for green power from Puget Sound Energy
- Put aerators on all faucets to reduce water use
- Repair broken items instead of replacing them
- Compost all your food scraps in your gray cart

Get green living tips on the City's [@KirklandEnviro Facebook](#) and [Twitter](#) accounts or [sign up for monthly green emails](#).



The City partnered with Puget Sound Energy to offer discounted energy efficient lighting options at a Lighting Fair at City Hall for All in 2019.

### In Your Yard

- Welcome wildlife by planting a native garden
- Plant a tree
- Use less water by growing drought-tolerant plants
- Replace pesticides and plant killer with natural pest control methods to reduce chemical use
- Follow best watering practices to prevent waste
- Harvest rainwater to use less potable water in your garden
- Minimize fertilizer use to protect waterways from excessive nutrients

Learn how to use less pesticides in your garden, reduce your maintenance and watering needs by choosing plants that do well in our climate, and invite native wildlife and beneficial pollinators to your yard at [naturallyardcare.org](http://naturallyardcare.org).



A *demonstration rain garden* at a Kirkland home.



A resident in the Forbes Creek Watershed installed native landscaping at her home through the Yard Smart program.

## In the Community

- Make trips by foot, bike, bus, and other ways without a car when possible
- Patronize local businesses
- Choose secondhand items and participate in community sharing and reuse groups
- Support green businesses that have gotten EnviroStars recognition

**Kirkland Green Trip** helps people who live and work in Kirkland find better ways to get around, and offers rewards for alternative commuting. Visit [kirklandgreentrip.org](http://kirklandgreentrip.org).



Bike commuters at a Bike Everywhere Day station.

## Invest in Green Infrastructure

- Install a solar array to supply clean energy
- When replacing natural gas appliances, consider switching to electric appliances
- When remodeling, utilize a salvage team to minimize construction waste
- Build a raingarden that soaks up stormwater to prevent flooding and protect water quality
- Add an Accessory Dwelling Unit to help provide more housing options in our community

The City offers streamlined permitting for rooftop solar installations on private residences.



Solar panels installed at a Kirkland home during a Solarize Kirkland campaign.



A natural green shoreline installed at a waterfront Kirkland home provides more welcoming habitat for native wildlife.

# Businesses

## Follow Green Practices

Learn about and get help implementing environmental best practices that can save money and protect your staff's health through the EnviroStars green business program.

## Support Staff in Reducing Trips

- Encourage your staff to use alternative modes of transportation besides driving alone
- Provide transit passes or subsidies for staff
- Provide bike storage, lockers, and changing facilities to make it easier for staff to cycle
- Allow staff to telecommute or work flex schedules

**Kirkland Green Trip** helps businesses support their employees in reducing drive-alone commute trips. Visit [kirklandgreentrip.org](http://kirklandgreentrip.org).

Learn about rebates and programs available to help your business make green upgrades through the EnviroStars green business program.

The **EnviroStars** green business program provides free technical support for Washington businesses in their preferred language. Visit [envirostars.org](http://envirostars.org) or contact [info@envirostars.org](mailto:info@envirostars.org).



Recognition is available for businesses that commit to following key environmental best practices.



Pressure washing with an absorbent sock around the storm drain protects our water from pollution.

## Implement Green Upgrades



Local business owner receiving EnviroStars recognition for running her Montessori school as a green business.

# Developers

Developers serve an important role in Kirkland's sustainability, and can have a big impact on Kirkland's environmental impacts in the long term through both the type of developments built and the choices made at those properties, whether single-family dwellings, or multi-family, mixed-use or commercial properties. We welcome your support and leadership in building greener developments.

# Organizations

## Partner

There are many opportunities to partner with the City to help the community achieve the goals of the Sustainability Master Plan. See the Implementation Guide for specific actions where the City is actively seeking community partners. We also welcome ideas for other partnerships.

## Lead

We celebrate the environmental leadership of non-profit and faith-based organizations in Kirkland.



Pervious paving at a development in Kirkland.



Recycling staff partnered with the Kirkland Library to raise awareness about a free textile recycling program.



A bi-monthly Orca to Go station at Kirkland City Hall helps make buying an Orca bus pass more accessible for the Kirkland community.



Tilth Alliance has partnered with the City to develop a demonstration garden at McAuliffe Park with the help of volunteers, showcasing natural gardening techniques.



Left top: Mayor Penny Sweet watches as kids learn about watersheds from the We Need Water Because program.

Left middle: Green Kirkland Day 2019 volunteers.

Left bottom: Councilmember Jon Pascal talks with kids on Walk to School Day.

Above top: a Kirkland business owner receives a spill kit to protect water quality from accidental spills. Photo by ECOSS.

Above bottom: Former Mayor Amy Walen discusses gun safety with a parent at the 2018 Parent School Walk Out.



**CITY OF KIRKLAND**  
Planning and Building Department  
123 5th Avenue, Kirkland, WA 98033  
425.587.3600- [www.kirklandwa.gov](http://www.kirklandwa.gov)

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Janice Coogan, Senior Planner  
Scott Guter, AICP, Senior Planner  
Jeremy McMahan, Deputy Director, Planning and Building  
Adam Weinstein, AICP, Director, Planning and Building

**Date:** November 20, 2020

**Subject:** 2020 Amendments to the Comprehensive Plan and Zoning Map  
Files: CAM20-00471 (Miscellaneous Comprehensive Plan Amendments)  
and CAM18-00741 (Sarabjit Mann Community-Initiated Amendment Request)

**Staff Recommendation**

Adopt enclosed Ordinance 4745 to approve amendments to the Comprehensive Plan and the Zoning Map.

**Background**

Annually, the City considers legislative amendments to the Comprehensive Plan and related amendments to the Zoning Map, Zoning Code or Municipal Code. Included in the enclosed ordinance for 2020 are a group of City-Initiated Amendments to the Comprehensive Plan including changes to land use designations for three parcels; changes to maps, text, and tables; three neighborhood plans and one corridor plan; and one Community-Initiated Amendment Request (Mann CAR) rezone in the Juanita Neighborhood. Approval of the Comprehensive Plan land use changes will require the Zoning Map to be amended for consistency with the Comprehensive Plan. Below is a summary of the public meetings held in 2019-2020 to discuss the proposals and Planning Commission's recommendation to approve the amendments.

*Public Meetings*

The following public meetings were held to discuss the proposed amendments:

On August 27, 2020 the Planning Commission held a public hearing on the proposed draft neighborhood plans and corridor plan following an extensive public involvement process conducted during 2019-2020 to update the plans. See [August 27, 2020 Planning Commission public hearing meeting materials](#). The Planning Commission recommended approval of the draft plans be forwarded to City Council.

On [September 10, 2020](#), the Planning Commission and Houghton Community Council conducted a joint study session on the proposed City-Initiated and Community-Initiated Amendment (CAR) requests. At the meeting, the Houghton Community Council waived



its right to hold a public hearing on the City-Initiated Amendments because there are only minor revisions within its jurisdiction.

On September 15, 2020, the City Council received a briefing on the update of the Market, Norkirk, Highlands Neighborhood Plans and Market Street Corridor Plan and Planning Commission's recommendation to approve the draft Plans. The update process is described in more detail in the [September 15, 2020 City Council meeting materials](#).

At the meeting, City Council gave direction to staff to: conduct an "equity scrub" review of the text in each of the neighborhood plans to be sure they reflected the values of equity and inclusion set forth in R-5240 and R-5434; revise the plans to reflect the first non-white settlers in Kirkland; and ensure the neighborhood plan policies support citywide policies and regulations regarding development of accessory dwelling units, duplex, triplex and cottage housing in residential areas and other minor changes to be incorporated into the plans.

On October 22, 2020, the Planning Commission conducted a public hearing to receive comments on the proposed annual City-Initiated amendments and the Mann CAR. The [October 22, 2020 meeting materials](#) provide background and staff analysis of the proposed amendments. After closing the public hearing, the Planning Commission discussed the proposed amendments and made two motions to forward to City Council to 1) approve the City-Initiated Amendments to the Comprehensive Plan and 2) approve the Mann CAR, including amending the Zoning Map.

On November 17, 2020, the City Council received a briefing on the Planning Commission's recommendation for approval of the amendments. The [November 17, 2020 meeting materials](#) provide more background on the proposed amendments. Staff briefed Council on the City- and Community-Initiated Amendments and discussed the status of the equity review of the draft Market, Norkirk, Highlands, Neighborhood Plans and Market Street Corridor Plan requested by Council at the September 10, 2020 meeting.

Council did not have any comments and supported the Planning Commission's recommendation for the City initiated and Mann CAR amendments. Because of the full agenda planned for the December 8, 2020 City Council meeting, Council requested to review the final revised neighborhood plans and corridor plan (including recommended equity review revisions) prior to distribution of the December 8, 2020 meeting packet. Staff agreed to add the revised neighborhood and corridor plans to the neighborhood plan update [project webpage](#) on the City's website in advance of distribution of the December 8 packet. Exhibits J-M to the enclosed ordinance includes the most recent draft plans including changes requested by City Council at the September 15<sup>th</sup> meeting, equity consultant, staff and minor edits from the neighborhood representatives.

### **Proposed Amendments**

The following is a summary list of the proposed amendments included as exhibits to the ordinance for consideration by City Council for final adoption:

Exhibit A: Replaces Capital Facilities Plan (CFP) (Chapter XIII) Tables 5-10 for consistency with the 2021-2026 Capital Improvement Program (CIP) (transportation, utilities, surface water, parks, public safety, and public facility services and improvements) and the 2021-2022 budget.

Exhibit B: Amends Capital Facilities Plan Table CF-4, Functional Plans, to include the adopted Totem Lake Urban Center Enhancement and Multi-modal Transportation Network Plan (Resolution 5316, May 2018) and the Sustainability Master Plan due to be adopted on December 8.

Exhibit C: Amends Land Use Map LU-1 for legislative changes in land use designation for the following parcels:

- Windsor Vista Park expansion of parcel PIN 9477201690 to change the designation from LDR 6 to P (Park/Open Space)
- Juanita Heights Park expansion of parcel PIN 9194100940 to change the designation from LDR 4 to P (Park/Open Space)
- Mann CAR parcels at 10213 NE 124<sup>th</sup> Street, (PIN 2926059176) and at 10203 NE 124<sup>th</sup> Street (PIN 2926059281) to change the designation from LDR 6 to MDR 12

Exhibit D: Amends Land Use Element (Chapter VI) Policy LU-5.5 to reflect King County Council's designation in the Countywide Planning Policies of the Greater Downtown Kirkland as an Urban Center (approved November 5, 2019).

Exhibit E: Amends Parks, Recreation and Open Space Element Figure PR-1 to reflect the two legislative changes in land use described in Exhibit C.

Exhibit F: Amends Finn Hill Neighborhood Plan figures: 4.1, 4.2a, 4.2b, 4.3, 5.1, 5.2, 5.3, 6.1, 6.2, 7.1, 7.2, 7.3, 7.5, 7.6 to reflect change in land use at Juanita Heights Park parcel described in Exhibit C.

Exhibit G: Amends Juanita Neighborhood Plan Figures J-1 to J-8 to reflect two changes in land use described in Exhibit C.

Exhibit H: Amends text in the Lakeview, Rose Hill, Totem Lake, Kingsgate, Finn Hill Neighborhood Plans related to the Transportation Element, Figure T-28, City Transportation Connections Map.

Exhibit I: Amends map figure legends in the following neighborhood plans to reference Transportation Element Figure T-28, City Transportation Connections:

- Bridle Trails Neighborhood Plan Figures BT-5, BT-6, BT-7
- Central Houghton Neighborhood Plan Figures CH-4, CH-5
- Everest Neighborhood Plan Figures EV-4, EV-5, EV-6
- Finn Hill Neighborhood Plan Figure FH-7.3
- Juanita Neighborhood Plan Figures J-5, J-6, J-7
- Kingsgate Neighborhood Plan Figures K-4, K-5
- Lakeview Neighborhood Plan Figures L-4, L-5, L-6

- Moss Bay Neighborhood Plan Figures MB-9, MB-10, MB-11
- Rose Hill Neighborhood Plan Figures RH-11, RH-12, delete RH-13 (Street Connections), RH-14, RH-15, RH-16, RH-17,
- Totem Lake Neighborhood Plan Figures TL-5, TL-6, TL-7, TL-8

Exhibit J: Replaces the Market Neighborhood Plan in Chapter XV.K \*

Exhibit K: Replaces the Norkirk Neighborhood Plan in Chapter XV.M \*

Exhibit L: Replaces the Highlands Neighborhood Plan in Chapter XV.N \*

Exhibit M: Replaces the Market Street Corridor Plan in Chapter XV.L \*

*\*Note: after adoption, the plans will be designed to be consistent with the updated neighborhood plan format.*

Exhibit N: Zoning Map amendments: The ordinance authorizes the Zoning Map to be amended to be consistent with the Comprehensive Plan Land Use Map LU-1 by rezoning the parcels described in Exhibit C to the following zoning classifications:

- Windsor Vista Park expansion of parcel PIN 9477201690 to change the zoning from RSA 6 to P (Park/Open Space) zone
- Juanita Heights Park expansion of parcel PIN 9194100940 to change the zoning from RSA 4 to P (Park/Open Space) zone
- Mann CAR parcels at 10213 NE 124<sup>th</sup> Street, (PIN 2926059176) and at 10203 NE 124<sup>th</sup> Street (PIN 2926059281) to change the zoning from RSX 7.2 to RM 3.6 zone

### **Criteria for amending the Comprehensive Plan and Zoning Map**

Kirkland Zoning Code (KZC) Section 140.25 lists the factors to consider for Comprehensive Plan amendments. The City shall take into consideration, but is not be limited to, the following factors when considering approval of a proposed amendment to the Comprehensive Plan:

1. The effect upon the physical, natural, economic, and/or social environments.
2. The compatibility with and impact on adjacent land uses and surrounding neighborhoods.
3. The adequacy of and impact on public facilities and services, including utilities, roads, public transportation, parks, recreation, and schools.
4. The quantity and location of land planned for the proposed land use type and density.
5. The effect, if any, upon other aspects of the Comprehensive Plan.

KZC Section 140.30 lists the criteria that must be met to amend the Comprehensive Plan:

1. The amendment must be consistent with the Growth Management Act.
2. The amendment must be consistent with the countywide planning policies.
3. The amendment must not be in conflict with other goals, policies, and provisions of the Kirkland Comprehensive Plan.
4. The amendment will result in long-term benefits to the community and is in the best interest of the community.

KZC Section 130.20 relates to amendments to the Zoning Map criteria. The City may decide to approve a legislative rezone only if it finds that:

1. Conditions have substantially changed since the property was given its present zoning or the proposal implements the policies of the Comprehensive Plan; and
2. The proposal bears a substantial relationship to the public health, safety, or welfare; and
3. The proposal is in the best interest of the community of Kirkland.

*Conclusions:*

The proposed amendments to the Comprehensive Plan are consistent with the above criteria, Comprehensive Plan, Growth Management Act and Countywide Planning Policies. The proposed amendments to the Zoning Map for the rezones are consistent with the above criteria and implement the policies in the Comprehensive Plan. The expansion of the RM 3.6 zone boundary to the east is in keeping with the public health, safety, welfare and in the interest of the community, and would provide the community with additional housing stock.

**Compliance with State Environmental Policy Act- Environmental Review**

A SEPA addendum to the City of Kirkland 2015 Comprehensive Plan Update Draft and Final Environmental Impact Statement was issued on October 12, 2020 and is contained in the official files in the Planning and Building Department. The addendum concludes that the proposed amendments would not result in new impacts beyond those identified in the Comprehensive Plan Environmental Impact Statement.

**Next Steps**

At the January 25, 2021, Houghton Community Council is scheduled to take final action on City-initiated amendments (within its jurisdiction) related to the Capital Facilities Plan.

cc:

File: CAM20-00471

File: CAM18-00741

Sarabjit Mann

Parties of Record (CAM18-00741)

Parties of Record (CAM20-00471)

City staff:

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## ORDINANCE 4745

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING, LAND USE, AND AMENDING THE COMPREHENSIVE PLAN ORDINANCE 3481, AS AMENDED, TO UPDATE CHAPTER XIII CAPITAL FACILITIES PLAN, CHAPTER VI LAND USE, CHAPTER X PARKS, RECREATION AND OPEN SPACE, CHAPTER IX TRANSPORTATION ELEMENTS, CHAPTER XV REPLACE THE MARKET, NORKIRK, HIGHLANDS NEIGHBORHOOD PLANS, MARKET STREET CORRIDOR PLAN, LEGISLATIVE REZONES, 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, AND APPROVING A SUMMARY FOR PUBLICATION, FILE NO. CAM18-00741 AND FILE NO. CAM20-00471.

1           WHEREAS, the City Council has received a recommendation for  
2 approval from the Kirkland Planning Commission to amend certain  
3 portions of the Comprehensive Plan for the City, Ordinance 3481, as  
4 amended, and portions of the Zoning Map, Ordinance 3710, as  
5 amended, to ensure the Zoning Map conforms to the Comprehensive  
6 Plan and the City complies with the Growth Management Act, as set  
7 forth in the report and recommendation of the Planning Commission  
8 dated October 15, 2020, and bearing Kirkland Planning and Building  
9 Department File No. CAM18-00741 and File No. CAM20-00471; and

10  
11           WHEREAS, prior to making the recommendation the Planning  
12 Commission, following notice as required by RCW 35A.63.070, held on  
13 October 22, 2020, a public hearing, on the amendment proposals and  
14 considered the comments received at the hearing; and

15  
16           WHEREAS, pursuant to the State Environmental Policy Act  
17 (SEPA), there has accompanied the legislative proposal and  
18 recommendation through the entire consideration process, a SEPA  
19 Addendum to the City of Kirkland 2015 Comprehensive Plan Update  
20 Draft and Final Environmental Impact Statement (EIS), issued by the  
21 responsible official pursuant to WAC 197-11-625; and

22  
23           WHEREAS, in a public meeting on December 8, 2020, the City  
24 Council considered the environmental documents received from the  
25 responsible official, together with the report and recommendation of the  
26 Planning Commission; and

27  
28           WHEREAS, RCW 36.70A.130, requires the City to review all  
29 amendments to the Comprehensive Plan concurrently and no more  
30 frequently than once every year; and

31  
32           WHEREAS, the Growth Management Act (GMA), RCW  
33 36.70A.130, mandates that the City of Kirkland review, and if needed,  
34 revise its official Zoning Map; and

35 WHEREAS, the Zoning Map implements the Comprehensive  
36 Plan (Ordinance 3481 as amended).

37  
38 NOW, THEREFORE, the City Council of the City of Kirkland do  
39 ordain as follows:

40  
41 Section 1. Comprehensive Plan Text, Map Figures and  
42 Tables amended. The Comprehensive Plan, Ordinance 3481, as  
43 amended, is amended as set forth in Exhibits A-M attached to this  
44 Ordinance and incorporated by reference. These amendments include  
45 the following:

46  
47 Exhibit A: Replace Capital Facilities Plan Project Tables CF-5-10;

48  
49 Exhibit B: Revise Capital Facilities Plan Table CF-4, Functional and  
50 Management Plans to include the Totem Lake Enhancement and  
51 Multimodal Transportation Network Plan and Sustainability Master Plan;

52  
53 Exhibit C: Amend Land Use Map LU-1 for legislative change in land use  
54 designation for the following parcels:

55 Windsor Vista Park parcel PIN 9477201690 change from LDR 6  
56 to P (Park/Open Space) zone

57 Juanita Heights Park parcel PIN 9194100940 change from LDR  
58 4 to P (Park/Open Space) zone

59 Two parcels at 10213 NE 124<sup>th</sup> Street, (PIN 2926059176) and  
60 at 10203 NE 124<sup>th</sup> Street (PIN 2926059281) from LDR 6 to MDR  
61 12;

62  
63 Exhibit D: Land Use Element Policy LU-5.5 text amendments related to  
64 the Greater Downtown Urban Center;

65  
66 Exhibit E: Amend Parks, Recreation and Open Space Element Figure PR-  
67 1 to reflect the two legislative changes in land use described in Exhibit  
68 C;

69  
70 Exhibit F: Amend Finn Hill Neighborhood Plan figures: 4.1, 4.2a, 4.2b,  
71 4.3, 5.1, 5.2, 5.3, 6.1, 6.2, 7.1, 7.2, 7.3, 7.5, 7.6 to reflect change in  
72 land use at Juanita Heights Park parcel described in Exhibit C;

73  
74 Exhibit G: Amend Juanita Neighborhood Plan Figures: J-1 to J-8 to  
75 reflect two changes in land use described in Exhibit C;

76  
77 Exhibit H: Text amendments to the Lakeview, Rose Hill, Totem Lake,  
78 Kingsgate, Finn Hill Neighborhood Plans related to the Transportation  
79 Element Figure T-28, City Transportation Connections Map;

80  
81 Exhibit I: Amend map figure legends in the following neighborhood  
82 plans to reference Transportation Element Figure T-28, City  
83 Transportation Connections:

84 Bridle Trails Neighborhood Plan Figures BT-5, BT-6, BT-7;

85 Central Houghton Neighborhood Plan Figures CH-4, CH-5;

86 Everest Neighborhood Plan Figures EV-4, EV-5, EV-6;

87 Finn Hill Neighborhood Plan Figure FH-7.3;

88 Juanita Neighborhood Plan Figures J-5, J-6, J-7;  
 89 Kingsgate Neighborhood Plan Figures K-4, K-5;  
 90 Lakeview Neighborhood Plan Figures L-4, L-5, L-6;  
 91 Moss Bay Neighborhood Plan Figures MB-9, MB-10, MB-11;  
 92 Rose Hill Neighborhood Plan Figures RH-11, RH-12, delete RH-13  
 93 (Street Connections map figure), RH-14, RH-15, RH-16, RH-17;  
 94 and  
 95 Totem Lake Neighborhood Plan Figures TL-5, TL-6, TL-7, TL-8;

96  
 97 Exhibit J: Replace the Market Neighborhood Plan;

98  
 99 Exhibit K: Replace the Norkirk Neighborhood Plan;

100  
 101 Exhibit L: Replace the Highlands Neighborhood Plan; and

102  
 103 Exhibit M: Replace the Market Street Corridor Plan.

104  
 105 Section 2. Zoning Map Amended: The official City of Kirkland  
 106 Zoning Map as adopted by Ordinance 3710, as amended, is amended in  
 107 accordance with the legislative rezones identified in Exhibit N attached  
 108 to this Ordinance and incorporated by reference and to be consistent  
 109 with the Comprehensive Plan.

110  
 111 Exhibit N: Zoning Map amendments: The ordinance authorizes the  
 112 Zoning Map to be amended to be consistent with the Comprehensive  
 113 Plan Land Use Map LU-1 by rezoning the parcels described in Exhibit C  
 114 to the following zoning classifications:

- 115 • Windsor Vista Park expansion of parcel PIN 9477201690 to  
 116 change the zoning from RSA 6 to P (Park/Open Space) zone
- 117 • Juanita Heights Park expansion of parcel PIN 9194100940 to  
 118 change the zoning from RSA 4 to P (Park/Open Space) zone
- 119 • Mann CAR parcels at 10213 NE 124<sup>th</sup> Street, (PIN 2926059176)  
 120 and at 10203 NE 124<sup>th</sup> Street (PIN 2926059281) to change the  
 121 zoning from RSX 7.2 to RM 3.6 zone

122  
 123 Section 3. Official Map Change: The Director of the Planning  
 124 and Building Department is directed to amend the official City of Kirkland  
 125 Zoning Map to conform with this ordinance, indicating thereon the date  
 126 of the ordinance's passage.

127  
 128 Section 4. If any section, subsection, sentence, clause, phrase,  
 129 part or portion of this Ordinance, including those parts adopted by  
 130 reference, is for any reason held to be invalid or unconstitutional by any  
 131 court of competent jurisdiction, such decision shall not affect the validity  
 132 of the remaining portions of this Ordinance.

133  
 134 Section 5. To the extent that the subject matter of this  
 135 Ordinance is subject to the disapproval jurisdiction of the Houghton  
 136 Community Council as created by Ordinance 2001, the Ordinance shall  
 137 become effective within the Houghton community either upon approval  
 138 of the Houghton Community Council, or upon failure of the Community  
 139 Council to disapprove this Ordinance within 60 days of its passage.

140           Section 6. Except as provided in Section 5, this Ordinance shall  
 141 be in full force and effect five days from and after its passage by the  
 142 City Council and publication, pursuant to Section 1.08.017, Kirkland  
 143 Municipal Code in the summary form attached to the original of this  
 144 Ordinance and by this reference approved by the City Council.

145  
 146           Section 7. A complete copy of this Ordinance shall be certified  
 147 by the City Clerk, who shall then forward the certified copy to the King  
 148 County Department of Assessments.

149  
 150           Passed by majority vote of the Kirkland City Council in open  
 151 meeting this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

152  
 153           Signed in authentication thereof this \_\_\_\_\_ day of  
 154 \_\_\_\_\_, 2020.

\_\_\_\_\_  
 Penny Sweet, Mayor

Attest:

\_\_\_\_\_  
 Kathi Anderson, City Clerk

Approved as to Form:

\_\_\_\_\_  
 Kevin Raymond, City Attorney



PUBLICATION SUMMARY  
OF ORDINANCE NO. 4745

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO COMPREHENSIVE PLANNING, 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. CAM18-00741 AND FILE NO. CAM20-00471.

SECTION 1. Provides amendments to the Comprehensive Plan Text, Figures and Tables amended in the Land Use, Transportation, Parks and Open Space, and Capital Facilities Elements and certain Neighborhood Plans attached to the Ordinance and incorporated by reference.

SECTION 2. Provides amendments to the Kirkland Zoning Map.

SECTION 3. Directs the Director of the Planning and Building Department to amend the Zoning Map.

SECTION 4. Provides a severability clause for the ordinance.

SECTION 5. Provides that the effective date of the ordinance is affected by the disapproval jurisdiction of the Houghton Community Council.

SECTION 6. Authorizes the 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.

SECTION 7. Establishes certification by the City Clerk and notification of King County Department of Assessments.

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 8th day of December, 2020.

I certify that the foregoing is a summary of Ordinance 4745 approved by the Kirkland City Council for summary publication.

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Kathi Anderson, City Clerk

Table CF - 5  
Capital Facilities Plan: Transportation Projects -- 2021-2035

(Updated 12-2-2020)

SOURCES OF FUNDS		2021	2022	2023	2024	2025	2026	Six-Year Total	2027 - 2035
Revenue Type	Revenue Source								
Local	Gas Tax	660,000	673,000	686,000	700,000	700,000	700,000	4,119,000	5,899,700
Local	Gas Tax (Transportation Package)	200,000	200,000	250,000	150,000	200,000	200,000	1,200,000	2,200,000
Local	Revenue Generating Regulatory License	270,000	270,000	270,000	270,000	270,000	270,000	1,620,000	2,970,000
Local	Real Estate Excise Tax 1 (REET 1)	736,000	766,400	733,000	717,000	550,000	950,000	4,452,400	13,750,000
Local	Real Estate Excise Tax 2 (REET 2)	1,189,000	1,311,000	1,251,100	1,211,900	965,000	1,537,000	7,465,000	13,750,000
Local	Street Levy	2,733,000	2,760,000	2,788,000	2,816,000	2,816,000	2,816,000	16,729,000	28,407,000
Local	Solid Waste	386,000	393,000	401,000	409,000	417,000	425,000	2,431,000	3,300,000
Local	Surface Water	500,000	541,000	500,000	130,000	30,000	333,000	2,034,000	5,500,000
Local	Impact Fees	1,500,000	1,500,000	1,319,500				4,319,500	11,000,000
Local	Prior Years	964,000						964,000	
Local	REET 2 Reserves	2,904,000	2,150,000	120,000	350,000			5,524,000	-
Local	REET 1 Reserves	1,500,000						1,500,000	-
Local	Surface Water Reserves							-	-
Local	Debt		1,982,000					1,982,000	-
External	Unsecured Grants			3,678,700	4,336,200	2,569,000	2,985,000	13,568,900	35,025,400
External	Secured Grants	5,300,125	7,642,000	7,780,000	1,600,000			22,322,125	-
	<b>Subtotal 2021-2026 Fund Sources</b>	<b>18,842,125</b>	<b>20,188,400</b>	<b>19,777,300</b>	<b>12,690,100</b>	<b>8,517,000</b>	<b>10,216,000</b>	<b>90,230,925</b>	<b>121,802,100</b>
	<b>Total Sources</b>	<b>18,842,125</b>	<b>20,188,400</b>	<b>19,777,300</b>	<b>12,690,100</b>	<b>8,517,000</b>	<b>10,216,000</b>	<b>90,230,925</b>	<b>121,802,100</b>
								<b>Total 2021 - 2035 Revenue</b>	<b>212,033,025</b>

CIP Project Number	Project Title	Included in Impact Fee calculation?	Capacity project for concurrency?	Funded in CIP						Six-Year Funded CIP 2021-2026	2027-2035 CIP Projects	Candidate Projects for Unanticipated Revenue
				2021	2022	2023	2024	2025	2026			
STC 00600	Annual Street Preservation Program	No - maintenance	No - maintenance	\$ 950,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 9,450,000	\$ 15,300,000	
STC 00603	Street Levy Street Preservation	No - maintenance	No - maintenance	\$ 1,683,000	\$ 2,460,000	\$ 2,488,000	\$ 2,516,000	\$ 2,516,000	\$ 2,516,000	\$ 14,179,000	\$ 22,644,000	
STC 00604	Central Way Street Preservation	No - maintenance	No - maintenance	\$ 2,025,000						\$ 2,025,000		
STC 00608	Local Road Maintenance	No - maintenance	No - maintenance	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000	\$ 450,000	
STC 00609	Totem Lake Boulevard & 120th Ave NE Preservation	Yes	Yes	\$ 555,000						\$ 555,000		
STC 05912	124th Ave NE Roadway Improvements (North Section) ROW	Yes R24	Yes	\$ 802,000						\$ 802,000		
STC 05913	124th Ave NE Roadway Improvements (North Section) Construction	Yes R24	Yes	\$ 8,465,000	\$ 935,000					\$ 9,400,000		
STC 08000	Annual Striping Program	No - maintenance	No - maintenance	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000	\$ 4,500,000	
STC 08313	100th Avenue NE Roadway Improvements (North Section)	Yes R10	Yes	\$ 1,527,000	\$ 203,900					\$ 1,730,900		
STC 08314	100th Ave NE Roadway Imps (Mid-North Section)	Yes R10	Yes	\$ 2,584,000						\$ 2,584,000		
STC 08900	Juanita Drive Intersection and Safety Improvements	Yes R12	Yes	\$ 980,000	\$ 1,477,500	\$ 2,338,000				\$ 4,795,500		
STC 10700	NE 85th Street Ped/Bike Connection 114th Ave NE to 6th Street	Yes NM4	Yes	\$ 870,000	\$ 2,450,000	\$ 3,580,000				\$ 6,900,000		
STC 10800	NE 85th St and 6th St Westbound Transit Queue Jump	Yes	Yes		\$ 1,300,000					\$ 1,300,000		
STC 10900	NE 85th Street Eastbound Third Lane 120th Ave NE to 122nd Ave NE	Yes	Yes			\$ 2,700,000				\$ 2,700,000		
STC 99990	Regional Inter-Agency Coordination	No - not capacity	No - not capacity		\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 410,000	\$ 738,000	
NMC 00620	Street Levy-Pedestrian Safety	No - safety	No - safety	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 900,000	\$ 1,350,000	
NMC 05700	Annual Sidewalk Maintenance Program	No - maintenance	No - maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	\$ 900,000	
NMC 08700	Safer Routes to School Action Plans Implementation	Yes NM4*	Yes	\$ 499,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 3,249,000	\$ 4,950,000	
NMC 08720	NE 131st Way/90th Ave NE Normot. Impr. (97th Ave NE to NE 134th St) Scope & I	No	No	\$ 439,000						\$ 439,000		
NMC 11010	Citywide Accessibility Improvements	No - not capacity	No - not capacity			\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ 300,000	\$ 900,000	
NMC 11300	Citywide Greenways Networks	Yes NM2	Yes			\$ 450,000	\$ 1,950,000			\$ 2,400,000		
NMC 12500	CKC Lighting 120th Avenue NE to NE 124th Street	No	No	\$ 680,000						\$ 680,000		
NMC 12600	School & Transit Connector Sidewalk on 120th Avenue NE	Yes	Yes	\$ 130,000						\$ 130,000		
NMC 12700	Juanita Drive Nonmotorized Improvements 79th Way NE to NE 120th St	Yes	Yes	\$ 680,000						\$ 680,000		
NMC 12800	CKC/Eastral Crossing Study at 132nd Avenue NE	No	No	\$ 100,000						\$ 100,000		
NMC 12900	Pedestrian Safety Improvements (Downtown & NE 124th St)	No - safety	No - safety	\$ 1,665,000						\$ 1,665,000		
TRC 09800	NE 132nd St/116th Way NE (I-405) Intersection Improvements	Yes	Yes	\$ 202,125						\$ 202,125		
TRC 11600	Annual Signal Maintenance Program	No - maintenance	No - safety	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	\$ 900,000	
TRC 11700	Citywide Traffic Management Safety Improvements	No - safety	No - safety		\$ 100,000					\$ 100,000	\$ 450,000	
TRC 11702	Vision Zero Safety Improvement	No - not capacity	No - safety		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 450,000	
TRC 11703	Neighborhood Traffic Control	No - not capacity	No - safety		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 225,000	
TRC 12000	Kirkland Intelligent Transportation System Phase 3	Yes R19, R20	Yes		\$ 244,100	\$ 455,900			\$ 1,710,000	\$ 2,410,000		
TRC 12400	116th Avenue NE/NE 124th Street Intersection Improvements	Yes	Yes	\$ 565,000						\$ 565,000		
TRC 13500	100th Avenue NE/Simonds Road Intersection Imps	Yes R10	Yes	\$ 582,000						\$ 582,000		
TRC 13600	100th Avenue NE/45th Street Intersection Imps	Yes R10	Yes	\$ 424,000	\$ 150,000					\$ 574,000		
TRC 13800	NE 100th Street/132nd Avenue NE Intersection Improvements	Yes R10	Yes					\$ 2,558,000		\$ 2,558,000		
TRC 13900	NE 85th St/132nd Ave NE Dual Left Turn Lanes	Yes	Yes		\$ 350,000					\$ 350,000		
PTC 00400	108th Avenue NE Transit Queue Jump - Phase 1	Yes	Yes			\$ 1,717,000	\$ 1,898,300	\$ 1,260,000		\$ 4,875,300		
PTC 00500	108th Avenue NE Transit Queue Jump - Phase 2	Yes	Yes			\$ 1,893,200	\$ 2,437,900	\$ 1,309,000		\$ 5,640,100		
				\$ 18,842,125	\$ 20,188,400	\$ 19,777,300	\$ 12,690,100	\$ 8,517,000	\$ 10,216,000	\$ 90,230,925		
STC 06300	120th Avenue NE Roadway Improvements (north)	Yes R18*	Yes								\$ 4,500,000	
STC 07200	NE 120th St Roadway Improvements	Yes R25	Yes								\$ 15,780,600	
STC 07700	NE 132nd St Rdwy Imprv-Phase I (West Section)	Yes R1	Yes								\$ 1,739,000	
STC 07800	NE 132nd St Rdwy Imprv-Phase II (Mid Section)	Yes R2	Yes								\$ 408,000	
STC 07900	NE 132nd St Rdwy Imprv-Phase III (East Section)	Yes R3	Yes								\$ 1,444,000	
STC 08100	Totem Lake Area Development Opportunity Program	Yes*	Yes								\$ 500,000	
STC 08315	100th Avenue NE Roadway Improvements (Mid-South Section)	Yes R10	Yes								\$ 5,530,000	
STC 08316	100th Avenue NE Roadway Improvements (South Section)	Yes R10	Yes								\$ 3,619,000	
STC 09400	Holmes Point Dr NE Road Embankment Stabilization Location 1	No - maintenance	No - maintenance								\$ 246,000	
STC 09500	Holmes Point Dr NE Road Embankment Stabilization Location 2	No - maintenance	No - maintenance								\$ 412,000	
STC 09600	Holmes Point Dr NE Road Embankment Stabilization Location 3	No - maintenance	No - maintenance								\$ 503,000	
STC 09700	Holmes Point Dr NE Road Embankment Stabilization Location 4	No - maintenance	No - maintenance								\$ 551,000	
STC 09800	Holmes Point Dr NE Road Embankment Stabilization Location 5	No - maintenance	No - maintenance								\$ 232,000	
STC 09900	Champoane Pt Road NE Embankment Stabilization	No - maintenance	No - maintenance								\$ 563,000	
STC 10000	62nd Ave NE Road Embankment Stabilization	No - maintenance	No - maintenance								\$ 823,000	
STC 10100	114th Ave NE Road Reconstruction	No - maintenance	No - maintenance								\$ 1,900,000	
STC 10200	90th Ave NE Road Surface Water Drainage Repair	No - maintenance	No - maintenance								\$ 430,000	
PTC 00200	Public Transit Speed and Reliability Improvements	Yes T1	Yes								\$ 500,000	
PTC 00300	Public Transit Passenger Environment Improvements	Yes T2	Yes								\$ 500,000	
TRC 09500	NE 132nd St/Fire Stn Access Dr Intersect'n Imp	Yes R6	Yes								\$ 480,000	
TRC 09600	NE 132nd St/124th Ave NE Intersect'n Imp	Yes R7	Yes								\$ 7,400,000	
TRC 09700	NE 132nd St/132nd Ave NE Intersect'n Imp	Yes R8	Yes								\$ 1,150,000	
TRC 12500	Kirkland ITS Implementation Phase 4	Yes R19, R20	Yes								\$ 2,620,000	
TRC 12800 ^	6th Street S/5th Place/CKC Transit Signal Priority	Yes	Yes								\$ 2,600,000	
TRC 12900 ^^	NE 53rd Street Intersection Improvements	Yes	Yes								\$ 4,345,000	
TRC 13000 ^^	NE 145th Street/Juanita-Woodinville Way Intersection Imps	Yes	Yes								\$ 2,100,000	
TRC 13100 ^^	NE 80th Street/120th Avenue NE Intersection Improvements	Yes	Yes								\$ 1,700,000	
TRC 13200 ^^	100th Avenue NE/132nd Street Intersection Improvements	Yes R10	Yes								\$ 1,647,000	
TRC 13300 ^^	100th Avenue NE/Juanita-Woodinville Way Intersection Imps	Yes R10	Yes								\$ 2,161,000	
TRC 13400 ^^	100th Avenue NE/137th Street Intersection Improvements	Yes R10	Yes								\$ 1,475,000	
NMC 01299	Crosswalk Upgrade Program	Yes NM5*	Yes								\$ 4,100,000	
NMC 08630	CKC Roadway Crossings	Yes NM3	Yes								\$ 3,370,100	
NMC 09011	Juanita Drive Bicycle and Pedestrian Improvements	Yes NM1, NM4	Yes								\$ 10,650,000	
NMC 11100 ^	108th Avenue NE Bicycle Lane Upgrades	Yes	Yes								\$ 845,000	
NMC 11399	Citywide Greenway Network	Yes NM2	Yes									

## EXHIBIT A

**Table CF - 6**  
**Capital Facilities Plan: Utility Projects**

(Updated 12-2-2020)

**SOURCE OF FUNDS**

Revenue Type	Revenue Source	2021	2022	2023	2024	2025	2026	Six-Year Total
Local	Utility Rates	4,789,400	4,861,200	5,083,000	5,400,000	5,770,000	5,770,000	31,673,600
Local	Connection Fees	425,000	1,325,000	1,085,000	945,000	945,000	945,000	5,670,000
Local	Reserves	1,702,000	1,209,400	1,680,000	370,000	1,400,000		6,361,400
External	Intergovernmental	513,600	1,198,400					1,712,000
<b>Total Sources</b>		<b>7,430,000</b>	<b>8,594,000</b>	<b>7,848,000</b>	<b>6,715,000</b>	<b>8,115,000</b>	<b>6,715,000</b>	<b>45,417,000</b>

**USES OF FUNDS****Funded Projects**

Project Number	Project Title	2021	2022	2023	2024	2025	2026	Six-Year Total
WAC 05200	108th Avenue NE Watermain Replacement	809,600						809,600
WAC 05700	116th Ave NE Watermain Replacement					400,000	2,700,000	3,100,000
WAC 12900	South Reservoir Seismic & Recoating Construction	1,200,000	2,800,000					4,000,000
WAC 13400	5th Avenue S / 8th Street S Watermain Replacement	565,400	1,184,600					1,750,000
WAC 13700	NE 73rd Street Watermain Replacement			1,440,900	1,659,100			3,100,000
WAC 14900	Lake Washington Blvd Watermain Replacement					500,000	1,317,600	1,817,600
WAC 15700	8th Avenue W Watermain Improvement		554,400	571,500				1,125,900
WAC 16000	126th Avenue NE Watermain Improvement		1,500,000					1,500,000
WAC 16400	NE 116th Place Watermain Replacement						233,400	233,400
WAC 16700	11th Avenue Watermain Replacement						460,000	460,000
WAC 16800	11th Place Watermain Replacement						650,000	650,000
WAC 16900	NE 85th St and I-405 Watermain Relocation	4,855,000	1,655,000					6,510,000
SSC 06200	NE 108th Street Sewermain Replacement				2,243,400	4,145,100	1,354,000	7,742,500
SSC 07710	West of Market Sewermain Replacement Phase I			4,317,600	2,812,500	3,069,900		10,200,000
SSC 08600	8th Avenue W Sewermain Improvement		400,000	1,518,000				1,918,000
SSC 08700	West of Market Sewermain Replacement Predesign		500,000					500,000
<b>Total Funded Utility Projects</b>		<b>7,430,000</b>	<b>8,594,000</b>	<b>7,848,000</b>	<b>6,715,000</b>	<b>8,115,000</b>	<b>6,715,000</b>	<b>45,417,000</b>

<i>SURPLUS (DEFICIT) of Resources</i>	-	-	-	-	-	-	-	-
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EXHIBIT A

**Table CF - 8  
Capital Facilities Plan: Parks Projects**

(Updated 12-2-2020)

**SOURCES OF FUNDS**

Revenue Type	Revenue Source	2021	2022	2023	2024	2025	2026	Six-Year Total
Local	Real Estate Excise Tax	172,000	62,000	1,118,500	858,500	692,000	347,000	3,250,000
Local	Reserves	162,000	169,000	146,000	160,400	150,200	243,200	1,030,800
Local	Kirkland Park Levy	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Local	Impact Fees	1,200,000	1,200,000	1,200,000	1,209,600	1,190,000	1,200,000	7,199,600
Local	Carryover Prior Year Savings	100,000						100,000
External	King County Park Levy	353,000	353,000	353,000	353,000	353,000	353,000	2,118,000
External	Grants		160,000	720,000	560,000	560,000	560,000	2,560,000
<b>Total Sources</b>		<b>2,237,000</b>	<b>2,194,000</b>	<b>3,787,500</b>	<b>3,391,500</b>	<b>3,195,200</b>	<b>2,953,200</b>	<b>17,758,400</b>

**USES OF FUNDS**

**Funded Projects**

Project Number	Project Title	2021	2022	2023	2024	2025	2026	Six-Year Total
PKC 04900	Open Space, Park Land & Trail Acq Grant Match Program	100,000						100,000
PKC 06600	Parks, Play Areas & Accessibility Enhancements	150,000	140,000	160,000	150,000	370,000	400,000	1,370,000
PKC 13310	Dock & Shoreline Renovations	500,000	525,000	300,000	300,000			1,625,000
PKC 13320	City School Playfield Partnership (Kamiakin)			200,000	100,000		100,000	400,000
PKC 13330	Neighborhood Park Land Acquisition	1,050,000	1,200,000	1,200,000	600,000	730,000	400,000	5,180,000
PKC 15100	Park Facilities Life Cycle Projects	162,000	169,000	146,000	160,400	150,200	243,200	1,030,800
PKC 15200	O.O. Denny Park Improvements - Picnic Shelter	275,000						275,000
PKC 15400	Indoor Recreation & Aquatic Facility Study			160,000				160,000
PKC 15500	Green Loop Master Plan & Acquisition		160,000	560,000	560,000	560,000	560,000	2,400,000
PKC 15600	Park Restrooms Renovation/Replacement Program			791,500	791,500			1,583,000
PKC 15700	Neighborhood Park Development Program					300,000		300,000
PKC 15900	Off Leash Dog Areas				609,600	460,000	800,000	1,869,600
PKC 16100	McAuliffe Park Sanitary Sewer					325,000		325,000
PKC 16200	Wayfinding and Park Signage Program Plan			150,000		300,000	250,000	700,000
PKC 16300	Trail Upgrades			120,000			200,000	320,000
PKC 17000	ADA Compliance Upgrades				120,000			120,000
<b>Total Funded Parks Projects</b>		<b>2,237,000</b>	<b>2,194,000</b>	<b>3,787,500</b>	<b>3,391,500</b>	<b>3,195,200</b>	<b>2,953,200</b>	<b>17,758,400</b>

<i>SURPLUS (DEFICIT) of Resources</i>	-	-	-	-	-	-	-	-
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***Goal CF-7: Ensure that the Capital Facilities Element is consistent with other City, local, regional, and State adopted plans.***

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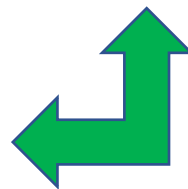
The following documents have been reviewed and taken into consideration during the development of the [Capital Facilities Element](#). These are considered to be “functional or management plans.” They are intended to be more detailed, often noting technical specifications and standards. They are designed to be an implementation tool rather than a policy-guiding document.

**Table CF-4**

**Functional and Management Plans**

City of Kirkland Fire Strategic Plan
City of Kirkland Water System Plan
City of Kirkland Sewer Plan
City of Kirkland Capital Improvement Programs
City of Kirkland Surface Water Master Plan
City of Kirkland Transportation Master Plan
City of Kirkland Active Transportation Plan
City of Kirkland Commute Trip Reduction Basic Plan
City of Kirkland Natural Resource Management Plan
City of Kirkland Urban Forestry Strategic Management Plan
City of Kirkland Parks, Recreation and Open Space Plan
City of Kirkland Downtown Strategic Plan
City of Kirkland Housing Strategy Plan

**Add the following functional plans to Table CF-4:**  
 -Totem Lake Urban Center Enhancement and Multimodal Transportation Network Plan (R-5316)  
 -Sustainability Master Plan *(if adopted in time)*

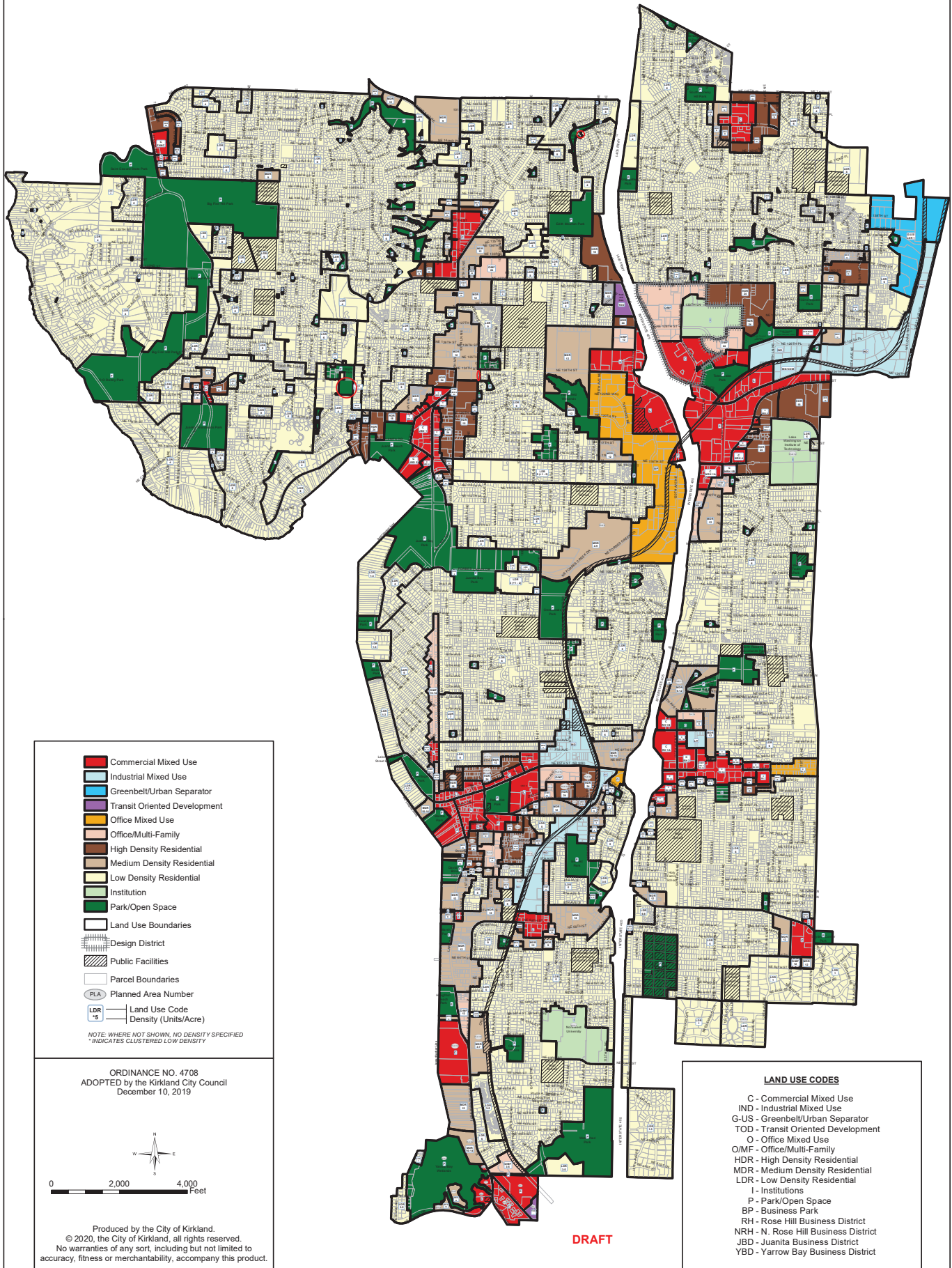




City of Kirkland Climate Protection Action Plan
City of Kirkland <a href="#">Shoreline Master Program</a>
King County Solid Waste Division Comprehensive Solid Waste Management Plan
Northshore Utility District Comprehensive Water Plan
Northshore Utility District Sewer and Water Plan
Woodinville Water District Plan
Lake Washington School District Capital Facilities Plan

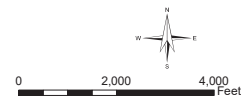
***Policy CF-7.1: In the event of any inconsistency between the City's Comprehensive Plan and a functional or management plan, the Comprehensive Plan will take precedence.***

As required under the Growth Management Act, the Comprehensive Plan is the overall plan to which all other functional plans must be consistent. Table CF-4 above lists the City's major functional and management plans. As functional and management plans are updated, they may result in proposed revisions to the Comprehensive Plan.



- Commercial Mixed Use
  - Industrial Mixed Use
  - Greenbelt/Urban Separator
  - Transit Oriented Development
  - Office Mixed Use
  - Office/Multi-Family
  - High Density Residential
  - Medium Density Residential
  - Low Density Residential
  - Institution
  - Park/Open Space
  - Land Use Boundaries
  - Design District
  - Public Facilities
  - Parcel Boundaries
  - PLA Planned Area Number
  - LDR Land Use Code
  - Density (Units/Acre)
- NOTE WHERE NOT SHOWN, NO DENSITY SPECIFIED  
INDICATES CLUSTERED LOW DENSITY

ORDINANCE NO. 4708  
ADOPTED by the Kirkland City Council  
December 10, 2019



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accuracy, fitness or merchantability, accompany this product.

**DRAFT**

- LAND USE CODES**
- C - Commercial Mixed Use
  - IND - Industrial Mixed Use
  - G-US - Greenbelt/Urban Separator
  - TOD - Transit Oriented Development
  - O - Office Mixed Use
  - OMF - Office/Multi-Family
  - HDR - High Density Residential
  - MDR - Medium Density Residential
  - LDR - Low Density Residential
  - I - Institutions
  - P - Park/Open Space
  - BP - Business Park
  - RH - Rose Hill Business District
  - NRH - N. Rose Hill Business District
  - JBD - Juanita Business District
  - YBD - Yarrow Bay Business District

## LU-1 Comprehensive Land Use Map

**Proposed Comprehensive Plan text amendment to Land Use Element Policy LU-5.5-November 2020**

**Policy LU-5.5: Support Propose-designating the Greater Downtown area as an Urban Center.**

The King County Countywide Planning Policies designate the Greater Downtown as an Urban Center and the Greater Downtown Urban Center Plan is adopted by City Council Resolution R-5384. The existing planned density for housing and planned intensity of employment in or near Downtown Kirkland (the Greater Downtown area, see Figure LU-2) meets the requirements for an Urban Center ~~designation~~. The primary advantage of an Urban Center designation ~~would~~ is to be opening up potential funding sources for infrastructure in Greater Downtown to support existing and planned growth. The Urban Center designation would be consistent with existing plans for Downtown Kirkland since the designation ~~would~~ recognizes the Greater Downtown area as an appropriate place for continued growth. ~~The Greater Downtown Urban Center Plan is adopted by City Council Resolution R-5384. The City has also applied to Puget Sound Regional Council (PSRC) to designate Greater Downtown as a Regional Growth Center.~~

	2019 Existing	2035 Planned
Buildable Area (Acres)	519	
Population	5,834	8,561
Employment	10,051	15,031
Total Activity Units	15,885	23,589
Total Activity Units per Acre	30.6	45.5

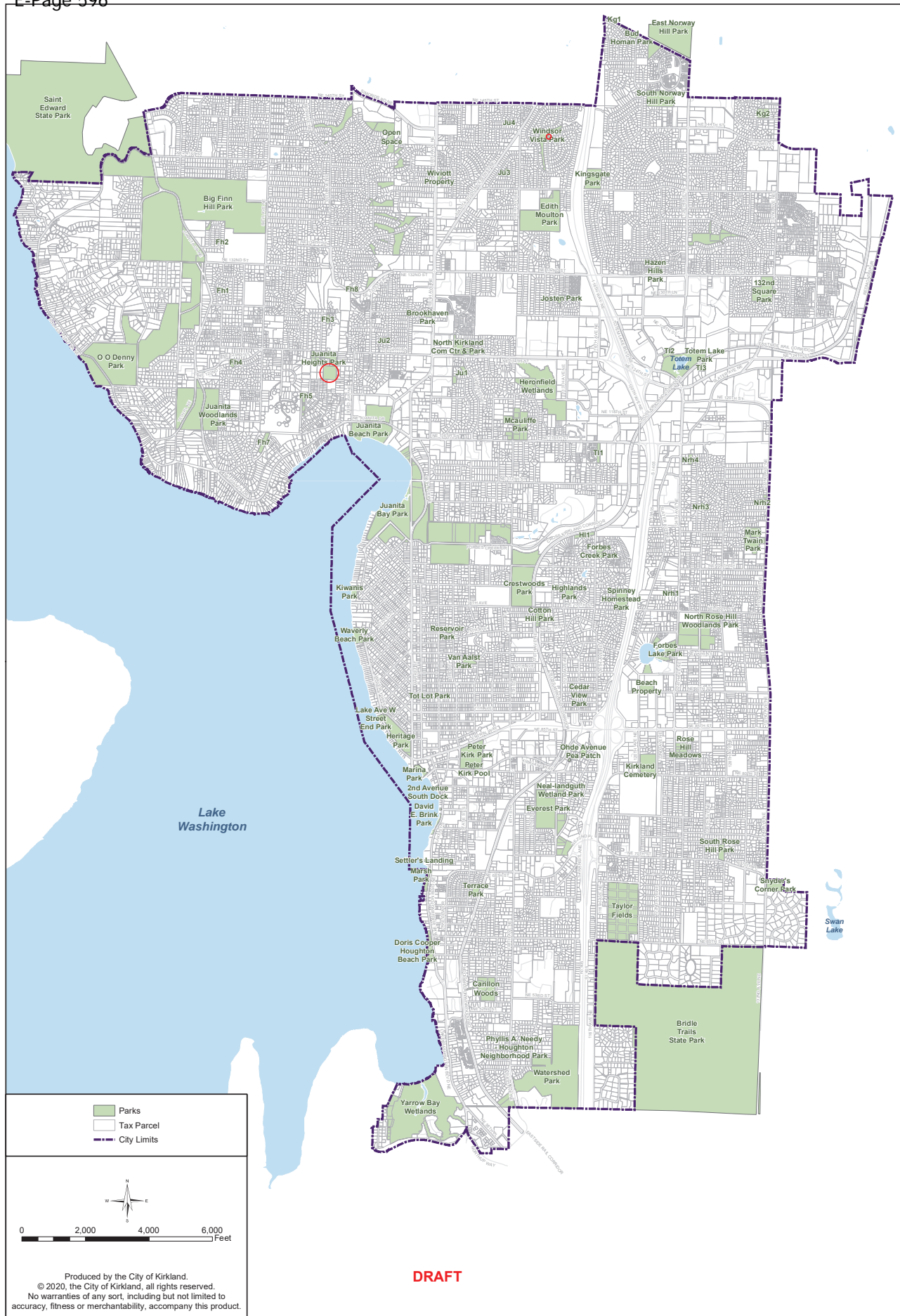
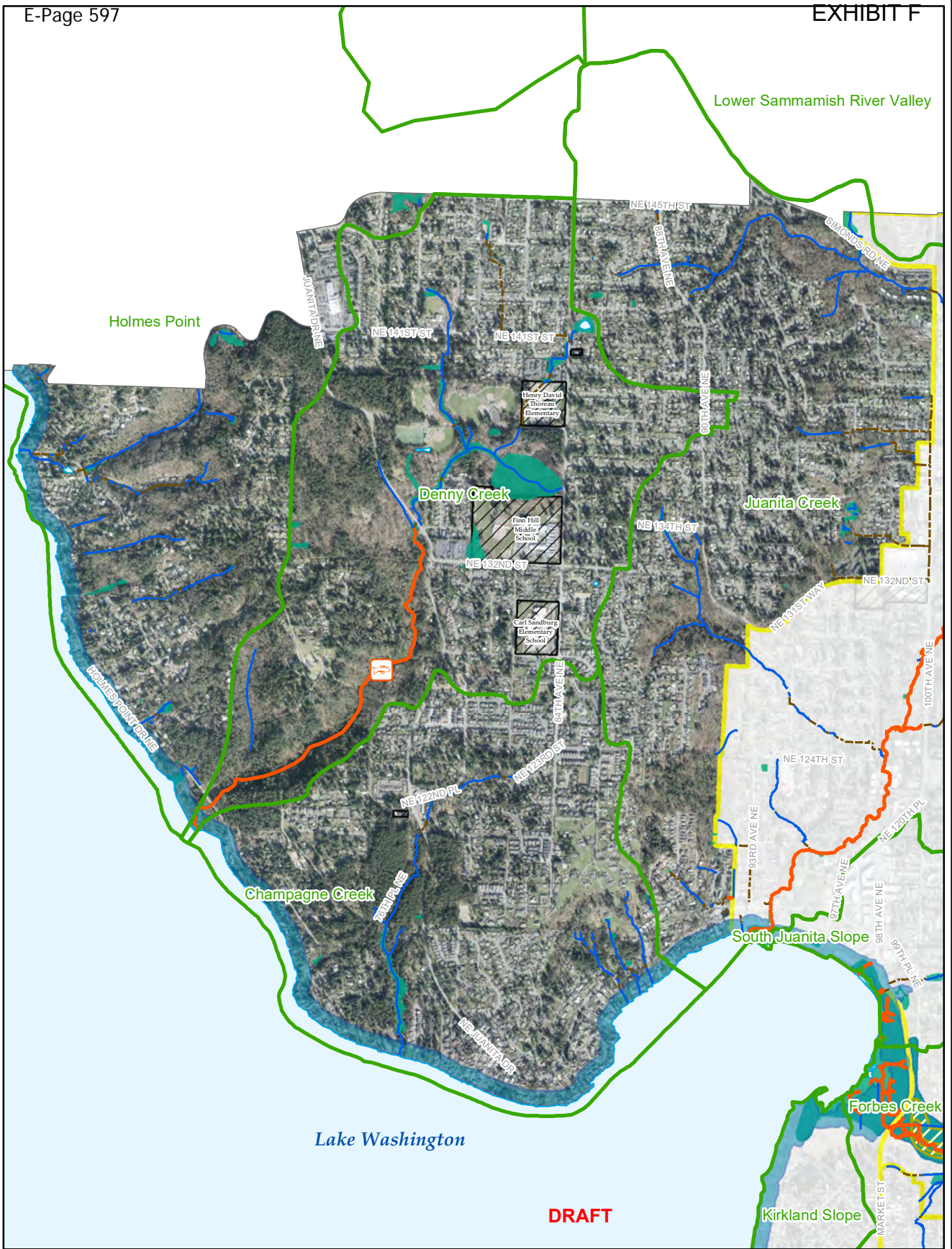


Figure PR-1: Kirkland Parks



Legend

- Known Salmonid Locations
- Streams in Pipes
- Open Streams
- 100-Year Floodplain
- Shoreline of Statewide Significance
- Drainage Basin Boundaries
- Wetlands
- Totem Lake Urban Center
- Neighborhoods
- Lakes
- Public Facilities



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Figure 4.1: Finn Hill Wetlands, Stream, and Lakes



**Legend**

- Neighborhoods
- Lakes
- Deposit Areas
- Head Scarps
- Twenty-Foot Contours
- High Landslide Susceptibility
- Moderate Landslide Susceptibility
- Public Facilities

**Critical Area Boundaries**

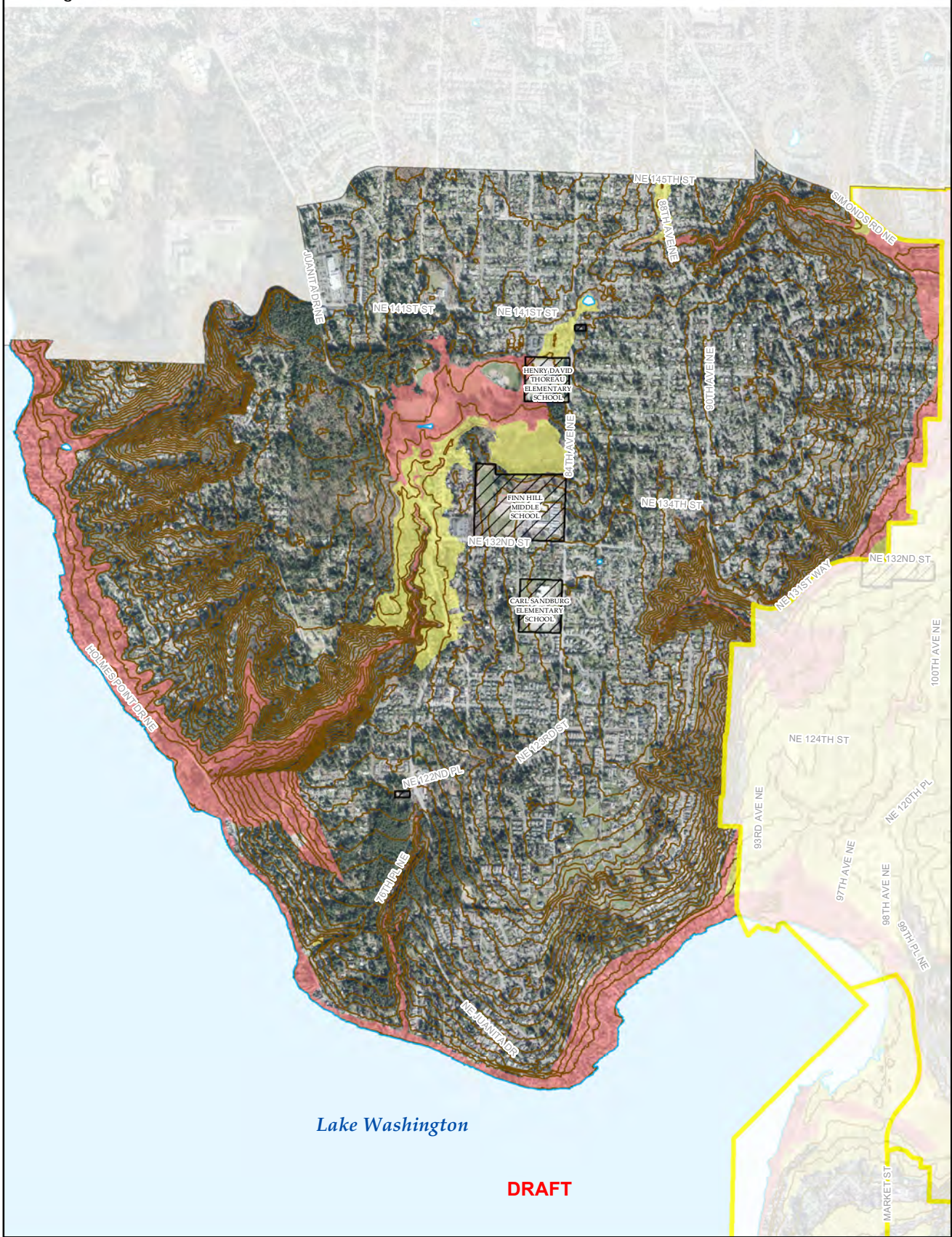
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Figure 4.2a: Finn Hill Landslide Susceptibility



**Legend**

- High Liquefaction Potential
- Medium Liquefaction Potential
- Twenty-Foot Contours
- Lakes
- Neighborhoods
- Public Facilities

**Critical Area Boundaries**

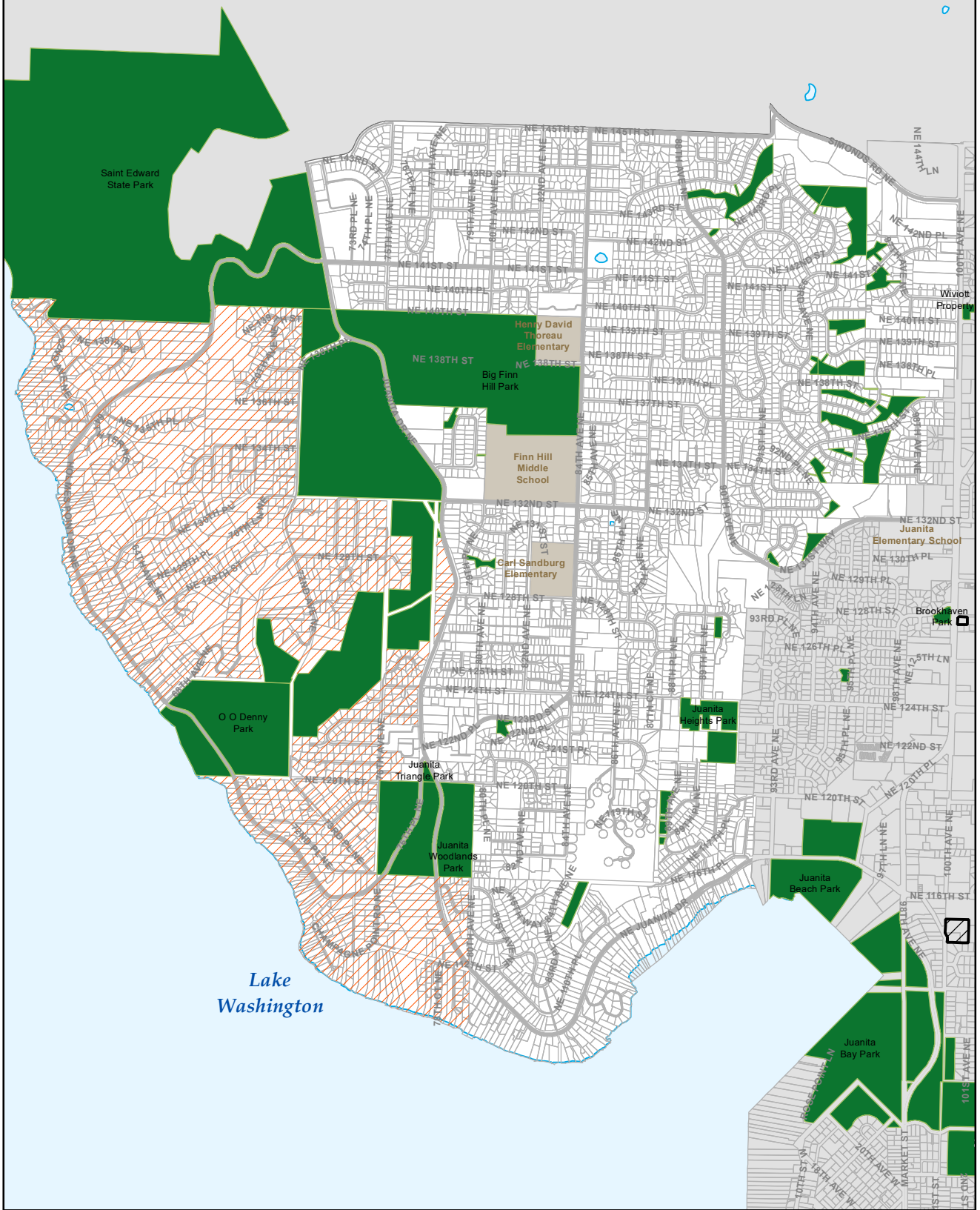
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Figure 4.2b: Finn Hill Liquefaction Potential



- Interstate
- Arterial / Collector
- Neighborhood Access
- Holmes Point Overlay
- Park
- Parcel Boundaries
- Lakes
- School

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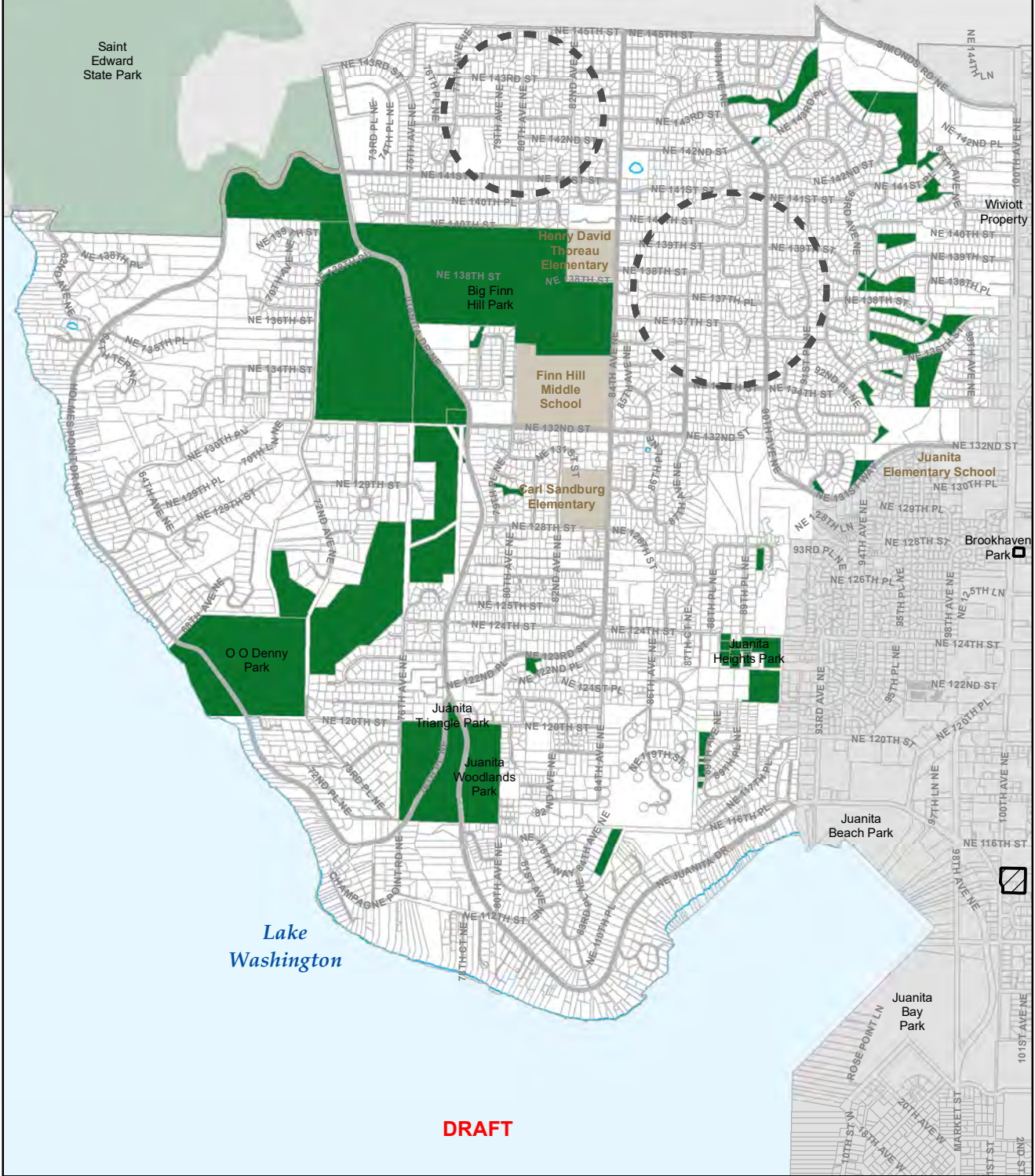


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Figure 4.3: Holmes Point Overlay





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- Parcel Boundaries
- Lakes
- Interstate
- School
- Arterial / Collector
- Neighborhood Access
- Park/Open Space Desired



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Figure 5.1: Finn Hill Parks and Open Space

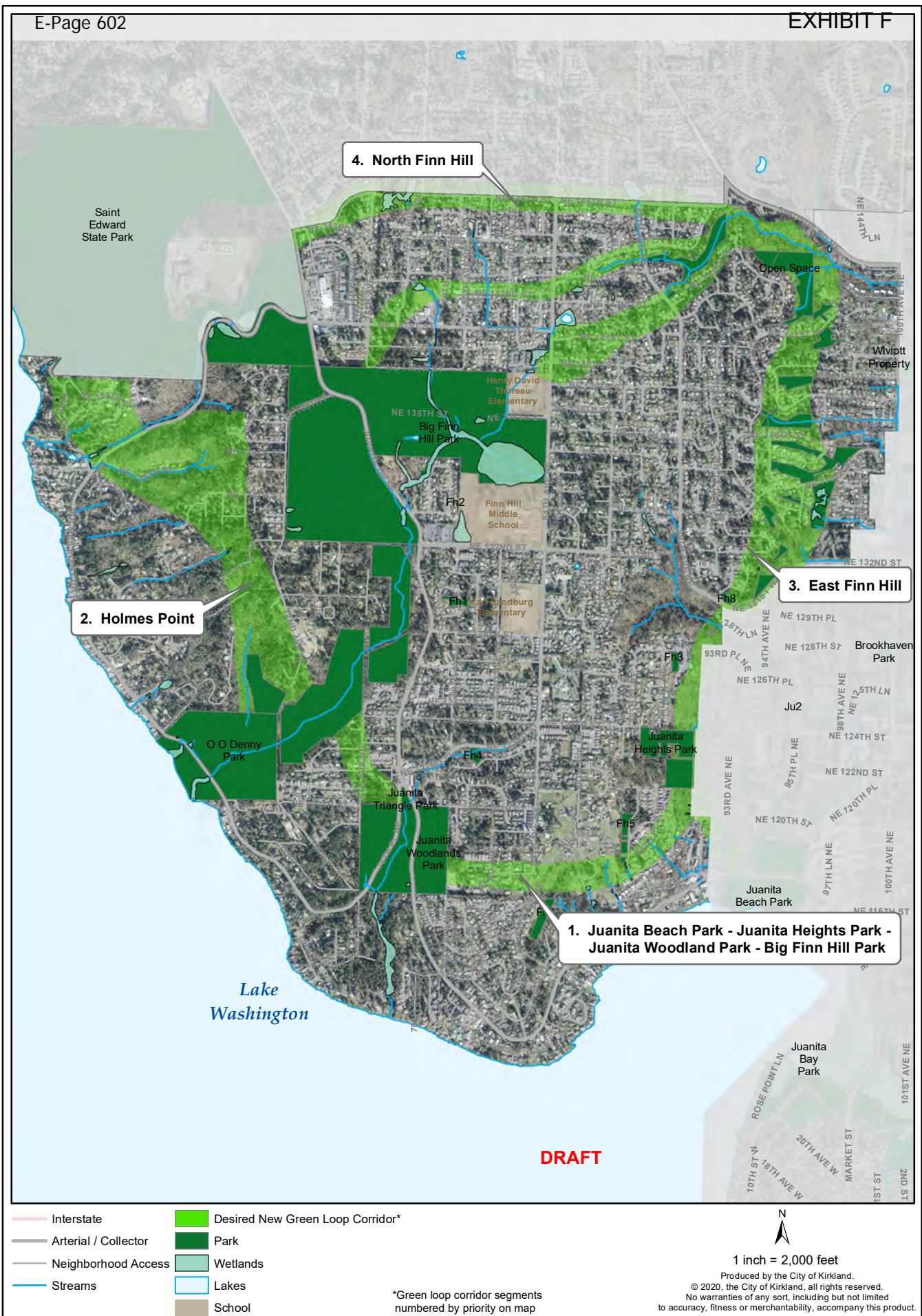
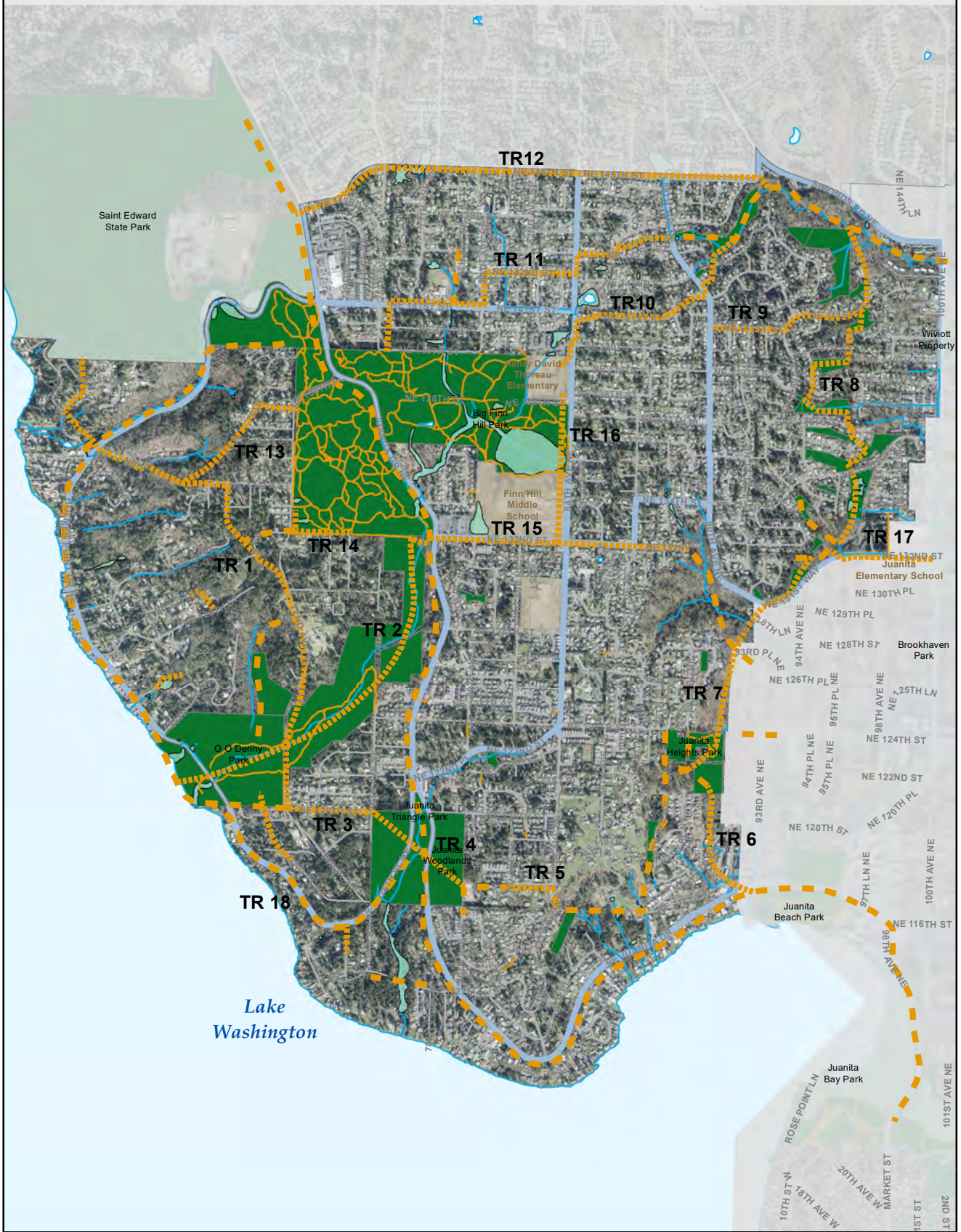


Figure 5.2 Green Loop Corridor and Development Priorities



Existing Trails	Interstate	Park
Trails Recommended in TMP	Arterial / Collector	Wetlands
Desired Trails New W/Neighborhood Plan	Neighborhood Access	Lakes
Streams	School	

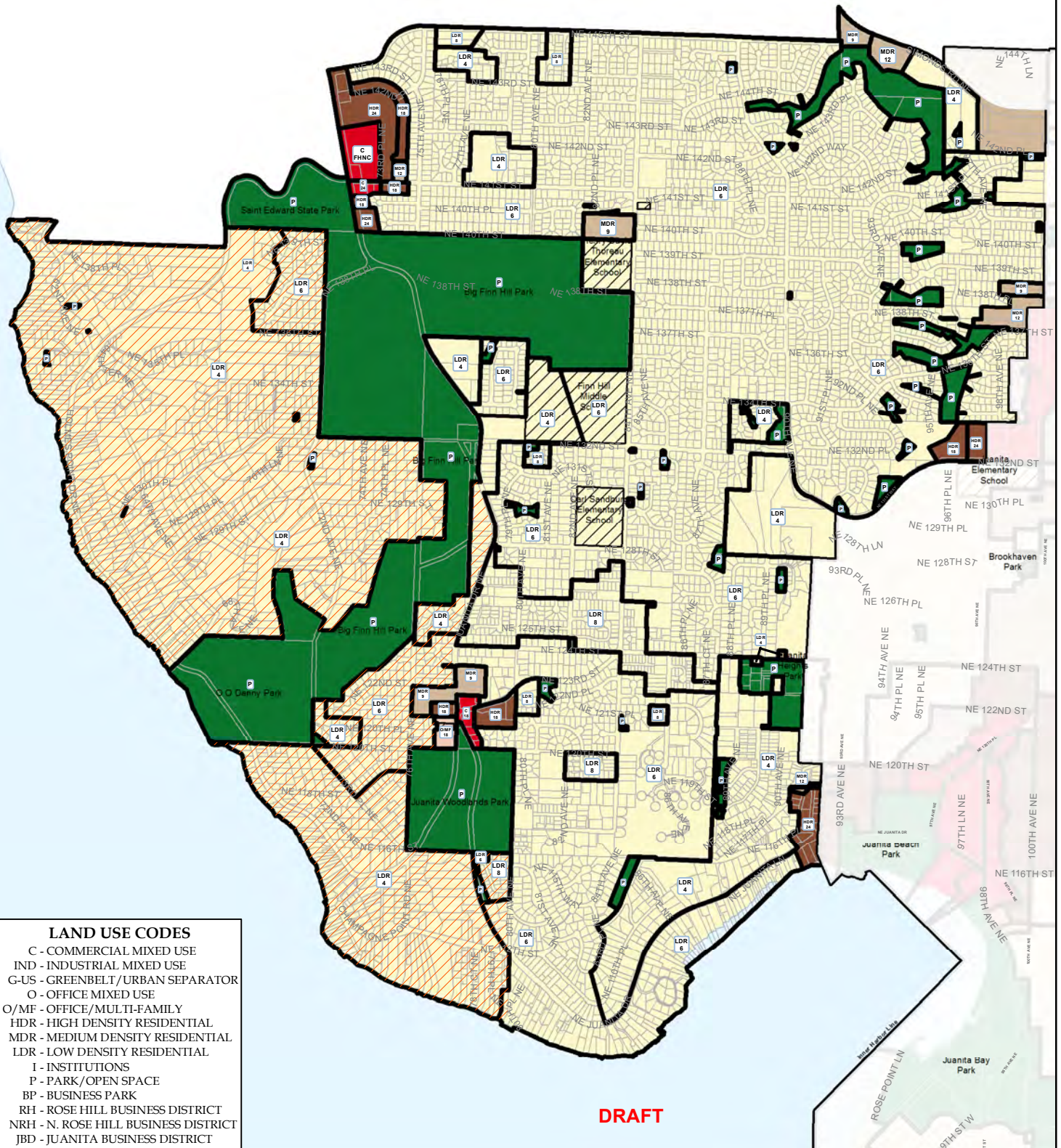
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Figure 5.3 Finn Hill Trail System



- LAND USE CODES**
- C - COMMERCIAL MIXED USE
  - IND - INDUSTRIAL MIXED USE
  - G-US - GREENBELT/URBAN SEPARATOR
  - O - OFFICE MIXED USE
  - O/MF - OFFICE/MULTI-FAMILY
  - HDR - HIGH DENSITY RESIDENTIAL
  - MDR - MEDIUM DENSITY RESIDENTIAL
  - LDR - LOW DENSITY RESIDENTIAL
  - I - INSTITUTIONS
  - P - PARK/OPEN SPACE
  - BP - BUSINESS PARK
  - RH - ROSE HILL BUSINESS DISTRICT
  - NRH - N. ROSE HILL BUSINESS DISTRICT
  - JBD - JUANITA BUSINESS DISTRICT

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# Finn Hill Neighborhood Land Use Map

ORDINANCE NO. 4672  
 ADOPTED by the Kirkland City Council  
 December 11, 2018

LAND USE BOUNDARIES	PLANNED AREA NUMBER
PUBLIC FACILITIES	LAND USE CODE
HOLMES POINT OVERLAY	DENSITY (UNITS/ACRE)
PARCEL BOUNDARIES	NOTE: WHERE NOT SHOWN, NO DENSITY SPECIFIED
	* INDICATES CLUSTERED LOW DENSITY

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- Interstate
- Arterial / Collector
- Neighborhood Access
- Gateway
- Lakes
- Park
- School
- Public Facilities
- Parcel Boundaries
- Activity Node
- View (arrow rotated by direction)

N

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Figure 6.2: Urban Design Features

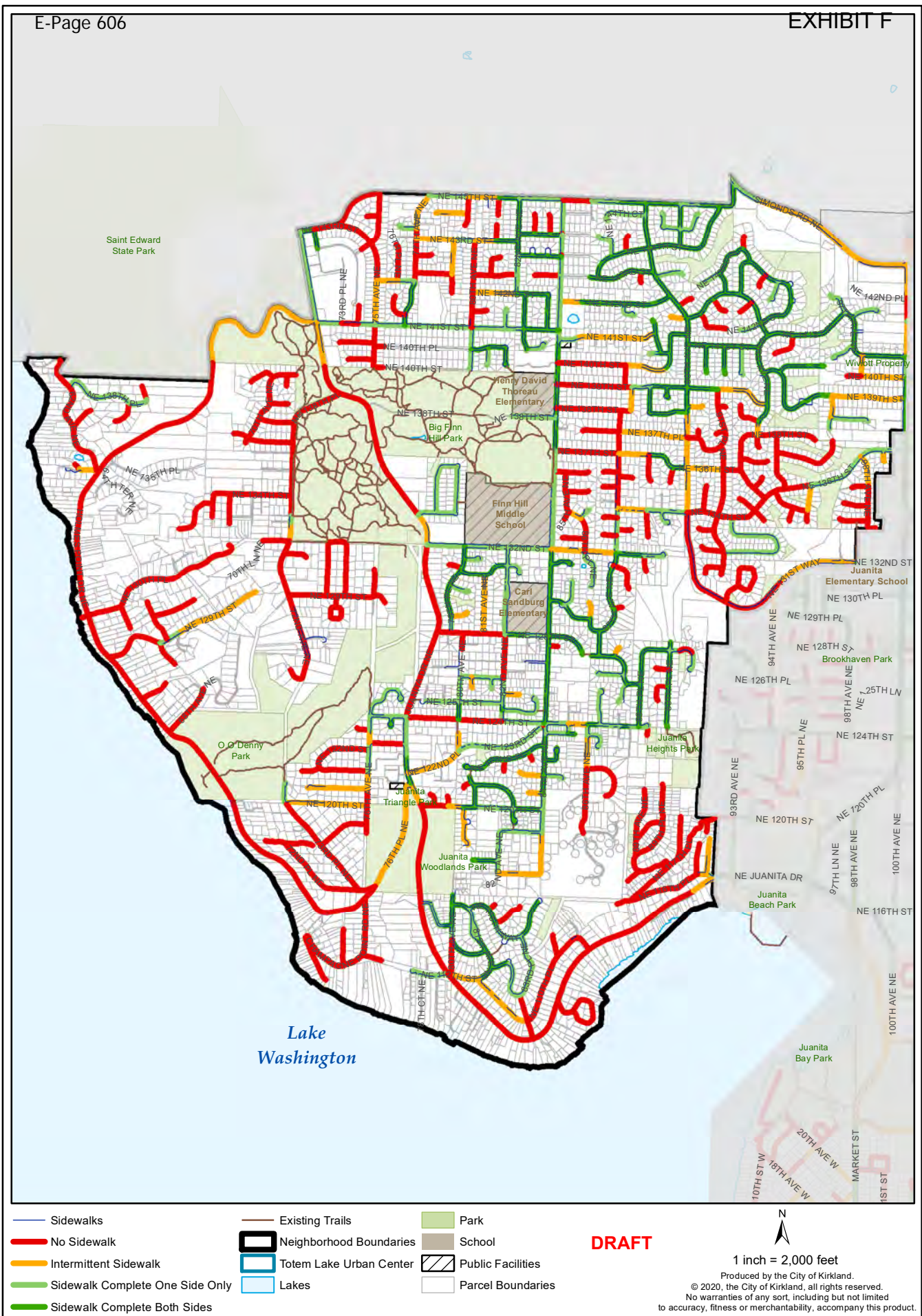
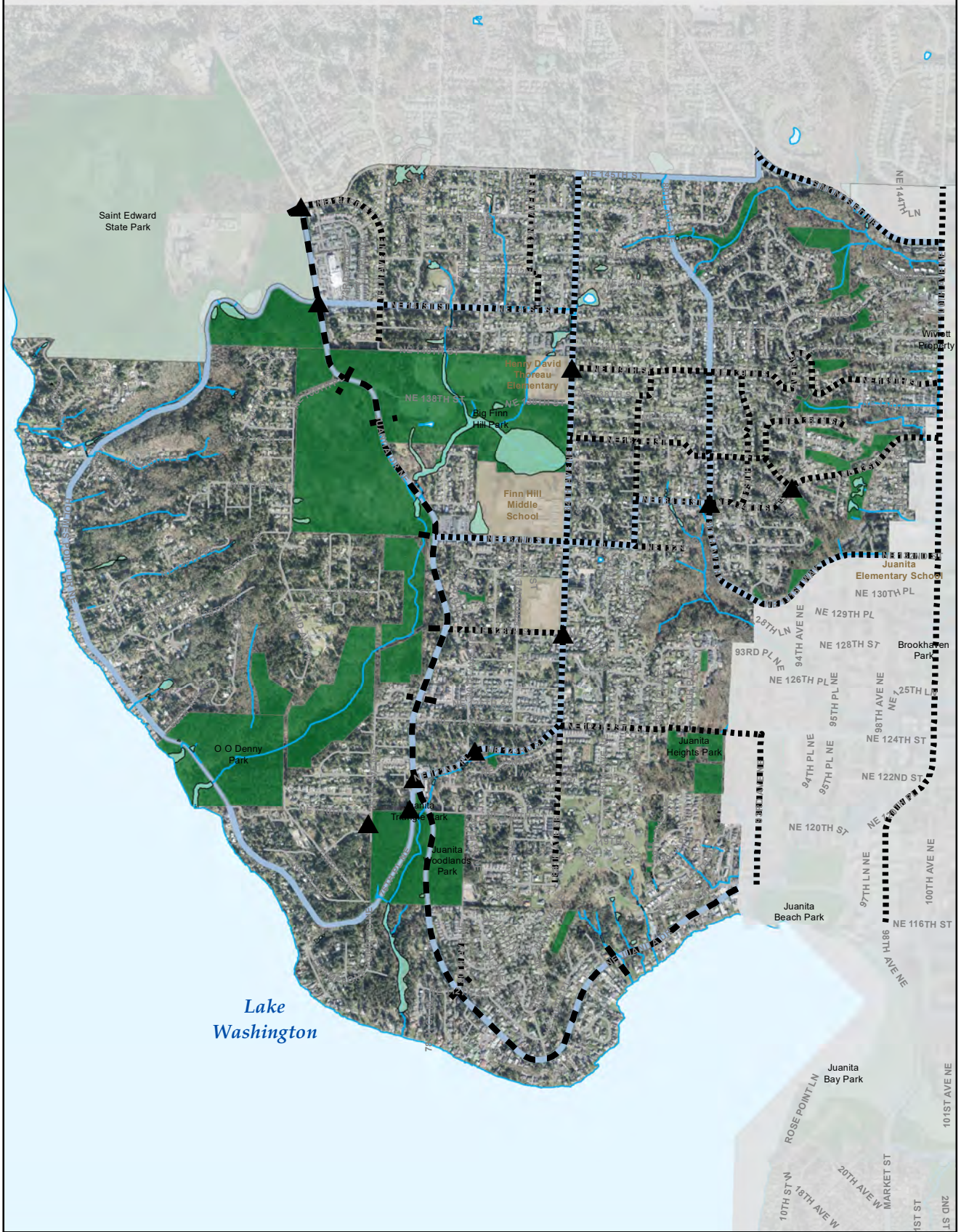


Figure 7.1: Finn Hill Pedestrian System



Intersection Improvement	Interstate	Park
Desired Sidewalks	Arterial / Collector	Wetlands
Possible Sidewalks	Neighborhood Access	Lakes
Streams	School	

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Figure 7.2 Finn Hill Priority Sidewalks and Intersection Improvements

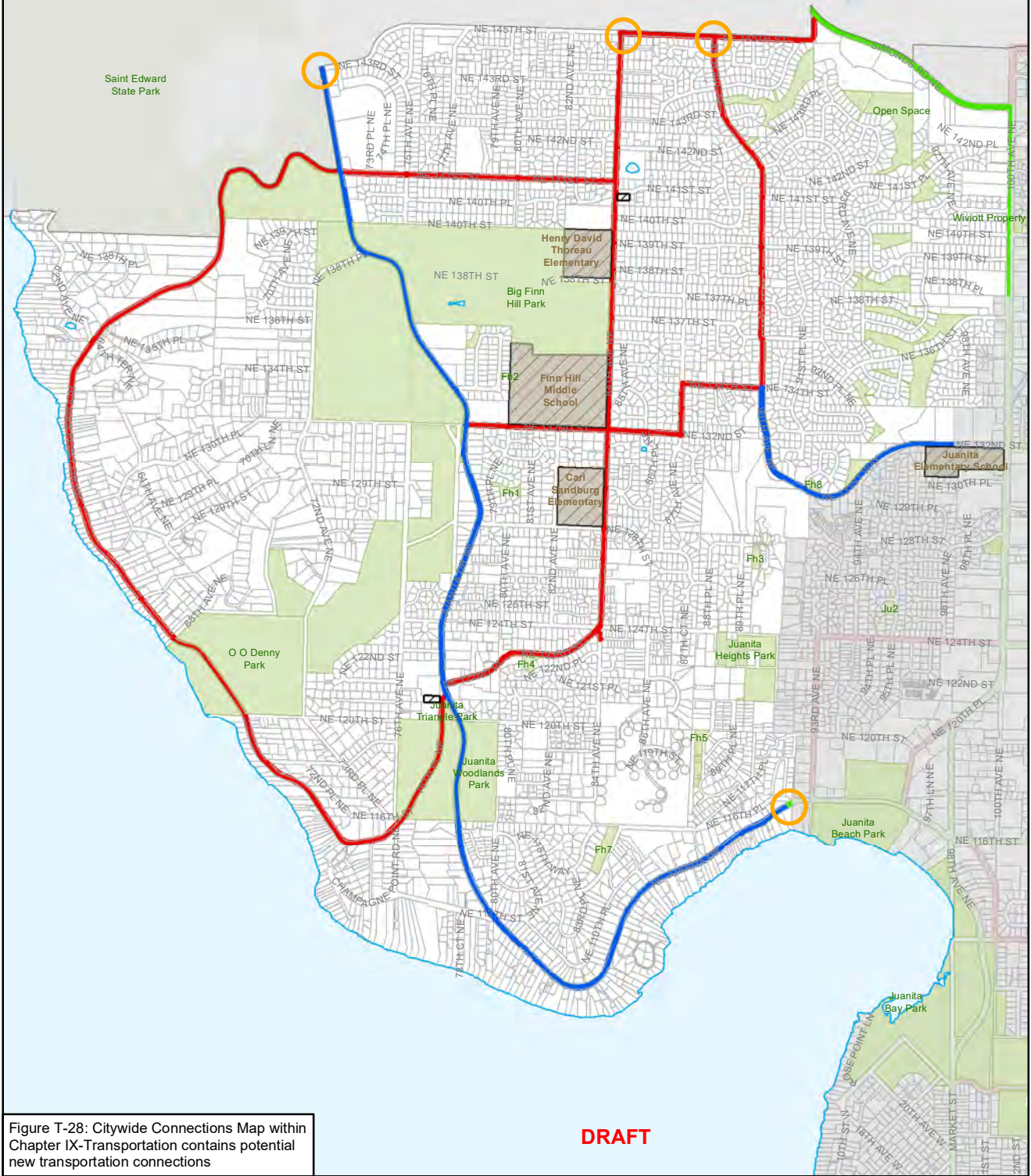


Figure T-28: Citywide Connections Map within Chapter IX-Transportation contains potential new transportation connections

- Principal Arterial
- Minor Arterial
- Collector
- Neighborhood Entry/Exit Point
- Public Facilities
- Park
- School
- Lakes
- Parcel Boundaries

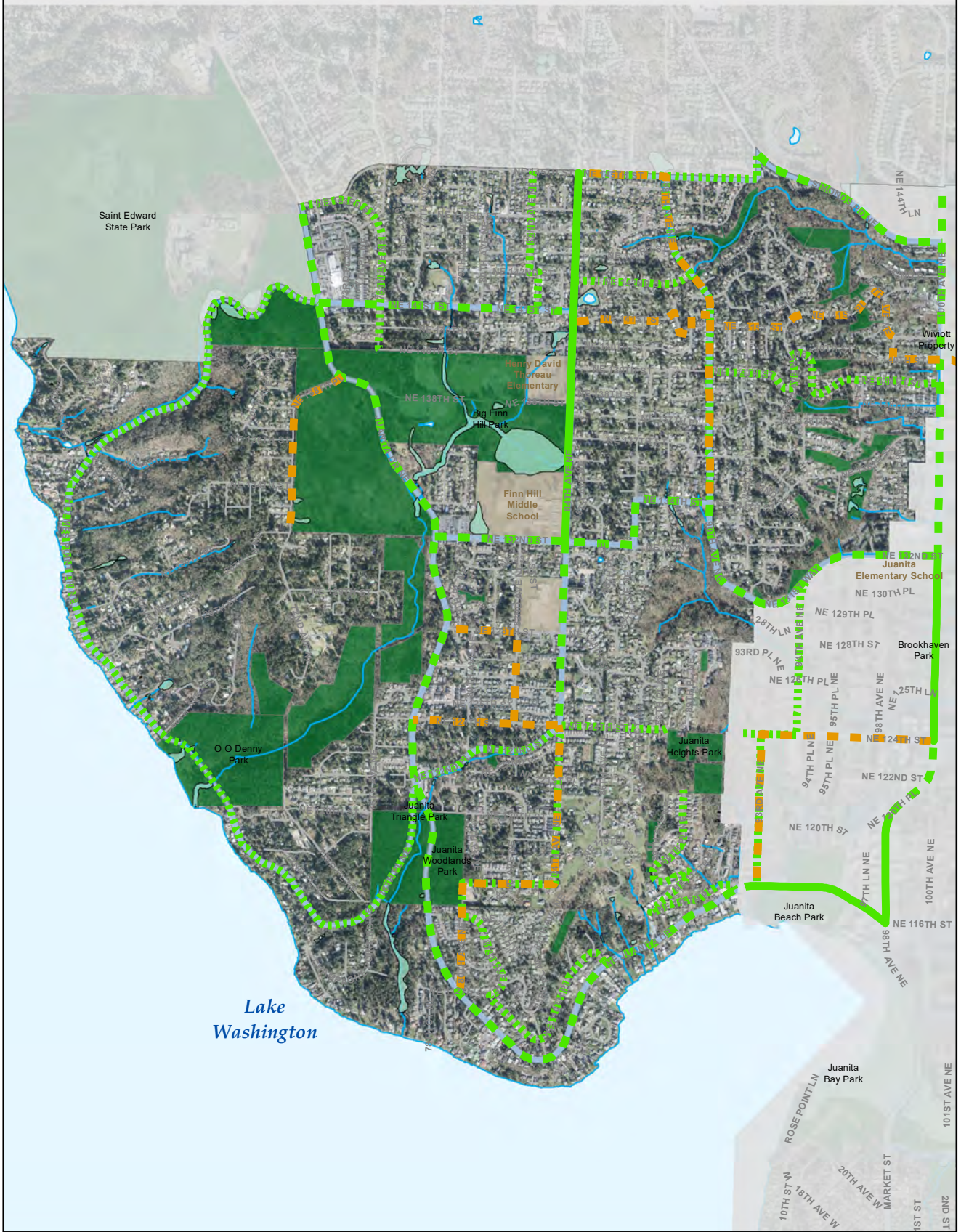
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Figure 7.3: Finn Hill Street Classifications





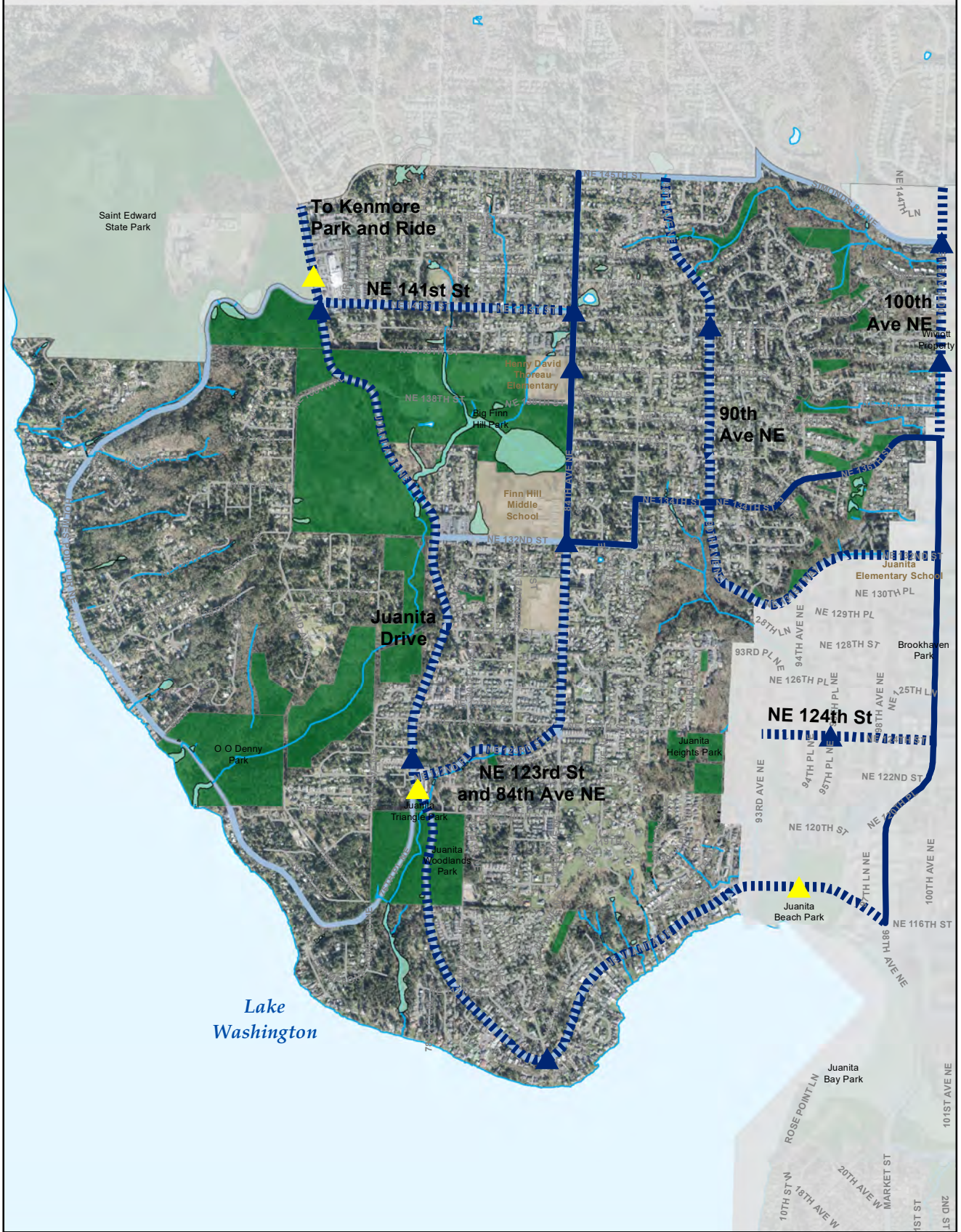
Desired Bike Route New W/Neighborhood Plan	Interstate	Park
Existing Bike Route	Arterial / Collector	Lakes
Bike Lanes Recommended in TMP	Neighborhood Access	Wetlands
Greenway Recommended in TMP		School
Streams		

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Figure 7.5 Finn Hill Priority Bike Routes

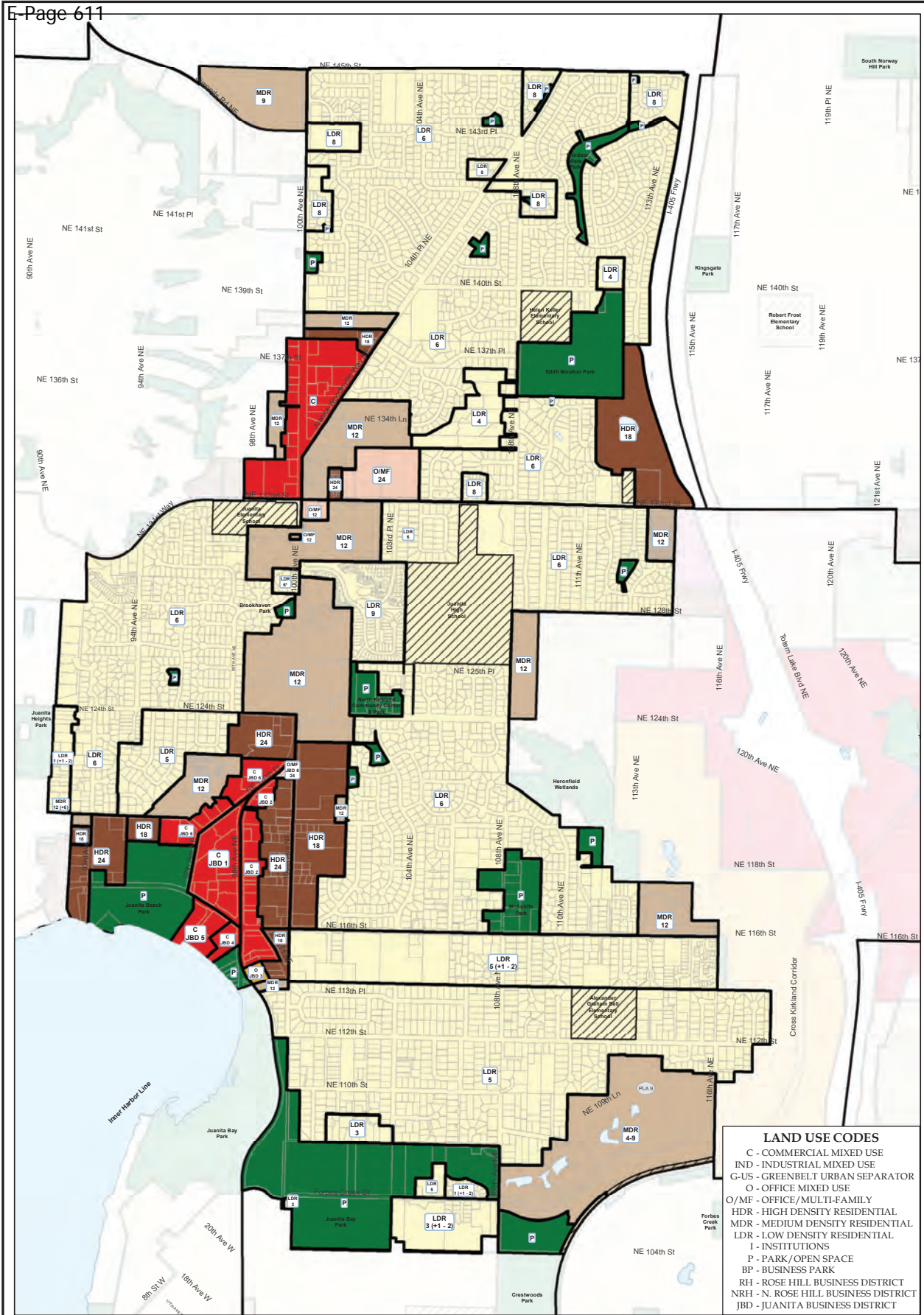


- ▲ Desired Bus Stop New W/Neighborhood Plan
- ▲ Desired Shuttle Stop New W/Neighborhood Plan
- Desired Transit Route New W/Neighborhood Plan
- Existing Transit Route
- Streams
- Interstate
- Arterial / Collector
- Neighborhood Access
- Park
- Wetlands
- Lakes
- School

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Figure 7.4 Finn Hill Existing and Priority Public Transit System



**LAND USE CODES**

- C - COMMERCIAL MIXED USE
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- G-US - GREENBELT URBAN SEPARATOR
- O - OFFICE MIXED USE
- O/MF - OFFICE/MULTI-FAMILY
- HDR - HIGH DENSITY RESIDENTIAL
- MDR - MEDIUM DENSITY RESIDENTIAL
- LDR - LOW DENSITY RESIDENTIAL
- I - INSTITUTIONS
- P - PARK / OPEN SPACE
- BP - BUSINESS PARK
- RH - ROSE HILL BUSINESS DISTRICT
- NRH - N. ROSE HILL BUSINESS DISTRICT
- JBD - JUANITA BUSINESS DISTRICT

# Juanita Neighborhood Land Use Map

ORDINANCE NO. 4624  
 ADOPTED by the Kirkland City Council  
 December 12, 2017

LAND USE BOUNDARIES
  PARCEL BOUNDARIES  
 PUBLIC FACILITIES
 PLA PLANNED AREA NUMBER  
LDR \*5 LAND USE CODE DENSITY (UNITS/ACRE)

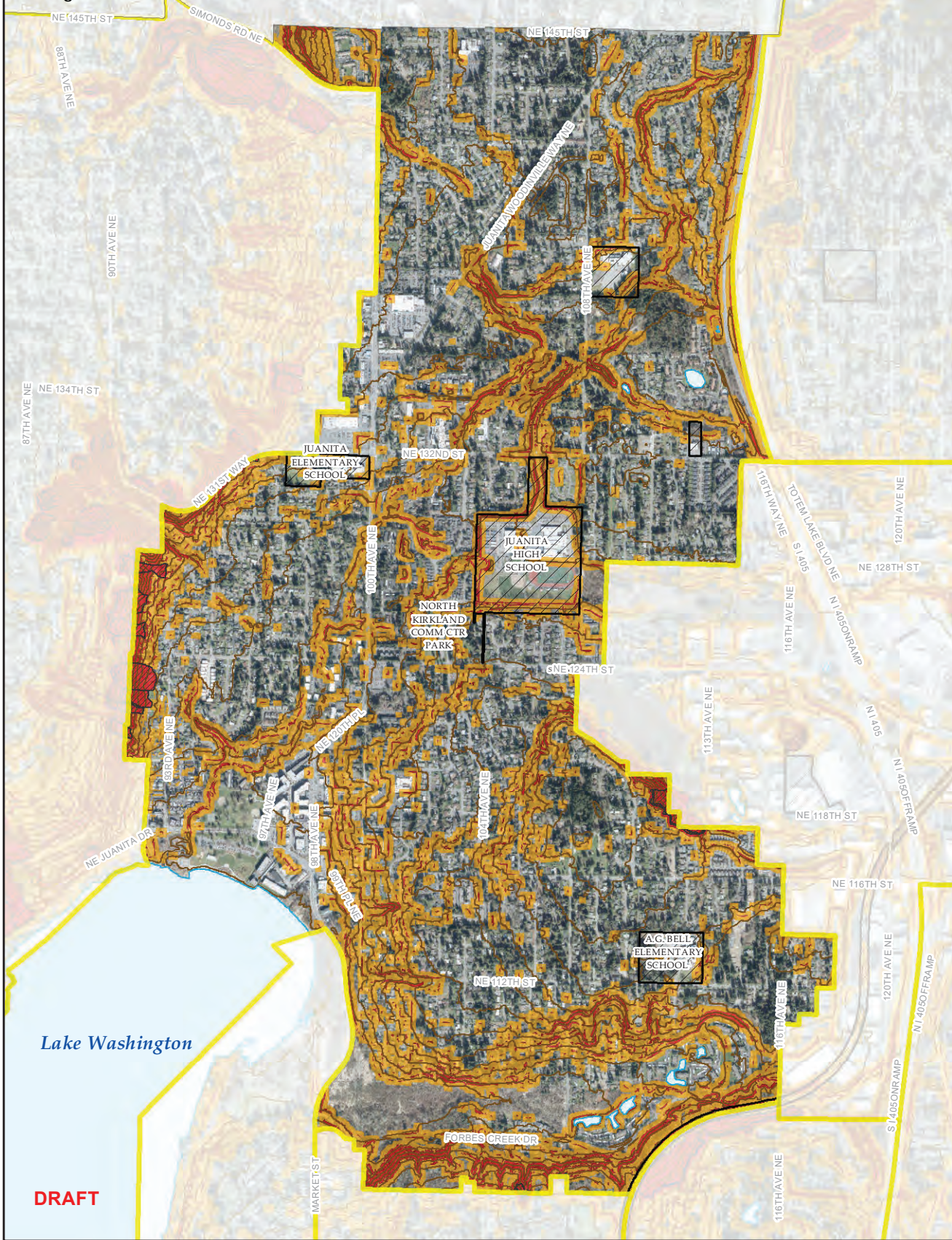
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NOTE: WHERE NOT SHOWN, NO DENSITY SPECIFIED  
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Lake Washington

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- Legend**
- High Landslide Susceptibility
  - Moderate Landslide Susceptibility
  - Deposit Areas
  - Head Scarps
  - Twenty-Foot Contours
  - Lakes
  - Neighborhoods
  - Public Facilities

**Critical Area Boundaries**

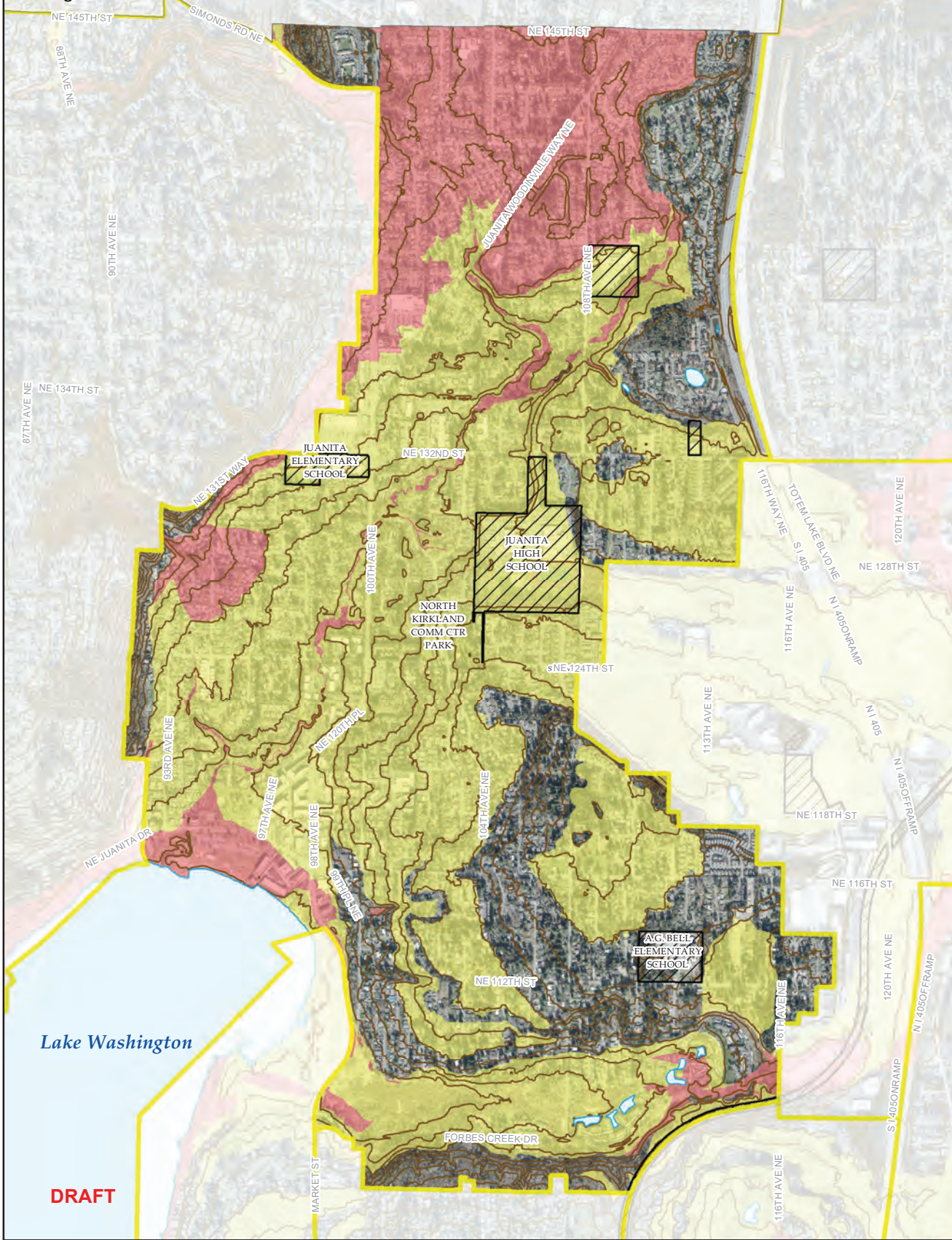
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1 inch = 1,750 feet

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**Figure J-3a: Juanita Landslide Susceptibility**



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- Legend**
- High Liquefaction Potential
  - Medium Liquefaction Potential
  - Twenty-Foot Contours
  - Lakes
  - Neighborhoods
  - Public Facilities

**Critical Area Boundaries**

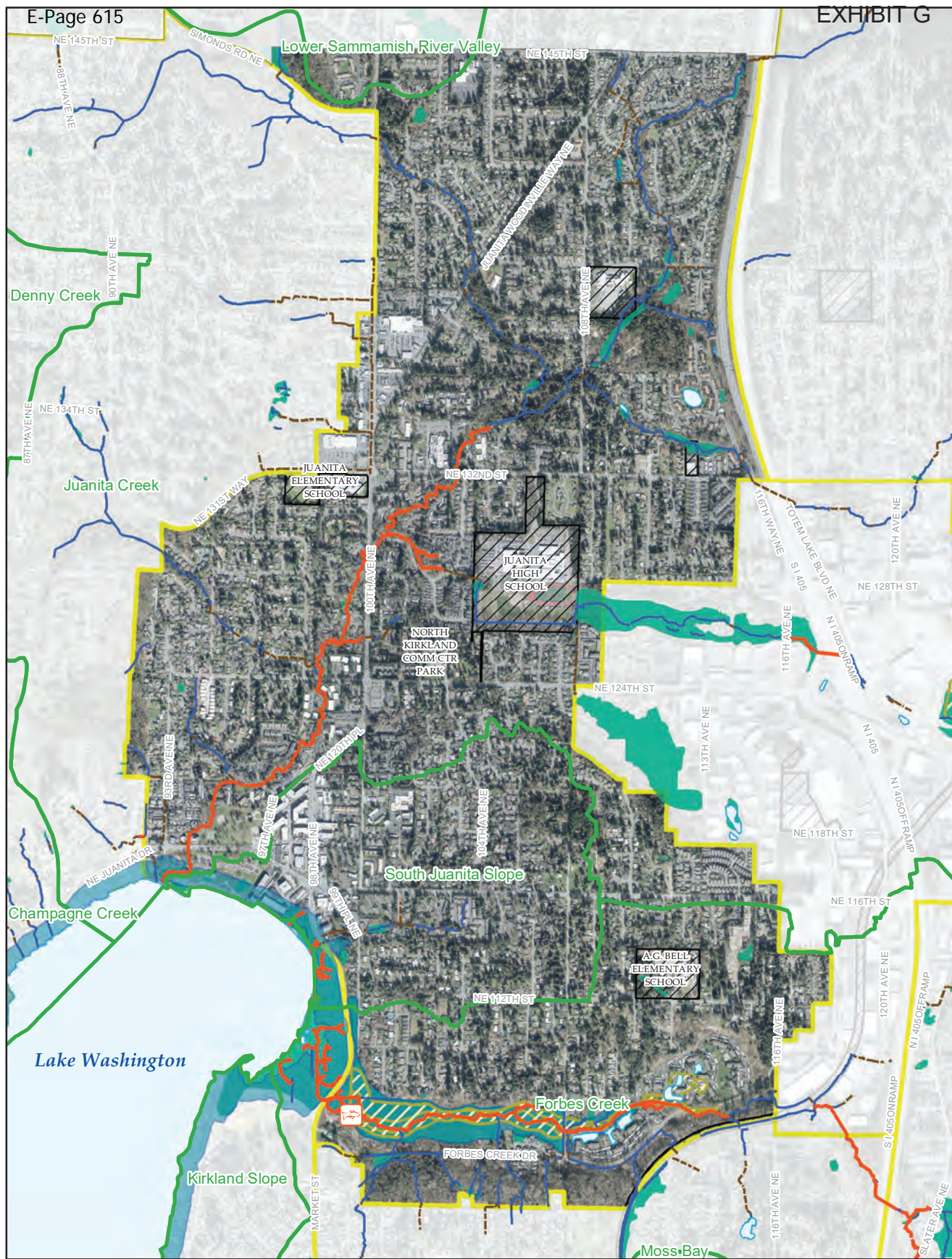
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**Figure J-3b: Juanita Liquefaction Potential**



- Legend**
- Known Salmonid Locations
  - Streams in Pipes
  - Open Streams
  - 100-Year Floodplain
  - Shoreline of Statewide Significance
  - Drainage Basin Boundaries
  - Public Facilities
  - Wetlands
  - Totem Lake Urban Center
  - Neighborhoods
  - Lakes

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**Figure J-4: Juanita Wetlands, Streams, and Lakes**

South Norway Hill Park

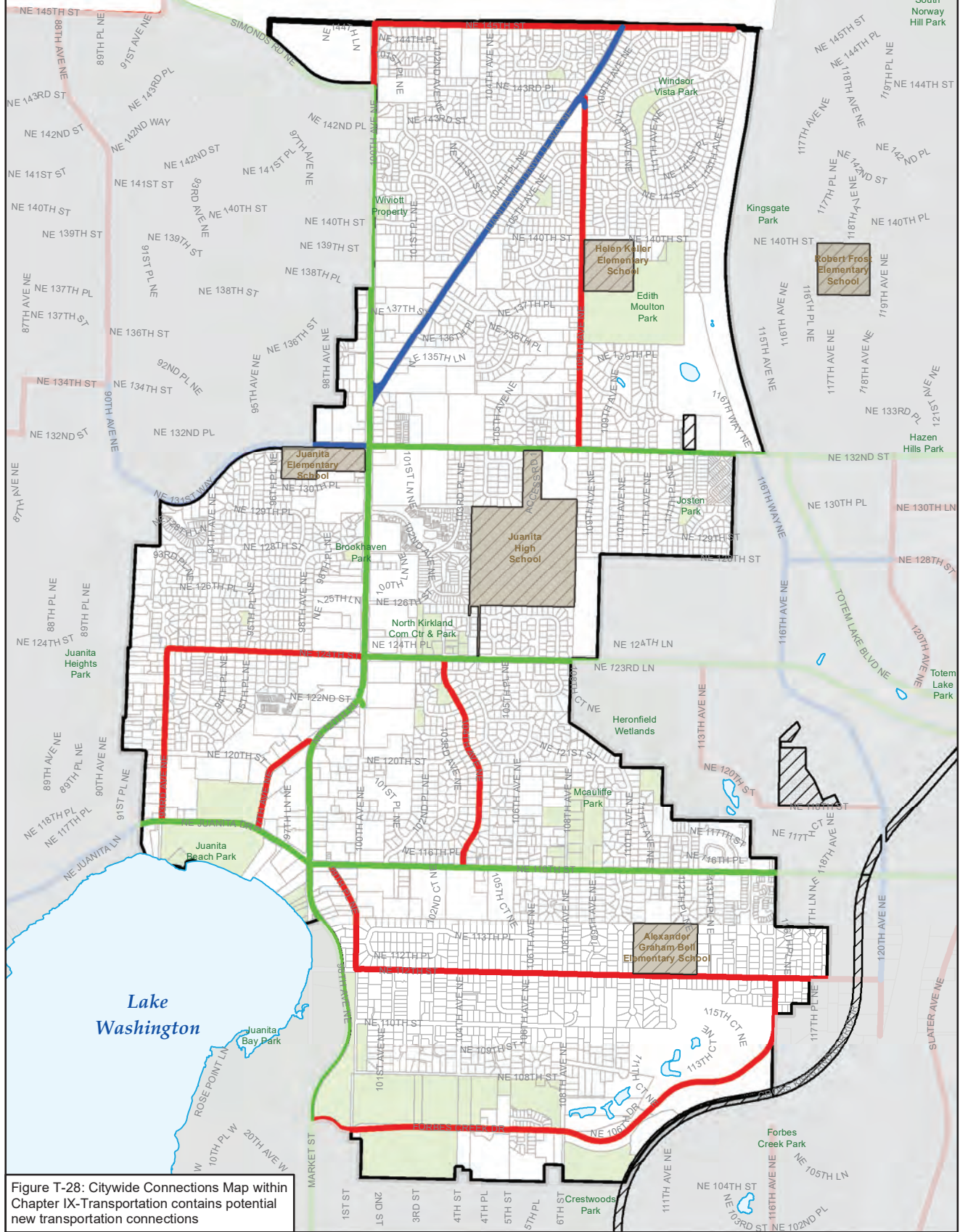


Figure T-28: Citywide Connections Map within Chapter IX-Transportation contains potential new transportation connections

- Principal Arterial
- Minor Arterial
- Collector
- Neighborhood Boundaries
- Public Facilities
- Park
- School
- Lakes
- Parcel Boundaries

**DRAFT**



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**Figure J-5: Juanita Street Classifications**



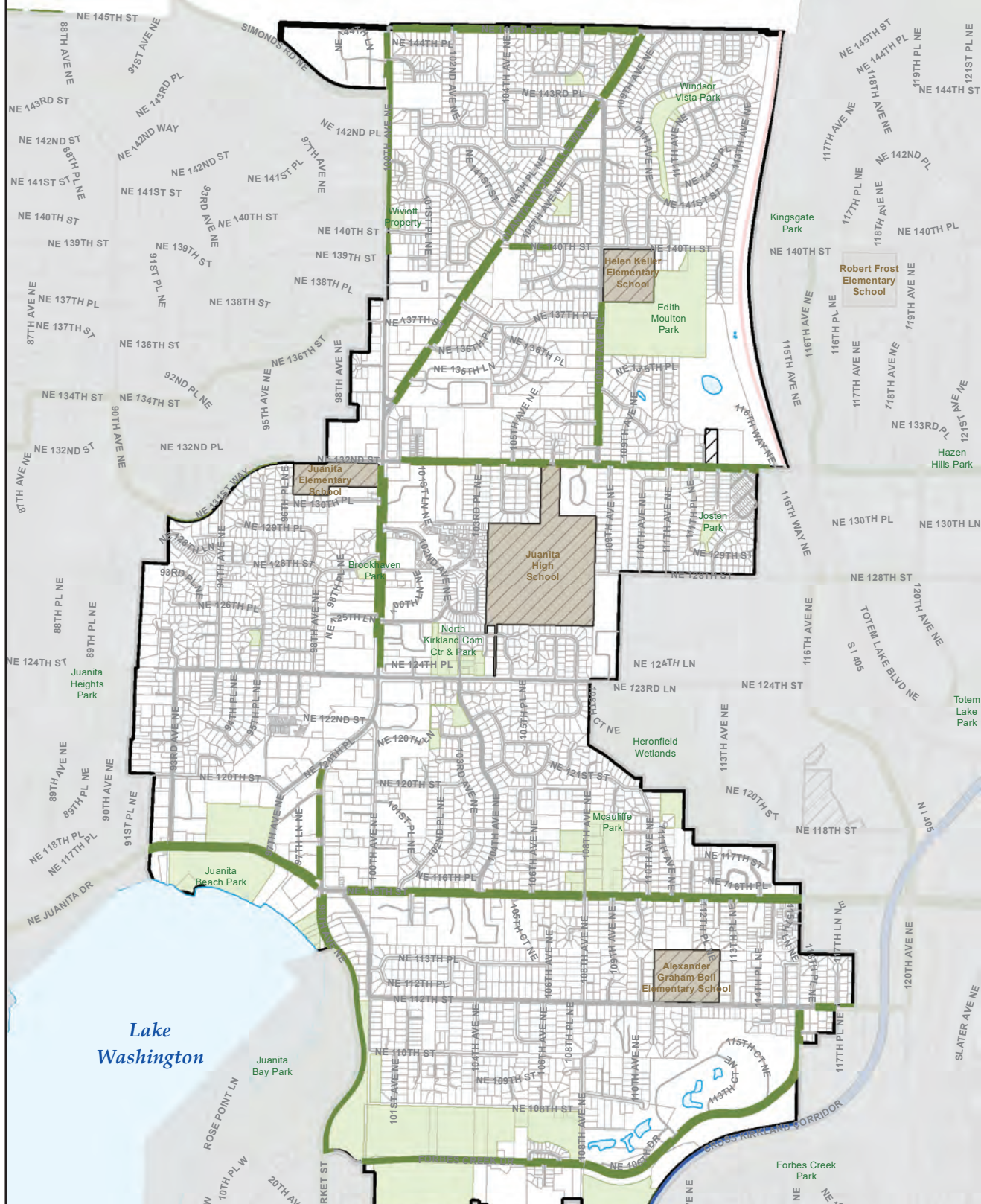


Figure T-28: Citywide Connections Map within Chapter IX-Transportation contains potential new transportation connections

- Bike/Shared Use Lane
- Cross Kirkland Corridor
- Interstate
- Arterial / Collector
- Neighborhood Access
- Neighborhood Boundaries
- Lakes
- Park
- Parcel Boundaries
- School
- Public Facilities

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**Figure J-6: Juanita Bicycle System**

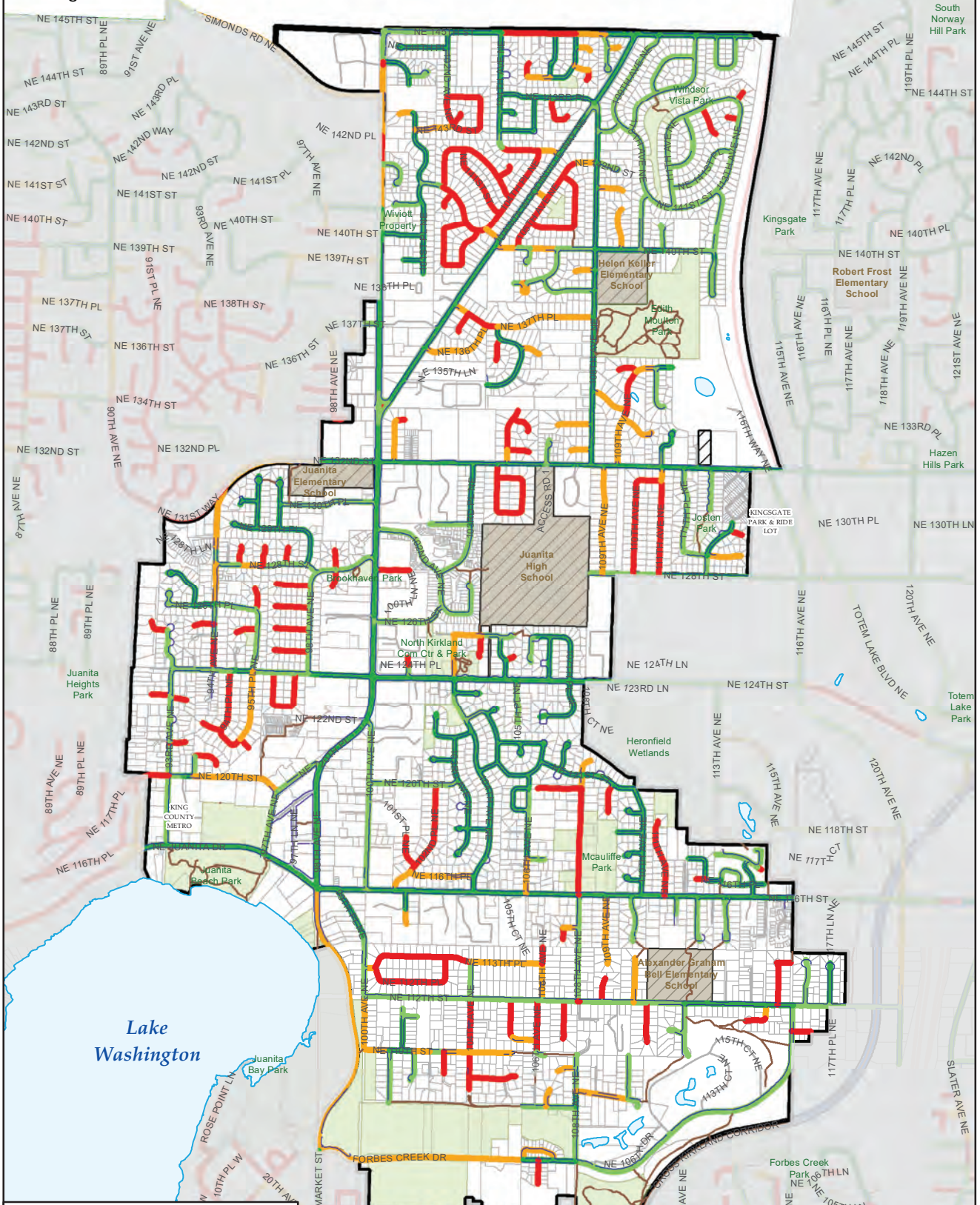


Figure T-28: Citywide Connections Map within Chapter IX-Transportation contains potential new transportation connections

- Sidewalks
- No Sidewalk
- Intermittent Sidewalk
- Sidewalk Complete One Side Only
- Sidewalk Complete Both Sides
- Cross Kirkland Corridor
- Existing Trails
- Neighborhood Boundaries
- Lakes
- Park
- School
- Public Facilities
- Parcel Boundaries

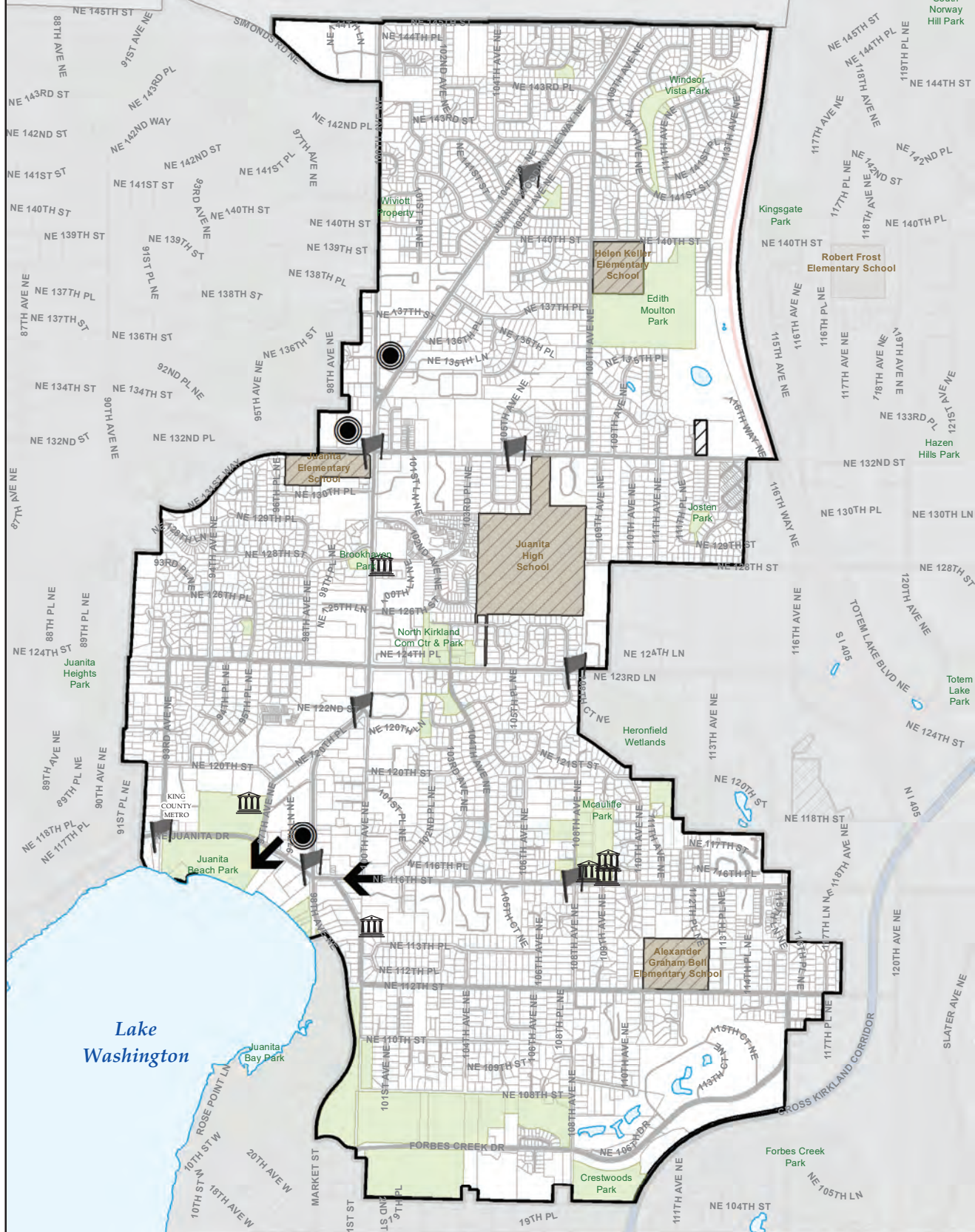
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**Figure J-7: Juanita Pedestrian System**



	Activity Node		View Southwest		Historic Structure		Neighborhood Boundaries		Lakes
	Gateway		View West		Interstate		Park		Public Facilities
					Arterial / Collector		School		Parcel Boundaries
					Neighborhood Access				

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**Figure J-8: Juanita Urban Design Features**

Neighborhood Plan Policy		
XV.A Lakeview	L-10.5	<p>Improve pedestrian and bicycle circulation systems as both recreation amenities and as nonmotorized transportation connections to neighborhood as well as City and regional destinations.</p> <p>The path/trail system shown in Figures L-5 and L-6 indicates the major elements of the pedestrian and bicycle circulation network in the neighborhood. Pedestrian and bicycle pathways provide a recreation as well as transportation function. <b><u>Potential new connections are shown in Figure T-28 within Chapter IX-Transportation.</u></b> The following pedestrian and bicycle connections should be priorities within the neighborhood:</p> <ol style="list-style-type: none"> <li>1. From Lake Washington Boulevard east to the future Cross Kirkland Corridor on the railroad right-of-way and the Central Houghton Neighborhood.</li> <li>2. Between properties in the Yarrow Bay Business District and to the South Kirkland Park and Ride and future transit-oriented development.</li> <li>3. Along the Lake Washington shoreline with connections to Lake Washington Boulevard as required by the shoreline regulations. Existing signs marking the location of public shoreline pedestrian walkways should be maintained by private development.</li> <li>4. From Yarrow Bay Wetlands to Watershed Park.</li> <li>5. Along NE 60th Street trail from Houghton Beach Park east through the City to connect to the regional trail at Marymoor Park in Redmond.</li> <li>6. From SR 520, and Bellevue to the South.</li> </ol> <p>These trails will cross a combination of City parklands, City rights-of-way, and public access easements. The trails should be part of the City's Active Transportation Plan and implemented through the Capital Improvement Program or private development. The trails will improve neighborhood access and enhance the unique areas they traverse.</p>
XV.F Rose Hill	RH-68	<p><del>Map where anticipated street connection locations could be considered in North Rose Hill with future infill development in order to provide predictability in the development process and for the neighborhood.</del></p> <p><del>While the North Rose Hill Street Connection Plan Map (Figure RH-13 and Table RH-1) indicates and describes the potential locations of street connections for future infill development, the exact location will be determined at the time of development. The development permit process should ultimately determine these locations. When new street connections are not required or not feasible, pedestrian and bicycle connections should still be pursued.</del></p>
XV.F Rose Hill	Fig. RH-13	<i>Figure to be removed.</i>
XV.F Rose Hill	Table RH-1	<p><del>Table RH-1: North Rose Hill Street Connection Plan Description List</del></p> <ol style="list-style-type: none"> <li>1. NE 108th ST between Slater Ave NE and 123rd Ave NE</li> <li>2. Portions of NE 105th Pl between 129th Ave NE and 132nd Ave NE</li> </ol>

		<p>3. NE 103rd Pl between 132nd Ave NE and existing cul-de-sac end</p> <p>4. Portions of 125th Ave NE between NE 94th ST and NE 91st ST</p> <p>5. Portions of 130th Ave NE between NE 87th ST and NE 94th ST</p> <p>6. NE 91st ST between 130th Ave NE and 132nd Ave NE</p> <p>7. Portions of NE 90th St between 128th Ave NE and 132nd Ave NE</p> <p>8. 131st Ave NE between NE 90th ST and NE 91st ST</p> <p>9. 122nd Ave NE between NE 90th ST and NE 92nd ST</p> <p>10. NE 101st Pl between 124th Ave NE and 125th Ave NE</p>
XV.F Rose Hill	RH-70	<p>Improve the following unimproved rights-of-way in North Rose Hill impacted by critical areas with less intrusive bike and pedestrian connections rather than street improvements (see Figures RH-14 and RH-16):</p> <ul style="list-style-type: none"> <li>• <del>120th Avenue NE, from NE 92nd Street to NE 90th Street.</del></li> <li>• <del>NE 92nd Street, west of 122nd Avenue NE.</del></li> </ul>
XV.F Rose Hill	RH-71	<p><del>Identify where anticipated street connection locations could be considered in South Rose Hill with future infill development in order to provide predictability in the development process and for the neighborhood.</del></p>
XV.I Totem Lake	TL-16.2	<p>Seek opportunities to create a finer grid of smaller scale streets and new connections within the business district.</p> <p>The Totem Lake Business District currently has a limited local street system. Development of a complete network of local access roads would facilitate vehicular, pedestrian and bicycle access to properties, reduce reliance on major arterial routes, and break up large blocks to provide better building orientation to the street and an improved street level environment.</p> <p>With new development and redevelopment within the business district, the opportunity exists for the dedication of right-of-way to enable the creation of new through connections. General locations for potential new connections are identified in Figure <del>TL-6</del> <b>T-28 within Chapter IX, Transportation.</b></p>
XV.N Highlands	Fig. H-5	<p><i>Figure removed with updated plan to be adopted in 2020.</i></p>
XV.O Kingsgate	K-11	<p><del>Complete through road connections in the neighborhood when properties are subdivided.</del></p> <p>The eastern portion of the neighborhood contains many large vacant or further developable lots. When these properties are subdivided, through road connections should occur where feasible to provide an efficient road network and provide more options for alternative routes for drivers, pedestrians, and bicyclists. See goals and policies in the Transportation Element chapter of the Comprehensive Plan.</p>
XV.P Finn Hill	FH-14.2	<p><del>Develop a map where potential street connections could be made.</del></p> <p>In some areas of Finn Hill the street system is underdeveloped, with dead ends,</p>

		<p>missing street connections, and with pavement and sidewalks that are not to city standards (Figures FH 7.1, FH 7.2 and FH 7.3 show the existing street classifications, status of sidewalks, pathways and trails). It is important to plan for a street network that allows access for emergency vehicles, general vehicles, pedestrians and bicycles. While circulation through the neighborhood is important, the connections should also minimize impact to neighborhoods when possible. Connections that are required as a result of redevelopment are reviewed for final alignment, location and street improvement standards when the development is submitted to the City for review. When new street connections are not required or not feasible, pedestrian and bicycle connections should still be pursued. Creating a map of potential street connections provides direction for property owners, developers, and City staff.</p> <p>Note: Figure 7.4, street connections map, to be inserted at a future time.</p>

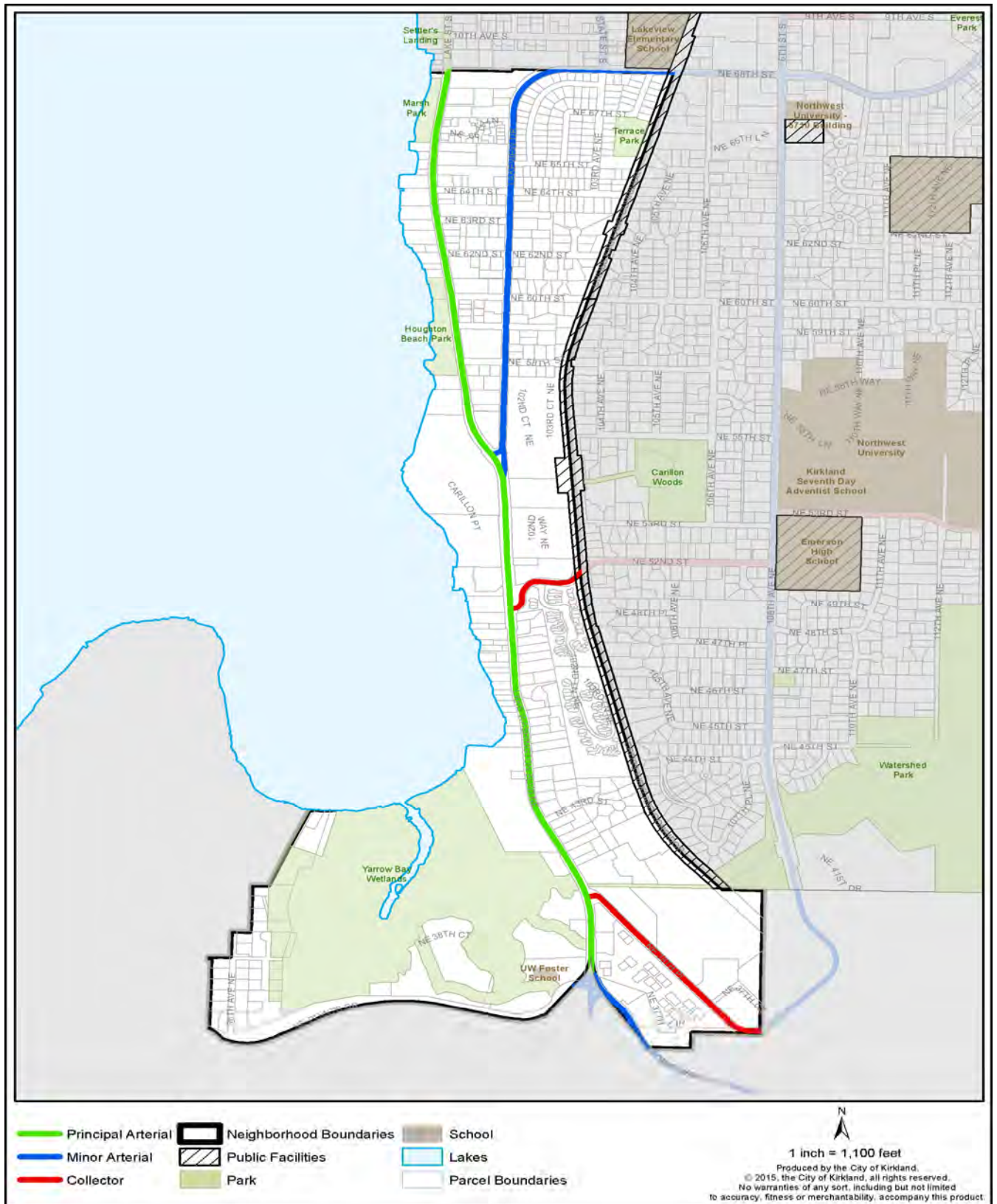


Figure L-4: Lakeview Street Classifications

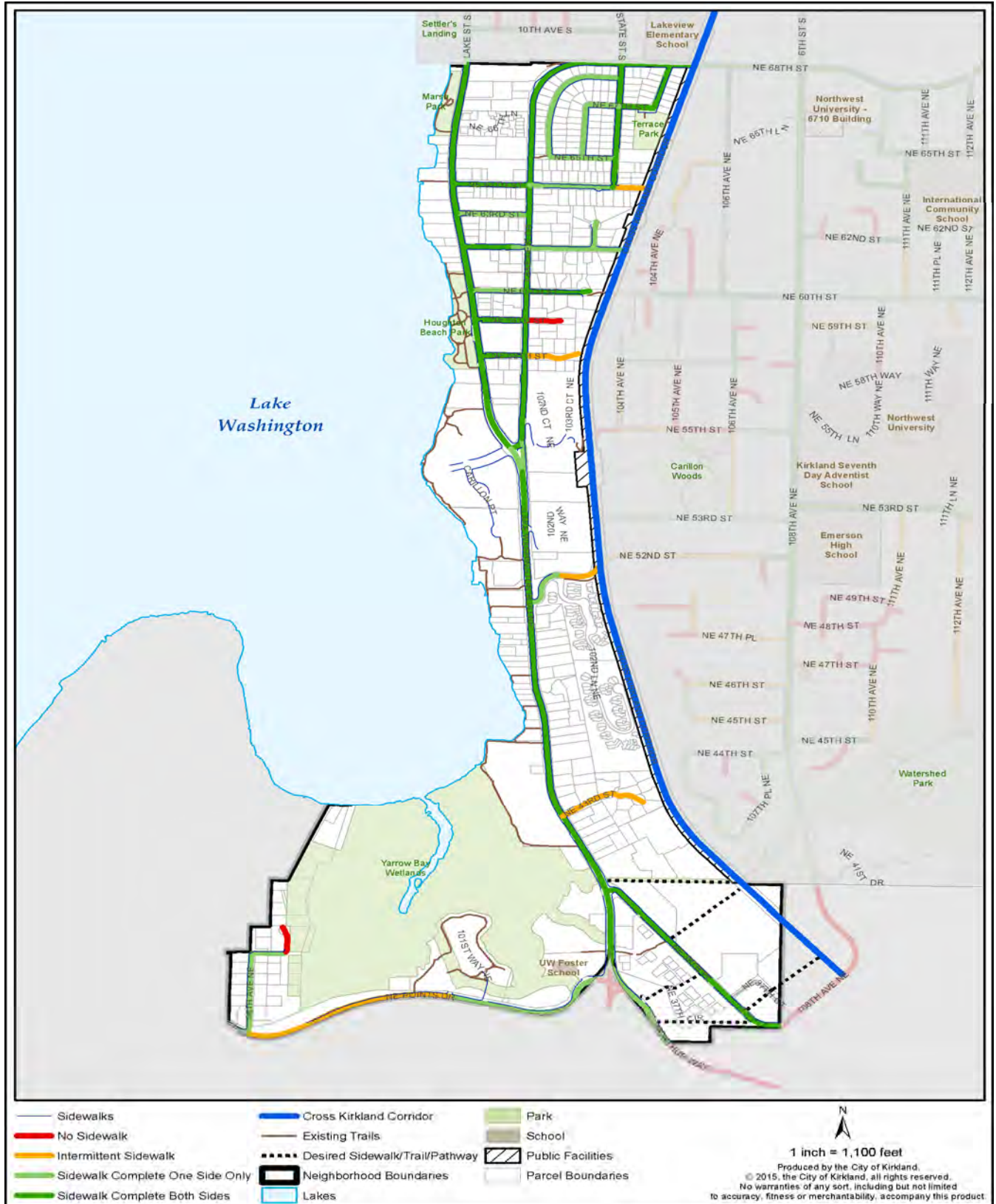






Figure L-6: Lakeview Bicycle System

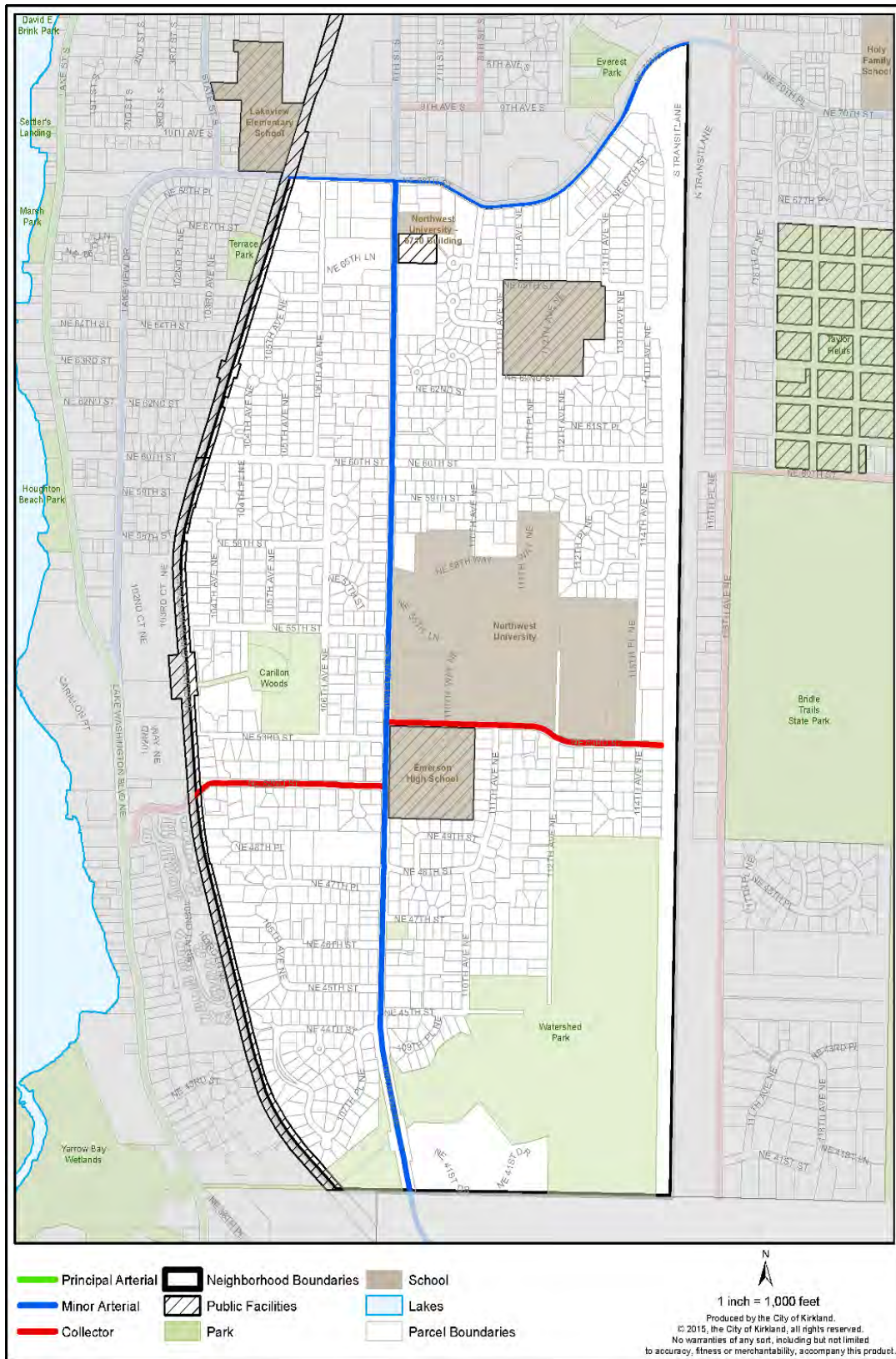


Figure CH-4: Central Houghton Street Classifications

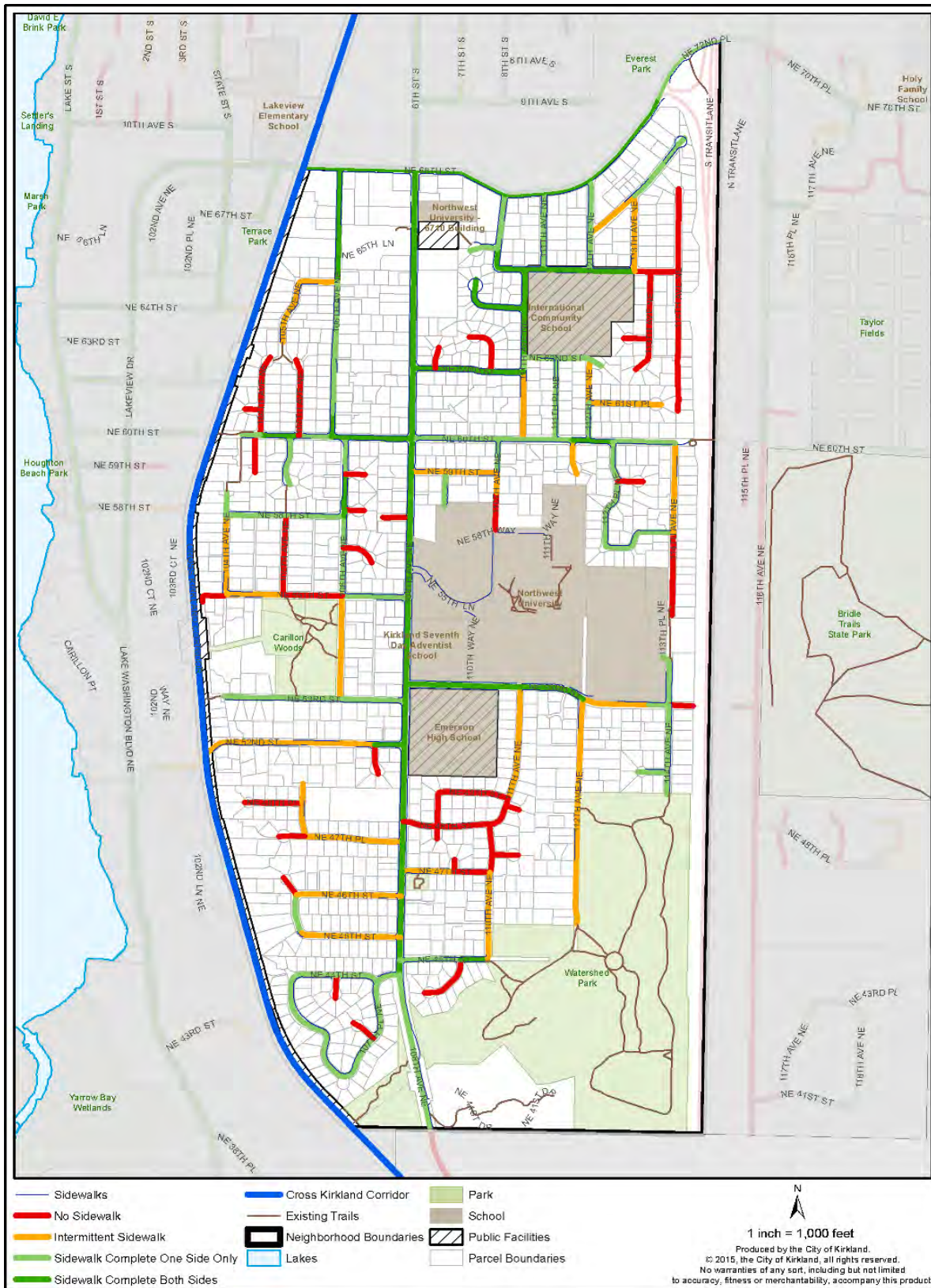


Figure CH-5: Central Houghton Pedestrian System

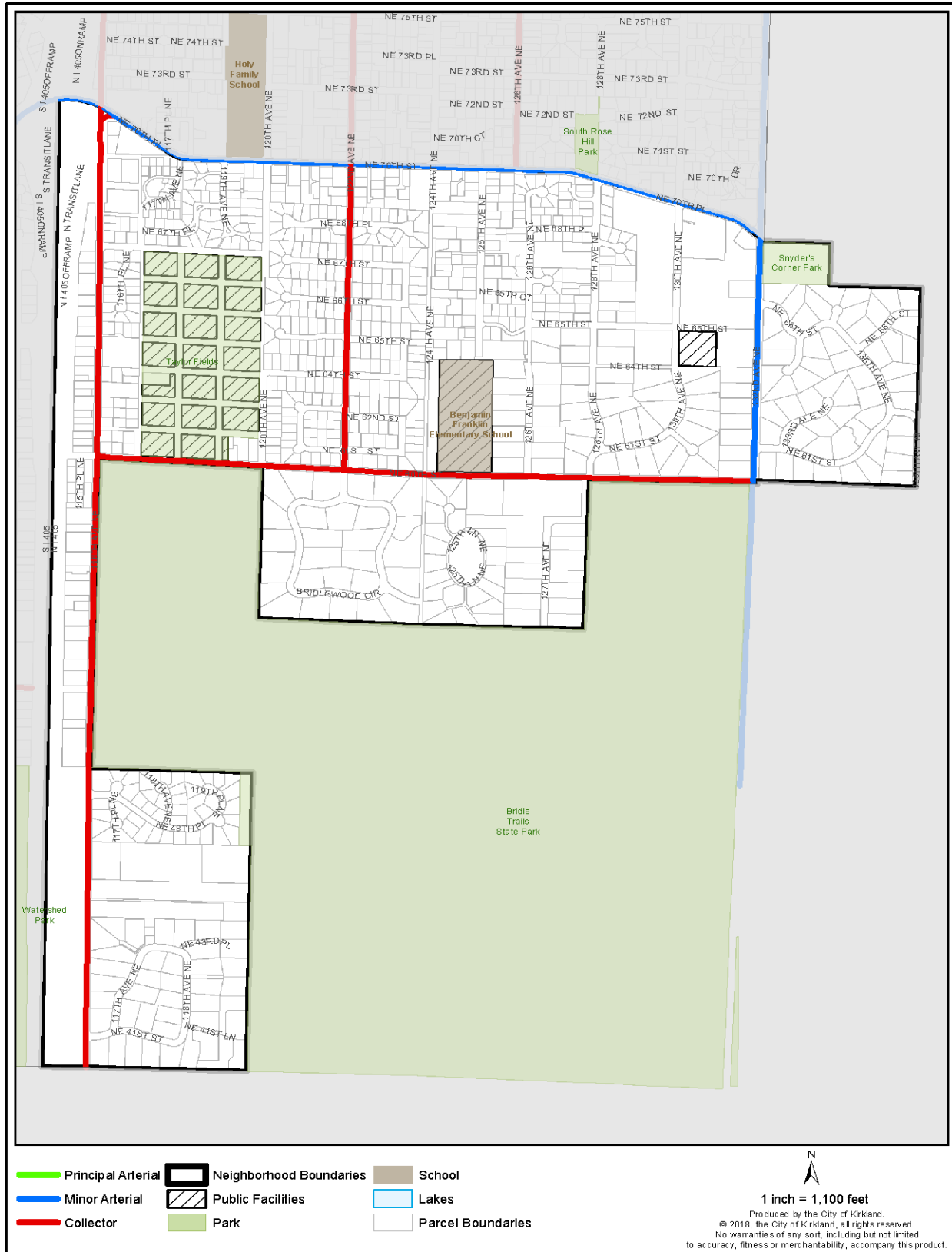


Figure BT-5: Bridle Trails Street Classifications

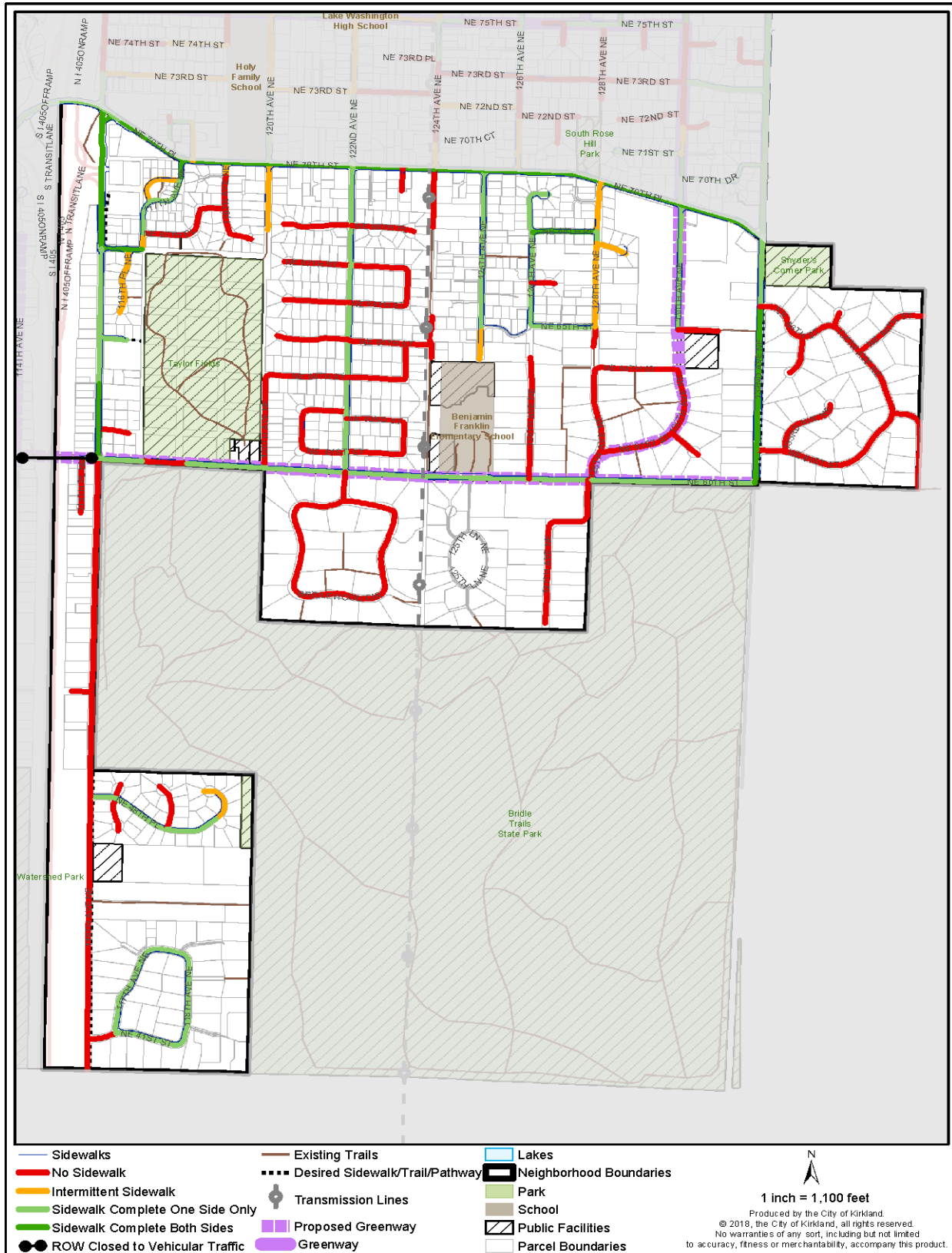


Figure BT-6: Bridle Trails Pedestrian System

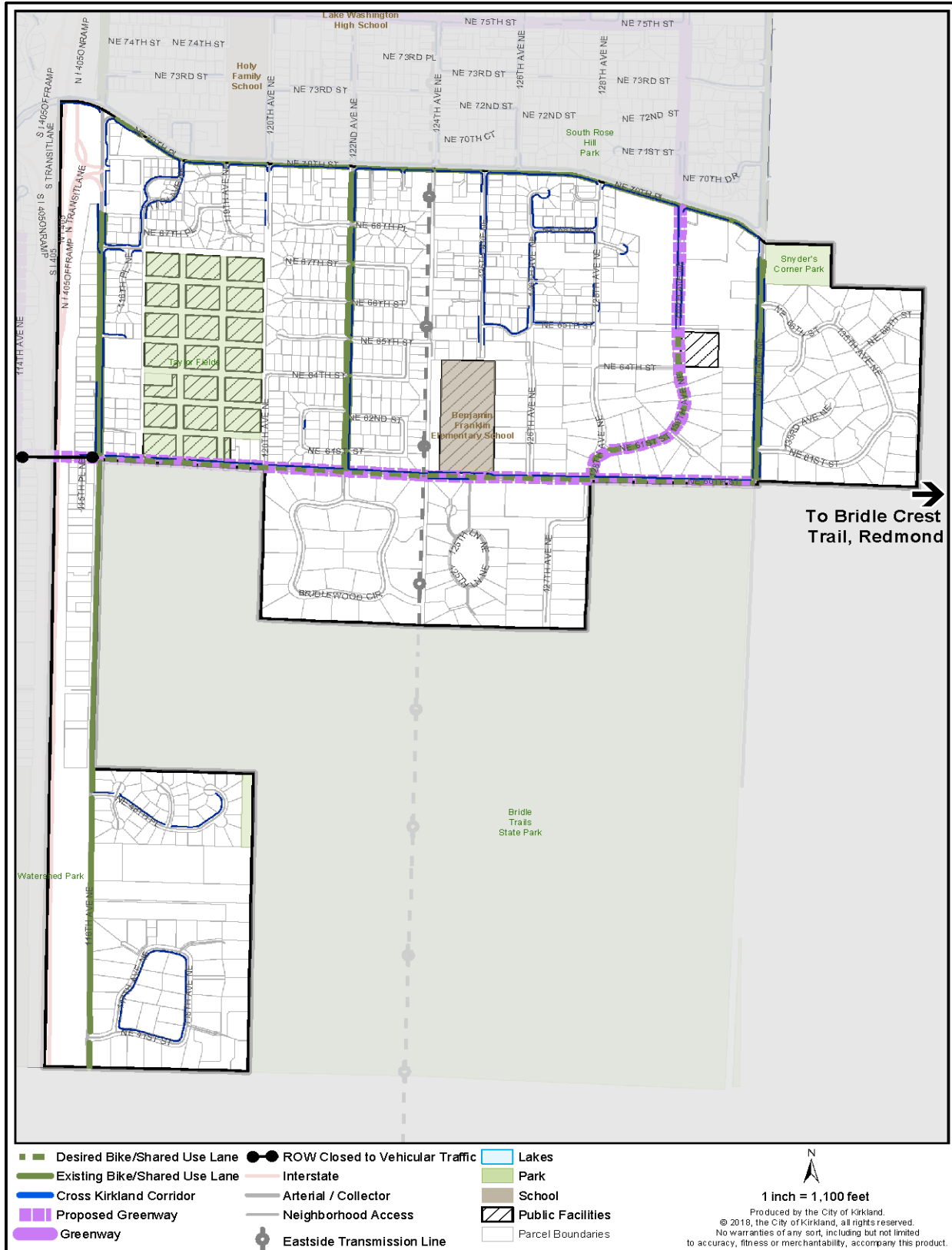


Figure BT-7: Bridle Trails Bicycle System

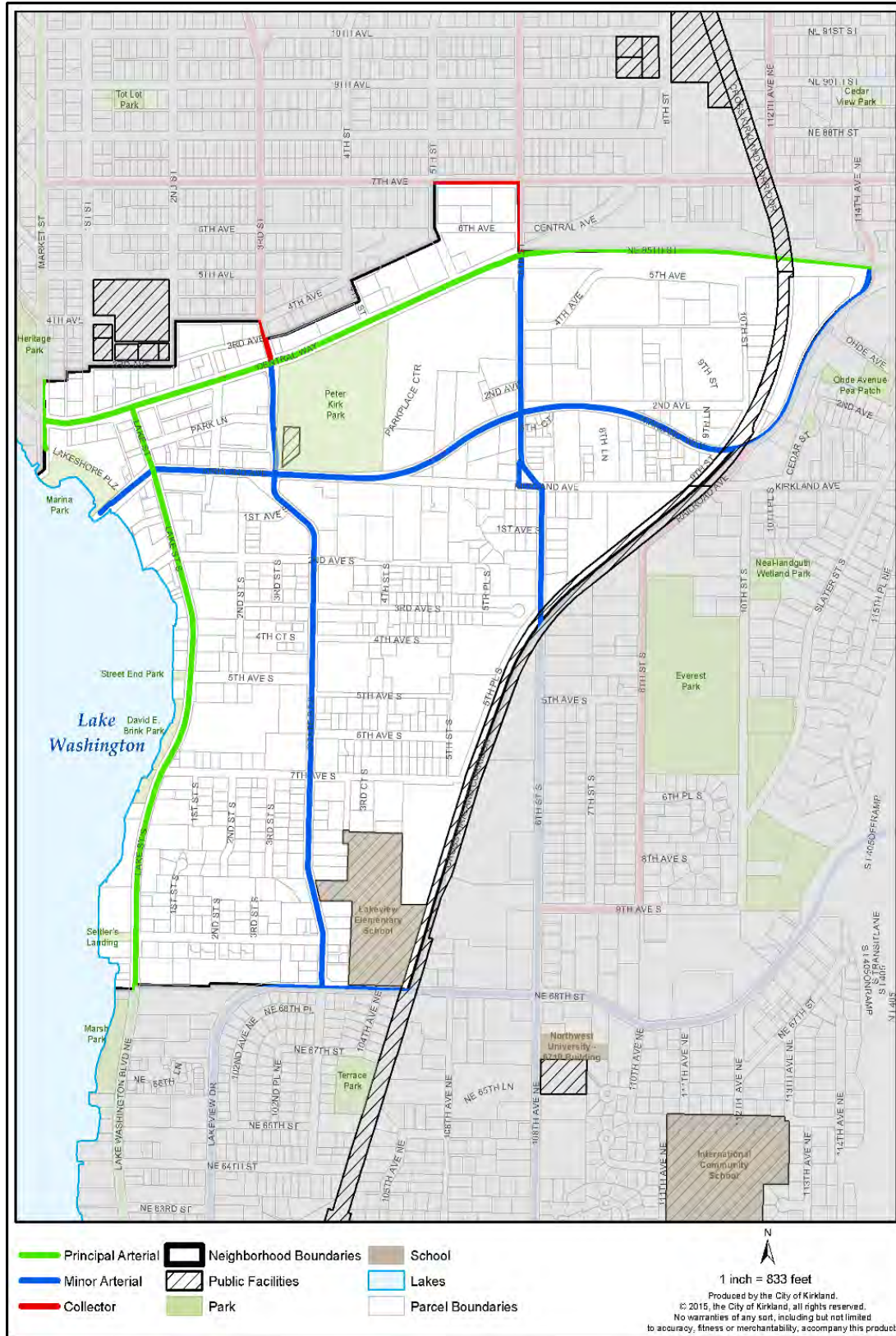
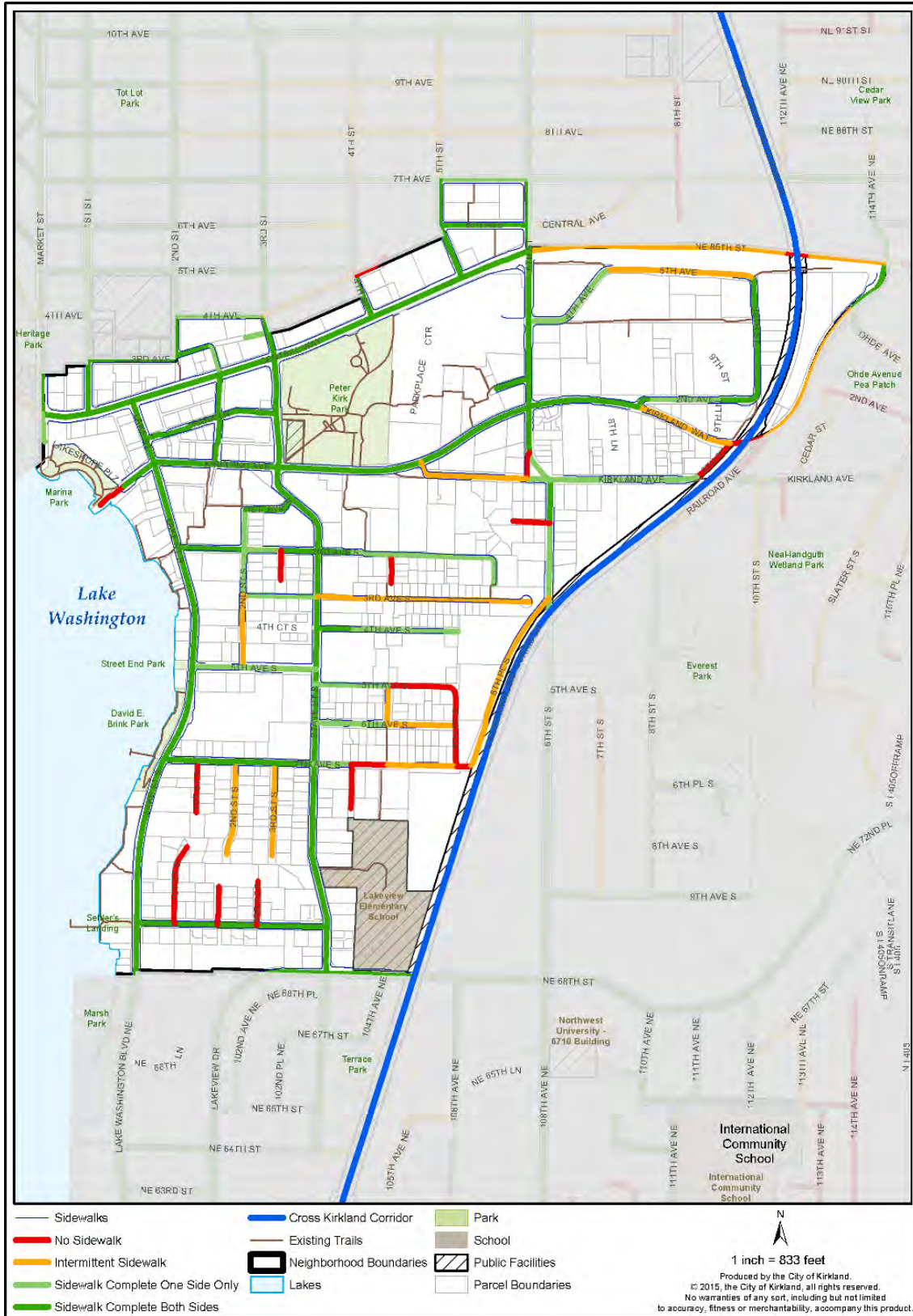
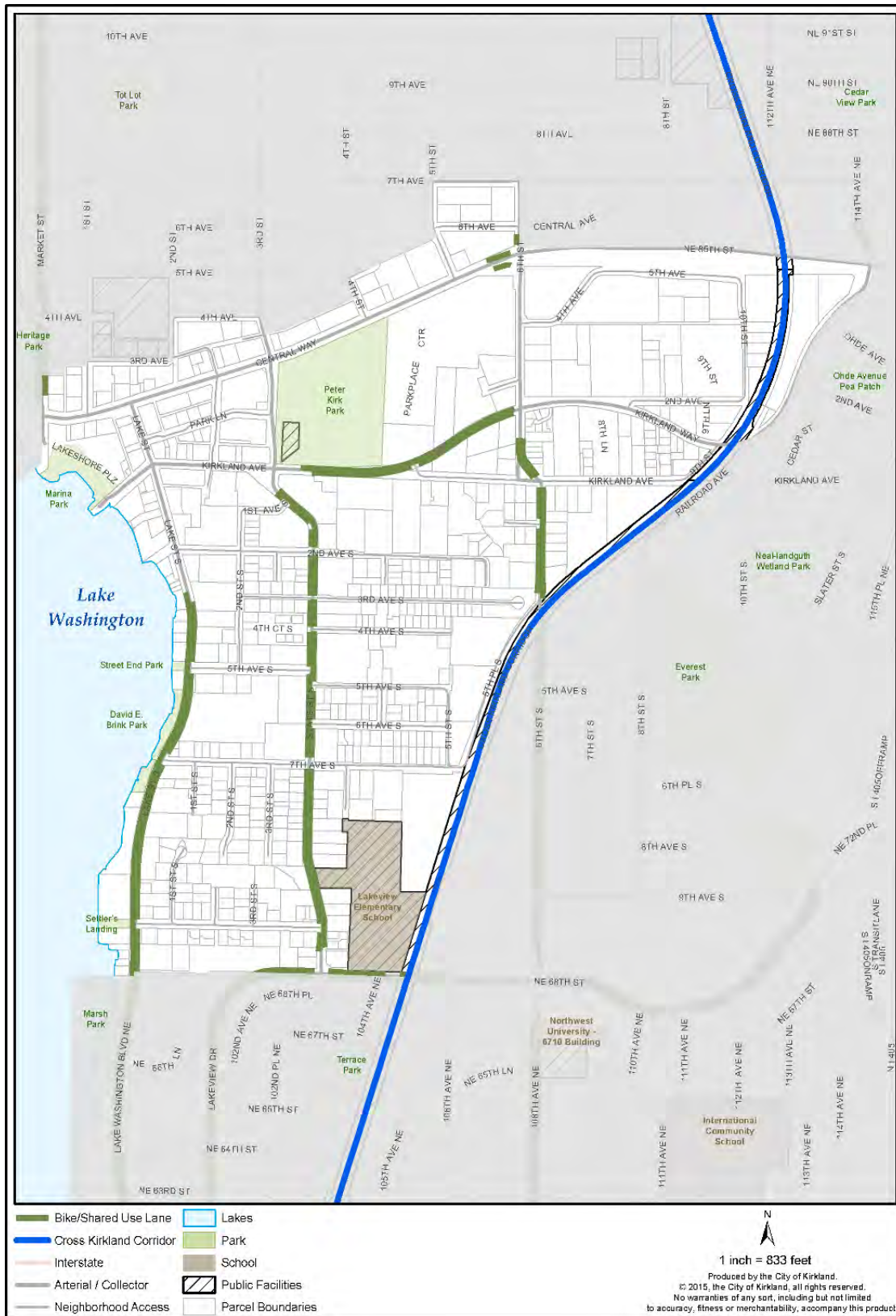


Figure MB-9: Moss Bay Street Classifications



**Figure MB-10: Moss Bay Pedestrian System**





**Figure MB-11: Moss Bay Bicycle System**

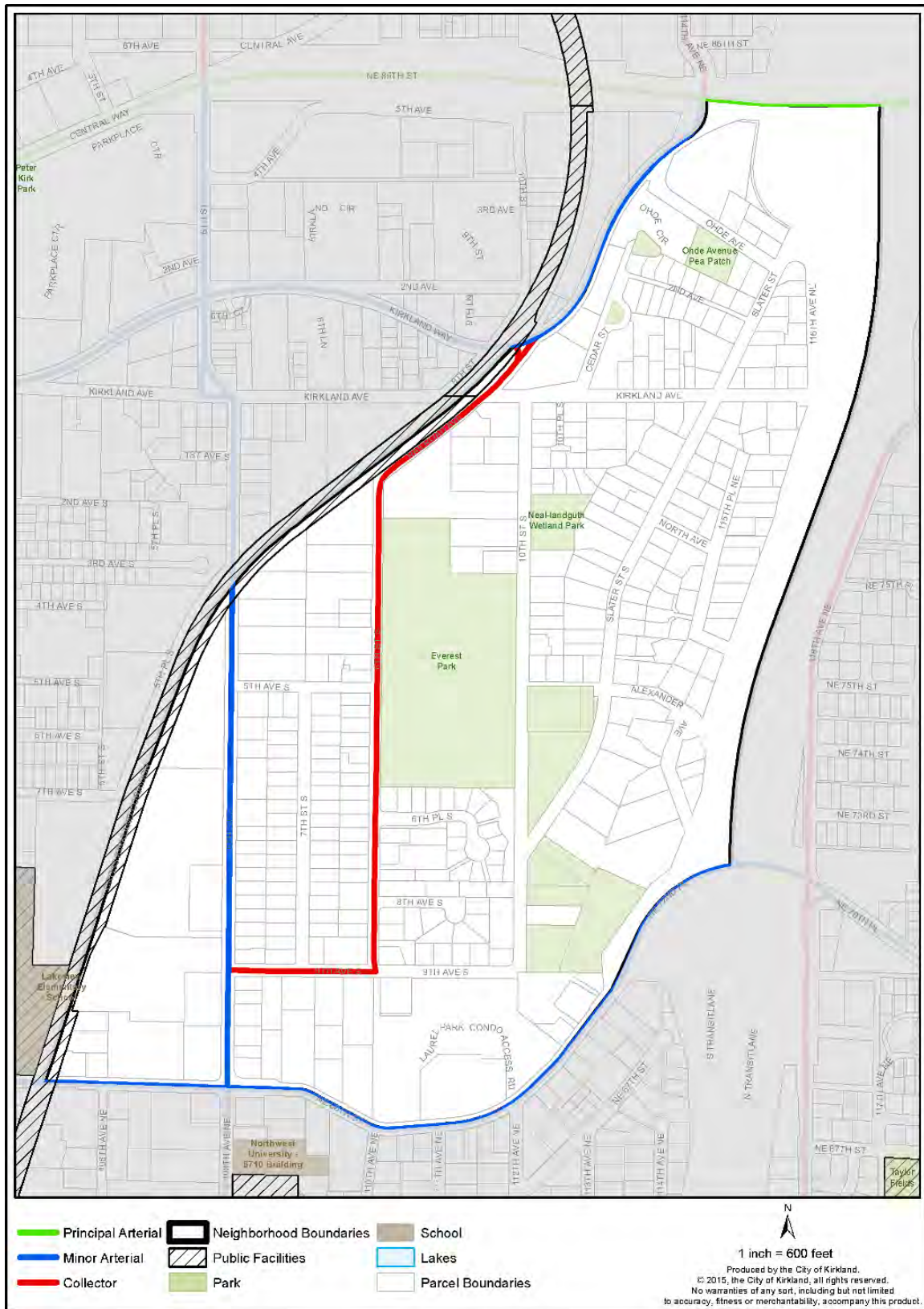


Figure EV-4: Everest Street Classifications

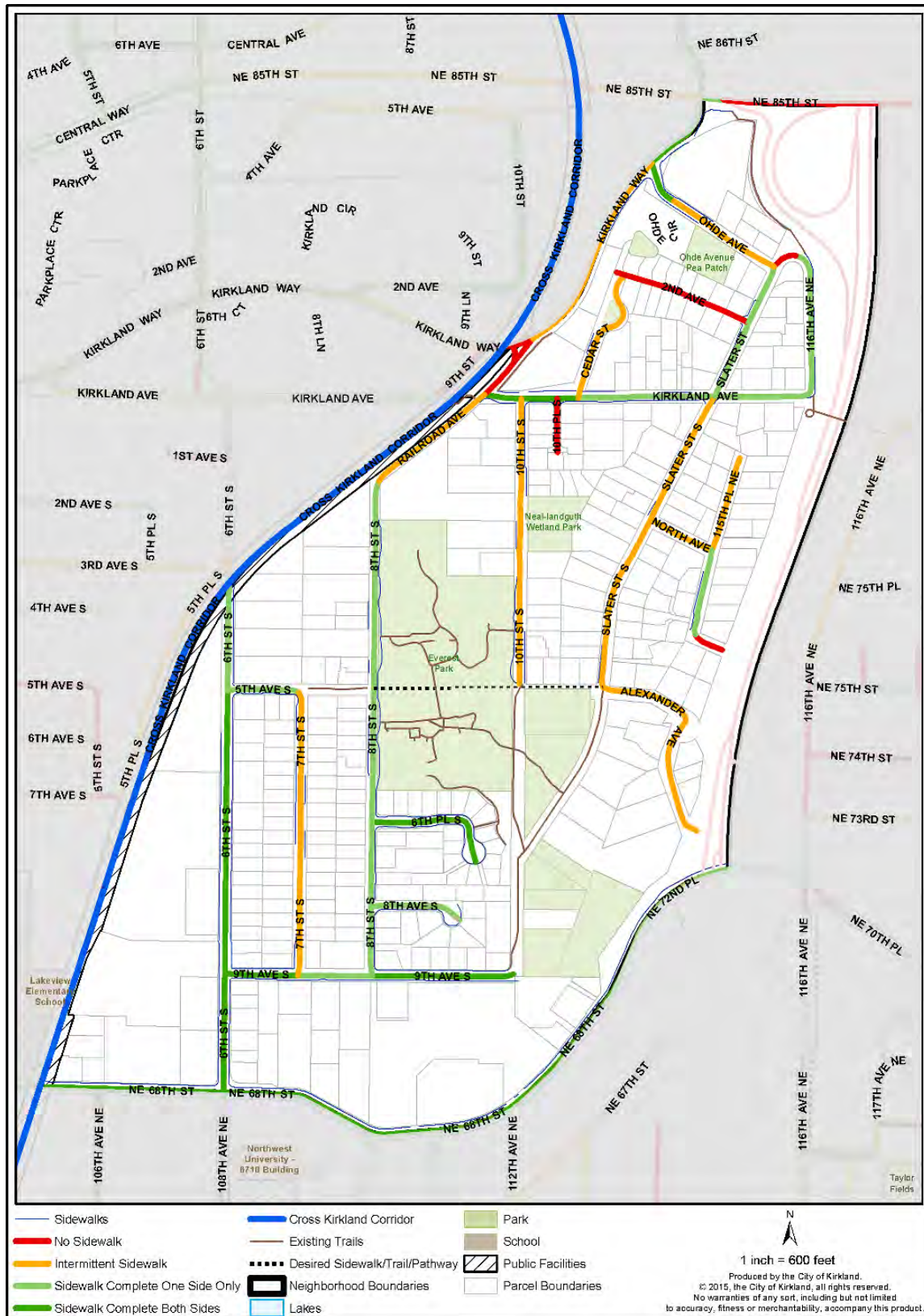


Figure EV-5: Everest Street Pedestrian System



Figure EV-6: Everest Bicycle System

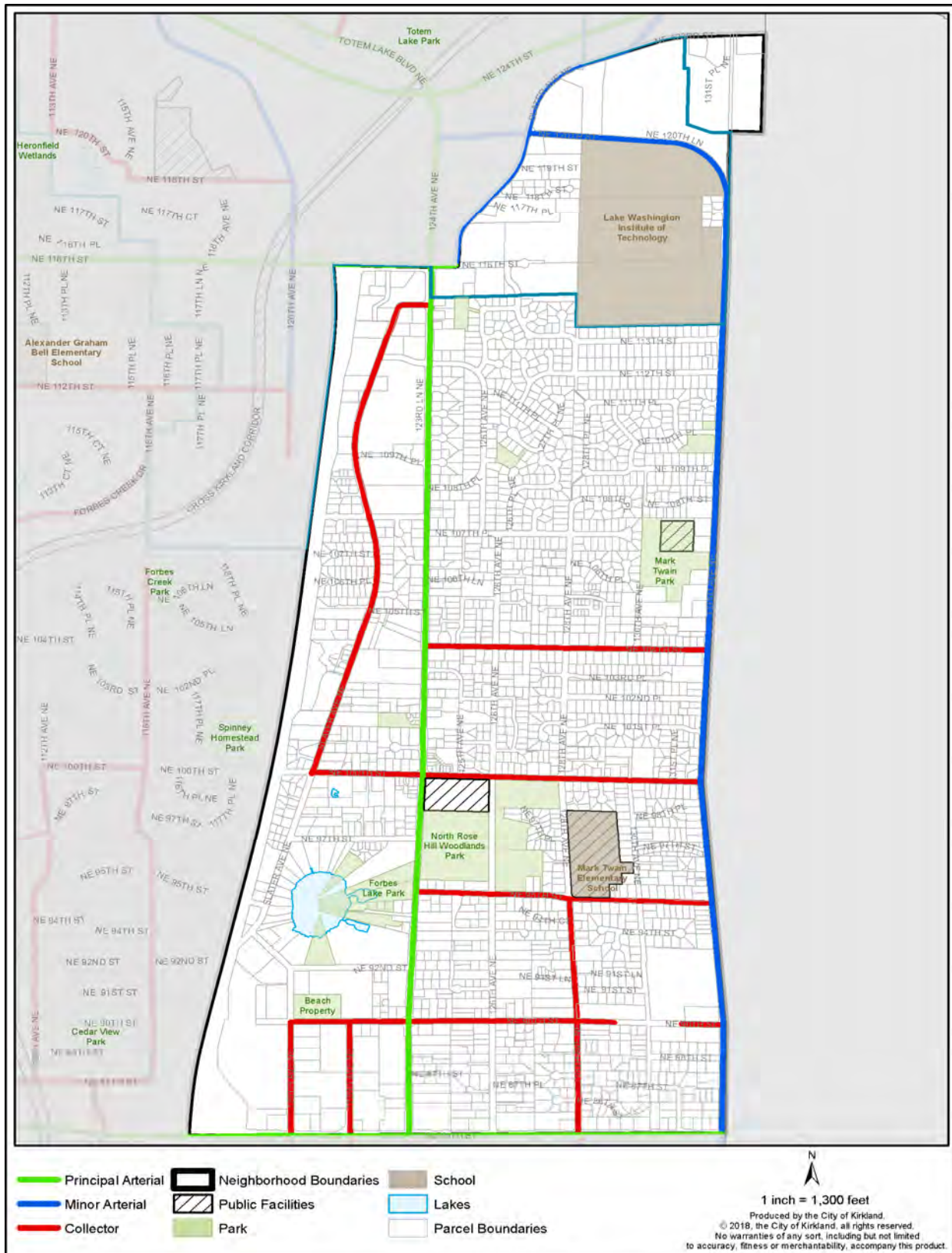


Figure RH-11: North Rose Hill Street Classifications

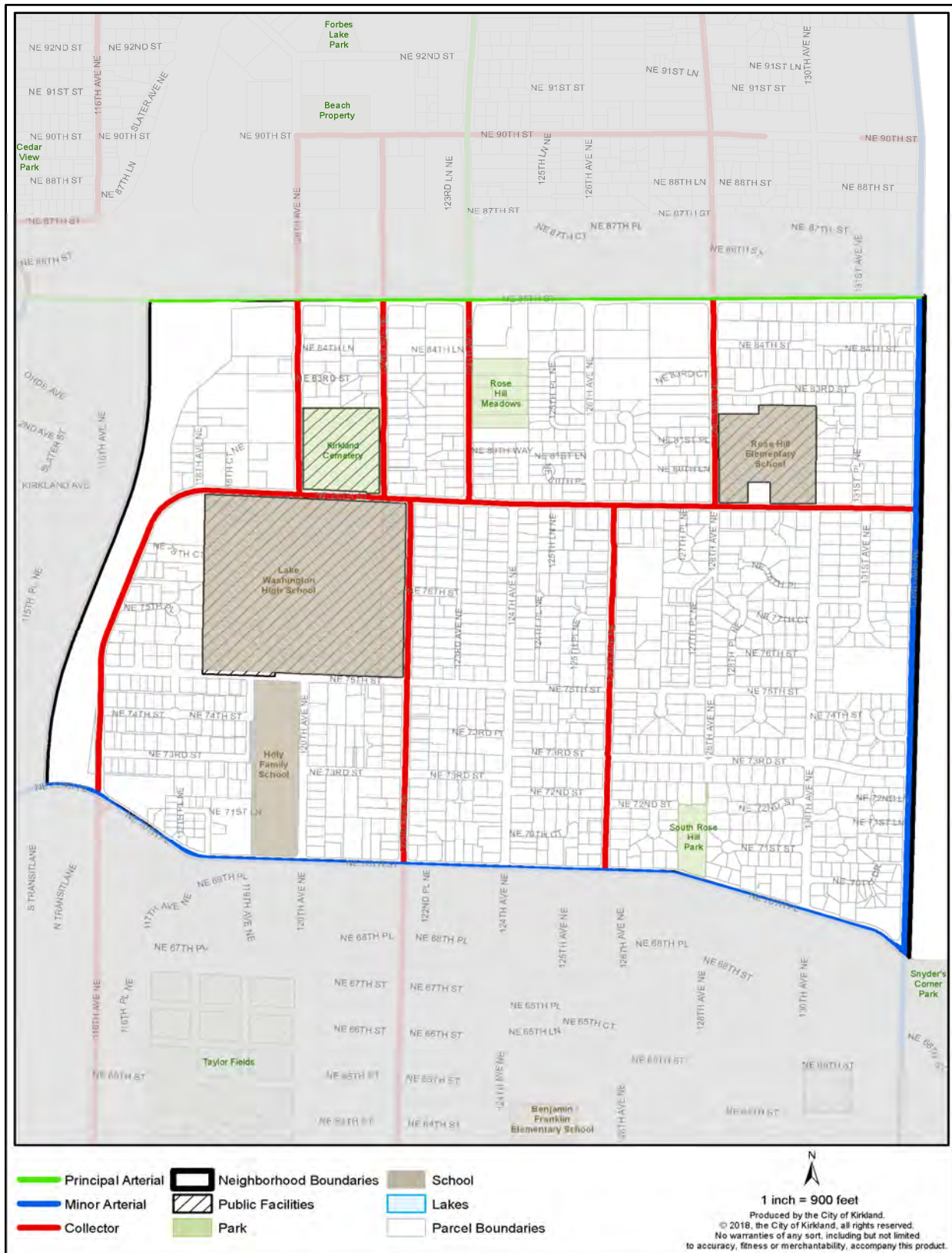


Figure RH-12: South Rose Hill Street Classifications

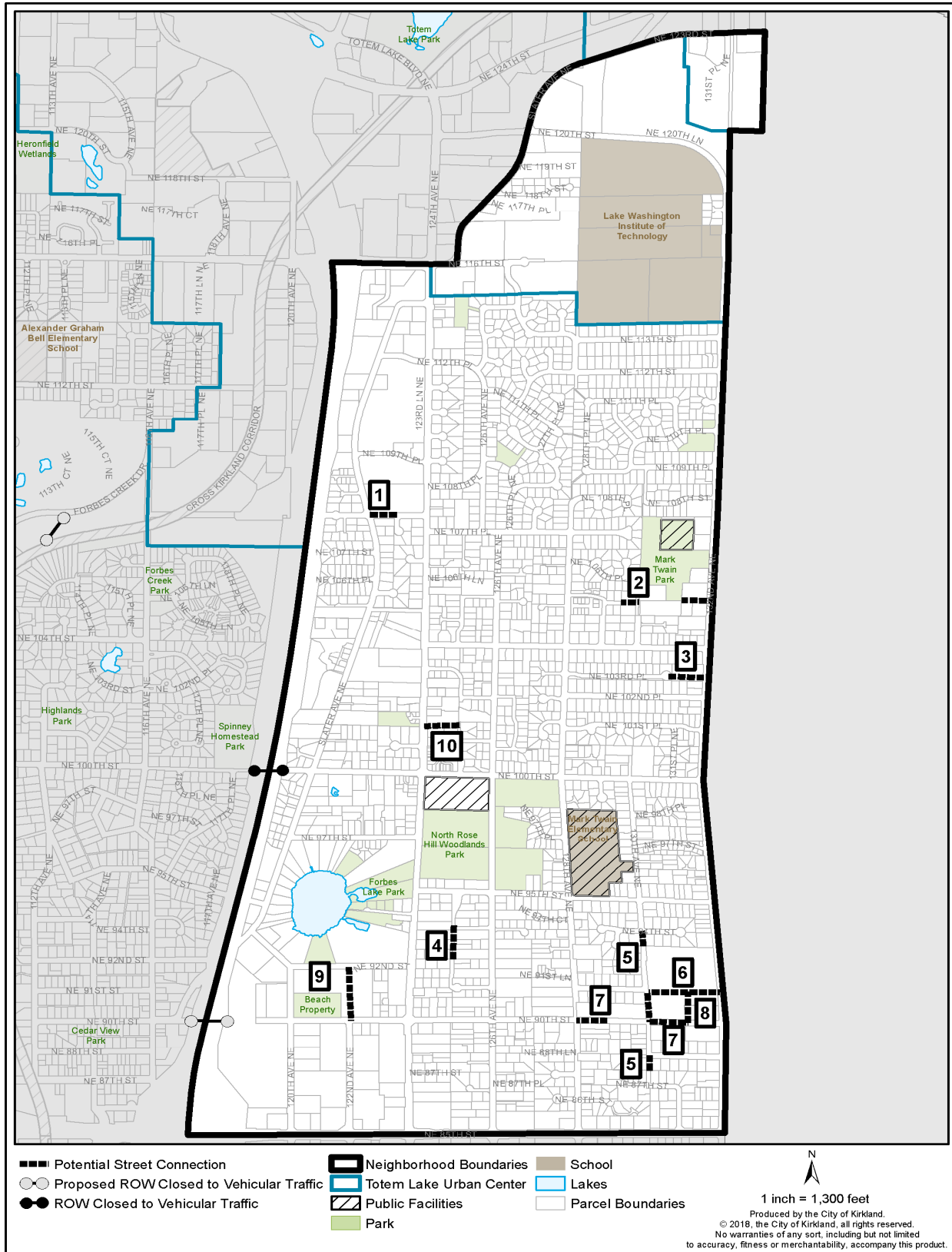


Figure RH-13: North Rose Hill Street Connection Plan

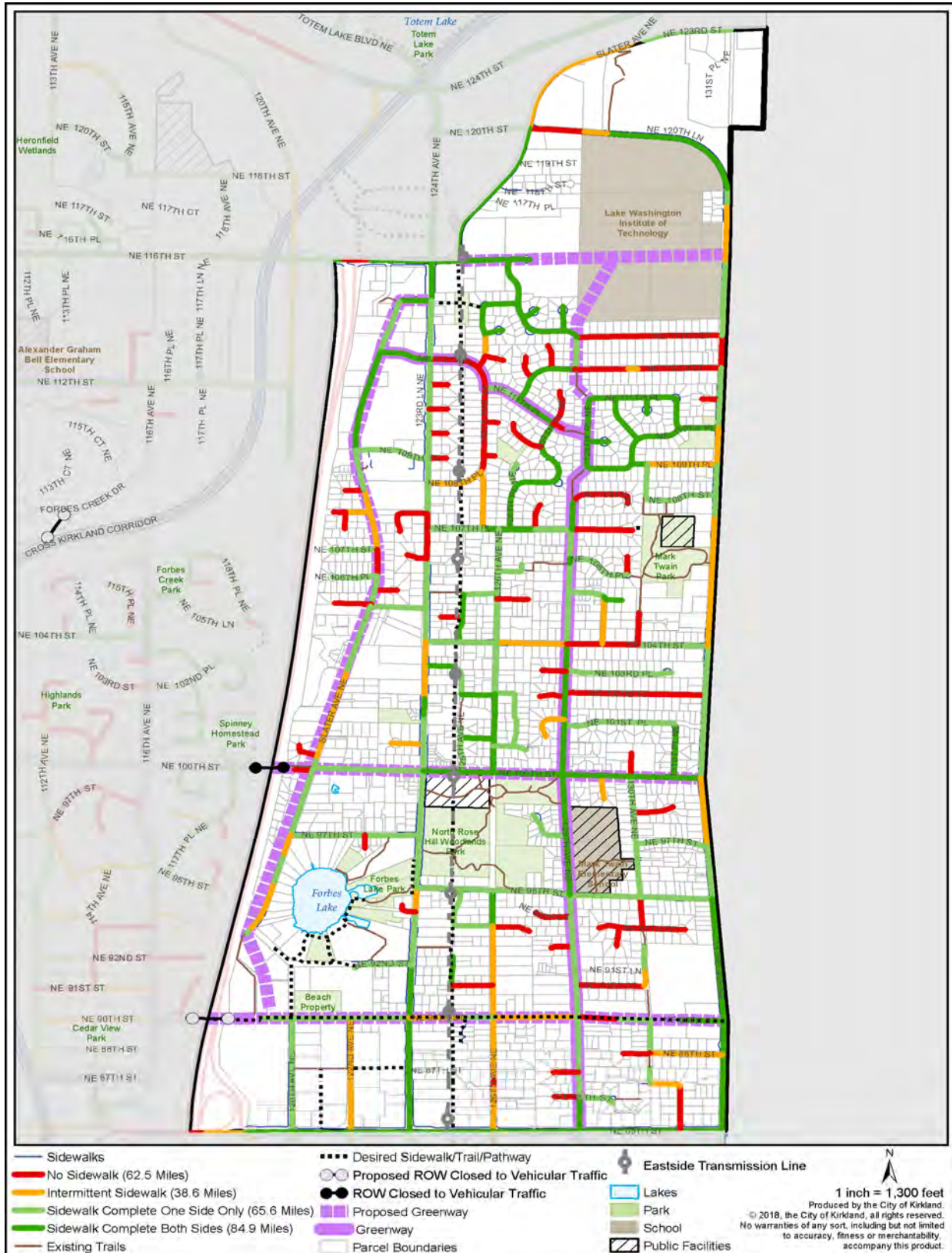


Figure RH-14: North Rose Hill Pedestrian System



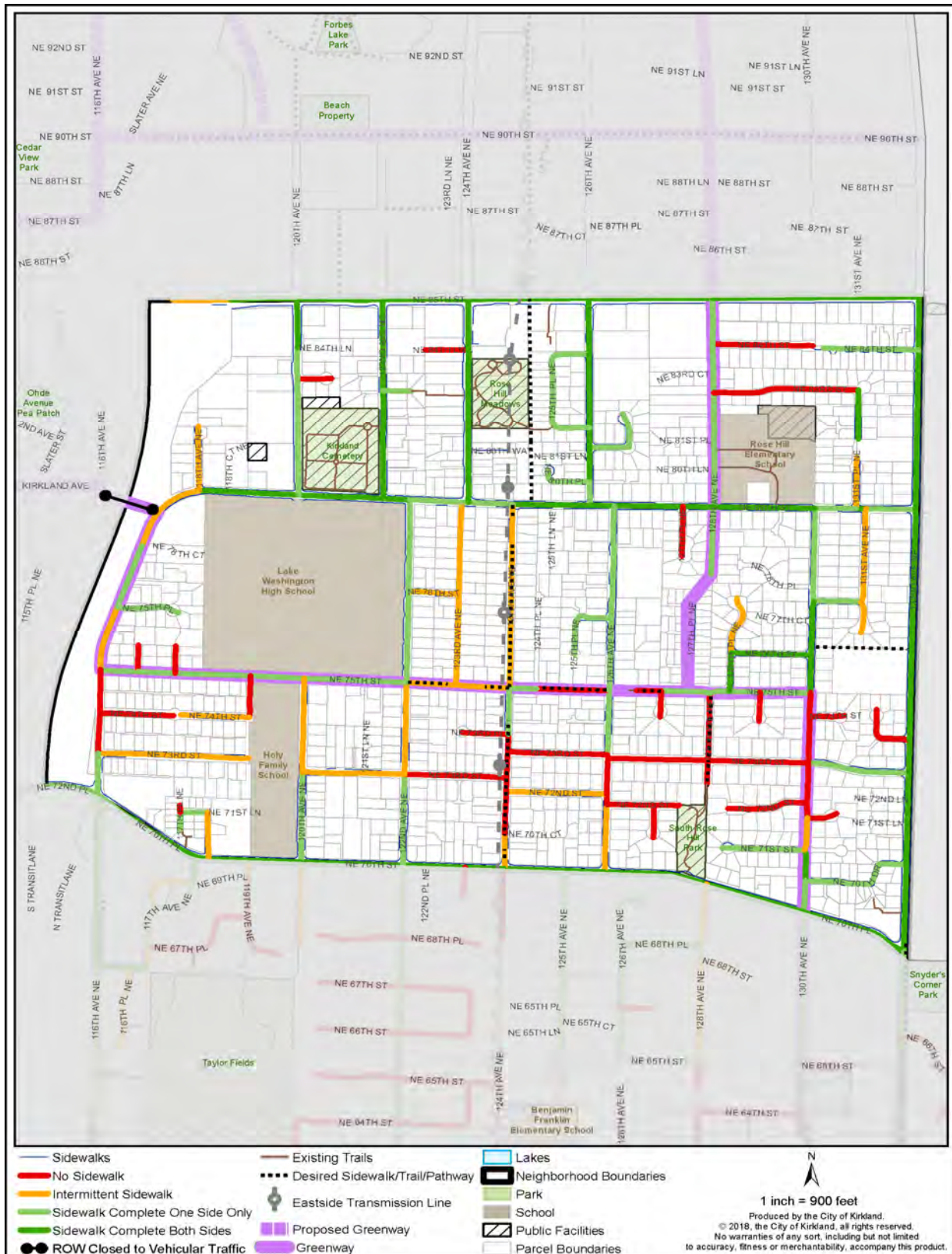


Figure RH-15: South Rose Hill Pedestrian System

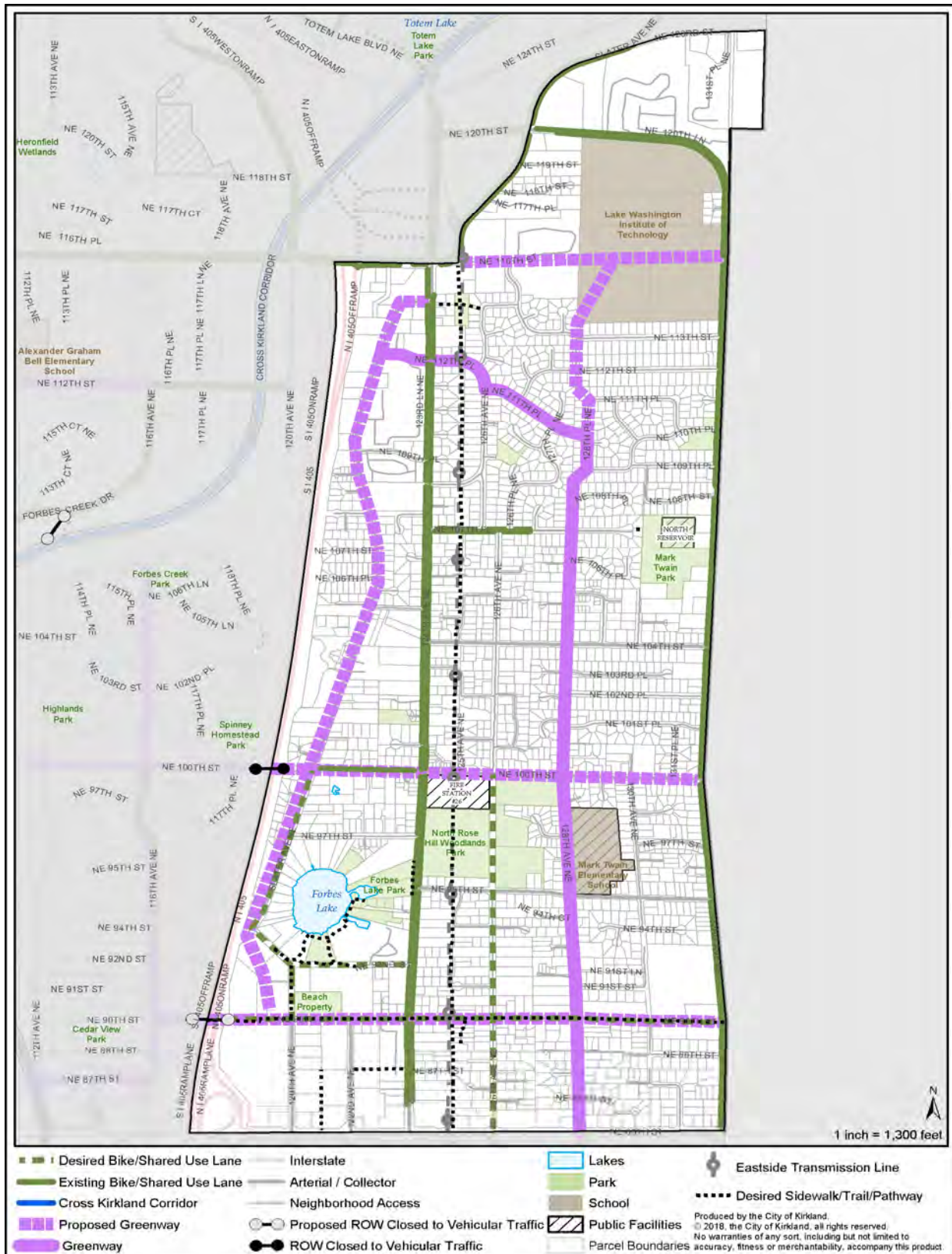


Figure RH-16: North Rose Hill Bicycle System

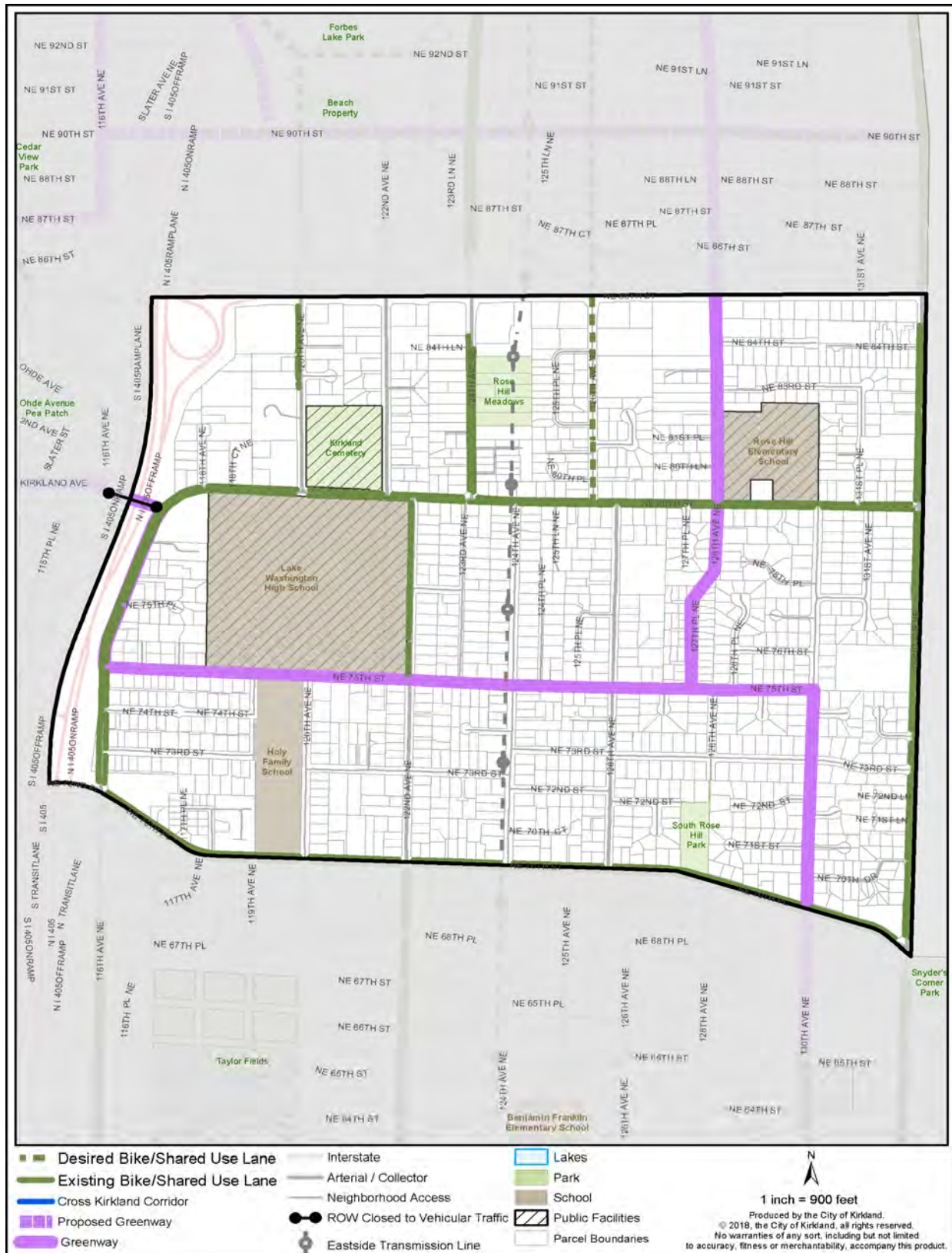


Figure RH-17: South Rose Hill Bicycle System

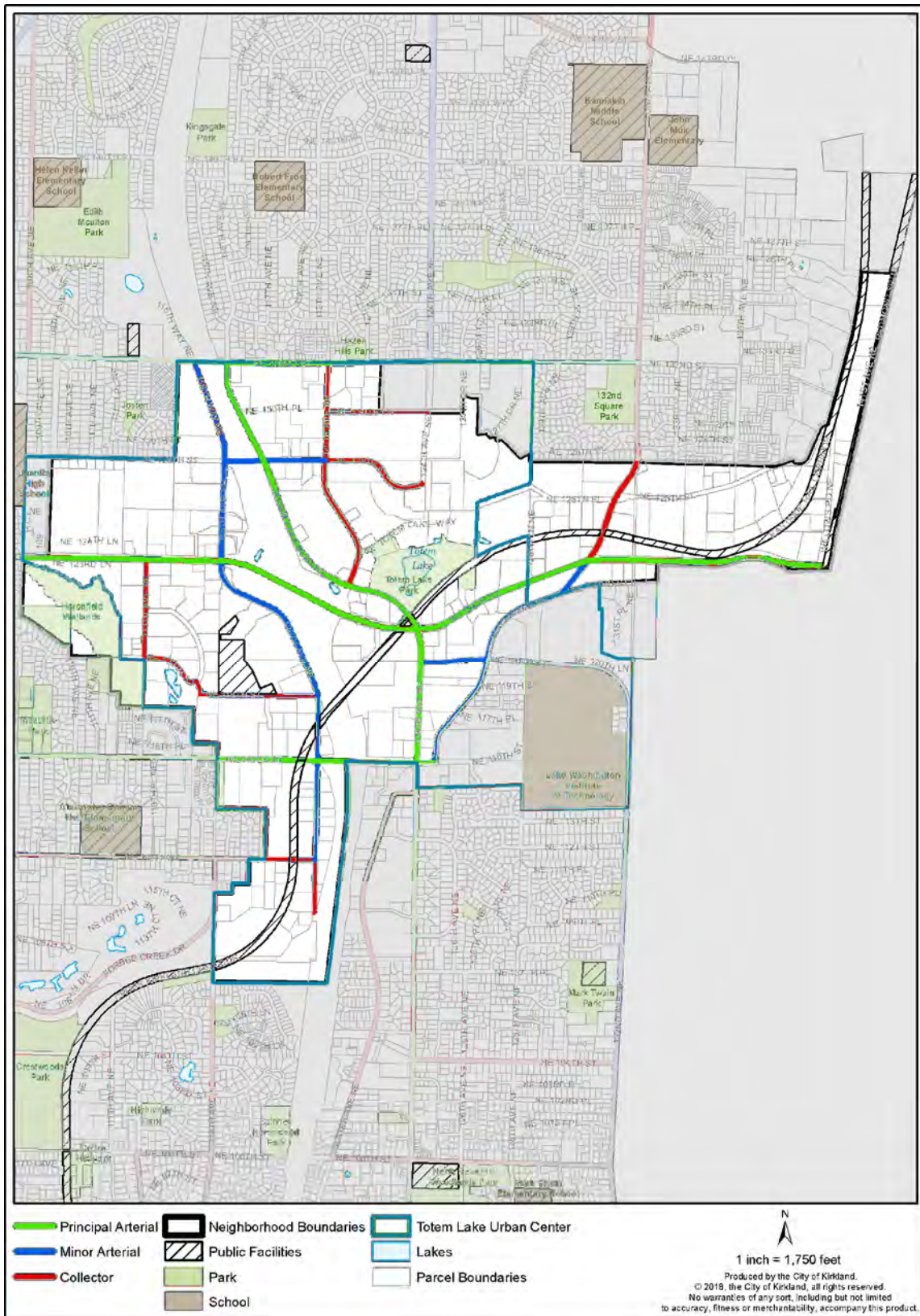


Figure TL-5: Totem Lake Street Classifications

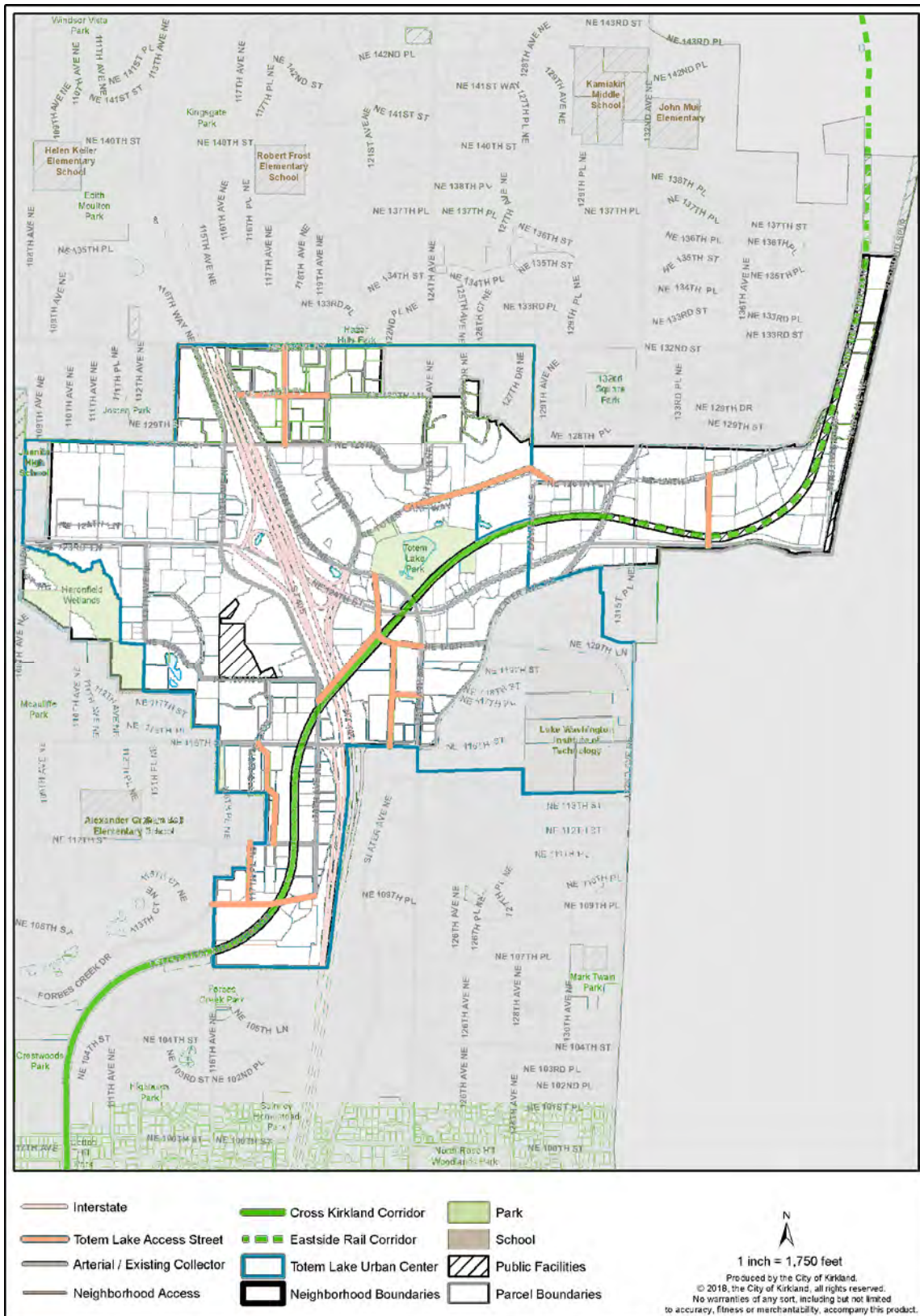


Figure TL-6: Totem Lake Planned Streets and Possible New Connections

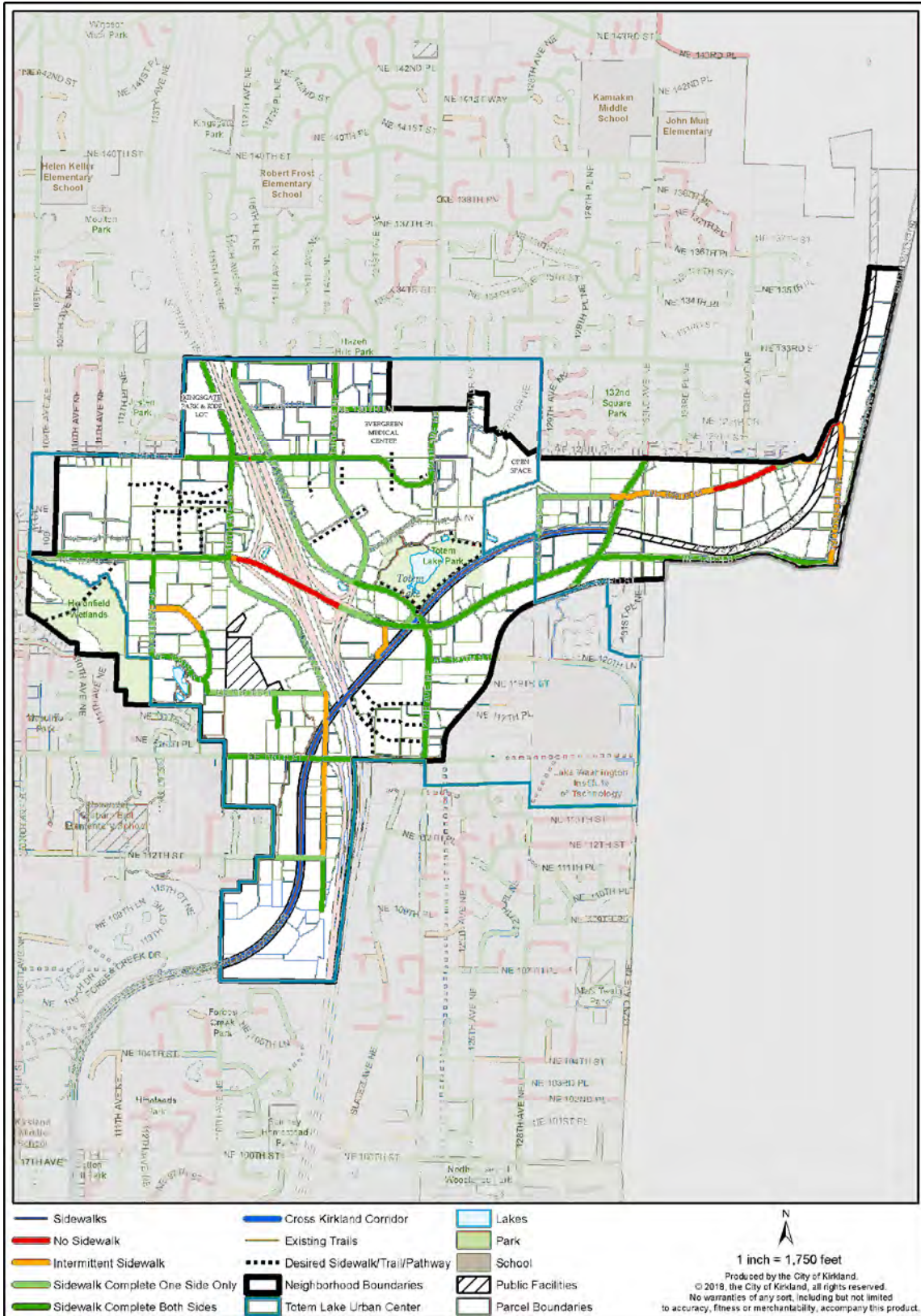


Figure TL-7: Totem Lake Pedestrian System

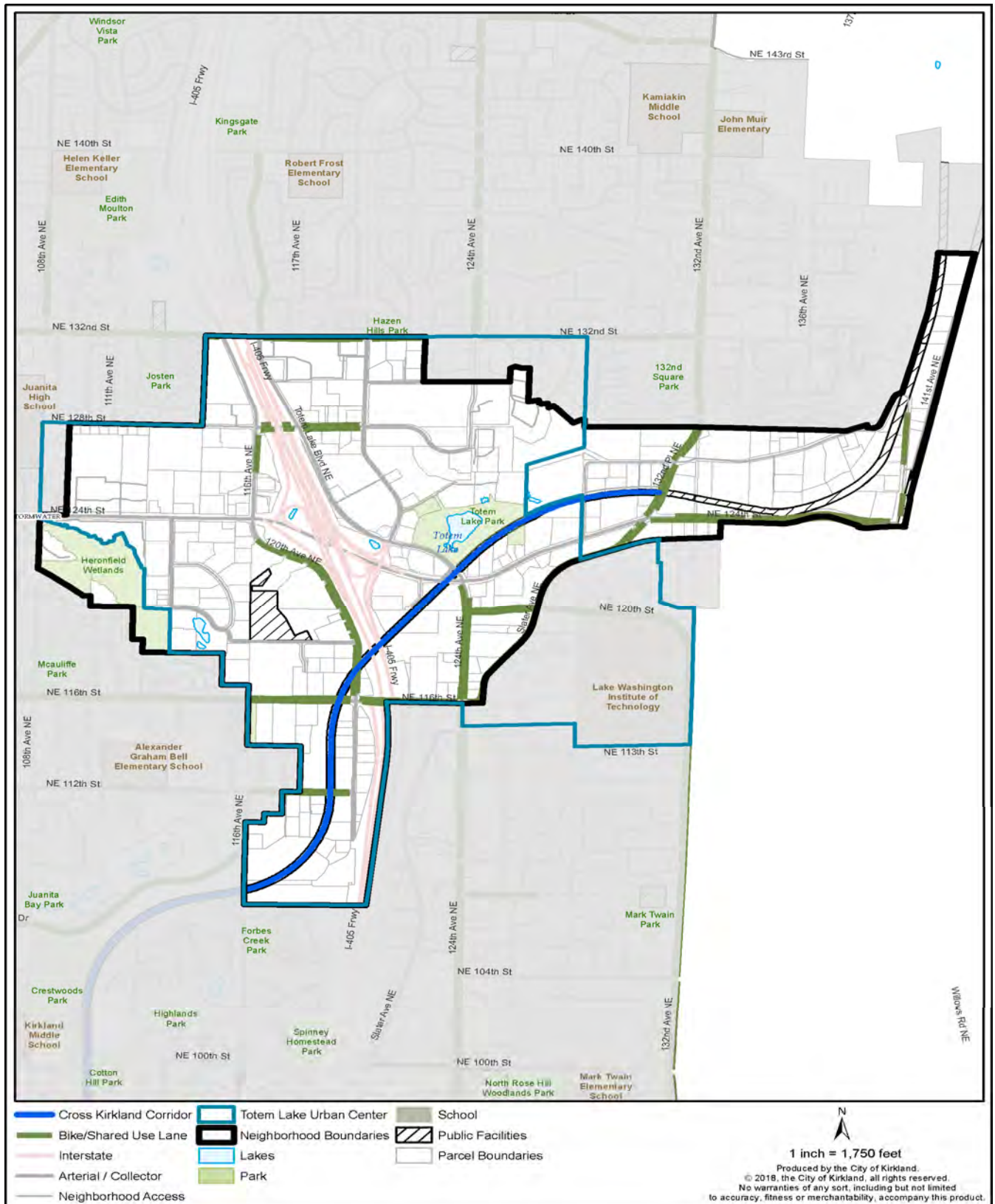


Figure TL-8: Totem Lake Bicycle System

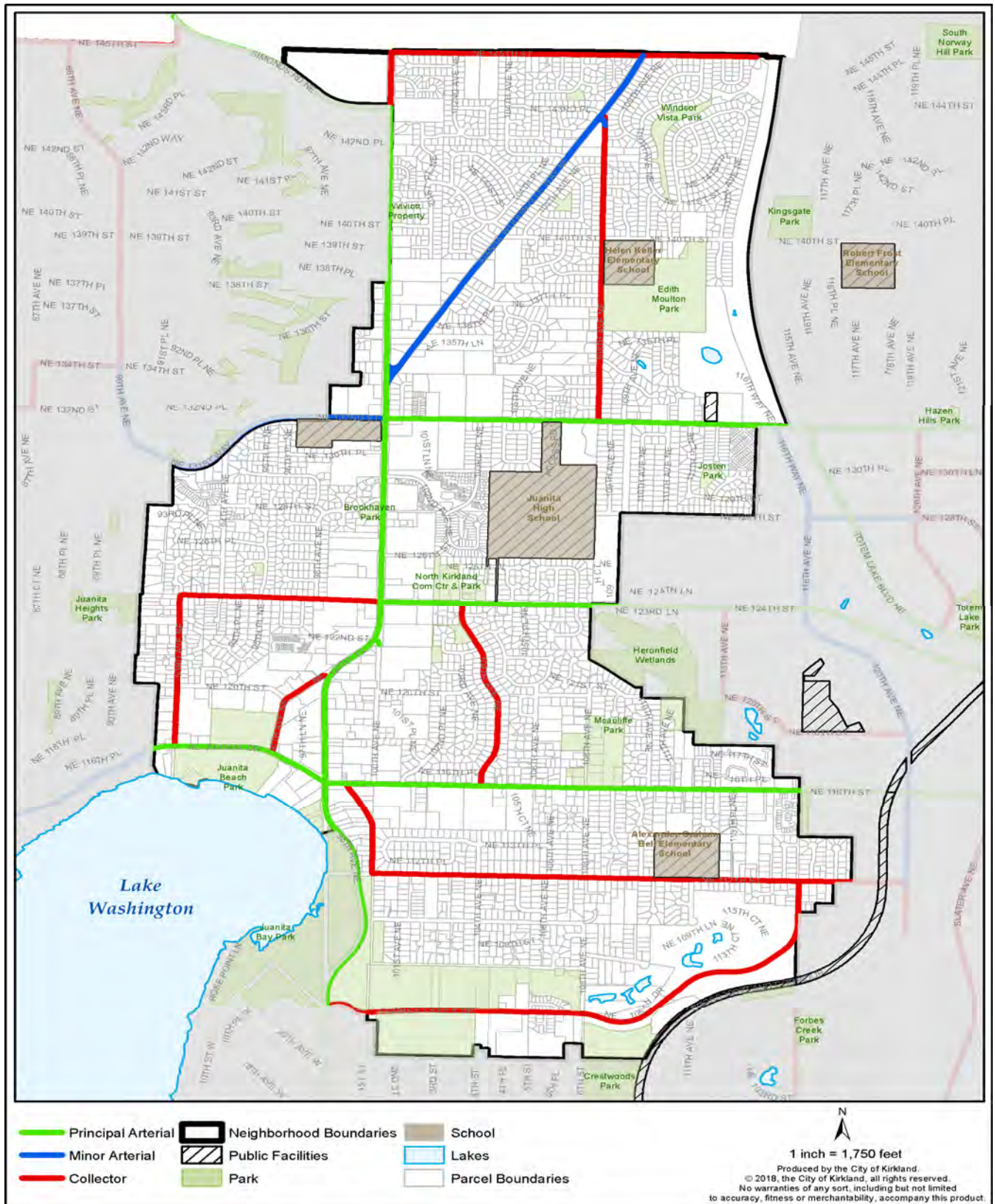


Figure J-5: Juanita Street Classifications



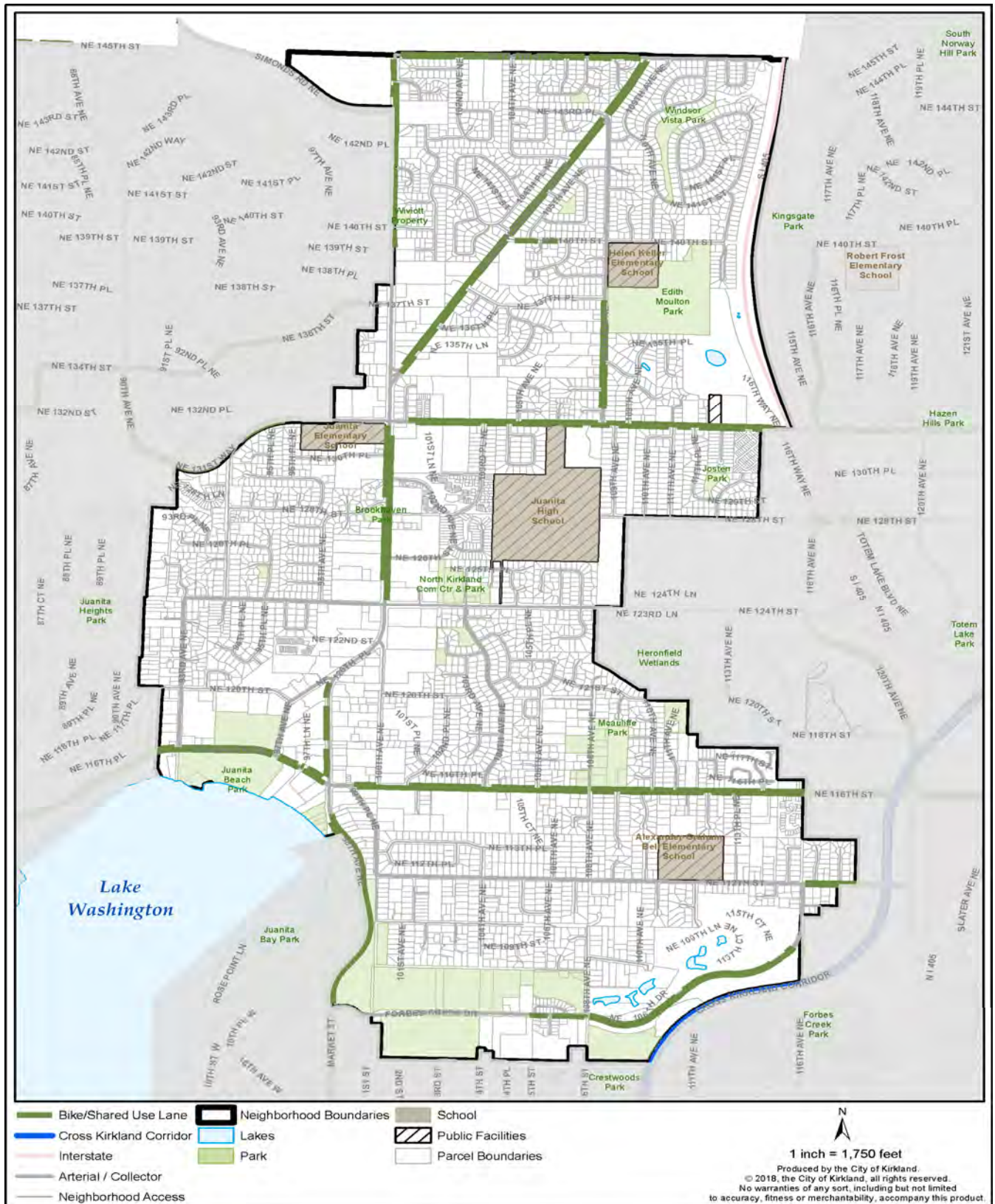


Figure J-6: Juanita Bicycle System

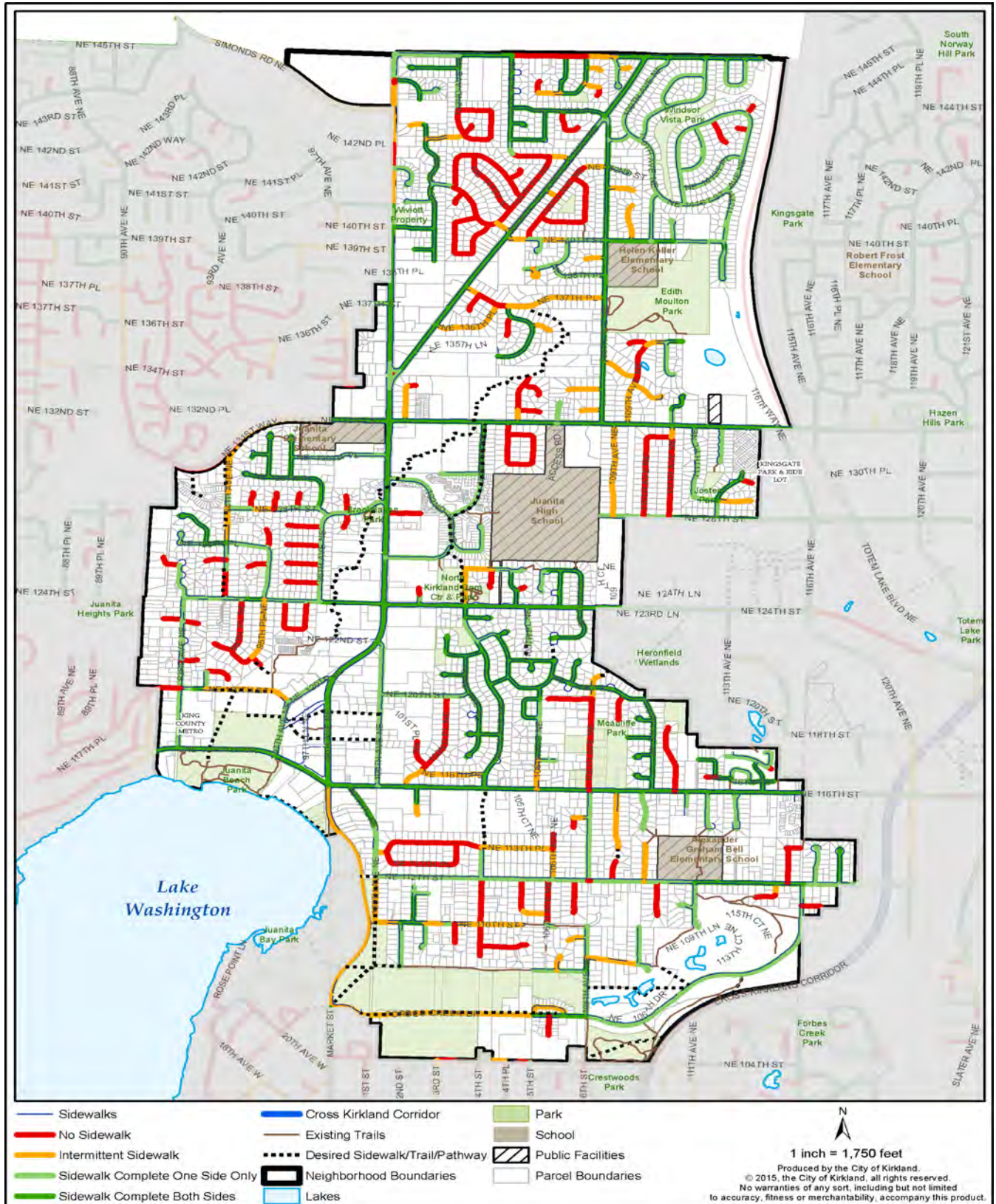


Figure J-7: Juanita Pedestrian System

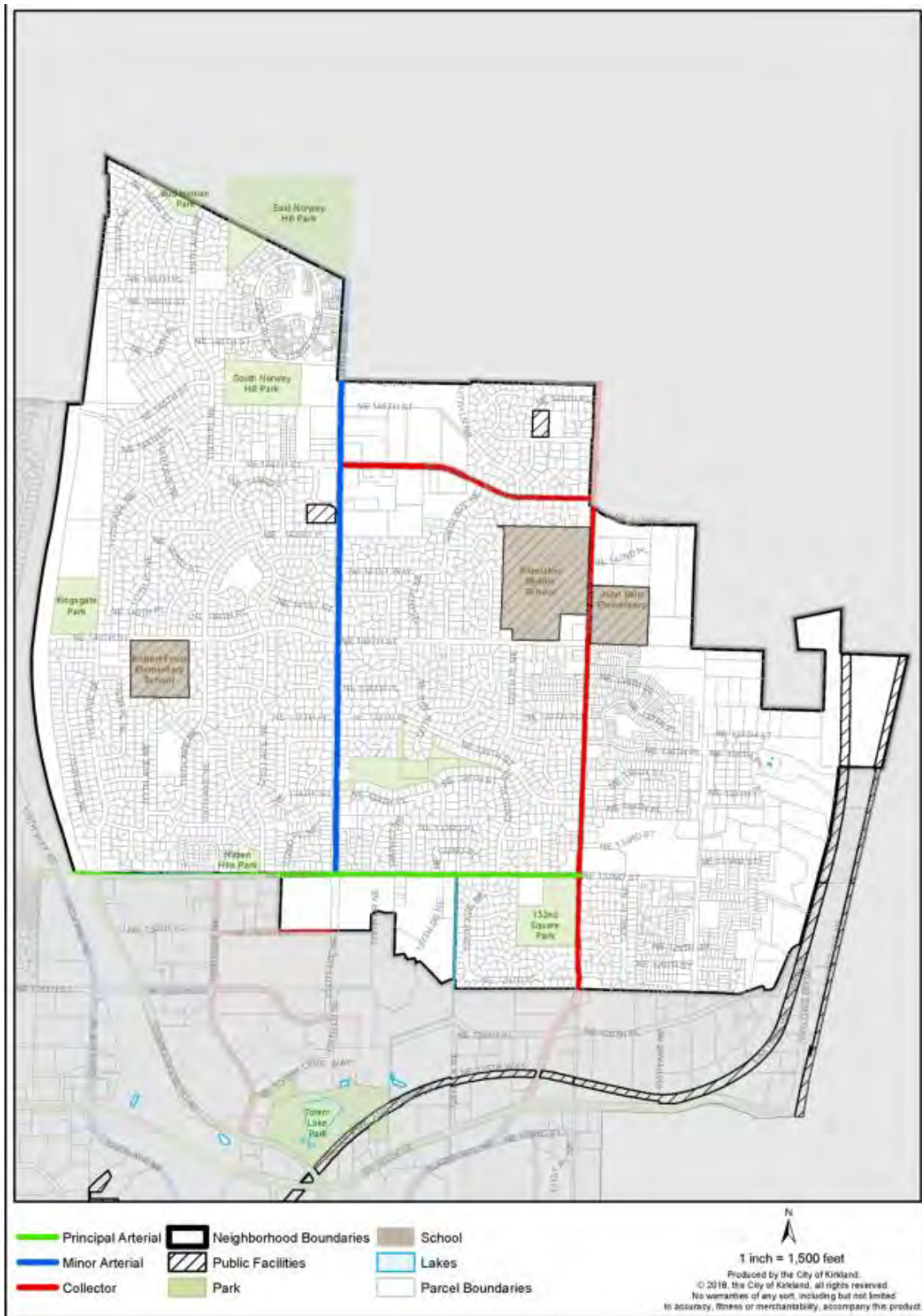


Figure K-4: Kingsgate Street Classifications

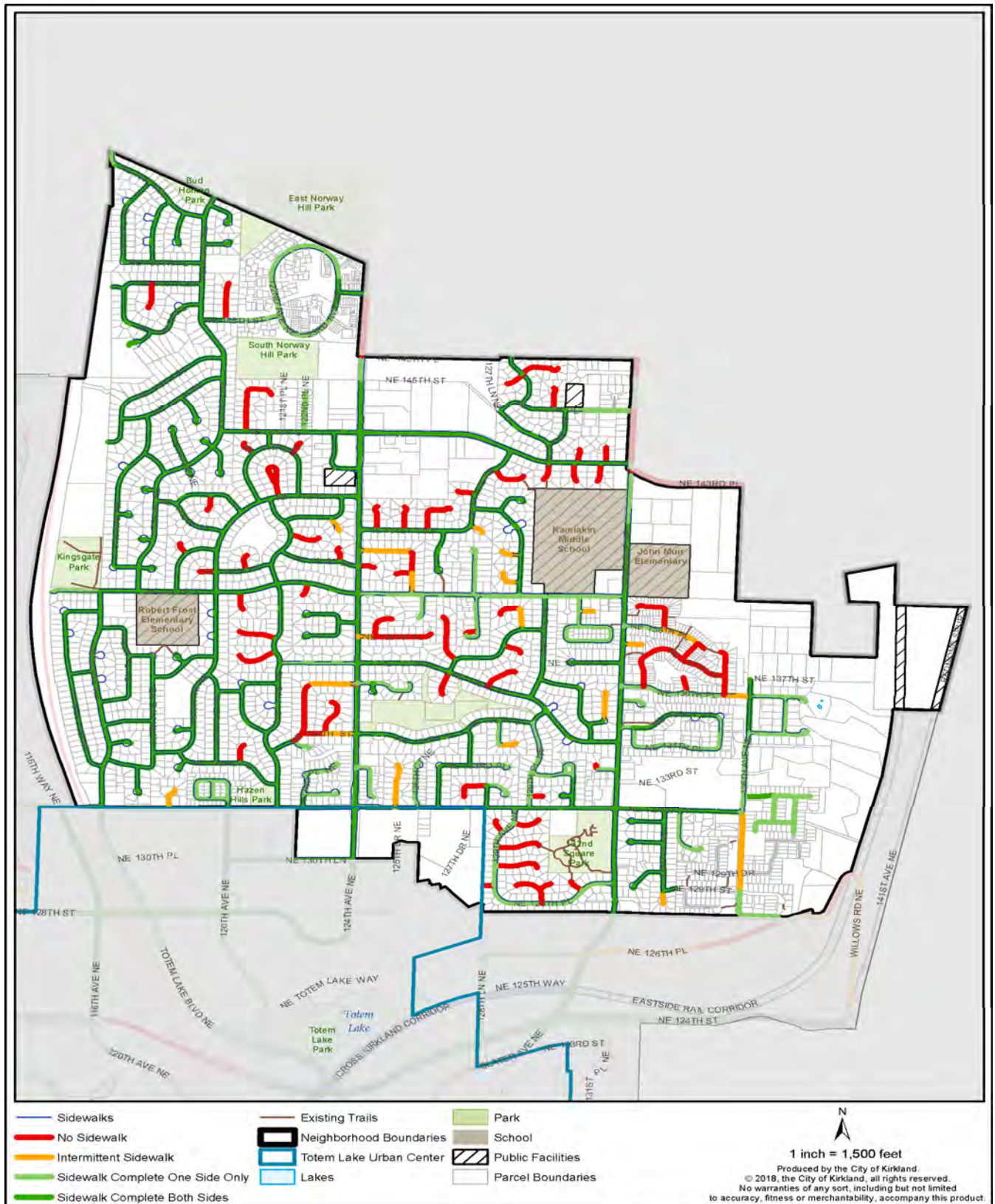


Figure K-5: Kingsgate Pedestrian System

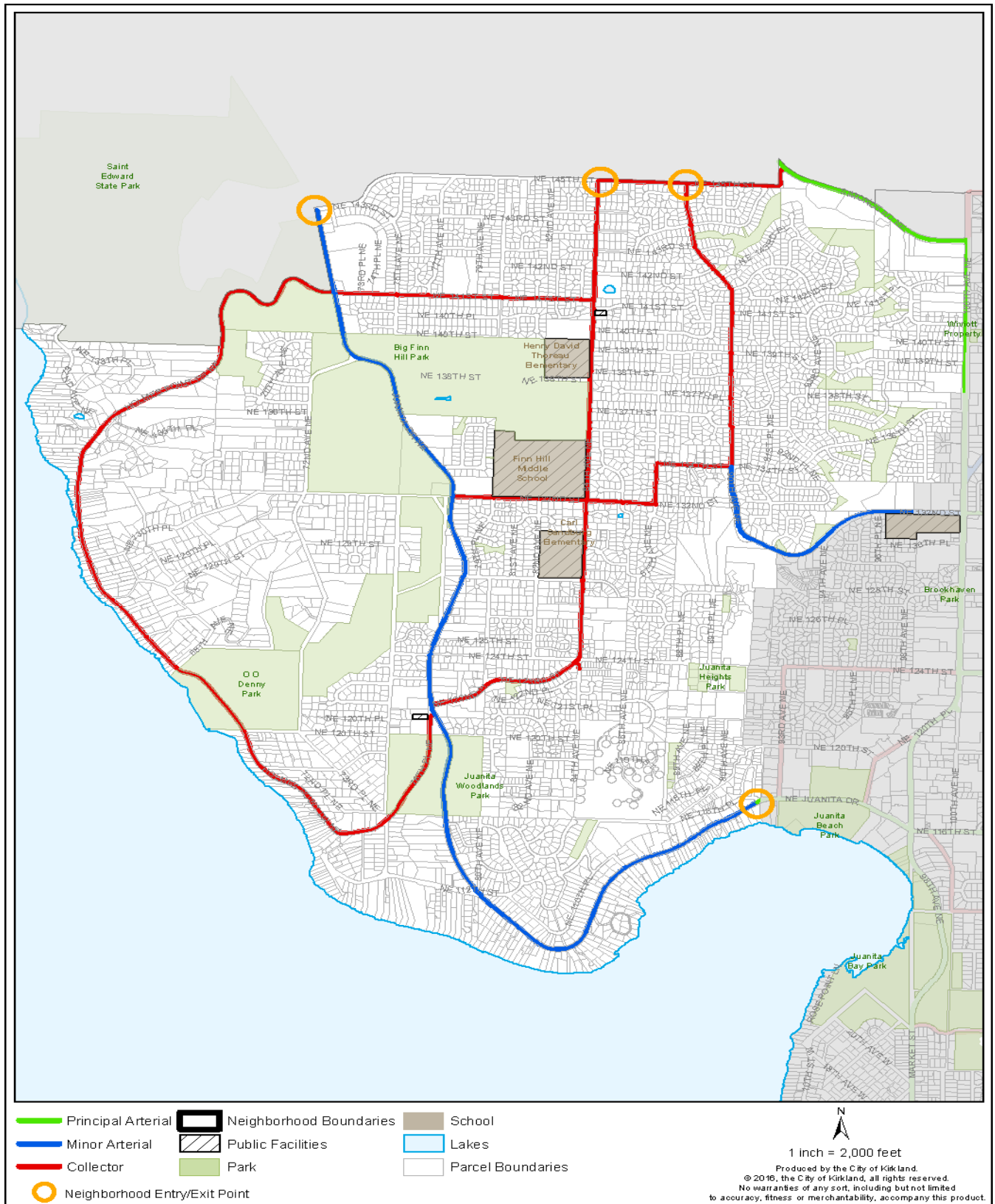


Figure FH-7.3: Finn Hill Street Classifications

# XV.K. Market Neighborhood Plan

Draft November 18, 2020. Incorporates City Council direction received September 15, 2020

Deleted text is shown as ~~strikeout text~~. New text is shown as underlined text.

## 1. Overview

The Market Neighborhood is bounded by Market Street and the Market Street Corridor on the east, Lake Washington on the south and west, and Juanita Bay on the north. The residential development pattern is ~~well-established~~ characterized by old and new housing stock, with single-family homes, a variety of housing types and styles interspersed throughout the neighborhood, ~~while commercial,~~ Commercial and multifamily uses are located along the Market Street Corridor south of 18th Avenue West.



## 2. Vision Statement

The Market Neighborhood is much beloved by ~~its~~ both residents. ~~Their~~ and the broader community. The vision for the future is to ~~preserve~~ maintain and enhance the many unique elements that make this neighborhood highly livable, while contributing to ~~progress on community priorities in a manner that is both consistent with, and enhancing~~ Citywide objectives of, ~~the existing neighborhood character.~~ environmental protection, housing affordability, and mobility.

There are many notable assets of the Market Neighborhood. The Market Neighborhood adjoins downtown Kirkland and sits adjacent to the commercial corridor of Market Street, which provides access to public transportation, and an easy walk to neighborhood shops and services. Bordering Lake Washington, the neighborhood provides public water access, and beautiful lake, city and mountain views that are enjoyed by ~~both residents and~~ the greater community. Importantly, the neighborhood has five parks, Heritage, Lake Avenue West, Waverly, Kiwanis, and Juanita Bay, where the public can enjoy extensive open spaces, walking paths, tennis courts, beaches, and wildlife viewing in natural habitat. The neighborhood is rich in historic buildings and ~~residences, contains a mixture of old and the new~~ housing stock ~~is consistently characterized by single-family residences.~~ Many mature trees have been preserved, ~~and still yet~~ public and private westerly views abound along the neighborhood's topography that slopes down to the lake. Routes for bicycles and pedestrians are present, although partially developed, with valuable potential for future north-south connections. Most of all, ~~residents of people who live in~~ the Market Neighborhood feel a strong sense of connection, they welcome newcomers, and they are actively involved in the local schools and in the broader community ~~with their neighbors, who span multiple generations of civic-minded residents.~~

~~Matters of shared concern among residents of~~ Priorities for the Market Neighborhood include

preserving the single-family character of residences elements of the neighborhood that make it highly livable – such as Kirkland seeks walkable streets, access to accommodate parks and the lake, and community connections – while accommodating growth and appropriate density increases in a variety of housing types to meet the needs of all segments of the population. Street safety for school children and other pedestrians is another issue of concern, in part because of priority: increased traffic, increased demand for on-street parking, and the lack of contiguous sidewalks throughout the neighborhood, missing sidewalk segments pose challenges to safe and easy pedestrian access. And finally, residents community members are keenly interested in the proposed Greenway along Waverly Way and up Sixth Street West, which could be both a neighborhood and community asset if appropriately implemented.



July 2006 Annual Independence Day Parade Crossing Central Way onto Market

### 3. Historic Context

The Market Neighborhood is located on the traditional land of the First Peoples of Seattle, the Duwamish People. The Duwamish Tahb-tah-byook tribe once inhabited the Lake Washington shoreline of the Market Neighborhood from Juanita Bay to Yarrow Bay, as described in more detail in the Community Character Chapter of the Comprehensive Plan. Lake Washington offered an abundance of riches, including wapatoes (a wetland tuber), tules, cedar roots, salmon, waterfowl, berries, deer, muskrat, beaver and otter. The 1855 Treaty of Point Elliott guaranteed hunting and fishing rights and reservations to all Tribes represented by the Native signers, including the Duwamish People. In return for the reservation and other benefits promised in the treaty by the United States government, the Duwamish People exchanged over 54,000 acres of its homeland. Today those 54,000 acres encompass much of present-day King County, including Kirkland (and the Market Neighborhood). Unfortunately, the opening of the Lake Washington Ship Canal in the early 1900s had a detrimental effect on the Duwamish People, lowering the level of the lake, affecting wetlands, and diminishing traditional food sources. *(Note: Text is based on information found on the Duwamish Tribe website and subject to further review.)*

Within the City of Kirkland, Market is one of the most historic in the City of Kirkland neighborhoods and has had a significant role in the development of the city starting in the late 1880s when a majority of land was purchased to be part of Peter Kirk's new town. The area west of Market Street was to be a neighborhood based on social principles emerging in England to combine worker and executive housing into one neighborhood. The new Kirkland town center was at the intersection of Market Street and Piccadilly (7th Avenue). This intersection continues to be one of the most historically significant in Kirkland.

The Hotel Jackson was the brick building on the corner of Market and 7th Avenue where the Leland building sits today. This hotel was state of the art when built in 1890, featuring a large theatre on the top floor, stately hotel rooms on the second floor, and retail space on the street level. The hotel was built by Capt. Daniel B. Jackson, great grandfather of Washington State's past governor Daniel Jackson Evans. The Jackson Theatre later ran silent movies and was the first movie theatre on the eastside. The theatre and hotel eventually became the Gateway Theatre and Hotel. The 1891 Sears

### **Homesteads in the 1870s**

The land homesteaded in the 1870s by Andrew and Susannah Nelson and their son Christian Nelson as well as the Cedarmere tract included all of the land from Lake Washington to First Street. The Nelsons built a small white frame house on the property at the northeast corner of Market and Central (about where the communications building is now located at 212 Market Street).

### **Kirkland Land and Improvement Company**

Between 1888 and 1890, Peter Kirk's Kirkland Land and Improvement Company purchased many of the homesteads to begin the proposed new city which would support the construction of the steel mill on Rose Hill near Forbes Lake. In 1889, a number of homes for both steel mill workers and administrators were built in the Market Neighborhood although few of the roads were built until years later. In 1890 the original plat prepared by John Kellett, Kirk's engineer, established the street layout that is evident today. Peter Kirk's original Victorian home was built on the southern corner of 2nd Street West and 5th Avenue West before being sold to Burke & Farrar who dismantled the home and built two large family homes on Waverly Way. The Kirk home is the logo for the Kirkland Heritage Society. The Loomis home located at 304 8th Avenue West is one of the last remaining Queen Anne Victorian Homes in Kirkland.

In 1892, the Seattle Woolen Mill opened on the lake shoreline in the Market Neighborhood. C.C. Filson opened a store with Albert Timmerman next to the Sears Building. When the 1897 Gold Rush came, Filson moved to Seattle and opened the historic C.C. Filson which is still in business today. Filson sold goods from the Kirkland woolen mill.

In 1893 the nationwide depression wiped out Peter Kirk's dream of Kirkland becoming the "Pittsburgh of the West" as the financial backing stopped and the steel mill closed without ever having produced steel. Very little development occurred in Kirkland until after 1910, but even though times were tough, the citizens voted to incorporate in 1905.



Peter Kirk Mansion Boom Development 1910 – 1930 – Burke and Farrar

One of the most significant eras of development in Kirkland was from 1910 through the 1930s, after Burke and Farrar, Seattle developers, purchased Peter Kirk's remaining holdings. Although this era coincided with the national popularity of the Arts and Crafts movement and the construction of bungalow and craftsman-style homes, the Market Neighborhood was not as impacted by their development as the adjacent Norkirk Neighborhood.

### **Change of Street Names**

In the late 1920s, the street names defined in the original Kirk Plat were changed to the present naming system to facilitate public safety. The street signs installed in 1999 and 2000 reflect the original historic names. Examples of these include: Market Street – a traditional name assigned to the agricultural roads that led from the farms to the market place – in this case, the ferry to Seattle. Waverly Way also retained its original name. Streets reflecting the English roots of Kirk and Kellett included: 5th Avenue West – Bond Street; 8th Avenue West – Regent Street; and 4th Street – Fleet Street. Other streets were named after states: 17th Avenue West – Oregon Street; and some after presidents: 7th Street West – Monroe Street.





The Union A High School

### Schools on the Waverly Site (now Heritage Park)

The Union A High School or Kirkland High School was built in 1922 with the first graduating class in 1923. It served as the high school until 1950 when the new Lake Washington High School was built. The building served as a junior high after the high school moved. In the early 1970s the older portion of the building was destroyed by fire and demolished. However, the historic terraced land remains today in Heritage Park. In 1998 the Christ Science Church was moved from 1st Street to the southern corner of Heritage Park. This iconic building, known as Heritage Hall, is now a historic fixture in Kirkland and the lower level houses the Kirkland Heritage Society Resource Center and Museum. The main entry arch from the old Union A High school building was saved and in 2005 was moved to the corner of Market Street and Waverly Way as the symbolic entry to Heritage Park.

### Historic Properties

The Kirkland Heritage Society utilized a grant from the Kirkland City Council to conduct an inventory of properties meeting established historic criteria in 1999. Over one-third of the structures on this Citywide inventory are in the Market Neighborhood, with many of them having high priority status. Three buildings in the neighborhood, the Loomis House, Kellett/Harris House and Sears Building, are on the National Register of Historic Places.



Left to right: Sears Building at northeast corner of 7th Avenue and Market Street (2006), Sears Building (historic photo), and Loomis House at 304 8th Avenue West, example of Queen Anne Victorian style

### ***Policy M-1: Encourage preservation of structures and locations that reflect the neighborhood's heritage.***

As described above, parts of the Market neighborhood were the center of the original Kirkland, and had been inhabited for many years by the Duwamish People. In addition to Norkirk, Highlands, and downtown, the Market neighborhood contains a significant concentration of historic built resources. The historic structures and locations should be preserved to maintain the historic heritage of the city and the neighborhood. The Community Character Element of the Comprehensive Plan provides additional policies to encourage preserving and maintaining historic structures, sites and objects. Table CC-1 of the Community Character Element contains a list of designated historic buildings, structures, sites and objects located in the Market Neighborhood. List A includes historic structures, sites and objects in the

Market Neighborhood listed on the National and State Registers of Historic Places and designated by the City of Kirkland. List B includes historic structures, sites and objects in the Market Neighborhood designated by the City of Kirkland.

***Policy M-2: Provide markers and interpretive information at historic sites.***

Providing markers and interpretive boards will identify ~~these~~ important sites and enable ~~current and future residents~~ the community to have a link with the history of the area. Attention should be given to celebrating the neighborhood's history in an inclusive way, including by helping residents and visitors understand the history of the area prior to white settlement.

***Policy M-3: Continue to evaluate incentives to encourage retention of identified buildings of historic significance.***

Existing zoning and subdivision code incentives allow lots containing historic buildings to be subdivided into smaller lots than would otherwise be permitted if the historic buildings meet designated criteria and are preserved on site. In the future, additional incentives may need to be explored to protect historic buildings.

## 4. Natural Environment

***Policy M-4: Protect and enhance the natural environment.***

The environmental policies for the Market neighborhood strive to protect and enhance the quality of the natural environment as a natural amenity, to avoid potential environmental hazards, and to utilize sustainable management practices. Maps further down in this section show the critical areas within the Market neighborhood. Areas with steep slopes with potential for erosion hazards are located along the Lake Washington shoreline. These areas are prone to landslides, which may be triggered by grading operations, land clearing, irrigation, or the load characteristics of buildings on hillsides. Seismic hazard areas are also found along Lake Washington and in Juanita Bay Park. These areas have the susceptibility for soil liquefaction and differential ground settlement during a seismic event.

See the Environment Element of the Comprehensive Plan for more information about policies supporting protection of wetlands, streams and associated buffers, geologically hazard areas, trees and wildlife. The Kirkland Zoning Code regulates tree retention, removal and development in critical areas including on geologically hazardous areas.

***Policy M-5: Protect and improve water quality and promote fish passage by undertaking measures to protect Lake Washington, wetlands, streams and wildlife corridors.***

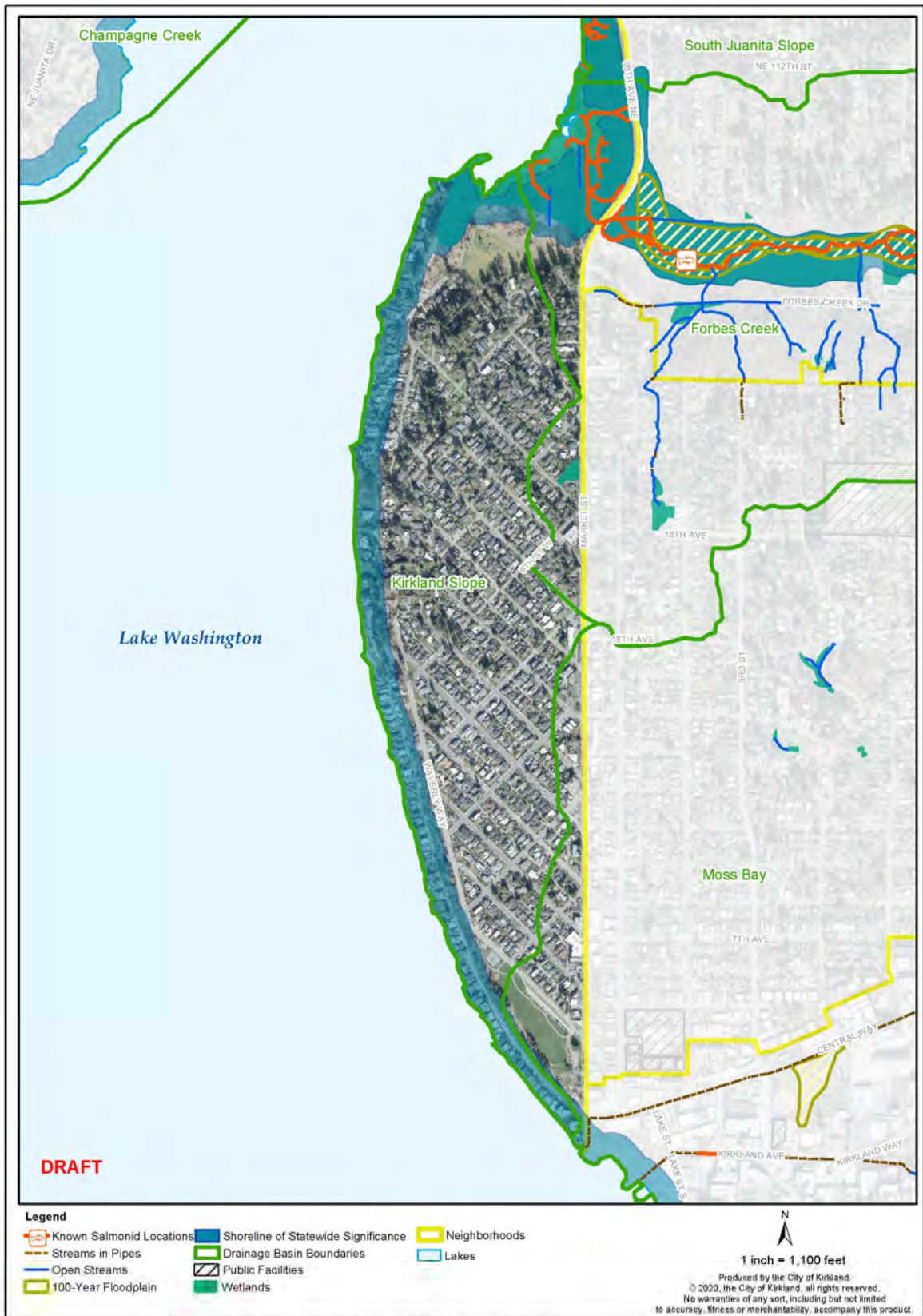
The Market Neighborhood is located within the Kirkland Slope, Forbes Creek, Moss Bay, and South Juanita Slope drainage basins (Figure M-1). Various Forbes Creek tributaries and wetlands constitute a valuable natural drainage system that flows into Lake Washington through Juanita Bay Park, a high-quality ecological area. This drainage system serves the drainage, water quality, wildlife and fish habitat, and open space needs of the northern portion of the neighborhood.

Biological resources in the neighborhood include one mapped wetland on the west side of Market Street, south of 7th Street West. In addition, there is extensive cutthroat trout habitat in the main stem of Forbes Creek downstream of Forbes Lake and known salmonid locations in Juanita Bay Park.

Water quality is an important issue for all of Kirkland, but especially in the Market Neighborhood with its extensive shoreline, and groundwater that drains directly into Lake Washington. Protection of these valuable assets is the subject of various state, county, and local regulations, of which this Plan is a part. The Shoreline Area Chapter of this Comprehensive Plan discusses best management practices to protect the lake.

Surface water management is a particularly important issue in the Market Neighborhood given the drainage to the lake and areas of landslide susceptibility and liquefaction potential. The drainage basins and underground creeks move a significant volume of water through the neighborhood. Increased development has significantly decreased the amount of permeable surface and strained the existing water management ecosystem. The decreased number of large trees and accompanying decrease in deep root systems also impacts water flow and soil stability. City policies should ensure effective surface water management when adding more homes, replacing smaller homes with large homes, adding new paved surfaces, and allowing other activities that decrease permeable surface.

To protect and enhance the natural environment, encourage programs that put excess water runoff to good use. Programs can ~~be~~occur on a ~~broad basis~~larger geographic scale, such as using water runoff to irrigate public spaces including parks and common areas, or ~~on a granular level by helping homeowners to capture~~occur on a property-scale by, for instance, providing assistance for capturing rainwater off of roofs and ~~use~~using it to irrigate landscaping during the increasingly drier middle six months of the year.



**Figure M-1: Market Wetlands, Streams, and Lakes**



***Policy M-7: Develop viewpoints and interpretive information around streams and wetlands if protection of the natural features can be reasonably ensured.***

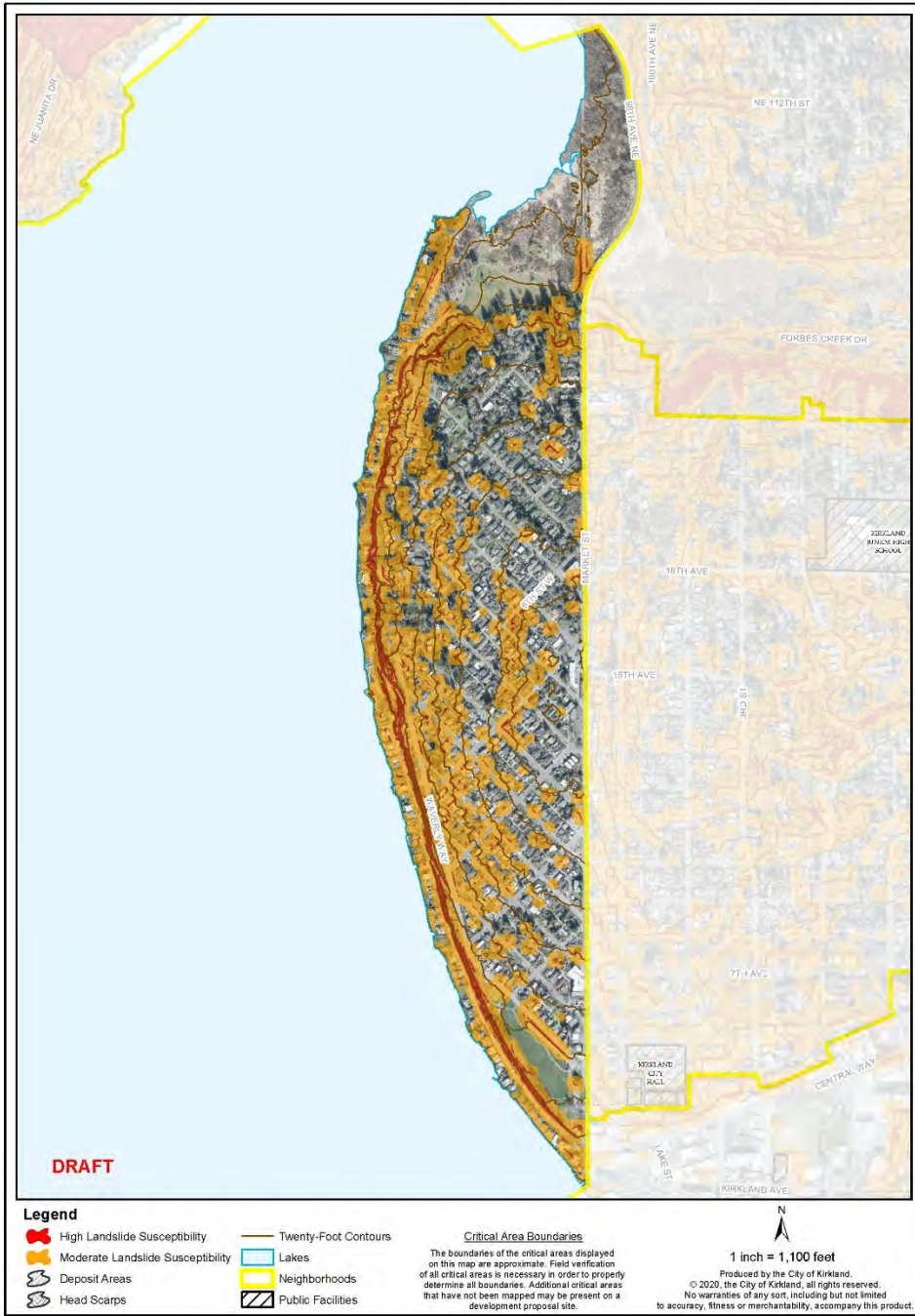
Juanita Bay Park provides educational opportunities to help ~~citizens~~the community learn about the locations, functions, and needs of critical areas and the wildlife that is dependent on these areas. This information helps to protect the park by raising awareness of the potentially negative impacts of nearby development and can increase public appreciation and stewardship. When appropriate, additional interpretive information and viewpoints should be added to Juanita Bay Park and other natural features in the neighborhood.

***Policy M-8: Protect notable/exceptional trees and groves of trees.***

In the Market Neighborhood, protecting, enhancing, and retaining healthy trees and vegetation are key values that contribute to the quality of life. The City promotes retention of the citywide tree canopy, significant trees, and groves of trees on private property through tree zoning regulations and planting of trees along streets in parks, and open space areas.



Scenic natural areas at Juanita Bay Park



**Figure M-2a: Market Landslide Susceptibility**



Figure M-2b: Market Liquefaction Potential

**Policy M-9: Protect wildlife throughout the neighborhood by encouraging creation of backyard sanctuaries for wildlife habitat.**

The Market Neighborhood and Juanita Bay Park are home to many wildlife species, including bald eagles, beavers, herons, turtles, salmon and many other fish and birds. The neighborhood is fortunate to include the Juanita Bay Park urban wildlife habitat, which is a unique environment within the City. There are also two bald eagle's nests in the south and northwest portion of the neighborhood. Protection of these special habitat areas is important so that they will be preserved for future generations.

People living in the neighborhood also have opportunities to attract wildlife and improve wildlife habitats on their private property. The City, the Washington Department of Fish and Wildlife, and other organizations and agencies experienced in wildlife habitat restoration can provide assistance and help organize volunteer projects.



*Red-winged black bird*

## 5. Land Use

The Market Neighborhood is a well established neighborhood that contains ~~consistently low density single family detached homes, a mix of old and new housing stock.~~ There is a diversity of housing styles which contributes to the character of the neighborhood. The homes vary in size, although growth and price increases are causing smaller homes to be replaced by larger homes. A ~~small percentage growing number~~ of homes have accessory dwelling units (ADUs) that provide a ~~small living more compact living~~ option. ~~A significant majority of the homes are occupied by their owners.~~ Retail, commercial, office, multifamily and mixed uses are located in the Market Street Corridor. For more information about land use in the Market Street Corridor see the Market Street Corridor Plan Chapter of the Comprehensive Plan.

***Policy M-10: Retain and enhance the detached single-family residential character of the Market Neighborhood while accommodating more compact new smaller housing options for downsizing adults, young families, and single households. so that residents can age in place and the neighborhood can accommodate generational shifts in housing needs.***

~~Much of the development in the neighborhood has added high-quality homes that are compatible with the detached single-family character of the neighborhood. Characteristics that enable the homes to complement and enhance the neighborhood include (but are not limited to) varied architectural styles and roof angles, proportional size to their lot, generous setbacks from the street, well maintained landscaping, and off-street parking. Future development should continue this pattern.~~

Extensive growth presents challenges to providing a range of housing sizes in the neighborhood. Aging residents, young families, and single ~~professional households~~ would like to see smaller homes available for moderate prices, but growth and increasing market values have caused many



~~To counteract these market forces and provide additional small homes requires thoughtful planning. New, smaller home options could work in the neighborhood, provided they complement the single-family character of the neighborhood, and avoid unreasonably impacting existing homes with decreased light, decreased privacy, increased traffic, increased on-street parking, decreased road safety, tree loss, and surface water management issues. Smaller home options could include accessory dwelling units (ADUs), and smaller single family homes.~~

The Market neighborhood contains an increasing number of ADUs that provide smaller housing options at a more moderate cost. Other smaller housing types, such as duplexes, triplexes, and cottages, are allowed in low-density residential areas per the Kirkland Zoning Code. These other housing types, if well designed, could expand housing options in the neighborhood. Designs with features including the following would enable such housing to be compatible with the neighborhood: varied architectural styles and roof angles, proportional building mass to allow for substantial light and privacy between structures, tree retention, generous setbacks from the street, well maintained landscaping and sufficient off-street parking. New housing development should continue these desired architectural and site plan characteristics.

For more information about ADUs and smaller home options, see the regulations for both single family and multifamily development in the Kirkland Zoning Code and the ~~Design Guidelines for Residential Development~~Design Guidelines for Residential Development (adopted by reference in the Kirkland Municipal Code Section 3.30.040 and available on the City of Kirkland Planning and Building Services webpage).



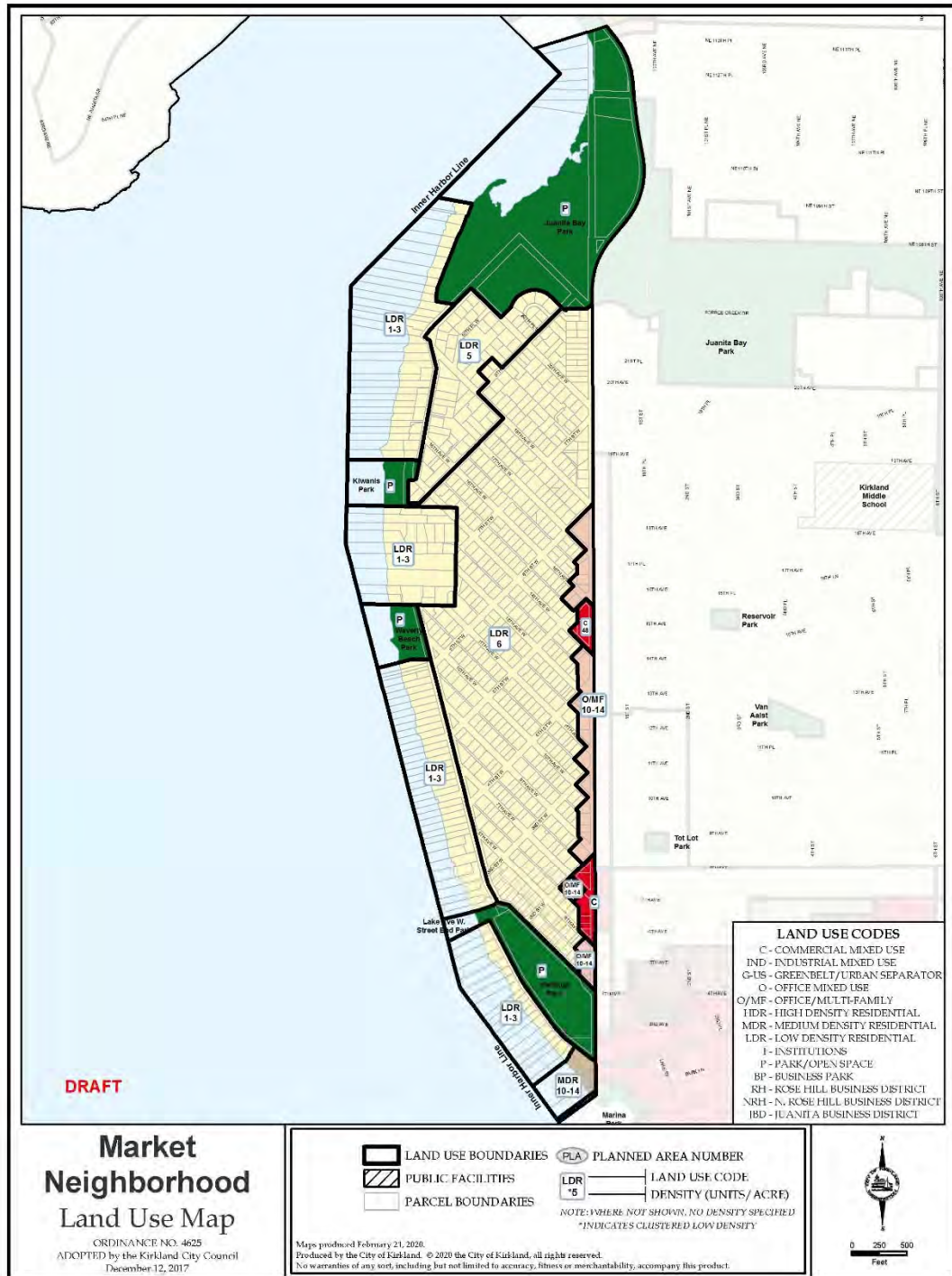


Figure M- 3 Market Neighborhood Land Use



Housing diversity could also be achieved by allowing properties to subdivide into lots that are smaller than the minimum lot size allowed in the zone if at least one of the lots contains a small home. ~~This could~~ Development on smaller lots can add diversity of housing types to provide more housing choice, ~~provided that the existing neighborhood character~~ although good design is ~~preserved, and zoning regulations essential to~~ ensure ~~that houses are built proportionate to their lot size~~ compatibility with existing development.

## 6. Urban Design

***Policy M-11: Encourage residential design that contributes to a vibrant neighborhood.***

Building and site design should respond to both the conditions of the site and those of the surrounding neighborhood. A variety of building forms and materials result in homes residential structures with their own individual character. Appropriate building setbacks, garage treatments, sidewalks, alley access, and architectural elements such as entry porches help foster a pedestrian orientation and encourage greater interaction between neighbors.

***Policy M-12: Explore new regulations that encourage infill housing to be compatible in scale and size with the existing development and that allow for sufficient light, air, and privacy between residential structures.***

~~Appropriate scale-~~ Designing housing that is scaled appropriately results in new houses housing that are in proportion to their lots lot size and provide provides adequate light, air and privacy between structures. Setbacks, building size, lot coverage, landscaping, building height, and roof pitch are design elements that contribute to houses that successfully fit into the neighborhood. ~~The issue of infill development is of particular significance to the Market Neighborhood because of the detached single-family nature of its housing stock. Therefore, it. It~~ is important that both the application of existing and new regulations and consideration of new/amended regulations as to density ensure that new development is compatible in scale and infill respect design with the existing neighborhood and be implemented in a manner that is consistent with and enhancing of its character in all material respects. fabric.

***Policy M-13: Preserve the public view corridors to Lake Washington, Seattle, and the Olympic Mountains from public rights-of-way and parks.***

The street system and parks provide the Market Neighborhood with a large number of medium- and long-range views. These view corridors that lie within the public domain are valuable for the beauty, sense of orientation, and identity that they provide to the Market Neighborhood.

***Policy M-14: Enhance public views through the use of view stations along Waverly Way.***

Similar to the benches installed at the 5<sup>th</sup> Street West street end along Waverly Way, the 4th Street

West street end could be improved with benches and other amenities as a viewing station for the public. These stations will complement the proposed pedestrian sidewalk along the west side of Waverly Way and the existing bicycle route.



*Public view corridor from 7th Avenue West and 3rd Street West*



**Figure M-7: Market Urban Design Features**

### STREETS

The street network in the Market Neighborhood is in a grid pattern. Maintenance of this grid promotes neighborhood mobility and more equitable distribution of traffic on neighborhood streets. The streets that compose this grid network consist of collector and local streets and alleys, with one principal arterial (Market Street) located at the eastern boundary. Streets are described below and shown on Figure M-4. Traffic is well distributed throughout the neighborhood by the existing street system.

Market Street is a principal arterial that is the most traveled route into and along the eastern border of the neighborhood. Most of Market Street is fully improved with one lane in each direction, and a series of left-turn pockets, curbs, gutters, sidewalks, a landscape strip, bike lanes and a priority bus lane at certain locations. A landscape median provides additional green space while controlling left-turn movements.

Collectors: Two streets within the grid network of the Market Neighborhood serve as neighborhood collectors. These streets connect the neighborhood to the arterial system and provide primary access to adjacent uses. Design standards for these streets call for two traffic lanes, a parking lane, curbs, gutters, sidewalks, and landscape strips. These collector streets are listed below and are also shown on Figure M-4.

6th Street West is a collector street from Waverly Way on the west side of the Market Neighborhood to Market Street on the east side. It provides access through the center of the neighborhood and provides access to Waverly Beach Park.



*View down Waverly Way from 6th Street West*

Waverly Way connects from 6th Street West to Market Street at the south end of the neighborhood. It provides north/south access along the western side of the Market Neighborhood. Waverly Way also provides access to Heritage Park and Waverly Beach Park.

Neighborhood Access Streets: All of the streets not discussed above are classified as neighborhood access streets. These streets provide access to adjacent residences and connect to collectors or arterials. Full improvements on these streets typically include a travel way, on-street parking, curbs, gutters, sidewalks, and landscape strips. Full improvements do not exist on many of the neighborhood access streets in the Market Neighborhood, especially in the northern part of the neighborhood.

Alleys: Portions of the Market Neighborhood platted in the early part of the 20th century are served by mid-block alleys. Some alleys are paved and some are gravel.

***Policy M-15: Improve mobility for the Market Neighborhood.***

Providing a safe circulation system within the neighborhood using all modes of travel (pedestrians, vehicles, bicycles) is an important objective for the neighborhood. The following policies aim to improve mobility for the Market Neighborhood.

***Policy M-16: Incorporate measures that will allow for improvedsafe access to Market Street during heavy traffic periods without disrupting the general flow of traffic.***

Initial research indicates that such issues as pedestrian safety, sight distance problems, short acceleration lanes, speeding, lack of gaps for entry traffic, and transition to a 25 mph zone near the downtown all contribute to general traffic flow problems during peak commute hours. Possible solutions to these problems include: simplifying intersections; creating gaps in the traffic; and calming or slowing traffic on Market Street. Ongoing observation and study will be necessary to ensure that Market Street will continue to function as a principal arterial while providing efficient, safe access to the Market Neighborhood.

***Policy M-17: Maintain the street and alley grid in the Market Neighborhood while paving gravel alleys.***

Alleys provide access and service routes for the lots they abut, while the streets provide circulation through the neighborhood. Utilizing alleys minimizes the number of curb cuts needed to serve abutting uses, thus minimizing conflicts with pedestrian and vehicular traffic on the streets. Gravel alleys should be paved per City standards as new infill development occurs to accommodate increased vehicle access and reduce dust.

***Policy M-18: Minimize cut-through traffic and speeding on neighborhood streets using neighborhood traffic control devices where appropriate.***

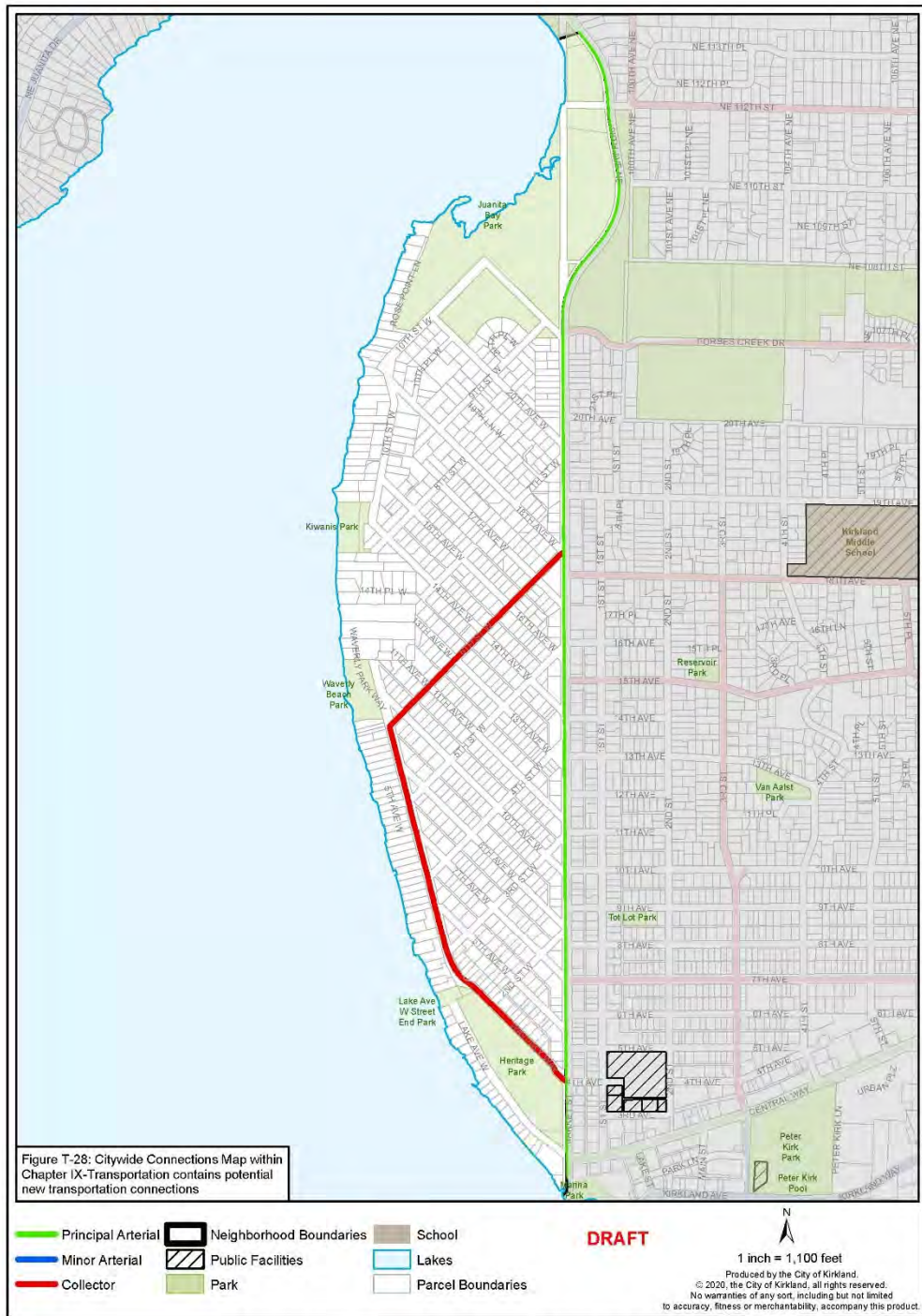
Monitor and evaluate traffic patterns and volumes in the Market Neighborhood to minimize cut-through traffic and speeding, especially from Market Street. The evaluation should determine if additional strategies such as traffic calming, in cooperation with the Fire Department to accommodate emergency response needs and times, are needed. The neighborhoodcommunity should be involved in this process as part of the City's Neighborhood Traffic Control and Neighborhood Safety Program.

***Policy M-19: Ensure street safety as the neighborhood continues to grow.***

As Kirkland and the Market neighborhood have grown, vehicle, bicycle, and pedestrian traffic has increased and put pressure on the street network making it more difficult to comfortably accommodate all transportation modes. As the city grows, and streets become more crowded with multiple uses it will be important to ensure intersections function sufficiently, sight lines are free from obstruction and traffic management is controlled to allow safe turns in multiple directions. Proactive attention to street safety is warranted.

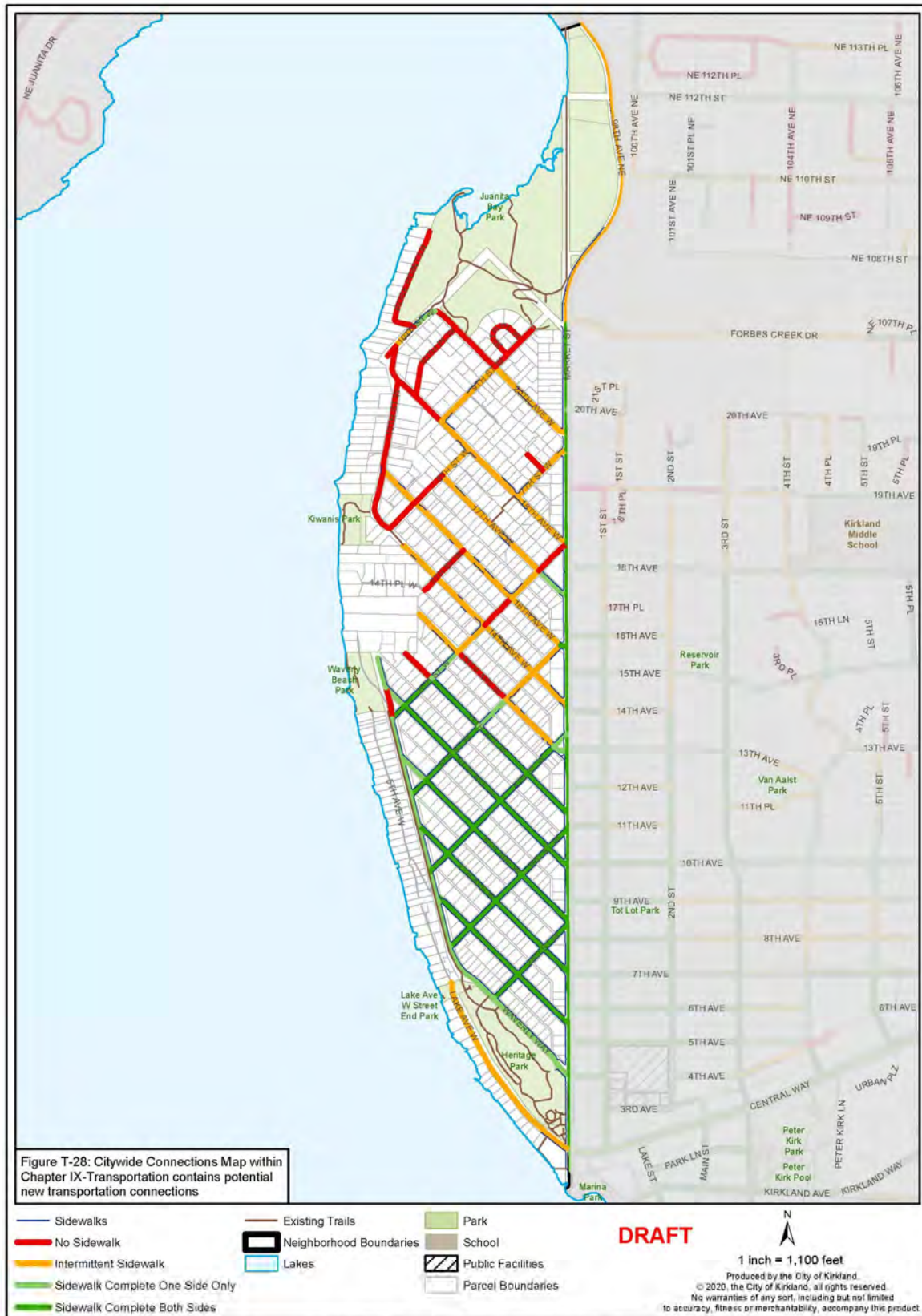
**PEDESTRIAN/BICYCLE CIRCULATION**

The existing City of Kirkland Active Transportation Plan (ATP) identifies a network of existing bicycle facilities and planned improvements for a 10-year horizon and provides a process and criteria for identifying sidewalk and pedestrian infrastructure and how those might be prioritized. This plan is currently being updated and will provide guidelines for best practices, identify priorities, and a timeline for implementation. Those projects mapped in the Market Neighborhood Plan not shown in the ATP have been included in the data analysis that the city will be using to prioritize investments. Figures M-5 and M-6 show the planned bike and pedestrian system for the Market Neighborhood.

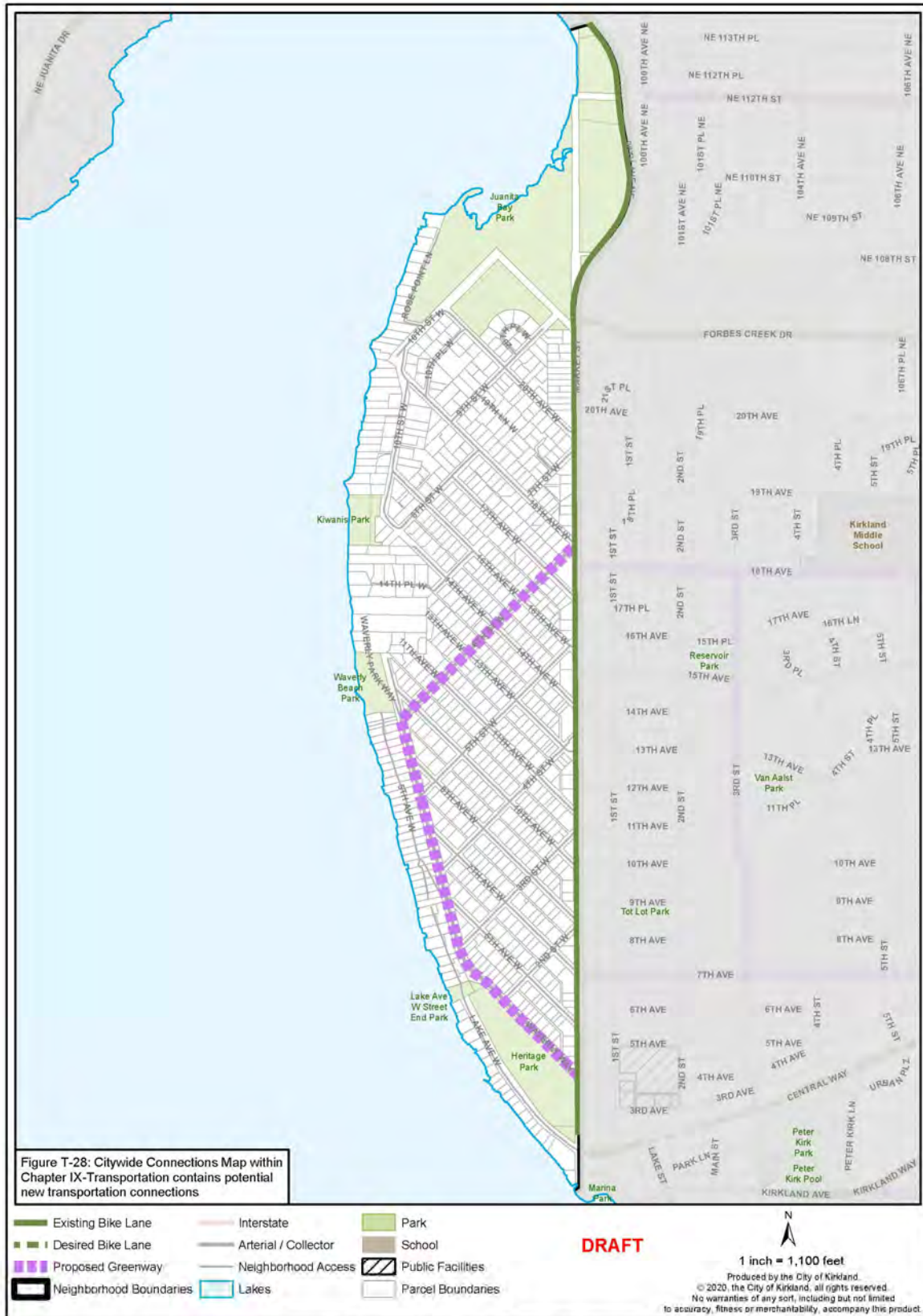


**Figure M-4: Market Street Classifications**





**Figure M-5: Market Pedestrian System**



**Figure M-6: Market Bicycle System**

City street standards require that all through streets have pedestrian improvements including curbs, gutters, landscape strips, street trees and sidewalks. Pedestrian improvements are usually installed ~~by the house builder~~ as new development occurs. Sidewalks can also be installed through the capital improvement budget process in areas that have already been developed.

Sidewalks are a benefit when they are implemented in an effective way and on streets that are wide enough to accommodate them. In areas of Market where sidewalks were not historically installed, the current intermittent sidewalks make it a challenge for pedestrians. The requirement to install sidewalks during new house construction or renovation is not creating sidewalks quickly enough to eliminate the issues with intermittent sidewalks. In particular, for collector streets and school walk routes, the City should facilitate creating contiguous sidewalks on at least one side of the street.

It may well be that streets of insufficient width should not have sidewalks installed on both sides. Some streets, especially in the north section of the neighborhood, are not as wide as other neighborhood streets, as a result on-street parking on the narrower streets creates a single narrow lane of travel makes it challenging for cars and cyclists to maneuver around the parked cars. However, narrower streets have proven to result in slower vehicle speeds which is also desired on neighborhood streets.

For narrower, unimproved neighborhood streets, a unified City plan for scaled-back improvements with sidewalks or parking, on one side only could avoid having to negotiate these solutions one at a time as the issue arises during construction, and could create a safer, consistent look for the neighborhood.

Bicycles are permitted on all City streets. Bike facilities include a designated bike lane with a painted line and a shared use path for bicycle and pedestrian use. The existing and desired bicycle routes identified for proposed bicycle improvements are shown in Figure M-6.

***Policy M-20: Enhance and maintain pedestrian and bicycle infrastructure within the Market Neighborhood, especially on designated school walk routes to adjacent neighborhoods.***

The following routes have been identified by the neighborhood as priorities for implementation. The Capital Improvement budget process prioritizes when routes identified in the Active Transportation Plan (ATP) will receive funding for improvements.

- 18th Avenue West – complete a pedestrian sidewalk along one side of 18th Avenue West to Market Street. This is a school walk route and should be prioritized.
- 9th Street West – between Market Street and 20th Street across Juanita Bay Park should be improved for both pedestrians and bicycles. The update of the Active Transportation Plan should evaluate adding this route to the planned bicycle network.
- Waverly Way – should be improved with a sidewalk on the west side of the street and a view station at the unopened street end at 4th Street West.
- 6th Street West – complete a pedestrian sidewalk between 11th Avenue West and Market Street and complete the proposed Neighborhood Greenway between Waverly and Market St.
- Lake Avenue West Street End Park – complete a pedestrian pathway across Heritage Park from Waverly Way to the Lake Avenue West Street End Park.

~~Considering that the~~ The City's Capital Improvement budget process can only address a small fraction of the improvements that appear in the various neighborhood and citywide plans; In considering the ~~Market Neighborhood residents share a common interest in helping to prioritize the items listed~~ list above ~~for consideration. Of these,~~ the ~~one~~ item that might be most productive and supportable is the proposed Greenway ~~that would route through the neighborhood through~~ along 6th Street West and ~~along~~ Waverly Way. As documented elsewhere, the Greenway concept is not a finished design prescription, and care would need to be taken to respect and augment the existing neighborhood character. Nonetheless, this particular Greenway could address a number of existing

safety and alternative transportation concerns of the Neighborhood, while at the same time contributing to ~~publicly available assets of the City's broader transportation goals~~. As such, it is the sense of the Neighborhood that this particular Greenway could be championed and supported as a priority above the others, if implemented through an inclusive process.

## 8. Open Space/Parks

There are five publicly owned parks in the Market Neighborhood that provide park and open space amenities (Juanita Bay Park, Kiwanis Park, Waverly Beach Park, Heritage Park, and Lake Avenue Street End Park). Some parks also protect sensitive and natural areas. Residents and members of the broader community often comment that the parks and open spaces in the neighborhood are key features that make this neighborhood and Kirkland enjoyable and vibrant.

See the 2015 Parks and Open Space Element of the Comprehensive Plan and Kirkland Parks, Recreation and Open Space Plan (PROS) for more information about each of the parks.



Waverly Beach Park

### **Policy M-21: Enhance parks within the Market Neighborhood consistent with the PROS Plan.**

Desirable additions to the Market Neighborhood park system include:

- Second phase of renovation of Waverly Beach Park
- Ongoing restoration of wetlands and forested areas of Juanita Bay Park and Kiwanis Park
- Shoreline renovation at Lake Avenue West Street End Park.

## 9. Priorities

This Market Neighborhood Plan references more issues than can be addressed by the City, even over a multi-year time period. Further, neighborhood matters that require the expenditure of resources are subject to City-wide prioritization with all other matters under consideration. This Plan does not rank order every issue, but several important themes emerge for ~~neighborhood residents~~community members when it comes to priorities:

- First, matters that directly impact public safety on streets, sidewalks, bike lanes, and pedestrian rights of way are a clear priority for ~~residents~~the community. The Greenway proposal mentioned in the Transportation section herein is a prime example.
- Second, ~~preserving the existing character of it is important to~~ the neighborhood ~~when considering changes to that existing and new~~ regulations ~~and/or procedures that impact~~ensure that ~~character is another important priority.~~new development is compatible in scale and design with the existing neighborhood fabric.
- And finally, continuing with a consultative approach to planning and development that ~~involves~~promotes City-wide objectives while involving the Market Neighborhood Association, as well as the ~~neighborhood residents~~neighbors more generally, is an important consideration for all such matters.

# XV.M. Norkirk Neighborhood

*Draft Plan November 17, 2020. Incorporates City Council direction received September 15, 2020.*

*Deleted text is shown as ~~strikeout text~~. New text is shown as underlined text.*

## 1. Overview

The Norkirk Neighborhood is located between the Cross Kirkland Corridor on the east, Market Street on the west, the Moss Bay Neighborhood, including downtown on the south, and the crest of the Juanita Slope at approximately 20th Avenue, on the north (see Figure N-3).

While the pattern of land use and street grid in the neighborhood are well-established, in recent years the neighborhood has seen an increase in demolition of older homes to make way for more infill development and modern style homes. The neighborhood is predominately residential in character and contains some of Kirkland's oldest homes. The neighborhood is also home to many civic and public uses including City Hall, the City Maintenance Center, the Kirkland Middle School, and the Peter Kirk Elementary School. The core of the neighborhood consists of ~~primarily single-family lower-intensity~~ residential development, while ~~medium and high density~~ higher-intensity residential uses are concentrated on the south end, transitioning to the commercial uses of the Central Business District. Commercial and multifamily residential development adjoins Market Street on Norkirk's western boundary. Light industrial uses are in the southeastern portion of the neighborhood.

## 2. Vision Statement



*Annual Norkirk Neighborhood Picnic*

The Norkirk Neighborhood is a stable and tranquil community of neighbors who represent a range diversity of ages, households, incomes, and backgrounds. Norkirk ~~residents~~ community members highly value the distinct identity of their ~~own~~ neighborhood as well as its proximity to downtown Kirkland.

Norkirk residents are good neighbors because they ~~know one another. That's because~~ have a strong sense of community while welcoming newcomers. A primary contributor to this sense of community is that the Norkirk Neighborhood is a pleasant and safe place for walking. From the sidewalks, people greet neighbors who are working in their gardens or enjoying the quiet from their front porches. Children play in ~~their~~ yards and in the parks or ride their bikes along streets where they recognize their neighbors. Norkirk is linked to other Kirkland neighborhoods and commercial areas by safe bike and pedestrian routes and local transit.

Norkirk residents prize their beautiful surroundings, including open spaces and abundant trees. From numerous spots throughout the neighborhood one can view Lake Washington and its

EXHIBIT K  
sho Page 678 the Olympics, or Mount Rainier. The parks, woodlands, and wetlands are considered the neighborhood's backyard, and residentscommunity members care for those places.

The neighborhood has a unique civic presence and identity. Many City services and facilities are located here, attracting community members from outside the neighborhood. The Norkirk Neighborhood is home to both City Hall and the City Maintenance Center where the work of local government takes place. Kirkland Middle School, is situated next door to Crestwoods Park, ~~serves the neighborhood children.~~

The Norkirk Neighborhood comprises ~~mainly of single family homes. Houses come in~~ a variety of housing styles and sizes ~~and, between houses, there is~~ with bountiful light and vegetation. ~~between structures.~~ The neighborhood feels uncrowded. ResidentsNeighbors cherish many homes dating from early in the 20th century. ~~Low density~~ The existing residential areas successfully integrate ~~alternative housing styles throughout the neighborhood~~ a variety of housing types such as accessory dwelling units, duplexes, triplexes, and cottages, which provides choices for a diverse community.

~~Higher density multifamily~~ Multifamily development at the southern boundary of the neighborhood provides additional housing choice and a stable transition between lower-intensity residential areas in the single-family core of the neighborhood and the more intensive commercial and residential development in downtown Kirkland. Additional multifamily development and commercial activities are located along the Market Street Corridor. Here, the alley and topographic ~~break separated~~ differential eases the single-family transition between the residential area ~~from and~~ the Market Street Corridor, minimizing potential conflicts ~~between adjacent land with commercial uses and ensuring neighborhood integrity.~~ These commercial areas provide important shopping and services for both neighborhood residents and the region. Design of new development within the Market Street Corridor is complementary to the adjacent residential portions of the Market and Norkirk Neighborhoods, helping to create seamless transitions to ~~protect and enhance~~ the residential core.

Industrial and office uses in the southeast portion of the neighborhood are compatible with the residential uses that surround them. Located near the Cross Kirkland Corridor, this area provides a central City location for technology, services, office uses, wholesale businesses and the City Maintenance Center. Landscape buffers, building modulation and traffic management help integrate this area into the neighborhood.

Norkirk is an outstanding neighborhood in which to live, work, and visit.



*Kirkland Middle School*

### 3. Historic Context

#### Introduction

The Norkirk Neighborhood is located near the traditional land of the First Peoples of Seattle, the Duwamish People. The Duwamish Tahb-tah-byook tribe once inhabited the Lake Washington

shoreline of the Market Neighborhood from Juanita Bay to Yarrow Bay, as described in more detail in the Community Character Chapter of the Comprehensive Plan. Lake Washington and adjacent areas offered an abundance of riches, including wapatoes (a wetland tuber), tules, cedar roots, salmon, waterfowl, berries, deer, muskrat, beaver and otter. The 1855 Treaty of Point Elliott guaranteed hunting and fishing rights and reservations to all Tribes represented by the Native signers, including the Duwamish People. In return for the reservation and other benefits promised in the treaty by the United States government, the Duwamish People exchanged over 54,000 acres of its homeland. Today those 54,000 acres encompass much of present-day King County, including Kirkland (and the Norkirk Neighborhood). Unfortunately, the opening of the Lake Washington Ship Canal in the early 1900s also had a detrimental effect on the Duwamish People, lowering the level of the lake, affecting wetlands, and diminishing traditional food sources.  
(Note: Text is based on information found on the Duwamish Tribe website and subject to further review.)

The Norkirk Neighborhood is one of the most historic in the City of Kirkland. Norkirk has had a significant role in the development of the City starting in the late 1880s when most of the land was purchased to be part of Peter Kirk's new town. The area around the present City Hall was the civic center of Kirkland in the 1900s. The churches were the community meeting places and the Kirkland Woman's Club, the American Legion Hall and schools provided numerous community services. Central School was purchased by the City of Kirkland in 1977; it was vacated in 1978 and damaged by fire in 1980. The City of Kirkland reinforced Norkirk's importance as the civic center of the City by building the new City Hall on the Central School site in 1982.



*Photo of Congregational and Baptist Churches and Central School 1905.  
 Arline Andre collection, Kirkland Heritage Society*

### **Homesteads in the 1880s**

The land homesteaded in the 1880s by John DeMott and George Davey included most of the Norkirk Neighborhood and portions of downtown. These two homesteads extended from First Street to Sixth Street and from Kirkland Avenue up to 18th Avenue. The Carl Nelson and Martin Clarke Homesteads extended east of 6th Street up to 116th in the Highlands Neighborhood.

The Norkirk Neighborhood was originally named Capitol Hill in 1888 and later, likely changed to reflect references to "North Kirkland". Norkirk was to have a significant role in Kirkland's history, when 7th Avenue, then called Piccadilly, was the main road from Market to Peter Kirk's Steel Mill on Rose Hill. The Kirkland Land & Improvement Co. (KL&I) owned the land south of 9th Avenue, (called Michigan until 1929). Joshua Montgomery Sears, one of the nation's wealthiest men, owned the land from 9th Avenue up to 18th Avenue, between 1st Street and 6th Street. Sears privately owned one half of Kirkland, with the KL&I owning the other half. By 1892, 7th avenue was lined with a medical facility operated out of a house (Buchanan House and now known as the Trueblood House, which was moved to 6th Avenue in 2017), several hotels, a livery, cleaners, grocery stores. Churches and the first school were south of 7<sup>th</sup> Avenue.

### **Kirkland Land and Improvement Company**

Between 1888 and 1890, Peter Kirk's Kirkland Land and Improvement (KL&I) Company purchased

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many of the homesteads to begin the proposed new city, which would support the construction of the steel mill on Rose Hill near Forbes Lake. In 1890, the original plat was complete with the street layout much as we see it today – particularly from Market to 3rd Street and south of 10th Avenue. The town center was to be at the intersection of Market Street and Piccadilly (7th Avenue). Piccadilly, with its wide right-of-way, was the connecting road to the mill on Rose Hill.

In 1893 the nationwide depression wiped out Kirk's dream of Kirkland becoming the "Pittsburgh of the West" as the financial backing stopped, and the mill closed without ever having produced steel. Very little development occurred in Kirkland until after 1910. Even though times were tough, the citizens voted to incorporate in 1905.

### **Boom Development 1910 – 1930: Burke and Farrar**

The most significant era of development in Norkirk was from 1910 through the 1930s after Burke and Farrar, Seattle developers, purchased the Kirkland Land & Improvement Company's remaining holdings. The area north of 10th Avenue and east of 3rd Street was replatted in 1914 to better reflect the topography. This era coincided with the national popularity of the Arts and Crafts movement and the construction of bungalow and craftsman styles of homes. The Norkirk Neighborhood has the greatest number of bungalows in the City – it is very appropriate for the neighborhood association logo to reflect that time period and architectural style.

Van Aalst Park is on land once owned by John Van Aalst who had a bulb farm. Van Aalst bulbs were shipped all over the world from his 2.5 acre bulb farm. In 1915, Washington Film Works built a film plant between 4th and 5th Streets between 10th Avenue and 13th Avenue.

### **Railroad**

The Northern Pacific Railroad line that formed much of the eastern boundary of the Norkirk Neighborhood was begun in 1903 and was completed in the summer of 1904. Acquired by the City in 2012, the railroad line was replaced with the multi-use Cross Kirkland Corridor.

### **Change of Street Names**

In the late 1920s the street names defined in the original Kirk Plat were changed to the present numbering system to facilitate public safety. The street signs installed in 1999 and 2000 reflect the original historic names. For example: 3rd Street was Jersey Street; 6th Street was Orchard Street; 7th Avenue was Piccadilly Avenue; and 18th Avenue was Portland Avenue.



*Representative photographs of Bungalows – Inventory Reports from Kirkland Heritage Society*

### **Naming of the Neighborhood**

The name likely came from geographic references to "North Kirkland" relative to downtown. This was formalized with the naming of the Norkirk Elementary School in 1955.

### **Historic Properties**

The Kirkland Heritage Society utilized a grant from the Kirkland City Council to conduct an inventory



of properties meeting established historic criteria in 1999. The Norkirk Neighborhood had one-third of the buildings on the Citywide inventory. Twenty percent of the highest priority structures are in Norkirk. The Kirkland Woman's Club, Trueblood House, Campbell building and Peter Kirk building are on the National and State Registers of Historic Places. The cluster of historic properties at the intersection of Market Street and 7th Avenue form an important historical link and entrance to the Norkirk Neighborhood. The Newberry House, Kirkland Cannery, Sessions Funeral Home, 5th Brick Building, the site of the former First Baptist Church/American Legion Hall, and the Houghton Church Bell are designated by the City of Kirkland as Community Landmarks. See the Community Character Element of the Comprehensive Plan for further historic resources information.



*Woman's Club and Peter Kirk Building*

*Recognized by City of Kirkland Inventory and Centennial Collections, Kirkland Heritage Society*

***Policy N-1: Encourage preservation of structures and locations that reflect the neighborhood's heritage***

The following policies encourage preservation of structures and locations that reflect the neighborhood's heritage.

***Policy N-2: Provide markers and interpretive information at historic sites.***

Information identifying these important sites enables future residents-community members to have a link with the history of the area both pre- and post-settlement. Attention should be given to celebrating the neighborhood's history in an inclusive way, including by helping residents and visitors understand the history of the area prior to white settlement.

***Policy N-3: Continue to evaluate incentives to encourage retention of identified buildings of historic significance.***

Flexibility in lot size requirements for lots that contain historic buildings is an incentive to preserve and protect historic resources. The Historic Preservation subdivision incentive allows lots containing historic buildings to be subdivided into smaller lots than would otherwise be permitted if the historic buildings meet designated criteria and are preserved on-site. In the future, additional incentives may need to be explored to protect historic buildings. A particularly significant historic building in the neighborhood is the Kirkland Cannery. Located in the industrial area of Norkirk, some zoning flexibility to allow nonindustrial uses such as live/work lofts may be appropriate in order to preserve this building.

***Policy N-4: Conduct regular updates of the City's historic building inventory to identify and designate new historic buildings that meet the established criteria.***

The last inventory of historic properties was conducted in 1999. There may be buildings not included in the inventory that now meet the definition of historic resources. The City should periodically survey buildings in the neighborhood to identify those of historic significance. Historic places and features should be commemorated with signs or markers to help celebrate the history of the neighborhood. The inventory should be updated to include newly eligible properties according to the established

## 4. Natural Environment

***Policy N-5: Protect and enhance the natural environment in the Norkirk Neighborhood.***

The environmental policies for the Norkirk neighborhood strive to protect and enhance the quality of the natural environment as a natural amenity, to avoid potential environmental hazards, and to utilize sustainable management practices. The following map figures show the critical areas within the Norkirk neighborhood. See the Natural Environment Element for more information about protection of wetlands, streams and associated buffers as well as landslide and seismic hazard areas, trees and wildlife. The Kirkland Zoning Code regulates tree retention, removal and development in critical areas.

***Policy N-6: Protect and improve the water quality and promote fish passage in the Forbes Creek and Moss Bay basins by undertaking measures to protect stream buffers and the ecological functions of streams, Lake Washington, wetlands and wildlife corridors.***

The Norkirk Neighborhood is located within the Forbes Creek and Moss Bay drainage basins (Figure N-1). In the Forbes Creek basin, there is extensive cutthroat trout habitat in the main stem of Forbes Creek downstream of Forbes Lake. Coho salmon are found west of the freeway in Forbes Creek. The various Norkirk Neighborhood tributaries leading into the Creek contribute to the water quality downstream prior to entering Lake Washington. The Surface Water Master Plan guides the City's efforts on water quality measures and projects. The small wetland and drainage area at Van Aalst Park provides an opportunity for enhancement on public property that could be accomplished as a neighborhood or school community service project.

***Policy N-7: Evaluate and consider opportunities to improve the function and quality of wetland and stream segments adjacent to the Cross Kirkland Corridor during implementation of the Cross Kirkland Corridor Master Plan.***

In the Moss Bay drainage basin, the open stream portion of the Peter Kirk Elementary Tributary near the elementary school appears to have good water quality although analysis has not been conducted. It is suspected that water quality rapidly degrades through the piped network downstream prior to entering Lake Washington. In this tributary, removal of invasive species and revegetation of the area with native vegetation, including trees and shrubs, is worth investigating. Additionally, the feasibility of re-introduction of resident cutthroat trout into the stream and daylighting the piped portion of this tributary upon redevelopment of the industrial area are opportunities worth investigating. With the redevelopment of the Peter Kirk Elementary School, wetland restoration occurred in the northeast portion of the school property.

***Policy N-8: Develop viewpoints and interpretive information around streams and wetlands if protection of the natural features can be reasonably ensured.***

Providing education about the locations, functions, and needs of critical areas will help protect these features from potentially negative impacts of nearby development and could increase public appreciation and stewardship of these areas. When appropriate, the placement of interpretive information and viewpoints will be determined at the time of development on private property or through public efforts on City-owned land.

***Policy N-9: Protect notable trees and groves of trees.***

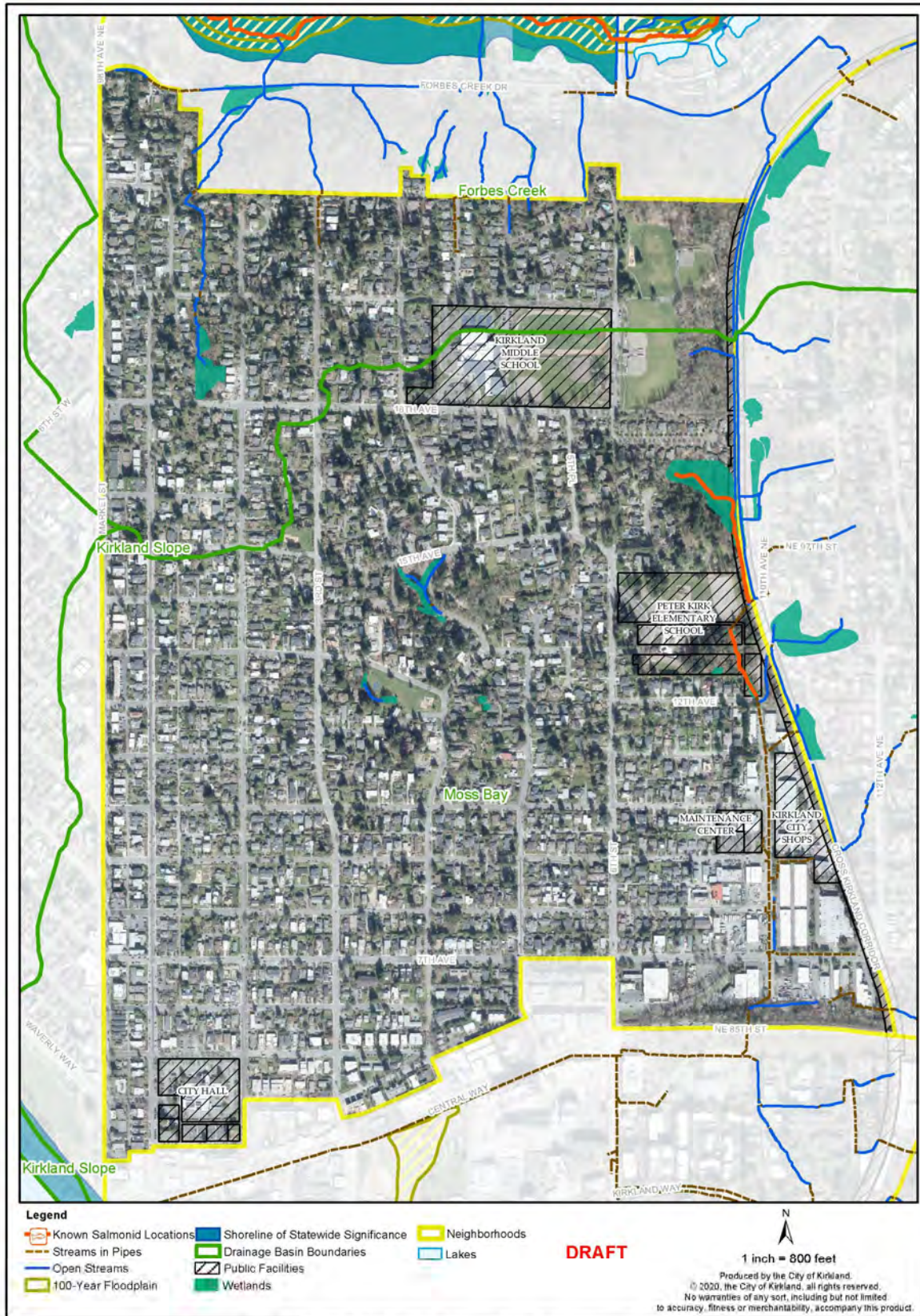
In the Norkirk Neighborhood, protecting, enhancing, and retaining healthy trees and vegetation are key values and contribute to the quality of life. The City promotes retention of the citywide tree canopy, significant trees, and groves of trees on private property consistent with zoning regulations. While a municipal heritage or notable tree program is not currently in place, the neighborhood supports voluntary efforts to encourage preservation of heritage trees. Heritage trees are set apart from other trees by specific criteria such as outstanding age, size, and unique species, being one of a kind or very rare, an association with or contribution to a historical structure or district, or



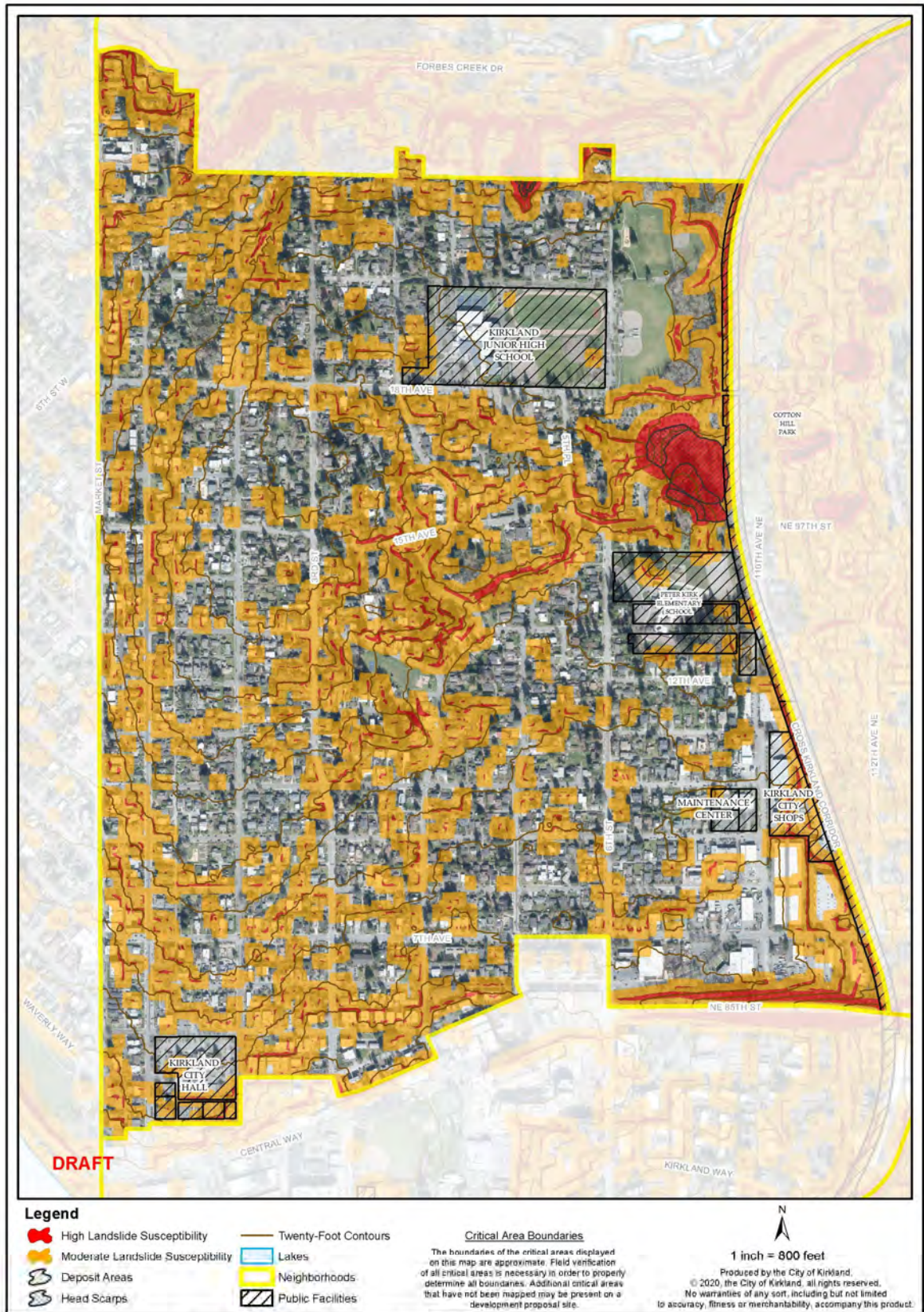
**Trees at Crestwood Park**

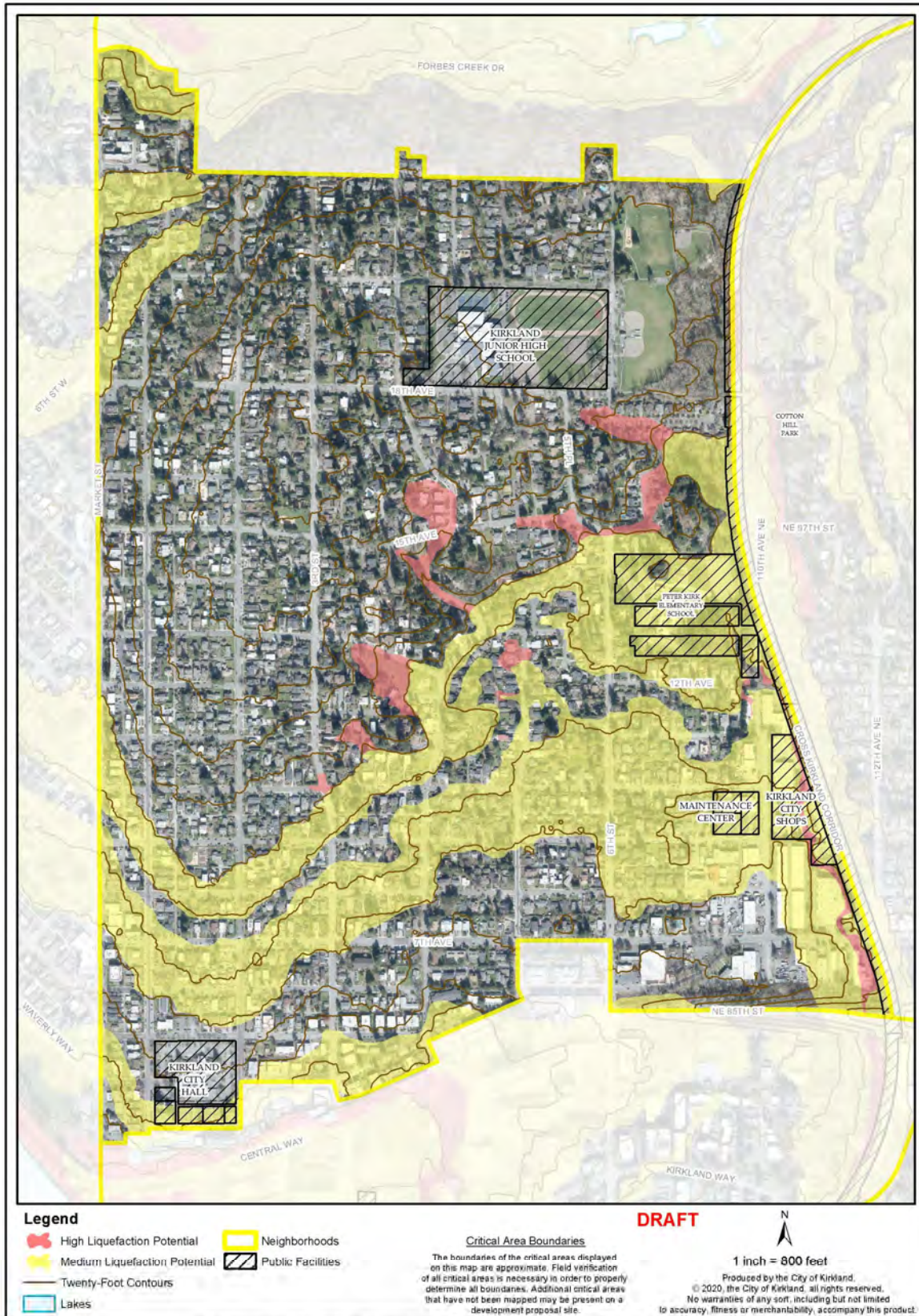
**Geologically Hazardous Areas**

As shown in Figures N-2a and 2b, the Norkirk Neighborhood contains areas with steep slopes including potential for erosion, landslide hazards and soils with liquefaction potential during seismic events. Landslide hazard designated areas with development potential are primarily found north of Peter Kirk Elementary School near the Cross Kirkland Corridor (see Figure N-2). These areas are prone to landslides, which may be triggered by grading operations, land clearing, irrigation, or the load characteristics of buildings on hillsides. Development on geologically hazardous areas is governed by Zoning Code regulations.



**Figure N-1: Norkirk Wetlands, Streams, and Lakes**





**Figure N-2b: Norkirk Liquefaction Potential**

**Policy N-10: Avoid development of unimproved rights-of-way impacted by critical areas.**

Those portions of 16th Avenue (east of 7th Street), that are found to have critical areas (geologically hazardous, wetlands, stream areas), should not be improved. A portion of unopened right-of-way is within a wetland area and should remain in its natural condition. Additionally, those portions of 20th Avenue that are found to be in medium and high landslide hazard areas should be analyzed to determine if street improvements can be safely made without significant impacts on the adjacent geologically hazardous areas or adjacent critical areas.

**Policy N-11: Protect wildlife throughout the neighborhood by encouraging creation of backyard sanctuaries for wildlife habitat in upland areas.**

People ~~living~~ in the neighborhood have opportunities to attract wildlife and improve wildlife habitat on their private property. These areas provide food, water, shelter, and space for wildlife. The City, the State of Washington Department of Fish and Wildlife, and other organizations and agencies experienced in wildlife habitat restoration can provide assistance and help organize volunteer projects.

## 5. Land Use

The Norkirk Neighborhood contains diverse land uses that are successfully integrated into ~~the dominant single-family residential land use~~ a historic, walkable block pattern. Churches and schools are dispersed throughout the ~~low-density~~ residential core, while other public institutional uses such as Kirkland City Hall is in Planned Area 7 and the City Maintenance Center is in the industrial area of the neighborhood. Multifamily apartments and condominiums are in the southern portion of the neighborhood adjacent to the Central Business District. Retail, commercial, office, multifamily and mixed uses are focused in the Market Street Corridor and office, light industrial, and service commercial are concentrated in the light industrial zone at the southeast corner of Norkirk. For more information about the Market Street Corridor see the Market Street Corridor Plan Chapter of the Comprehensive Plan.

### RESIDENTIAL

***Policy N-12: Retain ~~the predominantly detached single-family housing style in the core~~ and enhance the existing residential character of the Norkirk Neighborhood while accommodating more compact new housing so that residents can age in place and the neighborhood can accommodate generational shifts in housing needs and welcome new residents.***

Norkirk is a well-established neighborhood that has ~~predominantly low density (six dwelling units per acre) traditional single-family~~ a mix of old and new residential development located generally north of 7th Avenue. The land use transitions from the ~~single-family~~ lower-intensity core to ~~medium and high density multifamily~~ higher-intensity residential development at its south end. Preservation of the eclectic mix of housing styles and sizes is important to the neighborhood's distinct character.

Providing housing options for a wide spectrum of households is an important value to support and encourage. Innovative housing ~~provides~~ types including accessory dwelling units, duplexes, triplexes and cottages provide more housing choice to meet changing ~~housing~~ demographics such as smaller households. Rising housing prices throughout the City and region require strategies to promote lower cost housing. Allowing design innovations can help lower land and development costs and improve affordability.



Innovative development styles or techniques also enable increased protection of hazardous or critical areas. They can allow for more environmentally sensitive site planning by concentrating development on the most buildable portion of the site while preserving natural drainage, vegetation, and other natural features.

Compatibility ~~with the predominant traditional detached single family~~ of new housing style and with ~~older housing~~ in the neighborhood ~~will determine the acceptance of housing alternatives is an important value for the neighborhood.~~ Architectural and site design standards ~~to such as use of varied architectural styles, roof angles and proportional building mass to allow for substantial light and privacy between structures, tree retention, generous setbacks from the street, well maintained landscaping and limited off street parking will~~ ensure compatibility with adjacent ~~single-family homes are important to the successful integration of alternative existing~~ housing ~~into the neighborhood.~~ Innovative housing techniques and styles such as small lot single-family, historic preservation and low impact development subdivisions, cottage and common wall (~~attached duplex and triplex~~) homes, accessory dwelling units, clustered dwellings, and co-housing are appropriate options to serve a diverse population and changing household size and composition. They also help maintain the diversity of housing that characterizes Norkirk. Standards governing the siting and construction of alternative housing types in Norkirk should be consistent with Citywide zoning, development and subdivision regulations. New housing should ~~protect and~~ enhance the ~~single-family historic residential~~ character of the neighborhood, ~~while meeting community need.~~

***Policy N-13: Allow lot sizes that match the existing lot size and development pattern.***

A limited area, bounded on the east by 2nd Street, on the west by the alley between Market and 1st Streets, on the south by 8th Avenue, and on the north by the alley between 12th and 13th Avenues, has a particularly large number of lots that are less than 7,200 square feet (~~See see~~ Figure N-3, Land Use map). Seven dwelling units per acre, which is comparable to the Single-Family Residential (RS) 6.3 zoning classification (6,300 square feet minimum lot size), ~~are in context is a density that is consistent~~ with the ~~predominant existing~~ platting pattern here. Similarly, small sized lots should be allowed in proximity to these smaller lots to be consistent with the lot pattern and to provide more housing capacity and home ownership opportunities.



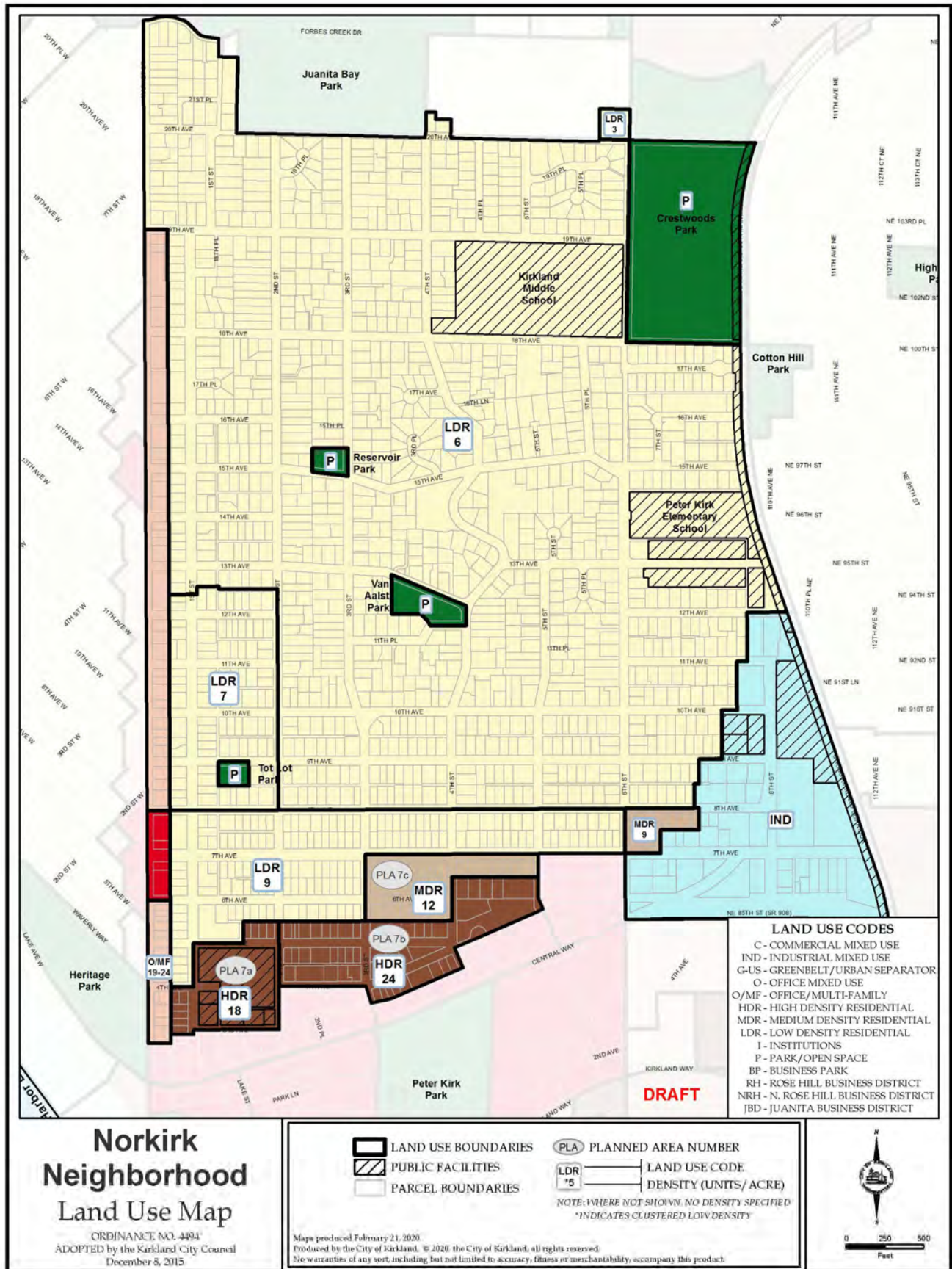


Figure N-3: Norkirk Land Use Map



Photo of a historic short plat where a historic home was preserved and new home was constructed on the newly created lot.

### PLANNED AREA 7

**Policy N-14: Maintain effective transitional uses between the downtown and the low-density residential core of the neighborhood.**

Planned Area 7 (PLA 7) is a transition zone between the low-density residential core of the neighborhood and the downtown.

**Policy N-15: Allow a range of residential densities in Planned Area 7.**

A slope separates this area from commercial development in the downtown. Multifamily ~~and single-family dwellings, residential structures~~ as well as institutional uses such as Kirkland City Hall, are appropriate here. Three subareas within PLA 7 allow a hierarchy of increasing densities approaching the Central Business District (CBD). Future development throughout PLA 7 should be compatible with the scale of structures in adjacent ~~single family~~ lower-intensity residential zones while accommodating a range of compact housing types suitable for ~~families and individuals~~ a variety of households.



Condominiums on 4th Avenue and 2nd Street and Kirkland City Hall at 123 5th Avenue

## COMMERCIAL

***Policy N-16: Focus commercial development in established commercial areas in the Market Street Corridor at the west boundary of the Norkirk Neighborhood.***

Commercial development should remain in established commercial areas within the Market Street Corridor and not extend into the residential core of the neighborhood or north of 19th Avenue. A slope and alley parallel to Market Street provide a topographic and manmade transition between the Market Street Corridor and the residential core of the neighborhood. Similarly, a slope running parallel to Central Way provides a topographic transition between commercial development in the downtown and residential development in Planned Area 7. Commercial development is prohibited in low, medium, or high-density residential areas.

***Policy N-17: Coordinate planning for the Norkirk Neighborhood with the goals and policies found in the Market Street Corridor section of the Comprehensive Plan.***

The western boundary of the Norkirk Neighborhood is in the middle of Market Street. The Market Street Corridor is shared with the Market Neighborhood. It is important for both neighborhood plans to be coordinated with the subarea plan for the corridor.

## INDUSTRIAL

***Policy N-18: Maintain the light industrial area to serve the needs of the community.***

The Norkirk Light Industrial Technology (LIT) area contains many small businesses and services for nearby residents and community members.

***Policy N-19: Encourage limited light industrial uses, auto repair and similar service commercial uses, and offices to serve the neighborhood and surrounding community.***

- South of 7th Avenue, between 6th and 8th Streets, office uses up to three stories are encouraged to serve as a transition between the downtown and the industrial area. Gateway features and landscaping at the intersection of 6th Street and 7th Avenue and 6th Street and Central Way soften the transition into this area.
- In the remainder of the area, limited light industrial, warehousing, City services, service commercial uses such as auto or furniture repair, and small offices are appropriate. Two large retail storage uses exist in the LIT area and provide useful storage space to nearby residents and businesses but absorb valuable space in a well-situated industrial and commercial zone in close proximity to Downtown. Additional, new retail storage uses, along with other uses that do not promote the smaller-scale commercial and industrial character of the district should be discouraged. These types of uses take up a significant amount of land but provide limited economic activity and absorb land that could otherwise be utilized for industrial and commercial activities.



*Retail storage establishment*

***Policy N-20: Encourage businesses that promote environmentally sustainable technologies.***

Sustainable green technology provides benefits to Kirkland's economy and the neighborhood. The rapidly expanding new energy/clean technology industry sector promotes environmental stewardship and a vibrant economy.

***Policy N-21: Regulate industrial uses to ensure that impacts which may disrupt the residential character of the surrounding area are controlled.***

Techniques to minimize noise, glare, light, dust, fumes, parking and other adverse conditions, found in the policies in the Community Character Element of the Comprehensive Plan, and limiting hours of operation, should be used so that industrial activities do not create conflicts with surrounding residential development.

***Policy N-22: Industrial traffic should be controlled in order to protect the character, safety, and peace of the residential neighborhood.***

Industrial truck traffic should avoid passing through residential areas. Industrial traffic should be directed to 8th Street south of 12th Avenue, 7th Avenue between 6th Street and the Cross Kirkland Corridor, 6th Street between 7th Avenue and Central Way, and the NE 87th Street/114th Avenue NE connection between the Cross Kirkland Corridor and NE 85th Street in the Highlands Neighborhood. There should be no access from 12th Avenue into the industrial area. Additionally, 11th Avenue should remain closed to industrial access.

***Policy N-23: Promote land uses, mobility improvements, and new infrastructure that support transit-oriented development around the I-405/NE 85<sup>th</sup> Street Bus Rapid Transit (BRT) Station and the associated Station Area Plan.***

The south portion of the Norkirk Neighborhood is located within the boundaries of the Greater Downtown Kirkland Urban Center and future Station Area Plan surrounding the Bus Rapid Transit (BRT) Station. To maximize use of transit at the BRT Station, land use changes and infrastructure improvements in the southern portion of the neighborhood may be necessary to maximize access to the BRT Station and achieve the mixed use, transit-oriented development goals of the future Station Area Plan.

## 6. Urban Design

***Policy N-24: Promote shared parking arrangements to encourage efficient utilization of surface parking lots in the neighborhood.***

Throughout the neighborhood are surface parking lots owned by the City, other public entities, or non-profit organizations that may be underutilized during the week. Shared parking agreements between properties, businesses, and community organizations could be arranged to make better use of these facilities.

***Policy N-25: Address transition impacts and protect nearby ~~low-density~~lower-intensity residential character with site and building development regulations for the industrial area, Planned Area 7, and the Market Street Corridor.***

The building mass and/or height of higher density structures should complement rather than dominate or overwhelm adjoining ~~low-density~~lower-intensity uses. Landscape buffers are used to soften and separate uses by creating a transition zone. In addition, the building mass and height of higher density structures should be ~~restricted~~designed appropriately to prevent overwhelming adjoining low density uses.

***Policy N-26: Provide streetscape, gateway and public art improvements that contribute to a sense of neighborhood identity and enhanced visual quality***

An existing gateway sign is located on 6th Street north of 7th Avenue. Other desired locations are shown in Figure N-7. The City should pursue opportunities to work with private property owners to install gateway features as part of future development. In other instances, public investment will be necessary. Depending on the location, improvements such as landscaping, signs, public art, structures, or other features that identify the neighborhood could be included.

***Policy N-27: Preserve the public view corridors of Lake Washington, Seattle, and the Olympic Mountains from 1st, 2nd and 3rd Streets (Figure N-7).***

The street system provides Kirkland neighborhoods with several local and regional views. View corridors located within the public domain are valuable for the beauty, sense of orientation, and identity that they impart to neighborhoods. The Norkirk public view corridors should be preserved and enhanced for the enjoyment of ~~current and future~~all residents. One means of doing this may be the undergrounding of utilities.



*View from intersection at 9th Avenue and 1st Street*

***Policy N-28: Encourage design that contributes to a vibrant neighborhood.***

Building and site design should respond to both the conditions of the site and the surrounding neighborhood. A variety of forms and materials result in homes with their own individual character, thus reducing monotony. Appropriate building setbacks, garage treatments, sidewalks, alley access, and architectural elements, such as entry porches, help foster a pedestrian orientation and encourage greater interaction between neighbors.

***Policy N-29: Explore new regulations that encourage infill housing to be compatible in scale and mass with the existing development and that allow for sufficient light, air, and privacy between residential structures.***

Appropriate scale results in the perception that new ~~houses~~housing structures are in proportion with their lots and provide adequate light, air and privacy between structures. Setbacks, building mass, lot coverage, landscaping and building height, roof pitch all contribute to ~~houses~~housing structures that successfully fit into the neighborhood.

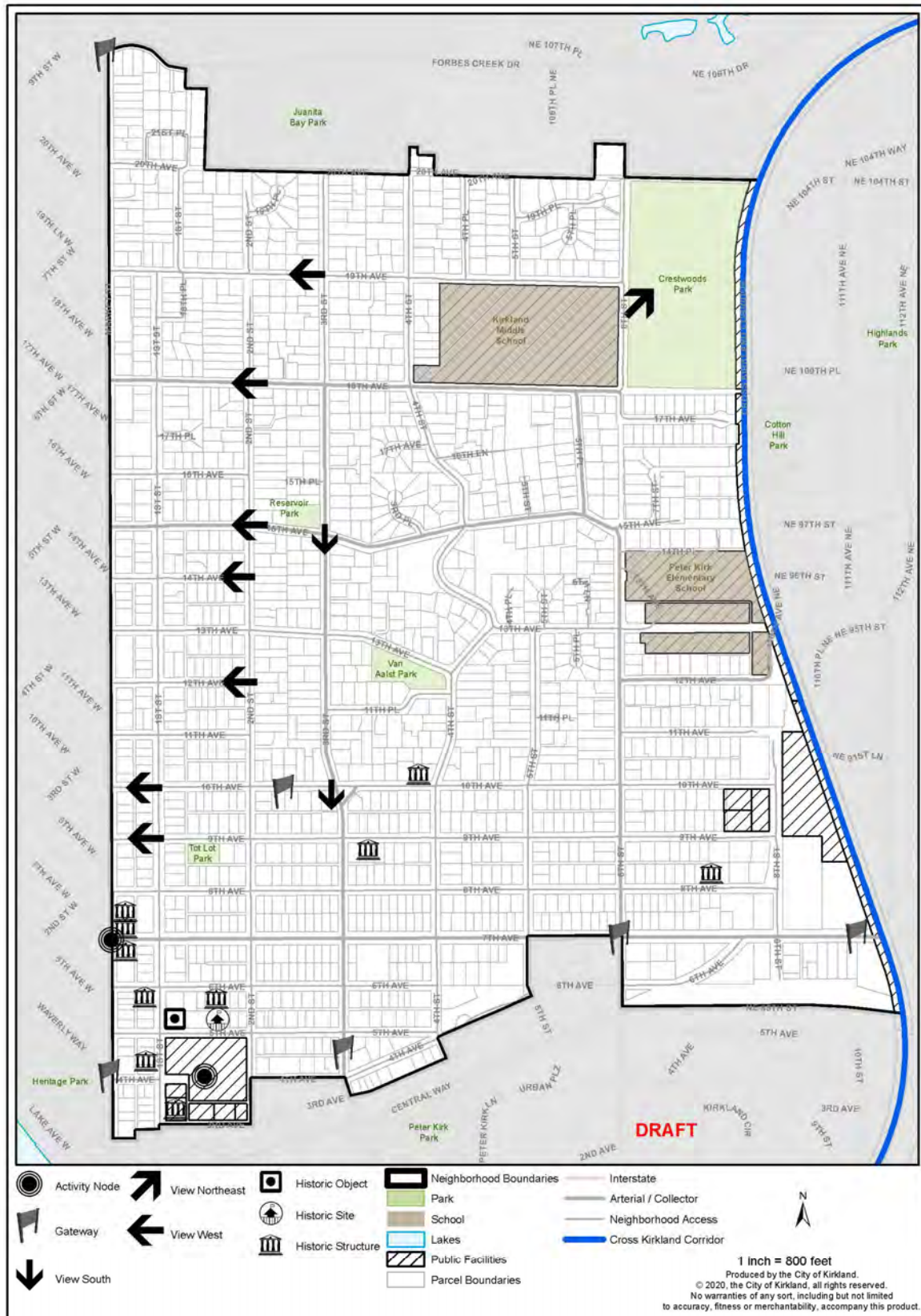


Figure N-7: Norkirk Urban Design Features

## 7. Transportation

### STREETS

#### ***Policy N-30: Maintain the street and alley grid in the Norkirk Neighborhood.***

Portions of Norkirk platted in the early part of the 20th century have a distinct alley grid that contributes to the unique character of the neighborhood. Maintenance of Norkirk's grid pattern promotes neighborhood mobility, a more equitable distribution of traffic on neighborhood streets, and the development of ADU's with independent access points. The streets that compose this grid network consist of collector and local streets and alleys, with one principal arterial: Market Street, located at the western boundary of the neighborhood. Street classifications are described in the Transportation Element and shown on Figure N-4.

Alleys provide access and a service route for the lots they abut, while the streets provide circulation through the neighborhood. Utilizing alleys minimizes the number of curb cuts needed to serve abutting uses, thus minimizing conflicts with pedestrian and vehicular traffic on the street.

#### ***Policy N-31: Minimize and reduce cut-through traffic and speeding.***

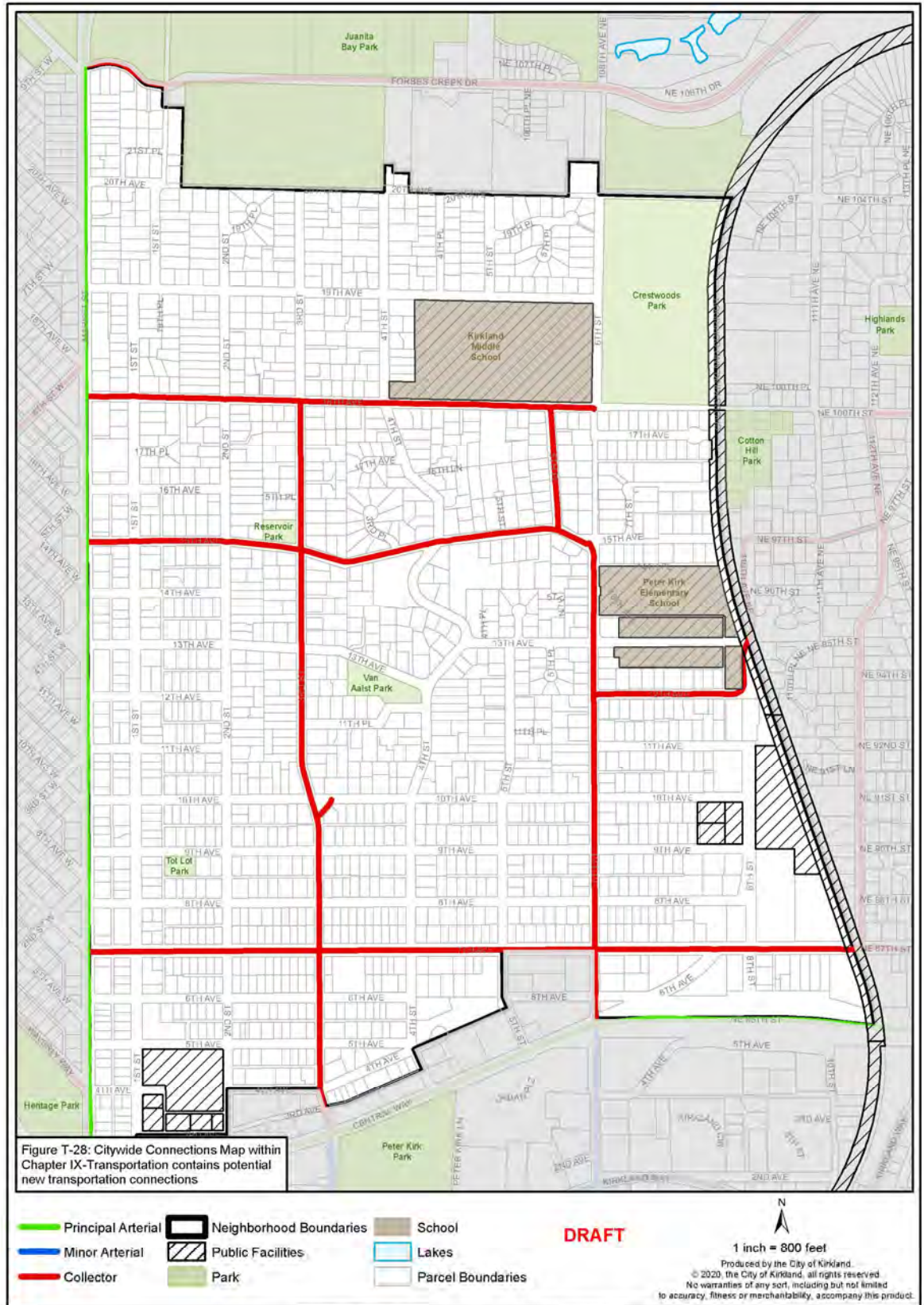
Monitor and evaluate traffic patterns and volumes in the Norkirk Neighborhood to minimize cut-through traffic and speeding, especially between Market Street and Central Way. The evaluation should determine if additional strategies such as traffic calming, in cooperation with the Fire Department to accommodate emergency response needs and times, are needed. The neighborhood should be involved in this process.

#### ***Policy N-32: Identify preferred routes through the neighborhood to and from City facilities.***

The various City administration and maintenance facilities located in the Norkirk Neighborhood generate both service and visitor trips. When practical, vehicles should be routed onto collector streets where improvements are in place to protect the pedestrian, rather than onto local access streets that serve the internal needs of ~~residents~~the residential areas.

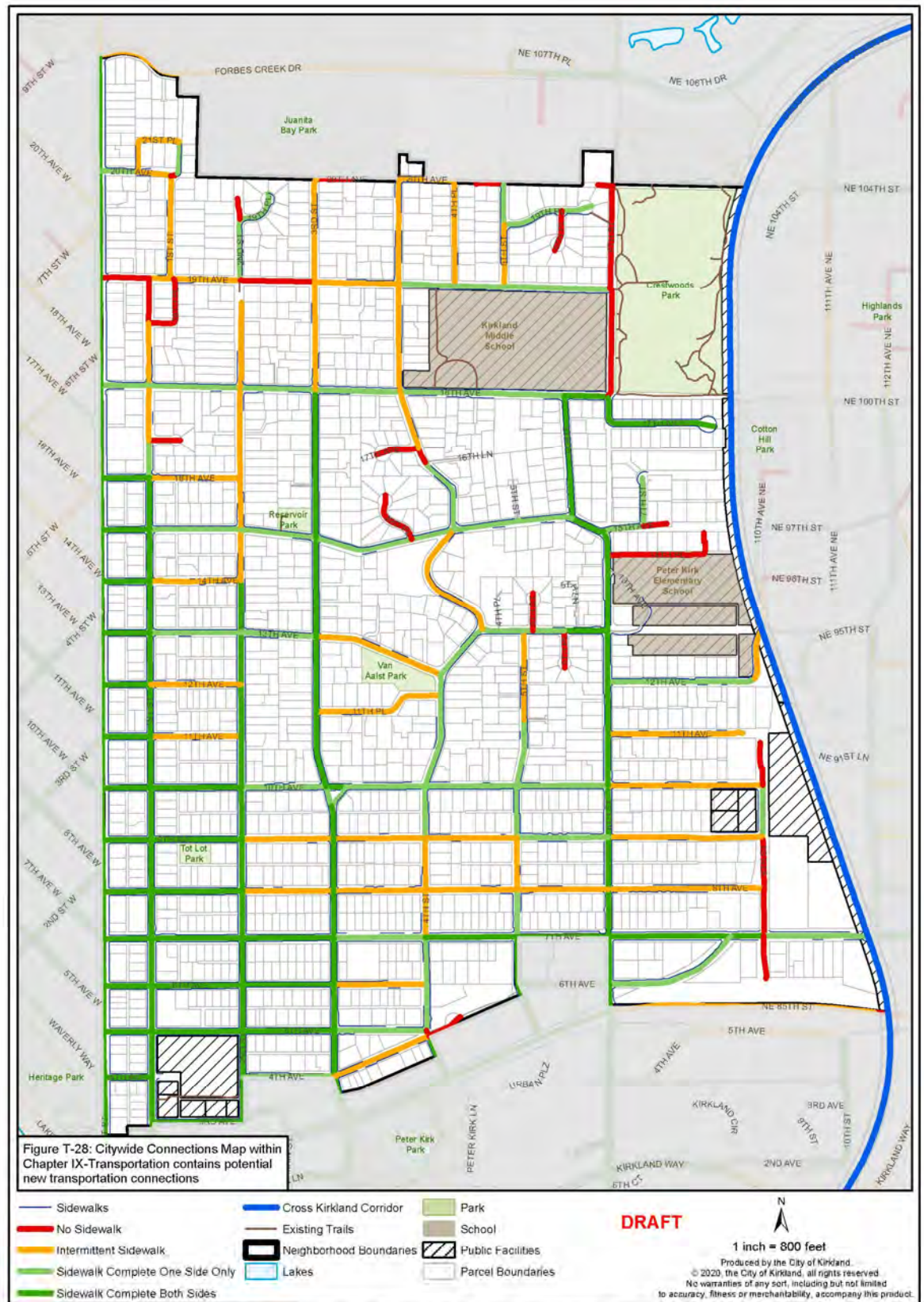


*Example of traffic circle installed for slowing down vehicle speed*

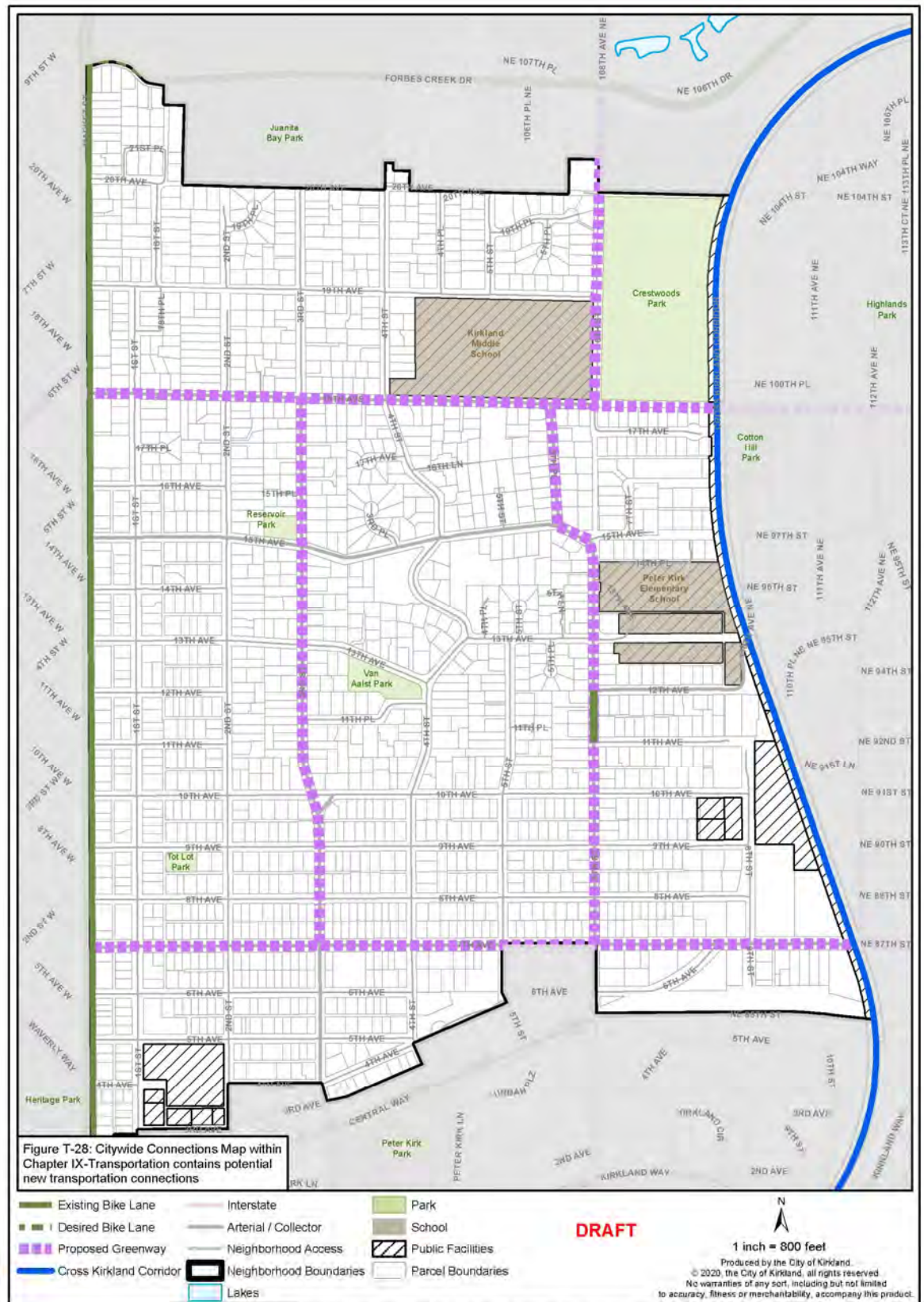


**Figure N-4: Norkirk Street Classifications**





**Figure N-5: Norkirk Pedestrian System**



**Figure N-6: Norkirk Bicycle System**

The preferred routes for visitors ~~coming from outside the neighborhood~~ to City Hall and for other City vehicles leaving City Hall are along 7th Avenue via 1st Street and 5th Avenue, along 3rd Street via 4th and 5th Avenues, and along 1st Street via 3rd Avenue. The preferred routes for service vehicles and visitors to the Maintenance Center are along 7th Avenue and 8th Street, internal to the industrial area in which it is located.

#### TRANSIT

King County Metro transit serves the Norkirk Neighborhood along Market Street and to a lesser extent through the neighborhood, connecting to Kirkland's Transit Center, other neighborhoods, jurisdictions, and will allow transit connections to the Bus Rapid Transit Station at I-405/NE 85<sup>th</sup> Street interchange.

The Cross Kirkland Corridor, located at the eastern boundary of the neighborhood, will be used in the near term as a multi-use trail and utilities corridor connecting to other neighborhoods and cities. The Cross Kirkland Corridor Master Plan indicates that the corridor that may one day include high capacity transit.

#### PEDESTRIAN/BICYCLE CIRCULATION

The ~~existing~~ City of Kirkland Active Transportation Plan (ATP) maps the ~~planned~~ bicycle and pedestrian facilities planned for a 10-year horizon. ~~Those projects mapped in the Norkirk Neighborhood Plan that are not shown in the ATP should be added.~~ Figure N-5 shows the desired pedestrian system in the Norkirk Neighborhood. The Capital Improvement budget process prioritizes when routes will receive funding for improvements.

City street standards require that all through streets have pedestrian improvements including curbs, gutters, landscape strips, street trees and sidewalks. As new development occurs, pedestrian improvements are usually installed by the developer. In developed areas without sidewalks, the City should identify areas of need and install sidewalks through the capital improvement budget process.

Bicycles are permitted on all City streets. Bike facilities may include a designated bike lane with a painted line; or a shared use path for bicycle and pedestrian use. Existing and desired routes are shown in Figure N-6.

***Policy N-33: Enhance and maintain pedestrian and bicycle infrastructure within the Norkirk Neighborhood, especially on designated school walk routes, at activity nodes and connecting to adjacent neighborhoods.***

The following routes should be evaluated in the Capital Improvement budget process which prioritizes when routes will receive funding for improvements. If funded, these routes should be improved with sidewalks, curbs, gutters, and landscape strips and lighting as needed:

- 19th Avenue between Market and 6th Street leads to Kirkland Middle School and Crestwoods Park.
- 7th Avenue between Market and the Highlands Neighborhood provides a centrally located east/west pedestrian and bike route.
- 4th Street between Central Way and 19th Avenue provides a centrally located north/south pedestrian route.
- 6th Street between 20th Avenue and Forbes Creek Drive connects the Norkirk and South Juanita Neighborhoods and include a bike route.
- 20th Avenue between 3rd Street and 5th Street provides an east/west pedestrian route at the northern boundary of the Norkirk Neighborhood.

Recommended improvements for a connected bike network in the Transportation Master Plan include a neighborhood greenway on 18th Ave, 7th Ave, 3rd St, and 6th St. to connect with the routes in adjacent neighborhoods, Cross Kirkland Corridor and the Juanita Bay to Sammamish Valley Trail system. These improvements could include shared-lane pavement markings with

***Policy N-34: Support development of the Cross Kirkland Corridor as a multi-use corridor.***

Develop the Cross Kirkland Corridor for transportation and recreation as described in the Cross Kirkland Corridor Master Plan (CKC) and pursue opportunities for new or improved connections into the neighborhood consistent with the CKC Master Plan and the Park, Recreation and Open Space (PROS) Plan .

With development, redevelopment or platting, public pedestrian and bicycle access easements should be provided for properties adjacent to the CKC consistent with the CKC Master Plan and the Parks, Recreation and Open Space (PROS) Plan near the following locations:

- Cotton Hill Park
- End of NE 14<sup>th</sup> PI
- 110<sup>th</sup> PI NE
- NE 91<sup>st</sup> Street
- North of NE 85<sup>th</sup> Street

## 8. Open Space/Parks

### PARKS

There are four publicly owned parks in the Norkirk Neighborhood that currently provide park and open space amenities-Crestwoods Park, Van Aalst Park, Tot Lot Park and Reservoir Park. Some also protect critical and natural areas. Crestwood Park trails connect to the CKC in several locations. In addition, the City has a partnership with Lake Washington School District for joint use of recreational facilities at Kirkland Middle School and Peter Kirk Elementary School, which help meet the community's needs for recreation. Parks are mapped in Figure N-1 and the Parks, Recreation and Open Space (PROS) Plan describes the improvement plans for Norkirk parks.



*Crestwoods Park*

*Van Aalst Park*

### PUBLIC SCHOOLS

Kirkland Middle School is over 15 acres and is located adjacent and to the west of Crestwoods Park. It complements the park in size and supplies valuable open space for the neighborhood. The school grounds are improved with one baseball/softball field, one small nonregulation practice softball field, a quarter-mile running track, one football field, and four outdoor unlighted tennis courts. The school's fieldhouse provides indoor recreation space for the City's community-wide recreation program.

Peter Kirk Elementary School is an 11-acre site located on 6th Street at approximately 13th Avenue. The site provides playfields for youth sports, as well as space for informal recreation activities for nearby residents, community members. Additionally, the school provides children's playground equipment and indoor recreation space on a limited basis.

#### ***Policy 35: Enhance existing parks, open space, and shared school facilities in the neighborhood***

City financial contributions helped renovate the Peter Kirk Elementary School ballfield, which helps provide shared recreational facilities for neighborhood residents, neighbors, guests, and the Lake Washington School District.

## 9. Public Services/Facilities



*City of Kirkland Public Works Maintenance Center Extension*

The Norkirk Neighborhood is home to City Hall and the Maintenance Center. These public facilities are where Citywide governmental services are administered. City Hall attracts citizenscommunity members from outside of the neighborhood to participate in the many functions and services of the municipality.

***Policy N-36: Provide adequate parking for civic buildings, either on-site, on adjacent local streets, or in nearby parking lots.***

Civic activities such as voting, public meetings and other community events, as well as day-to-day use, create a high parking demand, particularly at Kirkland City Hall. During periods of elevated public use, parking may spill over onto nearby residential streets, beyond those adjoining City Hall. To mitigate the impacts of on-street parking on local residents during these periods of peak use, the City should arrange for alternate employee parking locations, for example, by securing shared parking agreements with local private institutions such as churches to use their parking lots. Parking impacts should also be mitigated by providing alternatives to single-occupancy vehicle use (e.g., encouraging carpooling, and promoting enhanced bike, pedestrian, and transit access.

# XV.N. Highlands Neighborhood Plan

*Draft Plan November 17, 2020. Incorporates City Council direction received September 15, 2020.  
Deleted text is shown as ~~strikeout text~~. New text is shown as underlined text.*

## 1. Overview

The Highlands Neighborhood is located north of NE 85th Street and is bounded by Interstate 405 to the east and the Cross Kirkland Corridor to the north and west (see Figure H-3).

Most of the area is developed with ~~low-density~~lower-intensity residential uses, with the southern portion of the neighborhood designated for ~~medium-density residential use~~townhouses and small apartment buildings. There are no commercial zones located within the neighborhood, although there are several nearby, including the Norkirk Industrial area to the southwest, Rose Hill Business District to the east, Totem Lake to the north, and downtown. The southern portion of the neighborhood is located within a ½ mile radius of from the I-405/NE 85<sup>th</sup> Street Bus Rapid Transit (BRT) Station.

## 2. Vision Statement

The following vision statement reflects how ~~residents~~community members envision the Highlands Neighborhood in the future and will work to achieve this vision using this document as a guide.

The Highlands Neighborhood is an ideal residential neighborhood close to the downtown that values its quality of life and limited vehicular access. As infill of the neighborhood occurs, a variety of housing types and styles will provide for a changing and diverse population, responding to the needs of individuals and young families and allowing people to continue living here long after children leave home. ~~Medium-density~~Higher-intensity multifamily housing in the southern portion of the neighborhood, adjoining the I-405/NE 85<sup>th</sup> Street freeway interchange, along with Accessory Dwelling Units (ADU's), and other types of compact ~~middle-income~~ housing, reinforce the image of the neighborhood as a place that welcomes diversity. The neighborhood is well-connected to the Cross Kirkland Corridor (CKC) and Bus Rapid Transit (BRT) Station at the I-405/NE 85<sup>th</sup> Street interchange, allowing residents to bypass congestion and easily travel around the City and region. The land uses and neighborhood patterns in the neighborhood reinforce the utility of the BRT Station.

The natural setting of the neighborhood with its valued tree canopy is protected and enhanced. Neighborhood parks are within walking distance and offer active and passive recreation opportunities. An extensive system of pedestrian and bike routes connect to the Cross Kirkland Corridor and the parks.

Since there are no schools or commercial developments in the Highlands Neighborhood, residents rely on nearby shopping areas and institutions outside the neighborhood. The street network provides safe circulation for people and cars. Ample sidewalks promote pedestrian mobility between schools and activity centers. The pedestrian and bike connections within the neighborhood offer additional options for energy-efficient travel. These community connections strengthen the social fabric of the neighborhood.



*From the crest of the western and northern sloping hillsides, territorial views of the Norkirk and South Juanita Neighborhoods, Lake Washington, and the Olympic Mountains beyond are enjoyed.*

### 3. Historic Context

In order to envision the early history of the Highlands Neighborhood you must consider life without Interstate 405, which was built in the late 1950s and 1960s and created a new eastern boundary for the neighborhood. Prior to I-405, Highlands was connected to and functioned as part of what was then known as Rose Hill.

#### **Prior to 1800's**

The Highlands Neighborhood is located on the traditional land of the First Peoples of Seattle, the Duwamish People. The Duwamish Tahb-tah-byook tribe once inhabited the Lake Washington shoreline from Juanita Bay to Yarrow Bay, as described in more detail in the Community Character Chapter of the Comprehensive Plan. Lake Washington and the surrounding area offered an abundance of riches, including wapatoes (a wetland tuber), tules, cedar roots, salmon, waterfowl, berries, deer, muskrat, beaver and otter. The 1855 Treaty of Point Elliott guaranteed hunting and fishing rights and reservations to all Tribes represented by the Native signers, including the Duwamish People. In return for the reservation and other benefits promised in the treaty by the United States government, the Duwamish People exchanged over 54,000 acres of its homeland. Today those 54,000 acres encompass much of present-day King County, including Kirkland (and the Highlands Neighborhood). Unfortunately, the opening of the Lake Washington Ship Canal in the early 1900s also had a detrimental effect on the Duwamish People, lowering the level of the lake, affecting wetlands, and diminishing traditional food sources.

(Note: Text is based on information found on the Duwamish Tribe website and subject to further review.)

#### **Homesteads**

In the 1870s the area that has become the Highlands Neighborhood was homesteaded by Reuben Spinney (the namesake of Spinney Park). Other residents were gentlemen farmers who worked in Seattle in lumber camps and returned home on the weekends to attend to their land and families.

#### **Boom Development Period – 1910 to 1930**

A portion of the Highlands Neighborhood was included in the original 5,000-acre site of Peter Kirk's development company: Kirkland Land and Improvement Company. The original plat extended north to about NE 95th Street. The current Highlands street layout reflects the original platting from 1890. The original street names were: 112th – Fir Street; 114th – Cedar Street; 116th – Sheffield Street; and NE 100th Street – Victoria Street. The present NE 87th Street was originally called Piccadilly (7<sup>th</sup> Avenue to the west) and was the road to the mill near Forbes Lake. These original street names are now included on the bottom of the current street signs. Installing these signs was a joint project of the City and the Kirkland Heritage Society.

When Burke and Farrar, two Seattle developers, bought the remaining parcels of Kirk's holdings in 1910, they replatted this area and extended the street system to the north. They also aggressively marketed lots in Kirkland. This was a "boom" time for Kirkland and the surrounding areas with the City's population increasing from 532 in 1910 to 1,714 in 1930.



An interview with Annabel Jensen in the July 2003 Kirkland Courier article provides a view of life in the neighborhood during the 1920s and 1930s. The article notes: “116th and 112th (Sheffield and Fir) were gravel roads then. There was no 405 – Slater Avenue and NE 90th went through to upper Rose Hill. NE 85th was called the Kirkland-Redmond Highway. All the houses were on big lots, with gardens and orchards, dirt driveways, wells and outhouses.” She noted that all the kids worked during the summer picking raspberries and that it was a rare treat to go swimming in the lake. Marina Beach did not exist and “you had to push through the bushes to the water if you wanted to swim. Instead, everyone went to one of the resorts on Juanita Bay where there was ‘a nice sandy beach, a two-story clubhouse with a dance floor upstairs and an amusement park in the summer with Dodge ‘Ems’ (bumper cars).”

She noted that there were three grocery stores within a stone’s throw of the south part of Highlands. Leatha’s Store, also called the Rose Hill Grocery, was on the southeast corner of NE 90th Street and 116th Avenue NE. “It had a gas pump and one of the only telephones around – so everyone came to use it.” You picked up the receiver and asked the operator to place your call. Across the street was Acker’s store that later became the Grange Hall, and was used for meetings, dances and voting. The building still stands in 2020.



*Grange Hall, formerly Acker’s store, was a neighborhood gathering place*

### **Schools**

Prior to the construction of I-405, students went to Rose Hill Grade School, which was located on 122nd Avenue NE near Costco. After grade school, students attended Kirkland Junior High and Kirkland High School, which were located at Heritage Park. Highland’s students later went to Peter Kirk Elementary, Kirkland Middle School, and Lake Washington High School.

### **Annexation to Kirkland**

The Highlands was annexed to Kirkland in stages, beginning with the period after World War II. A section of the neighborhood from NE 100th Street to NE 104th Street and from the railroad right-of-way (now known as the Cross Kirkland Corridor) to 116th Avenue NE was annexed on December 15, 1947. Additional small areas were annexed in 1963; however, the majority of the neighborhood was annexed in 1967 (on May 15, 1967, and August 21, 1967) when I-405 was nearing completion. This consolidated all of the property west of I-405 into the City of Kirkland.

### **Construction of I-405**

The idea for a bypass road to serve the growing population on the Eastside of Lake Washington started with the construction of Interstate 90 in 1940 when the engineers put in a two-lane overpass at I-90, where this future I-405 would be built. The overpass sat unused for 14 years until construction began in the 1950s. In the initial plans, the only access points to Kirkland from I-405 were those at Houghton (NE 68th Street) and to Juanita at Totem Lake (NE 124th Street). Due to complaints from the community regarding the limited connections, the Central Way (NE 85th Street) interchange was added to the project. An overpass across I-405 at NE 100th Street to provide emergency access as well as pedestrian and bicycle access between the North Rose Hill and Highlands neighborhoods was completed in 2002. It has been reported that several homes that had

Page 706 EXHIBIT L  
been for the I-405 right-of-way were moved onto vacant lots in the Highlands Neighborhood. As far as is known, no comprehensive survey of those properties has been made.

Founded in 1933, what would later come to be known as the Lee Johnson Chevrolet car dealership was originally located at the corner of Kirkland Avenue and Lake Street South. For a brief time, from 1964 to 1968, the dealership was located in the Highlands Neighborhood north of NE 85th Street to position itself near the existing two-lane highway that was replaced by I-405 (also the site of the original Steel Mill Hotel). That building was later moved, and the current dealership was constructed in 1968 at the southeast corner of the Central Way/NE 85th Street I-405 interchange after the completion of the freeway.

The following policies encourage preservation of structures and locations that reflect the neighborhood's heritage.

***Policy H-1: Preserve features and locations that reflect the neighborhood's history and heritage.***

According to the Community Character Element Chapter of the Comprehensive Plan, at this time, there are no buildings, structures, sites or objects in the Highlands neighborhood listed on the National and State Registers of Historic Places or designated by the City of Kirkland. The City should periodically survey buildings in the neighborhood to identify those of historic significance.

***Policy H-2: Provide markers and interpretive information at historic sites.***

If there are historic places and features identified in the future, including those associated with the Duwamish People, they should be commemorated with signs or markers to help celebrate the history of the neighborhood. Attention should be given to celebrating the neighborhood's history in an inclusive way, including by helping residents and visitors understand the history of the area prior to white settlement.

## 4. Natural Environment

***Policy H-3: Protect and improve the natural environment in the Highlands Neighborhood***

The environmental policies for the Highlands neighborhood strive to protect and enhance the quality of the natural environment as a natural amenity, to avoid potential environmental hazards, and to utilize sustainable management practices. The map figures H-1-2b below show the critical areas within the Highlands neighborhood. See the Natural Environment Element Chapter of the Comprehensive Plan for more information and policies about protection of wetlands, streams and associated buffers as well as landslide and seismic hazard areas, trees and wildlife. The Kirkland Zoning Code regulates tree retention, tree removal and development in critical areas.

***Policy H-4: Undertake measures identified in the Surface Water Master Plan to protect stream buffers and the ecological functions of streams, lakes, wetlands, and wildlife corridors and promote fish passage.***

The neighborhood is located within both the Moss Bay and Forbes Creek drainage basins (Figure H-1). Various small wetland areas and Moss Bay tributaries are located within the western portion of the neighborhood, and the main stem of Forbes Creek passes through the north end of Highlands. Together, these critical areas constitute a valuable natural drainage system that serves the drainage, water quality, wildlife and fish habitat, and open space needs of the neighborhood.

Cutthroat trout use all of the Forbes Creek stream sections downstream of Interstate 405. The main tributary of Forbes Creek crosses beneath the freeway in a culvert from the North Rose Hill neighborhood to Highlands. Within Highlands, downstream from the freeway in the wooded ravine, Forbes Creek is described as a hidden gem. Though the streambed is impacted by occasional high volume stormwater flows that it is forced to carry, the ravine section is vegetated with a fairly mature

Page 707  
mixed forest and represents an unexpected, secluded, and little-known quality native habitat EXHIBIT J surrounded by the intensive human land uses of freeway, industry (to the north) and residential housing.

It should be a priority of the City and neighborhood volunteers to initiate and support efforts to enhance the biological integrity of these basins, such as promoting maintenance and restorative planting of native vegetation within buffers and providing continuous fish passage from Lake Washington to Forbes Lake and vicinity.

***Policy H-5: Opportunities to improve the function and quality of wetland and stream segments adjacent to the Cross Kirkland Corridor within the Highlands sectionneighborhood should be evaluated and considered during implementation of the Cross Kirkland Master Plan.***

The water quality and quantity characteristics in the Peter Kirk Elementary stream tributary of the Moss Bay Basin near the school appear to be decent although analysis has not been conducted. The quality of water in this stream contributes to the quality of water in Lake Washington. The feasibility of relocating the stream out of the Cross Kirkland Corridor ditches upstream of the school and moving it farther away from the railroad into a more natural channel with native vegetation and reintroduction of cutthroat trout into the stream are opportunities worth investigating.

***Policy H-6: Develop viewpoints and interpretive information where appropriate on property around streams and wetlands if protection of the natural features can be reasonably ensured.***

Providing education about the locations, functions, and needs of critical areas will help protect these features from the negative impacts of development and could increase public appreciation and stewardship of these areas. When appropriate, the placement of interpretive information and viewpoints will be determined at time of development on private property or through public efforts on City-owned land.

***Policy H-7: Protect notableexceptional trees and groves of trees.***

In the Highlands Neighborhood, protecting, enhancing, and retaining healthy trees and vegetation are key values and contribute to the quality of life. The City promotes retention of the city-wide tree canopy, significant trees, and groves of trees on private property consistent with zoning regulations. While a municipal heritage or notable exceptional tree program is not currently in place, the neighborhood supports voluntary efforts to encourage preservation of heritageexceptional trees. HeritageExceptional trees are set apart from other trees by specific criteria such as outstanding age, size, and unique species, being one of a kind or very rare, an association with or contribution to a historical structure or district, or association with a noted person or historical event.



*Trees provide visual relief and promote the natural setting integral to neighborhood identity.*

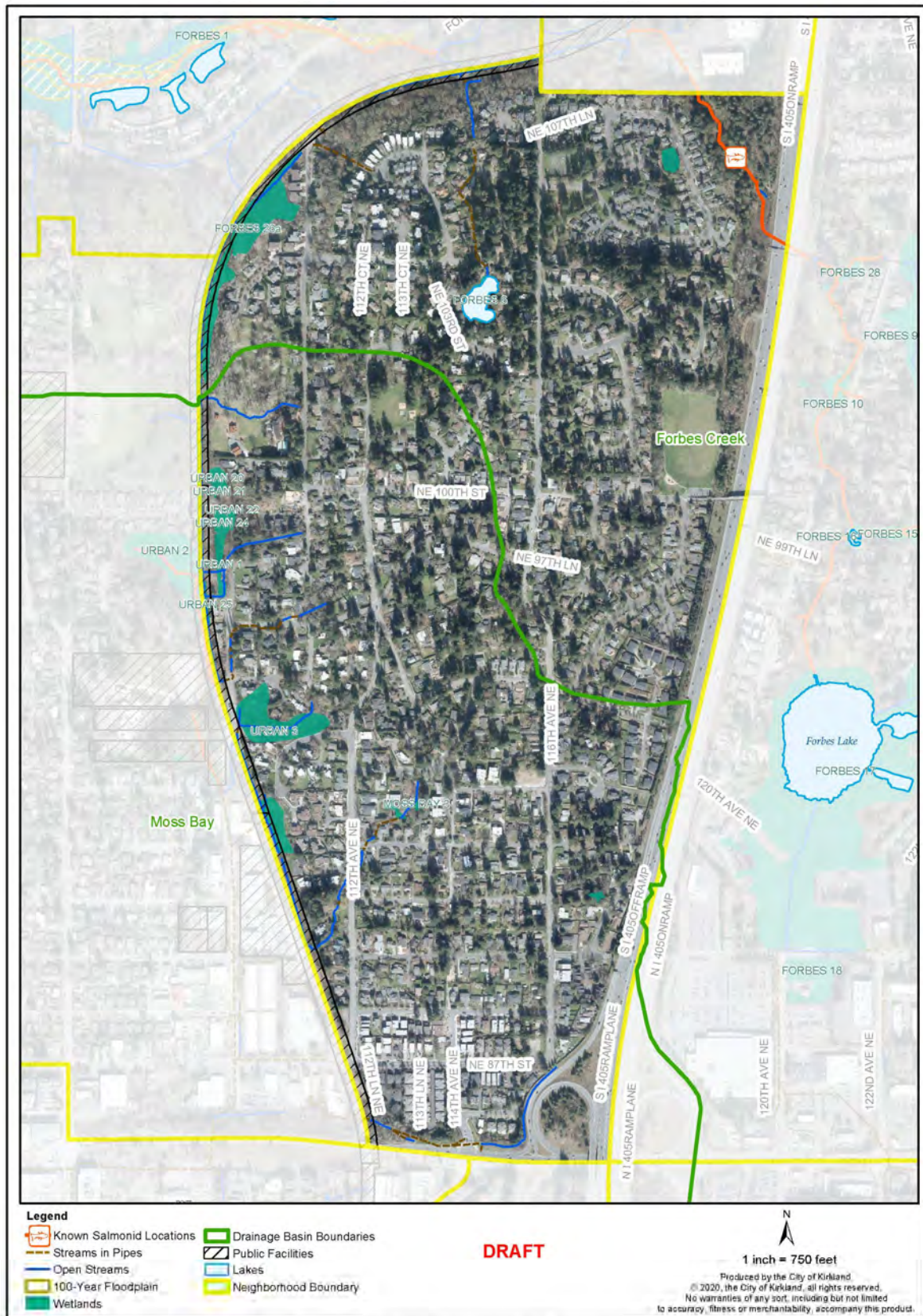
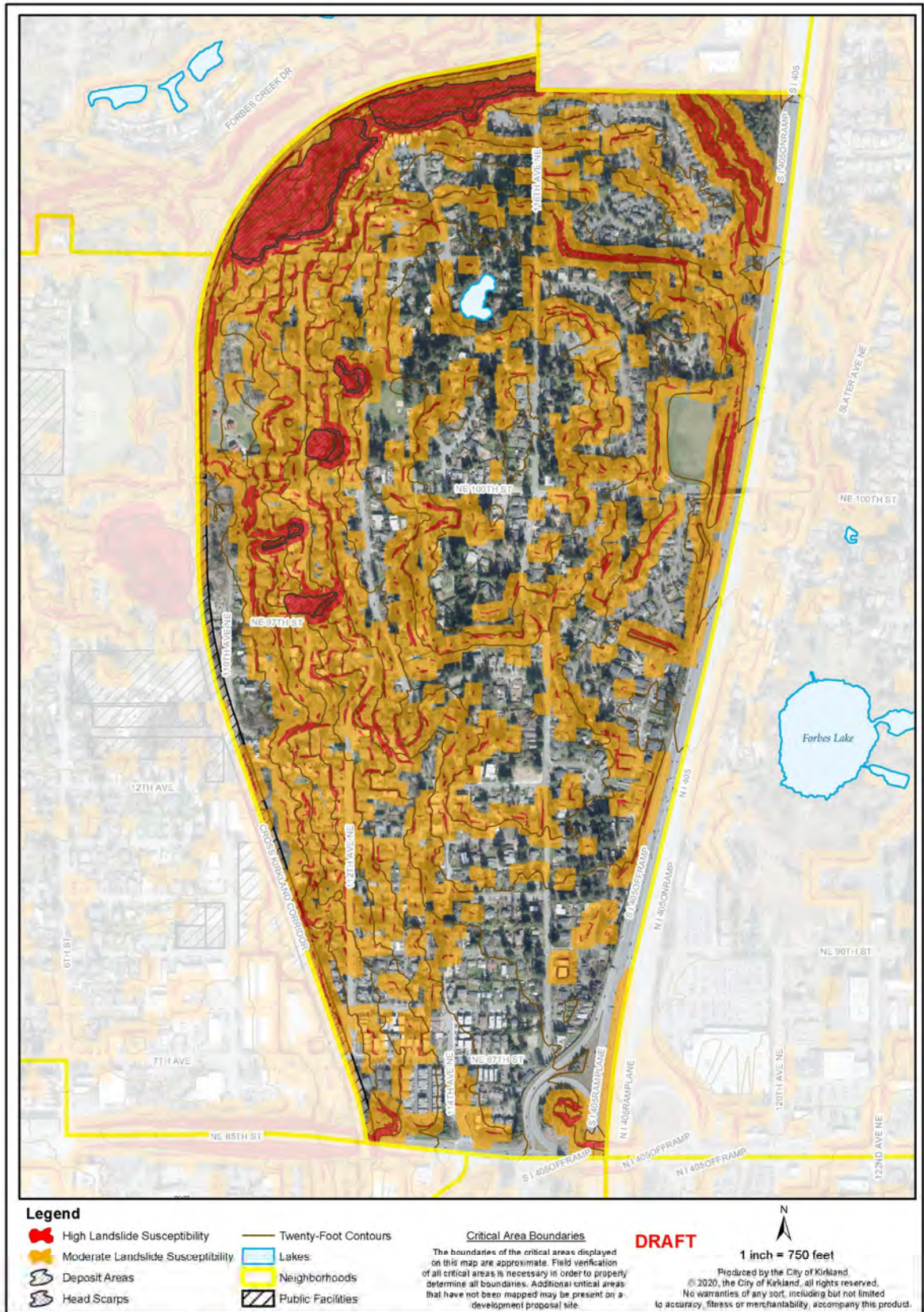
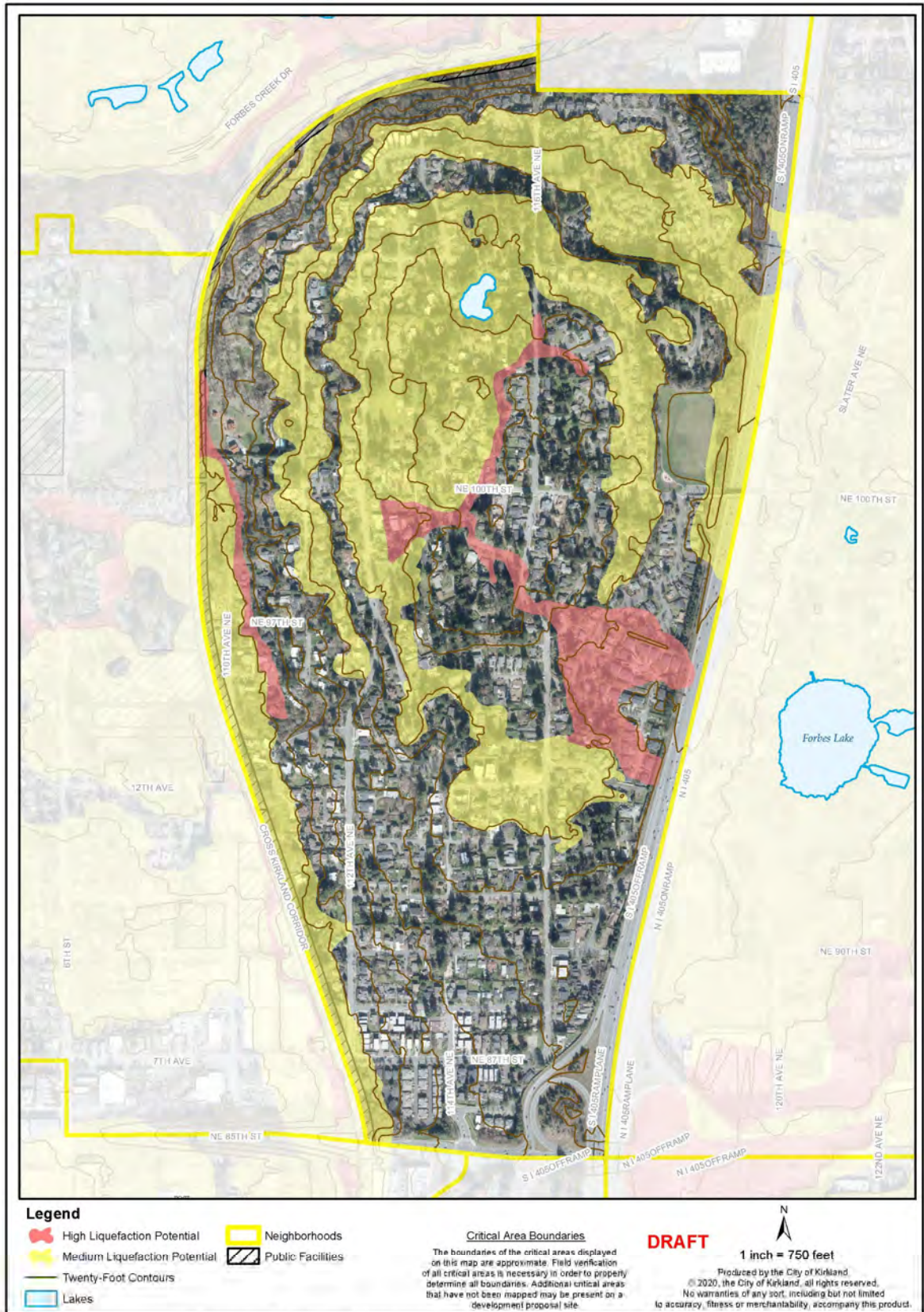


Figure H-1: Highlands Wetlands, Streams, and Lakes



**Figure H-2a: Highlands Landslide Susceptibility**



**Figure H-2b: Highlands Liquefaction Potential**

***Policy H-8: Encourage the preservation and proper management of trees adjoining I-405 and the Cross Kirkland Corridor (CKC).***

These trees provide a buffer for neighboring development from the freeway and CKC impacts.

**Geologically Hazardous Areas**

As shown in Figures H-2a and 2b, the Highlands Neighborhood contains areas with steep slopes including potential erosion and landslide hazards, and soils with liquefaction potential during seismic events. These steep slope areas are prone to landslides, which may be triggered by grading operations, land clearing, irrigation, or the load characteristics of buildings on hillsides. Development on geologically hazardous areas is governed by Zoning Code regulations.

***Policy H-9: Encourage clustered development on slopes susceptible to landslide or erosion hazards.***

Clustering development is encouraged on properties constrained by landslide or erosion hazard areas identified in Figure H-2a in order to retain the natural topography and existing vegetation and to avoid damage to life and property. One way to accomplish clustering is through a Planned Unit Development, where retaining open space and the existing vegetation is a public benefit. On properties similarly constrained at the north end of Highlands, development was clustered to preserve the natural vegetation and minimize land surface modification.

***Policy H-10: Protect wildlife throughout the neighborhood by encouraging creation of backyard sanctuaries for wildlife habitat in upland areas.***

People in Highlands have opportunities to attract wildlife and improve habitat on ~~their~~ private property by providing food, water, shelter, and space for wildlife. The City, the State Department of Fish and Wildlife, and other organizations and agencies experienced in wildlife habitat restoration can provide assistance and help organize volunteer projects.

## 5. Land Use

Highlands is a well-established neighborhood ~~that has predominantly low density residential (LDR) (five to six dwelling units per acre) single family residential development throughout the northern and central areas of the neighborhood, with medium density residential (MDR) ten to 14 dwelling units per acre (multifamily zone at the south end), with lower-intensity residential uses on the north side transitioning to higher—intensity uses (including small apartment buildings and townhouses) on the south side.~~ The land use comprises only residential, parks and open space uses, and there are no commercial areas or schools located within Highlands (See Figure H-3).



*Houses in Highlands***Policy H-11:**

***Retain and enhance the ~~predominantly detached single-family housing style in residential character of the Highlands~~ Neighborhood while accommodating more compact new housing so that residents can age in place and the neighborhood can accommodate generational shifts in housing needs.***

~~The predominant housing style in the neighborhood is the traditional detached single-family home. It is important~~ Like many neighborhoods in Kirkland, the lack of compact or multi-family housing in Highlands has established a need to provide housing options for a wide spectrum of income levels and lifestyles. Rising housing prices and changing demographics throughout the City and region require strategies to promote alternative a variety of housing types. Low impact development, cottage, compact single-family, ~~attached~~ common wall duplexes and triplexes, accessory dwelling units, and clustered dwellings are appropriate throughout the neighborhood, consistent with Citywide subdivision and zoning regulations. These techniques can also allow for more environmentally sensitive site planning by concentrating development on the most buildable portion of a site while preserving natural drainage drainages, vegetation, and other natural features. ~~Building Architectural~~ and site design ~~should be~~ techniques such as use of varied architectural styles and roof angles, proportional building mass to allow for substantial light and privacy between structures, tree retention, generous setbacks from the street, well maintained landscaping, and limited off-street parking can help ensure new development is compatible with the existing ~~single-family residential~~ character of the neighborhood.

***Policy H-12: Explore new regulations that encourage infill housing to be compatible in scale and mass with the existing development and that allow for sufficient light, air, and privacy between residential structures.***

Appropriate scale results in the perception that new ~~houses are~~ housing is in proportion with their lots and provide adequate light, air and privacy between structures. Setbacks, building size, lot coverage, landscaping and building height, and roof pitch all contribute to houses that successfully fit into the neighborhood.



*An example of a detached accessory dwelling unit*

**Figure H-3: Highlands Land Use Map**







*Multifamily housing can provide the public benefits of housing choice and affordability to Highlands residents*

***Policy H-13: Encourage medium-density multifamily development as a transition between low-density/lower-intensity residential areas in Highlands and more intensive land use development to the south of the neighborhood and surrounding the Bus Rapid Transit (BRT) Station to the east.***

The southern area of Highlands is currently zoned for multifamily uses at a density of 12 dwelling units per acre. The area has not been developed to its full capacity under this zoning and has the potential to provide more multifamily units within this portion of the neighborhood.

***Policy H-14: Promote land uses, mobility improvements, and new infrastructure that support transit-oriented development around the I-405/NE 85<sup>th</sup> Street Bus Rapid Transit (BRT) Station and the associated Station Area Plan.***

The south portion of the Highlands Neighborhood is located within the boundaries of the Station Area Plan surrounding the BRT Station. To maximize use of transit at the BRT Station, land use changes and infrastructure improvements in the southern portion of the neighborhood may be necessary to maximize access to the BRT Station and achieve the mixed use, transit-oriented development goals of the Station Area Plan. Any changes will be undertaken as a part of a robust public engagement effort.

## 6. Urban Design

***Policy H-15: Preserve the views of Lake Washington and the Olympic mountains from NE 104th Street, 112th Avenue NE, and from 116th Avenue NE looking west on NE 87th and 90th Streets (Figure H-8).***

View corridors that lie within the public domain are valuable for the beauty, sense of orientation, and identity that they impart to neighborhoods. The Highlands public view corridors are to be preserved and enhanced for the enjoyment of current and future residents-community members. One means of this may be the undergrounding of utilities.

***Policy H-16: Provide streetscape, gateway and public art improvements in the neighborhood that contribute to enhanced visual quality and a sense of neighborhood identity.***

Improvements, such as landscaping, signs, public art, structures, or other features, could be included at neighborhood gateways to provide a sense of neighborhood identity at locations identified in Figure H-8. Two neighborhood association kiosks, located near the entrance points to the neighborhood at 112th Avenue NE and 110th Avenue NE, may also benefit from additional landscaping.

***Policy H-17: Provide streetscape enhancement of pedestrian lighting and landscaping along***

An important entrance to Highlands is along NE 87th Street. It can offer greater neighborhood identity and an improved pedestrian environment through streetscape and intersection improvements.



*The street system provides Kirkland neighborhoods with several local and territorial views*

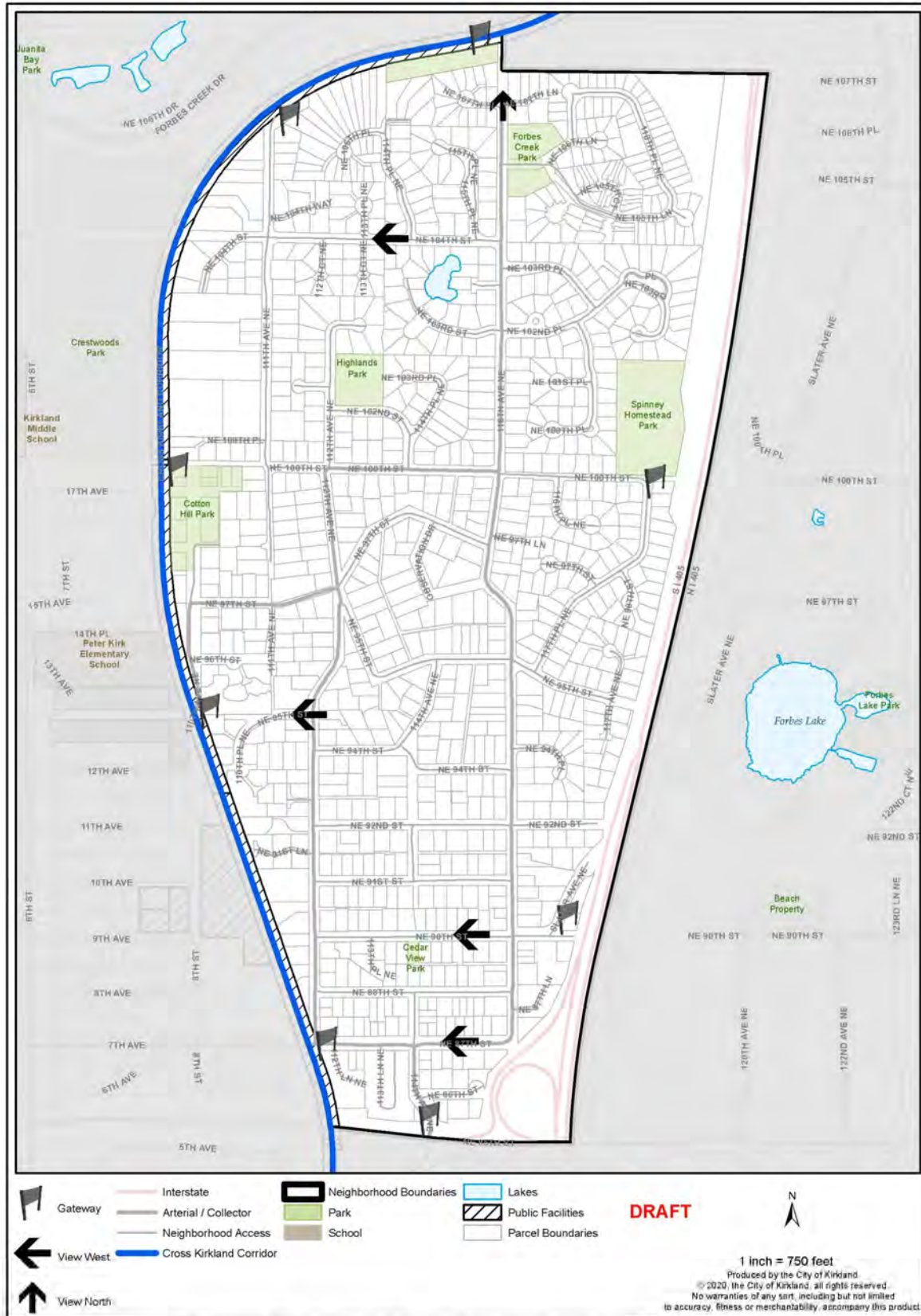


Figure H-7: Highlands Urban Design Features

### TRANSIT

Students living in close proximity to schools are encouraged to walk to schools. Lake Washington School District guidelines are that elementary, middle school and high school students living outside a one-mile radius from each school may receive bus service. King County Metro Transit provides transit service to Kirkland. In coordination with Sound Transit, King County Metro Transit and the Washington State Department of Transportation, the I-405/NE 85<sup>th</sup> Street Bus Rapid Transit (BRT) Station will provide new opportunities for accessing regional destinations via transit.

The Cross Kirkland Corridor provides a north/south multi-use corridor through Kirkland and to surrounding cities. In the near term it is used as a multi-use pedestrian and bicycle trail and utilities corridor connecting to other neighborhoods and cities. A key tenet of the Cross Kirkland Corridor Master Plan is that the corridor may one day include high capacity transit. Sound Transit has an easement over the CKC to reserve the potential for future transit use. The neighborhood has concerns about transit use on the Corridor. Should transit be proposed on the Corridor the neighborhood would like to be involved in a public discussion about the function and design of a transit proposal.

### STREETS

Within Highlands, the circulation system is in the form of a grid. Maintenance and enhancement of this system will promote neighborhood mobility and will provide for equitable distribution of traffic on neighborhood streets. The streets that compose this grid network consist of collectors and local streets which are shown in Figure H-4. Street classifications are described in the Transportation Element Chapter of the Comprehensive Plan and Kirkland Zoning Code.

Highlands has limited vehicular access. There are three vehicular access points to the neighborhood that are all located within the southern portion of the neighborhood: 114th Avenue NE from NE 85th Street (access from south); NE 87th Street (access from west); and 12th Avenue/110th Avenue NE (access from west). The latter two cross the Cross Kirkland Corridor.

A fourth access point is an overpass bridge over Interstate 405 at NE 100th Street for emergency vehicles, bicycles, and pedestrians. This overpass links the Highlands neighborhood with the North Rose Hill neighborhood.

***Policy H-18: Maintain limited vehicular access to and from the neighborhood and provide road improvements as needed.***

***Policy H-19: Manage traffic impacts within the neighborhood to enhance neighborhood mobility and provide for more equitable distribution of traffic on neighborhood streets.***

The southern region of Highlands receives more traffic volumes due to the southern location of the three neighborhood access points. Traffic calming measures should be developed as needed in cooperation with the Transportation Division and Fire Department to accommodate emergency response needs and times. Pedestrian and bicycle connections to and from the neighborhood should also be promoted to increase mobility.

***Policy H-20: Maintain 110th Avenue NE, north of the existing street at NE 98th Street as an unimproved right-of-way.***

This unimproved right-of-way is impacted by critical areas and runs through Cotton Hill Park and should remain in its natural condition.

### PEDESTRIAN/BICYCLE CIRCULATION

The ~~existing~~ Active Transportation Plan (ATP) identifies a network of existing bicycle facilities and planned improvements for a 10-year horizon, provides a process and criteria for identifying sidewalk and pedestrian infrastructure, and how those might be prioritized. ~~This plan is currently being updated and will provide guidelines for best practices, identify priorities, and a timeline for~~

~~F. Page 718. implementation.~~ Those projects mapped in the Highlands neighborhood plan not shown in the ATP have been included in the data analysis that the city will be using to prioritize investments to the ATP. Figures H-6 and H-7 show the existing and desired pedestrian infrastructure in the Highlands neighborhood. Planned bike routes on NE 100<sup>th</sup> Street, 116<sup>th</sup> Avenue, NE 87<sup>th</sup> Street will connect with the bike system in adjacent neighborhoods.

~~Staff note: Figures when revised Active Transportation Plan and Safer Routes to School Plan are updated and BRT pedestrian connection routes are confirmed in 2020.~~



**100th Street Emergency/Nonmotorized  
Overpass**

City policy requires that all through streets have pedestrian improvements including sidewalks, curbs, street trees, and landscape strips. As new development occurs, pedestrian improvements are usually installed by the developer. In developed areas, the City should identify areas of need and install sidewalks through the capital improvement budget process. Pedestrian and bicycle infrastructure and access are important within this neighborhood, particularly to youth, due to limited transit and school bus routes. The proposed pedestrian improvements (Figure H-6) include those streets identified as school walk routes.

Bicycles are permitted on all City streets. Existing bicycle routes are shown on Figure H-7. Improvements may include a shared roadway, a designated bike lane with a painted line, or a shared use path for bicycle and pedestrian use.

***Policy H-21: Enhance and maintain pedestrian and bicycle infrastructure within the Highlands neighborhood, especially on routes to schools, activity nodes, adjacent neighborhoods, Cross Kirkland Corridor and Sound Transit Bus Rapid Transit Station at I-405/NE 85<sup>th</sup> Street.***

The following streets have been identified by the neighborhood as priorities for implementation including sidewalks, curbs, gutters, street trees, landscape strips, and bicycle improvements along their entire length:

116th Avenue NE serves as an important north-south spine through the length of the neighborhood with direct access to Forbes Creek Park and access only two blocks off this route to three neighborhood parks: Highlands Park, Spinney Homestead Park, and Cedar View Park. It also connects with two access routes from the west and south into the neighborhood. A sidewalk is completed along most of the east side of the street. An asphalt walkway provides a temporary sidewalk on two southern portions.



**116th Avenue NE**

NE 100th Street serves as an east/west link between Redmond and the waterfront in Kirkland. At Interstate 405, there is the NE 100th Street overpass, which provides emergency vehicle access and a pedestrian and bicycle route to link the Highlands and North Rose Hill neighborhoods. It serves as an important connection between the two north-south collectors of 116th Avenue NE and 112th Avenue NE and is used by students as a route to Kirkland Middle School and Peter Kirk Elementary School. A sidewalk is completed on the south side of the street.

NE 95<sup>th</sup> and NE 97<sup>th</sup> Streets are designated school walk routes to Peter Kirk Elementary. Sidewalks exist on the north side of NE 95<sup>th</sup> between 112<sup>th</sup> Avenue NE and 116<sup>th</sup> Avenue NE and on the south side of NE 97<sup>th</sup> Street between 110<sup>th</sup> Avenue NE and 112<sup>th</sup> Avenue NE. Sidewalk is needed on NE 97<sup>th</sup> Street.

NE 87th Street provides access into Highlands at the Cross Kirkland Corridor, and connects with a second neighborhood access point at 114th Avenue NE. It also serves as an important connection between the two north-south collectors of 116th Avenue NE and 112th Avenue NE. As a route with high volume of vehicular traffic, it is important that the intersections, bicycle and pedestrian infrastructure be improved to meet the need for vehicle and nonmotorized access into the neighborhood, connections to the CKC and BRT Station. Between 112th and 116th Avenue NE sidewalks are located along both sides of NE 87th Street, except a portion east of 114th Avenue NE, where it is only along the north side of the street. The sidewalks on the south side of NE 87th Street east of 114<sup>th</sup> Avenue NE should be completed to improve pedestrian connection to the BRT Station.

***Policy H-22: Promote greater pedestrian and bicycle connection between the Highlands and North Rose Hill and South Juanita neighborhoods.***



*The existing Emergency and Nonmotorized Overpass at NE 100th Street provides a connection between Highlands and*

Provide a nonmotorized connection across Interstate 405 at NE 90th Street as outlined in the Active Transportation Plan and Citywide Connections Map in the Transportation Element of the Comprehensive Plan. Given the limited access points into Highlands, it is important to increase the neighborhood's connectivity with adjacent neighborhoods. A second overpass NE 90<sup>th</sup> Street across Interstate 405 would help achieve greater pedestrian and bicycle connectivity to the North Rose Hill neighborhood and the BRT Station at I-405/NE 85<sup>th</sup> Street interchange.

***Policy H-23: Develop off-street trails for recreational use to promote greater connectivity within Highlands and to adjacent neighborhoods and areas.***

Expand the existing off-street trail network as opportunities arise with infill development because nonmotorized connections within Highlands and to adjacent areas are important to residentscommunity members.

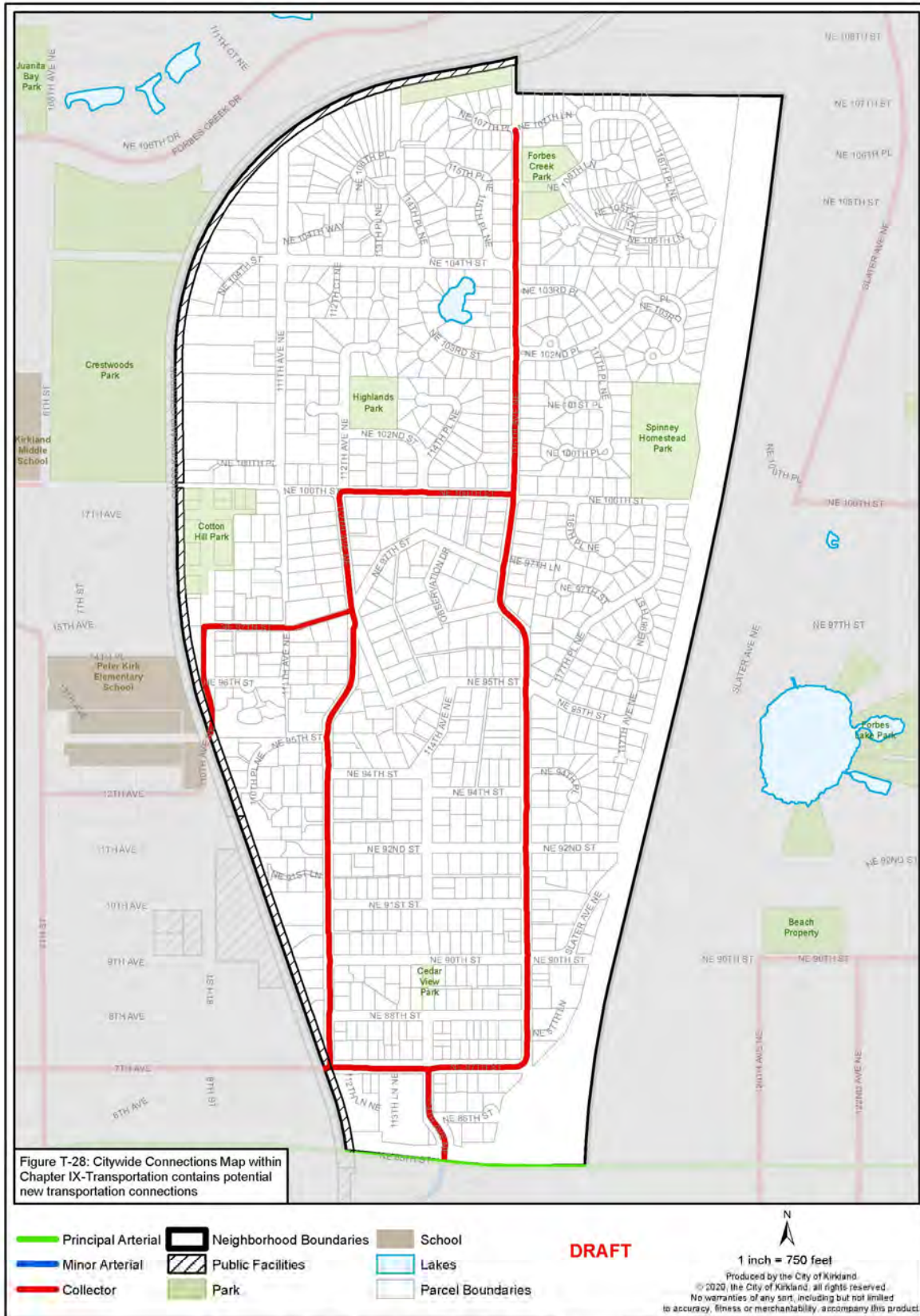
***Policy H-24: Support development of the Cross Kirkland Corridor as a pedestrian and bicycle corridor.***

The Cross Kirkland Corridor Master Plan and Transportation Element of the Comprehensive Plan describesdescribe how the Corridor should be developed as a multimodal transportation corridor for pedestrians, bicycles, utilities and potential transit. The Corridor is part of a larger regional bicycle and pedestrian trail network to link neighborhoods within Kirkland and to other cities. Because the Cross Kirkland Corridor Master Plan and Transportation Element support future transit along the Corridor and Sound Transit has an easement along the Cross Kirkland Corridor, any future plans to develop transit service should be designed in a way that is sensitive to meeting the concerns of the adjacent community.

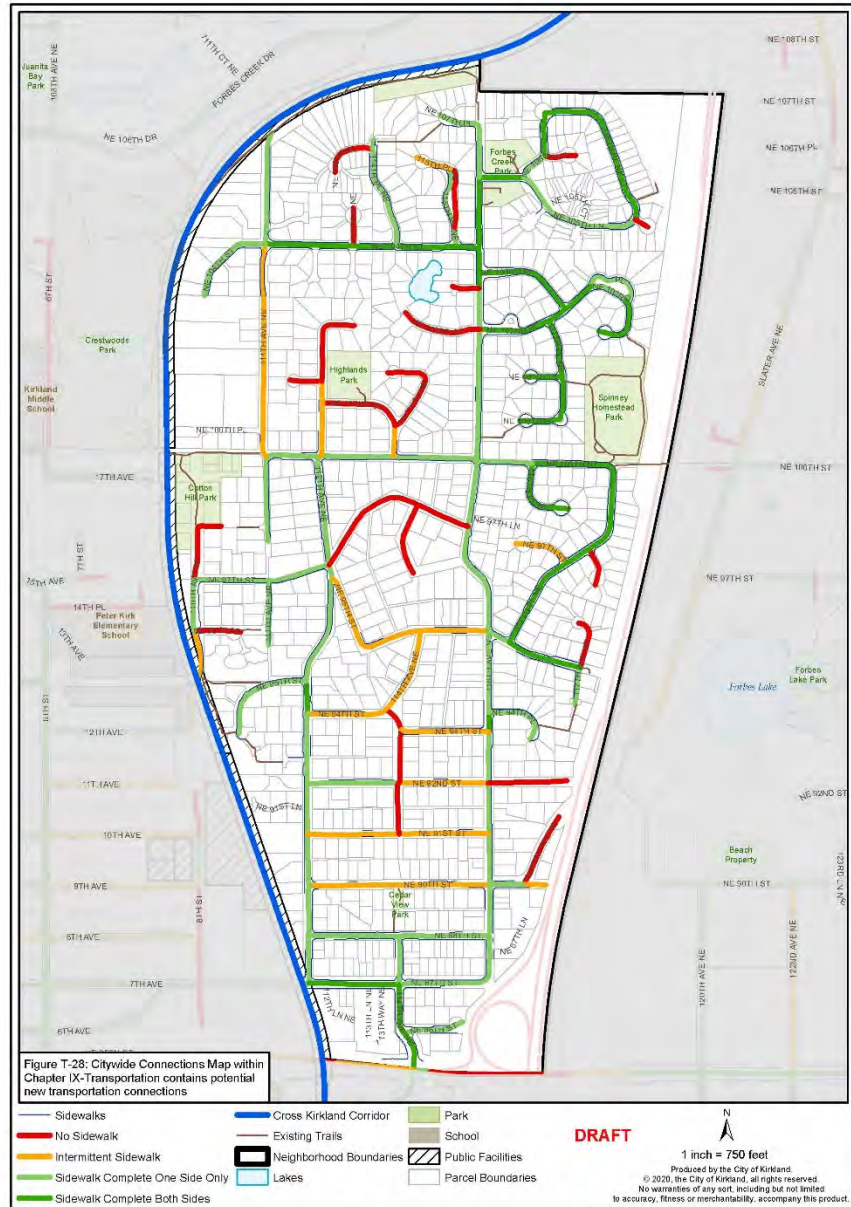
With development, redevelopment or platting, public pedestrian and bicycle access easements should be provided for properties adjacent to the CKC consistent with the CKC Master Plan and the Parks, Recreation and Open Space (PROS) Plan near the following locations:

- Cotton Hill Park
- End of NE 14<sup>th</sup> PI
- 110<sup>th</sup> PI NE
- NE 91<sup>st</sup> Street
- North of NE 85<sup>th</sup> Street

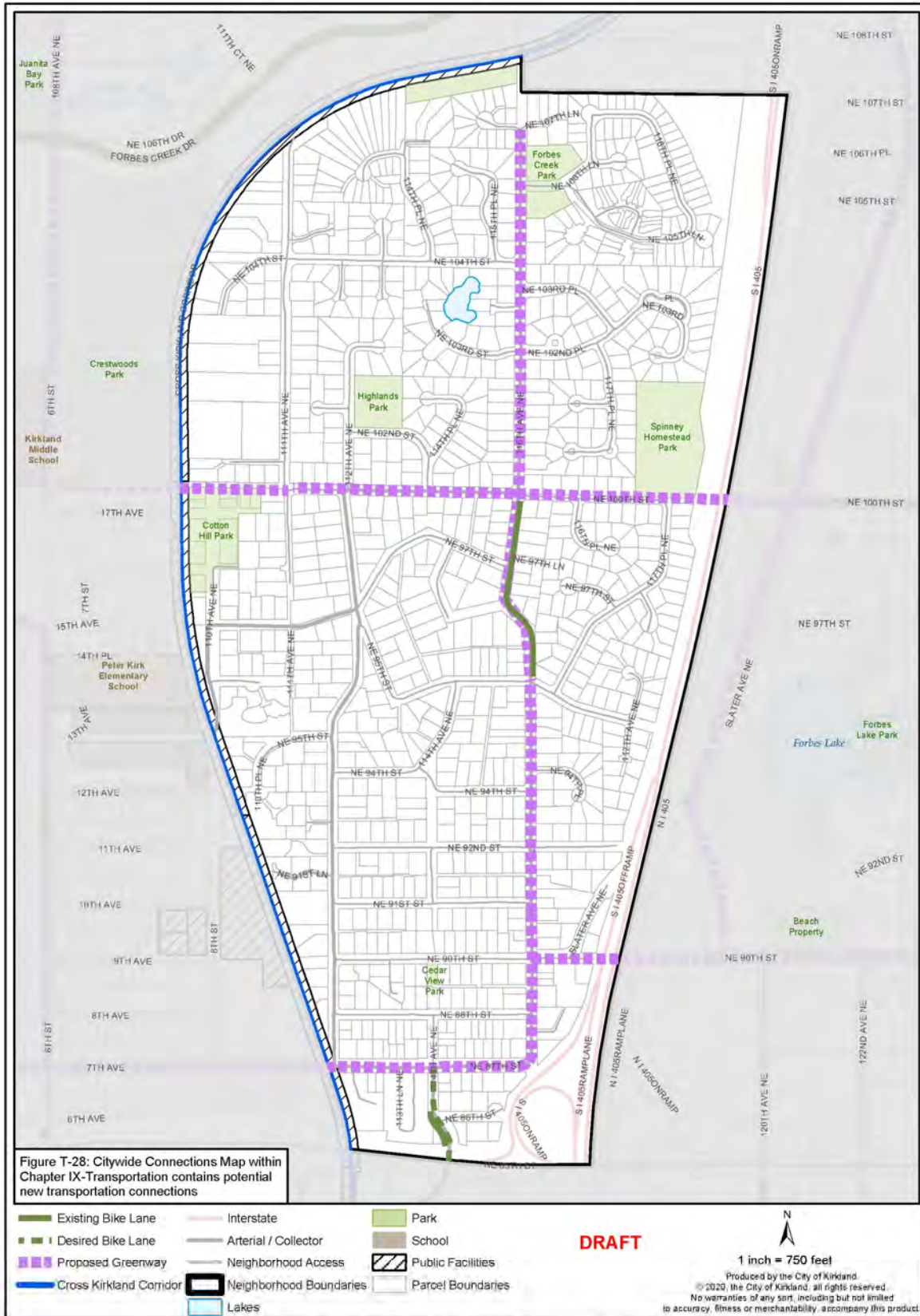




**Figure H-4: Highlands Street Classifications**



**Figure H-5: Highlands Street Pedestrian System**



**Figure H-6: Highlands Bicycle System**

## 8. Open Space/Parks

Within Highlands, there are six parks and open space opportunities dispersed throughout the neighborhood: Forbes Creek Park, Cotton Hill Park, Spinney Homestead Park, Highlands Park, Cedar View Park, and open space located north of the Highland Creste development along the CKC. These parks and open spaces offer the benefits of passive and active recreation and serve a vital role in protecting critical areas and non-motorized opportunities for connections to the CKC. They are mapped in Figure H-3. The Parks, Recreation and Open Space Element Chapter of the Comprehensive Plan and the Parks, Recreation and Open Space (PROS) Plan describes the facilities and planned improvements at each park.

Highlands Park photo



Spinney Homestead Park photo

***Policy H-25: Explore the possibility of a neighborhood-gathering place.***

At present, there are no community buildings or schools within Highlands and, therefore, no community meeting places. Instead, Peter Kirk Elementary school serves this purpose. Open spaces and parks within Highlands should be explored as a possible and suitable location for a neighborhood-gathering place (e.g., picnic shelter).

***Policy H-26: Enhance parks facilities and open space within the Highlands neighborhood.***

Explore improving drainage at Spinney Homestead Park, adding more play structures at Cedar View Park, and improving the facility at Highlands Park to benefit neighborhood residents and guests. See the Park, Recreation and Open Space (PROS) Plan for further details.

## 9. Public Services/Facilities

***Policy H-27: Provide enhanced emergency service (fire and police) to the northern portion of the neighborhood through possible emergency only access across the Cross Kirkland Corridor at 111th Avenue NE to improve response time.***

Fire Station 21, located at the corner of Forbes Creek Drive and 98th Avenue NE, serves the northern region of Highlands. Responders must travel south to 7th Avenue or NE 87th Street to enter the neighborhood and then travel back north. An emergency only access to Forbes Drive (similar to the emergency-only activated access at NE 100th Street and at 98th Avenue NE) would reduce response times from Station 21 to the northern area of Highlands. An emergency access route to the north would also allow another way for emergency crews to exit the neighborhood to respond to other calls. Emergency response vehicles currently utilize NE 100th Street in this manner. The reduced response times would also affect those calls in the neighborhood for emergency medical response. See the Transportation Element Chapter of the Comprehensive Plan for more information.

Pedestrians and bikes could utilize an emergency route (see Policy H-10.2). While emergency access is supported by the neighborhood, general vehicular access is not.

Addition or alteration of access to Highlands through this area would cross Forbes Creek. Any work should be coordinated with planned habitat restoration projects detailed in the City's Surface Water Master Plan.

# XV.L. Market Street Corridor Plan

Draft Plan November 19, 2020. Incorporates City Council direction received September 15, 2020

Deleted text is shown as ~~strikeout text~~. New text is shown as underlined text.

## 1. Overview

The Market Street Corridor is centered around Market Street and includes properties along the eastern border of the Market Neighborhood and the western border of the Norkirk Neighborhood.

The Market Street Corridor is an eclectic, attractive, and economically healthy area that includes a mix of small-scale office and retail uses, ~~single family~~ along with a mix of housing, ~~and multifamily housing types~~. A few commercial buildings provide convenient retail shopping and services for nearby residents and visitors from other areas in the region. The Corridor is generally one lot wide bordering Market Street and is bounded by established and highly valued single-family residential neighborhoods to the north, east and west and the Central Business District to the south.

Market Street provides access to both the Market and Norkirk Neighborhoods and is heavily used as a principal north/south arterial for city-wide and regional bicycle, bus, truck, and automobile traffic. Local ~~residents~~ neighbors depend on the Market Street Corridor as a connection between the Market and Norkirk Neighborhoods, and to the Central Business District. During commute periods residents and guests experience challenges accessing Market Street to and from the surrounding neighborhoods. ~~The~~ Still visible today is the mix of historic 1890s buildings at the intersection of Market Street and 7th Avenue that represent the original town center that is a focal point for Kirkland's earlier history.

## 2. Vision Statement

The Market Street Corridor is a leafy and comfortable neighborhood-compatible mix of residential, office, and retail land uses that support and complement the surrounding ~~low density residential~~ Norkirk and Market neighborhoods. Well-lit crosswalks, signs, flags, designated bike lanes and other infrastructure improvements along Market Street help pedestrians and bicyclists to feel comfortable and safe.

The Corridor is envisioned to continue to be an area where:

- Trees line both sides of Market Street and within the center median.
- Development regulations ensure buildings are smaller in scale compared to other commercial districts in the city.
- There is an eclectic, livable, and attractive mix of ~~small-scale single-family and multi-family residential uses~~ housing types, neighborhood-oriented commercial, and retail uses.
- Retail establishments are small and, to be viable as businesses, likely serve ~~residents of Kirkland~~ the larger community as well as ~~local~~ the surrounding neighborhood ~~customers~~.
- Architectural and site design standards ensure buildings are spaced, set-back, scaled, and designed to attractively blend with the surrounding ~~primarily single-family~~ residential neighborhoods as well as the historic district at the intersection of 7th Ave and Market St.
- Commercial uses are limited to those that minimize noise, light, odor and traffic impacts adjacent to residential uses.



*Market Street Corridor*



*Sears Building at 701 Market Street*





### 3. Historic Context

Prior to the 1800's, the First Peoples of the Duwamish Tahb-tah-byook tribe inhabited the Lake Washington shoreline from Juanita Bay to Yarrow Bay, as described in more detail in the Community Character Chapter of the Comprehensive Plan. Lake Washington offered an abundance of riches, including wapatoes (a wetland tuber), tules, cedar roots, salmon, waterfowl, berries, deer, muskrat, beaver and otter. The 1855 Treaty of Point Elliott guaranteed hunting and fishing rights and reservations to all Tribes represented by the Native signers, including the Duwamish People. In return for the reservation and other benefits promised in the treaty by the United States government, the Duwamish People exchanged over 54,000 acres of its homeland. Today those 54,000 acres encompass much of present-day King County, including Kirkland (and the Market and Norkirk Neighborhoods). Unfortunately, the opening of the Lake Washington Ship Canal in the early 1900s also had a detrimental effect on the Duwamish People, lowering the level of the lake, affecting wetlands, and diminishing traditional food sources.

(Note: Text is based on information found on the Duwamish Tribe website and subject to further review.)

The historic buildings dating from the 1890s at the intersection of Market Street and 7th Avenue represent the original town center and are still a focal point for Kirkland's history. This historic district reflects the City's past and its continued evolution through its old and new buildings and its streetscape, including street trees, public seating and street lights.

Between 1888 and 1890, Peter Kirk's Kirkland Land and Improvement Company purchased much of the land that had been homesteaded in the 1870s to begin the proposed new city. This new city was to support the construction of the steel mill on Rose Hill near Forbes Lake. The new town center was at the intersection of Market Street and Piccadilly, which is now 7th Avenue. This intersection, with four remaining 1891 brick buildings, three of which are on the National Register of Historic Places, is one of the most historically significant in Kirkland. An alternative street plan was also developed which included a large square at this intersection and a hotel on what is now Heritage Park at the corner of Market and Waverly Way. The cluster of historic properties at the intersection of Market Street and 7th Avenue form an important historical link and entrance to both the Market and Norkirk Neighborhoods. See the Market and Norkirk Neighborhood Plans for more historical information about the area.

***Policy MS-1: Encourage preservation of structures and locations that reflect Kirkland's heritage.***

The Community Character Element Chapter of the Comprehensive Plan Table CC-1 identifies Designated Historic Buildings, Structures, Sites and Objects in Kirkland designated by the Kirkland Landmark Commission and King County Landmark Commission. Figure CC-1 identifies the location-locations of those resources. Refer to those tables for more information about the historic features along the corridor and in the Market and Norkirk Neighborhoods. Figure Map MS-3 shows the location of the historic features along the Corridor. Attention must also be given to landmarks and locations that can help illustrate the history of the area prior to white settlement.

***Policy MS-2: Provide incentives to encourage retention of identified buildings of historic significance.***

The City should include incentives in the Zoning and Building Codes for maintenance of the historic buildings at the 7th Avenue and Market Street Historic District. These incentives can help to make the maintenance of the historic structures more economically viable.



*The Peter Kirk Building 620 Market Street*

***Policy MS-3: Provide and maintain markers and interpretive information for the historic sites located in the historic district at 7th Avenue and Market Street.***

Providing this information will identify these important sites and enable future residents-community members to have a link with the history of this significant area of Kirkland. Attention should be given to celebrating the neighborhood's history in an inclusive way, including by helping residents and visitors understand the history of the area prior to white settlement.

## 4. Land Use

***Policy MS-4: Encourage a mix of uses within the Market Street Corridor that includes multifamily residential, office uses, as well as neighborhood-oriented shops and services to promote neighborhood walkability and provide services to the greater community.***

Most of the Corridor is developed with a mixture of small-scale multifamily residences at a density of 12 units/acre and office development. It is also appropriate to have ~~other~~ neighborhood businesses interspersed throughout. This scale and pattern of development for the corridor fits well with the adjoining neighborhoods.



Neighborhood Shopping Area

There are two nodes along Market Street that function as neighborhood shopping and services areas: one on the south and one on the north shown in Land Use Map Figure MS-2. The area south of 6th Avenue and 5th Avenue West functions as a connection between the City's historic district and the Central Business District (CBD). Small-scale multifamily uses and office development are also allowed here, but some of the area is at a higher density than the 12 units/acre allowed north of the historic district. On the east side of Market Street, multifamily density can go up to 24 units/acre. This helps the area to make a better transition into the CBD.



Office Development on Market Street

The neighborhood-oriented businesses located on the west side of Market Street, north of 14th Avenue West provides convenient shopping and services for residents in the area. If redevelopment of this site occurs, the buildings and site should be designed so that their appearance is complementary to the character of the adjoining neighborhood. Landscaping and other design elements can be used to soften and ~~separate~~buffer the commercial uses on-site from the adjoining residential uses.

***Policy MS-5: Retain the historic district roughly between 8th Avenue/2nd Street West and 6th Avenue/5th Avenue West as a special planning area of the Corridor.***

This area should remain a business commercial zone (shown on the Land Use Map Figure MS-2) allowing residential, office and retail uses, and should include special regulations that reinforce the historic nature of the intersection at 7th Avenue and Market Street.

***Policy MS-6: Restrict the development of new commercial and large scale multifamily structures to locations within the limited boundaries and land use districts designated for the Market Street Corridor.***

~~Multifamily~~Larger scale multifamily and commercial development should remain in designated areas within the Market Street Corridor and not extend into the ~~single-family~~ residential core of the Market and Norkirk Neighborhoods or beyond 19th Avenue to the north. The slope and alley parallel to the east side of Market Street provide a break between the Corridor and the residential core of the Norkirk Neighborhood. The break is not as well defined on the west side of the street between the Corridor and the Market Neighborhood residential core; however, it is generally located adjacent to properties that directly abut Market Street and is a useful neighborhood feature. (See Land Use Map Figure MS-2).



*Multi-family Development on Market Street*

***Policy MS-7: Enhance neighborhood compatibility through site design standards for multi-family and commercial buildings in the Market Street Corridor.***

Building and site design standards should address issues such as building placement on the site, site access and on-site circulation by vehicles and pedestrians, building scale, site lighting, signs, landscaping (including for parking lots), preservation of existing vegetation, and buffers between multifamily and commercial developments and ~~single-family~~lower-intensity housing.

***Policy MS-8: Appropriate building height for the Corridor is up to two to three stories – two stories in general, and three stories in the neighborhood shopping and service nodes described in MS-2.1. Additional height may be allowed as established in the Zoning Code to encourage a variety of roof forms, and as part of the design review process.***

A range of building heights along the Corridor are appropriate as a transition to adjacent lower ~~density-intensity~~ residential uses, to reflect topographical change in the neighborhood, and to encourage below grade parking areas.

EXHIBIT M  
E Page 783  
Policy MS-9: ***Study*** ~~Conduct a study of the parking requirements in the~~ Market Street Corridor to encourage more small neighborhood commercial uses such as retail, office, or restaurant uses while minimizing impacts to adjacent ~~low-density~~ residential neighborhoods.

There is neighborhood support for encouraging more small neighborhood commercial retail, office and restaurant uses along the Corridor. Existing zoning regulations allow flexibility in the amount of parking stalls if a parking demand study is submitted that analyzes the unique parking needs of a business and a reduction in the number of parking stalls is justified. A general study should be completed for the Corridor to ~~evaluate if reducing the Zoning Code parking requirements would encourage these types of uses (retail, restaurants, and offices) to locate along the Corridor, and if mitigation for potential spillover parking into adjacent residential neighborhoods would be warranted. Reduced parking requirements could also~~ identify code amendments and incentives that could help foster viable neighborhood-serving commercial uses along the Corridor. Areas for further study could include parking requirements, building height, lot area coverage, building setbacks, and design requirements. Any code amendments should be designed to enhance the aesthetics and walkability of the neighborhood.

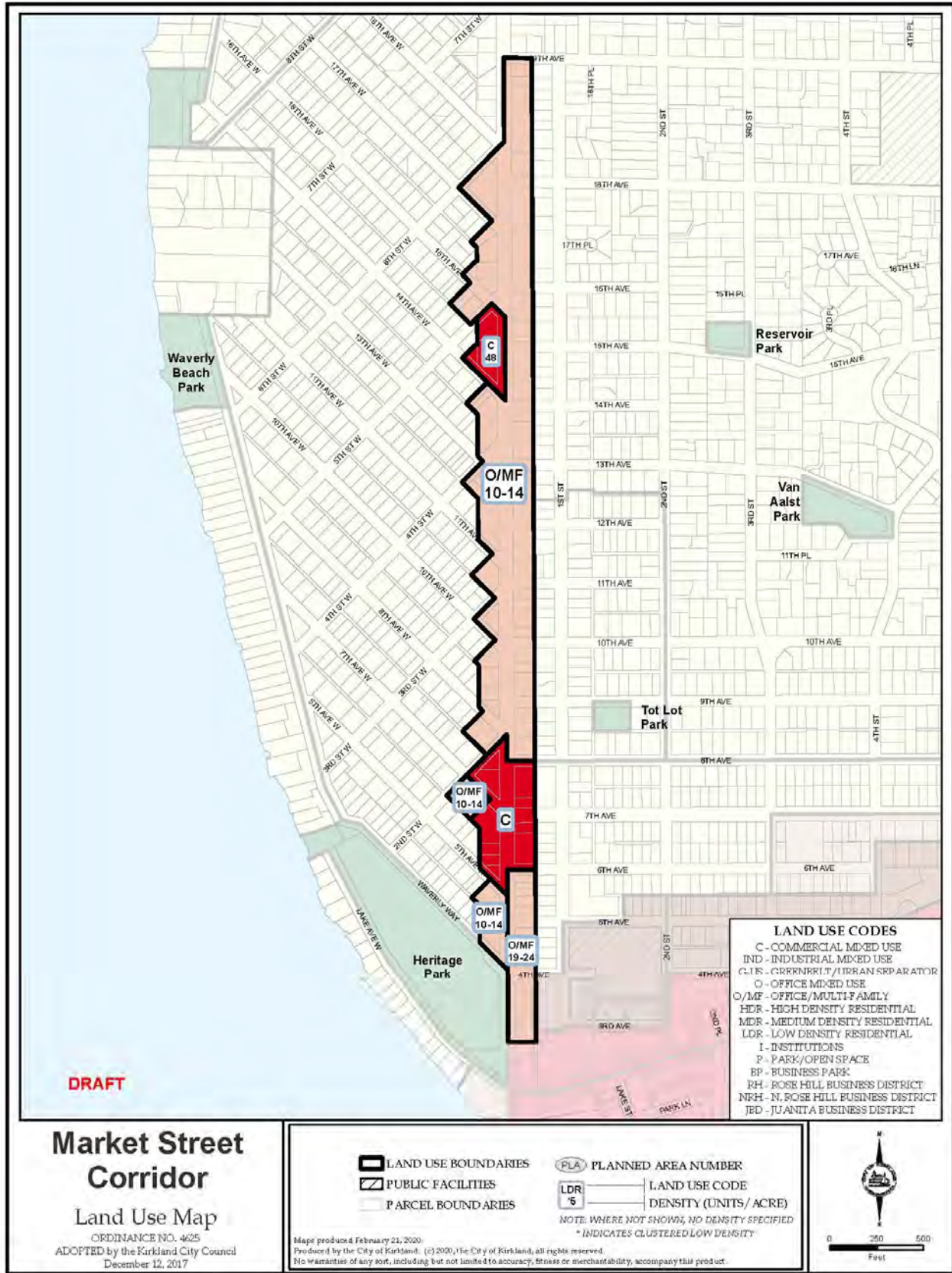


Figure Map MS-2Market2: Market Street Corridor Land Use



*Intersection at 7th Avenue and Market Street*

***Policy MS-10: Maintain and enhance the character of the historic intersection at 7th Avenue and Market Street.***

Existing historic resources should be considered when adjacent structures are being rebuilt or remodeled. The scale and design features of the historic buildings at the intersection of Market Street and 7th Avenue should be considered when development in that area occurs.

***Policy MS-11: Utilize design review to administer building and site design standards for commercial and multifamily development along the Market Street Corridor.***

Design review is important for the historic area surrounding the Market Street and 7th Avenue intersection (see Figure MS-3) and appropriate for all multifamily and commercial development along the corridor. The design review process using the Design Guidelines for the Market Street Corridor or Design Standards in the Zoning Code should be used to review site and building design issues such as building placement, landscaping, and building details, as well as public improvements including sidewalk width and street furniture.



*Office buildings on Market Street*

***Policy MS-12: Provide streetscape, gateway and public art improvements that contribute to a sense of inclusive identity, enhance visual quality, and unify the Market Street Corridor.***

Decorative street lights, a consistent street tree plan, and pedestrian seating can all be used to reinforce the collective character and reflect the feeling of the corridor. The landscape strip on the east side of Market Street adds interest and provides a more secure pedestrian environment. Additional street trees should be considered on the west side of Market Street. The City should also consider funding street lights designed to reflect the area's history within the historic district and

**Policy MS-13: Construct and improve gateway features at the locations identified in the Market and Norkirk Neighborhood Plans.**

Desired gateway feature locations are indicated on Figure MS-3. Improvements such as landscaping, signs, public art, and other features that identify the neighborhood can be included if they are appropriate for a location. Public investment will be necessary in most instances, but the City can also pursue opportunities to work with private property owners to install gateway features as part of future development.

**Policy MS-14: Administer development standards and design guidelines that address transitions between ~~low-density~~ primarily residential areas and the commercial and multifamily residential uses along Market Street.**

The building mass and/or height of higher density structures should complement rather than dominate or overwhelm adjoining ~~low-density~~ lower-intensity uses. Landscape buffers, vertical or horizontal building modulation such as upper story step backs or architectural treatments should be used to soften and separate uses by creating a transition zone. Some of the existing buildings may also need enhanced landscaping in order to prevent commercial structures from having a negative impact on adjoining residential uses.

**Policy MS-15: Orient buildings toward Market Street.**

Commercial and multi-family development which is oriented toward Market Street will ~~have less impact on the adjacent low density residential areas in the surrounding neighborhoods~~ foster pedestrian activity and community connections. Commercial and mixed-use building orientation that fosters walkability includes design features like prominent entryways with direct pedestrian access, transparency on the ground floor, weather protection, and reduced setbacks.

**Policy MS-16: Retain and improve the existing tree canopy in the center median on Market Street.**

The mature trees and landscaping in the center median and along both sides of Market Street are important natural features to the ~~neighborhood~~ neighborhoods to retain and maintain. In addition to the environmental and functional benefits they provide to reduce stormwater runoff, maintain tree canopy, buffer between travel lanes, and shade, the trees provide an aesthetic parkway boulevard that is unique to the neighborhood and provides a pleasant walking experience for pedestrians.



*A house with flexible commercial use on Market Street*





**Figure MS-3: Market Street Corridor Urban Design Features**

Market Street is a principal arterial that is the most traveled route into and along the borders of both the Market and Norkirk Neighborhoods. It also plays an important Citywide role since it is the only principal arterial west of Interstate 405 between NE 85th Street and NE 116th Street. Most of Market Street is fully improved with one lane in each direction, a series of left turn pockets. The street is fully developed with curbs, gutters, sidewalks, a landscape strip and bike lanes. A landscape median provides additional green space while controlling left-turn movements. A center turn lane north of the 7th Street West intersection extends to Forbes Creek Drive.

***Policy MS-17: Maintain Market Street as a transportation corridor with a balance among transportation modes.***

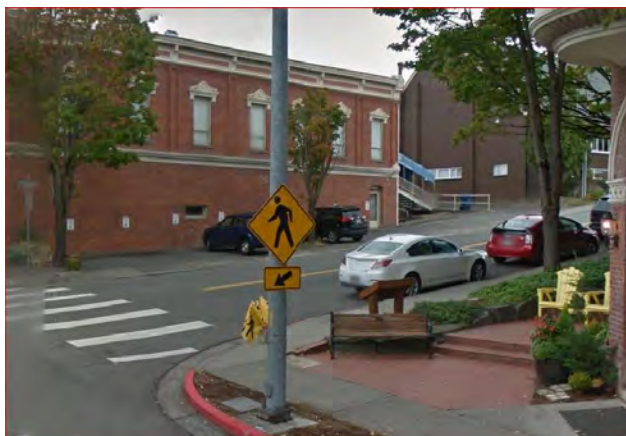
As a principal arterial, it is important on Market Street to maintain safe and convenient facilities for all modes of transportation, transit, pedestrians, and bicycles while maintaining vehicular traffic capacity.

***Policy MS-18: Promote transportation improvements that adequately support the existing and planned land uses in the Market Street Corridor and the adjoining neighborhoods.***

Transportation improvements should maintain vehicular capacity on Market Street; minimize traffic delays; enhance connectivity between the Market and Norkirk Neighborhoods; and discourage motor vehicle shortcuts through the neighborhoods.

***Policy MS-19: Incorporate measures that will allow for improvedsafe access to Market Street during heavy traffic periods without disrupting the general flow of traffic and the multimodal function of the corridor.***

Initial research indicates that issues such as pedestrian safety, sight distance problems, short acceleration lanes, speeding, lack of gaps for entry traffic, and transition to a 25-mph zone near the downtown all contribute to general traffic flow problems, particularly during peak hours. Possible solutions include simplifying intersections; creating gaps in the traffic flow; and calming or slowing traffic on Market Street and adding a northbound transit only lane between 18th Avenue and Forbes Creek Drive. Ongoing observation and study will be necessary to ensure that Market Street will continue to function as a principal arterial while providing efficient access to adjacent neighborhoods.



*Pedestrian amenities*

***Policy MS-20: Encourage the use of nonmotorized transportation modes by providing facilities for pedestrians and bicyclists throughout the Corridor.***

Pedestrian improvements, including pedestrian crossings between the Market and Norkirk Neighborhoods, should be installed at appropriate locations to improve pedestrian safety and enhance the pedestrian environment. The installation of these improvements should be funded by the City and, when appropriate, also required as new development occurs.

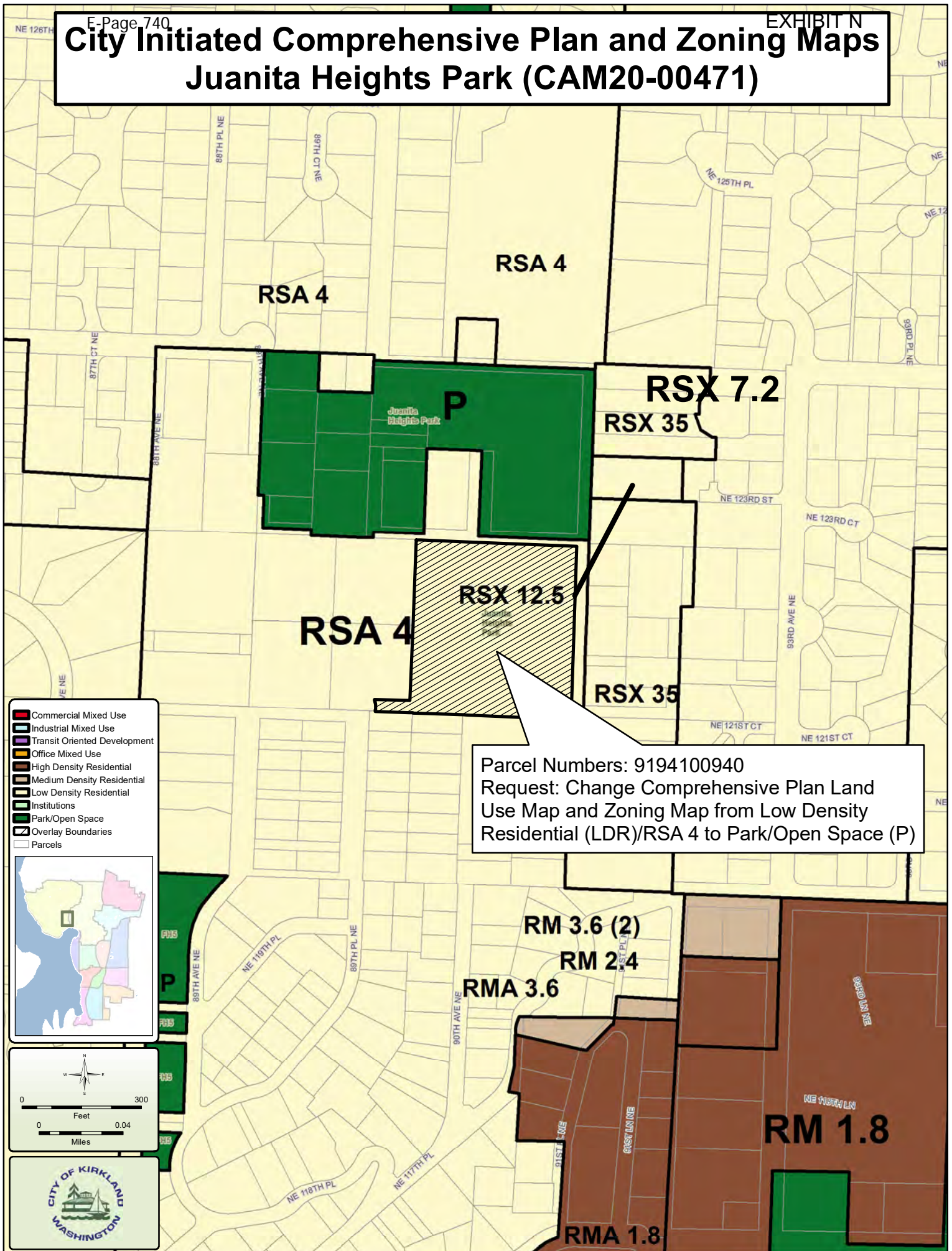
***Policy MS-21: Work with transit agencies to enhance transit service connecting the Market Street Corridor and the Market and Norkirk Neighborhoods to other areas of the City and region.***

Transit service is an important element of the City's transportation system. Metro Transit serves the Market and Norkirk Neighborhoods with routes along Market Street that provide service to the Kirkland Transit Center, Downtown Seattle, Totem Lake, Bellevue and other surrounding areas. This corridor is expected to see more frequent transit service when King County Metro implements service changes in 2020, which will provide opportunities to transition automobile traffic to other modes and reduce traffic in the corridor. The Market Street Corridor is one of the main north/south connections through the City and is also a main transit route. The City should work with Metro Transit on facilitating bus access along the corridor in order to encourage transit use and reduce commute time.

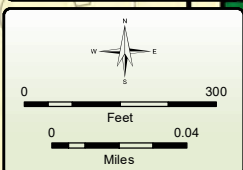
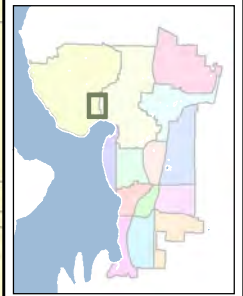


*Bus shelter on Market Street*

# City Initiated Comprehensive Plan and Zoning Maps Juanita Heights Park (CAM20-00471)



- Commercial Mixed Use
- Industrial Mixed Use
- Transit Oriented Development
- Office Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Institutions
- Park/Open Space
- Overlay Boundaries
- Parcels





# Sarabjit Mann Citizen Amendment Request CAM18-00741

**RM 3.6**

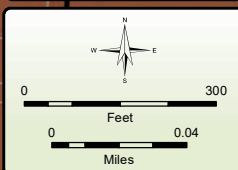
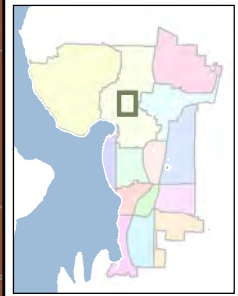
**RSX 7.2**

**PUD  
Bowie Place**



Parcel Numbers: 2926059176, 2926059281  
Request: Change Comprehensive Plan Land Use Map and Zoning Map from Low Density Residential (LDR)/RSX 7.2 to Medium Density Residential (MDR)/RM 3.6

- Commercial Mixed Use
- Industrial Mixed Use
- Transit Oriented Development
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- High Density Residential
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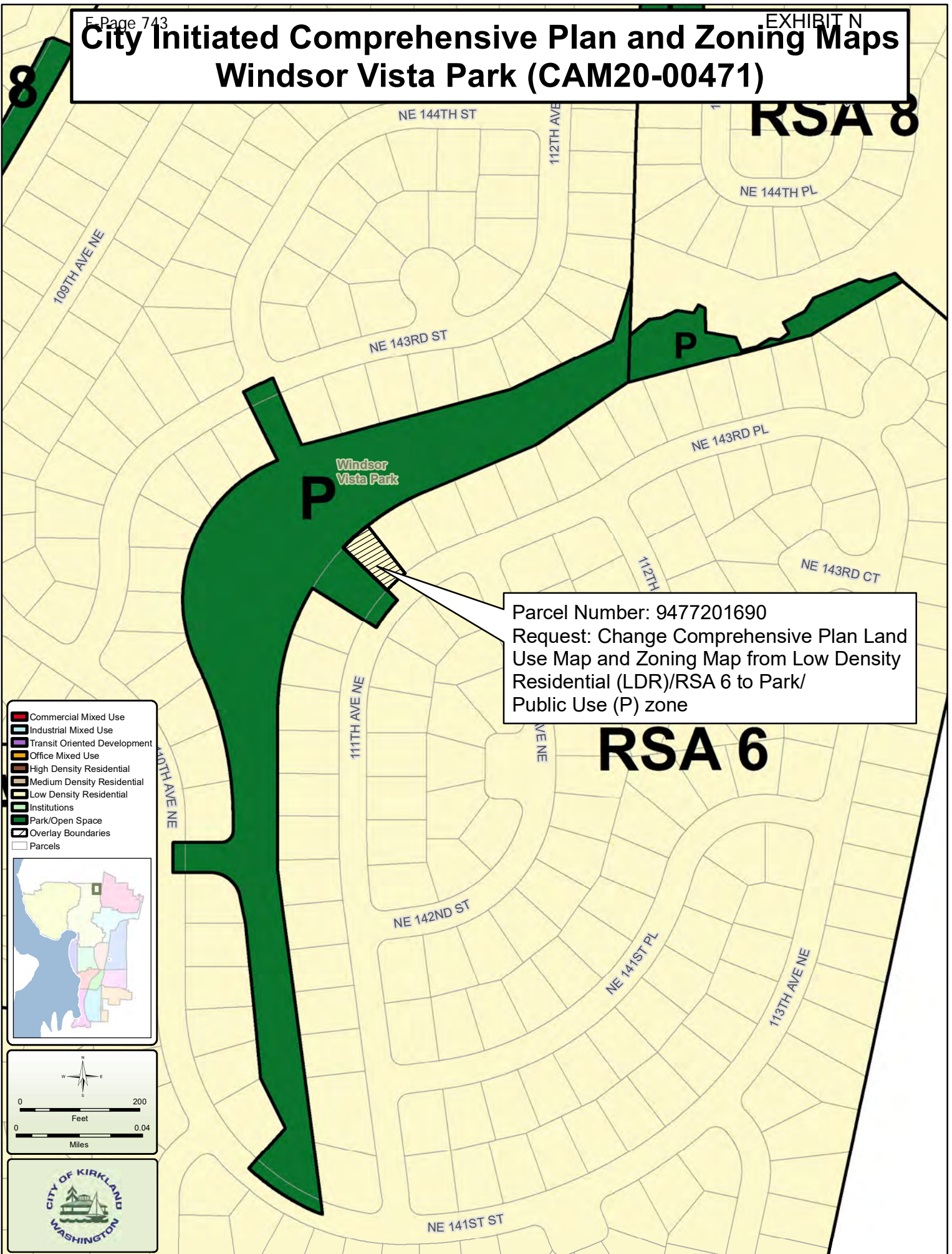


**M 3.6**

**2.4**

**RSX 7.2**

# City Initiated Comprehensive Plan and Zoning Maps Windsor Vista Park (CAM20-00471)



- Commercial Mixed Use
- Industrial Mixed Use
- Transit Oriented Development
- Office Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Institutions
- Park/Open Space
- Overlay Boundaries
- Parcels

