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.

123 Fifth Avenue • Kirkland, Washington 98033-6189 • 425.587.3000 • TTY Relay Service 711 • www.kirklandwa.gov

AGENDA
KIRKLAND CITY COUNCIL MEETING
City Council Chamber
Tuesday, May 18, 2021
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. 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. Resolution R-5434 Update

4. HONORS AND PROCLAMATIONS

    a. Law Enforcement Appreciation Week Proclamation

    b. National Foster Care Month Proclamation

    c. Older Americans Month Proclamation

    d. Safe Boating Week Proclamation

5. COMMUNICATIONS

    a. *Announcements*

    b. *Items from the Audience*

    c. *Petitions*

6. PUBLIC HEARINGS

7. *SPECIAL PRESENTATIONS*

    a. COVID-19 Update

    b. Resolution R-5434 Update

8. *CONSENT CALENDAR*

    a. *Approval of Minutes*

        (1) April 19, 2021
        (2) April 29, 2021
        (3) April 29, 2021
        (4) May 4, 2021

    b. *Audit of Accounts*

    c. *General Correspondence*

    d. *Claims*

        (1) Claims for Damage

    e. *Award of Bids*

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

        (1) Bridle View Pond Clearing Project – Accept Work

    g. *Approval of Agreements*

    h. *Other Items of Business*

        (1) Bike Everywhere Month Proclamation

        (2) First Quarter 2021 Police Dashboard

        (3) First Quarter 2021 Animal Services Program Update

        (4) Safety Camera Program Update

        (5) March 2021 Financial Dashboard

        (6) First Quarter 2021 Investment Report

        (7) Declaration of Surplus Vehicles and Equipment

        (8) IT Stabilization Implementation Update

*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.

(9) Kirkland Avenue/Lake Street Intersection – Approve Fiscal Note

(10) Resolution R-5478, Harmonizing Procedures Applicable to the Kirkland Cultural Arts Commission with the City Council's Policies and Procedures

(11) Resolution R-5477, Authorizing the City Manager to Execute a Real Property Lease and Lease Agreement to Provide a Temporary Fire Station While Station 22 in Houghton and Station 26 in Rose Hill Are Renovated

(12) Procurement Report

9. BUSINESS

   a. 2021 Board and Commission Interview Selection Committee Recommendation

   b. 2021 State Legislative Update #8

   c. Summer Action Plan Follow-Up and Recovery Interns

   d. Public Works Staffing Modification

   e. Kirkland Zoning Code Chapter 95 Amendments

10. REPORTS

   a. *City Council Regional and Committee Reports*

   b. *City Manager Reports*

      (1) Calendar Update

11. ITEMS FROM THE AUDIENCE

12. EXECUTIVE SESSION

13. ADJOURNMENT

Council Meeting: 05/18/2021
Agenda: Study Session
Item #: 3. a.

E-Page 4

CITY OF KIRKLAND
Department of Parks & Community Services
123 5th Avenue, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: City Council

From: Kurt Triplett, City Manager

Date: May 7, 2021

Subject: R-5434 Update Study Session

RECOMMENDATION

That City Council discusses Section 2f (alternatives to police) and Section 1 (dashboards) of Resolution R-5434 during the May 18, 2021, study session and provide direction to staff on how to move ahead with the community responder program and continued dashboard development.

Staff also recommend the Council receives an update on additional Resolution R-5434 elements. These updates will be provided in the Council packet. Given the amount of material to discuss during the study session, staff recommend returning to future Council meetings for discussion on the remaining R-5434 items. Items to be discussed during the study session are noted with an asterisk.

STUDY SESSION MEMO CONTENTS

The study session packet materials consist of a series of staff memoranda, as follows:

1. Program Alternatives to Police Response - Community Responder Models*
2. Use of Force Dashboard*
3. School Resource Officer Dashboard*
4. Human Services Dashboard*
5. Community Feedback on R-5434 Dashboards*
6. Art Policy Updates
7. Procurement and Contracting Updates

In addition, the quarterly Police Dashboard has been updated by the Police Department Crime Analysts and the updated information and draft format in included with the consent agenda.

The Human Resources Dashboard was also originally intended to be a part of the study session, but the Human Resources Department has been focused on recruiting for HR vacancies due attrition and COVID-related separations, as well as supporting numerous hiring requests in all departments. HR will be providing an update on their dashboard at the June 15, 2021, Council meeting. If ready by the May 18, 2021 Study Session, staff will display the hiring progress made by the department shown on a new webpage within the City's intranet.

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Anura Shah, Consultant and Owner of Beyond Force
                  Tracey Dunlap, Deputy City Manager
                  Andreana Campbell, Management Analyst

Date: May 6, 2021

Subject: PROGRAM ALTERNATIVES TO POLICE RESPONSE - COMMUNITY RESPONDER
                  MODELS

RECOMMENDATION:

City Council receives key insights and research on national programs, and reviews and provides
feedback on the recommended framework for implementing a Community Responder program:

- Receives a comparison of community response programs across the nation and key
  insights within each;
- Receives the RADAR Navigator and Neighborhood Resource (NR) data from inception to
  date; and
- Reviews and provides feedback on the proposed recruitment, retention and
  organizational structure for a Kirkland Community Responder program.

BACKGROUND DISCUSSION:

The 2021-2022 budget includes funding for four new "Community Responder" positions as part
of the Community Safety Initiative. In total, these four positions represent the most significant
funding priority within the Community Safety Initiative and Resolution R-5434. To help move
the Community Responder concept forward, the City has engaged consultant Anura Shah,
LICSW, MHA, of *Beyond Force* to work with staff to evaluate options and help develop
recommendations on what type of Community Responders would best meet Kirkland's needs.
Ms. Shah's Curriculum Vitae can be seen in (Attachment A).

Ms. Shah founded *Beyond Force* in 2015 as a response to the growing need for customized
education and training regarding crisis management. She is a Crisis Intervention Team Training
(CIT) Instructor with the Washington State Criminal Justice Training Commission (CJTC) and is
an Associate Faculty member at Shoreline Community College in the Criminal Justice
Department. She created the nation's first professional development program that trains

1

Community Responders and other social service professionals to work alongside or within the criminal justice system. Ms. Shah's firm was previously retained by the City in 2018 to provide recommendations on the Police 2018 Prop 1 Neighborhood Resource Mental Health Professional. The City subsequently implemented her recommendations. Her firm was also retained by the RADAR program (Response Awareness, De-Escalation and Referral) to provide guidance and recommendations for RADAR's comprehensive program implementation. More information on the City's RADAR program can be seen in Attachment B. Ms. Shah continues to work closely with staff, integrating her work as needed into that of the newly formed Community Court, as well as consultant Chanin Kelly-Rae's larger organizational equity assessment outlined in Resolution R-5434.

There is a wide spectrum of Community Responder programs making headlines across the nation, with new programs emerging frequently. As Council will note below, there is no "one-size fits all" approach to program implementation due to each city's unique needs, goals, demographics, budgetary considerations and existing resources. Ms. Shah's recommendations to the Council involve a synthesis of evaluating national programs against Kirkland's unique goals and initiatives specifically related to Resolution R-5434, and researching Kirkland's needs by: conducting outreach interviews and observations; analyzing Police call data by clearing codes; conducting a thorough evaluation of the Neighborhood Resource Mental Health Professional (NR MHP) data; leveraging existing expertise on the RADAR program; and reviewing the Mobile Integrated Health (MIH) program in its entirety. Her recommendations define the roles and responsibilities of these Community Responder positions, job descriptions, job titles, recruitment and retention strategies, and the most effective use of these positions.

National alternatives to policing was a topic available for discussion during staff's preliminary 90-day outreach efforts with Black-centered and Black-led community groups. As mentioned at Council's February 16 Study Session, focus groups expressed an interest in minimizing or removing uniformed and armed officers from responding to mental health related calls and would like to see this program exist outside of the Police Department's reporting structure. The feasibility of minimizing Police response will need to be evaluated in light of program evaluation and safety considerations and informed by the dispatch practices of other programs noted below. Another reflection from the focus groups was the importance of the continuum of care when developing this program.

Alignment with the City's Strategic Goals:

The City's commitment to implementing a Community Responder program aligns with the following Council goals, as well as aspects of the 2021-2022 City Work Program, Community Safety Initiative, and Resolution R-5434 adopted by the Council last Summer. The chart below shows how implementing a Community Responder program aligns with specific goals and initiatives.

City Council Goals
Inclusive and Equitable Community: Kirkland is a diverse and inclusive community that is concerned for the welfare of all community members and where everyone is respected, valued, and has a sense of belonging. **Council Goal:** Protect and serve all those who live in, work in or visit Kirkland without regard for race, religion, color, national origin, gender identity, age, income or economic status, political affiliation, military status, sexual orientation, or physical, mental or sensory ability; strive for equitable access to justice and eliminate systemic barriers to equality.
Community Safety: Ensure that all those who live, work and play in Kirkland are safe. **Council Goal:** Provide public safety services through a community-based approach that focuses on prevention of problems and a timely and appropriate response.
Supportive Human Services: Kirkland supports a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity. **Council Goal:** Meet basic human needs, help people through economic and personal crises, help individuals thrive, and strive to remove barriers to allow all equal opportunities to succeed.

2021-2022 City Work Program
Implement R-5434 elements such as non-commissioned emergency responders, Police transparency and accountability measures, and community-wide equity and inclusion programs to create a safer and more equitable Kirkland that increases the safety and respect of Black people and reduces systemic racism and poverty.

Community Safety Initiative
Community Safety Partners: Community safety partners are non-commissioned City employee "co-responders" who partner with Police to respond to service calls that require something different than a Police Officer. These partners will help connect struggling residents with the social and health services they need, reduce the burden of mental health and social service calls on Police Officers, and contribute to the successful de-escalation of challenging behavioral health situations. The City's goal is to ensure availability of "co-responders" 24 hours per day, 7 days a week, 365 days per year.

Resolution R-5434
Section 2 § f: Review of national best practices for alternatives to police for serving those experiencing homelessness, behavioral health issues, drug addiction and other community challenges.

KEY INSIGHTS FROM "NATIONAL BEST PRACTICES"

Based on Ms. Shah's research and expertise, it should be noted that there is no designated "national best practice" program when it comes to community response programs and/or continuum of care programs, as most programs are relatively new and evolving, and measurable outcomes vary from city to city. SAMHSA (Substance Abuse and Mental Health Services Administration) has provided a best-practice toolkit for behavioral health crisis care (Attachment B). The toolkit explains the 3 essential elements that are needed to provide effective, modern and comprehensive crisis care to anyone, anywhere, anytime:

1. Regional or statewide crisis call centers coordinating in real time;

2. Centrally deployed, 24/7 mobile crisis;

3. Crisis receiving and stabilization facilities

Currently, Washington State has a variety of programs that meet the aforementioned 3 essential elements, however the programs are not centralized nor are they coordinated. There are eight different toll-free crisis hotlines in the state, somewhat centralized by region, but not entirely; an individual living in Snohomish County, for instance, but experiencing an emotional crisis while working in King County may be handed the King County crisis line number, which is entirely separate from the Snohomish County crisis line. Mobile crisis teams, or community response teams, differ widely in scope and practice from jurisdiction to jurisdiction, and there is no designated authority coordinating deployment or reporting on their outcomes. Crisis receiving and stabilization facilities differ dramatically in scope, criteria and persons served from county to county, and most counties do not have such a facility. King County has one 16-bed facility to serve adults only (18 and up), located in the International District (Seattle).

Of further note, there is no community response program in the nation that responds to individuals in crisis with no involvement of law enforcement; all programs nationwide from Rochester, NY to Denver, CO, work with police officers in some capacity. The programs that do not formally partner a community responder with a police officer still call upon police for presence and/or intervention, whether emergently or proactively, in instances where staff or bystander safety is of concern. The two most notable ways in which community response programs engage with their police departments on calls are through two types of models: referral and response.

Referral-based models rely on police officers to assess, track and convey community members' needs to community responders. Generally, this is based on agreed-upon criteria, developed collaboratively among community responders and police leadership (i.e., a Memorandum of Understanding). The police officers will then provide a referral list to the community responders at the end of each shift. The responders subsequently schedule follow-up visits with the community members in need and provide the appropriate services. Often, the crisis has passed or lessened by the time the responder makes contact, however it is not unusual for the community responders to request police presence during the follow-up period.

Response-based models can be implemented in two distinct ways or combined: ride-alongs and/or via real-time requests. To explain, ride-alongs are the most visible example of "co-responder" programs nationwide. A CIT-certified police officer and a crisis responder are paired in the police officer's marked vehicle for the duration of the shift to respond to calls for service. Other response-based models do not involve ride-alongs but are still considered co-response programs: police officers call a community responder to arrive on scene to assist during a crisis call.

Many programs throughout the nation are now beginning to realize the benefit of a hybrid referral-response model, whereby community responders can independently follow-up with identified community members in need but remain available for ride-alongs and for real-time requests.

Kirkland staff are developing a recommended hybrid program based on the idea of community responders paired with trained firefighter/EMTs that partner with Police on dispatched crisis calls and also respond to referrals. The study session will focus on the Community Responders and future presentations will discuss the role of the dedicated firefighter/EMTs.

Finally, as Council will note in the table below, a stark contrast between many of the community response programs nationwide and the programs that exist locally, is that King County lacks a comprehensive walk-in crisis clinic or crisis center. Instead, as mentioned, Washington State offers several telephone crisis hotlines, which is not a substitute for a brick-and-mortar one-stop shop where, for example, first responders can take individuals, 24/7, who agree to speak with a professional about substance use treatment; where a high school junior having a terrible day can walk in after school and receive a nutritious snack as well as developmentally-appropriate counseling services; and where a new mother can seek the companionship and support of a group of peers who can offer her words of wisdom and comfort. Most crisis centers are non-profit, and many utilize trained volunteers as well as mental health professionals to provide 24/7 services, free of charge. These centers also connect callers to providers in their community that can support their needs. When reading reports from other cities, Ms. Shah encourages Council to consider that many other programs nationwide have the advantageous position of partnering with a crisis clinic and suggests the creation of such a regional clinic as a future goal of the program.

Analysis by City Manager's Office staff, in partnership with Ms. Shah, identified the following community response programs for comparison purposes. The pros and cons outlined below relate to how each program might apply to Kirkland's needs.

Program	Pros	Cons	Level of Police Involvement	Applicable?
Crisis Assistance Helping Out On The Streets (CAHOOTS) – Eugene-Springfield, OR (est. 1989) Website: www.whitebirdclinic.org	• Operates out of the White Bird Clinic (mental health and medical crisis clinic) • Pairs an EMT with a "crisis worker" • Operates 24/7 • Dispatched through 911 or direct dial through local crisis line	• Contracts for their EMTs • Operated by a third-party non-profit • Limited information-sharing due to client confidentiality rules • "Crisis worker" credential unclear	• Requested by and jointly dispatched with CAHOOTS for high-risk situations (see attachment C)	• Not without a 24/7 crisis clinic and direct-dispatch option • Limited info-sharing would have to be well-understood and accepted
The Georgia Collaborative (est. 2005) Website: www.georgiacollaborative.com	• Public/Private statewide partnership operates crisis clinics throughout state • Operates 24/7 • Centralized: direct calls for help to GCAL (GA Crisis Line)	• Will require massive statewide effort ($)	• Mobile Crisis Team hybrid response (either clinicians alone, or clinicians + police)	• Not without significant Legislative, funded mandates with public/private partnerships for clinics, IT infrastructure
RADAR (Response Awareness, De-Escalation and Referral) - (est. 2018) Kirkland, Bothell, LFP, Kenmore, Shoreline Website: www.shorelinewa.gov/government/departments	• 5-city collaboration, being replicated in south King and north SnoCo • Licensed contractors have more independence vs. staff with current WCIA limitations (see "Recruitment" section later in memo for more detail)	• Contractors = recruitment and retention barriers • Dispatch coordination is needed • Information-sharing platform is needed	• Traditional co-responder model (ride-along)	• Exists in Kirkland (see "Situational Analysis" section later in memo for more detail)

CRU (Crisis Response Unit) - Olympia, WA Website: www.olympiawa.gov/city-services	• Wide variety of skills and professional credentials represented in workforce • Self-directed dispatch (see 'CRU" description below for explanation)	• Operated by a third-party • No 24/7 coverage • (0700 – 2100, 7 days/wk) • Information-sharing is restricted due to client confidentiality • No transportation to private residence provided to community members	• Requested by and jointly dispatched with CRU for high-risk or unfamiliar situations	• CRU team uses official police radios to self-direct dispatch (extensive training, MOU, equipment costs, buy-in)
Bellevue Fire CARES Website: http://casebellevue.info/index.php	• Referral-only, so personnel can be scheduled accordingly • Cost-effective (UW SW Interns) • Direct recruitment pool for future staffing needs • Web-based form created for referrals from community (website appears out of date)	• No crisis response because outreach is scheduled • Rapid, high turnover (Interns) • Trainee-level intervention • No 24/7 coverage	• Not applicable as this is not a crisis response program	• Referral-only model is not aligned with R-5434 • On-site licensed clinical supervisor required in order to maintain internship program • Significant effort to comply with MSW program requirements
Bellevue CARES-101 Website: Bellevue Fire Cares	• Response (but not ride-along) model •	• Day shift hours only • If responders are on another crisis call, police may be waiting for a lengthy period of time for the responder.	• Police/Fire call a clinician to come to the scene of a crisis (this is a new program)	• Day-shift hours only is not aligned with R-5434

Additional detail about Crisis Response Unit (CRU) and Bellevue Fire Citizen Advocates for Referral and Education Services (CARES)

CRU:

The City of Olympia's community responder program loosely modeled itself after CAHOOTS. This unit is a partnership between the Olympia Police Department (OPD) and Recovery Innovations International, a third party that provides free and voluntary crisis response assistance. The CRU team consists of six full time "Community Response Specialists" that operate from 7 am – 9 pm, 7 days per week. CRU will proactively respond to 911 calls that they hear over the police radios that they are issued, as long as they are certain they can provide an effective response, safely; they will collaborate with police if safety is of concern or the community member is unfamiliar to CRU. CRU is also dispatched by 911 and are requested by the Olympia Police and Fire Departments.

Bellevue CARES/101:

The City of Bellevue's model consists of a two-team approach. First, the traditional CARES team is staffed by students, all of whom are in graduate school to obtain their master's in social work. Referrals to the traditional CARES team are made by different departments and organizations. The second team, CARES-101 Unit is a newer initiative and is staffed by professional social workers who are available *during the day only*, seven days a week, to be dispatched to a 911 scene at the request of the Bellevue Police or Fire crews on scene. As Bellevue is dispatched by NORCOM and serves many of the same individuals that Kirkland may interact with, the cities will continue to communicate to identify common interests and opportunities to work together.

CITY OF KIRKLAND: Situational Analysis, Gap Analysis and Recommendations - Existing Community Responder Programs

When it comes to matters of behavioral health, it is not unusual for an individual's needs to intersect with the healthcare system, criminal justice system, educational system, and housing system simultaneously. A single resource that works for one community member in crisis may not meet the needs of another community member. Therefore, continuum of care planning and implementation across a specified geographic area requires a comprehensive, organized, data-driven approach from the onset, and not by replicating an existing program in a neighboring community or state. Although the aforementioned programs may be the appropriate models in their own communities, only the Georgia program would meet the City's stated goal of implementing a true continuum of care model. At this juncture, waiting for a statewide comprehensive public-private partnership to be enacted by the Washington legislature is not in the best interest of the City, however it is worth considering for future, regional discussions.

In light of this and understanding the City's valid sense of urgency to move forward, this report provides Council with the situational analysis of the City's efforts to implement a citywide continuum of care program thus far, explains the gaps that currently exist, and concludes with the necessary, realistic and specific steps to close the gaps and begin the first phase of program implementation.

Existing Programs: Response Awareness, De-Escalation and Referral (RADAR) and Neighborhood Resource Program (Mental Health Professional)

Currently, the City utilizes part-time, contracted RADAR Community Responders ("Navigators") and the part-time, contracted Neighborhood Resource Mental Health Professional (NR MHP) to respond, with police, to persons in crisis. The RADAR Navigators report to the RADAR Manager who is a Mental Health Professional and a City of Bothell employee. The NR MHP reports to the Community Services Sergeant at the Kirkland Police Department. The RADAR Manager and Navigators and the NR MHP have developed their own version of "shift briefs" or communication among one another to ensure that a warm hand-off takes place before and after each shift. The common themes of referrals and responses center around domestic violence including familial violence, suicidal ideation, homelessness, older adults needing a higher level of care, and observed behaviors related to delusions or hallucinations. For the RADAR quarterly report, please see Attachment D. **Ms. Shah is recommending that the RADAR program remains as-is.**

On the other hand, the City would benefit from a few key changes to the NR MHP portion of the NR program. The NR MHP averages approximately 47 community contacts per month. The common themes of referrals and responses center around domestic violence, older adults needing long term care solutions, homelessness, suicidal ideation, and requests for resources for incarcerated individuals in the Kirkland jail. Of particular note, the NR MHP's original position description, which was drafted by Ms. Shah in 2018, recommended this to be full-time, salaried and benefited. It was later communicated by the City's insurance provider Washington Cities Insurance Authority (WCIA) to the City Attorney's Office, that the position be converted to contractor-status due to the initial concerns around malpractice and the perception of the NR MHP position providing "treatment" to community members. This issue continues to impact recruitment and retention recommendations; however, the City Attorney's Office is actively engaging WCIA for both short and long-term solutions.

The NR MHP position was originally intended to fill two gaps: crisis-response work, which is occurring as described above, and community consultation, training and education on matters of de-escalation, mental health first aid, school-aged wellbeing programs, suicide prevention, and critical incident/community debriefing, all of which the City would benefit from tremendously and would be in line with the City's stated safety goals. The community consultation, training and education has not occurred at the level it was originally intended due to the volume of crisis calls that are being referred to the NR MHP and the limited number of hours that have been allocated in the contract (30/week).

In order to meet the community consultation, education and training gap that currently exists, **Ms. Shah is recommending the following:** increase the NR MHP hours to 40/week and convert this position from a contractor to a full-time, salaried, benefited City position, re-classifying the title as Neighborhood Resource Community Responder. Once the full Community Responder program is up and running, this position should eventually report directly to the newly proposed Community Responder Program Supervisor, but with a "dotted-line" matrix to the existing Kirkland Police Department structure (see "Staffing" section and proposed organizational chart for more detail). The implementation of a full continuum of care program will ease some of the volume of the crisis calls and jail calls to the current NR-MHP. Calls will be shared among the four Community Responders and MIH Community Responder, as well as in

close collaboration with the RADAR Navigators. This will help to realign the NR MHP's role back to its original intent. The eventual consolidation of the reporting structure of all Kirkland Community Responders will also ensure that scheduling, coverage, collegiality, peer consultation, shared expertise and unity can be seamless. Finally, Ms. Shah is recommending that the City establishes performance metrics for the NR program in its entirety (i.e., number of community stakeholder meetings coordinated and attended, completed community trainings, and subsequent analysis of satisfaction survey results, etc.).

NEW COMMUNITY RESPONDERS: Situational Analysis and Gap Analysis

Kirkland Fire Department: Mobile Integrated Health Community Responder (MIH)

The Kirkland Fire Department needs to move forward with the recruitment of the Mobile Integrated Health Community Responder position funded by the 2019 Medic One levy. This MIH position will work directly with Fire/Emergency Medical Services (EMS). Specifically, the MIH Community Responder will work alongside the designated EMTs as part of the overall community responder strategy. The City Manager is planning to propose adding 4 firefighter/EMTs, funded using some of the revenues received through the Ground Emergency Medical Transportation (GEMT) reimbursement for transports. This staff, with the 1 MIH firefighter/EMT funded by King County EMS, would provide 24/7/365 first responder crisis coverage.

The firefighter/EMT positions would receive specialized crisis intervention training and would be available to respond with the community responders or on their own if there are simultaneous calls or if there are gaps in community responder coverage. This proposal will be brought back separately for Council consideration, with specific funding recommendations, and this firefighter/EMT role would be subject to collective bargaining.

The current proposal Ms. Shah analyzed included the recruitment of a contracted, part-time (30 hours/week) mental health professional, reporting directly to the EMS Captain. Following the analyzing of that proposal, Ms. Shah conducted a thorough needs assessment for the MIH Community Responder position. Kirkland Fire has been keeping track of the MIH-appropriate referrals, and the list grows daily as the position remains unposted. General themes of the pending referrals are highly population-specific: older adults, adults with disabilities in the context slips/trips/falls, post-hospitalization concerns/complaints, alternate level of placement needed; and a "no issue" description that appears to be loneliness or the need for reassurance and companionship.

The gap, therefore, is the lack of a MIH Community Responder. The chart below shows the results of the 2020 MIH referral list; that is, the referrals that are pending. When it comes to staffing and scheduling, Council may note that the overwhelming majority of MIH-appropriate referrals occur during the hours of 9 am – 10 pm, 7 days per week.

2020: time analysis of MIH-appropriate 911 Fire/EMS calls:
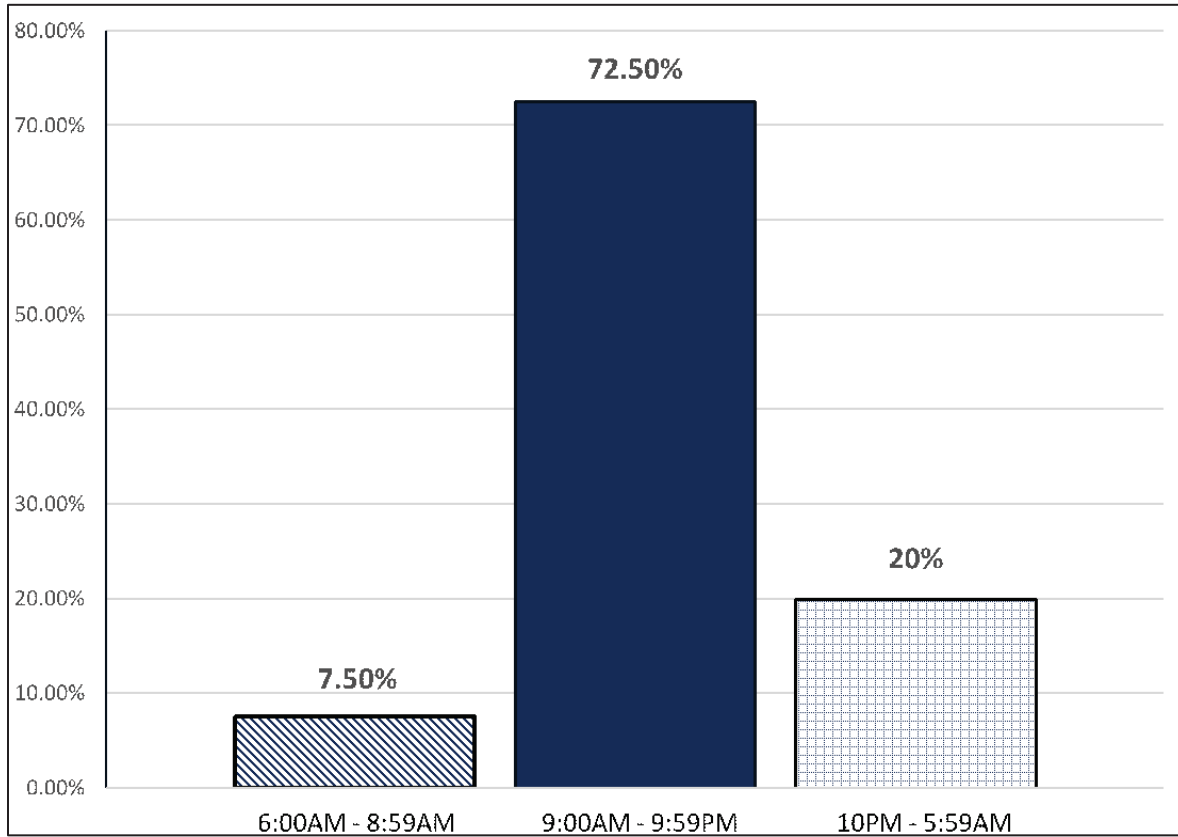
This staffing gap becomes especially apparent for individuals who are considered "high utilizers of 911" (Fire/EMS only) which is included in the table below. Council may note the approximate ages of the majority of calls (65+).

2020: Individual with high 911 utilization (10+ calls): Fire/EMS

Patient DOB	Number of Incidents
	28
6/12/1950	28
4/18/1925	24
12/6/1979	19
2/10/1951	17
4/27/1929	16
1/2/1968	16
4/27/1957	15
4/8/1958	14
6/21/1951	14

10/3/1935	14
4/5/2001	13
2/18/1982	12
2/27/1971	11
8/26/1975	11
	11
4/18/1946	11
10/3/1951	10
12/1/1956	10

General themes of individual high utilizers of 911 (Fire/EMS) center around homelessness, post-hospitalization concerns/complaints, alternate level of placement needed; loneliness/companionship needs; frequent falls inside the home due to clutter or other environmental hazards.

Ms. Shah is recommending the following: begin the recruitment process for the MIH Community Responder, as soon as possible. Convert this proposed part-time contracted position to a 40 hour/week full-time, salaried, benefited City position.

While the full Community Responder program is being constructed, the MIH Community Responder and designated EMTs can begin the collaborative process to develop strategies to assist the individuals that are included on the growing MIH-appropriate referral list, as well as the individual high utilizer list as shown above. Once the full Community Responder program is up and running, the MIH Community Responder should eventually report directly to the newly proposed Community Responder Program Supervisor but with a "dotted-line" matrix to the Kirkland Fire/EMS Captain (see "Staffing" section and proposed organizational chart for more detail). This eventual consolidation of the reporting structure of all Kirkland Community Responders will also ensure that scheduling, coverage, collegiality, peer consultation, shared expertise and unity can be seamless. Finally, Ms. Shah is recommending that the City establishes performance metrics for the MIH Community Responder/EMS program in its entirety (i.e., number of community contacts, stakeholder meetings coordinated and attended, completed community trainings, and subsequent analysis of satisfaction survey results, etc.).

Kirkland Police Department: Situational Analysis and Gap Analysis

Although the Kirkland Police Department, and subsequently the community, benefits from the part-time RADAR Navigators and NR MHP, the gap is lack of availability of Community Responders as compared to the volume of calls related to individuals experiencing an emotional crisis (below). Kirkland Police Department implemented a new "E" clearing code designation in 2020 to further drill-down non-"mental"-designated calls that may still have a crisis/behavioral health component. Ms. Shah analyzed the 2020 data in an effort to understand the volume, frequency and times of "E" calls in order to formulate Community Responder staffing

recommendations, and the results are shown below. Council may note the volume of calls with the designation "mental," "APS" (Adult Protective Services) and "Suicide" alone = 306.

2020: Police calls with new clearing code "E"
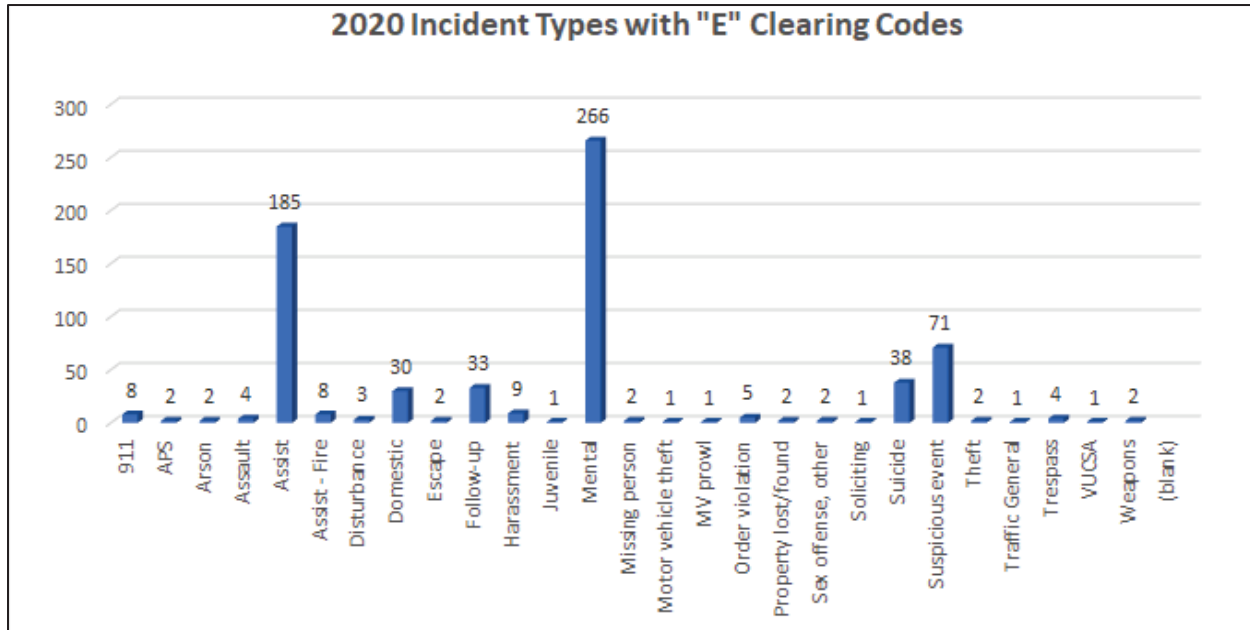
Ms. Shah also analyzed the frequency and time of day that the "E"-designated calls were occurring in an effort to inform staffing recommendations. The data is shown below. As of the writing of this memo, the specific nature of the calls are still being analyzed by Ms. Shah, and additional detail will be available during the Council Study Session. Council may note that the police "E" call distribution closely aligns with the call distribution of the MIH-appropriate calls of 9 am – 10 pm, 7 days/week. This alignment is advantageous for staffing efforts (cross coverage, vacation/sick coverage, consultation and collegial support). Most social service agencies operate during core business hours but addressing that gap is beyond the scope of this report. Ms. Shah recommends Council considers this as a future regional discussion point.

2020: Police "E" Calls - Time of Day:

13
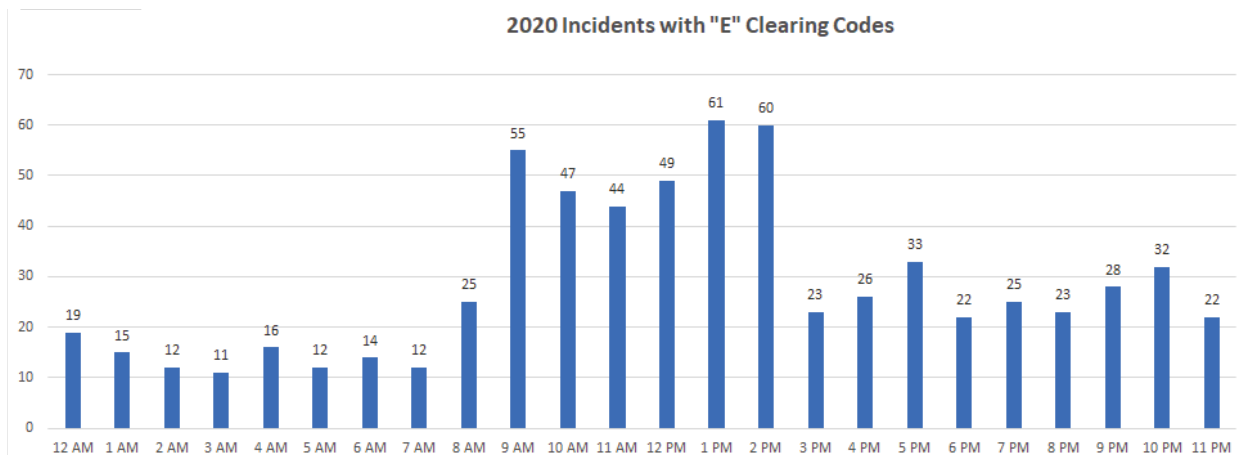
STAFFING ANALYSIS

Clearly, two part-time RADAR Navigators and one part-time NR MHP cannot meet the current needs and goals of the City when it comes to crisis response and implementing a continuum of care program. Even with the addition of the MIH Community Responder, the community would have many unmet needs, especially with the municipal jail and high utilizer subgroup. Therefore, Ms. Shah concurs with the City's goal of hiring four additional Community Responders along with the MIH Community Responder to be deployed throughout the City in a strategic, data-driven, organized manner. In order to do this, **Ms. Shah is recommending the following:** allocate 0.33 FTE of one of the Community Responder positions as a supervisory position. This will ensure that services are implemented equitably, without redundancy and this individual will function as the main point of contact for internal and external stakeholders. The expectation is that the supervisor must work in direct collaboration with the RADAR Manager, Parks and Community Services and in particular Human Services, Kirkland Municipal Court/Community Court, Kirkland Police, Fire/EMS, local hospitals and urgent care centers, regional partners, affinity groups, schools and senior centers, with equity, justice and safety at the forefront of the initiative.

There are several important nuances for the City to consider when it comes to recruitment, retention, and structure. Since there is no "best practice" community response program structure, it is up to each city to implement what works best for their respective stated goals.

First, Ms. Shah notes that the market for qualified professionals to work within and alongside criminal justice professionals to perform crisis stabilization, resource and referral work is very competitive. Numerous jurisdictions are competing for a relatively small pool of applicants, since this body of work is an emerging field. Many organizations are offering competitive recruitment packages such as signing bonuses and the use of municipal vehicles, reimbursement for professional development courses, flexible schedules and retention incentives. It is therefore in the City's best interest to make the job as attractive as possible, and to recruit as soon as possible, in order to compete for the best and most qualified applicants.

Next, to align with Resolution R-5434, Ms. Shah recommends a recruitment strategy that would attract and retain candidates that reflect the diversity of the City. This means that the City's Human Resources department would need to target recruitment efforts toward historically underrepresented groups and associations, work directly with social work and other related academic programs housed within Historically Black Colleges and Universities (Howard University, Lincoln University, Morgan State), engage directly with programs that support Indigenous social work scholars (Washington University in St. Louis Buder Center for American Indian Studies), utilize Ms. Kelly-Rae's outreach and equity assessment recommendations, and consider relocation packages for those wishing to move to engage in this important work.

NATIONAL PROGRAM STAFFING MODELS

For Council's consideration, a comparison of existing national program structures is provided below, and further analysis is provided by Ms. Shah as to whether these program structures can translate to meet Kirkland's needs. Knowing that there is no "best practice," Ms. Shah explains

her preferred option for the Council to consider in order to meet its strategic goals (Resolution R-5434 in particular), below in the tables.

Option 1: Hire all hourly contractors (example: RADAR)

Risks	Benefits
- No employer-provided benefits - This would have to be a 2nd job for most - Uncertain future employment causes an undercurrent of stress - Significantly reduces diverse applicant pool - Cost associated with obtaining and maintaining liability insurance - Contract renewals year over year - Invoicing vs. direct deposit - Inconsistent billing, budgeting and forecasting	- Self-insured (no WCIA involvement) - More robust job duties - Overall lower costs to Kirkland - Lower costs = more contractors - Greater flexibility with onboarding and termination

Option 2: Hire all full-time staff (Georgia)

Risks	Benefits
- Potentially lesser experienced staff working with high-risk high needs populations - Higher overall costs of employing full time staff (benefits, supplemental insurance) - WCIA buy-in	- Job duties would be akin to other models nationwide – meets Kirkland's needs - Expands hiring opportunities representative of the community, upholding R-5434's mission

Option 3: Contract with a Third Party (example: CAHOOTS, CRU)

Risks	Benefits
- Very limited information-sharing with First Responders - Limited outcomes data - Lack of control over hiring - May reduce diverse applicant pool - Contract renewals year over year - Invoicing - Inconsistent billing, budgeting and forecasting - Challenges in finding an organization to provide this service	- Self-insured (no WCIA involvement) - More robust job duties - No direct supervision expectations - Contract negotiable if underperforming - Potential for expansion of services

STAFFING RECOMMENDATIONS

Ms. Shah is strongly recommending that the City considers option #2: the hiring of staff vs. contractors or engaging third-party providers, to fulfill the roles of Community Responders. As stated, the market is very competitive, and the more barriers to recruitment and retention that are built, the more challenging it will be to attract and retain a diverse group of Community Responders that reflect the community. This can be illustrated by considering the unfortunate reality that many mental health professionals face: they graduate with a Master's degree but

15

are saddled with tens of thousands of dollars in debt from graduate school education and subsequent licensure preparation, only to face job prospects that tend to be relatively low-wage considering the complexities of the body of work. There is a tremendous need for the stability that full-time jobs offer in order to feel confident in paying back student loans consistently, but to also feel valued and to stay motivated in an extremely emotionally-taxing and potentially dangerous job. Mental Health Professionals must also maintain licensure, and continuing education courses and attending conferences in order to obtain the required hours are costly endeavors.

If benefits are not offered, then the candidates that apply will likely need to work a full-time job elsewhere, in addition to working for the City, in order to qualify for health insurance, basic life insurance and retirement. It would not be sustainable to work a 40-hour/week job elsewhere, and a 30 hour/week contract job in Kirkland. Ms. Shah also advises the City to consider the dangers that come with occupational burnout; being chronically fatigued in these high-risk situations is quite frankly, dangerous.

While Option #3 (third-party) may, at first glance, appear to mitigate many of the aforementioned concerns, the intentional recruitment efforts as explained above will be beyond the City's control, thereby nullifying an important goal of Resolution R-5434.

Organizational Structure and Job Summaries

Below is the recommended final organizational structure once all Community Responder staff from the various programs are hired and the programs are stable and running. Ms. Shah does not have a specific recommendation for the City regarding which department this program ought to "live," as long as it is well understood by all community members that this is a city-wide program, serving all of Kirkland's residents, visitors, businesses and partners through a deliberate and intentional equity and social justice lens.

City staff is analyzing where to locate a maximum of three Community Responders (one lead and two responders) that will be on shift at overlapping times. Ideally, the space would be centrally located in the City, allow for privacy due to the nature of phone conversations they will have with community members, and provide for a workspace essential to their needs including a computer and/or laptop, locker or secure storage for personal belongings, office chair, and desk. They will also require a vehicle to respond to calls while on shift, as well as a cell phone and hands-free options. While no final decision has been made, staff is evaluating available space within new Station 24 in Juanita, current Station 27 in Juanita, City Hall, and potentially new Station 27 in Totem Lake once construction is complete.
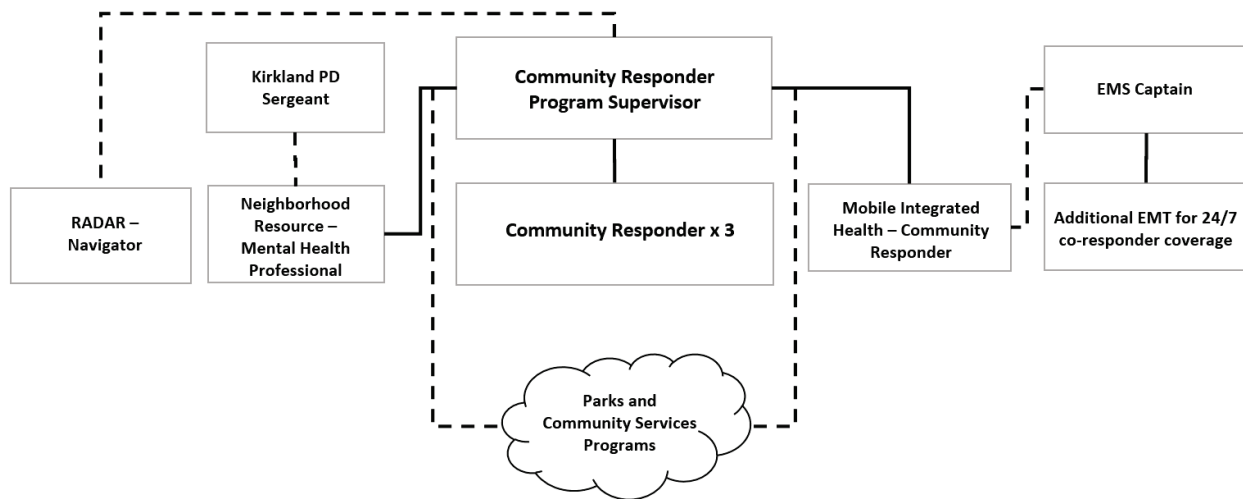
Below is a summary of job descriptions for the Community Responders

Community Responders (3.0) and Program Supervisor (.33 responder/.67 supervisor)

- Conducts in-home and community visits, both independently and within a team
- Utilizes de-escalation and customer service skills to establish rapport with community members, their caregivers and/or family members
- Determines the need for resources and/or services
- Provide appropriate resources to community members services (e.g., caregiver respite programs, paratransit applications, DSHS applications, SSDI, Veteran's Benefits)
- Follow-up with community members to ensure a warm hand-off to the appropriate resource(s) or service

Supervisor:
- Periodically re-evaluates efficacy of existing support services, determine need for additional services
- Represents Community Responder program on behalf of the City: data, outcomes, gathers community member ideas and feedback at public forums, city meetings, briefings, conferences and as requested by City officials.
- Directly manages day-to-day activities of Community Responders, NR Community Responder, MIH Community Responder, with a "dotted-line" matrix to the RADAR Navigators
- Leads "individual high-utilizer of 911" team by collaborating with Human Service Department Program Supervisor, RADAR Supervisor, Police/Fire leadership, Jail, Court and Community Court, DV Advocate, school counselors, local hospital psych/ED staff, senior housing staff
- Tracks, maintains and reports data, outcomes, service-delivery improvements, training requirements and SOPs
- Responds to calls for service (.33 FTE)

MIH Community Responder (1.0)

- As above (sans supervisor tasks), however this individual will focus on gerontology and individuals with disabilities and other special-needs populations as identified by Fire/EMS, RADAR Navigators, NR Community Responder, HSD and Community Responders.

Staffing methodology

In order to schedule staff based on community need, Ms. Shah's initial impressions based on data analyzed to date demonstrates the highest need for Community Responders to be working during the hours of 8 am - 10 pm, 7 days per week, with the understanding that these hours may change as the program grows.

Staff may need to overlap during the beginning and end of each shift in order to provide a warm hand-off to the oncoming responder. Ms. Shah recommends that Council prepares for the possibility of paying for overtime or implementing an "on-call" or "flex-time" policy when staff would need to work in pairs for safety purposes.

Regarding the overnight or "graveyard" hours of 11 pm - 7 am, the data shows that there are crisis calls that occur during these hours, albeit at a lesser rate; the challenge will be with the recruitment efforts. Rather than trying to recruit for this shift specifically, Ms. Shah recommends that the schedule is devised in a manner whereby all of the Community Responders rotate on an on-call basis; that is, a base rate of pay will be added to the salary for being on call, and additional pay will be added should the responder need to mobilize during the night. EMS staff will be available to respond to crisis calls during graveyards, so the Community Responder would not be in the community during the middle of the night, alone. Ultimately, the scheduling details ought to be left to the future Community Responder Supervisor to resolve.

RECOMMENDATION SUMMARY

- Hire four Community Responders as full-time City employees.
- Designate one Community Responder position as the Community Responder Supervisor.
- Once the program is running, move the Police Prop. 1 Neighborhood Resource Community Responder and the Medic One Mobile Integrated Health Community Responder under the direction of the Community Responder Supervisor.
- Hire four new firefighter/EMTs (in addition to the Medic One MIH FF/EMT) specifically trained in crisis intervention that partner with Community Responders to provide dedicated 24/7 crisis response.

NEXT STEPS

The current barrier as of the writing of this memo to fully implement Option #2 immediately remains WCIA's lack of liability and malpractice insurance for these positions; Ms. Shah recommends to the City Manager that the City Attorney's Office continues to discuss this with WCIA. As a short-term solution, Ms. Shah recommends that the City Attorney determine if WCIA can provide the City with a list of preferred, separate insurance companies for

malpractice and liability coverage for the Community Responder positions while longer term solutions are identified. An update with recommendations will be provided to the City Manager.

Job description drafts have been developed for all the Community Responder positions. Reporting structure and liability insurance still need to be determined, and the physical office location, necessary equipment, vehicle assignments and technology will need to be completed.

As this program evolves, there are near term and longer-term items for the City to consider:

Near Term:

- There is a need for ongoing coordination with NORCOM and RADAR to develop information-sharing platform among Community Responders and first responders; consider contracting with external companies if this is not feasible with NORCOM.

Longer Term:

- Consider leading the discussion to develop a regional 24/7 Crisis Clinic(s), with priority drop-off for first responders. Opportunity to partner with neighboring jurisdictions and work with Kirkland's State delegation to support and implement applicable legislation.

- Consider starting a toll-free crisis line with direct-dial/chat to Community Responders (staffing would need to increase significantly to staff the crisis line).

- Develop "automatic response" clearing code-type alert system for Community Responders or consider equipping and training Community Responders to use the police and fire radios.

Key Questions:

- Does the Council need additional information prior to making decisions on Community Responders?
- Does the Council concur with the recommendation to hire Community Responders as full time City employees?

[Attachment List]

A. Anura Shah - CV
B. SAMHSA National Guidelines for Behavioral Health Crisis Care
C. CAHOOTS Program Analysis, 2019
D. RADAR 2020 City Report Kirkland

ANURA SHAH

anura@beyondforcellc.com
206.920.0138

EDUCATION

2018   Associate in Applied Arts and Sciences (AAS), Criminal Justice
               Shoreline Community College, Shoreline, WA

2007   Masters in Social Work (MSW), Gerontology Concentration
               Washington University in St. Louis Brown School of Social Work, St. Louis, MO

2007   Masters in Health Administration (MHA)
               Washington University in St. Louis School of Medicine, St. Louis, MO

2002   Bachelor of Arts in Communications
               University of Massachusetts, Amherst, MA

EXPERIENCE

Jan 2017-   SHORELINE COMMUNITY COLLEGE, Shoreline, WA
Present   Associate Faculty, Criminal Justice Department

- Curriculum developer and instructor of the first-ever *Criminal Justice Advocacy Certificate* (CJAC) program: a 15-credit course series designed for individuals who want to work towards solutions within or alongside the criminal justice industries.

- Curriculum developer and co-instructor of the first-ever Professional Development Series: *The Interprofessional Practice of Law Enforcement and Social Work:* a continuing education series that trains mental health and social service professionals on the fundamentals of how to work collaboratively with law enforcement

- Criminal Justice Program Advisory Board Member

Oct 2015 -   BEYOND FORCE, LLC, Seattle, WA
present   Founder and Consultant

- Consultant to police chiefs, elected officials and corporate executives on the implementation of mental health and social service community responder programs
  - Provide expert guidance and recommendations on all program aspects including policy, recruitment, training and professional standards for civilian staff working alongside law enforcement
  - Perform program audits
  - Present recommendations, findings and total quality improvement plans to city and county councilmembers and the public

- Deliver customized crisis intervention and de-escalation training for law enforcement, first responders, clinical professionals, social service providers and healthcare workers

- Crisis Intervention Team Training Master Instructor (CIT), Washington State Criminal Justice Training Commission

- CVS/Aetna corporate executive consultant for public and labor market on crisis intervention and employee threat assessment practices (2018 – present)

May 2012 -   VA PUGET SOUND HEALTH CARE SYSTEM, Seattle/Tacoma, WA
Jan 2016   Director, Workplace Violence Prevention Program

- Developed first-ever comprehensive violence prevention program
  - Expanded program staffing by 300%
  - Created and staffed subspecialty clinic: forensic mental health
  - Led and supervised an executive-level committee whose charge was to use evidence-based and data-driven practices for preventing, identifying, assessing, managing and reducing all patient-generated disruptive behavior and employee-generated disruptive behavior
  - Collaborated with VA Police and Office of Inspector General to report and track all cases relating to threats or violence toward VA employees/property
  - Provided psychological first aid to victims of workplace violence

- First Responder: embedded social worker with police, co-responding to multiple incidents of behavioral emergencies (>3,000 during tenure)

- National Master Trainer: Prevention and Management of Disruptive Behavior, a VHA nation-wide curriculum on de-escalation, personal safety skills, and behavioral management strategies
  - Lead instructor for 13.5-hour course, including hands-on restraints training (>3,500 staff trained during tenure)

July 2010 -   VA PUGET SOUND HEALTH CARE SYSTEM, Mt. Vernon, WA
May 2012   Social Work Case Manager, Outpatient Clinics

- Caseload: 3,200 Veterans (rural). Provided resources and referrals for Veterans and caregivers with needs for housing, transportation and mental health services

- Member, Social Work Education Committee
  - Coordinated first annual "Suicide Prevention: Updates and Mandates" presentation with Chief-of-Staff and 3 Suicide Prevention Case Managers

ANURA SHAH

anura@beyondforcellc.com
206.920.0138

July 2008 - HINES VA HOSPITAL, Hines, IL
July 2010 Social Worker, Medicine/Surgery/Ambulatory Care

- Case load: 4 inpatient units, 7 outpatient specialty clinics (~4,000 patients)
- Provided care coordination to inpatients and outpatients with multiple needs for housing, home care, pension/compensation, social security
- Member of several steering committees including Performance Improvement and survey preparation (CARF, Joint Commission)
- Multiple cross-discipline certifications:
  - o FIM (Functional Independence Measure) certified with 100% accuracy on national FIM exam (2010)
  - o Prevention and Management of Disruptive Behavior course (2010)
  - o MDS (Minimum Data Set) certified (2008-2010)
- Directly supervised 2 interns

June 2007 - NORTH CHICAGO VA MEDICAL CENTER, North Chicago, IL
July 2008 (GHATP) Administrative Fellow, Office of the Director
Acting Business Manager, Geriatrics and Extended Care Department

- Provided personnel supervision to 5.0 FTEE
- Managed large department budget, marketing, staff development, customer service, and safety
- Designed and implemented data mining systems for retrieving and reporting performance measures
- Created and implemented new health and wellness program for 250+ employees
- Performed all labor relations management activities including pre-screening candidates, interviewing, conducting new employee orientation, resulting in recruiting several new physicians, nurses and allied health professionals

LICENSURE   Licensed Independent Clinical Social Worker (LICSW), State of Washington

PROFESSIONAL MEMBERSHIPS AND BOARDS

- Assessing and Managing Suicide Risk (AMSR), Certified Trainer
- Shoreline Community College Criminal Justice Advisory Board Member
- Washington University in St. Louis Alumni Association, Seattle Board Co-Chair
- Washington University in St. Louis Alumni Association, NW Regional Cabinet Member

CONFERENCES

2020 Sea Mar Clinics annual In-Service Presenter
2019 CIT International Conference Presenter
2019 National Association of Counties Conference Presenter
2019 Florida Association of Counties Conference Presenter

2019 Food Lifeline Partners Conference Presenter
2018 Northwest Harvest Eastern WA Partners Conference Presenter
2018 CIT NW Regional Conference Presenter
2018 Misdemeanor Probation/CCO Association Conference Presenter
2017 ILEETA National Conference Presenter

National Guidelines for Behavioral Health Crisis Care

Best Practice Toolkit

SAMHSA
Substance Abuse and Mental Health
Services Administration

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Acknowledgments

This document was produced for the Substance Abuse and Mental Health Services Administration (SAMHSA), U.S. Department of Health and Human Services (HHS).

Public Domain Notice

All material appearing in this document is in the public domain and may be reproduced or copied without permission from SAMHSA. Citation of the source is appreciated. However, this publication may not be reproduced or distributed for a fee without the specific, written authorization from the Office of Communications, SAMHSA, HHS.

Electronic Access and Copies of Publication

This publication may be downloaded or ordered at www.samhsa.gov. Or, please call SAMHSA's Health Information Network at 1-877-SAMHSA-7 (1-877-726-4727) (English and Español).

Originating Office Center for Mental Health Services Substance Abuse and Mental Health Services Administration 5600 Fishers Lane, Rockville, MD 20857

Printed 2020

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

The *National Guidelines for Crisis Care – A Best Practice Toolkit* advances national guidelines in crisis care within a toolkit that supports program design, development, implementation and continuous quality improvement efforts. It is intended to help mental health authorities, agency administrators, service providers, state and local leaders think through and develop the structure of crisis systems that meet community needs. This toolkit includes distinct sections for:

- ✓ Defining national guidelines in crisis care;
- ✓ Tips for implementing care that aligns with national guidelines; *and*
- ✓ Tools to evaluate alignment of systems to national guidelines.

In preparing this information, we could think of no one better to advise you than people who have worked successfully with crisis systems of care. Therefore, we based the information in this toolkit on the experience of veteran crisis system leaders and administrators as well as the individuals and families who have relied on these supports on their worst days. The interviews in this report's addendum showcase the diversity and richness of this expertise and experience.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Table of Contents

Forward

The Substance Abuse and Mental Health Services Administration (SAMHSA) is the U.S. Department of Health and Human Services agency that leads public health efforts to advance the behavioral health of the nation. SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities.

This *National Guidelines for Behavioral Health Crisis Care Best Practice Toolkit* (*National Guidelines for Crisis Care*) responds to SAMHSA's mission by providing science-based, real-world tested best-practice guidance to the behavioral health field. The Toolkit reflects careful consideration of all relevant clinical and health service research, review of top national program practices and replicable approaches that support best practice implementation. Select nonfederal clinical researchers, service providers, program administrators and patient advocates offered input on specific topics in their areas of expertise to reach consensus on the best practices chosen to be included in this Toolkit. The evolution of this *National Guidelines for Crisis Care* benefited from the 15 year catalog of work of the SAMHSA-funded National Suicide Prevention Lifeline, the National Action Alliance for Suicide Prevention's Crisis Services Task Force that produced *Crisis Now* recommendations in 2016, the Interdepartmental Seriously Mentally Ill Coordinating Committee (ISMICC) report to Congress in 2017 and feedback from exceptional crisis providers and administrators from around the nation. Field reviewers then assessed draft content prior to publication.

The talent, dedication, and hard work that the Toolkit contributors and reviewers bring to this highly participatory process have helped bridge the gap between the promise of research and the needs of practicing clinicians and administrators to serve, in the most scientifically sound and effective ways, people in need of behavioral health services. We are grateful to all who have joined with us to contribute to advances in the behavioral health field. This report finally offers our communities true *National Guidelines for Crisis Care* within a user-friendly Best Practice Toolkit. You will also find innovative data-informed crisis system capacity modeling tools that can estimate the likely crisis service needs of your community and optimal resource allocations to meet those needs within a few key variables. Together, we can and will make a difference!

Elinore F. McCance-Katz, M.D., Ph.D.
Assistant Secretary for Mental Health and Substance Use SAMHSA

Intentionally left blank.

Introduction

Like a physical health crisis, a mental health crisis can be devastating for individuals, families and communities. While an individual crisis cannot be fully predicted, we can plan how we structure services and organize approaches to best meet the needs of those individuals who experience a mental health crisis. Too often that experience is met with delay, detainment and even denial of service in a manner that creates undue burden on the person, law enforcement, emergency departments and justice systems.

Given the ever-expanding inclusion of the term "crisis" by entities describing service offerings that do not truly function as no-wrong-door safety net services, we must start by defining what crisis services are and what they are not. Crisis services are for **anyone, anywhere and anytime**. Examples of crisis level safety net services seen in communities around the country include (1) 911 accepting all calls and dispatching support based on the assessed need of the caller, (2) law enforcement, fire or ambulance personnel dispatched to wherever the need is in the community *and* (3) hospital emergency departments serving everyone that comes through their doors from all referral sources. These services are for **anyone, anywhere and anytime.**

Similarly, crisis services include (1) crisis lines accepting all calls and dispatching support based on the assessed need of the caller, (2) mobile crisis teams dispatched to wherever the need is in the community (not hospital emergency departments) and (3) crisis receiving and stabilization facilities that serve everyone that comes through their doors from all referral sources. These services are for **anyone, anywhere and anytime.**

With non-existent or inadequate crisis care, costs escalate due to an overdependence on restrictive, longer-term hospital stays, hospital readmissions, overuse of law enforcement and human tragedies that result from a lack of access to care. Extremely valuable psychiatric inpatient assets are over-burdened with referrals that might be best-supported with less intrusive, less expensive services and supports. In too many communities, the "crisis system" has been unofficially handed over to law enforcement; sometimes with devastating outcomes. The current approach to crisis care is patchwork and delivers minimal treatment for some people while others, often those who have not been engaged in care, fall through the cracks; resulting in multiple hospital readmissions, life in the criminal justice system, homelessness, early death and suicide.

A comprehensive and integrated crisis network is the first line of defense in preventing tragedies of public and patient safety, civil rights, extraordinary and unacceptable loss of lives, and the waste of resources. There is a better way. Effective crisis care that saves lives and dollars requires a systemic approach. This toolkit will delineate how to estimate the crisis system resource needs of a community, the number of individuals who can be served within the system, the cost of crisis services, the workforce demands of implementing crisis care and the community-changing impact that can be seen when services are delivered in a manner that aligns with this *Best Practice Toolkit*. Readers will also learn how this approach harnesses data and technology, draws on the expertise of those with lived experience, and incorporates evidence-based suicide prevention practices.

Perhaps the most potent element of all, in an effective crisis service system, is relationships. To be human. To be compassionate. We know from experience that immediate access to help, hope and healing saves lives.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Overview

Crisis mental health care in the United States is inconsistent and inadequate when it falls short of aligning with the best practice. This is tragic in that good crisis care is widely recognized as:

1. An effective strategy for suicide prevention;
2. An approach that better aligns care to the unique needs of the individual;
3. A preferred strategy for the person in distress that offers services focused on resolving mental health and substance use crisis;
4. A key element to reduce psychiatric hospital bed overuse;
5. An essential resource to eliminate psychiatric boarding in emergency departments;
6. A viable solution to the drains on law enforcement resources in the community; *and*
7. Crucial to reducing the fragmentation of mental health care.

Short-term, inadequate crisis care is shortsighted. Imagine establishing emergency services in a town by purchasing a 40-year-old fire engine and turning the town's old service shop into the fire station. It will work until there is a crisis. True no-wrong-door crisis care is needed and anything short of full implementation will fall short of meeting the needs of the community.

Our country's approach to crisis mental health care must be transformed. Addressing crisis is the most basic element of mental health care because it immediately and unconditionally accepts everyone seeking care. It represents real-time access to services that align with the needs of the person when the person needs it most. In many states and communities, crisis care is nonexistent, limited or simply an afterthought viewed as an additional expense that was not included in the local budget. We cannot afford to pay the exorbitant price of not offering crisis care; including:

- The human cost of emotional pain of families struggling to access care;
- The opportunity cost of lost community contribution as mental illness represents our nation's largest source of disability;
- The costs of law enforcement and the justice system teams dedicating a disproportionate amount of resources to address issues that result from a person's untreated crisis; *and*
- The ever-escalating cost of inpatient healthcare for individuals who are unable to access needed community-based services in a timely manner.

In many communities, the current crisis services model depends primarily upon after-hours work by on-call therapists or in space set aside within a crowded emergency department (ED). These limited and fragmented approaches are akin to plugging a hole in a dike with a finger.

This toolkit is designed to bridge the unacceptable gap that currently exists in our continuum of care by solidifying national best practice guidelines that reflects SAMHSA's view of the standard of care we must expect in our communities. Core elements of a crisis system must include:

1. Regional or statewide crisis call centers coordinating in real time;
2. Centrally deployed, 24/7 mobile crisis;
3. 23-hour crisis receiving and stabilization programs; *and*
4. Essential crisis care principles and practices.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

These elements are discussed in more detail later in this toolkit. Effective crisis care that saves lives and dollars requires a systemic approach, and these key elements must be in place. In this report, we will review the proven key components of good crisis care and demonstrate that piecemeal solutions are unacceptable.

Many communities across the United States have limited or no access to true "no wrong door" crisis services; defaulting to law enforcement operating as community-based mental health crisis response teams with few options to connect individuals experiencing a mental health crisis to care in real time. The available alternatives represent systemic failures in responding to those in need; including incarceration for misdemeanor offences or drop-off at hospital emergency departments that far too often report being ill-equipped to address a person in mental health crisis. Unacceptable outcomes of this healthcare gap are (1) high rates of incarceration for individuals with mental health challenges, (2) crowding of emergency departments that experience lost opportunity costs with their beds and (3) higher rates of referral to expensive and restrictive inpatient care with extended lengths of stay because lower levels of intervention that better align with person's needs are not available. For many others in crisis, individuals simply fail to get the care they need; contributing to mental illness's designation as the most prevalent disability in the United States and one of the greatest causes of lost economic opportunity in communities throughout the nation.

The purpose of this publication is to establish a solitary set of national guidelines for crisis care and offer a toolkit that supports program design, development, implementation and continuous quality improvement in systems of care throughout the nation.

Core Services and Best Practices

In this section, we define essential elements of effective, modern, and comprehensive crisis care along with the actions needed to bring those services to communities across the United States. The following represent the *National Guidelines for Crisis Care* essential elements within a **no-wrong-door** integrated crisis system:

1. **Regional Crisis Call Center**: Regional 24/7 clinically staffed hub/crisis call center that provides crisis intervention capabilities (telephonic, text and chat). Such a service should meet National Suicide Prevention Lifeline (NSPL) standards for risk assessment and engagement of individuals at imminent risk of suicide and offer air traffic control (ATC) - quality coordination of crisis care in real-time;

2. **Crisis Mobile Team Response**: Mobile crisis teams available to reach any person in the service area in his or her home, workplace, or any other community-based location of the individual in crisis in a timely manner; *and*

3. **Crisis Receiving and Stabilization Facilities**: Crisis stabilization facilities providing short-term (under 24 hours) observation and crisis stabilization services to all referrals in a home-like, non-hospital environment.

Although there are many other services that will be incorporated into the continuum of a comprehensive system of care, these three programmatic components represent the three true crisis service elements when delivered to the fidelity of the *Crisis Service Best Practice* guidelines defined in this toolkit. However, crisis systems must not operate in isolation; instead striving to fully incorporate within the broader system of care so seamless transitions evolve to connect people in crisis to care based on the assessed need of the individual.

A good way of looking at crisis system flow is to examine on the stratification of assessed need of individuals in crisis. The Level of Care Utilization System (LOCUS) is a tool designed to assess level of care needs of individuals experiencing psychiatric and addiction challenges for over a decade with broad utilization in many states around the country. Developed by the American Association of Community Psychiatrists, LOCUS provides a single easy-to-use instrument that can be used in a multitude of settings to clarify an individual's needs and identify services appropriate to address those needs.

An analysis of over a decade of Level of Care Utilization System (LOCUS) data in Georgia from individuals who were engaged by a face-to-face crisis response service by facility-based or mobile team providers was recently completed; offering insight into what service types would best align with the needs of a community in a fully efficient crisis and acute care system. The statewide crisis line data set used in the analysis included a total of 1.2 million records, 431,690 of which met the criteria described above. This review resulted in the following breakdown that can be used to inform optimal initial referral paths within a system of care that includes a continuum of crisis services:

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

- 14% (59,269 of 431,690) LOCUS Level 6 – Direct Referral to Acute Hospital;
- 54% (234,170 of 431,690) LOCUS Level 5 – Referral to Crisis Receiving and Stabilization Facility; *and*
- 32% (138,251 of 431,690) LOCUS Levels 4-1 – Evaluation by Crisis Mobile Team with Referral to Care as Needed.

Crisis mobile teams are projected to serve a broader range of individuals in less acute crisis situations. A survey of higher-performing mobile crisis teams shows that approximately 70% of those engagements result in community stabilization. The remaining 30% should be connected to facility-based care that aligns with their assessed needs; including referrals, when indicated, to crisis receiving and stabilization facilities, respite or residential treatment programs. Crisis service providers should be prepared to support all individuals seeking their care and then connect them to care in a manner that truly aligns with the needs of the person.

Crisis systems must work within the larger system of care to address the needs of community members. The true test of whether there is adequate capacity to meet the needs of the community is whether individuals are able to access needed services in a timely manner. Psychiatric boarding in emergency departments and an over-representation of people with mental health and substance use challenges within the justice systems would suggest insufficient capacity within that community; warranting further analysis of flow within that system.

> **The true test of whether there is adequate capacity to meet the needs of the community is by assessing whether individuals are able to access needed services in a timely manner.**

In addition to the essential structural or programmatic elements of a crisis system, we have established a list of the following essential qualities that must be "baked into" comprehensive crisis systems:

1. Addressing recovery needs, significant use of peers, and trauma-informed care;
2. "Suicide safer" care;
3. Safety and security for staff and those in crisis; *and*
4. Law enforcement and emergency medical services collaboration.

The subsections of this *Core Services and Guidelines for Care* chapter that follow contain the information the user of this Toolkit will need to align service delivery with the *Crisis Service Best Practice* guidelines.

Core Elements of a Crisis System

The good news is that there are really only three core elements to a crisis system. Unfortunately, few communities have them and even fewer have them operating in a manner consistent with the *Crisis Services Best Practice* guidelines defined in this Toolkit. The three-core structural or programmatic elements of a crisis system defined in this section are:

(1) Regional Crisis Call Center,
(2) Crisis Mobile Team Response *and*
(3) Crisis Receiving and Stabilization Facilities.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Regional Crisis Call Hub Services – *Someone To Talk To*

Regional crisis call services offer real-time access to a live person every moment of every day for individuals in crisis. Regional, 24/7, clinically staffed call hub/crisis call centers provide telephonic crisis intervention services to all callers, meet National Suicide Prevention Lifeline (NSPL) operational guidelines regarding suicide risk assessment and engagement and offer air traffic control (ATC) quality coordination of crisis care in real-time. Ideally, these programs will also offer text and chat options to better engage entire communities in care. Analogous to a 911 call for most emergencies, mental health, substance use and suicide prevention lines must be equipped to take all calls with expertise in delivering telephonic intervention services, triaging the call to assess for additional needs and coordinating connections to additional support based on the assessment of the team and the preferences of the caller.

At the time of this publication, Congress is considering a national 988 behavioral health crisis number to serve as a dedicated crisis call center line in a manner that generates better access to care through a more broadly recognized and remembered number than the local options that exist at this time.

Minimum Expectations to Operate a Regional Crisis Call Service
Regional, 24/7, clinically staffed call hub/crisis call centers must:

1. Operate every moment of every day (24/7/365);
2. Be staffed with clinicians overseeing clinical triage and other trained team members to respond to all calls received;
3. Answer every call or coordinate overflow coverage with a resource that also meets all of the minimum crisis call center expectations defined in this toolkit;
4. Assess risk of suicide in a manner that meets NSPL standards and danger to others within each call;
5. Coordinate connections to crisis mobile team services in the region; *and*
6. Connect individuals to facility-based care through warm hand-offs and coordination of transportation as needed.

Best Practices to Operate Regional Crisis Call Center
To fully align with best practice guidelines, centers must meet the minimum expectations and:

1. Incorporate Caller ID functioning;
2. Implement GPS-enabled technology in collaboration with partner crisis mobile teams to more efficiently dispatch care to those in need;
3. Utilize real-time regional bed registry technology to support efficient connection to needed resources; *and*
4. Schedule outpatient follow-up appointments in a manner synonymous with a warm handoff to support connection to ongoing care following a crisis episode.

Implementation of the *National Suicide Lifeline Policy for Helping Callers at Imminent Risk of Suicide* is an expectation as these regional crisis line providers partner in Zero Suicide efforts around the country. **Direct crisis center staff are expected to:**

1. *Practice **active engagement** with callers and make efforts to establish sufficient rapport so as to promote the caller's collaboration in securing his/her own safety;*
2. *Use the **least invasive intervention** and consider involuntary emergency interventions as a last resort, except for in circumstances as described below;*
3. *Initiate life-saving services for attempts in progress – in accordance with guidelines that do not require the individual's consent to initiate medically necessary rescue services;*
4. *Initiate active rescue to secure the immediate safety of the individual at risk if the caller remains unwilling and/or unable to take action to prevent his/her suicide and remains at imminent risk;*
5. *Practice active engagement with persons calling on behalf of someone else ("third-party callers") towards determining the least invasive, most collaborative actions to best ensure the safety of the person at risk;*
6. *Have supervisory staff available during all hours of operations for timely consultation in determining the most appropriate intervention for any individual who may be at imminent risk of suicide; and*
7. Maintain caller ID or other method of identifying the caller's location that is readily accessible to staff.

Regional Crisis Call Center Technology

The incorporation of advanced technologies is essential to efficiently operating a regional crisis call center hub. We see the nation's air traffic control system (ATC) as one we can learn from as we work towards seamless connections to care in a mental health and substance use crisis system.

Air Traffic Control (ATC) Capabilities with Crisis Line Expertise

Virginia State Senator Creigh Deeds was stabbed by his son, Gus, who then took his own life by suicide. Shortly before this horrific outcome, Gus had been assessed at a local hospital and a magistrate had ordered an involuntary commitment. However, no beds were available at any nearby inpatient psychiatric hospitals so Gus was sent home. Sadly, it is far too common for individuals in mental health crisis to receive an initial assessment but then "fall through the cracks" due to a failure to make a connection to care that aligns with the unique needs of the individual. The cracks occur because of interminable delays in access to services based on an absence of:

1. Real-time coordination of crisis and outgoing services; *and*
2. Linked, flexible services specific to crisis response, namely mobile crisis teams and crisis stabilization facilities.

Because of these gaps, individuals walk out of a hospital emergency department (ED), often "against medical advice," and disappear until the next crisis occurs.

The nation's approach to crisis call centers received a significant upgrade starting in 2004 with creation of the National Suicide Prevention Lifeline (NSPL). Over time, the NSPL has demonstrated its effectiveness and raised the performance bar for crisis call centers. Recent SAMHSA initiatives include efforts to solidify real-time bed registries that can be used to more

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

efficiently connect individuals to care during their times of greatest need. Air traffic control (ATC) systems provide a primary example of how access to real-time data and consistent standards lead to remarkable efficiency in complex systems. Adopting an ATC model for crisis services can significantly reduce the incidence of tragic and unacceptable outcomes for individuals in crisis.

Learning from Air Traffic Control (ATC) Safety
Air Traffic Control (ATC) works to ensure the safety of nearly 30,000 U.S. commercial flights per day. In the United States, this occurs with a very high success rate; making air travel remarkably safe today. Unfortunately, we have been less successful at supporting individuals who are navigating a mental health crisis.

The advancements in ATC that have helped transform aviation safety are two vitally important objectives and, without them, it is nearly impossible to avoid tragedy:

- Objective #1: Always know where the aircraft is (in time and space) and never lose contact; *and*
- Objective #2: Verify the hand-off has occurred and the airplane is safely in the hands of another controller.

These objectives easily translate to behavioral health and our evolving crisis systems of care. Always knowing where an individual in crisis is and verifying that the hand-off has occurred to the next service provider seem like relatively easy objectives to fulfill. However, they are missing from most U.S. behavioral health and crisis systems despite the existence of technology that is working in some regions. Individuals and families attempting to navigate the behavioral health system, typically in the midst of a mental health or addiction crisis, should have the same diligent standard of care that ATC provides.

The Air Traffic Control (ATC) Model for Crisis Services and Functional Targets
Air traffic control (ATC)-type technology is being applied by some crisis call center hubs in the country; offering real-time connection to GPS-enabled mobile teams, true system-wide access to available beds and outpatient appointment scheduling through the integrated crisis call center. These exceptional practice centers serve as a true hub for whole, integrated crisis system of care.

Status Disposition for Intensive Referrals
In an effective ATC-based model for crisis services, there must be shared tracking of the status and disposition of linkage/referrals for individuals needing intensive service levels; including requirements for service approval and transport, shared protocols for medical clearance algorithms and data on speed of accessibility (average minutes until disposition). An effective program should take advantage of sophisticated software to help crisis professionals assess and engage those at risk and track individuals throughout the process, including where they are, how long they have been waiting, and what specifically is needed to advance them to service linkage. For example, some systems display names on a pending linkage status board that highlight names in green, white, yellow, or red to reflect how long an individual has been waiting for connection to care.

E-Page 44

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

24/7 Outpatient Scheduling

Crisis staff should be able to schedule intake and outpatient appointments for individuals in crisis with providers across the region while providing data on speed of accessibility (average business days until appointment) by provider/program.

Crisis Bed Registry

An intensive services bed census is required; showing the availability of beds in crisis stabilization programs and 23-hour observation chairs, as well as beds in private psychiatric hospitals, with interactive two-way exchange (such as through an individual referral editor and inventory / through-put status board).

High-Tech, GPS-enabled Mobile Crisis Dispatch

Mobile crisis teams should use GPS-enabled tablets or smart phones to support quick and efficient call hub determination of the closest available teams, track response times, and ensure clinician safety (*e.g.,* time at site, real-time communication, safe driving, etc.).

Real-Time Performance Outcomes Dashboards

Effective crisis service models utilize outwardly facing performance reports measuring a variety of metrics such as call volume, number of referrals, time-to-answer, abandonment rates, and service accessibility performance. When implemented in real time, the public transparency created through these reports provides an extra layer of urgency and accountability.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Mobile Crisis Team Services – *Someone To Respond*

Mobile crisis team services offering community-based intervention to individuals in need wherever they are; including at home, work, or anywhere else in the community where the person is experiencing a crisis. For safety and optimal engagement, two person teams should be put in place to support emergency department and justice system diversion. Emergency medical services (EMS) should be aware and partner as warranted.

Minimum Expectations to Operate a Mobile Crisis Team Services
Mobile crisis team services must:

1. Include a licensed and/or credentialed clinician capable to assessing the needs of individuals within the region of operation;
2. Respond where the person is (home, work, park, etc.) and not restrict services to select locations within the region or particular days/times; *and*
3. Connect individuals to facility-based care as needed through warm hand-offs and coordinating transportation when and only if situations warrant transition to other locations.

Best Practices to Operate Mobile Crisis Team Services
To fully align with best practice guidelines, teams must meet the minimum expectations and:

1. Incorporate peers within the mobile crisis team;
2. Respond without law enforcement accompaniment unless special circumstances warrant inclusion in order to support true justice system diversion;
3. Implement real-time GPS technology in partnership with the region's crisis call center hub to support efficient connection to needed resources and tracking of engagement; *and*
4. Schedule outpatient follow-up appointments in a manner synonymous with a warm handoff in order to support connection to ongoing care.

Community-based mobile crisis services use face-to-face professional and peer intervention, deployed in real time to the location of the person in crisis in order to achieve the needed and best outcomes for that individual. Most community-based mobile crisis programs utilize teams that include both professional and paraprofessional staff. For example, a Master's- or Bachelor's-level clinician may be paired with a peer support specialist and the backup of psychiatrists or other Master's-level clinicians who are on-call as needed. Peer support workers often take the lead on engagement and may also assist with continuity of care by providing support that continues beyond the resolution of the immediate crisis.

SAMHSA's 2014 *Crisis Services: Effectiveness, Cost-Effectiveness, and Funding Strategies* report stated:

> *The main objectives of mobile crisis services are to provide rapid response, assess the individual, and resolve crisis situations that involve children and adults who are presumed or known to have a behavioral health disorder (Allen et al., 2002; Fisher, Geller, and Wirth-Cauchon, 1990; Geller, Fisher, and McDermeit, 1995). Additional*

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

objectives may include linking people to needed services and finding hard-to-reach individuals (Gillig, 1995). The main outcome objective of mobile crisis teams is to reduce psychiatric hospitalizations, including hospitalizations that follow psychiatric ED admission.

In summary, mobile crisis care:

1. Helps individuals experiencing a crisis event to experience relief quickly and to resolve the crisis situation when possible;
2. Meets individuals in an environment where they are comfortable; *and*
3. Provides appropriate care/support while avoiding unnecessary law enforcement involvement, ED use and hospitalization.

The same report confirmed previous evidence on the effectiveness of mobile crisis service:

Four studies were identified with empirical evidence on the effectiveness of mobile crisis services: one randomized controlled trial (Currier et al., 2010) and three that used quasi-experimental designs (Guo, Biegel, Johnsen, and Dyches, 2001; Hugo, Smout, and Bannister, 2002; Scott, 2000; Dyches, Biegel, Johnsen, Guo, and Min, 2002). The studies suggest that mobile crisis services are effective at diverting people in crisis from psychiatric hospitalization, effective at linking suicidal individuals discharged from the emergency department to services, and better than hospitalization at linking people in crisis to outpatient services.

The cost-effectiveness of mobile crisis services is noted as well:

Scott (2000) analyzed the effectiveness and efficiency of a mobile crisis program by comparing it to regular police intervention. The average cost per case was $1,520 for mobile crisis program services, which included $455 for program costs and $1,065 for psychiatric hospitalization. For regular police intervention, the average cost per case was $1,963, which consisted of $73 for police services and $1,890 for psychiatric hospitalization. In this study, mobile crisis services resulted in a 23 percent lower average cost per case. In another study analyzing the cost impact of mobile crisis intervention, Bengelsdorf et al., (1987) found that mobile crisis intervention services can reduce costs associated with inpatient hospitalization by approximately 79 percent in a six-month follow-up period after the crisis episode.

SAMHSA asserts that mobile crisis team care is one of three essential elements of a well-integrated crisis system of care. To maximize effectiveness, the availability of mobile crisis services should match needs in the area/region they serve on a 24/7/365 basis and should be deployed and monitored by an air traffic control (ATC)-capable regional call center. Essential functions of mobile crisis services include:

- Triage/screening, including explicit screening for suicidality;
- Assessment;
- De-escalation/resolution;

- Peer support;
- Coordination with medical and behavioral health services; *and*
- Crisis planning and follow-up.

Triage/Screening

As most mobile crisis responses are initiated via phone call to a hotline or provider, the initial step in providing community-based mobile crisis services is to determine the level of risk faced by the individual in crisis and assess the most appropriate response to meet the need. In discussing the situation with the caller, the mobile crisis staff must decide if other first responders, such as police or emergency medical services, should be involved while understanding that this is not the preferred approach and one that should only be used when alternative behavioral health responders are not available or the nature of the crisis indicates that EMS or police are most appropriate.

For example, if the person describes a serious medical condition or indicates that he or she poses an imminent threat of harm, the mobile crisis team should coordinate with emergency responders. The mobile crisis team can meet emergency responders at the site of the crisis and work together to resolve the situation. Explicit attention to screening for suicidality using an accepted, standardized suicide screening tool should be a part of triage.

Assessment

The behavioral health professional (BHP) on the mobile crisis team is responsible for completing an assessment. Specifically, the BHP should address:

- Causes leading to the crisis event; including psychiatric, substance abuse, social, familial, legal factors and substance use;
- Safety and risk for the individual and others involved; including an explicit assessment of suicide risk;
- Strengths and resources of the person experiencing the crisis, as well as those of family members and other natural supports;
- Recent inpatient hospitalizations and/or any current relationship with a mental health provider;
- Medications prescribed as well as information on the individual's compliance with the medication regimen; *and*
- Medical history as it may relate to the crisis.

De-Escalation and Resolution

Community-based mobile crisis teams engage individuals in counseling throughout the encounter and intervene to de-escalate the crisis. The goal is not just to determine a needed level of care to which the individual should be referred, but to resolve the situation so a higher level of care is not necessary.

Peer Support

SAMHSA's 2009 report (p.8) asserts that mental health crisis services "should afford opportunities for contact with others whose personal experiences with mental illness and past mental health crises allow them to convey a sense of hopefulness first-hand. In addition, peers

can offer opportunities for the individual to connect with a supportive circle of people who have shared experiences—an option that may have particular relevance given feelings of isolation and fear that may accompany a mental health crisis" (see Significant Role for Peers in Section 4).

For community-based mobile crisis programs, incorporating peers can add complementary qualifications to the team so that individuals in crisis are more likely to see someone they can relate to while they are receiving services. Peers should not reduplicate the role of BHPs but instead should establish rapport, share experiences, and strengthen engagement with the individual experiencing crisis. They may also engage with the family members of (or other persons significant to) those in crisis to educate them about self-care and ways to provide support.

Coordination with Medical and Behavioral Health Services

Community-based mobile crisis programs, as part of an integrated crisis system of care, should focus on linking individuals in crisis to all necessary medical and behavioral health services that can help resolve the situation and prevent future crises. These services may include crisis stabilization or acute inpatient hospitalization and treatment in the community (e.g., community mental health clinics, in-home therapy, family support services, crisis respite services, and therapeutic mentoring).

Crisis Planning and Follow-Up

SAMHSA's essential elements of responding to mental health crisis include prevention. "Appropriate crisis response works to ensure that crises will not be recurrent by evaluating and considering factors that contributed to the current episode and that will prevent future relapse. *Hence, an adequate crisis response requires measures that address the person's unmet needs, both through individualized planning and by promoting systemic improvements*" (SAMHSA, 2009: p. 7, emphasis in the original). During a mobile crisis intervention, the BHP and peer support professional should engage the individual in a crisis planning process; resulting in the creation or update of a range of planning tools including a safety plan.

When indicated, mobile crisis service providers should also follow up with individuals served to determine if the services to which they were referred were provided in a timely manner and are meeting their needs. This activity is typically completed through telephonic outreach but there may be times when further face-to-face engagement may be warranted or even necessary when the individual cannot be reached by phone.

Crisis Mobile Service Summary

Community-based mobile crisis is an integral part of a crisis system of care. Mobile crisis interventions provide individuals with less restrictive care in a more comfortable environment that is likely to produce more effective results than hospitalization or ED utilization. When collaboration exists with hospitals, medical and behavioral health providers, law enforcement, and other social services, community-based mobile crisis is an effective and efficient way of resolving mental health crisis and preventing future crisis situations.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Crisis Receiving and Stabilization Services – *A Place to Go*

Crisis receiving and stabilization services offer the community a no-wrong-door access to mental health and substance use care; operating much like a hospital emergency department that accepts all walk-ins, ambulance, fire and police drop-offs. The need to say yes to mental health crisis referrals, including working with persons of varying ages (as allowed within the facility license) and clinical conditions (such as serious emotional disturbances, serious mental illness, intellectual and developmental disabilities), regardless of acuity, informs program staffing, physical space, structure and use of chairs or recliners in lieu of beds that offer far less capacity or flexibility within a given space. As we will discuss later in this toolkit, it is important to fund these facility-based programs so they can deliver on the commitment of never rejecting a first responder or walk-in referral in order to realize actual emergency department and justice system diversion. If an individual's condition is assessed to require medical attention in a hospital or referral to a dedicated withdrawal management (i.e., referred to more commonly and historically as detoxification) program, it is the responsibility of the crisis receiving and stabilization facility to make those arrangements and not shift responsibility to the initial referral source (family, first responder or mobile team). Law enforcement is not expected to do the triage or assessment for the crisis system and it is important that those lines never become blurred.

> One of the phrases we have seen applied to programs around the country is *"Thank you. Can I have another?"* in reference to law enforcement bringing individuals to the program.

Minimum Expectations to Operate a Crisis Receiving and Stabilization Service

Crisis receiving and stabilization services must:

1. Accept all referrals;
2. Not require medical clearance prior to admission but rather assessment and support for medical stability while in the program;
3. Design their services to address mental health and substance use crisis issues;
4. Employ the capacity to assess physical health needs and deliver care for most minor physical health challenges with an identified pathway in order to transfer the individual to more medically staffed services if needed;
5. Be staffed at all times (24/7/365) with a multidisciplinary team capable of meeting the needs of individuals experiencing all levels of crisis in the community; including:
   a. Psychiatrists or psychiatric nurse practitioners (telehealth may be used)
   b. Nurses
   c. Licensed and/or credentialed clinicians capable of completing assessments in the region; *and*
   d. Peers with lived experience similar to the experience of the population served.
6. Offer walk-in and first responder drop-off options;
7. Be structured in a manner that offers capacity to accept all referrals at least 90% of the time with a no rejection policy for first responders;

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

8. Screen for suicide risk and complete comprehensive suicide risk assessments and planning when clinically indicated; *and*

9. Screen for violence risk and complete more comprehensive violence risk assessments and planning when clinically indicated.

Best Practices to Operate Crisis Receiving and Stabilization Services

To fully align with best practice guidelines, centers must meet the minimum expectations and:

1. Function as a 24 hour or less crisis receiving and stabilization facility;
2. Offer a dedicated first responder drop-off area;
3. Incorporate some form of intensive support beds into a partner program (could be within the services' own program or within another provider) to support flow for individuals who need additional support;
4. Include beds within the real-time regional bed registry system operated by the crisis call center hub to support efficient connection to needed resources; *and*
5. Coordinate connection to ongoing care.

Many individuals in crisis brought to hospital EDs for stabilization report experiencing increased distress and worsening symptoms due to noise and crowding, limited privacy in the triage area, and being attended to by staff who have little experience with psychiatric crisis care. All of this increases frustration and agitation (Clarke et al., 2007). Agar-Jacomb and Read (2009) found individuals who had received crisis services preferred going to a safe place, speaking with peers and trained professionals who could understand what they were experiencing, and interacting with people who offered respect and dignity to them as individuals; an experience they did not have at the hospital. In such an alternative setting, psychiatric crises can be de-escalated.

In the 2014 *Crisis Services: Effectiveness, Cost-Effectiveness, and Funding Strategies* report, SAMHSA defined crisis stabilization as:

> *A direct service that assists with deescalating the severity of a person's level of distress and/or need for urgent care associated with a substance use or mental disorder. Crisis stabilization services are designed to prevent or ameliorate a behavioral health crisis and/or reduce acute symptoms of mental illness by providing continuous 24-hour observation and supervision for persons who do not require inpatient services." (p. 9).*

Data suggests that a high proportion of people in crisis who are evaluated for hospitalization (LOCUS levels 5 and 6) can be safely cared for in a crisis facility and that the outcomes for these individuals are at least as good as hospital care while the cost of crisis care is substantially less than the costs of inpatient care and accompanying emergency department "medical clearance" charges.

The Role of the Psychiatrist/Psychiatric Nurse Practitioner
Psychiatrists and Psychiatric Nurse Practitioners serve as clinical leaders of the multi-disciplinary crisis team. Essential functions include ensuring clinical soundness of crisis services through evaluation of need, continued monitoring of care and crisis service discharge planning.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

The role of the psychiatrist/psychiatric nurse practitioner during the evaluation is to:

- Clarify diagnosis and information within any existing psychiatric advance directive (PAD);
- Evaluate and define a course of care for substance use, mental & physical health needs;
- Collaborate with the team to assess risk and level of care needs;
- Participate in establishing patient-centered treatment goals and plans with the team;
- Educate about medications and care options; *and*
- Partner with the team to engage with the person's support system.

The role of the psychiatrist/psychiatric nurse practitioner in continued treatment is to:

- Monitor patient-centered needs and risk while adjusting treatment as needed;
- Collaborate to support movement towards recovery goals in a patient-centered fashion;
- Participate in the delivery of family education as applicable;
- Educate, train and model best practice care to team members during treatment; *and*
- Provide overall clinical leadership and oversight of patient-centered care.

The role of the psychiatrist/psychiatric nurse practitioner during the discharge process is to:

- Collaborate with the team and those served to develop PAD and discharge plan;
- Prescribe medication to bridge until the person's follow-up appointment; *and*
- Support persons served with education about discharge medications and any follow-up needs or recommendations for monitoring side effects.

Additional Elements of a System of Care

As noted previously, essential crisis system elements are limited to (1) the crisis call center hub, (2) crisis mobile response and (3) crisis receiving and stabilization services. A multitude of other resources that support a comprehensive system of care exist; including facility-based resources such as short-term residential facilities and peer respite programs that offer step down options for individuals following a crisis episode.

Short-Term Residential Facilities
Small, home-like short-term residential facilities can be seen as a strong step-down option to support individuals who do not require inpatient care after their crisis episode. In many communities, these are called crisis residential facilities. SAMHSA cautions that these are not actual crisis facilities given the criteria that a crisis facility must accept all referrals. However, they are an important part of a continuum that can be used to address the needs of individuals experiencing LOCUS assessed needs of 4 and 5 in a cost-effective manner. As such, staffing for these programs is far less intensive than a crisis receiving and stabilization facility. Short-term crisis residential programs should minimally have a licensed and/or credentialed clinician on location for several hours each day and on-call for other hours.

To maximize their usefulness, short-term residential facilities should function as part of an integrated regional system of care. Access to these programs should be facilitated through the air traffic control (ATC)-capable call center hub of the region to maximize system efficiency. This approach also centralizes data regarding program occupancy, lengths of stay, percentage of

E-Page 52

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

referrals accepted and time to make decisions on referral acceptance; offer valuable data on how each participate in the system of care is supporting the needs of the community.

Peer-Operated Respite

Another model of short-term facility-based care is a peer-operated respite program. These programs do not typically incorporate licensed staff members on site although some may be involved to support assessments. They provide peer-staffed, restful, voluntary sanctuary for people in crisis, which is preferred by guests and increasingly valued in service systems. Peer-respite offers a low-cost, supportive step-down environment for individuals coming out of or working to avoid the occurrence of a crisis episode. Program activities should focus on issues that have contributed to the escalation in challenges facing the individual and/or their support system and the skills needed to succeed in the community.

Crisis System Coordination

Crisis services should not be viewed as stand-alone resources operating independent of the local community mental health and hospital systems but rather an integrated part of a coordinated continuum of care. Services needs and preferences of the individual served must be assessed to inform the interventions of the crisis provider and the connections to care that follow the crisis episode. This is not easily achieved given the complex dynamics that are in play in many communities throughout the country that have complex health ecosystems influencing the care delivery system. Given the understanding that pieces of a continuum of care will not typically align and partner fully without a purposeful intent, regular communication between crisis services, local hospital and outpatient service leaderships must be coordinated in a thoughtful manner that focuses on the needs of the community served.

Agency-to-agency collaboration is essential and may manifest through personal relationships of leaders, Memorandums of Understanding (MOUs), shared protocols or more advanced high-tech solutions such as real-time bed registries, shared GPS-enabled communication to support dispatch and outpatient appointment setting through the call center hub. A modification of the Milbank collaboration continuum may be used to assess the degree to which crisis systems are meeting the expectation of community coordination and collaboration (*shown in Table 2 below*).

Table 1 - Continuum to Evaluate Crisis Systems and Collaboration

← CRISIS SYSTEM COMMUNITY COORDINATION & COLLABORATION CONTINUUM→				
Level 1 **MINIMAL**	*Level 2* **BASIC**	*Level 3* **BASIC**	*Level 4* **CLOSE**	*Level 5* **CLOSE**
Agency Relationships	*Shared MOU Protocols*	*Formal Partnerships*	*Data Sharing (Not 24/7 or Real-Time)*	*"ATC Connectivity"*

In this model, the highest level of care requires shared protocols for coordination and care management that are supported in real time by electronic processes. For a crisis service system to provide Level 5 close and fully integrated care, it must implement an integrated suite of software applications that employ online, real-time, and 24/7 ability to communicate about, update and monitor available resources in the network of provider agencies.

Psychiatric Advance Directives

A psychiatric or mental health advance directive (PAD) is a legal tool that allows a person with mental illness to state their preferences for treatment in advance of a crisis. They can serve as a way to protect a person's autonomy and ability to self-direct care. Crisis providers are expected to always seek to understand and implement any existing PAD that has been developed by the individual during the evaluation phase and work to ensure the individual discharges from crisis care with an updated and accurate psychiatric advance directive whenever possible. PAD creates a path to express treatment preferences and identify a representative who is trusted and legally empowered to make healthcare decisions on medications, preferred facilities and listings of visitors.

Essential Principles for Modern Crisis Care Systems

A crisis provider's approach to care must include the incorporation of a philosophy that removes barriers to accessing care. Regional 24/7 clinically staffed crisis call centers must be equipped to triage and provide telephonic support to any caller, mobile teams must go to wherever the person in need is at the time of their crisis and crisis stabilization centers must accept all referrals that walk through their door or are brought in by first responders. To execute on this bold approach to care, a crisis provider must be staffed to meet these expectations. First responders and other community partners must know that they are able to connect every individual to care in a timely manner. Approaches that result in the rejection of even a small percentage of referrals translate into questioning whether crisis is really a viable alternative to emergency department and jail options that do not reject referrals.

There are many other levels of care that contribute to a comprehensive system of care and most of those will implement some form of admission criteria that restricts who is admitted to the program. This is appropriate for a vast majority of non-crisis programs but cannot be part of a crisis provider's practice. Much like 911, fire, police and emergency departments, the expectation is that crisis programs will respond to emergent appeals for support; never responding with an unwillingness to engage in addressing the emergent issue.

Core Principles

Best practice crisis care incorporates a set of core principles throughout the entire crisis service delivery system; offering elements that must be systematically "baked in" to excellent crisis systems in addition to the core structural elements that are defined as essential for modern crisis systems. These essential principles and practices are:

1. Addressing Recovery Needs,
2. Significant Role for Peers,
3. Trauma-Informed Care,
4. *Zero Suicide*/Suicide Safer Care,
5. Safety/Security for Staff and People in Crisis *and*
6. Crisis Response Partnerships with Law Enforcement, Dispatch and Emergency Medical Services (EMS).

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Addressing Recovery Needs

Crisis providers must address the recovery needs of individuals and families to move beyond their mental health and substance use challenges to lead happy, productive and connected lives each and every day. At the 2019 International Initiative for Mental Health Leadership (IIMHL) Crisis Now Summit, consumer Misha Kessler ended his description of his direct experiences with crisis services, "Mental illness is [just] one part of my tapestry."

Recovery is possible and should not be viewed within the narrow definition of an absence of symptoms. In fact, many individuals develop meaning and purpose in life despite the continuation of symptoms. The report of the President's New Freedom Commission on Mental Health (Hogan, 2003) recommended that mental health care be "recovery-oriented" and enriched by person-centered approaches, a hopeful and empowering style, and increased availability of support by individuals with lived experience.

The significance of a recovery-oriented approach is elevated for individuals in crisis and, thus, for crisis settings. In an outmoded, traditional model, crises reflect "something wrong" with the individual. Risk is seen as something to be contained; often through involuntary commitment to an inpatient setting. In worst-case situations, this obsolete approach interacts with inadequate care alternatives; resulting in people restrained on emergency room gurneys or transferred to jails because of their behavior.

In a recovery-oriented approach to crisis care, the risks of harm to self or others are recognized, but the basic approach is fundamentally different. Crises are viewed as challenges that may present opportunities for growth. When crises are managed in comfortable and familiar settings, people feel less alone and isolated with their feelings of anxiety, panic, depression, and frustration. This creates a sense of empowerment and belief in one's own recovery and ability to respond effectively to future crises. A recovery-oriented approach to crisis care is integral to transforming a broken system. Not only must we expand crisis care, but we must forge a better approach to crisis care by ensuring implementation of fidelity to these best practice guidelines.

Implementation Guidance

1. *Commit to a no-force-first approach to quality improvement in care that is characterized by engagement and collaboration.*
2. *Create engaging and supportive environments that are as free of barriers as possible. This should include eliminating Plexiglas from crisis stabilization units and minimal barriers between team members and those being served to support stronger connections.*
3. *Ensure team members engage individuals in the care process during a crisis. Communicate clearly regarding all options and offer materials regarding the process in writing in the individual's preferred language whenever possible.*
4. *Ask the individual served about their preferences and do what can be done to align actions to those preferences.*
5. *Help ensure natural supports and personal attendants are also part of the planning team, such as with youth and persons with intellectual and developmental disabilities.*

6. *Work to convert those with an involuntary commitment to voluntary so they are invested in their own recovery.*

Significant Role for Peers

One specific, transformative element of recovery-oriented care is to fully engage the experience, capabilities and compassion of people who have experienced mental health crises. Including individuals with lived mental health and substance use disorder experience (peers) as core members of a crisis team supports engagement efforts through the unique power of bonding over common experiences while adding the benefits of the peer modeling that recovery is possible.

Including peers—especially people who have experienced suicidality and suicide attempts and have learned from these experiences—can be a safe and effective program mechanism for assessing and reducing suicide risk for persons in crisis. Peer intervention in the crisis setting with suicidal individuals is particularly potent in light of the reported 11% to 50% range of attempters who refuse outpatient treatment or abandon outpatient treatment quickly following ED referral (Kessler et al., 2005). Peers can relate without judgment, can communicate hope in a time of great distress, and can model the fact that improvement and success are possible. This increases engagement while reducing distress.

The role of peers—specifically survivors of suicide attempts as well as survivors of suicide loss—was bolstered when the National Action Alliance's Suicide Attempt Survivors Task Force released its groundbreaking report, *The Way Forward: Pathways to Hope, Recovery, and Wellness with Insights from Lived Experience*, in July 2014. The report describes the many ways in which learning from and capitalizing on lived experience can be accomplished.

Implementation Guidance

1. *Hire credentialed peers with lived experience that reflect the characteristics of the community served as much as possible. Peers should be hired with attention to common characteristics such as gender, race, primary language, ethnicity, religion, veteran status, lived experiences and age.*
2. *Develop support and supervision that aligns with the needs of your program's team members.*
3. *Emphasize engagement as a fundamental pillar of care that includes peers as a vital part of a crisis program's service delivery system. This should include (1) integrating peers within available crisis line operations, (2) having peers serve as one of two mobile team members and (3) ensuring a peer is one of the first individuals to greet an individual admitted to a crisis stabilization facility.*

Trauma-Informed Care

The great majority of individuals served in mental health and substance use services have experienced significant interpersonal trauma. The adverse effects of childhood trauma may present well into adulthood; increasing the risk for post-traumatic stress disorder (PTSD), mental illness, substance abuse, and poor medical health (Finkelhor et al., 2005). Persons with history of

trauma or trauma exposure are more likely to engage in self-harm and suicide attempts and their trauma experiences make them very sensitive to how care is provided.

Mental health crises and suicidality often are rooted in trauma. These crises are compounded when crisis care involves loss of freedom, noisy and crowded environments and/or the use of force. These situations can actually re-traumatize individuals at the worst possible time, leading to worsened symptoms and a genuine reluctance to seek help in the future.

On the other hand, environments and treatment approaches that are safe and calm can facilitate healing. Thus, we find that trauma-informed care is an essential element of crisis treatment. In 2014, SAMHSA set the following guiding principles for trauma-informed care:

1. Safety;
2. Trustworthiness and transparency;
3. Peer support and mutual self-help;
4. Collaboration and mutuality;
5. Empowerment, voice and choice; *and*
6. Ensuring cultural, historical and gender considerations inform the care provided.

These principles should inform treatment and recovery services. If such principles and their practice are evident in the experiences of staff as well as consumers, the program's culture is trauma-informed and will screen for trauma exposure in all clients served, as well as examine the impact of trauma on mental and physical well-being. Addressing the trauma that family and significant others have experienced is also a critical component that assists stabilization and reduces the possibility of further trauma or crisis.

Trauma-informed systems of care ensure these practices are integrated into service delivery. Developing and maintaining a healthy environment of care also requires support for staff, who may have experienced trauma themselves. An established resource for further understanding trauma-informed care is provided by SAMHSA (2014): *Trauma-Informed Care in Behavioral Health Services* (TIP 57).

Trauma-informed care is urgently important in crisis settings because of the links between trauma and crisis and the vulnerability of people in crisis; especially those with trauma histories.

> *Implementation Guidance*
>
> 1. *Incorporate trauma-informed care training into each team member's new employee orientation with refreshers delivered as needed.*
> 2. *Apply assessment tools that evaluate the level of trauma experienced by the individuals served by the crisis program and create action steps based on those assessments.*

Zero Suicide/Suicide Safer Care

Crisis intervention programs have *always* focused on suicide prevention. This stands in contrast to other health care and even mental health services, where suicide prevention was not always positioned as a core responsibility. Two transformational commitments must be made by every crisis provider in the nation: (1) adoption of suicide prevention as a core responsibility, and (2)

commitment to dramatic reductions in suicide among people under care. These changes were adopted and advanced in the revised *National Strategy for Suicide Prevention* (2012), specifically via a new Goal 8: "Promote suicide prevention as a core component of health care services" (p. 51).

The National Action Alliance for Suicide Prevention created a set of evidence-based actions known as Zero Suicide or Suicide Safer Care that health care organizations can apply through an implementation toolkit developed by the Suicide Prevention Resource Center (SPRC) at Education Development Center, Inc. (EDC). The following seven key elements of Zero Suicide or Suicide Safer Care are all applicable to crisis care:

1. Leadership-driven, safety-oriented culture committed to dramatically reducing suicide among people under care, that includes survivors of suicide attempts and suicide loss in leadership and planning roles;
2. Developing a competent, confident, and caring workforce;
3. Systematically identifying and assessing suicide risk among people receiving care;
4. Ensuring every individual has a pathway to care that is both timely and adequate to meet his or her needs and includes collaborative safety planning and a reduction in access to lethal means;
5. Using effective, evidence-based treatments that directly target suicidal thoughts and behaviors;
6. Providing continuous contact and support; especially after acute care; *and*
7. Applying a data-driven quality improvement approach to inform system changes that will lead to improved patient outcomes and better care for those at risk.

See more at http://zerosuicide.sprc.org/about

It should be noted that the elements of Zero Suicide closely mirror the standards and guidelines of the National Suicide Prevention Lifeline (NSPL), which has established suicide risk assessment standards, guidelines for callers at imminent risk, and protocols for follow-up contact after the crisis encounter. Zero Suicide also promotes collaborative safety planning, reducing access to lethal means, and incorporating, into the service provided, the feedback of suicide loss and suicide attempt survivors.

Since comprehensive crisis intervention systems are the most urgently important clinical service for suicide prevention and most parts of the country do not have adequate crisis care, we find a national and state-level commitment to implementing comprehensive crisis services to be foundational to suicide prevention; leading to an expectation that best practices in suicide care be required by health authorities (i.e., payers, plans, state agencies, Medicaid and Medicare).

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Implementation Guidance

1. *Incorporate suicide risk screening, assessment and planning into the new employee orientation for all team members.*
2. *Mandate completion of Applied Suicide Intervention Services Training (ASIST) or similar training by all team members serving individuals who receive crisis services.*
3. *Incorporate suicide risk screening, assessment and planning into the crisis provider's practices.*
4. *Automate the suicide risk screening, assessment and planning process, and associated escalation processes, within the electronic medical record of the crisis provider.*
5. *Commit to a goal of Zero Suicide as a state and as a crisis system of care.*

Safety/Security for Staff and People in Crisis

Safety for both individuals served and staff is a foundational element for all crisis service settings. Crisis settings are also on the front lines of assessing and managing suicidality and possibly thoughts or aggressive behaviors, issues with life and death consequences. While ensuring safety for people using crisis services is paramount, the safety for staff cannot be compromised.

People in crisis may have experienced violence or acted in violent ways, they may be intoxicated or delusional, and/or they may have been brought in by law enforcement and thus may present an elevated risk for violence.

Trauma-informed and recovery-oriented care is safe care. But much more than philosophy is involved. The Department of Health and Human Services' (DHHS's) Mental Health Crisis Service Standards (2006) begin to address this issue, setting parameters for crisis services that are flexible and delivered in the least restrictive available setting while attending to intervention, de-escalation and stabilization.

Keys to safety and security in crisis delivery settings include:

- Evidence-based and trauma-informed crisis training for all staff;
- Role-specific staff training and appropriate staffing ratios to number of clients being served;
- A non-institutional and welcoming physical space and environment for persons in crisis, rather than Plexiglas "fishbowl" observation rooms and keypad-locked doors. This space must also be anti-ligature sensitive and contain safe rooms for people for whom violence may be imminent;
- Established policies and procedures emphasizing "no force first" prior to implementation of safe physical restraint or seclusion procedures;
- Pre-established criteria for crisis system entry;
- Strong relationships with law enforcement and first responders; *and*
- Policies that include the roles of clinical staff (and law enforcement if needed) for management of incidents of behavior that places others at risk.

Ongoing staff training is critical for maintaining both staff competence and confidence, and promotes improved outcomes for persons served and decreased risk for staff (Technical

Assistance Collaborative, 2005). Nationally recognized best practices in crisis intervention such as CPI (Crisis Prevention Institute, Nonviolent Crisis Intervention Training) and Therapeutic Options (Therapeutic Options, Inc.) are highly effective and instrumental in their utilization of positive practices to minimize the need for physical interventions and re-traumatization of persons in crisis. Such approaches have contributed to a culture of safety for staff and clients in the crisis setting.

Adequate staffing for the number and clinical needs of individuals under care is foundational to safety. Access to a sufficient number of qualified staff (clinicians, nurses, providers and peer support professionals) promotes timely crisis intervention and risk management for persons in crisis who are potentially dangerous to themselves or others (DHHS, 2006).

In some crisis facilities licensed or certified to provide intensive services, seclusion and/or restraint may be permitted. Though some practitioners view physical and/or pharmacological restraint and seclusion as safe interventions, they are often associated with increased injury to both clients and staff and may re-traumatize individuals who have experienced physical trauma. Therefore, restraint and seclusion are now considered safety measures of last resort, not to be used as punishment, an alternative to appropriate staffing of crisis programs, a technique for behavior management, or a substitute for active treatment (Technical Assistance Collaborative, 2005).

Crisis providers must engage in person-centered planning and treatment while assessing risk for violence to collaboratively develop de-escalation and safety plans for individuals served by the program. Staff and individuals involved in those interventions should be debriefed after a seclusion/restraint event to inform policies, procedures, and practices; reducing the probability of future use of such interventions.

Following the tragic death of Washington State social worker Marty Smith in 2006, the mental health division of the state's Department of Social and Health Services sponsored two safety summits. The legislature passed into law a bill (SHB 1456) relating to home visits by mental health professionals.

According to SHB 1456, the keys to safety and security for home visits by mental health staff include:

- No mental health crisis outreach worker will be required to conduct home visits alone.
- Employers will equip mental health workers who engage in home visits with a communication device;
- Mental health workers dispatched on crisis outreach visits will have prompt access to any information available on history of dangerousness or potential dangerousness on the client they are visiting.

Ensuring safety for both consumers and staff is the very foundation of effective crisis care. While safety is urgently important in all health care, in crisis care, the *perception of safety* is also essential. The prominence and damaging effects of trauma and the fear that usually accompanies psychological crisis make safety truly "Job One" in all crisis settings.

E-Page 60

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Implementation Guidance

1. *Commit to a no-force-first approach to care.*
2. *Monitor, report and review all incidents of seclusion and restraint with the goal of minimizing the use of these interventions.*
3. *Remember that barriers do not equal safety. The key to safety is engagement and empowerment of the individual served while in crisis.*
4. *Offer enough space in the physical environment to meet the needs of the population served. A lack of space can elevate anxiety for all.*
5. *Incorporate quiet spaces into your crisis facility for those who would benefit from time away from the milieu of the main stabilization area.*
6. *Engage your team members and those you serve in discussions regarding how to enhance safety within the crisis program.*

Law Enforcement and Crisis Response—An Essential Partnership

Law enforcement agencies have reported a significant increase in police contacts with people with mental illness in recent years. Some involvement with mental health crises is inevitable for police. As first responders, they are often the principal point of entry into emergency mental health services for individuals experiencing a mental health or substance use crisis.

Police officers are critical to mobile crisis services as well; either (1) providing support in potentially dangerous situations (Geller, Fisher, & McDermeit, 1995) when the need is assessed or (2) as a referral source delivering warm hand-offs to crisis mobile teams. Research investigating law enforcement response to individuals with mental illness (Reuland, Schwarzfeld, & Draper, 2009) found police officers frequently:

- Encounter persons with mental illness at risk of harming themselves;
- Often spend a greater amount of time attempting to resolve situations involving people exhibiting mental health concerns;
- Address many incidents informally by talking to the individuals with mental illness;
- Encounter a small subset of "repeat players"; *and*
- Often transport individuals to an emergency medical facility where they may wait for extended periods of time for medical clearance or admission.

In many communities across the United States, the absence of sufficient and well-integrated mental health crisis care has made local law enforcement the *de facto* mental health mobile crisis system. This is unacceptable and unsafe. The role of local law enforcement in addressing emergent public safety risk is essential and important. With good mental health crisis care in place, the care team can collaborate with law enforcement in a fashion that will improve both public safety and mental health outcomes. Unfortunately, well-intentioned law enforcement responders to a crisis call often escalate the situation solely based on the presence of police vehicles and armed officers that generate anxiety for far too many individuals in a crisis.

We now know a good deal about crisis care/law enforcement collaboration. Deane et al. (1999), reporting on partnerships between mental health and law enforcement, found the alliance

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

between first responders and mental health professionals helped to reduce unnecessary hospitalization or incarceration. Specialized responses to mental health crisis included police-based specialized police response, police-based specialized mental health response, and mental health-based specialized mental health response. These forms of collaboration share the common goal of diverting people with mental health crises from criminal justice settings into mental health treatment settings and were rated as "moderately effective" or "very effective" in addressing the needs of persons in crisis.

Specialized police responses involve police training by mental health professionals in order to provide crisis intervention and act as liaisons to the mental health system. The Memphis Crisis Intervention Team (CIT) model pioneered this approach. In CIT, training for law enforcement includes educating officers about mental illness, substance use and abuse, psychiatric medications, and strategies for identifying and responding to a crisis (Tucker *et al.*, 2008). Lord *et al.* (2011) found most officers involved volunteered to participate in the training.

Consistent with the findings above, CIT necessitates a strong partnership and close collaboration between the police officers and mental health programs that includes the availability of a crisis setting where police can drop off people experiencing a mental health crisis. CIT has been cited as a "Best Practice" model for law enforcement (Thompson & Borum, 2006). Crisis programs should engage in ongoing dialog with local law enforcement agencies to support continuous quality improvement and collaborative problem-solving. Top crisis systems report facilitating monthly meetings with aggregate data sharing as a part of their ongoing operations.

Strong partnerships between crisis care systems and law enforcement are essential for public safety, suicide prevention, connections to care justice system diversion and the elimination of psychiatric boarding in emergency departments. The absence of comprehensive crisis systems has been the major "front line" cause of the criminalization of mental illness and a root cause of shootings and other incidents that have left people with mental illness and officers dead. Collaboration is the key to reversing these inacceptable trends.

Implementation Guidance

1. *Have local crisis providers actively participate in CIT training or related mental health crisis management training sessions.*
2. *Incorporate regular meetings between law enforcement and crisis providers, including EMS and dispatch, into the schedule so these partners can work to continuously improve their practices.*
3. *Include training on crisis provider and law enforcement partnerships in the training for both partner groups.*
4. *Share aggregate outcomes data such as numbers served, percentage stabilized and returned to the community and connections to ongoing care.*

Unique Challenges of Rural and Frontier Communities

Rural and frontier communities face unique workforce and geographic challenges that make it more difficult to deliver high quality crisis services that meet the needs of the region. System leaders should evaluate opportunities to leverage technology and existing program capacity to deliver care to maximize access to timely services. Approaches should include:

1. Learning how other first responder services like law enforcement, fire and emergency medical services operate in the area.

2. Leveraging existing first responder transportation systems to offer access to care in a manner that aligns with emergency medical services in the area.

3. Incorporating technology such as telehealth to offer greater access to limited licensed professional resources.

4. Developing crisis response teams with members who serve multiple roles in communities with limited demand for crisis care to advance round the clock support when called-upon.

5. Establishing rural reimbursement rates for services that support the development of adequate crisis care in the area.

6. Creating crisis service response time expectations that consider the geography of the region while still supporting timely access to care.

Residents of rural and frontier communities are at risk of experiencing mental health and substance use crisis. When this occurs, these individuals must have access to care that meets their needs in a timely manner much like their counterparts in urban communities. Limited resources may make this aspiration challenging. However, approaches are available to narrow the difference between these rural communities and those with higher population densities.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Funding Crisis Care

Approaches to fund mental health and substance use crisis services vary widely from state to state. In many cases, funding is cobbled together, inconsistently supported and inadequate when not aligned with best practices. One of the greatest factors contributing to these funding challenges is the inconsistent expectations around crisis provider service delivery; allowing providers who staff and operate in very different ways to utilize the same crisis stabilization service coding.

Consider the nature of crisis care in systems with multiple payers. If a provider commits to fully align their practices to the *National Guidelines for Crisis Care* contained in this toolkit, then that provider is poorly positioned to negotiate reimbursement with each of those multiple funders in a region simply because the funder knows the provider will accept all referrals and serve them even if they do not reimburse in a manner that covers the cost of care. In these cases, it is often local jurisdictions who are paying part of the bill for legally or contractually responsible payer health plans that fall short in reimbursement. The solution is to create rate reimbursement structures that sustain delivery of services that align with best practice guidelines and secure capacity funding for community members who otherwise do not have insurance to cover critical care. This is not a new concept given the funding streams that exist in support of 911, fire, ambulance and emergency department services but it is one that must be extended for mental health and substance use crisis care for parity to be realized.

In a November 13, 2018 letter from the Centers for Medicare & Medicaid Services to State Medicaid Directors, a path to receive a waiver on the payment exclusion for Institutions of Mental Disease (IMD) was offered:

"CMS will consider a state's commitment to on-going maintenance of effort on funding outpatient community-based mental health services as demonstrated in their application when determining whether to approve a state's proposed demonstration project in order to ensure that resources are not disproportionately drawn into increasing access to treatment in inpatient and residential settings at the expense of community-based services. Furthermore, CMS strongly encourages states to include in their application a thorough assessment of current availability of mental health services throughout the state, **particularly crisis stabilization services.***"*

The letter clarifies that "*states may receive federal matching funds for Medicaid-coverable services provided to individuals residing in psychiatric hospitals and residential treatment settings that are not ordinarily matchable because these facilities qualify as IMDs"* under an approved demonstration project. This represents an opportunity leverage the additional federal funding in lieu of state payment for these IMD services; freeing up state funding to support local crisis care.

The Firehouse Model: Crisis Care Funding vs. Emergency Care Funding

It is revealing to compare mental health crisis care to other first responder systems like firefighting or emergency medical services (EMS). There are striking similarities:

- The service is essential and may be needed by anyone in the community;

- The need for it is predictable over time but the timing of individual crises events is not; *and*
- Effective crisis response is lifesaving and much less expensive than the consequences of inadequate care.

One might measure the effectiveness of emergency medical services (EMS) in lives saved because of timely intervention for individuals with acute heart disease. For mental health crisis response, we can see the impact of comprehensive approaches in lives saved from suicide and people cared for effectively and more efficiently via mobile crisis visits or brief respite stays that might cost $300 per day versus inpatient rates of $1,000 per day. This approach better connects the individual to his or her community while minimizing disruption in the person's community connections.

It is also useful to think about the financing of core crisis services. It would be unthinkable for any community, except frontier or very small ones, to go without their own fire department. Because this is known to be an essential public expenditure, fire stations and fire trucks are simply made available. Sometimes users may pay a fee for service calls but the station and the equipment are available to anyone in need regardless of ability to pay. In most communities, mental health crisis services take a different approach or are not offered at all due to the lack of coverage or reimbursement for this level of care. Health coverage (e.g., Medicaid) will pay for professional fees as if services were delivered as part of a routine office visit but few entities pay for the infrastructure of a crisis system with rates that reflect the "firehouse model" expenses involved in being available for the next call or referral.

For those who have ever experienced a medical emergency and contacted 911 for help, they probably know how this plays out. Fire departments and/or an ambulance respond quickly to deliver emergent care. If they assess a need for further support, they may transport to the emergency department for care. What follows in the subsequent weeks, following care, is the delivery of bills or invoices for the ambulance care and transportation followed by any services received within the emergency department. These bills or invoices total thousands of dollars in most cases; expenses that represent the higher cost of offering emergent care that is accessible to **anyone, anywhere and anytime**. Unfortunately, crisis care reimbursement is often a fraction of that of its physical health counterparts and is, therefore, delivered in a model that falls short of best practice expectations or is simply not offered because there is no mechanism to adequately reimburse the cost of the level of care.

A Potential Solution

Funding crisis care through a firehouse model may be the best approach for some of these services while other viable options are also evolving with the implementation of parity. A leading solution to the crisis care funding puzzle is to model reimbursement after the physical health service counterparts already in place. Subsequent efforts to enforce parity laws in a manner that removes much of the burden on local communities by shifting the expense to the person's health insurance plan that, by law or contract, is actually responsible for covering this care will position crisis care to have sustainable funding streams in support of best practice care; leading to care that can truly lower health care costs while dramatically improving the experience of people in crisis and the health of communities through justice system and ED diversion.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Multiple Payer Systems

The approach proposed supports reimbursement within multiple payer systems when responsible payers (health plans) each pay for services at rates that support operations. Therefore, it is recommended that states, counties or local jurisdictions establish rates for their communities that can be applied to all payers. Otherwise, local jurisdictions will be forced to cover the shortfall in funding from the legally or contractually responsible payers who offer lower reimbursement for care that is always made available to all community members. In essence, the lead of local government to establish reasonable reimbursement rates for best practice crisis services amongst all responsible payers offers a sustainable model that reduces the demand on communities to cover health care expenses that should be covered by an insurer; supporting the existing of the safety net service that is accessible in real-time when called-upon.

Regional 24/7 Crisis Call Center Hub

This service is really meant to serve entire regions in a manner similar to 911 call responses with SAMHSA delivering some funding to support this valuable resource currently. Although there is some ability to verify certain information identifying the caller, reimbursing for care using the Behavioral Health Hotline code, call center funding might be best served through a population-based funding stream that comes from an assessment on cell phone and/or land line utilization. This approach would more cleanly sustain nationwide funding for this safety net service and implementation of advanced air traffic control-type technology in all parts of the country.

Crisis Mobile Response Services

Crisis mobile response services are analogous to fire and ambulance responses for emergent physical health issues. As such, funding mechanisms should align so that adequate capacity can be in place to serve communities. Given that demand is not completely predictable, there will be some down time for these teams and reimbursement rates must be set so that the health plan still realizes value in the service (largely value realized by avoiding ambulance and emergency department bills) while community members get better access to care. If commercial and Medicaid plans pay at this reasonable rate for quality care, the state, county or city funding of contributions will be relatively low; particularly in states with low uninsured rates.

Crisis Receiving and Stabilization Facility Services

Crisis receiving and stabilization services are analogous to emergency department services but typically fall under a crisis stabilization coding approach that offers hourly and per diem reimbursement. Facilities are likely licensed outpatient programs that offer flexibility to deliver care to a larger number of people in smaller spaces; necessitating that service duration be limited to under 24 hours (often referred to as 23 hour programs). Professional fees are usually billed in addition to the crisis stabilization service but can be bundled if that approach is preferred. The benefit to separate billing of professional services is that practically all payers currently reimburse for these services while few outside of Medicaid recognize crisis stabilization for reimbursement at this time. Getting some of the expense covered by these payers (pending a better enforcement of the parity law) is better than none when it comes to minimizing the financial cost to the community served.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Crisis Service Coding

Establishing a common definition for "crisis services" is essential to this coding process given the ever-expanding use of the term "crisis" by entities describing offerings that do not truly function as no-wrong-door safety net services accepting all referrals. Crisis services include (1) crisis lines accepting all calls and dispatching support based on the assessed need of the caller, (2) mobile crisis teams dispatched to wherever the need is in the community and (3) crisis receiving and stabilization facilities that serve everyone that comes through their doors from all referral sources. These services are for **anyone, anywhere and anytime**. This crisis service coding discussion focuses solely and exclusively on the three essential crisis services. Any other service may offer value within the continuum of care but should not use "crisis service" coding.

Crisis services are designed to connect individuals to care as quickly as possible through a systemic approach that is comparable to that of the physical healthcare system. The table below provides a look at similarities between crisis services and their physical health counterparts; offering a framework that can be used to model reimbursement for these similar services in a manner consistent with public expectations of parity.

Table 2 – Emergency and Crisis Service Analogies

Services for Responding to a Health Crisis		
	Physical Health	**Mental Health & Substance Use**
Emergency Call Center	911	Crisis Line
Community-Based Response	Ambulance / Fire	Mobile Crisis Line
Emergent Facility Care	Emergency Dept.	Crisis Receiving & Stabilization Facility

Healthcare Coding of Crisis Services

Coding of crisis services must be standardized to support reimbursement for these important services. Additionally, coding for mobile and facility-based crisis services has a clear to path to reimbursement much like what currently exists for ambulance and emergency department service providers. Although a bit different than the analogous 911 service that largely focuses on dispatching support, crisis line services represent an essential element of improving access to care that includes the delivery of telehealth services. Here's a brief description of these services and a straightforward strategy for healthcare coding in each case:

1. **Crisis Call Center:** This service represents the incorporation of a readily accessible crisis call center that is equipped to efficiently connect individuals in a mental health crisis to needed care; including telehealth support services delivered by the crisis line itself. Recognizing the provider's limited ability to verify insurance and identification over the phone, these services may be best funded as a safety net resource but reimbursement for services delivered is an

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

option. The most straight-forward option is to bill for services delivered to eligible individuals using the Healthcare Common Procedure Coding System *(HCPCS) code of H0030 - Behavioral Health Hotline Service*.

The limitation of the direct billing approach is that it can be very difficult to acquire the information adequate to verify healthcare coverage and the identity of the service recipient during the phone interaction. However, some level of direct billing for care could be used to augment the funding received by regional and state government entities to support operations. Crisis line providers do indeed deliver telehealth support to insured callers every day. Data elements such as member phone numbers of Medicaid-enrolled or privately insured individuals can be combined with Caller ID technology to support billing efforts.

2. **Mobile Crisis:** Mobile crisis services represent community-based support where people in crisis are; either at home or a location in the community. Services should be billed using the nationally recognized *HCPCS code of H2011 Crisis Intervention Service per 15 Minutes*. Limiting the use of this code to only community-based mobile crisis team services positions a funder to set a reimbursement rate that represents the actual cost of delivering this safety net service much as it does for a fire department or ambulance service reimbursement rate. When applicable, transportation services should be billed separately.

3. **Crisis Receiving and Stabilization Facility:** Crisis receiving and stabilization facility services that meet minimum expectations described in this paper are delivered by a 24/7 staffed multidisciplinary team that includes prescribers (psychiatrists and/or psychiatric nurse practitioners), nurses, clinicians and peers. Nationally recognized HCPCS codes of *S9484 Crisis Intervention Mental Health Services per Hour* and *S9485 Crisis Intervention Mental Health Services per Diem* can be used to reimburse for services delivered. Medications, radiology, laboratory, CPT codes and professional evaluation and treatment services may be billed separately or bundled into reimbursement rates.

Table 3 – Crisis Service Coding

Service	Recommended Coding Option Approach
Crisis Line	**H0030** – Behavioral Health Hotline Service and contract as a safety net resource to augment funding
Mobile Crisis Response	**H2011** - Crisis Intervention Service per 15 minutes *Note: The HT modifier can be utilized in combination with this code to denote a multi-disciplinary team if codes are used for multiple crisis delivery modalities.*
Crisis Stabilization Facility (non-hospital)	**S9484** - Crisis Intervention Mental Health Services per Hour **S9485** - Crisis Intervention Mental Health Services per Diem *Note: The TG modifier can be utilized to denote a complex level of care if these codes are utilized for multiple crisis delivery modalities*

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

A Call for Parity

Establishing universally recognized and accepting coding for crisis services is an essential step towards delivering on our nation's promise of parity; moving mental healthcare out of the shadows and into mainstream care of the whole person. Parity should be the expectation. Individuals experiencing a mental health or substance use crisis must have access to timely and effective care, based on the person's needs, that aligns with access to care for a person with a physical health emergency.

Anyone!

Anywhere!

Any Time!

Unfortunately, access to effective care during a mental health crisis is widely known to be deficient in healthcare settings across the country. "8 in 10 ED Doctors Say Mental Health System Is Not Working for Patients" according to a survey by the American College of Emergency Physicians (ACEP). Thousands of Americans are dying from suicide every month and many family members of those coping with serious mental illness or loss of loved ones to suicide are experiencing unspeakable pain. Individuals with limited options are getting the wrong care in the wrong place with jails, EDs and inpatient care substituting for mental health crisis services and law enforcement is functioning as defacto mobile crisis units.

According to the 2019 Treatment Advocacy Center published *Road Runner* study, more than $17.7 million was spent in 2017 by reporting law enforcement agencies which transported people with severe mental illness. If extrapolated to law enforcement agencies nationwide, this number is approximately $918 million or 10% of law enforcement's annual operating budget. Additionally, mental illness is the most prevalent disability in the United States. The time is ripe to solidify better access to crisis care and change these unacceptable outcomes that are adversely impacting communities, filling jails and crowding emergency departments. A nationally recognized framework for delivering a full continuum of crisis care has been established by the National Action Alliance for Suicide Prevention Crisis Services Task Force with resources found on the National Association of State Mental Health Program Director's (NASMHPD's) www.crisisnow.com website and healthcare coding, as defined in this document, is available to support reimbursement for that care

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Assessing Adequacy of System Capacity

Care for All Populations Throughout Lifespan

Crisis services are meant to address the acute mental health, substance use and suicide prevention needs of a community. This can only be achieved by designing services that meet the unique needs of all members of that community. Therefore, crisis services must offer the capacity to address the needs of rural and urban communities that may be experiencing mental health, substance use, intellectual, developmental disability and co-occurring medical problems by accepting all at the front door. This also means offering crisis services for children, adolescents, adults and an aging population that each have their own unique set of needs in each community.

Crisis Resource Need Calculator

To lower the cost of care, enhance community health and improve the experience of residents needing emergent mental health and substance use services, a full continuum of care must be developed that includes adequate psychiatric bed capacity and community-based alternatives to care. The innovative *Crisis Resource Need Calculator* offers an estimate of optimal crisis system resource allocations to meet the needs of a community as well as the impact on healthcare costs associated with incorporation of those resources. The calculator analyzes a multitude of factors that includes population size, average lengths of stay in various system beds or chairs, escalation rates into higher levels of care, readmission rates, bed occupancy rates and local costs for those resources. In communities in which these resources do not currently exist, figures from like communities can be used to support planning purposes.

The calculations are based on data gathered from several states. The *Crisis Now* Business Case video that explains the rationale behind the model can be seen on the National Association of State Mental Health Program Directors (NASMHPD's) www.crisisnow.com website. Quality and availability of outpatient services also influences demand on a crisis system so the *Crisis Resource Need Calculator* should be viewed as a guide in the design process. True assessment of system adequacy must include a look at overall functioning of the existing system. Signs of insufficient resources will include, but are not limited to, psychiatric boarding in emergency departments and incarceration for misdemeanor offenses when connection to care is the preferred intervention.

The table on page 44 shows the very real cost savings that can be realized by implementing mobile crisis and facility-based crisis services in your community. In this table, the population of the community is set at 1,000,000 and if this community was working to address the acute mental health needs of individuals experiencing a crisis solely through inpatient care, the data indicates that those with LOCUS levels 5 and 6 (68%) would be referred to inpatient care. This would require 500 beds if the average length of stay was 10.06 days; which aligns with the Treatment Advocacy Center's published consensus estimate of needing 50 beds for every 100,000 members of the population. The table that follows (*next page*) includes a per diem inpatient rate of $900 which would result in an inpatient cost of $164,179,200. After applying an ED cost of $1,233 per person to those referred to an inpatient bed (medical clearance and assessment), total estimated costs rise to $184,301,760.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

For the 32% of individuals with LOCUS levels 1-4, no cost or service is included in the calculations although it seems unlikely no actual cost would be incurred. When mobile team and facility-based crisis services are included in optimal ratios (*last column of table that follows*), total cost drops by 52% in these projections despite engaging all of these individuals. This means that 32% more individuals are served with programs that align better to the unique level of clinical need while costs are reduced by 52%. Additionally, alignment of clinical level need to the service delivered improves from 14% to as high as 100% (*please see LOCUS analysis from Georgia earlier in this toolkit*) in a *Crisis Now* system that aligns with this *National Guidelines for Crisis Care*.

Indicators of Insufficient Capacity

The *Crisis Resource Need Calculator* offers an estimate of community resource need to help guide development of crisis capacity for communities. However, this is only meant to estimate need while true evaluation of capacity must be based on the availability of services to meet the actual demand of the specific community or region. Signs of insufficient resources will include, but are not limited to, psychiatric boarding in emergency departments, incarceration for misdemeanor offenses when connection to urgent care is the preferred intervention and misalignment of service intensity to the actual need of the individual served. Misalignment and the absence of a continuum of care often results in a defaulting to placement in more restrictive environments or minimal connection to outpatient care.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Figure 1 – Crisis Resource Need Calculator

Crisis Now Crisis System Calculator Projections - Pop. 1,000,000		
	No Crisis Care	**Crisis Now**
# of Crisis Episodes Annually *(200/100,000 Monthly)*	24,000	24,000
# Initially Served by Acute Inpatient	16,320	3,360
# Referred to Acute Inpatient From Crisis Facility	-	1,336
Total # of Episodes in Acute Inpatient	16,320	4,696
# of Acute Inpatient Beds Needed	**500**	**144**
Total Cost of Acute Inpatient Beds	**$ 164,179,200**	**$ 47,237,736**
# Referred to Short-Term Bed From Stabilization Chair	-	5,342
# of Crisis Beds Needed	**-**	**41**
Total Cost of Short-Term Sub-Acute Beds	**$ -**	**$ 13,356,000**
# Initially Served by Crisis Stabilization Facility	-	12,960
# Referred to Crisis Facility by Mobile Team	-	2,304
Total # of Episodes in Crisis Facility	-	15,264
# of Crisis Stabilization Chairs Needed	**-**	**48**
Total Cost of Crisis Stabilizartion Chairs	**$ -**	**$ 18,840,137**
# Served Per Mobile Team Daily	4	4
# of Mobile Teams Needed	**-**	**7**
Total # of Episodes with Mobile Team	-	7,680
Total Cost of Mobile Teams	**$ -**	**$ 2,761,644**
# of Unique Individuals Served	**16,320**	**24,000**
TOTAL Inpatient and Crisis Cost	**$ 164,179,200**	**$ 82,195,517**
ED Costs ($1,233 Per Acute Admit)	**$ 20,122,560**	**$ 5,789,675**
TOTAL Cost	**$ 184,301,760**	**$ 87,985,192**
TOTAL Change in Cost		**-52%**

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Tips for System Implementation

Workforce Development

Communities across the nation are challenged by a limited workforce to meet the needs of individuals with mental health and substance use needs. On the surface, the creation of no-wrong-door crisis care services would seem to create greater demand for this already strained workforce. However, implementation of crisis care that aligns with these best practice guidelines actually reduces that demand by more efficiently deploying resources, connecting to care in real time in a manner that minimizes the time for symptoms to escalate and the broader inclusion of peers as a vital workforce resource with the potential to grow more quickly than others employed in behavioral health care delivery.

Crisis call center operations that incorporate air traffic control-type functioning dramatically increase the efficiency of the overall system. Offerings such as GPS-enabled mobile team dispatch, real-time bed registry with coordination into care and outpatient appointment scheduling all decrease the volume of mobile teams and beds needed to meet the needs of the community. Crisis receiving and stabilization centers that efficiently assess the needs of the individual and stabilize crisis episodes in less than half the time of traditional inpatient settings further decrease the demand on beds that must be staffed.

In the *Crisis Resource Need Calculator* example, implementation of a comprehensive crisis system with the addition of seven mobile teams decreases the projected bed need from 500 to 233 (beds and chairs) for the hypothetical community of 1,000,000 residents. This translates into a reduction in workforce demand and it should be noted that staffing patterns that align with these best practice guidelines will employee peers into approximately 1/3rd of the projected positions.

Mobile Team Staffing

Community-based mobile crisis services use face-to-face professional and peer intervention, deployed in real time to the location of a person in crisis, in order to achieve the needed and best outcomes for that individual. Most community-based mobile crisis programs utilize teams that include both professional and paraprofessional staff. For example, a Master's or Bachelor's-level clinician may be paired with a peer support specialist with backup by psychiatrists or other master's-level clinicians who are typically accessed for on-call support as needed. Peer support workers often take the lead on engagement and may also assist with continuity of care by providing support that continues beyond the resolution of the immediate crisis.

In this model, almost half of the mobile team system workforce would be filled by peers who are more broadly available to fill roles that their licensed and/or credentialed clinician team partners may not be available to fill.

Crisis Receiving and Stabilization Facility Staffing

Crisis receiving and stabilization facilities must be staffed every hour of every day without exception so they will be equipped to accept any referral that comes to the program. To fulfill

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

this commitment, programs must be staffed by a multidisciplinary team with expertise in mental health and substance use care that includes the following:

1. Psychiatrists or psychiatric nurse practitioners (telehealth may be used);
2. Nurses;
3. Licensed and/or credentialed clinicians capable of completing assessments; *and*
4. Peers with lived experience similar to those of the population served.

The innovative *Crisis Receiving and Stabilization Facility Staffing Calculator* (*example below*) can be used to project optimum staffing for one of these programs based on a number of variables that include:

1. Percentage served under involuntary commitment;
2. Percentage served via law enforcement drop-off;
3. Number of admissions per day;
4. Average length of stay;
5. Average number of seclusion and restraints per day;
6. Average program census; *and*
7. Number of one-on-one assignments in the program.

Figure 2 – Crisis Receiving and Stabilization Facility Staffing Calculator

Training Crisis Team Members

Many members of the crisis services delivery team are licensed mental health and substance use professionals operating within the scope of their license and training with supervision delivered in a manner consistent with professional expectations of the licensing board. Licensed

professionals are expected to strengthen their skills and knowledge through ongoing CEU and CME professional advancement opportunities focused on improving team members' ability to deliver crisis care.

Providers also incorporate non-licensed individuals within the service delivery team; creating the need for additional training and supervision to ensure services are delivered in a manner that advances positive outcomes for those engaged in care. Verification of skills and knowledge of non-professional staff is essential to maintaining service delivery standards within a crisis program; including the incorporation of ongoing supervision with licensed professionals available on site at all times. Supervision and the verification of skills and knowledge shall include, but is not limited to, active engagement strategies, trauma-informed care, addressing recovery needs, suicide-safer care, community resources, psychiatric advance directives and role-specific tasks.

Training crisis team members must include training on the *National Guidelines for Crisis Care Best Practice Toolkit* with a strong emphasis on the essential structural elements of a crisis system and the crisis care principles and practices that follow:

1. Regional or statewide crisis call centers coordinating in real time;
2. Centrally deployed, 24/7 mobile crisis;
3. 23-hour crisis receiving and stabilization programs; *and*
4. Essential crisis care principles and practices that include:
   o Addressing recovery needs,
   o Significant role for peers,
   o Trauma-informed care,
   o Suicide safer care,
   o Safety/security for staff and consumers *and*
   o Crisis response partnerships with law enforcement.

All of these must be presented and learned within the context of embracing the crisis system's responsibility to serve as a no-wrong-door path to accessing care for all community members in need of immediate access to mental health and substance use care. Let the message of "Thank you, can I have another?" remain at the forefront of every team members' minds as they engage in activities that support true emergency department and justice system diversion by offering care that aligns with the needs of the individual engaged by the team. Providers must ensure that non-licensed individuals deliver services within the scope of their allowed practice with supervision that supports best practice care.

Technology in Crisis Care

Technology such as GPS-enabled mobile team dispatch, real-time bed registry and coordination, centralized outpatient appointment scheduling and performance dashboards that support air-traffic control-type functioning in the crisis system play an important role in solidifying crisis care. Additionally, telehealth is becoming increasingly important within the context of increasing access to limited mental health and substance use resources; particularly licensed and/or credentialed clinicians as well as psychiatrists and psychiatric nurse practitioners. Although this mode of service delivery is more prominently applied in rural and frontier communities, there is

also an opportunity to use this approach to establish greater efficiencies when offering 24/7 access that may not have a consistent or high-volume flow during specific times throughout any given day. Application of telehealth services must align with local regulations and should continue to involve other members of the multi-disciplinary crisis team in face-to-face support as these advanced technologies are incorporated in crisis care practices.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

System Evaluation Tools

As communities work to implement true crisis systems of care that meet the needs of their residents, SAMHSA wants to ensure resources to support advancement of best practice care be made accessible to all. Innovative community and staffing analytic calculators and videos around program structure have been made available on the National Association of State Mental Health Program Director's (NASMHPD's) www.crisisnow.com website and are also published as part of this evidence-based practice resource page. Additionally, we have created a *Crisis Service Best Practice Review Tool* with a listing of evaluated elements included in this section of the toolkit. You will see that the tool is designed to evaluate the degree of implementation of essential element implementation tips that have been defined throughout this *Toolkit*. The elements are summarized here:

1. Regional or statewide crisis call centers coordinating in real time:
   a. Operate every moment of every day (24/7/365);
   b. Staff with clinicians overseeing clinical triage and other trained team members to respond to all calls received;
   c. Answer every call or coordinate overflow coverage with a resource that also meets all of the minimum crisis call center expectations defined in this toolkit;
   d. Assess risk of suicide in a manner that meets NSPL standards and danger to others within each call;
   e. Coordinate connections to crisis mobile team services in the region;
   f. Connect individuals to facility-based care through warm hand-offs and coordination of transportation as needed;
   g. Incorporate Caller ID functioning;
   h. Implement GPS-enabled technology in collaboration with partner crisis mobile teams to more efficiently dispatch care to those in need;
   i. Implement real-time regional bed registry technology to support efficient connection to needed resources; *and*
   j. Schedule outpatient follow-up appointments in a manner synonymous with a warm handoff to support connection to ongoing care following a crisis episode.
2. Centrally deployed, 24/7 mobile crisis systems:
   a. Include a licensed and/or credentialed clinician capable of assessing the needs of individuals within the region of operation;
   b. Respond where the person is (home, work, park, etc.) and not restrict services to select locations within the region or to particular days/times;
   c. Connect individuals to facility-based care through warm hand-offs and coordinating transportation as needed;
   d. Incorporate peers within the mobile crisis team;
   e. Respond without law enforcement accompaniment unless special circumstances warrant inclusion; supporting true justice system diversion;
   f. Implement real-time GPS technology in partnership with the region's crisis call center hub to support efficient connection to needed resources and tracking of engagement; *and*

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

    g. Schedule outpatient follow-up appointments in a manner synonymous with a warm handoff to support connection to ongoing care.

3. 23-hour crisis receiving and stabilization programs:
   a. Accept all referrals;
   b. Do not require medical clearance prior to admission but will assess for and support medical stability while in the program;
   c. Design their services to address mental health and substance use crisis issues;
   d. Employ the capacity to assess physical health needs and deliver care for most minor physical health challenges:
   e. Staff at all times (24/7/365) with a multidisciplinary team capable of meeting the needs of individuals experiencing all levels of crisis in the community; including:
      i. Psychiatrists or psychiatric nurse practitioners (telehealth may be used)
      ii. Nurses
      iii. Licensed and/or credential clinicians capable of completing assessments in the region; and
      iv. Peers with lived experience similar to those of the population served.
   f. Offer walk-in and first responder drop-off options;
   g. Be structured in a manner that offers capacity to accept all referrals, understanding that facility capacity limitations may result in occasional exceptions when full, with a no-rejection policy for first responders;
   h. Screen for suicide risk and complete comprehensive suicide risk assessments and planning when clinically indicated;
   i. Function as a 24 hour or less crisis receiving and stabilization facility;
   j. Offer a dedicated first responder drop-off area;
   k. Incorporate some form of intensive support beds into a partner program (could be own program or another provider) to support timely transitions to secure placement for individuals who need additional support;
   l. Include beds within the real-time regional bed registry system operated by the crisis call center hub to support efficient connection to needed resources; *and*
   m. Coordinate connection to ongoing care.

4. Essential crisis care principles and practices:
   a. Addressing recovery needs,
   b. Significant role for peers,
   c. Trauma-informed care,
   d. *Zero Suicide*/suicide safer care,
   e. Safety/security for staff and consumers *and*
   f. Crisis response partnerships with law enforcement.

Monitoring System and Provider Performance

In addition to monitoring fidelity to the *National Guidelines of Crisis Care*, funders, system administrators and crisis service providers should continuously evaluate performance through the use of shared data systems. System transparency and regularly monitoring of key performance indicators supports continuous quality improvement efforts. It is highly

E-Page 78

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

recommended that systems connect data in a manner that offer real-time views of agreed-upon system and provider-level dashboards that can also be used to support alternative payment reimbursement approaches focused on value. Performance metrics should include the following:

- Crisis Call Center Services:
  - Call volume,
  - Average speed of answer,
  - Average delay,
  - Average length of call,
  - Call abandonment rate,
  - Percentage of calls resolved by phone,
  - Number of mobile teams dispatched,
  - Number of individuals connected to a crisis or hospital bed, *and*
  - Number of first responder-initiated calls connected to care.

- Crisis Mobile Services:
  - Number served per 8-hour shift,
  - Average response time,
  - Percentage of calls responded to within 1 hour… 2 hours,
  - Longest response time, *and*
  - Percentage of mobile crisis responses resolved in the community.

- Crisis Receiving and Stabilization Services:
  - Number served (could be a measure of individuals served per chair daily),
  - Percentage of referrals accepted,
  - Percentage of referrals from law enforcement (hospital and jail diversion),
  - Law enforcement drop-off time,
  - Percentage of referrals from all first responders,
  - Average length of stay,
  - Percentage discharge to the community,
  - Percentage of involuntary commitment referrals converted to voluntary,
  - Percentage not referred to emergency department for medical care,
  - Readmission rate,
  - Percentage completing an outpatient follow-up visit after discharge,
  - Total cost of care for crisis episode,
  - Guest service satisfaction, *and*
  - Percentage of individuals reporting improvement in ability to manage future crisis.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Marketing and Communication Efforts

The evolution of true crisis care services is essential to improving the health of our communities. Comprehensive crisis systems that align with these best practice guidelines offer universal real-time access to the most appropriate services, supports and resources to decrease the utilization of 911, emergency departments and jail for individuals experiencing mental health and substance use emergencies. Critical to the success of these services is an effective marketing strategy and campaign to inform communities of their existence and educate how to access the services when needed.

To evolve marketing and communication plans that effectively meet the community education objectives, communities are encourage to engage broad stakeholder groups that should minimally include law enforcement, hospitals with emergency departments, fire departments, ambulance providers, mental health advocacy agencies, community health providers, faith-based communities, schools, health plans, local Medicaid team members, those engaged in the service delivery system and their families.

The goal of these dialogs is to create public information materials and educational marketing campaign strategies that translate into regional and statewide crisis system resource access educational efforts with specific details on how the three core elements of the crisis system (crisis line, crisis mobile and crisis receiving and stabilization facilities) offer immediate access to care for anyone in the community through a no-wrong-door safety net system.

Minimum elements of a successful plan marketing and communication plan include:

1. Evaluation of educational and marketing services for various age groups and other targeted populations;

2. Key metrics that can be used to assess the impact of marketing strategies along with an evaluation plan to determine the effectiveness of the statewide and regional marketing strategies;

3. Distribution of materials based on the collaboratively developed marketing and communication plan;

4. Assessment of effectiveness of the plan and adjustment of the approach as needed; *and*

5. Ongoing meetings with key stakeholders, including first responders, local hospitals and health plans, to support appropriate diversion from emergency departments and justice systems.

Conclusion

Crisis services must be designed to serve **anyone, anywhere and anytime**. Communities that commit to this approach and dedicate resources to address the community need decrease psychiatric boarding in emergency departments and reduce the demands on the justice system. These two benefits translate into better care, better health outcomes and lower costs to the community. The *National Guidelines for Crisis Care – A Best Practice Toolkit* delivers a roadmap that can be used to truly make a positive impact to communities across the country.

For crisis services to work effectively, the handoff from law enforcement must be quick, with assessment occurring after—and not before—the handoff takes place. There must be a full partnership with the community and an understanding by community partners, particularly law enforcement, of how crisis services can most effectively work to divert individuals from hospitalization and longer-term engagement with the criminal justice system.

Once the individual is engaged, treatment must be trauma and recovery-informed and engage peers with lived experience who can serve as mentors and models. Zero Suicide and safer-suicide must be a central focus.

But an effective crisis services program must be sustainable and sustainability requires a sustainable funding mechanism, supported by formal funding codes, that is not wholly dependent on the innovative braiding of small streams of revenue. Commitment by the community and state and local governments is essential for crisis services to remain an important element of the continuum of care for individuals in behavioral health crisis. And of course, any continuous funding stream requires continuous quality improvement of the system to ensure that it is effective and cost-effective, using current best evidence to produce positive outcomes that ensure clients will find their way to recovery.

Continuous Quality Improvement & Innovation

Case Study #1

In 2014, Connections Health Solutions began operating the crisis stabilization programs inside the Crisis Response Center in Tucson, Arizona. It seems self-evident that crisis services should offer timely, high quality care to people experiencing a psychiatric emergency. The response must match the need. Remember the opening theme to the long running NBC hit ER: everyone is running because lives depend on it.

Dr. Margie Balfour found the reality of crisis services was often the exact opposite. It can take hours or even days in an emergency department to be "medically cleared" before entrance is granted to many of the nation's "crisis stabilization" programs. Law enforcement and first responders are expected to take the person in crisis to the hospital first, not the crisis unit. It should be noted that these programs do not represent crisis receiving and stabilization facilities as defined in this *Crisis Service Best Practice Toolkit*.

The experience of the more than 13,000 individuals that utilized the services of the Crisis Response Center each year had been uneven. There were often long delays in the clinical triage area while the patient awaited a decision on whether he or she would be admitted or discharged. Frustration abounded. The result was a decrease in safety that manifested as increases in injuries and assaults. Individuals in crisis were sometimes left unattended for long periods of time and staff were spread areas amongst multiple program areas. Security was frequently involved.

Lean Six Sigma in Action

There was a significant need to improve and speed the triage process but there was a lack of agreement on the mission of the facility. Dr. Balfour and the Connections Health Solutions team met with the leadership and front-line staff in a series of town-hall meetings, conducted rounds in the facility to interview patients and staff, and worked shifts to view the experience up close and personal. The result of this process was a singular mission: **Meet the immediate needs of those in behavioral health crisis in a safe and supportive environment.**

In order to re-engineer the Crisis Response Center for this new mission, Dr. Balfour and the team incorporated a Lean Six Sigma approach to quality improvement. Motorola and Toyota both revolutionized process improvement by eliminating waste and improving the flow of manufacturing and by building upon the pioneering work of Edwards Deming in the 1950s (think Plan-Do-Study-Act). Healthcare has been slow to catch the vision and crisis care for behavioral health has been characterized by "crisis programs" that do not actually operate as emergency or crisis service options that serve all in need. These programs that do not align with best practice guidelines are characterized by waiting for care and clearance or screening to initiate an often-lengthy process.

The team began by establishing some assumptions. They would achieve gains with the existing resources and staff by standardizing the process and eliminating the waste of inefficient practices. They also introduced a number of interventions that include improved dashboard

tracking tools. Next, they analyzed wasted time and function. What were the tasks that added value? What were the tasks that added little value but were nevertheless required (by licensure, contract, etc.)? And finally, what were the tasks that were unnecessary and simply represented waste?

The value analysis found that the old process required almost 11 hours to connect to needed care and that nearly 40% of this process was simply unnecessary and non-value added. Wasted time for individuals and family members dealing with a behavioral health crisis. Idly sitting in the waiting room comprised a significant portion of this time but there were also inefficiencies in some of the tasks of the crisis provider.

The Results

The Connections Health Solutions team reduced the "door to door dwell times." The average time spent in the triage clinic decreased from seven hours to two hours and the time in the 23-hour unit decreased by 30%; improving not only the patient experience but also the capacity of the facility to serve the community by more efficiently serving those in need.

Even if you haven't been in a psychiatric crisis, most everyone has been to the emergency room and the key metric we all remember from the experience remains with us... how long did it take us to see the doctor? Dr. Balfour's team reduced the waiting time by nearly 80%. These significant gains had other cascading benefits. For example, the facility dramatically reduced the time it spent on diversion from referrals due to operating at full capacity so that it could better serve the needs of those in crisis in the greater Tucson area. Assaults to staff and calls to security were also dramatically reduced and the changes in process yielded additional space availability. The building was remodeled to take advantage of these improvements and the capacity of the temporary observation unit was increased by 36% to further increase capacity in a manner that supports their commitment to accept all referrals.

Dr. Balfour believes there were several key ingredients in their Tucson Arizona success. They engaged everyone from top leadership to the line staff. They kept compliance and quality functions separate and obtained Lean Six Sigma green belt certification for quality staff while building the IT and data system necessary to track and report accurately.

The metric that brings all this into focus is the law enforcement drop-off turnaround time. First responders do not take people in crisis to the emergency room first. They drive straight to crisis facilities in Phoenix or Tucson where they spend less than 10 minutes before returning to their patrol. Connections Health Services measures performance and progress through the levels below.

Levels of Accomplishment

Level 1	Everyone in the organization/department knows what the unit's core processes are.
Level 2	Each core process is fundamentally documented.
Level 3	The primary customer requirements of each process are documented and conformance to spec is tracked.
Level 4	The primary control factors that drive desired performance for each process are documented and tracked.

| Level 5 | Each process can be documented to be behaving as intended (e.g., is "in control"). |
| Level 6 | Each process is completely standardized, in control, and has an on-going continuous improvement plan. |

*Dr. Margie Balfour's article **"Crisis Reliability Indicators Supporting Emergency Services (CRISES): A Framework for Developing Performance Measures for Behavioral Health Crisis and Psychiatric Emergency Programs,"** Community Mental Health Journal, 2015 ([download here](#)), includes the outcomes model below.*

Figure 3 – Crisis Reliability Indicators Supporting Emergency Services Framework
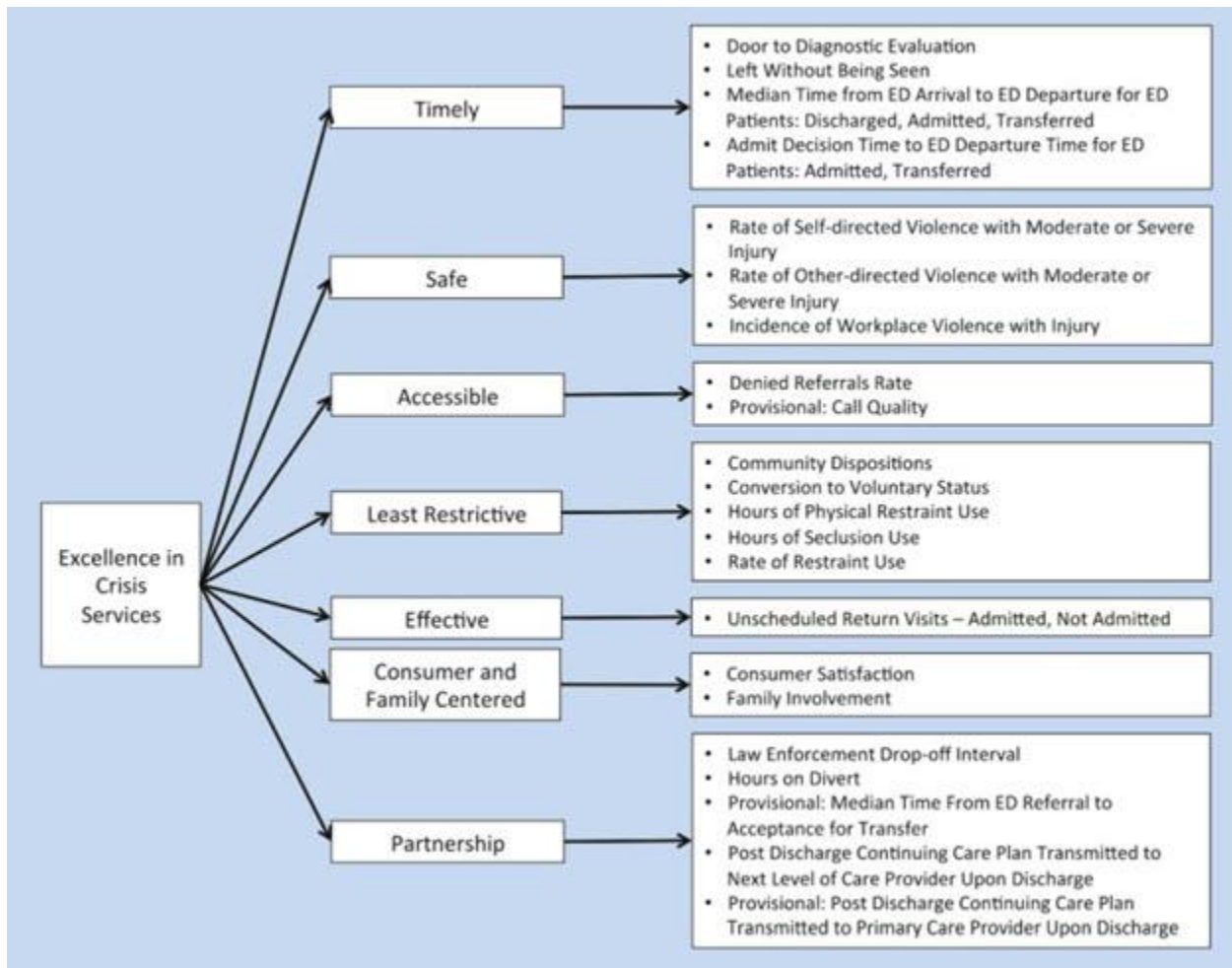
Case Study #2

In 1996, Recovery Innovations, Inc. (dba RI International) created its first Crisis Recovery Center just outside Phoenix, Arizona in the west valley city of Peoria. Like many similar Crisis Stabilization Programs across the country, it offered an alternative to acute inpatient, jail and emergency departments (EDs), a place where a mental health crisis could be handled by professionals as immediately as possible.

This program was an improvement, but it still had some of the issues that plague crisis care in EDs. It focused too much on procedures and diagnoses and too little on engagement and collaboration, which are vitally important for the individual in a mental health crisis. The hospital model was designed to treat disease and injury and RI set out to develop a new and unique approach that would handle the needs of those in debilitating emotional pain.

In 2002, RI began its evolution of the Crisis Recovery Center with the development of the Living Room model. It featured a strong focus on good contact with the person in distress and introduced new staff types as well. Certified Peer Specialists brought their own experience in mental health crisis and recovery and empathic and trauma-informed care into the interdisciplinary team.

The facility transformed from a colder, more sterile, traditional medical setting to have a warm inviting feel. Individuals were referred to as guests and not consumers. The teams began quality improvement efforts to reduce the prevalence of seclusion and restraint. And, overall, the Living Room felt more like home than an institution.

Still, there was the potential to make real community impact, since most acute cases were being diverted to traditional crisis facilities, i.e., hospitals and jails. In 2014, the leadership at Mercy Care, the health plan tasked by the Arizona Healthcare Cost Containment System (AHCCCS, the Arizona Medicaid authority), challenged RI to adopt the never-reject approach to law enforcement drop-offs.

At that time, RI was receiving 100 to 150 law enforcement drop-offs per month, but they were also diverting individuals that were deemed inappropriate. If there was concern about a medical challenge, primary substance use problem, history of aggressive behaviors, etc., law enforcement was instructed to take the person to a different facility. This approach required law enforcement to wait around while decisions were made (an approach leaders in LAPD have coined "wall time") and then transport them after evaluation.

RI determined to fully adopt the new approach. The facility already had a special law enforcement drop-off admission room that was attached directly to the 23-hour temporary observation and treatment unit. A lighted sign directed the officer to park directly adjacent to the unit where they could easily walk the individual in crisis a few short steps to immediate access.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

The new approach meant that the officer would never be asked to wait for an evaluation. A peer leader would greet the individual and introductions would be made. The law enforcement officer would share any paperwork, if available, and exit to return to the work of public safety within three to five minutes.

RI leadership was concerned about the potential loss of the Living Room culture and experience but also fully grasped the stronger community impact of a true no-wrong-door approach. And, the Fusion Model was born, combining the direct and safe access of a hospital ED with the recovery-oriented approach of the Living Room.

Figure 4 – Peoria, Arizona Crisis Recovery Center Law Enforcement Drop-Offs
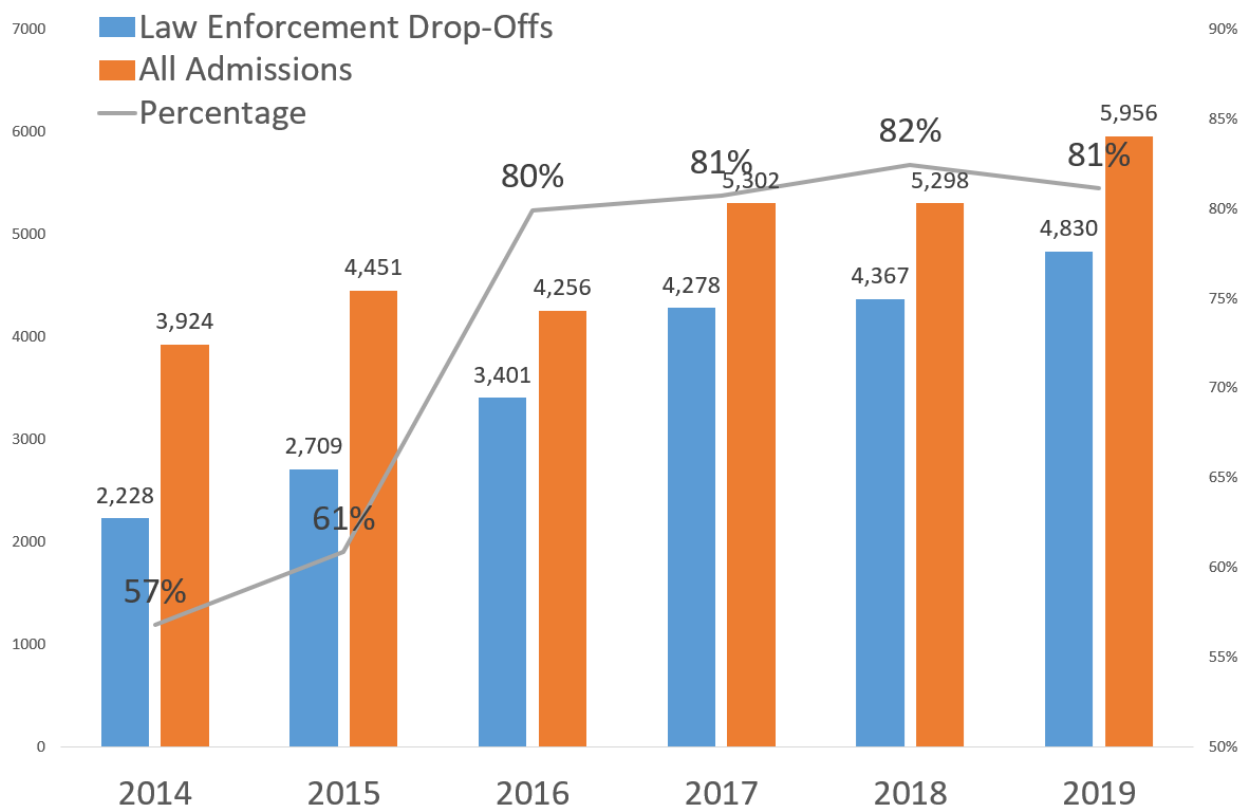
In late 2019, RI will admit the 20,000[th] consecutive guest who is dropped off by law enforcement, without a single rejection for any reason. While there have occasionally been guests who had a medical complication that was not obvious to the law enforcement officer, and that required more intensive hospital attention, additional treatment was organized by the Crisis Recovery Center, including transportation where appropriate. None of this was delegated to law enforcement, which has been immediately released to return to duty following a referral.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

The graphic on the previous page demonstrates the increase in the total number of individuals in a crisis served by the program and law enforcement referral activity over the time period that this model was adopted. With 32 licensed chairs in the 23-hour observation and treatment program and 16 beds in the sub-acute crisis program, the law enforcement drop-off number doubled over the time-frame. Always accepting law enforcement referrals increases officer trust that making a drive to the facility is preferable to other traditional options, i.e., jail, hospital, relocation, etc.

Today, 80% of all guests received by the program are referred by law enforcement, and none of them first visited a hospital ED for medical clearance. The program has literally not refused a single police referral in the past five years, despite over half being involuntary. But unlike entering a hospital or jail, these individuals in crisis are immediately greeted by a peer staff who orients them to the care they will receive. There is active engagement and collaboration throughout their stay, and they become active participants.

In the Fusion Model, crisis becomes an event to be resolved and stabilized, versus a diagnosis to be treated. And, since law enforcement engages in zero wall time by by-passing the ER completely and is back on the street in less than five minutes, the burden on police is eased and the experience for the person in crisis is improved.

Figure 5 - Crisis Recovery Centers implementing the Fusion Model Across Several States

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Addendum

Interview 1 – *Wesley Sowers, MD*

Ahead of the Curve: LOCUS Is as Relevant Today as It Was in the Nineties

In the mid-1990s, Wesley Sowers, MD, was the medical director for St. Francis Medical Center in Pittsburgh, the largest addiction treatment center in Pennsylvania at the time. A tug-of-war was brewing between clinicians and managed care plans over who got to determine what was best for clients. Dr. Sowers, who is now the director for the Center for Public Service Psychiatry at the University of Pittsburgh, says clinicians showed considerable variability in decision-making, which didn't always include judicious use of resources and often resulted in more extensive hospital stays than people needed.

"There wasn't much thought about how we could use resources most effectively." This began to manifest in burgeoning costs of care and was one of the reasons state and local governments, as well as private insurers, started to examine ways to control costs. The behavioral health community understandably feared that these limitations would harm treatment quality, and clinicians worried that managed care would eliminate their autonomy. "Both had a rationale behind what they were doing and why they were doing it. While managed care reforms were needed, many went too far." Dr. Sowers, who had long been interested in systems, believed there was a sweet spot where balance could be achieved, and so he began to develop a mechanism that would determine best outcomes for people and systems of care: a win-win in facilitating person-centered care and cost-effective resource use.

Examining how to optimize treatment quality and manage costs, Dr. Sowers attempted to develop an integrated medical necessity tool to help match patient need with the appropriate service intensity. He also wanted to create a structure that was as effective for people with addictive disorders as those with mental health issues, closing a divide perpetuated in behavioral health. "I was interested in co-occurring disorders and wanted to consider the interaction of mental illness, addiction, and physical issues that might affect people's treatment response." Dr. Sowers' answer was to design a comprehensive system that focused on seven assessment dimensions: risk of harm; functional status; medical, addictive and psychiatric comorbidity; recovery environment (this dimension has two subscales: level of stress and level of support); treatment and recovery history; and engagement and recovery status. These became the core of the Level of Care Utilization System known as LOCUS. With input and support from the American Association of Community Psychiatrists (AACP), Dr. Sowers developed an algorithm in 1996 that makes it simple for clinicians to provide best-fit recommendations for care intensity. A rating in each dimension ranges from lowest to highest need: from 1 to 5, respectively. The clinician then adds the numbers for each dimension together, resulting in a composite score that indicates a person's degree of need and the corresponding level of care required. Scores range from 7 as the lowest possible level of need and 35 as the highest.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Once LOCUS identifies the correct level of care in the continuum, providers can select from a menu of services tailored to a person's particular needs. Menu items include clinical services, supportive services or crisis resolution and prevention services and describe the conditions of the care environment. Dr. Sowers says that, on average, a person with a lower composite score wouldn't have the same need-intensity as a person with a higher one, but that isn't always the case. He says the first three dimensions—risk of harm, functional status, and comorbidity—include overriding concerns. If a person scores high in these critical areas, the algorithm will alter recommendations accordingly, pairing the person with an increased level of service. "There is a composite score and treatment grid that gives clinicians the correct placement. It's easy to use."

Dr. Sowers never anticipated it would work so well and has been pleasantly surprised at how widespread adoption has been; not just when it was developed it in the 1990s but in the decades since. Unlike most innovations, LOCUS is a tool that is as applicable today as when it began. Since their inception, LOCUS and CALOCUS (the Child and Adolescent counterpart) have gone through revisions to improve accessibility and clarity. "Along the way, we have asked people to tell us what doesn't work and what could be improved." Interestingly, he says that over the years, there hasn't been much need to change the rating system, but there have been minor adjustments to service intensity and level of care descriptions. "It has been a 20-plus-year process, and LOCUS is continually picking up momentum." Part of the reason, he says, is that while many clinicians still use paper and pencil, the automated version is increasingly used and preferred, particularly as hospitals and treatment centers move toward electronic medical records.

Though the use of LOCUS is widespread, Dr. Sowers isn't sure how comprehensively clinicians are using it. He built the system to span the service array and care continuum. The clinical structure translates from one level of care to the next and easily lends itself to a person-centered care and recovery paradigm. Dr. Sowers says there should be ongoing, continuous assessment throughout a person's treatment experience. "Using surveys, we have tried to determine whether there is full LOCUS use, but it hasn't yielded much information. Anecdotally, we can tell that many organizations only use it in a crisis setting, in some residential facilities, or in inpatient settings instead of along the entire continuum of care."

Using LOCUS in limited settings doesn't maximize its potential. Unlike alternative tools, the assessment takes into consideration prior responses to treatment and social and interpersonal determinants of functional impairment. Dr. Sowers says he and the AACP designed the system to guide continuous treatment planning, giving clinicians an indication of what needs to be improved upon to move a person down to a lower, less restrictive level of care. The objective is to follow the person as he or she moves through different care levels, tracking not only individual progress but also the entire system of clinical management. "It clarifies and unifies what we do in clinical settings, allowing us to identify the correct level of care for a person and the most cost-effective measures that ensure the best outcomes."

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Interview 2 – *Sandra Schneider, MD, FACEP*

Emergency Mental Health is a Throwback of the 1950s Emergency Department

Sandra Schneider, MD, FACEP, a past President of the American College of Emergency Physicians (ACEP), says current day emergency mental health is reminiscent of the 1950s Emergency Department. It is a throwback, she says, in dire need of an upgrade.

What we know of today as the Emergency Department, shortened to ED by those in the field, began to take shape immediately after World War II. The climate in the United States at the time held lingering remnants of recent conflict and economic depression. At the same time, the innovation of the interstate highway made opportunity boundless, offering Americans a fresh start and quickly changing the face of medicine. Specialists who used large equipment they couldn't transport replaced family doctors and their small, black bags. These doctors had office hours and didn't make house calls. If an emergency arose, people went to the hospital. The ED started as a room in a hospital basement called 'The Pit.' It was overcrowded and run by some of the least experienced physicians who were treating the most dangerous situations, often resulting in grave consequences. [1] Dr. Schneider says that since then emergency medicine has made remarkable strides in every specialty area except mental health. The reasons for stagnancy, she says, are vague diagnostic criteria, challenges in case follow-up, lack of warm handoffs, and unlike all other specialties, emergency medicine physicians and psychiatrists have not had decades of collaboration.

Partnerships and the Golden Period of Intervention

While the direst situations were brought to the ED in the 1950s, specialists often failed to give patients timely care because they were on call for their practices. In 1961, Dr. James D. Mills realized that emergency medicine needed to be a specialization in and of itself. He convinced three of his coworkers to leave private practice to develop an ED alongside him in Alexandria, Virginia, becoming full-time emergency physicians working 12-hour shifts 5-day a week. Simultaneously, a group of 23 doctors in Pontiac, Michigan, did the same, working part-time to staff the ED at Pontiac General Hospital 24-hours a day.

Dr. Mills and his colleagues were the first to do this full time and say," Hey, this works for patients and us." Dr. Mills would call in a surgeon to do surgery or a pediatrician if the patient was young, fostering a partnership between ED physicians and specialists. Patients spent about the first 30 minutes with the ED physician and the next half-hour with a specialist, allowing emergency medicine physicians to learn: first through observation, then by consulting with specialists on the phone until finally, they could generally handle the cases themselves. Today, Emergency Department (ED) physicians often do procedures and no longer need specialists to come in and perform them. For example, says Dr. Schneider, ED physicians do far more intubations than many physicians in internal medicine or even anesthesiologists who predominantly do outpatient work. No such leaps have happened in psychiatric emergency medicine. She says the result is that ED staff often don't identify and fail to treat mental health crises during critical intervention periods. Emergency medicine physicians believe the first 30 minutes to an hour to be the most critical for outcomes, calling it the golden hour of intervention. For example, if a person has a stroke, ED

E-Page 90

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

staff have about three hours to get the clot-busting drug tPA (tissue Plasminogen Activator) into the patient. "If that doesn't happen, the person is out-of-luck." In the case of a heart attack, doctors have a 90-minute window to intervene. Partnerships with specialists have allowed ED physicians to fully utilize the golden hour of intervention, improving outcomes and mortality and allowing patients a far better chance of leading normal lives.

Dr. Schneider says that in mental health, she and her colleagues understand that the longer a person is in psychosis, the more challenging it is to reverse. "It may not be a golden hour but more like golden days or even a week, but there is a critical window for intervention, especially in high acuity suicidality and psychosis."

Pattern Recognition and Follow-up
Emergency medicine physicians have learned through patterns, and, with the help of specialists, what is best to do during the golden hour of intervention. The field has developed through partnership, follow-up, and pattern recognition. That is not the case for psychiatry, which Dr. Schneider says is the least rote specialty. She can look at an EKG and see that the patient is experiencing a heart attack, or, if a patient comes in and cannot lift his arm and is not using his leg, he might have a seven on the Stroke Scale. Or if the person's blood count is low, he may need a blood transfusion. Through pattern recognition, training, and established intervention, Dr. Schneider can determine a person's critical needs.

Psychiatry is not as transparent. "I may have a patient who isn't making sense or is depressed, but there is no serum delirium or depression score for me to determine the level of acuity. We've not been trained and, as a result, never figured out the pattern recognition like we have in all other specialties. For many of us, our background is the month we spent on psychiatry in residency, so we feel out of our comfort zone." She says this is compounded by vague psychiatric diagnostic criteria, the components of which most emergency medicine physicians do not understand and minimal, if any, feedback after a handoff. Pattern recognition, says Dr. Schneider, is not just developed by working alongside specialists but also through follow-up. Dr. Schneider says that doesn't happen with psychiatric patients. If a patient has a rash that the ED physician suspects is a melanoma, she can follow-up and find out if she was correct, which helps to improve pattern recognition. On the other hand, if she wants to know whether she was right about the acuity of a patient's suicidality, that information is not accessible. "The result is we don't gain critical follow-up knowledge on psychiatric crisis."

No Warm Handoff
One challenge, says Dr. Schneider, is that while it is impossible to see the level of acuity in mental health, ED physicians realize that lack of bleeding does not mean it is not a high acuity case. The result is ED physicians often default to an assumption of high acuity, triggering numerous challenges for patients, including hospitalization and the corresponding trauma of institutionalization, stigma, and the detrimental impact on the patient's employment, finances, and personal life.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Part of the reason for defaulting to high acuity is the result of an 'it's-better-to-be-safe-than-sorry' mentality, but it is also because ED physicians are not always confident that the patient will get the care she needs if discharged. Dr. Schneider says that more than any other specialty, there is a disconnect on what comes next for the patient. For example, if a patient comes in with appendicitis, the ED physician can call a surgeon. In the case of a rash, the ED has a roster of dermatologists and clinics, and in many cases, the physician can even make an appointment for the patient. These partnerships create confidence in the system and an appeals process if the ED doctor doesn't agree with the specialist: the emergency medicine physician and specialist can get on the phone and discuss the case.

Dr. Schneider says this communication does not exist between most EDs and the mental health system, making navigating it incredibly difficult for ED staff. She says if she has a patient with depression who is feeling suicidal and needs mental health care in the next couple of days, she has no idea how to get them what they need.

The same is true for substance abuse. "Let's say a person with an opioid use disorder comes in and has managed to withdraw but needs help for his addiction. All most ED physicians can do is hand him a list of addiction centers to start calling in the morning. Can you imagine if we did that with any other medical issue? If someone comes in with chest pain, I can get them set up with a stress test the next day, regardless if she has insurance. Why is it with mental health it's okay to give patients a list and say, 'Good luck'?" Emergency medicine physicians need to be able to do a handoff and have confidence in that handoff. "If there is someone to evaluate the patient, but I don't know the person and whether he or she has made the right decision for the patient, that's not a warm handoff."

Dr. Schneider says now is the time to improve the relationship between the ED and psychiatry because she believes emergency medicine physicians will soon be playing an increasingly critical role. The approved use of intervention medications, such as Ketamine and Brexanolone, for depression and postpartum depression, means that ED physicians will be able to decrease acuity with medication so that patients can go home and seek care within a week or so. She says it is similar to how the ED addresses patients with atrial fibrillation (A Fib) or a blood clot. Physicians diagnose, stop, and often reverse the emergency, before sending the patient to primary care. "We would acutely treat them and do a warm handoff."

Replicating the Poison Center Model in Emergency Mental Health

Dr. Schneider recommends that mental health mirror the poison control center. Each center has a medical director and pharmacists, physicians, nurses, and toxicologists that answers the phone 24/7. If a physician is unfamiliar with the drug a patient took, the center will triage the call to a Specialist in Poison Information (the specialists are called SPIs, pronounced spies). For example, if a person took Banamine, a horse anti-inflammatory, the ED physician can call a poison control center and speak with an SPI who has access to a vast database that lists all chemicals and outcomes in previous exposures. The SPI would tell the ED physician what's happened in previous cases such as: "Above this amount we've seen these problems so you should watch the person for kidney function." If the situation is more complicated because the person took more than one

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

drug, then the ED physician's call would be forwarded to the toxicologist. (Typically, only 1 out 100 calls escalate to the toxicologist.)

The SPI also does follow-up and tracks outcomes. For example, if the person who took Banamine had a seizure, the SPI would add that to the database. They would also call the patient and ask how the person is doing and see if he or she needs an appointment. If a child drank bleach, the SPI would speak with the parents, telling them that they are not bad parents, and talking them through how to prevent the incident from happening again. They can even address more obscure poisonings. If a person eats a rare mushroom, the center will get the caller in touch with a mycologist (mushroom expert), local resources for dialysis, and the best hospital to care for the patient. The idea is that no matter where the person is at that moment, experts will be reached and local resources provided.

Psychiatric Triage with a Mental Health Center

Dr. Schneider says a similar structure for mental health would allow ED physicians to speak to experts and have strong confidence in their abilities. The call could be from an ED doctor who is uncomfortable giving Suboxone, a blockbuster medication that reduces symptoms of opiate addiction and withdrawal, for the first time. The mental health center would go through a checklist and then provide a dosage recommendation. If it does not work, the ED doctor would call back, and the center would walk her through the next dose. They would also give guidance on more complex cases.

Suppose a patient has depression but no suicidal plan, a supportive family, and no lethal weapons. The mental health center expert might recommend the patient be discharged and meet with a mental health worker the next day. If the ED physician is not comfortable sending the patient home, a psychiatrist for the center could get on a video call. Dr. Schneider believes the escalation rate would be similar to that at poison centers: roughly 1 out of 100 calls would triage to the psychiatrist. After the video chat with the patient, the psychiatrist might recommend he be admitted, and help with the process, or say the patient can go home, but the center would call him in the morning to arrange an appointment. "ED physicians spend 15 minutes with a patient. We aren't going be able to add a 30-minute psychiatric evaluation, but the center would give us access to experts and a database of resources. It closes the loop of care and is the warm handoff that gives us confidence that patients will get the care they need."

Sources:

[1] 24|7|365: The Evolution of Emergency Medicine. Retrieved March 11, 2019, from https://www.emra.org/about-emra/publications/legacy-documentary

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Interview 3 – *Shelby Rowe*

The Elephant in the Room: Mental Health Professionals Experience Crisis Too

When Shelby Rowe realized she needed help in September 2010, she called a close friend, asking the friend to drive her to a hospital out-of-state. As the executive director of the Arkansas Crisis Center, Rowe didn't want to run into anyone she worked with or had trained. Her distress had been slowly escalating, culminating in months filled with ruminating flashbacks and anxiety. Her marriage was quickly unraveling, triggering trauma from when she'd been in a similar position. Years prior, during her first marriage, Rowe and her husband had a terrible argument, and he left. Thirty-minutes later she received a call that tragedy had occurred: while at a friend's house, someone accidentally shot and killed her husband. "The last time I'd been in this situation, someone I loved died. During our fight, I'd told my husband, 'I hate you and wish you were dead.' A half an hour later he was. Years later, at the end of my marriage, I feared if I walked away, one of us was going to die. It didn't make sense, and I knew that, but it didn't lessen my fear."

As Rowe spent her days overseeing the implementation of the Arkansas plan for suicide prevention and running the center that operated the state's only 24/7 crisis hotline, she was simultaneously experiencing increased distress. To mitigate it, she applied the coping skills she taught others, but it wasn't enough. Her expertise in suicide prevention made her achingly aware that she was experiencing hopelessness, but Rowe questioned her symptoms: how could she, a mental health expert aware of critical interventions, be at risk? She wasn't the only one applying scrutiny as her therapist told Rowe, "You don't need hospitalization because you're aware of what you're experiencing." The therapist, and other mental health experts Rowe came across during her crisis, assumed, because of her expertise, that she was a lower suicide risk than she was and knew what to look out for and do for herself during a crisis. "A mental health professional may know the signs and what to share with others, but it's challenging to apply those skills to one's own crisis. That's why people don't treat themselves."

As Rowe's symptoms increased, she performed the assessment she did with callers, asking herself, "When is the last time you ate or slept? How long do you think you can keep yourself safe?" The answers weren't comforting. She knew it was time to seek help. In the hospital, she received what would generally pass as good care—she met with the therapist daily and the psychiatrist every other day—but they failed to address what was at the core of her crisis, Post-Traumatic Stress Disorder from her first husband's death and childhood traumas. In the high-risk months following the hospital stay, Rowe continued to experience ruminating thoughts and felt frustrated that she couldn't just shake them off. She felt despair settle in her bones with no end in sight. "Hospitalization isn't a magic wand, and I came back feeling more hopeless because the experience hadn't changed how I felt, and now there was an additional hospital bill burden to figure out." Rowe wondered if this was how life would be from this point forward, getting angry at herself for not being able to control her PTSD. "It was the night before Thanksgiving, and I went into the bathroom, looked at myself in the mirror, and said, 'I hope I never see you again.' I then made an attempt on my life." Rowe woke up two days later in bed, not knowing what happened. Her 19-year-old son was home and said, "Oh, you're up. You missed Thanksgiving." She asked why he didn't take her to the hospital, and he said, "I didn't want you to get fired."

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

It took four years before Rowe publicly shared her story, doing so because she felt there was a great need for more people in the mental health profession to speak about their experiences. What people often don't understand, she says, is that just because a person survives a suicide attempt doesn't mean she's committed to living. It took years, separate from public scrutiny, to set the groundwork for healing and learn to acknowledge her feelings and not be angry at herself, which reaped a highly favorable outcome: a release from fearing failure. Before that, Rowe felt embarrassed and thought her suicide attempt was an indication she should no longer work in mental health. Fortunately, Rowe's therapist when hospitalized reassured her that the field needed her perspective and expertise. He told her, "I would hire you." This shifted Rowe's perception because he could have easily suggested she pick a different career path. "I'm not certain I'd be working in this field today if it weren't for the fact that, in my moment of crisis, this person believed in my ability to do my job and to play a meaningful role in mental health." Even so, Rowe did initially have concerns about coming out as an attempt survivor because well-intentioned colleagues, some of whom heard of or directly had negative experiences when coming forward, warned her not to go public with her story.

The final push for Rowe to speak about her suicide attempt was the release of The Way Forward Report in 2014 by the National Action Alliance for Suicide Prevention's Suicide Attempt Survivors Task Force. They were putting together 60-second YouTube videos featuring attempt survivors and others directly impacted by suicide such as siblings, parents, children, and spouses. Rowe says it was remarkable to witness the field start to recognize the value of experts with direct experience. Among those coming forward were Dr. Quincy Lezine and Dr. Sally Spencer-Thomas, who asked Rowe if she'd be willing to record a video as an ally, not realizing that she was an attempt survivor. After Rowe shared her story with Dr. Spencer-Thomas, the psychologist asked her to record a video about her experience. She did. "As mental health professionals, we work against stigma, calling suicide prevention a public health issue, but then we often hide that part of ourselves for fear of rejection within that same community." Still, Rowe says sharing isn't right for everyone, and those thinking of doing so should carefully examine what they are seeking. "I never tell my story hoping to get validation from the audience. This is who I am, and my perspective is one of the tools I bring to the table." Rowe has continued to work in mental health as the suicide prevention program manager for Oklahoma's Department of Mental Health and Substance Abuse Services. She says sharing her story with those working in mental health is destigmatizing, making it easier for others to do the same. "They see me sharing my story in front of 100 to 500 of their colleagues and think, 'No one is judging her. Maybe I can do it too.'"

Rowe says the mental health community needs to work together to alter the perception of mental illness not only in the general population but also within the very community designed to treat it. "For many of us, we are facing similar struggles to the people we work with every day but hiding in the shadows regarding our own experiences for fear of stigma. That needs to change."

Interview 4 – *Ron Bruno*

CIT International 2nd Vice-President Ron Bruno Says Mental Health Care Shouldn't Come in a Law Enforcement Car

There are police departments throughout the United States that no longer answer calls they believe could result in "suicide by cop." Around 100 shootings like this happen each year, making up roughly 10% of fatal police shootings. Ron Bruno, executive director of CIT Utah and 2nd vice president at CIT International, says this is a philosophy taking hold in law enforcement agencies all over the country, but he quickly points out, people can't just be left in distress. "Something has to be done, and that's why we need to examine our crisis response system as a whole, carving out clear roles for law enforcement and mental health services." Bruno says that law enforcement has a critical part to play in the mental health crisis response system, but it needs to be in a position of support to the mental healthcare system and only when necessary. "We have to challenge the belief that mental health crisis services must come in a police car."

While there are law enforcement agencies selectively unresponsive to some mental health calls, others are doubling down on their involvement. The impetus, says Bruno, is that, historically, mental health services haven't been appropriately funded and so law enforcement became the de facto mental health crisis response system. "It fell to us, but we aren't the best solution or help to a person in an escalated state." Bruno travels around the world, speaking to audiences on de-escalation and advocating for clearly defined roles for criminal justice and behavioral health services to create a more effective crisis response system. At some point during a presentation, he often asks the audience to raise their hand if they've ever been pulled over by a police officer. Most of the hands raise. Then, he'll instruct them to keep their hands up if the experience increased their anxiety level. Hands remain raised. "Every time a police officer goes out to a crisis situation, it's going to escalate the person's emotional state. Yes, we can and will train officers to de-escalate situations, but often, their mere presence is stressful, and the person in crisis can become fearful and enter flight or fight. That's when we see major problems."

Estimates suggest that 25-50% of fatal encounters with law enforcement involve a person experiencing mental illness. Bruno says that in most cases, the interaction between law enforcement and the person in crisis is unnecessary. Just like audiences raised their hands to indicate the distress they felt when pulled over by a police officer, in de-escalation training, officers share that, in the majority of cases where they were called out, the situation didn't warrant it. Bruno says having law enforcement be the go-to for mental health crisis care appears and feels criminalizing to the person in need. "Most departments have a policy that the person in crisis will be handcuffed, placed in the back of a caged police vehicle, and taken to an ER. This is traumatizing for the person and will make it so that they are reluctant to call for help the next time they are in crisis." The result is that people in distress, and their families, allow further decompensation than they should before reaching out for help because they don't want to interact with law enforcement. "With officers declining calls and people not wanting to interface

E-Page 96

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

with law enforcement when they or a family member is in crisis, it highlights that something is wrong with the current system."

The solution, says Bruno, isn't complicated. When a call goes into the Emergency Communication Center—911 dispatch—operators can be trained to triage those calls and identify whether the person in crisis is a danger to her or himself or an immediate threat to someone else. If not, then the person can be passed along to appropriate care in the mental health crisis system through a warm handoff to the crisis line. At that point, says Bruno, the crisis line can also do a secondary triage and determine whether it's still a safe situation. If they decide that it's unsafe, Bruno says they can do a warm handoff back to law enforcement, and law enforcement can send out Crisis Intervention Team (CIT) trained officers to go out and respond to those situations. "Most calls that go through 911 don't require a law enforcement response and can be transferred to a crisis line where we know the majority of calls, 80% and upward, are resolved at that level, and there's no need for police involvement."

If an officer on the street comes across a person in crisis and assesses that the person is safe, she or he should reach out to mobile crisis. The challenge is that each community is unique, and many don't have a robust continuum of crisis care. Bruno says that's why each community needs to take a hard (and holistic) look at what's happening in their public mental health system, addressing potential funding and geographical challenges. Ironically, says Bruno, many communities are defaulting to the least economical solution, using law enforcement as the primary form of mental health crisis services or embedded co-responder models, where law enforcement agencies dedicate personnel and team them with clinicians to respond. "It's expensive because now you have dedicated law enforcement officers waiting around for mental health crisis calls or, like some agencies, a clinician rides around with a police officer who is handling unrelated calls."

Bruno says it's time for public mental health to return to the community and allow people in crisis to be treated within it, instead of removing them from their support systems by taking them out of their day-to-day lives and roles. "It's easier for people to transition back into their lives if they're never fully yanked out of them in the first place and can be treated in the community." He says by retraining people to call a crisis line instead of 911, it allows people to be treated in the least intrusive manner as opposed to the highest. "We've trained people to think that if a loved one is in crisis; they need to contact law enforcement who will come out and take the person into protective custody. He or she will be handcuffed, put in the back of the police car, and taken to the ER. That's what we've told people is the cost of stabilization." He says it's a grueling, stress-inducing process, that more often than not, was unnecessary. A crisis line can help decrease a person's distress, and if they are unable to, they can send out a clinician and certified peer specialist to talk to the person, and, when necessary, the support of a CIT trained police officer. The idea, says Bruno, is to maximize the use of a person's natural supports into their stabilization plan. "By doing this, we are going to retrain community members to think, 'If I become symptomatic, I contact the crisis line. If the specialist deems it appropriate, they will hand me off to a warmline. However, if necessary, they can also send out a professional who can talk to me."

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Figure 6 – Law Enforcement/Crisis Triage Tree

Dedicated Mental Health Crisis Response Model

Emergency Communications Center (ECC)/ 9-1-1

Crisis Call Center Hub/ National Suicide Prevention Lifeline (9-8-8?)

Emergency Medical Services (EMS)   Law Enforcement

Mobile Crisis Team   Peer Warm Line   Outpatient Care

Hospital Emergency Room   Remain on Scene   **Crisis Facility Receiving Center**
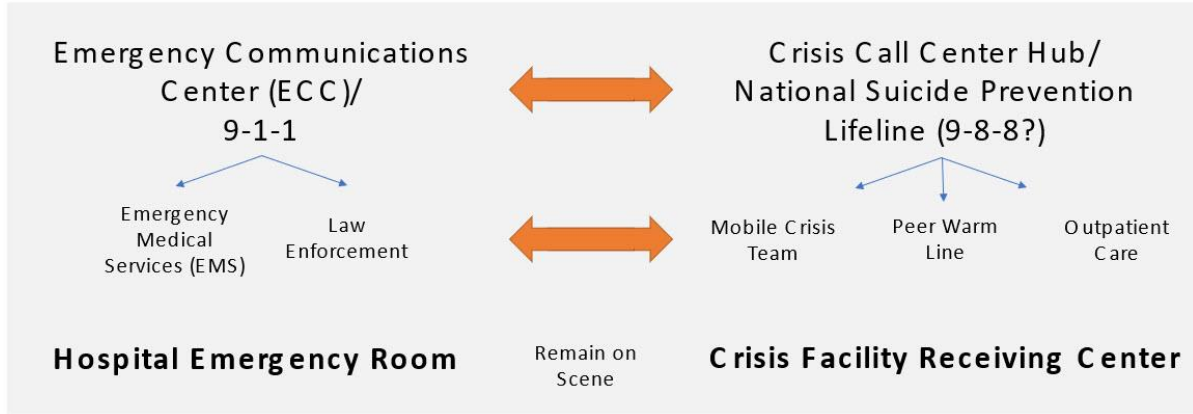
As contrasted with co-responder models or communities where the crisis response defaults to law enforcement and hospitals, the dedicated approach ensures law enforcement and hospitals are only involved as required by their core mission, public safety and/or medical stabilization. The vast majority of psychiatric crises require neither.

Bruno says it's time for a change, "Let's treat crisis in the most compassionate and least intrusive manner."

Want to see a flowchart that gives a clear example of risk assessment? Take a look at the recently released Broome County 911 call diversion emotionally distressed caller risk assessment in the CIT best practices guide.

Interview 5 – *John Draper, PhD*

Dr. Draper of the Lifeline Believes a Three-digit-number for Mental Health and Suicide Crisis will One Day be as Ubiquitous as 911

The murder of Kitty Genovese in Queens, New York, in 1964 sparked outrage and was one of the driving forces behind the 911 emergency call system people know and depend on today. It wasn't the murder itself that left people incensed but that 38 people witnessed Winston Moseley kill Genovese and did nothing about it. The behavioral reaction was later called The Bystander Effect or Kitty Genovese Syndrome. It turns out that at least one man did call the police to report that Genovese was seriously injured. His call went unanswered.

Most people can't remember a time before a centralized number for people to call in an emergency; when people dialed 0 for an operator or directly called the nearest police or fire station. John Draper, Ph.D., project director of the SAMHSA-funded National Suicide Prevention Lifeline (800-237-TALK or chat), hopes that a three-digit-number for mental health and suicide crisis will one day be equally ubiquitous. "Right now people have to remember an 800-number, and even though calls go up 15-percent per year and 2.2 million calls were answered in 2018, we know that 13-million people seriously think about suicide each year, which means we are far from the universe of people who could be reached."

In December, former Senator Orrin Hatch (R-Utah) wrote a letter to Marlene H. Dortch, Secretary of the Federal Communications Commission (FCC), urging the agency to use the three-digit-number 611 for Lifeline. The senator wrote that the designation would connect Americans experiencing mental health crises with life-saving counsel and resources. Currently, 611 links callers to telephone repair and telecom customer service. In 1997, the FCC noted it would continue to do so until needed for another national purpose. Sen. Hatch wrote that making the Lifeline more accessible and user-friendly to Americans is "a pressing, national purpose," and recommended that 611 be used solely for mental health and suicide crises to eliminate confusion and delay. He further stated that it would be more difficult to market 611 as Lifeline if the number has a dual purpose, which would limit its efficacy.

Dr. Draper says studies show it's easier to remember three-digits than an entire phone number, making a three-digit-number for mental health and suicide crisis more accessible. The designation would build off the national network infrastructure provided by the Lifeline, and trained mental health and suicide prevention counselors would answer calls. Much like 911 and Poison Control centers, the number would triage to local services and resources, including mobile crisis and respite services. It also, says Dr. Draper, has the potential to decrease stigma. While pondering the long-lasting effects of a three-digit-number for mental health and suicide crisis, Dr. Draper asked his daughter, who has a history of anxiety and depression, what she thought the impact could be. "She responded that people would finally understand mental health crises are real and require a different response than triaging to police or EMS. She said that by creating a cultural shift, 'It would likely do more than anything else to erase stigma against mental illness, and that's cool.'"

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

A three-digit-number, says Dr. Draper, will likely increase the number of callers to the Lifeline and, as a result, has the power to change how people think about mental illness. More callers equate to more data the national hotline can collect and analyze. He says this is precisely what's happening in the United Kingdom with 111, a three-digit designation for all urgent health needs, including behavioral, that provides advice and triages callers to the appropriate level of care. The number of calls to 111 grew from 12 million to 16 million, with an increase in demand over time. Today, roughly 20,000 people call 111 every day to get advice over the phone from doctors, nurses, and paramedics. Dr. Draper says a similar three-digit-number for mental health and suicide crisis would trigger real parity. "People phoning would give us the data we need in terms of caller expectations from the mental health system, which will increase voice representation and help tailor demands on policymakers to respond to these needs with adequate behavioral health resources in the communities callers live."

What Dr. Draper and his partners want is to create a culture that fosters autonomy where people's ability to get help during a mental health or suicide crisis is at their fingertips, quite literally. It's up to the caller, not his or her provider. "This gives people a sense of agency at a time when they are feeling incredibly helpless, which is powerful." He also believes that when society places mental health and suicide crisis on the same level as medical crisis, there will be a repositioning, making call centers a visible service similar to EMS. Graduating students will find it a real pathway for learning how to help others. "A cultural shift through a three-digit-number is good for callers and the mental health profession."

Interview 6 – *Nick Margiotta, Retired Detective*

Law Enforcement Are Critical Stakeholders in Behavioral Health Crisis Services

It was September 24th, 1987, and Memphis police answered a 911 call made by a mother desperate to help her 27-year-old son experiencing an episode of Paranoid Schizophrenia. Joseph DeWayne Robinson had cut himself 120 times with a butcher's knife, and his mother was fearful that he was going to kill himself. When police arrived at the scene at LeMoyne Gardens public housing project, it was a tight perimeter, and the officers asked Robinson to drop the knife. He didn't. What happened next is disputed: the officers said Robinson lunged toward them; witnesses said he did not. The officers shot and killed Robinson, prompting community outrage and charges of racial bias against the Memphis administration. Robinson was Black, and the two officers who shot him were White. Sabrina Taylor, Crisis Intervention Team Training Coordinator at the Phoenix Police Department, says this tragedy was the tipping point that led to the creation of the Memphis Crisis Intervention Team (CIT).

Robinson was what law enforcement calls a frequent flier: he had a history of psychiatric hospitalizations and was a high use 911 caller, but the police officers who answered the emergency call were not trained in behavioral health crisis or how to deescalate the situation. Taylor says that people in crisis may not be easy to engage and appear out-of-control. Law enforcement can interpret the behavior as an imminent threat. Officers trained in crisis intervention have additional tools to respond to behavioral health emergencies such as knowledge, understanding, empathy, and listening techniques that may calm people down and negate the need for force. The approach decreases conflict and diverts people from jail. Instead, says Taylor, police officers often take people experiencing behavioral health crises to psychiatric emergency centers.

Nick Margiotta, president of Crisis System Solutions and retired Phoenix police officer, says CIT sounds simple, and in many ways, it is, but it takes leaders in behavioral health who understand that police officers are critical stakeholders in crisis services. "Historically, the expectation has been that law enforcement officers fall in line with whatever policy leaders in behavioral health make. That doesn't factor in our culture and, as a result, officers won't do it." Margiotta was first introduced to CIT in 2001 in a training program. He says that trainings are essential, but without an infrastructure to support actual implementation, it's a disservice. In training, Margiotta learned about mobile crisis teams and psychiatric centers, where he and his colleagues could do a warm handoff. "The training shifted my perception and made me realize we can't arrest our way out of this problem, and I was excited to start applying CIT to my job." Margiotta answered a call from a frequent caller with Serious Mental Illness (SMI). She was depressed, had been drinking, and threatened to take 100 Advils. Margiotta thought this was an ideal opportunity to do his first psychiatric center drop-off. When he went to the facility, the staff rejected the drop-off because the woman had been drinking. Then he took her to the detox facility, and they rejected her because she was suicidal. "I was proud to apply my CIT training only for the person to be denied in both locations, so I didn't do again for years. All I could do was take her to the parking lot of the county hospital and say, 'Good luck.'"

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Even though Margiotta didn't use the CIT training as initially designed, it made him rethink how law enforcement was engaging with the community. Over the next few years, he built a diversion program and housing first initiatives during the day while patrolling downtown Phoenix at night. Three years later, Margiotta worked to restart CIT, and this time it was successful. The reason, says Margiotta, is he spent 90% of his time working with the behavioral health system, educating leaders on police culture. "Law enforcement will default to the more convenient solution, which means drop-offs need to be easier than what it takes to book someone."

Police Drop-offs

The more limitations and challenges behavioral health facilities present, the less likely they will get police to drop off people in behavioral health crises. What law enforcement needs, says Margiotta, is a no-refusal policy, allowing officers to do drop-offs and return to their patrol duties. He says that initially, when he restarted CIT at his station, law enforcement faced numerous roadblocks. It took patience, collaboration, and walking crisis services staff and leadership through why service design must include a law enforcement voice to facilitate change. Margiotta says psychiatric centers were requiring police officers to take off their guns, refusing patients who had been drinking, requiring officers to obtain medical clearance, and the only door for drop-offs sometimes was the front door, with the seclusion and restraint room far away from the drop-off door. These were all barriers that, if they continued, would have made drop-offs unlikely. He says facilities also feared police officers were going to bring people experiencing delirium. If a person was clearly in need of a hospital, that's where Margiotta would take him, but in cases of delirium, which is harder for a law enforcement official to determine, the center could call for an ambulance. "If I'm going to get medically screened out and have to put the person back in my car and drive him somewhere else, why should I even bother going there in the first place? Psychiatric centers need to function like Emergency Medical Treatment and Labor Act (EMTALA) applies to them, accepting anyone police officers bring in and integrating cop culture into the development of their policies. Meaning, 100 percent of crisis workers must be trained to work with law enforcement effectively. Otherwise, officers will default to the hospital or jail."

Margiotta says successful collaboration also required law enforcement buy-in, which any refused drop-off could derail. "Years later, we've had a tremendous cultural shift here in Phoenix. Police officers automatically believe drop-offs allow them to do their job better and help people." He says increasing buy-in from law enforcement and crisis services required holding each other accountable. Side-by-side, they looked over data each month. The goal, says Margiotta, was for police drop-offs to take less than seven-to-eight minutes. "When that didn't happen, we all took a closer look at what went wrong and how to improve performance."

A threat to collaboration is inviting law enforcement officers to be part of the design and processes, but then not integrating any of their recommendations. Margiotta says this is what happened with one facility. "They brought me in, and we worked alongside one another for months, but during the grand opening, it was clear they didn't follow any of our recommendations. They were pretending to collaborate. I was there as window dressing to show that leadership had worked with us, and to keep me quiet during the implementation phase." He says the facility was unsafe for police: staff would need to buzz officers in and couldn't let anyone

E-Page 102

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

in or out. "It was a lockbox with nearby instruments that were dangerous. I made it clear there was no way officers would be coming there until they made the necessary changes." In the end, the facility did an entire redesign. It took three years before police regularly started bringing drop-offs there.

Mobile Crisis

Margiotta says mobile crisis teams are a vital partnership for law enforcement, but working with them required similar collaborations. It took at least three years to create a robust, productive relationship. At first, they struggled with inconsistent mobile unit dispatch and crisis service provider fear of escalation. A good crisis mobile response team has rapid response and goes out 24/7, but, initially, that wasn't happening. "We were getting a 25% denial rate from mobile units. That's a no-no in our culture; officers will stop calling. We worked together and eventually, every time we called, a mobile unit was dispatched immediately. That's the compliance we needed." Police also need to be able to do a warm handoff of 5-15 minutes to the mobile unit and quickly get back to their jobs, but crisis services personnel often wanted officers to stick around for fear that the person might escalate. "This makes sense only if the person is violent, and suicidal ideation alone doesn't mean police need to be present." In one instance, says Margiotta, a caseworker was answering a call where the person hadn't taken her medication for a few weeks. The caseworker sent the mobile crisis team and simultaneously called police to go to the location. "There was no danger, she wasn't violent, and when I said that to the two-person mobile unit, they responded, 'She has Schizophrenia. She could be hearing voices.' They are the ones trained in behavioral health. I didn't need to be there."

Today, a person in a leadership role has to authorize if a mobile unit can call law enforcement, but if a situation escalates, the unit can immediately call the police. As a result, calls for police to respond have gone down between 70% and 80%. If the crisis line gets 18,000 calls a month, Margiotta says less than 10% will triage to mobile crisis units, and less than 1% need police response. Part of the struggle, says Margiotta is viewpoint, "Behavioral health workers believe these issues to be in the community, and that they are helping us. We view it quite differently; we are bringing them their customers for who they receive state and federal dollars. We see ourselves as critical stakeholders." He has spent most of his career developing and maintaining partnerships between law enforcement and crisis services. "You can't keep people out of the Emergency Department and jail without these relationships. It's a public safety and public health issue: we are in this together."

Interview 7 – *Anonymous Peer Recovery Coach*

Peer Recovery Coach Says "Stigma of MAT Persists in the Recovery Community"

Veronica* slid into addiction slowly, increasingly drinking as a teen, and by the time college came around, she needed alcohol first thing in the morning to stop her hands from shaking. She says it escalated from there. For Veronica, addiction wasn't a straight line, more like there were times she stopped entirely and others when there was a litany of drugs she used each day, including heroin and oxycodone. She quit multiple times, promising her family she was done, but it wasn't until a close friend died in front of her, his arm hanging limply off the EMS gurney, that Veronica made a promise to herself for herself that she was going to get help. She turned a corner that day, driving to a nearby clinic where she started Medication-assisted treatment (MAT) and that, she says, "was all she wrote." It's not though, because six years later, Veronica is now an award-winning peer recovery coach, helping people navigate the challenges she faced. When asked what or who she credits for her recovery, Veronica doesn't hesitate to say ongoing MAT and caring recovery coaches, but, she lowers her voice, her colleagues don't know. She fears they wouldn't accept her and she has good reason to think so. "There's a lot of stigma within the recovery world and a belief that MAT is simply substituting one drug for another." Veronica says in a recent discussion, a colleague said just that. "It's startling because no one would say that about a person with a physical illness. Can you imagine if those in the medical field said to people with diabetes, 'You shouldn't use insulin as treatment.' Well, that's what's happening in the field of recovery: people are often judged for using evidence-based medicine."

The belief that MAT is exchanging one drug for another is not uncommon among the general population and even among physicians in the medical field. In May 2017, Dr. Tom Price, former Secretary of Health and Human Services, said, "If we're just substituting one opioid for another, we're not moving the dial much." He faced immediate backlash from the medical and scientific community. Dr. Vivek Murthy, former Surgeon General of the United States, responded on Twitter that an abstinence-only approach isn't backed by science, unlike MAT, which leads to better outcomes compared to behavioral treatment alone. Months later, in September, there appeared to be a shift in the federal government, with Dr. Scott Gottlieb, the FDA Commissioner at the time, saying that MAT "…is one of the major pillars of the federal response to the opioid epidemic in this country. He went on to say that MAT is an essential tool that has the potential to allow millions of Americans to regain control of their lives.

What's surprising to Veronica isn't that people in the general population don't understand that MAT is an evidence-based practice but that those working in recovery are perpetuating misinformation. Medication-assisted treatment is a holistic approach for substance use disorders that combines counseling, behavioral therapy, and FDA-approved medication. She says that without MAT, she would likely be dead. "I would have continued using, or relapsed, unsure of what I was taking and the dosage. Heroin is no longer pure. It's increasingly packed with other ingredients, many of them potentially lethal, like Fentanyl." Veronica says that without treatment, she wouldn't have been able to enter recovery because the pain associated with withdrawal is horrendous. It's not just acute pain that's problematic, but also precipitated withdrawal that happens months later, making each day unbearable. "People in recovery who

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

haven't had an opiate addiction often don't understand what this type of withdrawal feels like in the short- and long-term. I think that's why they aren't sympathetic."

Last year, Veronica's 29-year-old half-sister died of endocarditis from intravenous drug use. Having shared similar struggles, Veronica believes she and her sister ended up on divergent paths because of money and stigma. "My sister went to the nearest clinic for two years, and she did well, but then she could no longer pay the $80 a week it costs to go to the clinic." Her sister's family refused to help with the fees because they thought taking Methadone would limit her job opportunities. "Because of stigma and fear of stigma, my sister is now in a mausoleum."

Not sharing her treatment with colleagues has been taxing, and Veronica has struggled with whether she's contributing to stigma by not telling her story. "I wonder about it every day. Am I living a lie? I don't think they would accept me. From what I've heard them say, my guess is it would diminish their respect for me. If I make a human error, will they blame the fact that I'm on treatment, even if that doesn't make sense?" Every week, Veronica goes into the clinic with her take-home bottles. The clinic fills them with medication for the next six days; on the seventh day, she goes back in to get her final dosage. She says it didn't start off that way. At first, she had to go to the clinic daily, then, over time, the recovery team would give her medication to take home. After six years, she still goes to the clinic once a week. It makes Veronica nervous because there are weeks where it has been challenging to get to the clinic. For instance, last year, a massive storm was headed to her area. She lives out in the country, and snow would have made it impossible to get to the clinic. Veronica arranged to stay with family in town so that she wouldn't risk missing the final dosage or filling her bottles for the next week. It's these small changes that colleagues can notice, she says, and it makes her worried that they will figure it out; for example, wondering why she stayed with family instead of at home. The fact that she has to worry about it at all makes her angry. "I work in a recovery environment, but, ironically, I'm forced to hide my recovery and treatment from my colleagues. Stigma inside of an industry designed to help people recover and fight stigma is problematic."

Veronica worries about how stigma affects others in recovery and how judgment toward those in recovery impacts people not quite there yet. At a recent team meeting, a colleague vented that Narcan—a medication that entirely or partially reverses an opioid overdose, including respiratory depression—enables people addicted to opioids, saying, "We'll bring them back, and they will just use again." "It made me so upset to hear someone in this role make a statement like that. We hope to keep people alive. We have many repeat clients, which is why the person was frustrated, but we want to be there for them when they take that long-lasting step into recovery. It took me multiple times to get there. What if people at the clinic had just given up on me? Where would I be? We want to do our best to create an environment for people to get the help they need when they need it."

Veronica is not the peer recovery coach's real name. She has asked to remain anonymous.

The above interviews were published in NASMHPD's #CrisisTalk in 2019, and are re-printed here by permission.

Intentionally left blank.

National Guidelines for Behavioral Health Crisis Care – A Best Practice Toolkit
Knowledge Informing Transformation

Contributors

Contributors to the Toolkit
The following people contributed their expertise and time to the development of this toolkit:

Project Writing and Editing Team
- Consultants: Michael Hogan, David Morrisette, Debra Pinals
- National Association of State Mental Health Program Directors (NASMHPD): Stuart Gordon, Brian Hepburn
- National Research Institute (NRI): Ted Lutterman
- RI International: Charles Browning, David Covington, Paul Galdys, Stephanie Hepburn, Wayne Lindstrom, Amy Pugsley, Jamie Sellar
- SAMHSA: Elinore McCance-Katz

Expert Workgroup Members through Participation in the 2nd Crisis Now Global Summit

- Amy Watson
- Angela Kimball
- Becky Stoll
- Brett Emmerson
- Briana Duffy
- Caroline Dollery
- Christopher Ogg
- Claire Iveson
- Colleen Carr
- Danna Mauch
- David Byers
- Debbie Atkins
- Donna Robinson
- Edgar Wiggins
- Elnathan Prinsen
- Emma Tiffin
- Helen McGowan
- Hiroshi Otsuka
- Ivan Frkovic
- Jamie Sellar

- Janet Peters
- Jerry Reed
- John Draper
- Justin Chase
- Karen Newbigging
- Kathryn Turner
- Kim Myers
- Leah Dunbar
- Leon Boyko
- Lindsay Branine
- Margarita Chavez-Sanchez
- Margie Balfour
- Martin Connor
- Matthew Goldman
- Matthew Taylor
- Mike Buenger
- Misha Kessler
- Norman Lamb
- Phil Moore

- Robert Brutinel
- Ron Bruno
- Sabrina Taylor
- Samantha Allen
- Shelley Curran
- Siti Hazrah
- Steve Miccio
- Steven Dettwyler
- Sue Murray
- Sue Ann Atkerson
- Teri Brister
- Thom Craig
- Tom Betlach
- Tom von Hemert
- Tomotaka Uraguchi
- Travis Atkinson
- Wendy Farmer
- Yukihisa Namiki
- Zhang Jie

SAMHSA
Substance Abuse and Mental Health
Services Administration

EUGENE POLICE DEPARTMENT CRIME ANALYSIS UNIT

300 County Club Road, Eugene, OR 97401

CAHOOTS Program Analysis

PURPOSE:

To gain a clear understanding of the CAHOOTS program regarding the nature and levels of activity CAHOOTS personnel are involved with, both in conjunction with, and independent of, other emergency services.

There has been significant visibility and discussion, even nationwide, of the CAHOOTS program in recent months, highlighting the important role this program has in our community by offering critical crisis intervention services. The coverage has shared a variety statistics and figures based on different information sources. In order to provide more consistent and up to date information, EPD Crime Analysis Unit has conducted analysis to accurately gauge the the impact the CAHOOTS program has on the Eugene Police Department's (EPD) activity levels.

EXECUTIVE SUMMARY:

- CAHOOTS divert rates are likely between approximately 5% to 8% of EPD Calls For Service (CFS)
- CAHOOTS called for backup from EPD in 311 instances in 2019
    - CODE 3 Cover, or an immediate police emergency response with lights and siren, was needed in ~8% of the backup calls
    - Backup rates are higher in natures of calls that are traditionally dispatched to police, like Criminal Trespass

METHOD:

Two tools have been created by the EPD Crime Analysis Unit to help examine data from the Computer Aided Dispatch (CAD) system. Anecdotally, these two tools are referred to as the "CAHOOTS tool," and the "Annual Stats tool." Both are interactive and reside on a closed EPD system, they pull their data from the Eugene CAD system.

Due to the complexities and numerous variables, every effort will be made to be as thorough as possible when describing various filters applied to the data to better understand the nature of CAHOOTS involvement in the public safety system.

The examined data is inclusive from January 1, 2019 through December 31, 2019.

DISCUSSION:

CAHOOTS is a partner organization with the City of Eugene and is run through the White Bird Clinic. It is currently dispatched via the same system as EPD and Eugene Springfield Fire (ESF) to a variety of calls, diverting some from EPD and other emergency services, as well as handling a subset of unique calls that wouldn't normally be responded to by law enforcement. Calls for CAHOOTS come in through either the emergency 911 system or the non-emergency line. Additionally, there are some calls that are self-initiated, or calls where CAHOOTS vans are flagged down by individual members of the community. The initial step in this analysis is to look at the nature and frequency of Calls for Service (CFS) within the CAD system as they relate to CAHOOTS.

Calls For Service (CFS):

ALL CAHOOTS ASSOCIATIONS:

In 2019 CAHOOTS had some level of activity in 20,746 public-initiated CFS. This number is not indicitive of a response, dispatch or arrivial, simply an association between a CAHOOTS unit designator and an event in CAD. Figure 1 shows all CAHOOTS associations by call nature. This chart includes calls that may also have an association with other emergency services

Figure 1 – 2019 total CAHOOTS CAD associations

Rank	Nature	Count	Percent	Include
1	Check Welfare	5806	28.0%	☑
2	Assist Public- Police	5555	26.8%	☑
3	Transport	4583	22.1%	☑
4	Suicidal Subject	1442	6.95%	☑
5	Disorderly Subject	529	2.55%	☑
6	Intoxicated Subject	421	2.03%	☑
7	Found Syringe	347	1.67%	☑
8	Traffic Hazard	307	1.48%	☑
9	Criminal Trespass	288	1.39%	☑
10	Dispute	225	1.08%	☑
11	Other (106 Categories)	1243	5.99%	☑
	Total	**20746**		

Nature ⌄
Summary Table Grouping.

10
Top N from one through 116

ALL CAHOOTS DISPATCHED CFS:

In 2019 CAHOOTS was dispatched to 17,700 public-initiated CFS. This includes calls that are both CAHOOTS only and a joint response with other emergency services. It is a subset of the calls in Figure 1. Lack of dispatch can be for a variaty of reasons ranging from a call not requiring a response, to a caller not providing complete informaiton, or a caller calling back and canceling a call. CAHOOTS dispatch rates are higher than EPD due to the nature of the calls they receive. CAHOOTS calls are generally not for information only or calls to report crimes, those types of calls, which are common for EPD are often not dispatched.

Figure 2 – 2019 total CAHOOTS dispatched CFS

Rank	Nature	Count	Percent	Include ∨
1	Check Welfare	5083	28.7%	☑
2	Assist Public- Police	4547	25.7%	☑
3	Transport	3756	21.2%	☑
4	Suicidal Subject	1389	7.85%	☑
5	Disorderly Subject	457	2.58%	☑
6	Intoxicated Subject	356	2.01%	☑
7	Found Syringe	310	1.75%	☑
8	Traffic Hazard	298	1.68%	☑
9	Criminal Trespass	215	1.21%	☑
10	Dispute	214	1.21%	☑
11	Other (95 Categories)	1075	6.07%	☑
	Total	**17700**		

Nature ∨
Summary Table Grouping.

10
Top N from one through 105

ALL CAHOOTS ARRIVED CFS:

In 2019 there were 15,879 public-initiated CFS (Figure 3) where CAHOOTS was both dispatched and arrived. This number is a sub-set of Figure 2 and includes CAHOOTS-only activity as well as CAHOOTS activity in conjunction with other emergency services. A variance in dispatch and arrival rates is common with service calls. It is often caused by the call being canceled after dispatch and is not indicative of a non-availability of services. Due to the delay between a call being received, dispatched, and resources arriving on scene, a caller may call back and report the subject of the call is no longer on scene.

Figure 3 – 2019 total CAHOOTS response

Rank	Nature	Count	Percent	Include ∨
1	Check Welfare	4609	29.0%	☑
2	Assist Public- Police	4085	25.7%	☑
3	Transport	3341	21.0%	☑
4	Suicidal Subject	1294	8.15%	☑
5	Disorderly Subject	402	2.53%	☑
6	Intoxicated Subject	320	2.02%	☑
7	Traffic Hazard	257	1.62%	☑
8	Found Syringe	254	1.60%	☑
9	Criminal Trespass	190	1.20%	☑
10	Dispute	190	1.20%	☑
11	Other (92 Categories)	937	5.90%	☑
	Total	**15879**		

Nature ∨
Summary Table Grouping.

10
Top N from one through 102

ALL CAHOOTS <u>ONLY</u> CFS ASSOCIATIONS:

Figure 4 shows all 2019 Public-initiated CFS where <u>only</u> CAHOOTS has an association to the call in the CAD system. There are no other emergency services associated to the call. These calls are a subset of Figure 1 (All CAHOOTS Associations). This does not indicate either dispatch or arrival.

Figure 4 – 2019 CAHOOTS only CAD associations

Rank	Nature	Count	Percent	Include ⌄
1	Assist Public- Police	5435	30.2%	☑
2	Check Welfare	5226	29.0%	☑
3	Transport	4533	25.2%	☑
4	Suicidal Subject	982	5.46%	☑
5	Intoxicated Subject	393	2.18%	☑
6	Found Syringe	328	1.82%	☑
7	Traffic Hazard	241	1.34%	☑
8	Disorderly Subject	230	1.28%	☑
9	Assist Fire Department	161	0.89%	☑
10	Disoriented Subject	111	0.62%	☑
11	Other (59 Categories)	355	1.97%	☑
	Total	**17995**		

Nature ⌄ — Summary Table Grouping.

10 — Top N from one through 69

CAHOOTS <u>ONLY</u> ARRIVED CFS:

Figure 5 indicates 2019 public-initiated CFS where CAHOOTS was the only unit that was both dispatched and arrived on scene. There were 13,854 CFS that fit these criteria. The difference between dispatch (15,356) and arrival is 1,502. The ARRIVED calls are a subset of Figure 3 (all CAHOOTS arrived). These numbers do not include calls where CAHOOTS called for backup from other emergency services after arriving on scene. Divert rate will be discussed later, however 13,851 should be the base-line number for beginning any divert calculations. It indicates a call that <u>may</u> have gone to emergency services but was diverted to CAHOOTS, without intervention or support from emergency services.

Figure 5 – 2019 CAHOOTS only response

Rank	Nature	Count	Percent	Include ⌄
1	Check Welfare	4220	30.5%	☑
2	Assist Public- Police	3996	28.8%	☑
3	Transport	3303	23.8%	☑
4	Suicidal Subject	889	6.42%	☑
5	Intoxicated Subject	301	2.17%	☑
6	Found Syringe	252	1.82%	☑
7	Traffic Hazard	210	1.52%	☑
8	Disorderly Subject	196	1.41%	☑
9	Assist Fire Department	116	0.84%	☑
10	Disoriented Subject	87	0.63%	☑
11	Other (48 Categories)	284	2.05%	☑
	Total	**13854**		

Nature ⌄ — Summary Table Grouping.

10 — Top N from one through 58

JOINT CAHOOTS / EPD CFS:

Figure 6 shows the 2,018 joint CFS where both CAHOOTS and EPD dispatched and arrived at the call. These calls are a subset of calls figure 3 (all CAHOOTS arrived) and include CFS where CAHOOTS called for backup from EPD. These gross joint CFS numbers do not differentiate which units arrived on scene first.

Figure 6 – 2019 Joint EPD / CAHOOTS CFS

Rank	Nature	Count	Percent	Include
1	Suicidal Subject	405	20.1%	☑
2	Check Welfare	385	19.1%	☑
3	Disorderly Subject	206	10.2%	☑
4	Dispute	185	9.17%	☑
5	Criminal Trespass	128	6.34%	☑
6	Assist Public- Police	88	4.36%	☑
7	Suspicious Conditions	51	2.53%	☑
8	Disorderly Juveniles	48	2.38%	☑
9	Traffic Hazard	47	2.33%	☑
10	Overdose	44	2.18%	☑
11	Other (76 Categories)	431	21.4%	☑
	Total	**2018**		

Nature ⌄
Summary Table Grouping.

10
Top N from one through 86

CAHOOTS BACKUP CALLS:

Figure 7 illustrates 311 CFS where CAHOOTS called for backup from law enforcement. The calls are a subset of Figure 6 (joint calls).

To be included in the backup category, **ALL** of the following criteria had to be met:

- The call was dispatched to CAHOOTS ONLY
- CAHOOTS arrived on scene
- EPD was dispatched and arrived after CAHOOTS arrived on scene

The percentage of calls beginning as a CAHOOTS ONLY response and then requiring backup was 2% overall. However, when you look at calls outside of CAHOOTS normal top 4 CFS, the percentage of calls requiring

Figure 7 –2019 CAHOOTS calls requiring backup

Rank	Nature	Count	Percent	Include
1	Check Welfare	116	37.3%	☑
2	Suicidal Subject	42	13.5%	☑
3	Assist Public- Police	34	10.9%	☑
4	Criminal Trespass	23	7.40%	☑
5	Transport	20	6.43%	☑
6	Disorderly Subject	16	5.14%	☑
7	Traffic Hazard	14	4.50%	☑
8	Intoxicated Subject	9	2.89%	☑
9	Missing Person	5	1.61%	☑
10	Suspicious Conditions	4	1.29%	☑
11	Other (21 Categories)	28	9.00%	☑
	Total	**311**		

Nature ⌄
Summary Table Grouping.

10
Top N from one through 31

backup climbs. With "Criminal Trespass," backup was requested 23 times out of 69 CAHOOTS responses where they arrived and located the subject. That equates to CAHOOTS requesting backup in 33% of the CAHOOTS ONLY Criminal Trespass CFS. For the top 4 natures that make up the bulk of CAHOOTS dispatches, the backup rate is as follows: Transport (>1%), Assist Public (1%), Check Welfare (4%), and Suicidal Subject (5%). The term backup does not indicate an emergency response, it simply indicates that after CAHOOTS arrived on scene it was determined additional police response was required. We were able to isolate 25 instances (8% of backup calls) where the terms "C3" or "CODE 3" were used in the call notes, this would indicate an immediate and emergency police response to the call.

EXPLANATION OF CAHOOTS TOP NATURES:

1. **CHECK WELFARE (4,615 dispatched):** The CAHOOTS Welfare Check nature is <u>generally</u> separate from the EPD Welfare Check. Dispatch makes the determination at the time of the call that the caller does not appear to require a law enforcement response, or the caller specifically requests CAHOOTS. CAHOOTS arrived at 4,220 of the Welfare Checks. They make up 30% of the total call volume CAHOOTS is dispatched to.

2. **ASSIST PUBLIC- POLICE (4,448 dispatched):** This nature is not considered a traditional police call. It generally involves non-emergency service requests from the public, from counseling, to injury evaluation after a person declined to be evaluated by a medic, to providing general services. CAHOOTS arrived at 3,996 of the Assist Public calls. They make up 29% of the total call volume that CAHOOTS is dispatched to.

3. **TRANSPORT (3,712 dispatched):** A CAHOOTS transport call generally involves moving an individual, often unhoused and in need, or dealing with mental health issues, from one location to another for non-emergency services. For example: an individual may need to get from a dusk-to-dawn site to a hospital for non-emergency issues. CAHOOTS arrived at 3,303 of the Transport calls. Transport calls make up 24% of the total call volume CAHOOTS is dispatched to.

To better understand the natures, the following are random samples from the calls of these natures, which were dispatched to CAHOOTS personnel. These calls are indicative of those in the nature, although not all inclusive.

1. **Check Welfare:**

   - (19283789) LOC/ SOUTH OF THE INTERSECTION, ON THE OVERPASS FEMALE WALKING BAREFOOT AND NOT WEARING MUCH CLOTHING -- REQ CAHOOTS TO GO AND CHECK ON HER LAST SEEN 5 AGO NO WEAPONS OBS

   - (19250067) LOC/NE CORNER OF 2ND AND VAN BUREN. C/ADVI THERE IS POSSIBLY A PERSON SLEEPING ON SIDEWALK, OR POSSIBLY ITEMS COVERED BY TARP. HASN`T MOVED IN 5 HOURS. C/IS CONCERNED THE PERSON MAY NEED A WELFARE CHECK

2. **Assist Public:**

   - (19062532) C/ REQ CAHOOTS FOR COUNSELING AND ASSISTANCE C/ HAVING SUICIDAL THOUGHTS NO PLANS OR MEANS AT THIS TIME

   - (19310041) C/ REQ TRAN FOR HERSELF AND HER SON TO A MEAL THIS MORNING

3. Transport:
- (19222410) INV/UNK, NAME NEEDS XPORT TO SERVICE STATION - WAITING IN ED LOBBY
- (19080551) LOC/ LOBBY I/ UNK, MARK WM. 57. 600. MED. BALD LSW/ UNK TRAN TO HOURGLASS

CAHOOTS DIVERTS

Divert Criteria: For a call to be considered a divert, ALL of the following criteria must be true:

1. The call is received by dispatch
2. Police are *normally* dispatched to the call nature
3. The call is dispatched to, and arrived at by, an outside agency
4. No EPD resources are dispatched to the call

Dispatch versus non-dispatched calls: This is one area where CAHOOTS and EPD numbers differ significantly. The term "dispatched" indicates that physical resources (individuals) have been sent to the scene of activity in order to render assistance or investigate activity.

For CAHOOTS, a non-dispatched call indicates there is no activity that occurs, or no response. A typical example of this is when a member of the public calls in, the call is placed in the queue waiting for available resources, and due to a time lapse from the initial call, the caller calls back and states the subject is no longer there, or no longer in need of assistance. The call is never dispatched to CAHOOTS.

For EPD a non-dispatched call often still carries a burden of activity, including the filing of reports, the gathering of information and possible future activity. A typical example of this is a call for Theft From Vehicle. In 2019 there were 2,559 CFS to EPD of this nature and the agency dispatched personnel to approximately 101 (~4%) of those calls. Officers are generally not needed on scene to file a report. Despite personnel not being physically sent to the scene, the agency still has multiple individuals and staff-hours dedicated to these events.

The distinction between the two agency responses becomes important when calculating diverts. We must look first at all CFS dispatched, and arrived at, by CAHOOTS only (Fig. 5: 13,854); that number must be compared to the total CFS volume for both agencies (Fig. 8 below). In 2019 there were 105,402 Public CFS placed to the call center.

Calculating the divert rate of CAHOOTS for EPD activity is not as simple as removing all calls associated to CAHOOTS from the total number of CFS received by the call center. It needs to be capable of answering the question: "If CAHOOTS services weren't available, how many additional calls would EPD need to handle?" To address that specific question, the four divert criteria listed at the beginning of this section must be met.

Figure 8 – ALL EPD public-initiated CFS in 2019

Nature	Count	% of All CFS	Freq Pri	Freq Desig	% Disp'd
CHECK WELFARE	8469	8.0%	7	CAHOOTS	87.1%
CRIMINAL TRESPASS	7007	6.6%	3	PATROL	72.1%
DISPUTE	6364	6.0%	3	PATROL	94.2%
ASSIST PUBLIC- POLICE	6245	5.9%	7	CAHOOTS	78.7%
TRANSPORT	4664	4.4%	7	CAHOOTS	81.6%
BEAT INFORMATION	4455	4.2%	5	PATROL	82.7%
ILLEGAL CAMPING	4313	4.1%	5	PATROL	9.8%
THEFT	4264	4.0%	4	PATROL	28.7%
DISORDERLY SUBJECT	3832	3.6%	3	PATROL	84.1%
THEFT FROM VEHICLE	2559	2.4%	9	CSO	3.9%
ALL OTHER (241 Cats)	53231	50.5%	3	PATROL	52.5%
TOTAL	**105403**	**100.0%**	**3**	**PATROL**	**60.5%**

If we incorrectly assume that ALL calls associated with (Figure 1: 20,746), dispatched to (Figure 2: 17,700), or handled by only CAHOOTS (Figure 5: 13,854) would be dispatched to police if CAHOOTS services were not available, then we have gross divert rates of: ~20%, ~17%, or ~13% respectively.

However, as discussed when examining call natures, the top 3 CAHOOTS CFS natures: Check Welfare (4,220), Assist Public (3,996), and Transport (3,303) <u>are not traditionally law enforcement calls</u>, and would likely not be dispatched to police. The majority of these calls are received by the call center because of the partnership with CAHOOTS; the public is aware that CAHOOTS services are accessed through calling 911 or the non-emergency number and it artificially inflates the total call volume to emergency services.

If all calls in the top three CFS, which are CAHOOTS-centric, are removed from the total of CAHOOTS only responses (11,519), we are left with 2,335 CFS, which are likely diverts. This equates to an overall divert rate of ~2%

If we look only at dispatched calls for both agencies (63,738) and subtract out the removed CAHOOTS natures (11,519) we are left with 52,219 total dispatched CFS, of which 2,335 were handled by CAHOOTS, which would equate to ~5% divert rate of dispatched calls.

The calls in the Check Welfare nature, handled solely by CAHOOTS, are the most challenging call nature to differentiate from traditional law enforcement calls. Following further analysis of a random sample group of 200 of these calls by dispatchers, we estimate that approximately 74% (148 of 200) of the Welfare Check calls would *likely* be dispatched to police if CAHOOTS resources weren't available. If we apply this percentage to the larger group of Check Welfare calls dispatched to CAHOOTS (4,220), we are left with 3,123 CFS that may be sent to police. Using this methodology, the number of divert calls for CAHOOTS becomes 6,346: the overall divert rate is ~6%. Additionally, this would make the divert rate of all dispatched calls ~10%.

SUMMARY:

CAHOOTS is a valued partner within the city of Eugene and provides a needed service within the community. In examining interplay between EPD and CAHOOTS, they are partner organizations where they both meet specific and unique needs. Additionally, CAHOOTS and EPD are often jointly dispatched to CFS to meet those needs.

CAHOOTS does divert calls from EPD, however it is not the 17-20% reported by just looking at the total number of CAHOOTS calls compared to EPD calls. Even with a full and comprehensive study of calls responded to by CAHOOTS, it is not possible to find an exact divert rate for a specified time period. **It is likely that the true divert rate falls between approximately 5% - 8%**.

Additionally, EPD does provide backup for some CFS where CAHOOTS was the only unit initially assigned. EPD **rates of CAHOOTS requesting backup are higher than what has previously been reported in the news media**. It should be noted that backup rates for more "traditional" CAHOOTS-centric calls: Check Welfare, Assist Public and Transport are relatively low. It is when CAHOOTS is dispatched to a traditionally police-centric call, like Criminal Trespass, that the instances of CAHOOTS requiring backup from the police jumps significantly.

Compiled by: Eugene Police Crime Analysis Unit

Current as of: August 21st, 2020

Contact: Ryan Skiles, CAU Manager // rskiles@eugene-or.gov

RADAR 2020 CITY REPORT: KIRKLAND

The North Sound RADAR Program (**R**esponse, **A**wareness, **D**e-escalation **A**nd **R**eferral) combines information sharing across law enforcement departments and outreach by Mental Health Professional Navigators. When law enforcement officers encounter someone with behavioral health symptoms or developmental disabilities in the field, RADAR Navigators can provide crisis de-escalation, outreach, and referral to services. Navigators focus on moving people into community-based and long-term systems of care to reduce reliance on the crisis and criminal legal systems and improve people's lives.

WHO WE SERVED

In 2020, the RADAR Program served 261 people in Kirkland, during a total of 404 meetings with Navigators and Co-Responding Officers. The average engagement was over an hour long. Of the individuals served by the RADAR Program in Kirkland in 2020, 20% were living homeless, 66% reported a disabling behavioral health condition, and <1%

20% Living Homeless

66% Report a Disabling Behavioral Health Condition

were military veterans.

The racial demographics of individuals served mirrored the racial makeup of the city, with 73% of being White, 9% Black or African American, 9% Asian or Asian American, 8% Multi-Racial, 6% Hispanic/ Latinx, and <1% Native American (n=231).

WHAT WE DO- RADAR STORIES

In 2020, RADAR Navigators and Officers encountered many people who have suffered from the socio-economic or mental health consequences of the COVID-19 Pandemic. Navigators helped multiple Kirkland residents connect with appropriate mental health resources regardless of their ability to pay. One Kirkland resident had been successfully managing her mental health prior to the pandemic, but when COVID unexpectedly stopped her in the middle of a move, leaving her isolated and without her belongings, her coping skills were overwhelmed. The Navigator was able to connect her with mental health services.

RADAR Navigators found that young people, now learning from home and with little access to their usual supports, often had increased behavioral symptoms. Navigators have provided support, education and tips for parents and have worked with families to access remote mental health services. In one case, a Navigator worked to de-escalate an agitated child, who was then able to remain at home rather than being hospitalized. The Navigator also provided the family with education and resources to manage future issues.

I can't say enough of the gratitude I want to express for the dealings and ongoing efforts towards my sister. The Navigator was an invaluable resource to my sister and frankly the extended family. Having a Mental Health Professional- Navigator in my opinion is a "must have" for the Police Department.

CITY OF KIRKLAND
Kirkland Police Department
11750 NE 118th Street, Kirkland, WA 98034
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Cherie Harris, Chief of Police
                   Mike St. Jean, Deputy Chief of Police
                   Todd Aksdal, Deputy Chief of Police
                   Melissa Petrichor, Administrative Commander

Date: May 5, 2021

Subject: USE OF FORCE DASHBOARD

RECOMMENDATION:

It is recommended that the City Council receives an update on the Department's preliminary review of use of force incidents that occurred in the first quarter of 2021 and the development of a public facing use of force dashboard.

BACKGROUND DISCUSSION:

On February 16, 2021, Chief Harris provided the City Council a memorandum that contained the following preliminary review of use of force incidents involving persons of color that occurred in 2019 and 2020:

Use of Force evaluation and analysis by the Department

Current Reporting and Review Procedures

- Department members are required to document any use of force including the display of weapons to gain compliance. Documentation includes writing a case report in the records management system as well as a use of force report in the department's use of force tracking system.
- Sergeants and Corporals (the involved Officer's supervisor) conduct the initial review of all case reports and use of force reports. The supervisor can either send the use of force report back for additional investigation or approve it. Once supervisors are satisfied with the documentation, they forward the use of force reports to their assigned Lieutenant with input on any policy and training issues.
- Lieutenants are responsible for conducting the second review on all use of force reports. Lieutenants can either close the use of force report with a finding on policy compliance or request additional investigation. Additional investigation may include additional review by Department subject matter experts, such as the Supervisor assigned to the Less Lethal Training Unit for a Taser deployment, sending the report back for additional

documentation or having the incident reviewed by the Chief of Police for assignment as an Internal Investigation.

- Policy violations and training issues that are identified during the use of force review process are addressed via documented coaching and counseling, remedial training and/or formal discipline.
- The Administrative Lieutenant drafts an annual use of force report as part of the Washington State Sheriff's and Police Chief's Association Accreditation process. That report is provided to the Risk Management Lieutenant for review and distribution to Supervisors in each of the training units such as the firearms instructors, less-lethal instructors and defensive tactics instructors.
- Supervisors and Lieutenants receive internal training on reviewing and approving use of force reports as well as attending WCIA sponsored classes specific to their role in the process.

Deadly Force Investigation

- When a use of force response occurs that involves deadly force, the Chief of Police requests mutual aid from an outside law enforcement agency to conduct an independent criminal investigation. The outside law enforcement agency takes responsibility for conducting the investigation and forwards their findings directly to the King County Prosecuting Attorney's Office for review. As reported in the January 19th, 2021 City Council meeting, an Independent Force Investigative Team (IFIT-KC) is in the final stages of development by Interlocal Agreement (ILA).

Use of Force Review Board

- A Use of Force Review board is convened when an Officer uses force that results in either death or serious bodily injury to another.
- The Board is composed of the Administrative Lieutenant, a Deputy Chief or a Lieutenant not involved in the Officer's chain of command, a certified instructor for the type of force used, a non-administrative commissioned supervisor and a peer of the Officer who used force. A member of the Department in a similar classification as that of the involved Officer is considered a peer.
- The Board thoroughly reviews all available information and develops a written report to the Chief of Police that includes recommendations for training, equipment and/or policy violations.
- The Chief of Police reviews the written recommendations of the Board and makes the final determination as to whether the employee's actions were within policy. The Chief of Police will determine whether additional actions, investigations or reviews are appropriate.
- The Chief of Police may direct a Use of Force Review Board to investigate the circumstances surrounding any use of force incident.

Early Warning System

- The Department utilizes an early warning system to alert supervisors and members of command staff if an employee reaches a preset threshold on certain types of incidents in a rolling 12-month period.
- Use of Force entries are part of the Department's early warning system. If an Officer is involved in six (6) use of force incidents within a rolling 12-month period, their

supervisor receives an automated email that triggers additional review of all the specific reports during that time period. This includes the actual use of force and or the show of force by drawing a firearm or Taser. This threshold was set during training conducted by the Department's vendor "IA Pro – Blue Team" a nationally recognized software solution utilized to catalog use of force reporting.

Analysis of 2019-2020 Use of Force Incidents Involving Persons of Color or Unknown Race

- Deputy Chief St Jean and the Deputy Chief Aksdal recently conducted additional reviews of all use of force incidents from 2019 and 2020 involving persons of color or unknown race.
- There were 39 use of force incidents in 2019 and 2020 involving persons of color or unknown race. Those incidents were documented in 77 individual use of force reports. (Individual officers are required to document their own use or display of force in a separate use of force report for each incident. If more than one officer uses or displays force during an incident, there will be more than one report generated to thoroughly document an incident.)
- Dispatched calls for service accounted for 28 (72%) of the 39 uses of force.
- The remaining 11 (28%) were associated with incidents that were observed by officers, not all are considered self-initiated activity as in some instance they were flagged down by community members.
- A show of force (only) safely resolved 18 (46%) of the incidents (the display of a Taser or firearm only.) In these incidents, no other use of force was applied.
- The remaining 21 (54%) use of force incidents involved one or more applications of a force technique.
- Injuries to subjects were observed or reported in six (15%) of the incidents. There were no observed injuries or complaints of pain in the remaining 33 (85%) of incidents.
- All 39 use of force incidents have previously been reviewed by at least a Sergeant or Corporal and their Lieutenant following the procedures previously discussed in this memo.
- Two of the 39 incidents were found to contain policy violations or training issues:
    - During the first incident, the reviewing Lieutenant requested that the Supervisor of the Firearms Training Unit review an Officer's deployment of a rifle. The Supervisor of the Firearms Training Unit determined that the rifle deployment was out of policy and that the Officer had not followed training and best practices when he pointed his rifle at a subject who was being taken into custody, instead of keeping his rifle pointed towards the ground. Having no other similar training, policy violations or history of discipline, the Officer received documented coaching and counseling as well as remedial training as a result of this incident. When the Deputy Chief's reviewed this incident, they disagreed with the finding that the officers decision to deploy the rifle was out of policy but agreed with the finding that the officer had not followed training and best practices when he pointed his rifle at the subject.
    - During the second incident, Officers located a subject that was wanted on a misdemeanor warrant and had fled from officers in his vehicle on multiple occasions in the preceding days. The subject was observed parked near the pumps at a gas station, located just outside the Kirkland City limits. Officers utilized their patrol cars to put pressure on the front and rear bumper of the subject's car to prevent him from fleeing again. The subject refused to exit his

car and a prolonged standoff ensued. Eventually, the subject started his car and began ramming the patrol cars in front of and behind him in order to create enough space to flee. While he was ramming the patrol cars, the on-scene Sergeant directed an Officer to break one of the car windows using a less lethal munitions launcher. Once the subject had created enough room, the subject fled. The Officers did not pursue him. A short time later the car was located at a grocery store. The on-duty Sergeant requested assistance from the Washington State Patrol (WSP) in case the subject tried to flee again. The subject did in fact flee, driving out of the City and was pursued by WSP Troopers. The on-duty Sergeant had authorized the deployment of spike strips and a Kirkland Officer was able to successfully deploy spikes on the subject's vehicle as Troopers pursued him. The subject eventually entered I-405 traveling southbound (the wrong way) in the northbound lanes. He collided with a Trooper who was traveling northbound and was taken into custody. The review of this incident included analysis by the Supervisor of the Less Lethal Training Unit as well as the Supervisor of the Emergency Vehicle Operations Unit and was coordinated by the Investigations Lieutenant. The Supervisor of the Less Lethal Training unit found that the deployment of the less lethal munitions launcher to break the window was out of policy. Department policy did not allow for deployment on inanimate objects. However, he recommended that the policy be amended to reflect the agency's past practice of utilizing less lethal munitions on inanimate objects to safely resolve barricaded subject calls. The Supervisor of the Emergency Vehicle Operations unit found that the tactic of using the patrol cars to pin the subject's car had not been trained by the Department and was not reasonable given that the subject was wanted for a misdemeanor warrant at the time of contact. The Supervisor also found that the authorization and the deployment of the spike strips was a violation of policy because the pursuit itself was not within policy. The final investigation was reviewed by the Chief of Police. The Officers who executed the pin tactic and deployed spike strips received documented coaching and counseling. The Sergeant received formal discipline for failing to provide appropriate command and control of the incident.

- During the initial review process, Officers were found to have acted within policy in the remaining 37 use of force incidents. The Deputy Chiefs agreed with those findings.

Analysis of All First Quarter 2021 Use of Force Incidents

- Deputy Chief St Jean and Deputy Chief Aksdal recently conducted additional reviews of all use of force incidents that occurred during the first quarter of 2021.
- There were 15 use of force incidents in the first quarter of 2021. Those incidents were documented in 30 individual use of force reports. (Individual officers are required to document their own use or display of force in a separate use of force report for each incident. If more than one officer uses or displays force during an incident, there will be more than one report generated to thoroughly document an incident.)
- Dispatched calls for service accounted for 11 (73%) of the 15 uses of force.
- The remaining four (27%) were associated with incidents that were observed by officers.
  - Two of the four incidents started when officers made traffic stops after observing in-progress domestic violence court order violations.

- o One incident occurred when an officer attempted to contact a person who had an active felony arrest warrant.
  - o One incident occurred when an officer made a traffic stop for driving under the influence and the driver attempted to drive off when she was told that she was under arrest.
- The race / ethnicity listed for subjects involved in the 15 use of force incidents was:
  - o White (12), Black (one), Hispanic (one) and Asian / Pacific Islander (one).
- A show of force (only) safely resolved six (40%) of the incidents (the display of a Taser, less lethal munitions launcher or firearm only). In these incidents, no other use of force was applied.
- The remaining nine (60%) use of force incidents involved one or more applications of a force technique.
- Injuries to subjects were observed or reported in two (13%) of the incidents. There were no observed injuries or complaints of pain in the remaining 13 (87%) of incidents.

The following list depicts this written summary:

UOF 1st Quarter of 2021
15
Total UOF Reports for the 39 Incidents
30
UOF Associated with Dispatched CFS
11 total or 73%
UOF Associated with Officer On-view
4 total or 27%
UOF Reports Found to Have Policy Violations or Training Issues
2 (training issues)
Racial Breakdown of 39 UOF Incidents
Black = 1
Hispanic = 1
White =12
Asian / Pacific Islander = 1
Incidents Resolved by Weapon Display Only
6 total or 40%
Incidents Involving an Application of Force
9 total or 60%
Incidents Involving a Taser Discharge
0 total or 0%
Incidents Involving a Firearm Discharge
0 total or 0%
Incidents Involving a Less Lethal Launcher Discharge
0 total or 0%
Incidents Involving Injuries to Suspects Observed or Reported
2 total or 13%
Nature of Injuries

Fatality = 0
Transitory Red Marks = 1
Scrapes or Abrasions = 0
Laceration =1
Complaint of Pain with No Observable Injury = 0
Incidents Involving No Injuries to Suspects Observed or Reported
13 total or 87%

All 15 use of force incidents have previously been reviewed by at least a Sergeant or Corporal and their Lieutenant following the procedures previously discussed in this memo. One of the incidents was assigned for additional review by a training cadre. After reviewing the event, the cadre head agreed that the incident was within policy but recommended remedial training for two officers because their tactics were not consistent with current training and best practices. That training will be scheduled and conducted by the training cadre. After the training is complete, it will be documented in the use of force tracking system. The Deputy Chiefs agreed with both the finding that the incidents were within policy and with the cadre head's recommendation for remedial training.

During the initial review process, officers were found to have acted within policy in all 15 use of force incidents. The Deputy Chiefs agreed with those findings during their review of the use of force incidents that occurred in the first quarter of 2021.

NEXT STEPS:
The Department recently signed a contract with Police Force Strategies, an outside consultant for use of force analysis and dashboard development. All the data from 2018, 2019, 2020 will be provided to the consultant for both analysis and development of an interactive use of force dashboard. Additional data analysis will occur by the consultant, on an annual basis.

CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager for External Affairs
              Darcey Eilers, Assistant City Attorney

Date: May 7, 2021

Subject: UPDATE ON R-5434 Section 2d – INDEPENDENT CIVILIAN OVERSIGHT OF
              POLICE USE OF FORCE

RECOMMENDATION:

It is recommended that the City Council receive an update on state legislative efforts relating to independent civilian oversight of police use of force as they may impact efforts on Section 2d of Resolution R-5434. It is further recommended that staff return to a future meeting with an evaluation of the various oversight models, legal requirements, collective bargaining limitations, and other issues in order to develop a recommendation for independent civilian oversight within Kirkland.

BACKGROUND DISCUSSION:

Elements of Section 2d of R-5434 directed the City Manager to evaluate options for independent civilian oversight of police use of force. Staff provided an overview of various options for such civilian oversight as part of the comprehensive update City Council received on the status of R-5434 efforts for the February 16, 2021 Council meeting. During the 2021 state legislative session, numerous bills related to police oversight were introduced. Staff paused the city efforts and instead focused on monitoring state legislation to determine whether the legislature would preempt any local efforts to develop a civilian oversight entity.

The purpose of this report is to update the Council on the results of the legislative session as it relates to independent civilian oversight of police use of force.[1]

One proposed bill, SHB 1203, would have required local jurisdictions to establish a community oversight board with significant authority and responsibilities. That bill did not pass out of the House Rules Committee. As a result, there is currently no state requirement to establish a community oversight board or any state-mandated limitations if such an oversight board is created locally.

---

[1] Notably, the legislature considered and passed through both houses numerous other bills impacting law enforcement and use of force, but they are not detailed here as they do not have an explicit impact on civilian oversight. Several of these bills were discussed in the May 4, 2021 Council Packet.

Another proposed bill, SB 5134, would have prohibited police accountability topics, including community oversight entities, from being subject to bargaining in law enforcement union contracts. That bill did not pass out of the Senate committee. As a result, implementation of a community oversight board in Kirkland will likely need to be bargained with the impacted unions.

Two bills that passed both houses and are awaiting the Governor's signature more indirectly relate to civilian oversight of police: E2SSB 5259 and E2SSB 5051. Focusing on data collection in an effort to increase transparency and accountability in police practices, E2SSB 5259 requires law enforcement agencies to participate in a statewide law enforcement use-of-force reporting system, which will collect, report, and publish information on law enforcement's use of force and other incidents and interactions involving the public.

E2SSB 5051 relates to police oversight and accountability through the Criminal Justice Training Commission's authority, including expanding the grounds for both mandatory and optional officer decertification or suspension. It also provides the CJTC with disciplinary alternatives to decertification, such as reprimands, retraining and probation. Among numerous other things, this legislation modifies the composition of the Criminal Justice Training Commission (CJTC) to increase the number of civilian members from two to seven. The CJTC will now have expanded authority over oversight and review of use of force incidents and/or improper conduct by law enforcement officers, independent of a local jurisdiction's investigation or disciplinary actions. Local law enforcement agencies have a mandatory duty to report to the CJTC when an officer is engaged in alleged conduct that might lead to decertification or is separated from service. In addition, the CJTC is required to maintain a public database with records that include reasons for an officer's separation from a law enforcement agency and any decertification or suspension actions pursued.

NEXT STEPS:

Staff welcome any questions or discussion about this report or the prior memorandum describing options for civilian oversight at the study session. Since no action was taken by the legislature, staff will return to a future meeting with specific recommendations to evaluate the various oversight models, legal requirements, collective bargaining limitations, and other issues in order to develop a recommendation for independent civilian oversight within Kirkland.

CITY OF KIRKLAND
Police Department
11750 NE 118th Street, Kirkland, WA 98034
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Cherie Harris, Chief of Police
              Mike St. Jean, Deputy Chief of Police

Date: April 23, 2021

Subject: SRO DASHBOARD UPDATE

RECOMMENDATION:

It is recommended that the City Council receive an update on the progress of developing a School Resource Officer (SRO) dashboard as directed by R-5434.

BACKGROUND DISCUSSION:

At the February 16, 2021, Council meeting, staff presented an update on the SRO Dashboard as well as the status of the SRO Task Force recommendations.

SRO Task Force Recommendations

The Department continues to actively collaborate with the City Manager's Office and the Lake Washington School District (LWSD) on operationalizing the recommendations related to community outreach that are called for in the SRO Task Force Report. Specifically, this group has been making important headway on implementing Recommendations 1.2, 2.1 and 2.2 of the report including:

❖ *Recommendation 1.2: Align authorization documents related to the SRO program to use a consistent purpose statement and roles and responsibilities.*
    o The City Attorney, LWSD Staff and Deputy Chief St Jean are collaborating on the SRO contract to ensure that it captures the "clear statement of purpose" for the program.
❖ *Recommendation 2.1: Create proactive communication materials to better introduce the SRO program to the school community, including potentially impacted community members.*
    o Development of a new SRO webpage
    o Sending notices to the broader community about SROs being in schools with the return of in-person instruction
❖ *Recommendation 2.2: SROs should meet with affinity groups, which are groups formed around a shared interest or common goal, to learn about the varied perspectives and experiences of students and families.*
    o The focus of LWSD has been on returning students to in-person instruction. Staff have indicated that they will be better able to support school affinity group meetings sometime after students return to school.

      o   The SRO's participated in ten meetings with the various Parent Teacher Student Associations in the LWSD during the first quarter.

SRO Dashboard

As mentioned as part of the February 16, 2021 update to Council, dashboards are rarely published in other police agencies' SRO programs, and some of the data to be displayed has not been previously collected by the Department. Over the past few months, the Department has developed a new way to record SRO generated reports, so it will be easier for the agency to pull case report data when schools reopen. Some of the data points of the future SRO Dashboard is intended to be pulled from a survey administered to students through the schools. As noted during the Council discussion at the February 16, 2021 study session, collecting meaningful data about the performance of the SRO program via survey poses some challenges. Department staff continue to collaborate with the City Manager's Office on crafting and administering the survey in close collaboration with the LWSD.

One additional challenge related to the dashboard is finding ways to document all the different ways in which the SRO's help keep students out of the criminal justice system through mentorship, connecting students with service, diversion or other support, without inadvertently invading the privacy of those students. The Department continues to explore ways to showcase these positive stories in meaningful ways.

The Department plans to utilize the software from Microsoft (Power BI) to display most of the public facing police dashboards outlined in R-5434. As this is a new software program that has not previously been available to Staff, training is underway to become familiar with how to utilize this tool, to include the Police Department's Crime Analysts. However, the Analysts have been primarily focused on the development of the new Police Crime Dashboard and will begin developing the SRO Dashboard when time allows.

Current SRO Dashboard Data and Analysis

For the purposes of this memo, the Department will present available SRO data, obtained from the police records management system and monthly self-reported SRO activity logs, from 2017 through 2020**.** Graphs of this data have been incorporated into this memo that also include an analysis, conducted by Deputy Chief St Jean. It should be noted that the Lake Washington School District closed in March of 2020 due to the COVID19 pandemic and only recently reopened, utilizing a hybrid learning model on April 19, 2021. As such, there is no current 2021 data.

Kirkland School Resource Officers completed 293 case reports over the last three school years. The following graph depicts the total case reports by year:

Cases by School Year
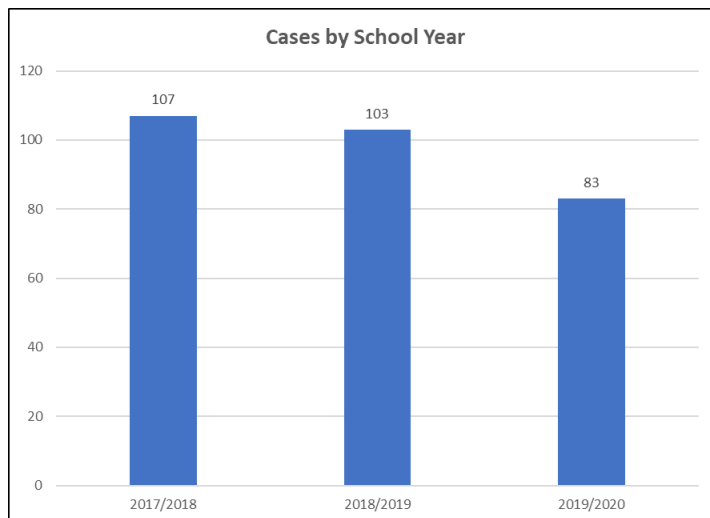
SRO Case Total by School Year	
2017-2018	107
2018-2019	103
2019-2020	83
Total Case Report 2017-2020	293

Deputy Chief St Jean conducted analysis of both arrests and case reports written by the SROs with the assistance of the Department Crime Analysts.

- Only 24 of those cases resulted in a decision to either arrest a student(s) or to charge a student(s) through investigation, which allows the prosecutor to determine whether charges will be filed.
- Contained within these 24 cases, 32 individuals were either arrested or had charges filed with a prosecutor.*
- Of these 32 individuals, over a three-year school period, 84% were male and 72% were white.
- Only four individuals, out of the 32, were physically arrested by SRO's and booked into jail.
  - Two were transported to jail and housed at the King County Youth Center.
  - Two students were physically arrested, photographed and fingerprinted at the Kirkland Jail and then released with charges being filed with the prosecutor's office.

The following graphs depict the SRO case report in comparison to arrest data and it should be noted that a single case report can contain documentation of more than one arrest:*
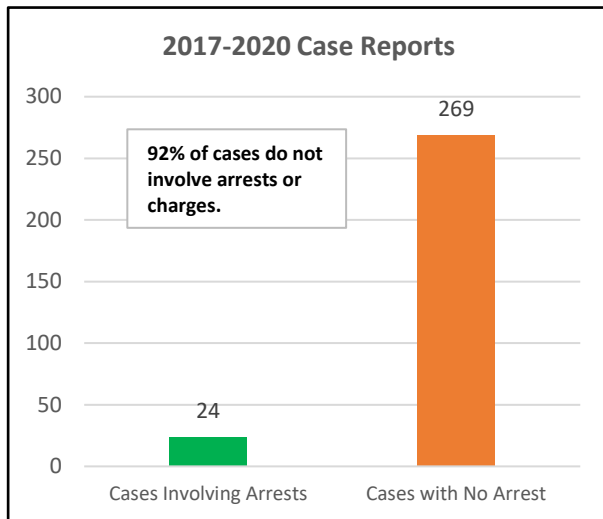
Cases involving arrest & with no Arrest
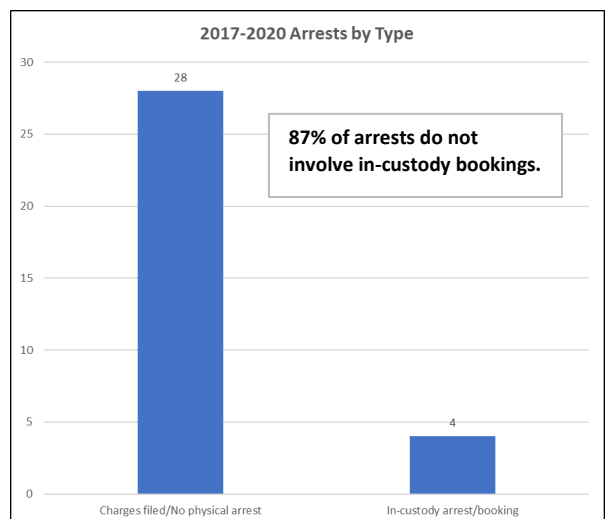
Charges files/No physical arrest vs in-custody

2017-2020 SRO Case Report/Arrest Data	
Total Cases	293
Cases with No Arrest	269
Cases Involving Arrest	24
Percent of Cases Involving Arrest	8%

The following graphs depict the breakdown of the gender of the arrests that occurred between 2017-2020:
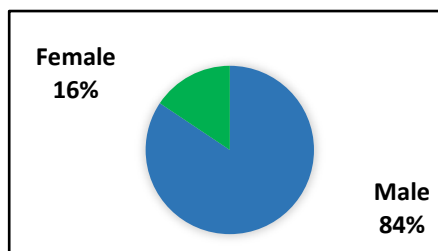
Gender:

Male	27
Female	5

The following graph depicts the breakdown of the race of the individual involved in an arrest that occurred between 2017-2020:

2017-2020 ARRESTS BY RACE

White	25
Black	2
Asian	4
Unknown	1
Total	**32**
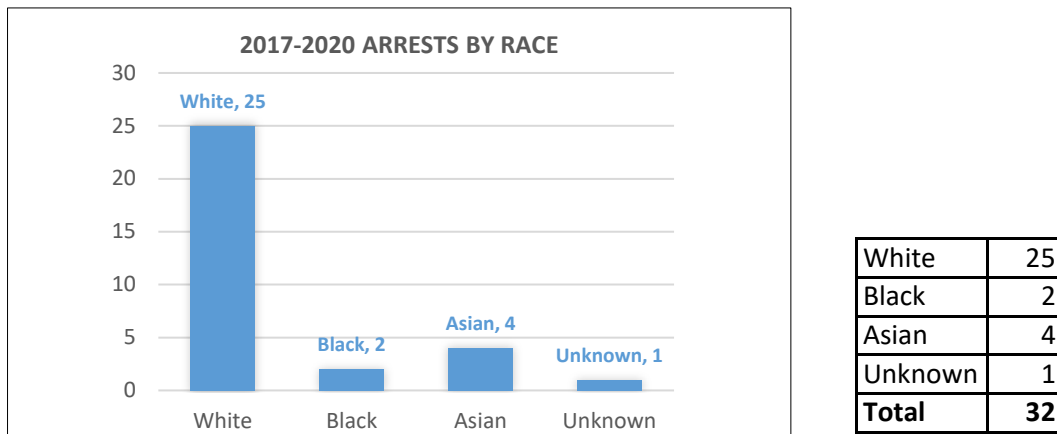
It should be noted that this chart does not show Hispanic ethnicity. Hispanic or Latino is not identified as a race but rather as an ethnicity in the National Incident-Based Reporting System (NIBRS) which is the standard reporting system for law enforcement agencies in the United States. There were three arrests of Hispanic individuals between 2017-2020.

The details surrounding the four physical arrests are below:

2017-2018 school year:
- A 16-year-old white male that brought marijuana, a realistic looking airsoft gun with a magazine and a knife to school. Another student overheard a comment about him shooting up the school, which led the SRO to contact the involved student. He was arrested for violation of the uniformed controlled substance act (VUCSA) and bringing a dangerous weapon onto school grounds. He was fingerprinted and photographed at the Kirkland Jail and then released with charges being filed with the prosecutor's office.
- A 17-year-old white male was arrested for a felony assault that had occurred outside of school hours and off-site. SROs and Detectives investigated this case and developed probable cause to arrest a student for his involvement in this fight. The student was arrested and booked into the King County Youth Center (KCYC).
- A 17-year-old white male was arrested for a misdemeanor assault with sexual motivation. This incident occurred outside of school hours and off-site. The SRO became aware of this incident when the victim disclosed the assault to him at school based on the trusting relationship that had been developed between the student and the SRO. The SRO arrested the student at his residence, and he was fingerprinted and photographed at the Kirkland Jail and then released due to a booking restriction at KCYC. Charges were filed with the prosecutor's office.

2019-2020 school year:
- A 17-year-old Hispanic male arrested for a felony assault warrant. The SRO located the student at his residence and arrested him on the outstanding warrant. He was booked into KCYC.

Other analysis of note includes the details surrounding the 2017-2020 arrests by age, specifically the 12- and 14-year-old individuals. All nine of these were handled by forwarding

charging documents to the prosecutor's office for a decision on filing. No physical arrests were made of these students.

2017-2018 school year:
- A 14-year-old Asian female admitted to selling illegal drugs to other students at Juanita High School, which led to one student becoming ill. Charges of violation of the uniformed controlled substances act were filed with the prosecutor's office.

2018-2019 school year:
- A 12-year-old black male admitted to setting fire to a paper towel dispenser at Kamiakin Middle School causing $44,945 worth of damage to the school. Charges of reckless burning were filed with the prosecutor's office.
- A 12-year-old white male admitted bringing illegal drugs and paraphernalia to Finn Hill Middle School. This male had a history of open drug usage on school grounds and charges of violation of the uniformed controlled substances act were filed with the prosecutor's office after consultation with the school administration and the parent.
- A 14-year-old white female was charged with school disturbance after threatening to kill a fellow student in the middle of class and arming herself with a pair of scissors at Juanita High School. In consultation with school administration, the charges were filed with the prosecutor's office.
- A 14-year old white male and a 14-year-old Asian male were charged with malicious mischief for repeated "egging's" of another student's house. This occurred outside of school hours and off-site. Charges of malicious mischief were filed with the prosecutor's office
- A 14-year-old white male admitted bringing illegal drugs onto campus at Juanita High School. Charges of violation of the uniformed controlled substances act were filed with the prosecutor's office.
- A 14-year-old white male admitted to driving a vehicle he had rented through a car-sharing app to Juanita High School for a week, where he gave other students rides. Charges of Operating a Vehicle without a valid driver's license were filed with the prosecutor's office.
- A 14-year-old female at Juanita High School admitted to tampering with a fire alarm causing a major disruption to the safe learning environment at the school and resulting in a major fire department response. After consultation with school administration, charges of tampering with a fire alarm pull station were filed with the prosecutor's office.

The following graphs depict the totality of the arrest demographics by age from 201-2020:
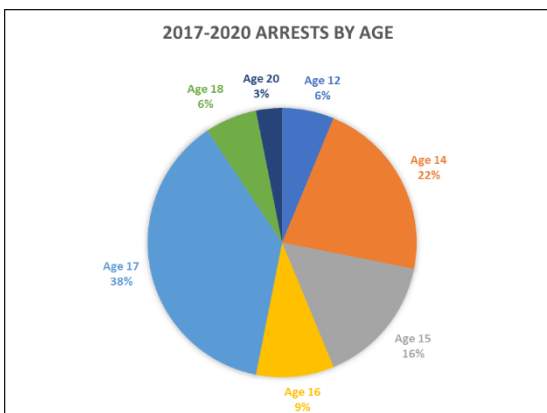
Age	
Age 12	2
Age 14	7
Age 15	5
Age 16	3
Age 17	12
Age 18	2
Age 20	1
Total	**32**

Careful Department analysis of the arrest and/or charging decisions made by the Department's SROs over the past three years, finds no indication of racial bias in the decisions. The SRO's consistently work with school administration to keep students out of the criminal justice system. The above analysis shows that only in rare cases are physical arrests made by SRO's and often, these arrests are a result of an incident that occurred outside of school hours and off-site. More often, but still very rare, decisions are made to charge a student through investigation, which allows the prosecutor to determine whether charges will be filed. These decisions are most commonly made in concert with school administration and even parents. The analysis found that these decisions are also based on a history of student behavior that school level discipline has not changed and is having a direct impact on other student's right to be physically, socially and emotionally safe at school.

Next steps

The Department will continue to collaborate with the LWSD Staff to implement the recommendations in the Task Force Report with a focus on connecting with affinity groups, aligning SRO documents with the "clear statement of purpose" and receiving feedback from students, parents and staff. In the near future, the Department's Crime Analysts will transfer the SRO data graphs contained in this report to the software program "Power BI" in order to create an interactive dashboard.

CITY OF KIRKLAND
Department of Parks & Community Services
123 5th Avenue, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Lynn Zwaagstra, Director
	Leslie R. Miller, Human Services Supervisor
Date:	May 18, 2021
Subject:	HUMAN SERVICES DASHBOARD

RECOMMENDATION

That City Council receive an update and provide direction on the Human Services Dashboard.

BACKGROUND DISCUSSION

City staff presented proposed content for the Human Services Dashboard at the February 16, 2021 Council Session. The link to the memo is here.

The first phase of the dashboard will include data that is currently available. The focus is on how the City invests in human services overall, the kinds of human services supported, the types of programs the City supports through grants, and how many people of color (POC) organizations are supported. This was proposed for the dashboard that will go live later this year. A second phase would involve measurements of success and require regional collaboration and data collection changes to begin providing the information in the future.

Phase I

The dashboard components answer the following questions:

- *How does the City investment in human services?*

  Council asked that the table presented during the budget process that offers an expanded definition of human services be included. The table is in **Attachment A**.

- *What kinds of human services does the City support? How many POC organizations (founded by and led by people of color) are supported?*

  Attachment B shows the number of POC organizations and the investment totals made in the five categories.
  - Housing Stability & Food Security
  - Supportive Relationships within Families, Neighborhoods and Communities

- o A Safe Haven from All Forms of Violence and Abuse
- o Health Care to Be as Physically and Mentally Fit as Possible
- o Education and Job Skills to Help Individuals Reach Their Full Potential

- *Which programs does the City fund through human services grants? Who do these programs serve?*

  In 2020, the City funded 89 programs. A summary of each program and selected client demographic data including race/ethnicity, gender identity, income and age. This information for all programs is provided in **Attachment C**.

  The dashboard will also include a list of all of the programs funded in 2021. Program summaries are provided in **Attachment D**.

Because demographic information is collected once a year from agencies, the dashboard will be updated annually in the spring.

Phase II

Future questions to be answered by the Human Services Dashboard:

- How well do funded programs serve Kirkland residents? Are there racial disproportionalities in their outcomes?

  Although the City currently tracks funded agencies, funding amounts and some demographics, additional data collection would be required of agencies in order to determine how well they serve specific populations in the community. For example, requiring disaggregated outcomes by race would be a way to determine if programs the City is funding are as successful serving the Black community as other populations.

  Due to the potential cost and burden of additional reporting requirements to human services agencies, staff recommend engaging in conversation with nonprofit human services providers. Staff view this as important in this context because small community-based organizations that often serve their own communities the best tend to be the most burdened by reporting requirements. In addition, because the City shares a grant application and reporting tools with fifteen other suburban King County cities, staff recommend engaging with Kirkland's human services city partners to explore the costs and benefits to additional reporting requirements, such as collecting outcome information disaggregated by community populations. If collecting outcomes disaggregated by populations, such as race, is identified as a needed tool, the City could consider contributing to the costs this additional work would entail.

- How much are the programs funded by taxpayers through King County serving Kirkland residents? The Initiatives that fund the programs include:
    - o The MIDD Behavioral Health Sales Tax Fund
    - o The Veterans, Senior & Human Services Levy
    - o The Best Starts for Kids Levy

  King County is beginning to respond to the requests to be able to understand how residents of each jurisdiction in the County are supported by these funding sources.

There is some sub-regional information available, but no zip code information is available at this time. The legislation that King County Council is considering regarding the renewal of the Best Starts for Kids includes tracking service provision by zip code.

Observations

- The City has been investing most of its increase in human services grant funding to address the homelessness crisis. While this crisis response system needs this funding, it comes at the expense of other services that people housed and unhoused need including behavioral health, emergency financial assistance, cultural support, education and employment services.
- Community Based Organizations created to serve People of Color by People of Color make up approximately 16% of the agencies funded by the City of Kirkland in 2021-2022.
- Demographic data is potentially skewed because over 20% of the responses to the race and ethnicity that are collected by agencies is unknown. That said, demographic data from agency programs suggests that just as the proportion of people in poverty in Kirkland are disproportionately People of Color, programs are serving an appropriately disproportionate number of People of Color. A notable exception to explore is the proportionately lower percentage of people that identify as Asian who are served by Kirkland's non-profit providers.
- The data suggests that African Americans seek food, shelter and domestic violence/sexual assault resources at a higher rate. Since there are no African American based organizations providing services on the Eastside, understanding the effectiveness of the organizations that do provide services to African Americans is critically important.

Next Steps

- Hear input from City Council this evening.
- Complete dashboard with the intent to go live in September.
- Begin working on the next phase of the dashboard that may include more information on outcomes and equitability.

Attachment A   **HS Dashboard City Investments in Human Services**
Attachment B   **HS Dashboard Funding Summaries**
Attachment C   **HS Dashboard 2020 Program Summaries**
Attachment D   **HS Dashboard 2021 Program Summaries**

Attachment A HS Dashboard City Investments in Human Services

	Program/Funding Source	2019-2020 Budget	2021-2022 Budget	Department
People in Need	Human Services Program Grants (includes CDBG)	2,497,837	2,577,838	Parks & Community Services
	Prop 1: Women & Family Shelter Operations	100,000	200,000	Parks & Community Services
	Prop 1: Mental Health & Human Services Programs	352,953	420,000	Parks & Community Services
	Human Services Forum & Other Regional Programs	26,634	18,028	Parks & Community Services
	Human Services Coordination (includes CDBG)	505,140	584,664	Parks & Community Services
	Prop 1: Mental Health & Human Services Program Coordination	0	280,000	Parks & Community Services
	Senior Center Operations	790,011	578,667	Parks & Community Services
	People in Need	**4,272,575**	**4,659,197**	
Affordable Housing	WA HB 1406: Rental Assitance	0	423,336	Planning & Building
	A Regional Coalition for Housing (ARCH)	1,320,574	1,486,561	Planning & Building
	Housing Initiative	0	150,000	Non-Departmental
	Affordable Housing	**1,320,574**	**2,059,897**	
Inclusive & Welcoming Community	Community Safety Initiative: Community Safety Reponders (4)	0	1,430,494	Non-Departmental
	Community Safety Initiative: Diversity & Inclusion/Initiative/Outreach	0	642,311	Non-Departmental/CMO
	Community Safety Inititative: Community Court Pilot	0	50,000	Municipal Court
	Inclusive & Welcoming Community	**0**	**2,122,805**	
Fire & EMS	Community Safety Inititative: MIH-Funded Firefighter/EMT & Social Worker	0	648,376	Fire
	Fire & Emergency Medical Services	**0**	**648,376**	
Police Services	Domestic Violence Advocacy	904,742	996,089	Police
	Prop 1: Mental Health Professional & Neighborhood Resource Officer	180,000	240,000	Police
	School Resource Officer Program (City-Funded Portion)	256,718	377,928	Police
	Prop 1: School Resource Officers (4) in Middle Schools (City-Funded Portion)	672,528	755,856	Police
	Police Services	**2,013,988**	**2,369,873**	
Recycling & Garbage	Senior Discounts for Utility & Garbage Services	91,402	97,475	Solid Waste
	Kirkland Cares (Utility Bill Assistance From Customer Donations)	6,450	6,450	Solid Waste
	Recycling & Garbage	**97,852**	**103,925**	
ther Programs	King County Alcohol Treatment Programs	46,700	48,000	Non-Departmental
	Community Youth Services Program/Teen Center	577,158	742,666	Parks & Community Services
	Rent Subsidy for Youth Eastside Services	78,000	78,000	In-Kind
	Recreation Class Discounts	6,000	14,000	Parks & Community Services

Attachment A HS Dashboard City Investments in Human Services

	Other Program Areas	707,858	882,666
TOTAL HUMAN SERVICES & RELATED ACTIVITIES FUNDING		**8,412,847**	**12,846,739**

Human Services Dashboard Summary Tables

Human Services Grant Fundiing Totals by Goal Areas		2019-2020 Funding		2021-2022 Funding	
Goal Area #1	Housing Stability & Food Security	$ 732,132	48.9%	$ 1,289,939	61.3%
Goal Area #2	Supportive Relationships within Families, Neighborhoods and Communities	$ 221,870	14.8%	$ 302,172	14.4%
Goal Area #3	A Safe Haven from All Forms of Violence and Abuse	$ 142,260	18.4%	$ 115,140	5.5%
Goal Area #4	Health Care to Be as Physically and Mentally Fit as Possible	$ 275,883	18.4%	$ 276,327	5.8%
Goal Area #5	Education, Job Skills and Supports to Help Individuals Reach their Full Potential	$ 124,564	8.3%	$ 121,220	5.8%
TOTAL FUNDING		$ 1,496,709		$ 2,104,798	

Percentage of Residents Identified by Race/Ethnicity Served By Programs

Goal Area #1		
AI/AN	7	0.17%
Asian	51	1.24%
Black	372	9.05%
Latinx	1,089	26.50%
NH/PI	30	0.73%
White	1,379	33.56%
Other	24	0.58%
Multi	470	11.44%
Unknown	687	16.72%
TOTAL	**4,109**	

Goal Area #2		
AI/AN	19	0.74%
Asian	345	13.35%
Black	169	6.54%
Latinx	465	17.99%
NH/PI	17	0.66%
White	758	29.32%
Other	65	2.51%
Multi	235	9.09%
Unknown	512	19.81%
TOTAL	**2,585**	

Goal Area #3		
AI/AN	3	1.20%
Asian	9	3.60%
Black	26	10.40%
Latinx	25	10.00%
NH/PI	1	0.40%
White	91	36.40%
Other	15	6.00%
Multi	7	2.80%
Unknown	73	29.20%
TOTAL	**250**	

Goal Area #4		
AI/AN	21	0.40%
Asian	569	10.95%
Black	199	3.83%
Latinx	784	15.09%
NH/PI	28	0.54%
White	1,805	34.74%
Other	86	1.66%
Multi	101	1.94%
Unknown	1,602	30.84%
TOTAL	**5,195**	

Goal Area #5		
AI/AN	2	0.60%
Asian	57	17.07%
Black	27	8.08%
Latinx	17	5.09%
NH/PI	0	0.00%
White	127	38.02%
Other	7	2.10%
Multi	14	4.19%
Unknown	83	24.85%
TOTAL	**334**	

All 5 Goal Areas		
AI/AN	52	0.42%
Asian	1,031	8.27%
Black	793	6.36%
Latinx	2,380	19.08%
NH/PI	76	0.61%
White	4,160	33.35%
Other	197	1.58%
Multi	827	6.63%
Unknown	2,957	23.71%
TOTAL	**12,473**	

Please note: people may have been served by more than one program

People of Color Agency/Program Totals Compared to Non-People of Color Agency/Program Totals

	2019-2020				2021-2022			
	Applied		Funded		Applied		Funded	
POC Agencies	8	19.0%	7	17.5%	8	13.3%	7	15.9%
Non-POC Agencies	34	81.0%	33	82.5%	52	86.7%	37	84.1%
TOTAL	42		40		60		44	
Programs--POC Agencies	15	16.0%	11	12.4%	13	13.4%	10	15.2%
Programs Non-POC Agencies	79	84.0%	78	87.6%	84	86.6%	56	84.8%
TOTAL	94		89		97		66	

City of Kirkland 2020 Funded Human Services Programs

GOAL AREA 1: FOOD TO EAT AND ROOF OVER HEAD

PROGRAM OVERVIEW

Agency	Attain Housing	Program	Stable Home	BIPOC Org	No	Amount Funded	$30,000

Program Summary

Welcome Home Program, now named the Housing Stability Program helps both families with children with staying housed during a financial emergency as well as assisting families obtain housing.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	2	9%	0-5	14	18%	Very Low	12	52%
	Asian	1	4%	6-12	18	23%	Low	8	35%
	Black	3	13%	13-17	10	13%	Moderate	3	13%
	Latinx	6	26%	18-24	5	6%	Above	0	0%
	NHPI	0	0%	25-34	10	13%	Unknown	0	0%
	White	10	43%	35-54	19	25%	TOTAL	23	
	Other	0	0%	55-74	1	1%	Gender Identity	#	%
	Multi	0	0%	75-84	0	0%	Female	37	48%
	Unknown	1	4%	85+	0	0%	Male	40	52%
	TOTAL	23		Unknown	0	0%	Transgender	0	0%
				TOTAL	77		Unknown	0	0%
							TOTAL	77	

PROGRAM OVERVIEW

Agency	Catholic Community Services of King County	Program	Emergency Assistance Program	BIPOC Org	No	Amount Funded	$5,000

Program Summary

The Emergency Assistance (EA) program helps families avoid homelessness. The program provides rental, move in, and utility assistance while also negotiating payment plans with landlords to avoid evictions. Motel vouchers and case management are available to families who are homeless. All households receive financial counseling and referrals to additional resources. In addition, bus tickets, food, clothing, and hygiene items are available.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	0	0%	0-5	2	11%	Very Low	9	100%
	Asian	0	0%	6-12	3	17%	Low	0	0%
	Black	7	39%	13-17	3	17%	Moderate	0	0%
	Latinx	0	0%	18-24	1	6%	Above	0	0%
	NHPI	0	0%	25-34	1	6%	Unknown	0	0%
	White	10	56%	35-54	5	28%	TOTAL	9	
	Other	0	0%	55-74	3	17%	Gender Identity	#	%
	Multi	0	0%	75-84	0	0%	Female	12	67%
	Unknown	1	6%	85+	0	0%	Male	5	28%
	TOTAL	18		Unknown	0	0%	Transgender	0	0%
				TOTAL	18		Unknown	1	6%
							TOTAL	18	

PROGRAM OVERVIEW

Agency	Catholic Community Services of King County	Program	New Bethlehem Day Center	BIPOC Org	No	Amount Funded	$100,000

Program Summary

New Bethlehem Day Center's (NBDC) mission is to extend welcome to families in need of an anchoring place. NBDC invites families experiencing homelessness to come inside and access stability-oriented services. Shelter referrals, showers, laundry facilities, and meals help meet families' basic needs. Computers help in the search for employment and housing. Case managers connect guests to a network of community resources and onsite providers that assist with regaining housing stability.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	2	6%	0-5	5	19%	Very Low	8	100%
	Asian	0	0%	6-12	5	19%	Low	0	0%
	Black	5	14%	13-17	2	8%	Moderate	0	0%
	Latinx	10	28%	18-24	3	12%	Above	0	0%
	NHPI	1	3%	25-34	6	23%	Unknown	0	0%
	White	13	36%	35-54	4	15%	TOTAL	8	
	Other	0	0%	55-74	1	4%	Gender Identity	#	%
	Multi	2	6%	75-84	0	0%	Female	16	62%

	Unknown	3	8%	85+	0	0%	Male	10	38%
	TOTAL	**36**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**26**		Unknown	0	0%
							TOTAL	**26**	

PROGRAM OVERVIEW									
Agency	Congregations for the Homeless	**Program**	Day Center	**BIPOC Org**	No		**Amount Funded**	$25,000	

Program Summary

The CFH Day Center provides a safe, welcoming, accepting, rejuvenating place for up to 100 men experiencing homelessness Sunday through Thursday 8 am till 3 pm year round. All men 18 years or older are welcomed. Day Center services include bathrooms, showers, laundry, nutritious breakfast and lunch donated from the community, bus tickets, on-site staff, case management and housing navigation. In addition, on-site employment, addiction, mental health, and medical and dental services are offered.

	Racial Identity	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	0	0%	0-5	0	0%	Very Low	27	87%
	Asian	2	6%	6-12	0	0%	Low	2	6%
	Black	6	19%	13-17	0	0%	Moderate	0	0%
Client Demographics	Latinx	0	0%	18-24	1	3%	Above	0	0%
	NHPI	2	6%	25-34	4	13%	Unknown	2	6%
	White	17	55%	35-54	15	48%	**TOTAL**	**31**	
	Other	0	0%	55-74	11	35%	**Gender Identity**	**#**	**%**
	Multi	2	6%	75-84	0	0%	Female	0	0%
	Unknown	2	6%	85+	0	0%	Male	31	100%
	TOTAL	**31**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**31**		Unknown	0	0%
							TOTAL	**31**	

PROGRAM OVERVIEW									
Agency	Congregations for the Homeless	**Program**	Men's Eastside Winter Shelter	**BIPOC Org**	No		**Amount Funded**	$25,000	

Program Summary

CFH provides a safe, restful, rejuvenating shelter for up to 100 men experiencing homelessness during the coldest and harshest six months of the year. All men 18 years or older are welcomed between 7:30 pm till 7:30 am nightly as long as they are behaviorally appropriate. EWS shelter services include beds, bathrooms, showers, laundry, nutritious dinner and breakfast donated from the community, bus tickets, on-site staff, case management and volunteer support.

	Racial Identity	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	1	4%	0-5	0	0%	Very Low	22	96%
	Asian	1	4%	6-12	0	0%	Low	1	4%
	Black	6	26%	13-17	0	0%	Moderate	0	0%
Client Demographics	Latinx	0	0%	18-24	1	4%	Above	0	0%
	NHPI	0	0%	25-34	4	17%	Unknown	0	0%
	White	11	48%	35-54	12	52%	**TOTAL**	**23**	
	Other	0	0%	55-74	6	26%	**Gender Identity**	**#**	**%**
	Multi	2	9%	75-84	0	0%	Female	0	0%
	Unknown	2	9%	85+	0	0%	Male	23	100%
	TOTAL	**23**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**23**		Unknown	0	0%
							TOTAL	**23**	

PROGRAM OVERVIEW									
Agency	Congregations for the Homeless	**Program**	Outreach	**BIPOC Org**	No		**Amount Funded**	$20,000	

Program Summary

CFH Outreach responds to the requests from city staff, police, and the wider community in Bellevue, Issaquah, and Kirkland to engage with and address the needs of men, women, and families experiencing homelessness. Additionally, the Outreach Navigator proactively goes to places in each of these cities to find those experiencing homelessness, build relationships with them, and help connect them to needed resources. Educating the wider community about homeless is a goal as well.

	Racial Identity	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	0	0%	0-5	0	0%	Very Low	0	0%
	Asian	0	0%	6-12	0	0%	Low	0	0%
	Black	0	0%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	0	0%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	19	100%

Client Demo	White	0	0%	35-54	0	0%	**TOTAL**		**19**	
	Other	0	0%	55-74	0	0%	**Gender Identity**		**#**	**%**
	Multi	0	0%	75-84	0	0%	Female		0	0%
	Unknown	19	100%	85+	0	0%	Male		0	0%
	TOTAL	**19**		Unknown	19	100%	Transgender		0	0%
				TOTAL	**19**		Unknown		19	100%
							TOTAL		**19**	

PROGRAM OVERVIEW						
Agency	Congregations for the Homeless	**Program**	Up and On Housing	**BIPOC Org**	No	**Amount Funded** $4,500

Program Summary

This program master leases or owns a house for men working with a CFH case manager to graduate into from the shelter system. This housing model accommodates men who only need light-touch support from case management and who can pay 500+ dollars a month in rent on average.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	0	0%	0-5	0	0%	Very Low	1	50%
	Asian	0	0%	6-12	0	0%	Low	1	50%
	Black	2	100%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	0	0%	Above	0	0%
	NHPI	0	0%	25-34	1	50%	Unknown	0	0%
	White	0	0%	35-54	1	50%	**TOTAL**	**2**	
	Other	0	0%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	0	0%	75-84	0	0%	Female	0	0%
	Unknown	0	0%	85+	0	0%	Male	2	100%
	TOTAL	**2**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**2**		Unknown	0	0%
							TOTAL	**2**	

PROGRAM OVERVIEW						
Agency	Congregations for the Homeless	**Program**	Year Round Rotating Shelter	**BIPOC Org**	No	**Amount Funded** $8,151

Program Summary

The Year Round Shelter operates from 7pm - 7am for 35 men experiencing homelessness. The YRRS provides a vibrant healthy community where men can rest, recover, and rejuvenate. The Navigation Team equips and empowers men to set goals, access housing resources, and work towards self-sufficiency and on-going stability. Navigators coordinate access to employment, medical, dental, substance use, and mental health support as well as three meals a day, washers, dryers, showers, and haircuts.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	0	0%	0-5	0	0%	Very Low	5	100%
	Asian	0	0%	6-12	0	0%	Low	0	0%
	Black	1	20%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	1	20%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	0	0%
	White	4	80%	35-54	4	80%	**TOTAL**	**5**	
	Other	0	0%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	0	0%	75-84	0	0%	Female	0	0%
	Unknown	0	0%	85+	0	0%	Male	5	100%
	TOTAL	**5**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**5**		Unknown	0	0%
							TOTAL	**5**	

PROGRAM OVERVIEW						
Agency	Eastside Baby Corner	**Program**	Meeting Basic Needs for Children	**BIPOC Org**	No	**Amount Funded** $13,388

Program Summary

EBC's annual program provides critical basic needs which infants and children (0-12), near/in poverty or crisis, need for healthy development and safety. EBC is the only children's basic needs resource broker in our service area. We fill a gap by collecting essential goods through community donations and by purchasing critical safety-regulated items, like car seats, and consumable goods, like diapers. We distribute these basics, valued at $5.5M annually, to families through our partner network.

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	1	0%	0-5	242	66%	Very Low	99	46%
Asian	43	12%	6-12	118	32%	Low	60	28%

Client Demographics		#	%			#	%			#	%
	Black	73	20%	13-17	0	0%		Moderate	4	2%
	Latinx	109	30%	18-24	3	1%		Above	1	0%
	NHPI	1	0%	25-34	2	1%		Unknown	53	24%
	White	63	17%	35-54	0	0%		**TOTAL**	217	
	Other	5	1%	55-74	0	0%		**Gender Identity**	**#**	**%**
	Multi	22	6%	75-84	0	0%		Female	171	47%
	Unknown	48	13%	85+	0	0%		Male	193	53%
	TOTAL	**365**		Unknown	0	0%		Transgender	0	0%
				TOTAL	**365**			Unknown	1	0%
								TOTAL	**365**	

PROGRAM OVERVIEW

Agency	Friends of Youth	**Program**	Outreach & Drop-in Services for Homeless Youth & Young Adults	**BIPOC Org**	No	**Amount Funded**	$25,000

Program Summary

Friends of Youth's Outreach & Drop-In program connects young people experiencing homelessness (ages 16-24) with the information, services and resources they need to build safe, stable futures. Through street outreach, mobile drop-in sites and our drop-in center (co-located with shelter and other services), we meet young people where they are and help them improve their safety, wellbeing, self-sufficiency and permanent connections with family, school and other positive social networks.

Client Demographics	**Racial Identity**	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	0	0%	0-5	0	0%	Very Low	0	0%
	Asian	1	8%	6-12	0	0%	Low	0	0%
	Black	2	15%	13-17	0	0%	Moderate	0	0%
	Latinx	3	23%	18-24	10	100%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	13	100%
	White	1	8%	35-54	0	0%	**TOTAL**	13	
	Other	0	0%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	6	46%	75-84	0	0%	Female	2	17%
	Unknown	0	0%	85+	0	0%	Male	10	83%
	TOTAL	**13**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**10**		Unknown	0	0%
							TOTAL	**12**	

PROGRAM OVERVIEW

Agency	Friends of Youth	**Program**	TLP Housing for Homeless Young Adults & Young Families	**BIPOC Org**	No	**Amount Funded**	$28,458

Program Summary

Friends of Youth's "New Ground" Transgenderitional living programs (TLPs) provide safe, Transgenderitional housing and supportive services to young adults and young families experiencing homelessness. Our TLPs provide 57 units that serve young people from across King County and are located in Bothell, Kirkland and Redmond. Case management and other services help our residents improve their safety, wellbeing and self-sufficiency so that they can achieve permanent housing and fulfill their potential.

Client Demographics	**Racial Identity**	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	0	0%	0-5	2	50%	Very Low	2	100%
	Asian	0	0%	6-12	0	0%	Low	0	0%
	Black	0	0%	13-17	0	0%	Moderate	0	0%
	Latinx	1	25%	18-24	2	50%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	0	0%
	White	0	0%	35-54	0	0%	**TOTAL**	2	
	Other	0	0%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	3	75%	75-84	0	0%	Female	5	50%
	Unknown	0	0%	85+	0	0%	Male	5	50%
	TOTAL	**4**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**4**		Unknown	0	0%
							TOTAL	**10**	

PROGRAM OVERVIEW

Agency	Friends of Youth	**Program**	Youth and Young Adult Shelter	**BIPOC Org**	No	**Amount Funded**	$25,000

Program Summary

Friends of Youth operates two year-round shelters for youth and young adults experiencing homelessness. Youth Haven provides a safe, temporary shelter for youth under age 18 with case management, education support and family engagement services. The Landing serves young adults ages 18-24 and provides overnight shelter, including counseling, housing navigation and referrals to in-house and community services including education, employment, case management and housing.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	1	4%	0-5	0	0%	Very Low	23	96%
	Asian	0	0%	6-12	0	0%	Low	1	4%
	Black	7	29%	13-17	8	33%	Moderate	0	0%
	Latinx	0	0%	18-24	16	67%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	0	0%
	White	10	42%	35-54	0	0%	**TOTAL**	**24**	
	Other	1	4%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	4	17%	75-84	0	0%	Female	7	78%
	Unknown	1	4%	85+	0	0%	Male	0	0%
	TOTAL	**24**		Unknown	0	0%	Transgender	2	22%
				TOTAL	**24**		Unknown	0	0%
							TOTAL	**9**	

PROGRAM OVERVIEW

Agency	Imagine Housing	Program	Supportive Services	BIPOC Org	No	Amount Funded	$30,000

Program Summary

Imagine Housing's Supportive Services Program provides over 3,000 hours yearly of programming including resource referrals, trainings, basic needs supplies, case management, and community events across properties in Bellevue, Issaquah, Kirkland, Redmond and Sammamish. This program helps residents with low incomes overcome barriers to stability, helps residents access resources to meet basic needs, and improves the overall quality of our residents' lives.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	1	0%	0-5	21	7%	Very Low	245	79%
	Asian	26	8%	6-12	23	7%	Low	49	16%
	Black	55	18%	13-17	11	4%	Moderate	15	5%
	Latinx	3	1%	18-24	20	6%	Above	0	0%
	NHPI	0	0%	25-34	27	9%	Unknown	0	0%
	White	157	51%	35-54	42	14%	**TOTAL**	**309**	
	Other	2	1%	55-74	128	41%	**Gender Identity**	**#**	**%**
	Multi	24	8%	75-84	31	10%	Female	166	54%
	Unknown	41	13%	85+	6	2%	Male	143	46%
	TOTAL	**309**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**309**		Unknown	0	0%
							TOTAL	**309**	

PROGRAM OVERVIEW

Agency	Hopelink	Program	Emergency Food	BIPOC Org	No	Amount Funded	$46,410

Program Summary

When a family doesn't have enough food, a basic human need, stability in other areas is impossible. Hopelink's food program provides food to supplement a household's income. Hopelink food banks offer options from each food group (fruits, vegetables, grains, proteins and dairy), as well as baby items and personal care products. We offer home delivery for home bound individuals in need of supplemental food assistance and our emergency bags provide an immediate solution to a hunger crisis.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	6	0%	0-5	160	9%	Very Low	624	86%
	Asian	191	11%	6-12	264	15%	Low	78	11%
	Black	128	7%	13-17	184	11%	Moderate	2	0%
	Latinx	464	27%	18-24	145	8%	Above	0	0%
	NHPI	23	1%	25-34	115	7%	Unknown	19	3%
	White	802	46%	35-54	424	25%	**TOTAL**	**723**	
	Other	16	1%	55-74	326	19%	**Gender Identity**	**#**	**%**
	Multi	65	4%	75-84	78	5%	Female	983	57%
	Unknown	33	2%	85+	32	2%	Male	745	43%
	TOTAL	**1728**		Unknown		0%	Transgender	0	0%
				TOTAL	**1728**		Unknown	0	0%
							TOTAL	**1728**	

PROGRAM OVERVIEW

Agency	Hopelink	Program	Financial Assistance Resiliency Program	BIPOC Org	No	Amount Funded	$30,000

Program Summary

Hopelink's Financial Resiliency Program helps individuals living in poverty who are experiencing an unexpected financial shock (need for car repair, medical issue, loss of hours at work, etc.) that threatens their overall stability (housing, employment, income). Through flexible financial aid, in conjunction with short-term system navigation help, our program reduces barriers to income supports and improves participants' financial stability.

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	2	0%	0-5	52	11%	Very Low	169	87%
Asian	43	9%	6-12	75	16%	Low	18	9%
Black	58	13%	13-17	39	8%	Moderate	3	2%
Latinx	154	33%	18-24	48	10%	Above	0	0%
NHPI	2	0%	25-34	63	14%	Unknown	4	2%
White	160	35%	35-54	120	26%	TOTAL	194	
Other	0	0%	55-74	60	13%	Gender Identity	#	%
Multi	17	4%	75-84	3	1%	Female	272	59%
Unknown	24	5%	85+	0	0%	Male	188	41%
TOTAL	460		Unknown	0	0%	Transgender	0	0%
			TOTAL	460		Unknown	0	0%
						TOTAL	460	

PROGRAM OVERVIEW

Agency	Hopelink	Program	Housing	BIPOC Org	No	Amount Funded	$20,400

Program Summary

Hopelink has 19 units of Emergency Shelter, 51 units of Transgenderitional Housing, and 35 units of Permanent Housing. Case managers, paired with the above-described units, use a strengths-based, client-centered case management model. Case managers work with the family to identify realistic goals to help the family overcome barriers and identify steps and strategies to achieve permanent housing. The end goal is to have the family achieve the highest level of self-sufficiency by making lasting change.

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	0	0%	0-5	4	13%	Very Low	9	100%
Asian	0	0%	6-12	7	22%	Low	0	0%
Black	0	0%	13-17	4	13%	Moderate	0	0%
Latinx	0	0%	18-24	3	9%	Above	0	0%
NHPI	0	0%	25-34	4	13%	Unknown	0	0%
White	0	0%	35-54	8	25%	TOTAL	9	
Other	0	0%	55-74	2	6%	Gender Identity	#	%
Multi	0	0%	75-84	0	0%	Female	0	0%
Unknown	0	0%	85+	0	0%	Male	0	0%
TOTAL	0		Unknown	0	0%	Transgender	0	0%
			TOTAL	32		Unknown	0	0%
						TOTAL	0	

PROGRAM OVERVIEW

Agency	Catholic Community Services of King County	Program	New Bethlehem Shelters	BIPOC Org	No	Amount Funded	$25,000

Program Summary

The Eastside Emergency Shelter for Families (EESF) serves single- and two-parent households with one or more children age 17 and under. EESF responds to homeless families' immediate need for food and safe shelter. It provides a foundation of emergency support to lessen the trauma of homelessness. Families are linked to mainstream services with the intention of making homelessness brief and one-time. EESF offers 30 regular spaces and 20 overflow spaces for families each night.

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	0	0%	0-5	3	14%	Very Low	3	60%
Asian	0	0%	6-12	5	24%	Low	2	3%
Black	0	0%	13-17	2	10%	Moderate	0	0%
Latinx	12	36%	18-24	2	10%	Above	0	0%
NHPI	1	3%	25-34	8	38%	Unknown	0	0%
White	17	52%	35-54	0	0%	TOTAL	5	
Other	0	0%	55-74	1	5%	Gender Identity	#	%
Multi	1	3%	75-84	0	0%	Female	15	71%
Unknown	2	6%	85+	0	0%	Male	6	29%
TOTAL	33		Unknown	0	0%	Transgender	0	0%

		TOTAL	21		Unknown	0	0%
					TOTAL	21	

PROGRAM OVERVIEW

Agency	Lake Washington Schools Foundation	Program	Pantry Packs	BIPOC Org	No	Amount Funded	$51,000

Program Summary

Pantry Packs has provided weekly food packs for children in the Lake Washington School District (LWSD) since 2010. This program currently serves over 850 students each week with a pack of child-friendly food, and the number continues to grow steadily. In the 2016-17 school year, Pantry Packs provided 22,372 weekend packs of food.

Client Demographics

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	0	0%	0-5	0	0%	Very Low	0	0%
Asian	0	0%	6-12	0	0%	Low	0	0%
Black	0	0%	13-17	0	0%	Moderate	0	0%
Latinx	0	0%	18-24	0	0%	Above	0	0%
NHPI	0	0%	25-34	0	0%	Unknown	496	100%
White	0	0%	35-54	0	0%	TOTAL	496	
Other	0	0%	55-74	0	0%	Gender Identity	#	%
Multi	0	0%	75-84	0	0%	Female	0	0%
Unknown	496	100%	85+	0	0%	Male	0	0%
TOTAL	496		Unknown	496	100%	Transgender	0	0%
			TOTAL	496		Unknown	496	100%
						TOTAL	496	

PROGRAM OVERVIEW

Agency	LifeWire	Program	Emergency Shelter	BIPOC Org	No	Amount Funded	$23,908

Program Summary

LifeWire's Emergency Shelter (aka My Sister's Home or MSH) is a confidential shelter for survivors of domestic violence who are fleeing a violent relationship. Emergency shelter is provided in 10 apartment units located in East King County. Survivors (and their children) in shelter are provided basic needs such as food, clothing, and Transgenderportation; are offered the full array of LIfeWire's supportive services; and are provided support in finding a better housing option.

Client Demographics

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	0	0%	0-5	2	13%	Very Low	6	100%
Asian	0	0%	6-12	4	27%	Low	0	0%
Black	0	0%	13-17	2	13%	Moderate	0	0%
Latinx	4	29%	18-24	0	0%	Above	0	0%
NHPI	0	0%	25-34	1	7%	Unknown	0	0%
White	5	36%	35-54	6	40%	TOTAL	6	
Other	0	0%	55-74	0	0%	Gender Identity	#	%
Multi	1	7%	75-84	0	0%	Female	10	67%
Unknown	4	29%	85+	0	0%	Male	2	13%
TOTAL	14		Unknown	0	0%	Transgender	1	7%
			TOTAL	15		Unknown	2	13%
						TOTAL	15	

PROGRAM OVERVIEW

Agency	LifeWire	Program	Housing Stability Program	BIPOC Org	No	Amount Funded	$6,000

Program Summary

LifeWire's Housing Stability Program is a homelessness prevention and diversion program pairing flexible financial assistance with advocacy services to help domestic violence survivors avoid homelessness or move out of homelessness quickly. This program eliminates the fear of homelessness and related economic factors as a reason to stay in, or return to, an abusive relationship. It stabilizes survivors and their children, so they can rebuild their lives and heal from trauma.

Demographics

Racial Identity	#	%	Age	#	%	Income	#	%
AI/AN	0	0%	0-5	0	0%	Very Low	18	64%
Asian	1	4%	6-12	0	0%	Low	1	4%
Black	8	29%	13-17	0	0%	Moderate	9	32%
Latinx	7	25%	18-24	0	0%	Above	0	0%
NHPI	0	0%	25-34	13	46%	Unknown	0	0%
White	11	39%	35-54	14	50%	TOTAL	28	
Other	0	0%	55-74	0	0%	Gender Identity	#	%

Client	Multi	0	0%	75-84	0	0%	Female	27	96%
	Unknown	1	4%	85+	0	0%	Male	0	0%
	TOTAL	**28**		Unknown	1	4%	Transgender	1	4%
				TOTAL	**28**		Unknown	0	0%
							TOTAL	**28**	

PROGRAM OVERVIEW

Agency	MAPS-Muslim Community Resource Center (MCRC)	Program	Housing	BIPOC Org	Yes	Amount Funded	$5,000

Program Summary

The purposes of our housing program are to: prevent homelessness via: education and information (e.g. translating lease for people who don't speak English) emergency financial assistance advocacy - provide a continuum of services to homeless people emergency utility assistance tents shelter for single women, 50 and older (currently, a Bellevue apartment for two women, and in May, a Renton apartment for four women).

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN		#DIV/0!	0-5		#DIV/0!	Very Low		#DIV/0!
	Asian		#DIV/0!	6-12		#DIV/0!	Low		#DIV/0!
	Black		#DIV/0!	13-17		#DIV/0!	Moderate		#DIV/0!
	Latinx		#DIV/0!	18-24		#DIV/0!	Above		#DIV/0!
	NHPI		#DIV/0!	25-34		#DIV/0!	Unknown		#DIV/0!
	White		#DIV/0!	35-54		#DIV/0!	**TOTAL**	**0**	
	Other		#DIV/0!	55-74		#DIV/0!	**Gender Identity**	#	%
	Multi		#DIV/0!	75-84		#DIV/0!	Female		#DIV/0!
	Unknown		#DIV/0!	85+		#DIV/0!	Male		#DIV/0!
	TOTAL	**0**		Unknown		#DIV/0!	Transgender		#DIV/0!
				TOTAL	**0**		Unknown		#DIV/0!
							TOTAL	**0**	

PROGRAM OVERVIEW

Agency	Sound Generations	Program	Meals on Wheels	BIPOC Org	No	Amount Funded	$10,000

Program Summary

Sound Generations' Meals on Wheels (MOW) program is trusted by thousands of King County's most vulnerable aging and disabled adults each year for their home delivered food needs. We deliver nutritious, satisfying meals directly to the homes of King County residents of all ages, who are unable to leave their homes unassisted, unable to prepare meals, and lack a social support system. For more than 40 years, MOW has been one of the most effective community-based tools for fighting senior hunger.

Client Demographics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	0	0%	0-5	0	0%	Very Low	33	67%
	Asian	1	2%	6-12	0	0%	Low	6	12%
	Black	5	10%	13-17	0	0%	Moderate	5	10%
	Latinx	2	4%	18-24	0	0%	Above	1	2%
	NHPI	0	0%	25-34	0	0%	Unknown	4	8%
	White	40	78%	35-54	1	2%	**TOTAL**	**49**	
	Other	0	0%	55-74	7	14%	**Gender Identity**	#	%
	Multi	0	0%	75-84	24	49%	Female	33	67%
	Unknown	3	6%	85+	17	35%	Male	16	33%
	TOTAL	**51**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**49**		Unknown	0	0%
							TOTAL	**49**	

PROGRAM OVERVIEW

Agency	The Salvation Army-Eastside	Program	Eastside Corps Social Services	BIPOC Org	No	Amount Funded	$5,000

Program Summary

The Social Services program meets the needs of low-income and homeless residents on King County's Eastside. It provides emergency financial assistance for rent, mortgages, and utilities to promote housing stability; offers a food pantry and hot meals program to decrease food insecurity; distributes hygiene kits, baby products, and clothing; connects clients to other service providers through information and referral; and helps clients on a path toward self-sufficiency through case management.

aphics	Racial Identity	#	%	Age	#	%	Income	#	%
	AI/AN	0	0%	0-5	6	18%	Very Low	13	100%
	Asian	0	0%	6-12	5	15%	Low	0	0%
	Black	5	15%	13-17	1	3%	Moderate	0	0%
	Latinx	9	26%	18-24	3	9%	Above	0	0%

Client Demographics				Age	#	%		Unknown	0	0%
NHPI	0	0%		25-34	6	18%		**TOTAL**	**13**	
White	16	47%		35-54	6	18%		**Gender Identity**	**#**	**%**
Other	2	6%		55-74	7	21%		Female	18	53%
Multi	0	0%		75-84	0	0%		Male	16	47%
Unknown	2	6%		85+	0	0%		Transgender	0	0%
TOTAL	**34**			Unknown		0%		Unknown	0	0%
				TOTAL	**34**			**TOTAL**	**34**	

PROGRAM OVERVIEW						
Agency	The Sophia Way	**Program**	Day Center	**BIPOC Org**	No	**Amount Funded** $25,000

Program Summary

The Sophia Way Day Center (DC) offers a safe and stable environment for women to recoup, recover, and heal. Since 2015 we have we have increased our hours of operations by 85% to meet the increasing needs and number of women attending the DC. We are open 7 days a week and provide hot meals, bathroom and laundry facilities, computers, phones and internet access. Clients may receive case management as well as referrals to financial coaching, employment opps and mental and physical health services.

Racial Identity	#	%		Age	#	%		Income	#	%
AI/AN	0	0%		0-5	0	0%		Very Low	2	67%
Asian	0	0%		6-12	0	0%		Low	1	33%
Black	0	0%		13-17	0	0%		Moderate	0	0%
Latinx	0	0%		18-24	0	0%		Above	0	0%
NHPI	0	0%		25-34	0	0%		Unknown	0	0%
White	5	71%		35-54	4	57%		**TOTAL**	**3**	
Other	0	0%		55-74	3	43%		**Gender Identity**	**#**	**%**
Multi	0	0%		75-84	0	0%		Female	7	100%
Unknown	2	29%		85+	0	0%		Male	0	0%
TOTAL	**7**			Unknown	0	0%		Transgender	0	0%
				TOTAL	**7**			Unknown	0	0%
								TOTAL	**7**	

PROGRAM OVERVIEW						
Agency	The Sophia Way	**Program**	Outreach	**BIPOC Org**	No	**Amount Funded** $20,000

Program Summary

The Outreach program reaches people who are experiencing homelessness to build trust and a relationship on site, in their location, in order to give them referrals to services and resources for shelter, housing, and other supports they need. The focus is providing life-saving services for people who may be resistant to accepting services, such as substance abuse addiction treatment or mental health counseling with the ultimate goal of getting them into safe, affordable housing.

Racial Identity	#	%		Age	#	%		Income	#	%
AI/AN	0	0%		0-5	0	0%		Very Low	3	25%
Asian	2	17%		6-12	0	0%		Low	0	0%
Black	1	8%		13-17	0	0%		Moderate	0	0%
Latinx	0	0%		18-24	0	0%		Above	0	0%
NHPI	0	0%		25-34	2	17%		Unknown	9	75%
White	7	58%		35-54	7	58%		**TOTAL**	**12**	
Other	0	0%		55-74	3	25%		**Gender Identity**	**#**	**%**
Multi	1	8%		75-84	0	0%		Female	12	100%
Unknown	1	8%		85+	0	0%		Male	0	0%
TOTAL	**12**			Unknown	0	0%		Transgender	0	0%
				TOTAL	**12**			Unknown	0	0%
								TOTAL	**12**	

PROGRAM OVERVIEW						
Agency	The Sophia Way	**Program**	Eastside Women's Winter Shelter	**BIPOC Org**	No	**Amount Funded** $25,000

Program Summary

Eastside Emergency Winter Shelter (EWS) opens every night providing a lifeline for single adult women, October-May, who would otherwise be sleeping outdoors or in unsafe living situations. The shelter is staffed every night with two professional staff and provides two meals daily to participants and access to limited hygiene facilities. Guests are also connected with the Sophia Way Day Center and housing navigation services and given bus tickets.

Racial Identity	#	%		Age	#	%		Income	#	%
AI/AN	0	0%		0-5	0	0%		Very Low	1	20%

Client Demographics		#	%	Age	#	%	Income	#	%
	Asian	0	0%	6-12	0	0%	Low	0	0%
	Black	0	0%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	0	0%	Above	0	0%
	NHPI	0	0%	25-34	1	20%	Unknown	4	80%
	White	4	80%	35-54	3	60%	**TOTAL**	5	
	Other	0	0%	55-74	1	20%	**Gender Identity**	**#**	**%**
	Multi	1	20%	75-84	0	0%	Female	5	100%
	Unknown	0	0%	85+	0	0%	Male	0	0%
	TOTAL	**5**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**5**		Unknown	0	0%
							TOTAL	**5**	

PROGRAM OVERVIEW

Agency	Sophia Way	Program	Sophia's Place Shelter Program	BIPOC Org	No	Amount Funded	$12,240

Program Summary

Sophia's Place provides the following: supportive services, overnight 6 month shelter, case management services to help clients achieve personal goals that lead to independent living;housing in subsidized apartments and community transitional housing; emergency winter shelter for women and families; day center serving 40+ women meals, showers, laundry facilities, computer/internet/phone access, and referrals to mental health providers, and access to dental and health services and housing.

Client Demographics	**Racial Identity**	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	1	25%	0-5	0	0%	Very Low	3	75%
	Asian	0	0%	6-12	0	0%	Low	0	0%
	Black	0	0%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	0	0%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	1	25%
	White	2	50%	35-54	0	0%	**TOTAL**	4	
	Other	0	0%	55-74	3	75%	**Gender Identity**	**#**	**%**
	Multi	0	0%	75-84	0	0%	Female	4	100%
	Unknown	1	25%	85+	0	0%	Male	0	0%
	TOTAL	**4**		Unknown	1	25%	Transgender	0	0%
				TOTAL	**4**		Unknown	0	0%
							TOTAL	**4**	

PROGRAM OVERVIEW

Agency	YWCA of Seattle-King-Snohomish	Program	Eastside Resident Services	BIPOC Org	No	Amount Funded	$25,000

Program Summary

Family Village Redmond (FVR) has 20 units of Permanent Supportive Housing - 10 for chronically homeless families and 10 for homeless families. Family Village Issaquah (FVI) has five units of permanent housing set aside for families and individuals transitioning out of homelessness who also need an extra level of support. Services are strengths-based, and personalized, designed to equip families with skills and resources needed to achieve long-lasting housing stability.

Client Demographics	**Racial Identity**	**#**	**%**	**Age**	**#**	**%**	**Income**	**#**	**%**
	AI/AN	0	0%	0-5	2	40%	Very Low	1	100%
	Asian	0	0%	6-12	2	40%	Low	0	0%
	Black	0	0%	13-17	0	0%	Moderate	0	0%
	Latinx	0	0%	18-24	0	0%	Above	0	0%
	NHPI	0	0%	25-34	0	0%	Unknown	0	0%
	White	0	0%	35-54	1	20%	**TOTAL**	1	
	Other	0	0%	55-74	0	0%	**Gender Identity**	**#**	**%**
	Multi	5	100%	75-84	0	0%	Female	4	80%
	Unknown	0	0%	85+	0	0%	Male	1	20%
	TOTAL	**5**		Unknown	0	0%	Transgender	0	0%
				TOTAL	**5**		Unknown	0	0%
							TOTAL	**5**	

City of Kirkland 2021-2022 Funded Human Services Program Summaries

GOAL AREA 1: FOOD TO EAT AND ROOF OVER HEAD

PROGRAM OVERVIEW

Agency	Attain Housing	Program	Stable Home	BIPOC Org	No	Amount Funded	$30,000

Program Summary

The Stable Home Program helps both families with children with staying housed during a financial emergency as well as assisting families obtain housing.

PROGRAM OVERVIEW

Agency	Catholic Community Services of King County	Program	Street Outreach	BIPOC Org	No	Amount Funded	$124,750

Program Summary

Master's level clinician provides case management services to unhoused members of Kirkland's community.

PROGRAM OVERVIEW

Agency	Catholic Community Services of King County	Program	New Bethlehem Programs	BIPOC Org	No	Amount Funded	$100,000

Program Summary

New Bethlehem Programs meets the unmet need for 24/7/365 shelter and essential day ceter services for families experiencing homelessness on the Eastside. The program offers a safe place for families to land, and a centralized location for access to the supportive programming needed to help families transcend their situation and to move into a more permanent housing.

PROGRAM OVERVIEW

Agency	Congregations for the Homeless	Program	24/7 Enhanced Shelter	BIPOC Org	No	Amount Funded	$25,000

Program Summary

The 24/7 Enhanced Men's Shelter provides a safe and welcoming environment 24 hours a day every day of the year for 100+ men experiencing homelessness on the Eastside with the on-site resources needed for indivduals to rebuild their lives and obtain stable income and housing. Services include shelter, meals, showers laundry, case management support, addiction and mental helath, employment support and more.

PROGRAM OVERVIEW

Agency	Eastside Baby Corner	Program	Meeting Basic Needs for Children	BIPOC Org	No	Amount Funded	$13,388

Program Summary

EBC's program provides critical basic needs which infants and children (0-12), near/in poverty or crisis, need for healthy development and safety. EBC is the only children's basic needs resource broker in our service area. We fill a gap by collecting essential goods through community donations and by purchasing critical safety-regulated items, like car seats, and consumable goods, like diapers. We distribute these basics, valued at $5.5M annually, to families through our partner network.

PROGRAM OVERVIEW

Agency	Eastside Legal Assistance Program	Program	Housing Stability Program	BIPOC Org	No	Amount Funded	$100,000

Program Summary

This program porvides an onsite staff attorney to assist low income Kirkland residents with legal issues that impact their housing stability.

PROGRAM OVERVIEW

Agency	Friends of Youth	Program	Outreach & Drop-in Services for Homeless Youth & Young Adults	BIPOC Org	No	Amount Funded	$41,000

Program Summary

Friends of Youth's Outreach & Drop-In program connects young people experiencing homelessness (ages 16-24) with the information, services and resources they need to build safe, stable futures. Through street outreach, mobile drop-in sites and our drop-in center (co-located with shelter and other services), we meet young people where they are and help them improve their safety, wellbeing, self-sufficiency and permanent connections with family, school and other positive social networks.

PROGRAM OVERVIEW

Agency	Friends of Youth	Program	Transitional Housing for Homeless Young Adults & Young Families	BIPOC Org	No	Amount Funded	$20,917

Program Summary

Friends of Youth's "New Ground" Transtional living programs (TLPs) provide safe, Transgenderitional housing and supportive services to young adults and young families experiencing homelessness. Our TLPs provide 57 units that serve young people from across King County and are located in Bothell, Kirkland and Redmond. Case management and other services help our residents improve their safety, wellbeing and self-sufficiency so that they can achieve permanent housing and fulfill their potential.

PROGRAM OVERVIEW						
Agency	Friends of Youth	**Program**	Youth and Young Adult Shelter	**BIPOC Org**	No	**Amount Funded**	$75,000

Program Summary

Friends of Youth operates two year-round shelters for youth and young adults experiencing homelessness. Youth Haven provides a safe, temporary shelter for youth under age 18 with case management, education support and family engagement services. The Landing serves young adults ages 18-24 and provides overnight shelter, including counseling, housing navigation and referrals to in-house and community services including education, employment, case management and housing.

PROGRAM OVERVIEW						
Agency	Hopelink	**Program**	Emergency Food	**BIPOC Org**	No	**Amount Funded**	$81,960

Program Summary

Hopelink's food program provides food to supplement a household's income. Hopelink food banks offer options from each food group (fruits, vegetables, grains, proteins and dairy), as well as baby items and personal care products. Home delivery is available for home bound individuals in need of supplemental food assistance. Emergency bags provide an immediate solution to a hunger crisis.

PROGRAM OVERVIEW						
Agency	Hopelink	**Program**	Financial Assistance Resiliency Program	**BIPOC Org**	No	**Amount Funded**	$35,000

Program Summary

Hopelink's Financial Resiliency Program helps individuals living in poverty who are experiencing an unexpected financial shock (need for car repair, medical issue, loss of hours at work, etc.) that threatens their overall stability (housing, employment, income). Through flexible financial aid, in conjunction with short-term system navigation help, our program reduces barriers to income supports and improves participants' financial stability.

PROGRAM OVERVIEW						
Agency	Hopelink	**Program**	Housing	**BIPOC Org**	No	**Amount Funded**	$20,400

Program Summary

Hopelink has 19 units of Emergency Shelter, 51 units of Transgenderitional Housing, and 35 units of Permanent Housing. Case managers, paired with the above-described units, use a strengths-based, client-centered case management model. Case managers work with the family to identify realistic goals to help the family overcome barriers and identify steps and strategies to achieve permanent housing. The end goal is to have the family achieve the highest level of self-sufficiency by making lasting change.

PROGRAM OVERVIEW						
Agency	Imagine Housing	**Program**	Supportive Services	**BIPOC Org**	No	**Amount Funded**	$30,000

Program Summary

Imagine Housing's Supportive Services Program provides over 3,000 hours yearly of programming including resource referrals, trainings, basic needs supplies, case management, and community events across properties in Bellevue, Issaquah, Kirkland, Redmond and Sammamish. This program helps residents with low incomes overcome barriers to stability, helps residents access resources to meet basic needs, and improves the overall quality of our residents' lives.

PROGRAM OVERVIEW						
Agency	Indian American Community Services	**Program**	Rental Assistance	**BIPOC Org**	Yes	**Amount Funded**	$30,000

Program Summary

Indian American Community Services is providing rental assistance for Kirkland residents.

PROGRAM OVERVIEW						
Agency	Lake Washington Schools Foundation	**Program**	Pantry Packs	**BIPOC Org**	No	**Amount Funded**	$51,000

Program Summary

Pantry Packs has provided weekly food packs for children in the Lake Washington School District (LWSD) since 2010.

PROGRAM OVERVIEW						
Agency	LifeWire	**Program**	Emergency Shelter	**BIPOC Org**	No	**Amount Funded**	$23,608

Program Summary

LifeWire's Emergency Shelter (aka My Sister's Home or MSH) is a confidential shelter for survivors of domestic violence who are fleeing a violent relationship. Emergency shelter is provided in 10 apartment units located in East King County. Survivors (and their children) in shelter are provided basic needs such as food, clothing, and Transgenderportation; are offered the full array of LIfeWire's supportive services; and are provided support in finding a better housing option.

PROGRAM OVERVIEW						
Agency	LifeWire	**Program**	Housing Stability Program	**BIPOC Org**	No	**Amount Funded**	$15,000

Program Summary

LifeWire's Housing Stability Program is a homelessness prevention and diversion program pairing flexible financial assistance with advocacy services to help domestic violence survivors avoid homelessness or move out of homelessness quickly. This program eliminates the fear of homelessness and related economic factors as a reason to stay in, or return to, an abusive relationship. It stabilizes survivors and their children, so they can rebuild their lives and heal from trauma.

PROGRAM OVERVIEW						
Agency	MAPS Muslim Community Resource Center	**Program**	Food & Gas Card Distribution Program	**BIPOC Org**	Yes	**Amount Funded**	$10,000

Program Summary

This program provides emergency assistance in the form of gift cards that can be used to purchase food or gas only. This ensures that no one in acute need of sustenance or transportion is left in the lurch.

PROGRAM OVERVIEW						
Agency	MAPS Muslim Community Resource Center	**Program**	Housing for Single Women	**BIPOC Org**	Yes	**Amount Funded**	$7,500

Program Summary

MAPS-MCRC provides socially and culturally appropriate transitional housing for single women. This vulnerable population has an increased need for personal safety and privacy, and the demand for transitional housing is great. This program provides housing units na d case management.

PROGRAM OVERVIEW						
Agency	Sound Generations	**Program**	Meals on Wheels	**BIPOC Org**	No	**Amount Funded**	$10,000

Program Summary

Sound Generations' Meals on Wheels (MOW) program is trusted by thousands of King County's most vulnerable aging and disabled adults each year for their home delivered food needs. We deliver nutritious, satisfying meals directly to the homes of King County residents of all ages, who are unable to leave their homes unassisted, unable to prepare meals, and lack a social support system. For more than 40 years, MOW has been one of the most effective community-based tools for fighting senior hunger.

PROGRAM OVERVIEW						
Agency	The Sophia Way	**Program**	Helen's Place	**BIPOC Org**	No	**Amount Funded**	$150,000

Program Summary

Helen's Place is a 24/7/365 emergency shelter and day center located in Kirkland. Women experiencing homelessness will have access to showers, laundry, hot meals, sleeping and napping areas, as well as connection to a case manager and a mental health professional.

PROGRAM OVERVIEW						
Agency	The Sophia Way	**Program**	Sophia's Place Shelter Program	**BIPOC Org**	No	**Amount Funded**	$12,240

Program Summary

Sophia's Place provides supportive services, overnight 6 month shelter, case management services to help women experiencing homelessness achieve personal goals that lead to independent living;housing in subsidized apartments and community transitional housing.

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager for External Affairs
              David Wolbrecht, Senior Neighborhood Services Coordinator
              Andreana Campbell, Management Analyst
              Chelsea Zibolsky, Special Projects Coordinator

Date: May 7, 2021

Subject: COMMUNITY FEEDBACK ON R-5434 DASHBOARDS

RECOMMENDATION:

That the City Council receive a report of findings on community feedback on the Resolution R-5434 dashboards and provide direction to staff on any adjustments to the draft dashboards during the study session.

BACKGROUND DISCUSSION:

The purpose of this report is to update the Council and the community on feedback received about the five dashboards called for in R-5434. This report is structured in four sections:

   I. Overview of the Online Survey
   II. Online Survey Results on Dashboards
   III. Themes from Other Feedback Sources
   IV. Next Actions

   I. Overview of the Online Survey

An online survey invited respondent feedback on the content and publication cadence of each dashboard. For each dashboard, the survey provided the draft data points presented to Council on February 16, 2021, and prompted:

   • Is there additional information you'd like included?
   • Is any of the information on the list unnecessary?
   • How often should this data be updated?
   • Any other suggestions about [this] dashboard?

The survey also asked for the respondent's preference on broad visual design of a dashboard and for optional demographic information. A total of 206 respondents participated during the

survey's publication (January 26 – May 7, 2021), including one completed in Spanish. As most of the survey was open-ended questions, staff reviewed all qualitative responses to identify any themes for each question. Such themes are detailed below the associated question under the subheading "All Responses."

R-5434 § 4a-b directed staff to conduct community engagement centered on the voices of Black, Indigenous, and People of Color (BIPOC). In support of this, staff filtered the results for those survey respondents that indicated that they were Arab American, Asian American / Pacific Islander, Black / African American, Latinx, Multiracial, Native American or Alaska Native, or that were self-identified as Latina or Mexican American. A total of 27 respondents identified with the above race/ethnic categories. Staff have provided an analysis of such responses under the subheading of "BIPOC Responses."

It should be noted that not all participants responded to every question, and the sample size for each question is noted within staff's analysis. The full survey and all responses can be found in Attachment A. The filtered BIPOC responses can be found in Attachment B. The in-language Spanish responses can be found in Attachment C.

II.   Online Survey Results on Dashboards

Use of Force Dashboard

- Q1. Is there additional information you'd like included?

All Responses
Approximately 72% (n=148) of all survey respondents provided answers to this question and 30% (n=44) indicated that they felt no additional information was needed. Transparency in general was a key topic woven throughout survey responses, with the largest theme centered on wanting more information on both law enforcement officers and subjects. There was a desire to see whether officers have had prior use of force incidents, and if so, were any de-escalation techniques used. To accomplish this, survey respondents suggested a de-identifiable numbering system to track data trends of officers over time. Respondents were also interested in knowing if the subject had prior arrests or convictions.

BIPOC Responses
21 respondents provided answers to this question, with six respondents indicating no additional information was needed. One theme was to provide body or dash camera footage if available, as well as a transcription of the 911/dispatch calls. Another theme was around use of force, such as what de-escalation techniques were used prior to using force, the status of the subject when force was used, and differentiating between use and show of force. A final theme was around the past record of the officer involved, such as any prior complaints or pattern of use of force.

- Q2. Is any of the information on the list unnecessary?

All Responses
Approximately 61% (n=126) of all survey respondents provided answers to this question and 56% (n=70) indicated that no information on the draft list was unnecessary. Several respondents indicated that some officer and subject demographics were unnecessary to include in the dashboard. Specifically, officer years of service, whether minors were present at the scene, mental health information of subjects, and tribal affiliation were listed as potentially unnecessary for the dashboard.

BIPOC Responses
18 respondents provided answers to this question, with seven respondents indicating no information was unnecessary. The strongest theme among respondents was to remove information about the officer and subject. Specifically, demographic information of both, years of service of officers, and mental health related information of the subject.

- Q3. How often should this data be updated?

How often should this data be updated?	All		BIPOC	
Every year	9%	(18)	8%	(2)
Twice a year	4%	(8)	0%	(0)
Quarterly	16%	(33)	12%	(3)
Monthly	22%	(45)	12%	(3)
Anytime there is new data	44%	(88)	60%	(15)
Other (please specify)	5%	(10)	8%	(2)
TOTAL	100%	(202)	100%	(25)

- Q4. Any other suggestions about a use of force dashboard?

All Responses
Approximately 56% (n=116) of all survey respondents responded to this question and 34% (n=40) of respondents provided no additional suggestions about the use of force dashboard. The largest amount of responses (15%) were focused on accessibility of the dashboard. Respondents want to make sure it is simple, user-friendly, included as a link in City newsletters, posted on Twitter, allows for submitted comments, has the raw data available to download, and easily locatable on the City's website.

BIPOC Responses
18 respondents provided answers to this question, with four respondents providing no additional suggestions. The majority of respondents would like to make sure that this dashboard is easily accessible on the City's website, promoted through different City communication channels, and updated often.

Existing Crime Dashboard

- Q5. Is there additional information you'd like included?

All Responses
Approximately 61% (n=125) of all survey respondents provided answers to this question, and 24% (n=30) of respondents indicated that no additional information was needed. First, there was an interest in knowing the general outcome, such as arrests, convictions, or involuntary commitments. The next theme was a desire to know the location of the crimes to inform neighborhoods of criminal activity and to include demographic information of the subject(s). A third theme was to provide more context for the dashboard, such as trends over time, as well as clearer definitions. Finally, the last main theme was to include additional crime categories, such as: hate crimes, theft (mail, identity, package), and traffic violations/stops.

BIPOC Responses
20 respondents provided answers to this question, with six indicating no additional information was needed. Some respondents indicated wanting additional information on victim demographics, such as age, gender, race, and ethnicity. Another theme was adding in additional crime or call categories, such as hate crimes, mental or emotional calls, suicides, involuntary commitments, domestic violence and disturbances, and traffic violations. Finally, there was a theme of wanting higher-level context, such as the City's investment to counter or reduce crime and the number of officers currently employed.

- Q6. Is any of the information on the list unnecessary?

All Responses
Approximately 48% (n=98) of all survey respondents provided answers to this question, and 59% (n=58) of respondents indicated no information on the draft listed was unnecessary. The main theme was that officer demographics were unnecessary for the purposes of understanding crime trends, with some of such responses indicating that demographics indicators were generally irrelevant to information on crime trends. Subject demographics were also provided by some respondents, but with far less frequency. Finally, a few respondents questioned whether "Collisions" should be included on this dashboard.

BIPOC Responses
13 respondents provided answers to this question, with nine indicating no information was unnecessary. Three respondents listed officer demographic information as unnecessary, such as age, gender, race, and ethnicity, with one citing officer privacy as the reason.

- Q7. How often should this data be updated?

How often should this data be updated?	All		BIPOC	
Every year	8%	(14)	8%	(2)
Twice a year	5%	(8)	4%	(1)
Quarterly	18%	(31)	12%	(3)
Monthly	33%	(59)	27%	(7)
Anytime there is new data	34%	(60)	50%	(13)
Other (please specify)	3%	(5)	0%	(0)
TOTAL	101%	(177)	101%	(26)

- Q8. Any other suggestions about a crime dashboard?

All Responses
Approximately 41% (n=85) of all survey respondents provided answers to this question, and 46% (n=39) of respondents provided no additional suggestions about a crime dashboard. First, there was an interest in the dashboard providing more context for crime trends compared to the neighboring jurisdictions or statewide, transparency on how the data is used to inform policies, programs, and practices, and highlighting other investments by the City to help prevent crime. Next, there were some comments related to ensuring that the dashboards and related information was easily accessible on the City's website or through other media. Finally, some respondents questioned the necessity of a crime dashboard.

BIPOC Responses
12 respondents provided answers to this question, with seven respondents providing no additional suggestions about a crime dashboard. The one main theme that emerged related to larger context, including how Kirkland compares to surrounding cities, the City's investment to counter crime, and the underlying socioeconomic causes of crime.

School Resource Officer (SRO) Dashboard

- Q9. Is there additional information you'd like included?

All Responses
Approximately 49% (n=100) of all survey respondents provided answers to this question, and 39% (n=39) of respondents indicated that no additional information was needed. Tracking student demographic indicators was generally thought of as important to allow a comparison of program activity and survey responses based on demographic indicators such as race, while some respondents also emphasized potential privacy issues. Next, there was an interest in some reporting on the outcome of interactions between SROs and students and whether a different type of role (e.g. mental health counsellor or social worker) could have responded to the call. Transparency was also a main theme, with examples such as complaint history for an SRO as well as ongoing program evaluation, including how survey feedback is being used and what additional training SROs receive. Finally, approximately 5% of respondents indicated their preference to remove SROs from Kirkland's schools.

BIPOC Responses
17 respondents provided answers to this question, with six respondents indicating no additional information was needed. One theme from some respondents was an interest in the outcome of interactions between SROs and students and whether a different type of role (e.g. mental health counsellor or social worker) could have responded to the call. Another theme focused on the reason the SRO was called and whether there had been prior encounters with the same student. Finally, some respondents emphasized regular feedback through surveys and transparency on how the feedback is used.

- Q10. Is any of the information on the list unnecessary?

All Responses
Approximately 40% (n=82) of all survey respondents provided answers to this question, and 51% (n=42) of respondents indicated no information on the draft listed was unnecessary. One theme was respondents questioning the helpfulness of the dashboard in general, while others

questioned the relevance of specific items, such as games attended, classes taught, and similar types of activity. Another theme was around concerns of bias and relevance of student surveys. Finally, some expressed concerns about ensuring the anonymity of the students, especially if demographic information was included.

BIPOC Responses
13 respondents provided answers to this question, with six respondents indicating no information was unnecessary. No strong themes emerged. Some specific comments were to not include race in the SRO dashboard, that student privacy should be prioritized, that student feedback could be subjective and create marginalization, and that SROs are unnecessary.

- Q11. How often should this data be updated?

How often should this data be updated?	All		BIPOC	
Every year	9%	(14)	12%	(3)
Twice a year	6%	(9)	4%	(1)
Quarterly	19%	(30)	8%	(2)
Monthly	29%	(46)	28%	(7)
Anytime there is new data	31%	(48)	40%	(10)
Other (please specify)	6%	(10)	8%	(2)
TOTAL	100%	(157)	100%	(25)

Total values might not equal 100% due to rounding.

- Q12. Any other suggestions about an SRO dashboard?

All Responses
Approximately 35% (n=73) of all survey respondents provided answers to this question, and 4% (n=32) of respondents provided no additional suggestions about an SRO dashboard. The first theme related to not needing the dashboard, with reasons including that much of the work of SROs are not easily captured in statistical form and that reporting and tracking this data would not be worth the effort. Another theme focused on the effectiveness of the survey, with a related concept of how BIPOC responses would be weighed against white students. Finally, some comments related to how the program itself is evaluated, including wanting to ensure safe ways for students to voice complaints.

BIPOC Responses
11 respondents provided answers to this question, with five respondents providing no additional suggestions about an SRO dashboard. No strong themes emerged, with separate comments provided about the need for transparency to ensure the program does not create more harm than it prevents, about how many officers were called to a site/incident, and try to find a way to show intangibles benefits of the program like tutoring.

Human Resources Dashboard

- Q13. Is there additional information you'd like included?

All Responses
Approximately 43% (n=89) of all survey respondents provided answers to this question, and 44% (n=39) of respondents indicated that no additional information was needed. The first theme that emerged was wanting to know more about the demographics of those in leadership or management positions, and those who have been promoted. There was also a trend of wanting to see how the City of Kirkland's employees compare to the makeup of the City's demographics, and other cities in the surrounding Eastside.

BIPOC Responses
14 respondents provided answers to this question, with eight respondents indicating no additional information was needed. No clear themes emerged. Specific comments included articulating how many employees of color are in leadership or other policy-influencing positions and having demographic information about Boards and Commissions. Other comments suggested providing context for hiring practices around diversity and wanting to make ensure that 'prefers not to say' or 'irrelevant' are response options. Finally, one respondent suggested having information about how many City events center around culture or religion.

- Q14. Is any of the information on the list unnecessary?

All Responses
Approximately 35% (n=73) of all survey respondents provided answers to this question, and 59% (n=43) of respondents indicated no information on the draft list was unnecessary. The main theme that emerged related to feelings of the dashboard being unnecessary, with several respondents feeling that racial, gender, and/or other demographics are not needed to hire the most qualified employees or is invasive of employee privacy.

BIPOC Responses
13 respondents provided answers to this question, with eight indicating no information on the list was unnecessary. The main theme was that the dashboard was unnecessary, for similar reasons as observed in the *All Responses* analysis for this question.

- Q15. How often should this data be updated?

How often should this data be updated?	All		BIPOC	
Every year	22%	(32)	4%	(1)
Twice a year	12%	(17)	0%	(0)
Quarterly	20%	(29)	25%	(6)
Monthly	18%	(26)	29%	(7)
Anytime there is new data	20%	(30)	29%	(7)
Other (please specify)	9%	(13)	13%	(3)
TOTAL	101%	(147)	100%	(24)

Total values might not equal 100% due to rounding.

- Q16. Any other suggestions about a human resources dashboard?

All Responses
Approximately 29% (n=60) of all survey respondents provided answers to this question, and approximately 63% (n=38) provided no additional suggestions about a human resources

dashboard. No new overarching themes emerged. Several respondents again questioned the necessity of presenting racial, gender, and/or other demographic information about employees.

BIPOC Responses
Nine respondents provided answers to this question, with seven indicating no additional suggestions about a human resources dashboard. The remaining two comments criticized the draft human resources dashboard.

Human Services Dashboard

- Q17. Is there additional information you'd like included?

All Responses
Approximately 40% (n=83) of all survey respondents responded to this question, and 39% (n=32) of respondents indicated that no additional information was needed. The first theme related to expanded demographic information for both organizations and service recipients, including gender, disability status, age, veteran status, tribal affiliation, and citizenship status. Next, transparency for grant oversight and funding emerged as a theme, specifically looking at how grants are awarded, how success is measured for organizations, and the context for grant funds within an organization's budget. The third theme focused on more information about the types and location of services, as well as the residence of recipients.

BIPOC Responses
14 respondents provided answers to this question, with four indicating no information on the list was unnecessary. One theme that emerged related to contextualizing funding, such as how human services grant funding compares to other City departments and funding over time per agency. Another theme related to identifying and measuring success for the grants, including who is auditing the program for efficiency, the beneficial impact of the grants, and specific agency program outcomes (e.g. how many families were able to find permanent housing).

- Q18. Is any of the information on the list unnecessary?

All Responses
This question only received responses from approximately 30% (n=61) of all survey respondents, 75% (n=46) of which indicated that no information was unnecessary. Some respondents expressed concern about including racial demographics, both for organizations and service recipients, with some seeming to conflate demographic reporting with services being limited to or prioritized for certain racial groups. Another theme related to potential inaccuracy of identifying and reporting how well recipients were served.

BIPOC Responses
Ten respondents provided answers to this question, with eight indicating no information on the list was unnecessary. Both of the remaining responses indicated that anything related to race was not needed, and one of those comments also included gender.

- Q19. How often should this data be updated?

How often should this data be updated?	All		BIPOC	
Every year	22%	(31)	8%	(2)
Twice a year	11%	(15)	4%	(1)
Quarterly	28%	(39)	29%	(7)
Monthly	14%	(19)	21%	(5)
Anytime there is new data	21%	(29)	38%	(9)
Other (please specify)	4%	(5)	0%	(0)
TOTAL	100%	(138)	100%	(24)

Total values might not equal 100% due to rounding.

- Q20. Any other suggestions about a human services dashboard?

All Responses
Approximately 29% (n=59) of all survey respondents provided answers to this question and 66% (n=39) of respondents provided no additional suggestions about a crime dashboard. Several respondents questioned emphasizing race in the dashboard, with some criticism suggesting that reporting on organizational and recipient racial demographics could be divisive or are simply unnecessary. Another theme related to providing additional context for the grants, such as whether the organizations need volunteers and how the grants relate to other City services or programs.

BIPOC Responses
Ten respondents provided answers to this question, with eight indicating no information on the list was unnecessary. Both remaining responses indicated that anything related to race was not needed, and one of those comments also included gender as being unnecessary.

Dashboard Look and Feel

- Q21. Which of the example dashboards do you think displays data in the best way?

Which of the example dashboards do you think displays data in the best way?	All		BIPOC	
A	21%	(30)	20%	(5)
B	45%	(63)	28%	(7)
C	7%	(10)	16%	(3)
D	20%	(28)	24%	(7)
None of the above	6%	(9)	12%	(3)
TOTAL	99%	(140)	100%	(25)

Total values might not equal 100% due to rounding.

- Q22. Why do you think so?

All Responses
Many respondents indicated that their preferred option for dashboard display was the easiest to read, regardless of which option they selected. Those who selected Option B referenced the use of pie charts, graphs, and trends over time chart as being helpful. One respondent self-identified as having a reading disability and indicated that Option B was by far the easiest to

read. For those that indicated "None of the above," some example reasons included that the options were too technical or that they did not provide easy indicators of success.

BIPOC Responses
The themes of BIPOC responses were generally consistent with the *All Responses* analysis, with an additional theme emphasizing ease of use.

- Q23. Any other suggestions about the look and feel of dashboards?

All Responses
Additional suggestions for the look and feel of the dashboards included having an option for dark or light background for both personal preference and to best accommodate printing. Another theme focused on not having too much information in a limited space, even if that meant paging through different screens. Finally, accessibility for different abilities, reading comprehension, and devices were also mentioned.

BIPOC Responses
Some suggestions for the look and feel of the dashboards included having a basic and advanced view to be flexible to users, conducting usability tests, and providing the raw data instead of the dashboard.

III.   Themes from Other Feedback Sources

Staff provided an open-ended questionnaire accessible from the R-5434 landing page[1]. The questionnaire provided a text box for each element of R-5434 for respondents to provide general feedback. 23 respondents provided feedback between January 13 and April 21, 2021. Some of those 23 respondents provided feedback on the dashboards, with generally the only main theme being that the dashboards would be helpful. Some of the other comments concerned oversight of the data and using focus groups to inform dashboard development. The full comments provided for the dashboards are included as Attachment D.

Additionally, some of the early action focus groups discussed the dashboards. Staff previously included themes of that dashboard feedback as part of the February 16, 2021, memorandum on R-5434 updates[2]. For ease of review, staff have provided just those themes from the focus groups as Attachment E.

IV.   Next Actions

Staff will incorporate feedback from Council in the continued development of the dashboards. As the preliminary dashboards are published, staff intend to provide short dashboard-specific questionnaires that will be available to community members who would like to provide on-going feedback about dashboard development.

---

[1] Resolution R-5434 webpage. https://www.kirklandwa.gov/Government/City-Managers-Office/Ensuring-the-Safety-and-Respect-of-Black-People
[2] February 16, 2021, City Council meeting staff memorandum. https://www.kirklandwa.gov/files/sharedassets/public/city-council/agenda-documents/2021/february-16-2021/3a_study-session.pdf

<u>NEXT STEPS</u>

Staff welcome any questions or discussion about this report during the study session, as well as direction on any updates Council would like staff to make to the draft dashboards based on community feedback.

Attachment A

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 163

Q1 Is there additional information you'd like included?

Answered: 147   Skipped: 58

#	RESPONSES	DATE
1	Transcription of the 911 and dispatch call	4/23/2021 11:35 PM
2	To me, the definition of a dashboard is a high level indicator - like the dashboard of a car - it doesn't tell you the oil pressure or water temperature. It is a snapshot providing a quick assessment of potential issues. This appears to be a full database containing all aspects of information relative to an incident NOT a dashboard. A dashboard should show trends over time so would ideally be graphical in presentation.	4/23/2021 7:47 PM
3	This list while helpful to collect data, how will it be used to ensure that officers are not abusing power, not white supremacist or using their bias / racist tendencies in their interactions with the residents of Kirkland. I would rather see more probing into the people behind the badge to ensure the people behind the badge are not racist and able to critically think through situations and de-escalate rather than use force especially when interacting with non-white residents.	4/23/2021 3:04 PM
4	Any and all information provided to the officer prior to arriving on scene (911 call). The result of the incident (arrests, etc).	4/23/2021 1:31 PM
5	Detailed accounting of attempts to de-escalate prior to force being used.	4/22/2021 6:46 PM
6	Is video evidence available	4/22/2021 5:00 PM
7	You should not include info about mental illness of the accused. That is private and is protected by HIPAA laws plus it increases stigma and marginalizes people.	4/22/2021 4:41 PM
8	Mo	4/22/2021 2:41 PM
9	I would like the list to include the identity and badge number of the officer. Without this information it isn't possible to know if the officer had prior complaints. The dashboard should also show whether other officers were present at the scene.	4/19/2021 11:44 AM
10	What, if any, de-escalation or preventative measures did the officer try to implement prior to using force? How many hours of de-escalation, anti-bias, and mental health training has the officer undergone?	4/17/2021 7:31 AM
11	My worry is that this doesn't capture the many interactions which were negative for the public but aren't documented because force wasn't used. Police cause trauma to BIPOC daily without force.	4/16/2021 4:56 PM
12	Quantity of previous use of force instances by officer, amount of taxpayer money used to pay lawsuits caused by use of force by involved officer, if officer involved has ever had complaints against them, what actions the officer employed to deescalate the situation before use of force, body cam footage.	4/16/2021 10:49 AM
13	no	4/16/2021 10:24 AM
14	race/ethnicity of the accused	4/16/2021 9:52 AM
15	1. what are approved use of vorce techniques for kirkland police? choke holds? plastic masks to prevent spittung, etc. 2. who investigates use of force complaints? 3. what disiplinary action is used when use of force deemed inappropriate 4. teen assaulted by police officer at HUB and b,ack orgs requested changes and disp,inary action and city ignored. why? 5. what efforts is city making to change police union contracts so unwarranted use of force results in termination that will stick.	4/15/2021 8:12 PM
16	No	4/15/2021 5:30 PM
17	Does the law enforcement officer have a history of use of force incidents, or complaints filed against them?	4/15/2021 5:12 PM
18	Particularly for questions like "whether the person was armed or unarmed", please include the	4/15/2021 5:10 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 164

source of the information. Who saw it, what weapon was found and where, etc. Officer testimony about what they thought they saw is important, but not sufficient on its own.

19	No	4/15/2021 4:57 PM
20	There seems to be no mention of adult witnesses, their contact info, age, gender, ethnicity and their relationship to the person against whom force was used.	4/14/2021 3:06 PM
21	That seems like a comprehensive list. Perhaps add whether (or not) there is body camera or other video footage of the incident available, and whether the subject was cooperative or not prior to the use of force.	4/13/2021 10:07 AM
22	No	4/10/2021 8:32 PM
23	1: The percentage of appropriate vs. excessive uses of force on a year by year basis such as an overall chart, to include the data for as far back as is recorded. 2: The behavior of the person against whom force was used, that caused the force to be applied. The reason for the initial contact is not enough information and leaves gaps in the justification of force. Without this information, it's like hearing the beginning and ending of a story and leaving out the middle so there is no context. 3: Other pertinent information about the suspect such as, prior threats to officers, officer safety flag in WACIC/NCIC, prior assaults on officers or violent crimes in the past.	4/10/2021 12:24 PM
24	No - this is way overboard.	4/9/2021 1:03 PM
25	The list seems inclusive	4/8/2021 12:47 PM
26	Disability status and what, if any, de-escalation strategies were used prior to use of force.	4/8/2021 10:36 AM
27	No	4/8/2021 9:42 AM
28	1. A statement by the detainee of what they were doing at the time of the encounter. 2. A statement by the law enforcement officer of why they detained.	4/8/2021 9:03 AM
29	number of times officer has used force; number of deadly force incidents of officer; number of complaints against officer	4/7/2021 10:39 PM
30	No, looks good	4/7/2021 7:32 PM
31	no	4/7/2021 7:22 PM
32	no	4/7/2021 7:21 PM
33	1) The initiating event for the police deployment (911 call and from whom, suspicious event observation, other?); 2) Whether dash cam, body cam or witness video of event is available.	4/7/2021 5:12 PM
34	I would like to know if the individuals that the police respond to are repeat offenders.	4/7/2021 5:06 PM
35	The record of the officer(s) involved and whether they have ever faced disciplinary action over use of force.	4/7/2021 4:42 PM
36	The rap sheet of the individual against whom the force was used. If race is mentioned at all, the race of both the officer and the individual should be included.	4/7/2021 4:34 PM
37	Was audio captured? Was dashcam cap	4/3/2021 6:37 PM
38	No	4/2/2021 5:03 PM
39	no	4/2/2021 3:06 PM
40	Statement made by chief of police or senior officer in regard to further action that will need to take place. If there is any action taken by the police force to put an officer on probation or desk duty or suspension	4/1/2021 3:38 PM
41	No	4/1/2021 2:41 PM
42	No	4/1/2021 2:13 PM
43	Video and/ audio or transcript or media of the incident as allowed by due process	4/1/2021 11:34 AM
44	Displaying process of follow up being conducted of incident.	4/1/2021 10:46 AM
45	no	4/1/2021 10:19 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 165

46	Any prior complaints or issues of law enforcement officer's involved in incident.	4/1/2021 10:02 AM
47	Whether mental health might be contributing to the issue.	4/1/2021 9:57 AM
48	Very thorough list.	3/31/2021 11:17 PM
49	No	3/31/2021 8:39 PM
50	No	3/31/2021 5:00 PM
51	This is overstepping and putting officers in danger.	3/31/2021 12:51 PM
52	Why the officer used force. Actions of the subject the force was used on.	3/31/2021 9:13 AM
53	YES! 1) Reason for initial contact should be #1 2) Why was force used? What escalated the situation to require force? 3) Years of military service 4) What does the officer's department consider higher priority, officer safety or public safety? How recent was the officer last reminded of that? 5)Non use-of-force statistics on the same dashboard.	3/30/2021 11:16 PM
54	no	3/30/2021 9:54 PM
55	Why is the ethnicity of police and perp of relevance?	3/30/2021 8:28 PM
56	No	3/30/2021 6:24 PM
57	Does the officer involved have a career marked by higher-than-average use of force? Has the officer resigned from another agency, or been fired, for use of force?	3/30/2021 4:20 PM
58	The contrast between the amount of times Officers make a physical arrest without any force used and Officers needing to implement the necessary force required to effect the arrest is staggering and important to showcase.	3/30/2021 3:31 PM
59	Height and weight of the officer and subject.	3/30/2021 3:02 PM
60	No	3/30/2021 3:01 PM
61	Whether charges were filed against the person whom force was used and a list of those charges.	3/30/2021 1:45 PM
62	The reason for the initial contact, and the officer's zip code of residence.	3/30/2021 1:40 PM
63	To me, I have two concerns. First, why the focus on "Black People". Shouldn't any dashboard addres any issue regardless of the race(s) of the involved parties? Second, a dashboard is intended to provide an overview of a situation, NOT an in-depth description of every aspect of an encounter. The suggested information outlined above is far too extensive to represent a "dashboard"; it is more an encyclopedic description of an incident. As an inclusive database of a situation, this is a more appropriate list of the data that should be available. I can suggest other elements that would be beneficial to a comprehensive database, but should NOT be a component of a dashboard.	3/30/2021 1:35 PM
64	Was the person intoxicated by any substance? Police officers are not mental health or medical professionals. It does not matter if the person has a "disorder". The important matter is, "Is this person a threat to the officer or the public if allowed to continue?" I would like to know how many of the people that had force used on them actually had a disorder (mental or substance).	3/30/2021 1:14 PM
65	All video recordings around the incident (body cam, car, etc)	3/30/2021 1:10 PM
66	What the dispatcher was told and what the dispatcher relayed to police. Whether there's body camera recording.	3/30/2021 12:50 PM
67	Prior law enforcement contacts with the person involved in the use of force. If the subject was known to law enforcement and listed as a possible violent offender.	3/30/2021 12:36 PM
68	Whether attempts were made to inform neighbors, if information is shareable and if neighbors may be at risk.	3/30/2021 12:28 PM
69	Use of Force should be delineated from Show of Force	3/30/2021 12:18 PM
70	Crime committed if any, past convictions, officer safety warnings if any, display of weapons if any	3/30/2021 12:10 PM
71	If the person was suspected of committing a specific crime. The full criminal history of the	3/30/2021 11:58 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 166

person that was subject to the use of force.

72	The city that the suspect lists as his home	3/30/2021 11:52 AM
73	No	3/30/2021 11:46 AM
74	Did the person resist arrest or pose a threat to others?	3/30/2021 11:42 AM
75	No	3/30/2021 11:39 AM
76	Amount of contacts with the individual prior to the one which required use of force. Individuals history of violence or previous fights with police.	3/30/2021 11:37 AM
77	The crime being investigated or what the call from dispatch is reported as is the most important and should be listed first with date and time. Also level of crime being investigated should be listed... FELONY vs Misdemeanor etc, domestic violence or not, and if it is a person or property crime. Drug and alcohol use should be listed as well. It should also list if someone is a Kirkland resident or not or if they are transient. Lastly, it is important to describe type of resistance presented by suspect at time of use of force. Unarmed and armed isn't the sole factor of use of force. Suspects will fight with fists, run, and resist arrest. This needs to be noted. Drug history use.	3/30/2021 11:29 AM
78	What offense/crime did the person commit? Was the person who force was used against under the influence of drugs/alcohol? What kind of resistance was used by the person who force was used against? Including language Size of the person, size of the officer Number of surrounding people, & number of officers on scene	3/30/2021 11:08 AM
79	no	3/30/2021 11:01 AM
80	The order needs to be rearranged - reason for contact should be at the top. Not sure why tribal affiliation is on there if the race/ethnicity is on there as well. Should probably add a tab about if it falls under DV or not.	3/30/2021 11:01 AM
81	Please put the reason forced was used at the top of the dashboard. It is very problematic if the reason for initial contact is buried under the race, gender, ethnicity. If the race, gender, ethnicity is the focus, people will not look at the totality of the situation and why the officers were contacting this person. ALSO, Please add if the person forced was used was a Kirkland resident.	3/30/2021 10:57 AM
82	No	3/30/2021 10:22 AM
83	The person the force was used on what city do they live in. Has the person who force was used on had prior contacts with police were they fought or resisted arrest. Are they a convicted felon/criminal. What the person was doing prior to and during the contact with police and why force was used. Was the person compliant or noncompliant. The full picture of the contact must be explained. The age, race, gender of the 911 call and what was reported to police upon dispatch. The age, race, gender of the 911 call taker and dispatcher. If it involves a business the age, race and gender of the business owner/employee and the number of times that business has call 911. Was the use of force within policy and state law. If yes, an explanation that the city supports the officer who used force since it was lawful. There should be an educational portion of the website to inform people viewing it on police use of force. Data with no context can be misleading. What is considered a use of force. Is it policy, state/federal law or other? There should also be a running total of police contacts with no use of force used.	3/30/2021 9:50 AM
84	The demographic information for the person making the 911 call. That's where the chain starts. If we have racist Whites calling out armed people for minor offenses, that's a problem. Also, were there other officers standing by who attempted to intervene and stop the force? That would be a red flag that the force was not "reasonable".	3/30/2021 9:43 AM
85	Whether the law enforcement officer had a body/dash cam on his/her person and whether/when it was turned on (before, during the incident).	3/30/2021 9:28 AM
86	No	3/30/2021 9:20 AM
87	The reason why the use of force was deemed necessary.	3/30/2021 9:12 AM
88	did the person resist or fail to comply, what were officers told by dispatch prior to arriving on scene, did the person have a weapon, criminal background of the person	3/30/2021 9:07 AM
89	Whether the officer had a legitimate fear of personal harm. We need to protect officers too.	3/30/2021 9:05 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 167

90	yes	3/29/2021 10:58 PM
91	No, that's a lot.	3/29/2021 5:44 PM
92	The identity of the officer should be kept so that the department as a whole can be studied and the networks of officers who use force can be studied. It's ok to not publish the identities publicly but only use them to research specific questions.	3/29/2021 5:30 PM
93	Initial incident data should be available to public within 24 hours, even if all info is not yet available.	3/29/2021 5:23 PM
94	No	3/29/2021 8:43 AM
95	Measures taken by the officer to de-escalate the situation.	3/29/2021 1:34 AM
96	Full body cam footage	3/28/2021 7:05 PM
97	Results of investigation	3/28/2021 1:24 AM
98	No, this looks comprehensive enough for starters. Thank you.	3/27/2021 3:52 PM
99	No	3/27/2021 11:18 AM
100	No	3/27/2021 7:57 AM
101	If multiple officers are present, then include age, gender, race, ethnicity and years of service for all officers directly involved and reason for initial contact for all officers directly involved.	3/26/2021 6:06 PM
102	No	3/26/2021 1:15 PM
103	The name of the law enforcment officer(s) involved. Some way to tell if that LEO has used force in the past, a way to view incidents by Officer. Actions of other LEOs on scene. Investigation status, if any. If body cameras were used.	3/26/2021 12:31 PM
104	no	3/26/2021 11:36 AM
105	no	3/26/2021 11:24 AM
106	Where did the suspect come from? What ties did the suspect have to Kirkland and why were they in Kirkland? Type of force used against the officer. Why was the officer called to the situation where force was used.	3/26/2021 9:37 AM
107	no	3/26/2021 9:29 AM
108	Quick link to applicable LEXIPOL policies.	3/26/2021 9:29 AM
109	A yes/no data point for if the Officer's use of force was within department policy. This determination should be made before the use of force is reported on the dashboard. For high profile uses of force or high profile incidents in the media, the City and Police Department should quickly release statements that do not initially disparage the officer's conduct before the full review of the facts and circumstances are known (i.e. apologizing for an officer swearing as they are being surrounded by an angry and potentially dangerous crowd or apologizing for the conduct of officers handling a call placed by a local yogurt shop before they were ultimately found to be following policy). Links to these relevant news articles and statements should be included on the dashboard alongside the data. When considering armed vs. unarmed, ensure that the data for armed also includes the threat of a weapon (i.e. pellet or air soft guns, declarations that a weapon is present, reaching for weapons, presenting objects like a weapon, and personal weapons such as punching and kicking). Links to overviews of state and/or federal laws and case law that demonstrate use of force principles and authority. Ultimately, some kind of disclaimer about how/when Officers are acting under the authority of law and following department policy are acting as government agents of the City of Kirkland, County of King, and the State of Washington and not as private citizens or individuals.	3/26/2021 9:16 AM
110	no	3/26/2021 8:54 AM
111	If PD has had previous interactions with the person Disability status if known	3/26/2021 7:20 AM
112	Statement from suspect or witness.	3/26/2021 7:10 AM
113	Statement from affected citizen or witness.	3/26/2021 7:04 AM
114	Outcome: arrest, release, referral/transfer to... Injuries found/discovered on scene Treatment	3/25/2021 9:42 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 168

to/for injuries rendered & by whom (person and/or entity)

115	No	3/25/2021 9:36 PM
116	No	3/25/2021 9:12 PM
117	The resolution. For example, no infraction or warning was given or arrest was made or citizen was referred to counseling.	3/25/2021 8:45 PM
118	What do you mean by "entity"?	3/25/2021 8:30 PM
119	Did the person in question make any effort to meaningfully respond lawful directions or commands from the officer. Did the person in question understand that they have civic duty to respect and follow lawful commands of a police officer, even if they disagree with the direction? Did the person in question understand that they play a role in avoiding any friction between themself and the police officer. Did the person in question understand that the role of police is respond and investigate to the concerns of society. Did the person in question understand that the police do not determine final innocence or quilt of contested events. Did the person in question understand that courtesy and respect plays a role safe, low-key resolution of disputes.	3/25/2021 8:08 PM
120	Toxicology results of suspect. Prior record of suspect.	3/25/2021 7:54 PM
121	Any witnesses?	3/25/2021 7:42 PM
122	Equal rights for all. Hate crimes can happen against any nationality including whites.	3/25/2021 7:21 PM
123	Who else was on the scene, including any social service professionals trained in de escalation. Any previous use of force incidents for the responding law enforcement officer I'd like to see a running financial tally of any settlements with citizens resulting from use of force of a kirkland law enforcement.	3/25/2021 7:20 PM
124	Did the person exhibit aggressive or extremely dangerous behavior, and if so, of what nature (e.g., individual charged officers, individual pointed gun at bystander, individual used stun gun on officers).	3/25/2021 7:04 PM
125	How about what the officer ate that day, his mood and his perspective on life. Are you kidding with this?	3/25/2021 7:03 PM
126	Nope - that covers it	3/25/2021 7:02 PM
127	No	3/25/2021 6:59 PM
128	No	3/25/2021 6:50 PM
129	Name of officers or some sort of unique identifier to allow for the public to track if specific officer(s) exhibit patterns of use of force	3/25/2021 11:15 AM
130	number of past use of force incidents that involved the same LEO	3/24/2021 11:54 PM
131	How the initial contact came to be (e.g., a 911 call from another citizen, law enforcement officer saw something "suspicious," etc.).	3/24/2021 9:37 PM
132	Link to (redacted) police reports on the matter.	3/24/2021 1:40 PM
133	no	2/19/2021 7:48 PM
134	What de-escalation strategies were employed could be helpful and could also re-frame the conversation, with a de-escalation first point of view. This is also where mental health professionals who are alternative responders/co-responders could help.	2/9/2021 5:34 AM
135	Badge number -- or anonymized identifier -- of the police officer, so it's easy to see if some officers are involved in more violence than others. Perhaps it could just be a histogram of how many incidents of violence there have been per officer so that it stands out if some officers use more violence than others.	2/8/2021 7:48 PM
136	I would like to make sure that using handcuffs is considered a use of force. I remember hearing Chief Harris stating at a Council meeting that it is not. Physically restraining someone should be considered a use of force. We need to think about the impact of those around the incident. I have seen video footage of an officer handcuffing a young black man in a park and the trauma being experienced by those around him.	2/8/2021 5:53 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 169

137	I dont know. I think once I see the first report I could tell	2/8/2021 5:32 PM
138	How many times the officer(s) involved had used force in previous instances. What de-escalation techniques had been employed prior to use of force.	1/31/2021 4:40 PM
139	no	1/31/2021 12:47 PM
140	Specific Next Steps to be taken after incident reported - status update	1/29/2021 3:47 PM
141	I'd like all this information for EVERY interaction between police and community members, not just those that result in force. Also, for force, I'd like to know what de-escalation methods were used before force was resorted to.	1/29/2021 2:59 PM
142	• the number of UOF incidents the officer has had in the prior 6 months and 12 months at time of the incident • whether the officer has had de-escalation training (when, what, how much) • whether the officer has attended state-mandated CIT training (when, 8-hour or 40-hour, any specialty ie youth CIT or supplemental refresher training) • whether the officer has had implicit bias training (when, how much, whether department-provided or external provider) • explicitly ask if they UOF occurred at a school, public park or place of business • whether the officer is a military veteran • explicitly state if the initial contact was an unwanted subject call (may be covered in the "reason for initial contact") • explicitly indicate if the person is a minor (not just if minors were present; and not just an age of the person; this makes evaluating the pubic information easier) • explicitly ask for the officer's statement as to why they opted to use force, including what explicit de-escalation techniques were attempted. This affirmative statement should be a part of the immediate public record, not subject to later release or manipulation • whether the officer had on their person all required equipment, in full working order • whether the officer is currently or has ever been on the Brady list, • the number of complaints that have been submitted regarding the officer (with a link to a portal detailing such complaints, their status, and outcome; this should include disciplinary detail from prior agencies if the officer transferred in)	1/29/2021 2:32 PM
143	Previous use of force incidents for officer or person against whom force was used. Whether the officer was there as a called-in supervisor or was the officer originally on sight. (Does that make sense?) (Thank you for not using the militarized word 'civilian'. What about 'community member.)	1/28/2021 8:42 PM
144	Any information about the perpetrator's history of use of force, complaints against them, civil suits, suspensions, dismissals etc., even better if this includes behavior from previous positions.	1/28/2021 8:19 PM
145	no	1/28/2021 6:21 PM
146	No	1/28/2021 5:22 PM
147	Whether the person against whom force was used was already restrained or prone in some way; how many officers, bikes, & cars were on the scene at the time of the use of force; whether officers violated COVID-19-related physical distancing measures at any point; a link to a video showing bodycam footage if any, with victim's face blurred out for identity-protecting reasons; a complete script transcribing the verbal exchange leading up to and during the use of force incident, using bodycam audio if any; a list of non-force options that the officer used before resorting to the use of force; the officer's original mission before the use of force, and any changes to their mission; number of uses of force on the officer's record up to this point	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 170

Q2 Is any of the information on the list unnecessary?

Answered: 125   Skipped: 80

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:35 PM
2	The age, gender of the responding officer, whether or not minors were present are not necessary for a high level understanding of an occurence.	4/23/2021 7:47 PM
3	See my note above.	4/23/2021 3:04 PM
4	No	4/23/2021 1:31 PM
5	No	4/22/2021 6:46 PM
6	Yes the info about a person's mental illness.	4/22/2021 4:41 PM
7	No	4/22/2021 2:41 PM
8	It is unnecessary for the dashboard to list whether the officer believed that the victim had a substance use disorder or mental health problems. The officer is not an expert in this assessment, and this implies that mental impairment is a justification for the use of force.	4/19/2021 11:44 AM
9	No	4/17/2021 7:31 AM
10	No	4/16/2021 4:56 PM
11	No	4/16/2021 10:49 AM
12	if the use of force is being investigated to deternine if appropriate and outside review by people other than police officers. if there is bodycam or othrr footage of use of firce. if the lolice determine. ental or substance abuse are they instructed to call mental health professionals police need to haveboncе a year trainung on appropriate use of force situations and each person in police department needs go sign that they understand the rules. if person loses conscious that shouldbe noted. officer actions to revive pers9n and call medical aid should be in report. if person filed a lawsuit against city and poluce	4/15/2021 8:12 PM
13	No	4/15/2021 5:30 PM
14	If the ethnicity of person is specified, I'm not sure I care about tribal affiliation, although others might.	4/15/2021 5:12 PM
15	No ...all good!	4/14/2021 3:06 PM
16	I think it's all useful, better to have too much than not enough	4/13/2021 10:07 AM
17	Officers years of service,	4/10/2021 8:32 PM
18	No	4/10/2021 12:24 PM
19	Most of it. Just because you are a publicly funded entity does not mean that all information should be publicly available.	4/9/2021 1:03 PM
20	Likely, but I don't have any suggestions on what to omit	4/8/2021 12:47 PM
21	No.	4/8/2021 10:36 AM
22	No, all very necessary	4/8/2021 9:42 AM
23	No	4/8/2021 9:03 AM
24	no	4/7/2021 10:39 PM
25	No	4/7/2021 7:32 PM
26	no	4/7/2021 7:22 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 171

27	Of what importance is age?	4/7/2021 7:21 PM
28	No	4/7/2021 5:12 PM
29	I don't feel the need to know the officers race or ethnicity at the time of their response.	4/7/2021 5:06 PM
30	I think a better question is whether the information collected is reliable. "Based on the observation of the law enforcement officer" is a questionable standard.	4/7/2021 4:42 PM
31	No	4/2/2021 5:03 PM
32	no	4/2/2021 3:06 PM
33	The age, gender, race, ethnicity, of the law enforcement officer; The age, gender, race, ethnicity, of the person against whom force was used;	4/1/2021 9:30 PM
34	Not that I am aware	4/1/2021 3:38 PM
35	No	4/1/2021 2:41 PM
36	No	4/1/2021 2:13 PM
37	I don't think so	4/1/2021 11:34 AM
38	Public position and oath is taken in order in order to be a police officer, important for public to be aware of such.	4/1/2021 10:46 AM
39	no	4/1/2021 10:19 AM
40	no	4/1/2021 9:57 AM
41	We should be very careful with disclosing information about police officers. If they are a different "race" than the suspect, members of the public may immediately accuse them of racism. Too many details can put the officer and their family at risk.	4/1/2021 9:18 AM
42	No, seems all pertinent.	3/31/2021 11:17 PM
43	No	3/31/2021 8:39 PM
44	Yes, whether any minors were present should only be included if it's actually part of the use of force. If they are just in the area, near the scene, bystanders, I don't believe it is always necessary to include them.	3/31/2021 5:00 PM
45	identifiable information about the officers.	3/31/2021 12:51 PM
46	The age, gender, race, ethnicity, of the law enforcement officer	3/31/2021 9:13 AM
47	Yes - race of all parties involved, except for the fact that the purpose of this to compile race, gender, etc. statistics, which, unfortunately, experience tells us politicians will twist however they believe will work best in their favor.	3/30/2021 11:16 PM
48	minors present is irrelevant	3/30/2021 9:54 PM
49	Ethnicity of police and perp	3/30/2021 8:28 PM
50	No	3/30/2021 6:24 PM
51	Age, gender, race? Will these lead to questioning racism, or I suppose this is the point of reporting these things. Looking at use of force, or just force on certain peoples?	3/30/2021 3:02 PM
52	No	3/30/2021 3:01 PM
53	Age, Gender, Race and Ethnicity of Law Enforcement Officer Years of Service of the Officer	3/30/2021 1:45 PM
54	No.	3/30/2021 1:40 PM
55	Yes! In the context of a dashboard. Race, gender, etc. of parties involved, minors present, experience of the officer are all irrelevant to a summary overview of interactions. This should more correctly start from the question: "What information is the dashboard intended to provide" or "What question(s) is the dashboard intended to answer?" My conclusion is that this approach is entirely backward and should be designed from the information need.	3/30/2021 1:35 PM
56	Tribal affiliation? Officer's years of service. Any minors present?	3/30/2021 1:14 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 172

57	age, gender, race ethnicity of the law enforcement officer.	3/30/2021 12:57 PM
58	Maybe age of the person and location should be approximate for privacy purposes.	3/30/2021 12:50 PM
59	Race/Ethnicity of the officer unless investigation led to believe bias was involved in the use of force incident.	3/30/2021 12:36 PM
60	The agency or agencies employing the law enforcement officers - Don't care. A cop is a cop is a cop. The law enforcement officer's years of service - Don't care. High or low is not a reason for outcomes. That's an internal meta-data, not an external one.	3/30/2021 12:28 PM
61	No	3/30/2021 12:18 PM
62	Race/ethnicity of the officer	3/30/2021 12:10 PM
63	If minors are present. The vast majority of police officers do not use force unlawfully, rather they are responding to the suspect's actions.	3/30/2021 11:52 AM
64	Yes, race and ethnicity of the officer and the person who the force is being used against is irrelevant to why the force is being used	3/30/2021 11:46 AM
65	Race and ethnicity of involved parties are irrelevant. Were the actions of those involved objectively reasonable or not?	3/30/2021 11:42 AM
66	Yes! Anything that compromises the officers privacy: The age, gender, race, ethnicity, of the law enforcement officer; The law enforcement officer's years of service. This is ridiculous and racist.	3/30/2021 11:39 AM
67	Years of service	3/30/2021 11:37 AM
68	presence of minors is not really relevant. Presence of other people in general can be. For example, if a victim is present at the scene and it is a domestic violence investigation	3/30/2021 11:29 AM
69	why include tribal affiliation?	3/30/2021 11:01 AM
70	Minors present should not be added. If the suspects who force is used against is a minor or they are committing crimes with minors present, it will inflate the numbers.	3/30/2021 10:57 AM
71	No	3/30/2021 10:22 AM
72	The race, age, gender for all involved is not necessary. The years of service is not necessary for the officer.	3/30/2021 9:50 AM
73	substance use disorder IS a mental health issue. Not sure why they are separate. Substance use as a separate category seems an attempt to shift blame to the victim.	3/30/2021 9:43 AM
74	Yes	3/30/2021 9:20 AM
75	no	3/30/2021 9:12 AM
76	The age, gender, race, ethnicity, of the law enforcement officer, The age, gender, race, ethnicity, of the person against whom force was used	3/30/2021 9:07 AM
77	Tribal affiliation - can't you just say Native American? I say this being of that ancestry. Seems too detailed	3/30/2021 9:05 AM
78	no	3/29/2021 10:58 PM
79	No, I don't think so.	3/29/2021 5:44 PM
80	I don't know	3/29/2021 5:23 PM
81	The type of injury to the person against whom force was used. The type of injury to the law enforcement officer. The age, gender, race, ethnicity, of the law enforcement officer. The reason for the initial contact between the person against whom force was used and the law enforcement officer. Whether any minors were present at the scene of the incident. The entity conducting the independent investigation of the incident.	3/29/2021 9:37 AM
82	No	3/29/2021 8:43 AM
83	The age, gender, race, ethnicity, of the law enforcement officer. Whether any minors were present at the scene of the incident. The entity conducting the independent investigation of the	3/29/2021 8:38 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 173

	incident.	
84	Race and ethnicity.	3/28/2021 7:05 PM
85	No	3/28/2021 1:24 AM
86	No, it's a good list.	3/27/2021 3:52 PM
87	No	3/27/2021 11:18 AM
88	No	3/27/2021 7:57 AM
89	No	3/26/2021 1:15 PM
90	I don't think the amount of time a LEO has been on the force is relevant unless it is also coupled with how often that LEO has used force as well.	3/26/2021 12:31 PM
91	no	3/26/2021 11:36 AM
92	no	3/26/2021 11:24 AM
93	Why are there questions about tribal affiliation? What does time on service matter for public information?	3/26/2021 9:37 AM
94	no	3/26/2021 9:29 AM
95	More information is better.	3/26/2021 9:16 AM
96	The age, gender, race, ethnicity, of the law enforcement officer	3/26/2021 8:54 AM
97	Keep race out of it unless a public notification is needed for a suspect on the loose, then as much detail in a description of the suspect should be released so the public can be aware. The race, ethnicity, of the person against whom force was used - This is irrelevant to the facts. The tribal affiliation of the person against whom force was used. This is irrelevant to the facts. The race, ethnicity, of the law enforcement officer - This is irrelevant to the facts.	3/26/2021 8:29 AM
98	Tribal affiliation, officer's years of service, officer's ethnic details	3/25/2021 9:37 PM
99	No	3/25/2021 9:36 PM
100	When you say location of the incident what do you mean. I'm just asking because of the privacy of the victim or the person involved	3/25/2021 9:12 PM
101	no	3/25/2021 8:45 PM
102	A lot of the information seems slanted; lacks objectivity; excludes meaningful questions about the citizens behavior. Police officers, like citizens are human, subject to less than perfect performance. Without meaningful, objective information to reconstruct events, how can a practical improvement can't be realized.	3/25/2021 8:08 PM
103	No	3/25/2021 7:54 PM
104	Minors present.	3/25/2021 7:42 PM
105	No need for all the excessive use of special nationalities. We are beyond that and everyone needs same level of protection.	3/25/2021 7:21 PM
106	No	3/25/2021 7:04 PM
107	Almost all of it.	3/25/2021 7:03 PM
108	Maybe sometimes. Better to include it and nor need it.	3/25/2021 7:02 PM
109	No	3/25/2021 6:59 PM
110	No	3/25/2021 6:50 PM
111	No	3/25/2021 11:15 AM
112	whether or not the person exhibited mental health or substance use in the opinion of the LEO	3/24/2021 11:54 PM
113	No	3/24/2021 9:37 PM
114	Nope.	3/24/2021 1:40 PM

115	The age, gender, race, ethnicity, of the law enforcement officer	2/19/2021 7:48 PM
116	I don't think so.	2/9/2021 5:34 AM
117	No, they all seem important.	2/8/2021 7:48 PM
118	How are you protecting the identity of the detained person if you collect all these personal data?	2/8/2021 5:32 PM
119	no	1/31/2021 4:40 PM
120	all seem necessary	1/31/2021 12:47 PM
121	No, all is necessary.	1/29/2021 2:59 PM
122	No	1/28/2021 8:42 PM
123	no	1/28/2021 6:21 PM
124	No	1/28/2021 5:22 PM
125	"Whether the person against whom force was used exhibited any signs associated with a mental health or a substance use disorder based on the observation of the law enforcement officer" is completely subjective and I don't think any officer is capable of determining that.	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q3 How often should this data be updated?

Answered: 201   Skipped: 4

ANSWER CHOICES	RESPONSES	
Every year	8.96%	18
Twice a year	3.98%	8
Quarterly	16.42%	33
Monthly	22.39%	45
Anytime there is new data	43.28%	87
Other (please specify)	4.98%	10
TOTAL		201

#	OTHER (PLEASE SPECIFY)	DATE
1	Weekly	4/22/2021 2:41 PM
2	as soon as reasonably possible after supervisor and legal review	4/13/2021 10:07 AM
3	Frequency would need to look at current rate of occurrences and the cost for updating. It should not be unduly burdensome (the information does NOT say how much of this information is currently collected and the cost associated with that). this I e	3/30/2021 1:35 PM
4	Daily	3/30/2021 11:52 AM
5	The dashboard should be updated anytime there is new data and a regular report should be produced often enough for analysis and trends.	3/29/2021 1:34 AM
6	Anytime there is new complete data for an incident.	3/26/2021 9:29 AM
7	Not relavent unless honest objectivity is goal. I sense anti police in this proposal as	3/25/2021 8:08 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 176

	presented.byass	
8	When the police think it makes most sense.	3/25/2021 7:39 PM
9	Never	3/25/2021 7:03 PM
10	weekly or monthly	1/29/2021 2:32 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 177

Q4 Any other suggestions about a police use of force dashboard?

Answered: 115   Skipped: 90

#	RESPONSES	DATE
1	Any follow up information; an independent investigator's report; if social services or other organizations were asked to get involved and they either were unable to assist or asked for additional help because the situation escalated	4/23/2021 11:35 PM
2	Have relevant data for comparison such as neighboring cities - as well as trends over time to determine if Kirkland is doing as well as can be expected. Perfection is well nigh impossible so the goal s minimization.	4/23/2021 7:47 PM
3	See my response to #1	4/23/2021 3:04 PM
4	I think it's important to know how the police and City are going to use this information to learn from incidents, provide better training, deploy mental health professionals if the situation calls for it in lieu of an armed officer, etc.	4/23/2021 1:31 PM
5	To me, a dashboard summarizes data in a meaningful way. In a car, my dashboard tells me how many miles per hour I'm going, for example, not the number of times my tire is turning. I what way will the data above be summarized? What questions are you trying to answer and from what policy priorities do these questions come?	4/22/2021 8:42 PM
6	When and what training was used and officer's history of incidents	4/22/2021 6:46 PM
7	No good job	4/22/2021 2:41 PM
8	Information reported by police officers often undervalues the rights and experiences of marginalized community members. This data should be independently vetted for accuracy, and there should be a civilian point of contact who can accept corrections to the data.	4/19/2021 11:44 AM
9	Data over time that illustrates frequency of use of force based on factors like type of incident, demographics of the person force was used on, and how often non-forceful practices were tried first. There's currently no reason to trust that people reporting police excessive force or other misconduct will be treated fairly or respectfully. When reports against officers are made, there should be a progress bar that shows where in the process that report is, about how long the process will take, and provides at least a brief narrative of what measures are taken to ensure people reporting on police aren't mistreated	4/17/2021 7:31 AM
10	This feels like a way of assessing the status quo. We instead need to reinvent policing and take white supremacy out of it. That is very different work. This is talking the talk. Disrupting white supremacy within the Kirkland Police Department is walking the walk.	4/16/2021 4:56 PM
11	Defund the police	4/16/2021 10:49 AM
12	see above. list use of force allowed by city police. list police training conducted on use of force and how often. this shiuld be mandatory twice yearly trainjng. are officers required to sign something that they took class and understand rules. lets get transparent about what is and is not allowed by kirkland police lets publish why police unions have so much power to get firings and displinary action overturned. publish the specific contract language and what city is doing to get rid of these 'protections' what displinary action is city allowed to take against officers who violate rules. who investigates alleged violations and time frame for investigation, ie up to 2 weeks max. who decides when to,listen to outside people and when not yo? the incident at teen union buildi g was horrible thwt city did not listen to black voices then closed the center. totally wrong and racist. hub needsbgo be reopened with ymca running it again.	4/15/2021 8:12 PM
13	None	4/15/2021 5:30 PM
14	Kudos for doing this.	4/15/2021 5:10 PM
15	No	4/15/2021 4:57 PM
16	Should the personnel records of the police officers be reviewed and noted as to use of force in	4/14/2021 3:06 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 178

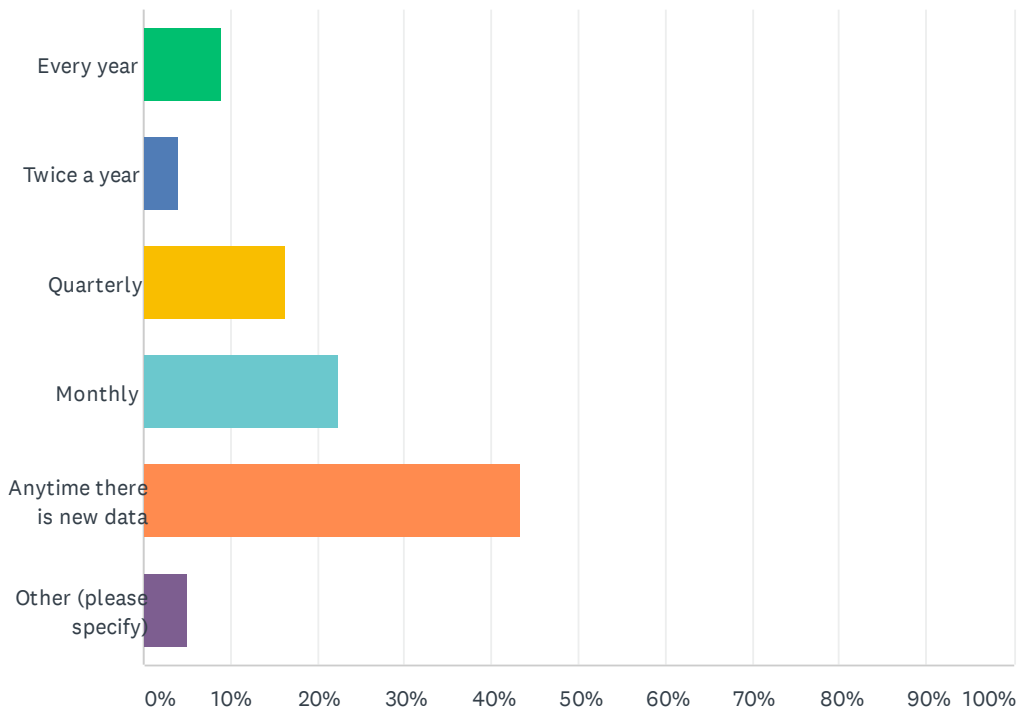past incidents?

17	Frankly, I'm not sure this information is necessary for the general public	4/13/2021 10:07 AM
18	All data, reports and information should be stored and maintained by a third party company with no interest in the City of Kirkland. Governments are designed to limit liability to the city and the expense of its community members. A third party company that is not chosen by the city itself and out of the cities control, would ensure accurate reporting and the release of information regardless of how it will affect the liability of the city.	4/10/2021 12:24 PM
19	This is all the result of a very small group of very vocal people. I trust the police force to do their jobs and continue their own learning and development to meet the needs of the city of Kirkland. New officers are not going to want to work here if there is an unreasonable magnifying lens.	4/9/2021 1:03 PM
20	I'd love to see a proposed dashboard from the police department, and then comment. I think residents are not the best to design the dashboard, but could comment on it. I am all for accountability, but I don't want to set up an adversarial relationship between residents and those in law enforcement.	4/8/2021 12:47 PM
21	No	4/8/2021 9:42 AM
22	I may have missed this but is it accessible to the public?	4/8/2021 9:03 AM
23	visualize the data	4/7/2021 10:39 PM
24	Multiple Officers when physical arrests are made	4/7/2021 7:32 PM
25	no	4/7/2021 7:22 PM
26	Both sides should be taken in any decision	4/7/2021 5:44 PM
27	I think our community should hear about different uses of force and under what circumstances uses of force might be necessary.	4/7/2021 5:06 PM
28	No, but I love this concept.	4/2/2021 5:03 PM
29	No	4/1/2021 2:41 PM
30	State of the officer	4/1/2021 2:13 PM
31	Not at this time	4/1/2021 11:34 AM
32	Not at this time	4/1/2021 10:46 AM
33	Must consider, be trained in or have a trained professional with them on mental health.	4/1/2021 9:57 AM
34	I'm sure most of them do their best, provide them with alternative tsraining on how to handle difficult issues.	4/1/2021 9:34 AM
35	Yes. A summary of the suspect's prior convictions and whether they are the subject of any court orders or court monitoring should be included. Whether or not they are legally in the country should also be included.	4/1/2021 9:18 AM
36	NO	3/31/2021 11:17 PM
37	Easy to find from city's website	3/31/2021 8:39 PM
38	This feels punitive towards law enforcement. Accountability is one thing, but this goes beyond.	3/31/2021 12:51 PM
39	Yes, set a budget for creating such a dashboard, and don't exceed that, Also, don't change what it will show or use race as a factor in who to employ to create it, qualify for grant money, etc.	3/30/2021 11:16 PM
40	no	3/30/2021 9:54 PM
41	No	3/30/2021 6:24 PM
42	It would be great to see a record of KPD de-escalation trainings - and what percentage of officers went through the training, and how frequently.	3/30/2021 4:20 PM
43	It needs to be user friendly and showcase the staggering amount of Police contacts in relation to Police use of force situations.	3/30/2021 3:31 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 179

44	Quick and simple. Too much will dilute what is of interest.	3/30/2021 3:02 PM
45	No	3/30/2021 3:01 PM
46	Include how many contacts with Police take place in comparison to the ones that involve use of force	3/30/2021 1:45 PM
47	No	3/30/2021 1:40 PM
48	Appears to assume problems. Needs a much more balanced approach that starts from a perspective of "innocent until proven guilty" for all parties involved. Much more important to me would be efforts to ensure an effective and impartial review of problematic events and confirmation that officers who have demonstrated poor performance neither become part of the Kirkland force nor continue if their "conduct is unbecoming" the goals of the city.	3/30/2021 1:35 PM
49	Since most of this information is collected already and available to the public via records requests, why is there a need for a dashboard?	3/30/2021 1:14 PM
50	Ability to manipulate available data based on category.	3/30/2021 12:18 PM
51	How many prior arrests the suspect has to include felony, gross misdemeanor and misdemeanor arrests	3/30/2021 11:52 AM
52	Lots of unnecessary information.	3/30/2021 11:46 AM
53	N/A	3/30/2021 11:42 AM
54	It shouldn't exist in the first place.	3/30/2021 11:39 AM
55	Possible add in CAD notes since they are already up for PDR. Provides a better picture to the public why force was necessary	3/30/2021 11:37 AM
56	The type of resistance used by the suspect. The crime the suspect was charged with.	3/30/2021 10:57 AM
57	No	3/30/2021 10:22 AM
58	Police use of force is a complex topic and education and on-going education for the public is important. Look at how many people do not know basic driving laws who have passed a driving written exam and practical test. Just putting data up is not enough and is a dangerous game. Case in point is neck restraints the studies show how safe they are but are now banned do to lack on knowledge and education of the public and elected officials.	3/30/2021 9:50 AM
59	Please include the link in the city's newsletter/email blasts so that it's readily available/accessible to residents.	3/30/2021 9:28 AM
60	No	3/30/2021 9:20 AM
61	no	3/30/2021 9:12 AM
62	this will not be affective if the focus is on race. if it is, it will result in a rise in crime in kirkland.	3/30/2021 9:07 AM
63	No	3/30/2021 9:05 AM
64	no	3/29/2021 10:58 PM
65	Maybe some way to submit secure comments from the community about such incidents. I wouldn't think they need to be public or on the dashboard, but a way for people reading about incidents to send a message to the appropriate authorities about them might be nice.	3/29/2021 6:22 PM
66	No.	3/29/2021 5:44 PM
67	Anonymous data should be publicly available for easy download	3/29/2021 5:30 PM
68	Link posted on Twitter	3/29/2021 5:23 PM
69	My concern for this dashboard is there is no additional context provided for the incidents. A citizen is going by the general numbers and can misinterpret the circumstances of the use of force incidents, therefore possibly leading to unjustified negativity to the police department and the officers.	3/29/2021 9:37 AM
70	No	3/29/2021 8:43 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

71	A dashboard is only good if people know it exists. A regular report with analysis should be sent directly to community members.	3/29/2021 1:34 AM
72	Don't editorialize	3/28/2021 7:05 PM
73	Make this dashboard easy to find. Not buried many pages deep in the website	3/28/2021 1:24 AM
74	I believe that timeliness is important for true transparency.	3/27/2021 3:52 PM
75	No	3/27/2021 11:18 AM
76	No, this is excellent	3/27/2021 7:57 AM
77	No	3/26/2021 1:15 PM
78	This is a good start, but it will not be transparent enough until coupled with the widespread, universal use of body cameras.	3/26/2021 12:31 PM
79	no	3/26/2021 11:36 AM
80	no	3/26/2021 11:24 AM
81	If this is being done it needs full transparency. Suspect information should be included. Officer personal information MUST be protected.	3/26/2021 9:37 AM
82	Could be used to show where the most incidents occur thus helping to understand where racial bias (of any kind) is occuring in higher (or lower) rates	3/26/2021 9:29 AM
83	N/a.	3/26/2021 9:16 AM
84	Email reports?	3/26/2021 9:04 AM
85	no	3/26/2021 8:54 AM
86	The city government, officials, city staff, and public should provide as much support to our police as possible. Law enforcement has a very difficult job and they should receive support before any speculated blame.	3/26/2021 8:29 AM
87	DO update/correct data entries to correct elementary errors/omissions AND include date & time of update/correction, who made it -=AND=- do mark & retain the erroneous info so that the reason/basis for the update can be seen and understood	3/25/2021 9:42 PM
88	No	3/25/2021 9:36 PM
89	Are you going to include comparative historical data from the previous year to establish trends, increase, decrease, etc?	3/25/2021 9:12 PM
90	How might hate crimes and domestic terrorism be reflected on the dashboard?	3/25/2021 8:45 PM
91	I'm not clear on where the "dashboard" would be found.	3/25/2021 8:30 PM
92	The "Police use of force" dashboard should be contrasted against a citizens "poor behavior or judgement" dashboard.	3/25/2021 8:08 PM
93	Can we get a simile dashboard to track the property crime occurring in the city (trends of package theft, car prowls, cat converter theft, break ins, suspected drug houses) that would follow reported incidents by date and location include follow up by PD and progress of any investigation?	3/25/2021 7:54 PM
94	Produce summary reports by areas of the city, i.e. data for Houghton, Evergreen, Nordic, etc.	3/25/2021 7:42 PM
95	No	3/25/2021 7:39 PM
96	Record everything	3/25/2021 7:21 PM
97	Please include how much of tax payers money is spent on defending and settling use of force complaints.	3/25/2021 7:20 PM
98	Information should be provided to the public at the soonest possible time. Too often, the media speculates and generates narratives without accurate information and this often goes uncorrected. The longer this happens without the city providing information, the more it spreads like wildfire. It is vital to protect all citizens from bad policing. It is also critical to	3/25/2021 7:04 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 181

protect police from aggressive, assumptive, and abusive dialogue that is not based on accurate information.

99	What you are doing is ridiculous	3/25/2021 7:03 PM
100	No.	3/25/2021 7:02 PM
101	No	3/25/2021 6:59 PM
102	No	3/25/2021 6:50 PM
103	Race of those involved, hopefully with explanation of that designation	3/25/2021 2:09 PM
104	Whether the action was deemed inappropriate or appropriate. And if inappropriate, any disciplinary or training for the officer.	3/25/2021 12:39 PM
105	Information about major incidents and unnecessary/inappropriate use of force	3/25/2021 11:15 AM
106	Is information collected from multiple sources?	3/24/2021 9:37 PM
107	This should be integrated into the crime mapping page.	3/24/2021 1:40 PM
108	I hope that the city is looking not just at what info is gathered by other jurisdictions, but also at what info RESEARCHERS use when they study police violence.	2/8/2021 7:48 PM
109	no	2/8/2021 5:32 PM
110	no	1/31/2021 12:47 PM
111	Make the data easily sorted and viewed by different criteria (any of the fields, various dates, etc.) on the website, and also make the raw data easily downloadable as spreadsheets.	1/29/2021 2:59 PM
112	These links to the Evanston, IL dashboard and some struggles they had with race data might be helpful: https://data.cityofevanston.org/stories/s/Evanston-Police-Department/w3xf-se3z/ https://dailynorthwestern.com/2019/05/31/city/epds-dashboard-program-aims-for-transparency-falls-short-in-demographic-representation/	1/28/2021 8:42 PM
113	no	1/28/2021 6:21 PM
114	No	1/28/2021 5:22 PM
115	The more details the better, as long as they don't involve subjective inference from the officer.	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 182

Q5 Is there additional information you'd like included?

Answered: 124   Skipped: 81

#	RESPONSES	DATE
1	Age, gender, race and ethnicity of victim; hate crimes	4/23/2021 11:38 PM
2	To me, the definition of a dashboard is a high level indicator - like the dashboard of a car - it doesn't tell you the oil pressure or water temperature. It is a snapshot providing a quick assessment of potential issues. This appears to be a full database containing all aspects of information relative to an incident NOT a dashboard. A dashboard should show trends over time so would ideally be graphical in presentation.	4/23/2021 7:51 PM
3	If funding was not an issue, could other community resources be deployed as first responders in any of these incidences rather than police?	4/23/2021 3:09 PM
4	Racial hate crimes	4/23/2021 1:33 PM
5	History of complaints against any officer and the outcome	4/22/2021 6:48 PM
6	No	4/22/2021 4:41 PM
7	For change, as compared to what, prior year, week, specify what's its compared to	4/22/2021 2:42 PM
8	Data on who is being victimized Time it took to respond to calls Number of responding officers and how long they spent on the scene Assault should have subcategories like domestic violence For crimes the justice system historically fails to respond to (sexual violence, domestic violence, stalking) people should be able to see the number of reports made by people and the number of cases documented by police and the number of convictions. This would tell us if police are taking these issues seriously.	4/17/2021 7:45 AM
9	Domestic violence or dv related homicides should be captured. And I think it would be important to also capture the same age, gender, race, and ethnicity data of who requested police presence. We need to know if it's typically white people calling the police on BIPOC.	4/16/2021 5:03 PM
10	Police effectiveness at solving crimes and securing a conviction against the perpetrator. What percentage of murders and violent crimes go unsolved? What percentage of people have their stolen items recovered by police?	4/16/2021 10:52 AM
11	drug arrests andnifbtaken for treatment mental health arrests and if taken for treatment interactions with homeless people and if they were asked to leave or taken to shelter	4/15/2021 8:16 PM
12	I'd like to see residential burglary broken down by housing type (single family, townhouse, condo, apartment, etc) and neighborhood. I'd also like see robbery statistics indicate if the robber is armed or not.	4/15/2021 5:19 PM
13	No	4/15/2021 4:58 PM
14	Neighborhood	4/15/2021 1:37 PM
15	Do either aggravated assault and sex offenses cover domestic violence? If not, I think that should be added? Also the police officer's record for past violence could be noted?	4/14/2021 3:15 PM
16	I'd like to add mail theft, identity theft and porch pirates to that list	4/13/2021 10:08 AM
17	What is a weighted average?	4/10/2021 8:33 PM
18	What I don't see listed are the most frequent crimes in Kirkland. "Theft, Domestic Related Offenses, Malicious Mischief. The list looks as if those with an interest in protecting the reputation of the city (City Manager and City Council), are manipulating the crimes displayed to not show a complete picture of the crimes committed in the city. The national trend is to talk about transparency yet the first draft of this dashboard is a blatant attempt at hiding the truth from the community.	4/10/2021 12:32 PM
19	No	4/9/2021 1:04 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 183

20	Will there be information on outcomes - like arrests, convictions? What about 'hate crimes' (or does that distinction come later in the process?).	4/8/2021 12:54 PM
21	Arrests	4/8/2021 9:43 AM
22	Residential prowlers calls, reports: locations, dates, follow up.	4/8/2021 9:06 AM
23	approximate location of crime; number of people injured for violent crime; approx dollar amount for property crimes	4/7/2021 10:43 PM
24	Neighborhood Location (so I can see crime statistics for my own neighborhood, compared to other neighborhoods, and overall)	4/7/2021 7:25 PM
25	Do we need a category that includes street racing?	4/7/2021 7:24 PM
26	Domestic violence, arson, child abuse/neglect, animal cruelty	4/7/2021 5:17 PM
27	Have the laws changed at all during the years that are documented? How many people lived within Kirkland's boundaries vs how many officers were employed during the same time period.	4/7/2021 5:09 PM
28	Hate crimes	4/7/2021 4:43 PM
29	Many people are under the influence of prescription drugs that are being legally used. I think you should track what the drugs are. Keep separate data from Alcohol or illegal drug use. Most drugs have warnings but no one pays attention.	4/5/2021 7:45 AM
30	No	4/2/2021 5:04 PM
31	neighborhoods	4/2/2021 3:27 PM
32	The age, gender, race, ethnicity, of victims (for each of the above)	4/1/2021 9:31 PM
33	No	4/1/2021 2:14 PM
34	Nope	4/1/2021 11:51 AM
35	Map of location of the incidents.	4/1/2021 10:48 AM
36	Should street racing be included in this?	4/1/2021 10:20 AM
37	Maybe the specific area within Kirkland.	4/1/2021 10:03 AM
38	Whether mental health could have contributed to the issues.	4/1/2021 9:58 AM
39	no	3/31/2021 11:17 PM
40	No	3/31/2021 8:40 PM
41	No	3/31/2021 5:00 PM
42	no	3/31/2021 12:52 PM
43	Felony Theft, Fraud, Identity Theft	3/31/2021 9:14 AM
44	all crimes	3/30/2021 9:55 PM
45	How many officers on site .	3/30/2021 8:30 PM
46	No	3/30/2021 6:25 PM
47	Location that has more than 3 of these crimes in a year. Map of "hot spots"	3/30/2021 4:22 PM
48	Total calls for service (for comparison to the above cases). I'd want to know how prevalent these are compared to routine calls also handled.	3/30/2021 3:07 PM
49	Thefts and Domestic Disturbances	3/30/2021 1:47 PM
50	DV, response time, number of officers responding	3/30/2021 1:43 PM
51	Trends of arrests, trials and convictions.	3/30/2021 1:43 PM
52	Incidents of domestic violence and arrests. Who is the reporting party? Is there even any suspect information?	3/30/2021 1:26 PM
53	I'm not sure how this relates to convictions vs initial police categorization. It would be good to	3/30/2021 12:54 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 184

tie this to something about the outcome in the court system.

54	Mental Health related calls	3/30/2021 12:37 PM
55	No	3/30/2021 12:19 PM
56	Mental/Emotional calls, Suicides, Involuntary Commitments	3/30/2021 12:11 PM
57	The sex of the subject and the officer.	3/30/2021 11:59 AM
58	What does "weighted average" mean? Who determines this subjective weight?	3/30/2021 11:54 AM
59	N/A	3/30/2021 11:47 AM
60	No	3/30/2021 11:46 AM
61	No	3/30/2021 11:43 AM
62	Drug crimes, mail theft, order violations/ DV	3/30/2021 11:39 AM
63	Where the crimes occur, district for example should be listed so people know how crime is effecting their specific neighborhood. All Domestic Violence crimes should be included. All Felonies should be included. It should also be noted whether or not a suspect was charged or arrested and it should noted. It should also be noted, if the suspect was released conditionally by the court system or awarded bail. Also and most importantly. number of times subject has been arrested previously to contact in Kirkland.	3/30/2021 11:29 AM
64	Domestic Violence	3/30/2021 11:06 AM
65	Domestic violence investigations with arrest. Theft from retail stores. If people were arrested for the listed crimes.	3/30/2021 11:03 AM
66	vandalism	3/30/2021 11:02 AM
67	No	3/30/2021 10:22 AM
68	The number of calls and how they are dispatched. The is a discrepancy on how they are dispatched and what they actually are. Do not just show what reports are taken but all calls and contacts. The city the suspect lives in.	3/30/2021 9:58 AM
69	Mail theft, DV	3/30/2021 9:46 AM
70	Domestic disturbances/assault (including crimes against spouses/partners/children)	3/30/2021 9:37 AM
71	no	3/30/2021 9:13 AM
72	Address	3/30/2021 9:06 AM
73	yes	3/29/2021 10:59 PM
74	I read the glossary about "weighted average" but still don't fully understand what it means and how the dashboard should cover it.	3/29/2021 5:50 PM
75	The location and time the crimes occurred at an individual level.	3/29/2021 5:32 PM
76	Maybe... lets see how it actually works	3/29/2021 5:25 PM
77	NO	3/29/2021 8:45 AM
78	City investment to counter/reduce the reported crimes.	3/29/2021 1:50 AM
79	Number of officers currently employed or contracted by KPD	3/28/2021 7:07 PM
80	Location information or ability to get to more details in each category	3/28/2021 1:26 AM
81	I can't think of anything at this time. Thank you.	3/27/2021 3:56 PM
82	Data by Kirkland neighborhood, criminal drug apprehensions	3/27/2021 8:00 AM
83	I'd like information on the individual crimes as well as the totals. Include locations. That may be available elsewhere.	3/26/2021 6:29 PM
84	No	3/26/2021 6:08 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 185

85	No	3/26/2021 1:16 PM
86	Whether or not the suspect is a Kirkland LEO	3/26/2021 12:34 PM
87	no	3/26/2021 11:24 AM
88	Where are suspects coming from? Are people being contacted Kirkland residents or coming to Kirkland to commit crimes?	3/26/2021 9:42 AM
89	Mail theft Animal offenses	3/26/2021 9:32 AM
90	Traffic violations (actual or perceived)	3/26/2021 9:30 AM
91	No.	3/26/2021 9:17 AM
92	no	3/26/2021 8:56 AM
93	Collisions is important (glad it's included) - would also like to see a sub-category indicating "Hit-and-run" incidents	3/26/2021 8:34 AM
94	Domestic violence, rape or attempted rape.	3/26/2021 7:10 AM
95	Domestic assault, rape or attempted rape	3/26/2021 7:06 AM
96	Location - Day - Time of incident(s) --- to identify places, days/dates, and times that may be problematic — indicating where/when resources may be concentrated/focused to reduce occurrence of incidents	3/25/2021 9:50 PM
97	More details on resolution of these crimes. For instance was the criminal caught and prosecuted?	3/25/2021 9:40 PM
98	No	3/25/2021 9:37 PM
99	Vandalism or graffiti that meets a measurable moral or ethical standard. Not TPing, egging, or mail box destruction.	3/25/2021 8:59 PM
100	Exactly what is included in Weighted Average? What is meant by "normal" range.	3/25/2021 8:33 PM
101	No comment at this time.	3/25/2021 8:15 PM
102	Looks like my previous comment was premature. I would like to see a focus on police response, follow up, investigation and resolution. For the 10+ years we've lived here, there has always been a feeling among homeowners that property crimes are not given adequate police attention. This has gotten worse lately as at least the perception of crime has increased. There is a general feeling that Kirkland PD won't have much to offer the victim of property crime (including home invasion.) We've definitely felt the "we don't have the budget" or "contact your community resource officer" run around. I would like quantifiable metrics that can be reviewed and possibly offer insight about where there may be holes in our community policing.	3/25/2021 8:05 PM
103	Are suspects local, or from other cities?	3/25/2021 7:47 PM
104	What's being done about each item. Just showing statistic like a stock ticker is a joke.	3/25/2021 7:24 PM
105	Domestic Violence	3/25/2021 7:05 PM
106	Financial implications, neighborhood parameters.	3/25/2021 7:04 PM
107	Would like to have more detail such as mail theft, package theft, shoplifting, vandalism, hate crimes, etc. Might also be good to break out sex offenses into those that are violent and those that don't involve physical contact such as indecent exposure or possession of child porn.	3/25/2021 7:03 PM
108	Domestic violence and race harrassment calls, prostitution	3/25/2021 6:52 PM
109	a general question: who determines race and how is it determined	3/25/2021 2:11 PM
110	Information on weapons, such as unlawful carrying/possesion of a firearm or other weapons	3/25/2021 11:19 AM
111	No	3/24/2021 9:38 PM
112	Number of complaints against police officers and the disposition taken.	3/24/2021 1:40 PM
113	no	2/19/2021 7:49 PM

114	Context is important with all data. It would be helpful to define weighted average, normal range, etc. I'm also curious if the city ever sees links between crime rates and other factors - crime going up in the pandemic, down when certain services like homeless shelters open...	2/9/2021 5:39 AM
115	Domestic violence should be included. People call 911 for that more often than any other crime. Consider including mail theft, since that's something Be Neighborly Kirkland cares about a LOT? Sex offenses should perhaps be disaggregated, since there are a lot of different levels of scariness involved.	2/8/2021 7:59 PM
116	Domestic Violence incidents should be called out as a separate category	2/8/2021 5:54 PM
117	no	2/8/2021 5:33 PM
118	This list seems incomplete. Many people have interactions with the police that are harmful and are not associated with the crimes listed above. What is the purpose of tracking and listing only these crimes?	1/31/2021 4:44 PM
119	possibly whether the suspect is from Kirkland or outside Kirkland?	1/31/2021 12:51 PM
120	Add traffic stops, because the race/age info is very telling on them, so you can see whether there is a Driving While Black problem in the city. Info about suspicious persons, trespass, or other kinds of "Karen" calls that can be used as harassment against (especially Black) persons.	1/29/2021 8:06 PM
121	It's important to report data on ALL TYPES OF INTERACTION, specifically any non-consensual interaction between a person and police; this would also include all call types, including "on viewing", "unwanted subject", "noise complaints", etc. The data must include race/age/ethnicity/gender of both the officer and person(s) (as included above), and whether or not the interaction led to a citation or arrest.	1/29/2021 2:33 PM
122	I note that you have not included Domestic Violence, CPS, Animal and a few others but presume those fall under categories above? In my view, the more detail and granularity, the better.	1/28/2021 8:54 PM
123	no	1/28/2021 6:22 PM
124	Businesses, politicians, or law enforcement ignoring state of Washington orders (for example, ignoring COVID-19 safety guidelines); wage theft; kidnapping; human trafficking; identity theft	1/28/2021 5:20 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 187

Q6 Is any of the information on the list unnecessary?

Answered: 97   Skipped: 108

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:38 PM
2	Why is data on age and gender of the officer relevant?	4/23/2021 7:51 PM
3	No	4/22/2021 6:48 PM
4	No	4/22/2021 4:41 PM
5	No	4/22/2021 2:42 PM
6	No	4/17/2021 7:45 AM
7	No	4/16/2021 5:03 PM
8	No	4/16/2021 10:52 AM
9	No	4/15/2021 4:58 PM
10	None	4/14/2021 3:15 PM
11	no	4/13/2021 10:08 AM
12	Most of it.	4/9/2021 1:04 PM
13	What about 'hate crimes' (or does that distinction come later in the process?).	4/8/2021 12:54 PM
14	No	4/8/2021 9:43 AM
15	Ok	4/8/2021 9:06 AM
16	no	4/7/2021 10:43 PM
17	no	4/7/2021 7:25 PM
18	no	4/7/2021 7:24 PM
19	No	4/7/2021 5:44 PM
20	"Collisions" seems pretty trivial, unless injuries are involved	4/7/2021 5:17 PM
21	No	4/7/2021 5:09 PM
22	I worry about 'sex offenses'. Some are more worrisome than others. It is very stigmatizing.	4/5/2021 7:45 AM
23	Info on officers. That is irrelevant to a crime being committed.	4/3/2021 9:11 AM
24	No	4/2/2021 5:04 PM
25	no	4/2/2021 3:27 PM
26	The age, gender, race, ethnicity, of officers (for each of above)	4/1/2021 9:31 PM
27	No	4/1/2021 2:14 PM
28	I don't think so	4/1/2021 11:51 AM
29	no	4/1/2021 10:20 AM
30	no	4/1/2021 9:58 AM
31	Again, please be careful with the information you disclose about law enforcement officers. This could put them at further risk.	4/1/2021 9:21 AM
32	no	3/31/2021 11:17 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 188

33	No	3/31/2021 8:40 PM
34	No	3/31/2021 5:00 PM
35	Age, gender, race, ethnicity. Again, this feels like a "gotcha" to further the current narrative.	3/31/2021 12:52 PM
36	The age, gender, race, ethnicity, of officers (for each of above)	3/31/2021 9:14 AM
37	age, gender, race is irrelevant	3/30/2021 9:55 PM
38	No	3/30/2021 6:25 PM
39	Race, gender, etc of officers investigating a homicide? An MV Prowl? A collision? Why on Earth does this matter.	3/30/2021 3:07 PM
40	•The age, gender, race, ethnicity, of officers (for each of above)	3/30/2021 1:47 PM
41	No	3/30/2021 1:43 PM
42	Race, gender, and ethnicity - these only lead to stereotyping, generalizations and distrust.	3/30/2021 1:43 PM
43	What does the age, gender, race, ethnicity of responding officers have to do with anything? Who determines what the "normal" range is for these incidents? Crime is based on a motive, target, and ability of the perpetrator. How can a normal number be established when there are limitless situations involving all three of these elements? What would the point be to compare different years with different circumstances?	3/30/2021 1:26 PM
44	age, gender, race, ethnicity of the officers	3/30/2021 12:59 PM
45	No	3/30/2021 12:19 PM
46	Race/ethnicity of the officers	3/30/2021 12:11 PM
47	"Weighted average". That allows for skewing the data	3/30/2021 11:54 AM
48	Officer demographics seem problematic. Is that for only situations where an arrest is made? For the initial investigating officer? All officers who help with the case? What is the point or end goal?	3/30/2021 11:47 AM
49	No	3/30/2021 11:46 AM
50	The age, gender, race, ethnicity, of officers. Please protect their privacy.	3/30/2021 11:43 AM
51	N/A	3/30/2021 11:39 AM
52	Police information is not necessary here. this is a crime statistic. criminals conduct criminal activity on their own accord, it is not fueled by police race, gender, race, ethnicity, or officer info.	3/30/2021 11:29 AM
53	The age, gender, ethnicity of officers is unnecessary in a crime stat dashboard.	3/30/2021 11:03 AM
54	no	3/30/2021 11:02 AM
55	No	3/30/2021 10:22 AM
56	All of the age, gender race information is not necessary.	3/30/2021 9:58 AM
57	no	3/30/2021 9:13 AM
58	No	3/30/2021 9:06 AM
59	no	3/29/2021 10:59 PM
60	I don't know.	3/29/2021 5:50 PM
61	Maybe - let's see how it actually works	3/29/2021 5:25 PM
62	The age, gender, race, and ethnicity of officers has nothing to do with crimes that are reported, does it? Why would this data be relevant? I'm not sure this data would be relevant for suspects either, since certain types of crimes have very few identified suspects, such as common property crimes.	3/29/2021 1:49 PM
63	The age, gender, race, ethnicity, of officers. Collisions are not a crime and should not be included in this dashboard.	3/29/2021 9:37 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 189

64	No	3/29/2021 8:45 AM
65	The age, gender, race, ethnicity, of officers. Collisions are not a crime. Should not be in this dashboard.	3/29/2021 8:42 AM
66	No	3/28/2021 1:26 AM
67	I believe it's a good list.	3/27/2021 3:56 PM
68	No	3/27/2021 8:00 AM
69	No	3/26/2021 1:16 PM
70	Age, gender, ethnicity, seems irrlevant for suspects of DUI, collision, etc. Even seems like most collisions wouldn't be necessary, may unless there was a fatality or serious injury?	3/26/2021 12:34 PM
71	no	3/26/2021 11:24 AM
72	Officer information is not necessary. This is simply a witch hunt intended to paint officers and department in a negative light.	3/26/2021 9:42 AM
73	no	3/26/2021 9:30 AM
74	No.	3/26/2021 9:17 AM
75	The age, gender, race, ethnicity, of officers	3/26/2021 8:56 AM
76	The race and ethnicity of the suspects and officers should not be included.	3/26/2021 8:31 AM
77	no	3/25/2021 9:50 PM
78	No	3/25/2021 9:37 PM
79	I wonder if the last two bullets of age, gender, race, ethnicity of suspects or officers are necessary for the general public.	3/25/2021 8:59 PM
80	Good question. I don't have the experience or background to offer a suggestion of value. seem with the most experience or exposure would have suggestions	3/25/2021 8:15 PM
81	No	3/25/2021 8:05 PM
82	No	3/25/2021 7:47 PM
83	Show video if crimes when possible.	3/25/2021 7:24 PM
84	No	3/25/2021 7:05 PM
85	Racial/ethnic discriminators.	3/25/2021 7:04 PM
86	No	3/25/2021 7:03 PM
87	No	3/25/2021 6:52 PM
88	Collisions may not technically be crimes but that data should definitely be available. I suppose it fits on this list if there is no other appropriate place to display it.	3/25/2021 11:19 AM
89	No	3/24/2021 9:38 PM
90	Nope	3/24/2021 1:40 PM
91	The age, gender, race, ethnicity, of officers (for each of above)	2/19/2021 7:49 PM
92	I'm confused by the inclusion of 'collisions' since they're not necessarily crimes.	2/8/2021 7:59 PM
93	no	2/8/2021 5:33 PM
94	More thought should go into whether data for the demographics of the suspect should be included. Could it have a possible negative impact if it skews to a particular population? What value to citizens is this?	1/31/2021 12:51 PM
95	No, all good.	1/29/2021 8:06 PM
96	no	1/28/2021 6:22 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 190

| 97 | Motor vehicle prowl...? | 1/28/2021 5:20 PM |

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 191

Q7 How often should this data be updated?

Answered: 176   Skipped: 29

ANSWER CHOICES	RESPONSES	
Every year	7.95%	14
Twice a year	4.55%	8
Quarterly	17.61%	31
Monthly	33.52%	59
Anytime there is new data	33.52%	59
Other (please specify)	2.84%	5
TOTAL		176

#	OTHER (PLEASE SPECIFY)	DATE
1	Is the data currently available electronically? What is the process to create a dashboard of such information and what is the cost of doing so?	3/30/2021 1:43 PM
2	It would be helpful to know effort/expense. More often is better but what's the tradeoff?	3/30/2021 12:54 PM
3	Daily	3/30/2021 11:54 AM
4	At some regular time interval plus anytime there is new and important data.	3/29/2021 5:50 PM
5	The questions seems subjective unless you can apply meaning or value..	3/25/2021 8:15 PM

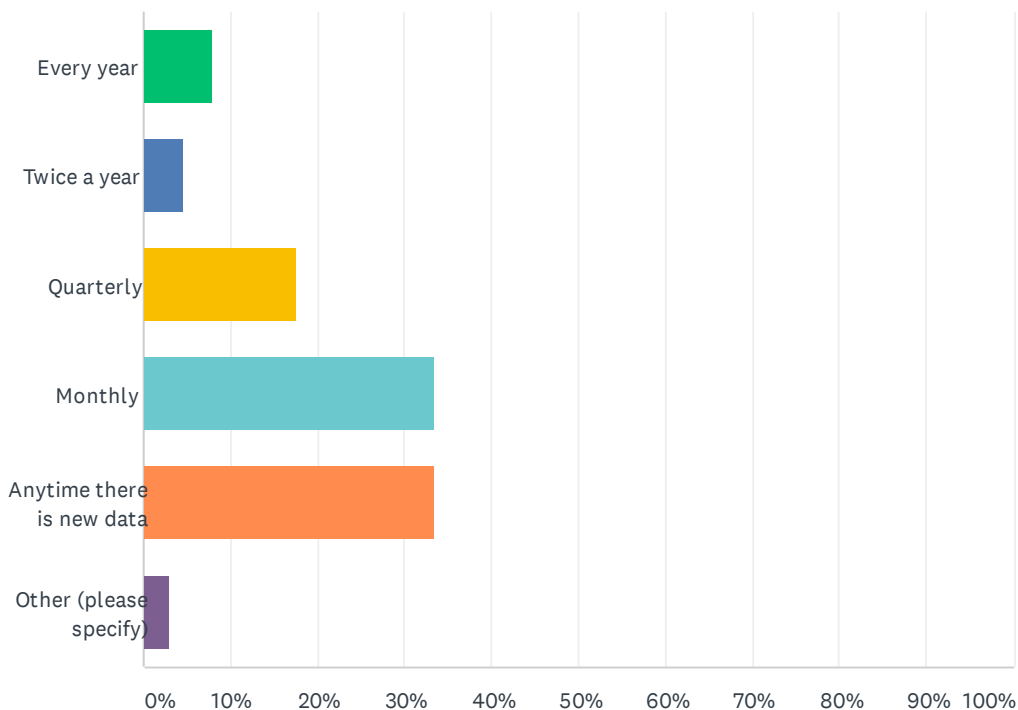How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 192

Q8 Any other suggestions about a crime dashboard?

Answered: 84   Skipped: 121

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:38 PM
2	Graphical trend presentation of numbers over time would seem useful as would comparison to other neighboring cities.	4/23/2021 7:51 PM
3	See comments above. I don't know how to comment on the particular pieces of data that are being collected unless I know what the bigger picture use is	4/22/2021 8:43 PM
4	Providing a public API for the data	4/22/2021 6:48 PM
5	No	4/22/2021 2:42 PM
6	Measures police and the city are taking to prevent crime (community outreach, information sessions, patrols)	4/17/2021 7:45 AM
7	The city's website - which I believe just relaunched - deters use. It often requires close reading, digging down through multiple layers of pages, etc to find what you want and you can't always find stuff that is there. Search is lousy. This means that only people with loads of free time can really get what they need there. There must be cities with easy to use, discoverable websites you could model. This is important becuase you are gatekeeping information from people who don't have time or patience, energy or resources to dig around - people such as houseless people, people working several jobs, people who don't speak English fluently. This really matters.	4/16/2021 5:03 PM
8	Police should be using this data to prove they are being effective in solving or preventing crime. If not, they should be defunded.	4/16/2021 10:52 AM
9	No	4/15/2021 4:58 PM
10	If there were riots and/or looting it might be a good idea to add that note. It could help citizens and professionals alike understand the statistics better?	4/14/2021 3:15 PM
11	The dashboard should also have a running total of crimes that should have been charged as a felony, but were charged as a misdemeanor because of the King County filing guidelines.	4/10/2021 12:32 PM
12	This could be counter productive to what you're trying to do.	4/9/2021 1:04 PM
13	Ensure that there is a partnership with police and residents in creating one. Is there a POSITIVE measure that could be added? Cases solved? Number of meetings with citizen groups? Number of focus groups to gather input from citizens? etc.	4/8/2021 12:54 PM
14	No	4/8/2021 9:43 AM
15	Ok	4/8/2021 9:06 AM
16	display by regions	4/7/2021 10:43 PM
17	no	4/7/2021 7:25 PM
18	no	4/7/2021 7:24 PM
19	No	4/7/2021 5:09 PM
20	No	4/2/2021 5:04 PM
21	I would like definitions of the crimes available	4/1/2021 11:51 AM
22	No	4/1/2021 10:48 AM
23	Maybe the specific area within Kirkland where the event took place	4/1/2021 10:03 AM
24	no	4/1/2021 9:58 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 193

25	Dashboards and crime maps are largely useless. They're not updated often enough to make citizens aware that something may be going on in their area, like a rash of car prowls. It's getting information after the fact and you're not given enough information to take precautionary measures.	4/1/2021 9:21 AM
26	no	3/31/2021 11:17 PM
27	None	3/31/2021 8:40 PM
28	No	3/31/2021 5:00 PM
29	no	3/30/2021 9:55 PM
30	List what type of crime police were called to.	3/30/2021 8:30 PM
31	No	3/30/2021 6:25 PM
32	Comparison to statewide statistics, per 100,000 population.	3/30/2021 4:22 PM
33	Include white collar crime	3/30/2021 1:43 PM
34	Needs to provide tabular as well as graphical representations of the data. Needs to provide a capability to extract reports and summaries of the data to permit further understanding. Again, what is the intent of the dashboard? What questions is the dashboard intended to answer, for whom, and for what purpose? News outlets are already offering similar insights (at least advertising similar insights, but I have not investigated the quality or whether or not their data is available for Kirkland). But I think a "competitor" analysis is a first requirement - let's not spend tax dollars on something that is or will be provided by other organizations.	3/30/2021 1:43 PM
35	If the number is not as close to as definitive as possible like for collisions or homicides it should not be reported. Some burglaries end up not being burglaries. Some thefts are actually robberies. Some people have different criteria on what a sex offense is? If age, gender, race, and ethnicity of officers is included the same should be included for the victims.	3/30/2021 1:26 PM
36	N/A	3/30/2021 11:47 AM
37	No	3/30/2021 11:46 AM
38	Again, it does not need to exist. The time and money spent updating the dashboard should be used for other resources for Kirkland residents. My wife and I live in Kirkland.	3/30/2021 11:43 AM
39	N/A	3/30/2021 11:39 AM
40	There should be a map online that people can search by crime type, time frame, and location. Kind of like searching on Zillow for a house under filter settings such as crime type, if an arrest was made, level of crime, etc. Firefighter information, response time, level of care or service, care refusal by subject, etc should be included	3/30/2021 11:29 AM
41	It should include if a person was arrested or not, status (cite and release, held, or bonded out), as well if the case was declined by KCPAO or not (reason).	3/30/2021 11:06 AM
42	multiple convicted felons released from King County Jail by the king County Court system	3/30/2021 11:03 AM
43	No	3/30/2021 10:22 AM
44	A generic criminal history of any identified suspects.	3/30/2021 9:58 AM
45	no	3/30/2021 9:13 AM
46	No	3/30/2021 9:06 AM
47	Whether addiction or under the influence is a factor	3/30/2021 4:48 AM
48	no	3/29/2021 10:59 PM
49	Just be sure everyone understands all its parts. It should be part of an annual report plus part of a weekly report of critical issues.	3/29/2021 5:50 PM
50	Publishing individual incidents in addition to city/neighborhood level aggregation is really important.	3/29/2021 5:32 PM
51	Lets see how version 1 works	3/29/2021 5:25 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 194

52	Weighted average is not a a calculation commonly understood by most people so my thoughts are to keep it simple.	3/29/2021 9:37 AM
53	no	3/29/2021 8:45 AM
54	Recognition of the city's investments and efforts to counter crimes should be considered.	3/29/2021 1:50 AM
55	Make easy to access	3/28/2021 1:26 AM
56	nothing at this time, thank you.	3/27/2021 3:56 PM
57	No	3/27/2021 8:00 AM
58	I would want to be able to click through to details, including date and location.	3/26/2021 6:29 PM
59	No	3/26/2021 1:16 PM
60	no	3/26/2021 11:24 AM
61	FULL transparency is necessary and this must be done with input from Kirkland Officers	3/26/2021 9:42 AM
62	Some general statements about how the sample sizes of these particular statistics of both crime volume and uses of force are not large enough to support statistical certainties. They are helpful to monitor trends and address trends, but not draw scientific conclusions. Links to available statistics for other local, county, and state statistics should be included for comparison when possible.	3/26/2021 9:17 AM
63	Email summaries.	3/26/2021 9:05 AM
64	no	3/26/2021 8:56 AM
65	Focus on how many of these incidents result in arrest. I was a victim of burglary, they had a video tape, and NOTHING was done. Very frustrating that crimes are left unresolved. Too much time spent on reporting, rather than keeping the actual crime declining. Catch and prosecute people who are committing these crimes. That is where I want the police time and energy dedicated, out in the public protecting the Kirkland citizens and our property.	3/25/2021 9:40 PM
66	No	3/25/2021 9:37 PM
67	I did not know a crime dashboard existed. Would be nice to have a link in the City of Kirkland newsletter and other obvious places to make it known to citizens and easy to find.	3/25/2021 8:59 PM
68	No comment.	3/25/2021 8:15 PM
69	Feedback on actions taken based on the information collected. Show the usefulness of collecting data and building dashboards...	3/25/2021 7:47 PM
70	Allow links for public tips	3/25/2021 7:24 PM
71	Same as above. Information should be made public at the soonest possible time that it can happen in an accurate manner. If some information is being investigated, what is known should be released to the public.	3/25/2021 7:05 PM
72	No.	3/25/2021 7:04 PM
73	How Kirkland compares to surrounding cities	3/25/2021 7:04 PM
74	No	3/25/2021 7:03 PM
75	What Neighborhood it took place for each	3/25/2021 6:52 PM
76	I'd compare with Seattle's, there's has all sorts of crimes on it which seems excessive and bogs down the system.	3/25/2021 11:19 AM
77	No	3/24/2021 9:38 PM
78	Add a list of complaints against officers.	3/24/2021 1:40 PM
79	It's interesting that white collar crime isn't a crime of interest. Dozens and dozens of Kirklanders were defrauded by a developer/builder, but that doesn't 'count' the way a burglary does.	2/8/2021 7:59 PM
80	no	2/8/2021 5:33 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 195

81	no	1/31/2021 12:51 PM
82	I would like to see information about police stops or responses to 911 calls such as "Contact of a Person", "Unwanted Subject" etc. I believe it would be critical, and help move racial equity forward, if officers and callers were asked/recorded the race they presumed the person they were stopping about or calling to be. The data will be important but as well, having to record it or being asked about it might help pull out, and raise awareness, of racial bias.	1/28/2021 8:54 PM
83	no	1/28/2021 6:22 PM
84	I think this data will skew toward wrongs that we as a society have decided are "crimes", and will skew away from wrongs that we as a society have decided are "just the way it is". I would like if we also had a dashboard for the amount of pain and suffering caused to Kirklanders who cannot feed their kids, who suffer emotional abuse but can't afford to move out, who experience depression and anxiety of the economy and the pandemic. Those all have a cause, but it's not one person; it's the government's lack of action when the people need it. That's what really causes crime.	1/28/2021 5:20 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 196

Q9 Is there additional information you'd like included?

Answered: 99   Skipped: 106

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	To me, the definition of a dashboard is a high level indicator - like the dashboard of a car - it doesn't tell you the oil pressure or water temperature. It is a snapshot providing a quick assessment of potential issues. This appears to be a full database containing all aspects of information relative to an incident NOT a dashboard. A dashboard should show trends over time so would ideally be graphical in presentation.	4/23/2021 7:54 PM
3	Constantly survey how safe the students and staff of color feel with police presence on campus	4/23/2021 3:12 PM
4	I'd really like to know if a social worker would have been more effective at improving the problems an SRO is trying to solve. I'm not clear on what SROs are supposed to do. Number of suicides and rate of behavioral health issues in the Lwsd	4/22/2021 8:47 PM
5	History of complaints and anonymous opportunity for student feedback	4/22/2021 6:50 PM
6	No	4/22/2021 4:42 PM
7	No	4/22/2021 2:43 PM
8	I would like the student feedback to be broken down based on race, ethnicity, and gender.	4/19/2021 11:54 AM
9	Training received by SRO (mental health, ant-bias, trauma, de-escalation, etc.) Progress bar for responding to complaints against SRO. When arrests or police other intervention happens at school, the preventive measures taken first should be documented.	4/17/2021 8:03 AM
10	Race needs to always be captured. For instance, it's not "how safe students feel" it's "how safe white students feel" and "how safe Black students feel" etc.	4/16/2021 5:06 PM
11	Racial disparity in SRO involvement. Are schools with SROs even safer? Whether SRO is armed. What is the student outcome for SRO involvement? What efforts are being deployed to dismantle to the school-to-prison pipeline?	4/16/2021 10:56 AM
12	No	4/15/2021 4:58 PM
13	Yes ...it seems to me that identifying the gender identity that the subject claims is important	4/14/2021 3:23 PM
14	that seems sufficient	4/13/2021 10:10 AM
15	The socioeconomic status of the students and families should also be accounted for. The disparity of treatment between wealthy and poor students should also be of concern, both from the school district and officers. The outcomes should be consistent between classes. Preferential treatment should not be shown to families with higher socioeconomic status.	4/10/2021 12:36 PM
16	No	4/9/2021 1:05 PM
17	I don't feel qualified to comment.	4/8/2021 12:55 PM
18	IEP or 504 status for students involved in any incident.	4/8/2021 10:47 AM
19	Name, location of school	4/8/2021 9:09 AM
20	no	4/7/2021 10:45 PM
21	no	4/7/2021 7:26 PM
22	no	4/7/2021 7:25 PM
23	No	4/7/2021 5:46 PM
24	This is tough to answer because some of the children who live in Kirkland, attend school out of	4/7/2021 5:13 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 197

	our city limits. I don't know if it's relevant to include information about resource officers that don't work in Kirkland	
25	Student Resource Officers are unnecessary and can unnecessarily escalate situations. We shouldn't have them.	4/7/2021 4:46 PM
26	Number of prior encounters with the same student.	4/7/2021 4:37 PM
27	No	4/2/2021 5:04 PM
28	No	4/1/2021 9:31 PM
29	Not at this time	4/1/2021 11:51 AM
30	Scope of training the SRO has completed & requirements of it on annual basis, etc. Also, emphasis of diversity training and trauma informed care.	4/1/2021 10:53 AM
31	Where do the parents work into all of the data?	4/1/2021 10:22 AM
32	Mental health education for students as it relates to how policing is handled.	4/1/2021 9:59 AM
33	no	3/31/2021 11:18 PM
34	Name of school event or action took place. Reason for SRO had to be requested rather than a counselor or teacher. Rational for the escalation. Any physical interaction between SRO and child. Ethnicity, age, sex of the child to ensure SRO is not profiling children. Need a mathos of tracking any pattern of a patrol interacting and escalating, referring a particular% and demographic of the school population.	3/31/2021 8:51 PM
35	We won't have anyone willing to be an SRO after this.	3/31/2021 12:56 PM
36	no	3/31/2021 9:15 AM
37	no	3/30/2021 9:56 PM
38	What was the outcome ?	3/30/2021 8:33 PM
39	Excellent info for the dashboard	3/30/2021 6:29 PM
40	What about interactions - types - should then show how different introductions end up - whether it is solved on-site via the SRO, referral (and how those resolve) and if nothing else works, then arrest if required. What types of classes are taught by the SRO? I think that the assesment of the attitudes of parents, teachers and staff as well as the students is also needed.	3/30/2021 5:21 PM
41	Has the SRO been fired or resigned from another agency for a disciplinary reason or use of force reason?	3/30/2021 4:24 PM
42	No	3/30/2021 3:18 PM
43	No	3/30/2021 3:10 PM
44	Why the fuck we got cops in schools in the first place	3/30/2021 1:46 PM
45	Find out how much time is being spent on each student. Often, a large amount of time is spent on the same people. Find out how much time a SRO spends on paperwork doing referrals rather than engaging with the students. What is the age, grade, race, and ethnicity of the students receiving services? What is the resolution to the complaint?	3/30/2021 1:39 PM
46	Uncategorized positive/negative interactions between school resource officer and students	3/30/2021 12:21 PM
47	The biological sex of the student. The student class attendance.	3/30/2021 12:05 PM
48	The number of volunteer hours SRO's donate to their schools	3/30/2021 11:57 AM
49	Follow up with student in 1 month and 3 months to see if their situation has improved.	3/30/2021 11:55 AM
50	N/A	3/30/2021 11:48 AM
51	No	3/30/2021 11:44 AM
52	N/A	3/30/2021 11:40 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 198

53	Student reprimand stat record should be included and student attendance record should be included. Student grade point average should be include. All active student teachers , race, age, etc, should be included at that time of incident. Drug history use should be included.	3/30/2021 11:29 AM
54	Info on the involved student: GPA, attendance records, behavior/discipline records, social media posts	3/30/2021 11:16 AM
55	no	3/30/2021 11:03 AM
56	No	3/30/2021 10:23 AM
57	Demographics of students in each category, calls for service, arrests vs handled internally, demographics of person making the call. Nationally, we know that BIPOC kids are more likely to have the SROs called, which then leads to the possibility of arrest/suspension.	3/30/2021 9:49 AM
58	no	3/30/2021 9:16 AM
59	if you think the police department is racist then they should not be in the schools	3/30/2021 9:10 AM
60	yes	3/29/2021 10:59 PM
61	If the order of the issues on the list has something to do with their importance then I believe they are ranked in the wrong order. The most important function of the SRO should be how successful the SRO is in helping to keep student out of the criminal justice system. The list should also include information and training that the SRO provides to teachers, students and families about crime prevention and safe living. Teaching, learning and prevention are what it is or should be about.	3/29/2021 5:59 PM
62	No	3/29/2021 1:55 PM
63	How is student feedback getting used and changes made so all students feel safe.	3/29/2021 1:57 AM
64	No	3/28/2021 1:29 AM
65	Not at this time, thank you.	3/27/2021 3:58 PM
66	No	3/27/2021 8:01 AM
67	parental involvement of some sort?	3/26/2021 1:53 PM
68	no	3/26/2021 11:25 AM
69	Student demographics. Outcomes of complaints and findings.	3/26/2021 9:47 AM
70	Include the outcome of the complaints. Include reasons for arrest, if arrests are made.	3/26/2021 9:19 AM
71	no	3/26/2021 8:57 AM
72	# of student-initiated contacts -how comfortable do students feel interacting with SRO if at all	3/26/2021 7:24 AM
73	No	3/25/2021 9:39 PM
74	No	3/25/2021 9:01 PM
75	For me, at this time, any response is subjective.	3/25/2021 8:17 PM
76	No	3/25/2021 8:12 PM
77	Periodical students/parents survey to assess how the service is perceived by community.	3/25/2021 7:50 PM
78	How often and who are the school's official responsible for sexual assault. How about the famous Juanita High rape on the sports team that was in the news a few years ago. news. People get away of so much if they know they can get away with it.	3/25/2021 7:30 PM
79	I think school resource officers should be replaced with counselors and social workers.	3/25/2021 7:21 PM
80	Nope-looks comprehensive.	3/25/2021 7:06 PM
81	No	3/25/2021 7:06 PM
82	What's being doing proactively. This is all reactive.	3/25/2021 7:06 PM
83	No	3/25/2021 7:04 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 199

84	I think stat for SROs may not be needed	3/25/2021 6:55 PM
85	More details about complaints where possible	3/25/2021 11:21 AM
86	number of SRO contacts that could more appropriately be handled by a different professional, such as a social worker or counselor	3/24/2021 11:59 PM
87	Next steps- what steps are being taken after student feedback is received? Ongoing trainings that SROs receive.	3/24/2021 9:43 PM
88	No	3/24/2021 1:41 PM
89	Demographics on students in SRO cases - race, ethnicity, gender identity, LGBTQ status (if self-identified), students who are differently abled, etc.	2/9/2021 5:45 AM
90	Uses of force by SROs. Number of searches conducted, both of students' persons and property. Survey data on how students feel about SROs, DISAGGREGATED BY RACE. Cost of SRO program.	2/8/2021 8:04 PM
91	race and ethnicity of people complaining would be useful	2/8/2021 5:58 PM
92	I cannot imagine to have a police in the school, to me that sounds really scary. Is the situation so bad that is it really necessary?	2/8/2021 5:35 PM
93	Why are SROs in the schools - what are they adding that mental health and substance abuse counselors couldn't achieve with better results for the students and community?	1/31/2021 4:45 PM
94	age & race for student feedback and complaints	1/31/2021 12:54 PM
95	I'd want you to be very careful to only use student feedback that is weighted for those students who are LEAST comfortable having police in their schools. In fact, you shouldn't be asking how many feel "safe", but rather how many feel "unsafe" having an armed officer in their school. Most white kids probably have never had a negative interaction with police and so are neutral or positive on having them, but for students of color, the presence of an officer may be quite harmful and disrupting to their learning. Do not ask the parents for their opinion -- they are not the ones on the "front lines" in this situation. In making the decision on whether SROs are needed, consider what percentage of the interactions they have could have been handled better by a counselor.	1/29/2021 8:15 PM
96	1. Would students prefer that SRO's not staffed by police - survey 2. Data on breakdown by race of those referred to criminal justice system compared with their % in overall school population	1/29/2021 3:54 PM
97	SRO information, to include name & identifier, age/race/gender, years with department, bias training (whether, when, amount, provider), CIT training (if/when 8- or 40-hour, CIT youth training, any other supplemental CIT). With regard to student and parent input and feedback, it's critical to identify (in aggregate) gender, race, age, socioeconomic status or qualification for FRL school lunch program, language proficiency status of students, whether the student has an IEP, and express such information in relation to the student body so as to disaggregate by race/ethnicity, gender identification, sexual orientation, socioeconomic status, English proficiency and educational needs status. (ie % who feel unsafe with SROs: 95% of Black students, 50% of students of color, 10% of white students; 85% gender non-conforming; 50% of students identifying as non-heterosexual, 50% of students with an IEP, etc)	1/29/2021 2:33 PM
98	Number of these things that could have been handled without an SRO, but with school personnel or a call to the nearby police station.	1/28/2021 9:06 PM
99	How many SRO interactions led to arrests of children	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 200

Q10 Is any of the information on the list unnecessary?

Answered: 81   Skipped: 124

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	Lots of "soft" data - surveys of students of "success" - how is that defined? Will "Classes taught" be a specific type of class? What does it mean to "support" a CPS call?.	4/23/2021 7:54 PM
3	No	4/22/2021 6:50 PM
4	Remove children's ages for privacy as well as mental health referrals as it embarrasses students due to stigma.	4/22/2021 4:42 PM
5	No	4/22/2021 2:43 PM
6	What on earth is meant by "classes taught"? Guest speaking in a class is different than teaching a class (teachers should do ride alongs with cops and then put on their resumes "patrols carried out"). Without elaborating on the content of the "teaching" SROs are doing (did they speak on a specific topic, spend time getting to know at risk youth, etc) this data sounds suspect	4/17/2021 8:03 AM
7	If we're going to perpetuate the status quo and have SROs I guess the list is good. I think instead Kirkland PD should look at the data which says SROs do nothig to create actual safety from mass shootings and instead create trauma for BIPOC students on a daily basis and tell LWSD you won't participate in that.	4/16/2021 5:06 PM
8	No	4/16/2021 10:56 AM
9	No	4/15/2021 4:58 PM
10	NO	4/14/2021 3:23 PM
11	no opinion	4/13/2021 10:10 AM
12	No	4/10/2021 12:36 PM
13	Most	4/9/2021 1:05 PM
14	I don't understand what the metrics can be gir "keeping students out of criminal justice system by an SRO". That category seems disingenuous since we know that mere presence of an SRO officer, regardless of quality of interactions etc is an indicator for higher rates of negative outcomes post-school, especially for minority students.	4/8/2021 10:47 AM
15	Ok	4/8/2021 9:09 AM
16	no	4/7/2021 10:45 PM
17	no	4/7/2021 7:26 PM
18	don't know	4/7/2021 7:25 PM
19	No	4/7/2021 5:13 PM
20	All of it. It is based from a law enforcement perspective. It doesn't track the benefits, if any, of the SRO and it doesn't track how the student benefits. It's a cop in a classroom or hallway.	4/7/2021 4:46 PM
21	No	4/2/2021 5:04 PM
22	This entire dashboard is unnecessary	4/1/2021 9:31 PM
23	I don't think so	4/1/2021 11:51 AM
24	I believe there may be more to be transparent about the role.	4/1/2021 10:53 AM
25	no	4/1/2021 10:22 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 201

26	no	4/1/2021 9:59 AM
27	no	3/31/2021 11:18 PM
28	Students feedback could be subjective and create marginalization	3/31/2021 8:51 PM
29	Much of it! The SRO's role in the school is invaluable. Its about fostering positive relationships between LE and students/community. SRO's support administration and other staff in supporting the needs of students. The info above will require the officer to spend all their time tracking and on paperwork then being able to serve the students.	3/31/2021 12:56 PM
30	no	3/31/2021 9:15 AM
31	all data derived from student feedback is irrelevant	3/30/2021 9:56 PM
32	Race	3/30/2021 8:33 PM
33	No	3/30/2021 6:29 PM
34	Again, what is the goal of the dashboard; this is again more of a comprehensive database of information and not a summary vision of the current direction. What are the questions that the dashboard is designed to address? Have we looked at the intent and how it will be used? Not at all clear in this writing.	3/30/2021 5:21 PM
35	All of it - no sro's in schools	3/30/2021 3:18 PM
36	Number of school shootings prevented.	3/30/2021 3:10 PM
37	All of it	3/30/2021 1:46 PM
38	Student feedback on how their social or emotional health is supported by an SRO is so incredibly skewed. A majority of students will likely have no interaction with an SRO. Students who do have interactions base their input completely subjectively. There is no way of knowing if the interaction was necessary, who requested it, or if there actually was a positive outcome. Parents of students who have not interacted with an SRO should not have input on what they "think" is happening with the SRO program and deem what they feel is positive or not. Only students/families who are actively engaged with the SRO should have input on these issues.	3/30/2021 1:39 PM
39	No	3/30/2021 12:21 PM
40	I see the value in surveying students, but steps must be taken to ensure that their feedback is legitimate and factual	3/30/2021 11:57 AM
41	N/A	3/30/2021 11:48 AM
42	Anything related to race. By definition, anything that lists "race" is racist.	3/30/2021 11:44 AM
43	N/A	3/30/2021 11:40 AM
44	Leave the info on this to only be info that is not opinioned. complaints will speak for themselves. Hold school administrators and teachers responsible for documenting problems with SRO that arise.	3/30/2021 11:29 AM
45	"...socially and emotionally safe" How is this measured or defined? SROs should indeed keep students physically safe, but how are they expected to keep them emotionally or socially safe? This is incredibly subjective, and not the job of a police officer.	3/30/2021 11:16 AM
46	no	3/30/2021 11:03 AM
47	Not sure	3/30/2021 10:23 AM
48	Most of the information is useless most people will not look on the website for SRO information.	3/30/2021 9:59 AM
49	Student feedback. I think it's highly unlikely students are going to be honest here and it will lead to a rosier picture than reality.	3/30/2021 9:49 AM
50	I would like to see the income level / housing situation of the student. Maybe if you help the whole family, that will help the student.	3/30/2021 9:16 AM
51	no	3/29/2021 10:59 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 202

52	No.	3/29/2021 5:59 PM
53	This seems like an over-abundance of data for a dashboard, seems more along the lines of an in-depth research study.	3/29/2021 1:55 PM
54	Number of cases that could have resulted in an arrest or referral, but instead were handled internally by the school or directly between the SRO/student. Outcome of calls-for-service. Child Protective Services calls supported. Classes taught. School/community events attended. Student Feedback.	3/29/2021 9:37 AM
55	Too much for a dashboard. Focus on the top level information and allow for drill down to more details	3/28/2021 1:29 AM
56	I believe this is a good list.	3/27/2021 3:58 PM
57	No	3/27/2021 8:01 AM
58	No	3/26/2021 1:53 PM
59	no	3/26/2021 11:25 AM
60	N/a.	3/26/2021 9:19 AM
61	no	3/26/2021 8:57 AM
62	No	3/25/2021 9:39 PM
63	No	3/25/2021 9:01 PM
64	School/community events attended (games, fund-raising events, service events, etc.)—Is there some reason to believe that attending those things actually helps students? Or is that just a number to tally?	3/25/2021 8:37 PM
65	See #9	3/25/2021 8:17 PM
66	I have some concerns about the depth of this information especially as it will represent a minor child as an alleged suspect. This is pretty aggressive for reporting incidents in a school. Will society really benefit by publicly reporting mental health issues or behavioral infractions of children occurring in a school environment?	3/25/2021 8:12 PM
67	No	3/25/2021 7:50 PM
68	No.	3/25/2021 7:06 PM
69	No	3/25/2021 7:06 PM
70	No	3/25/2021 7:04 PM
71	All. Minors should be protected. This info even if "anonymous" can easily be put together by the community to figure out the minors involved.	3/25/2021 6:55 PM
72	No	3/25/2021 11:21 AM
73	school/community events attended	3/24/2021 11:59 PM
74	I'm not sure what "Classes taught" means.	3/24/2021 9:43 PM
75	No	3/24/2021 1:41 PM
76	What does 'number of students served' mean? How does an SRO 'serve' a student? Who will figure out what goes into that count?	2/8/2021 8:04 PM
77	no	2/8/2021 5:35 PM
78	no	1/31/2021 12:54 PM
79	Yes, asking for positive reactions to police. Ask instead for what % have negative reactions.	1/29/2021 8:15 PM
80	The phrasing of the questions above is troubling. (See copy of text below.) What about including something re perceived HARM not just perceived BENEFIT of the SRO program is in making students feel safe, especially those students who are black or brown or whose family members might be undocumented? I am so impressed with so much of your work, but this bit raised my hackles. Have you run this wording by Eastside For All? With Eastside Change	1/28/2021 9:06 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 203

Coalition? With Right To Breathe? -- How successful the SRO program is in helping keep students physically, socially and emotionally safe at school (based on student feedback) How physically, socially, and emotionally safe students feel at school because there is an SRO there (based on student feedback) How successful the SRO program is in providing for positive interactions between the SROs and students, families, and community members in order to make the Police Department more accessible and approachable (based on student feedback) How successful the SRO program is in connecting students with supportive services (based on student feedback) How successful the SRO program is in helping keep students out of the criminal justice system (based on student feedback)

| 81 | SROs themselves are unnecessary. | 1/28/2021 6:45 PM |

E-Page 204

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q11 How often should this data be updated?

Answered: 156   Skipped: 49
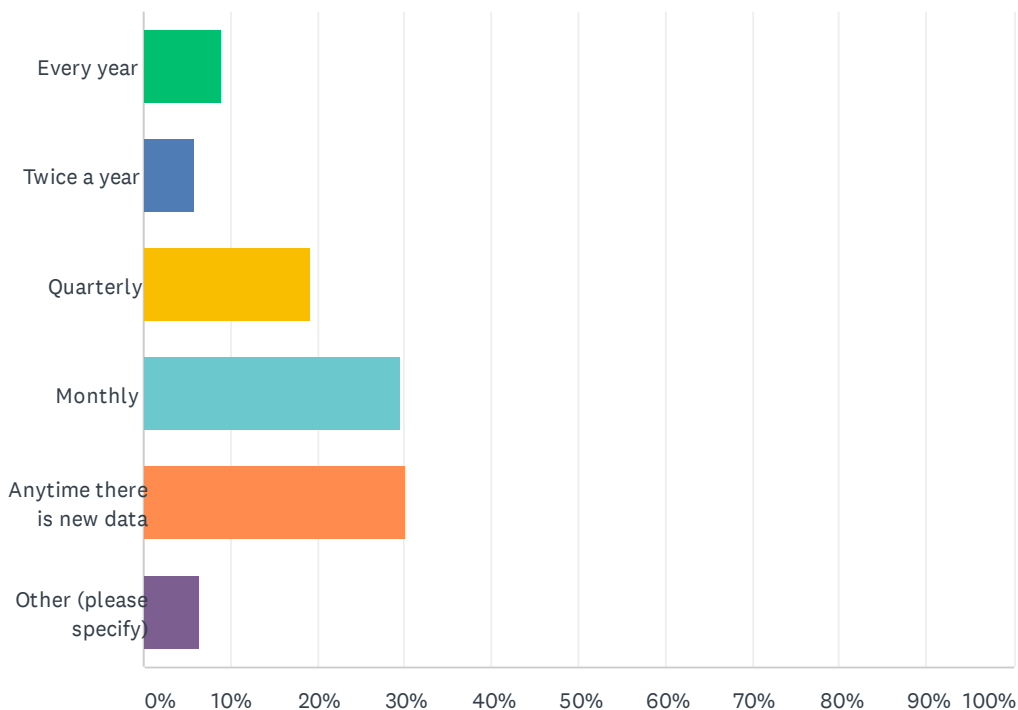
ANSWER CHOICES	RESPONSES	
Every year	8.97%	14
Twice a year	5.77%	9
Quarterly	19.23%	30
Monthly	29.49%	46
Anytime there is new data	30.13%	47
Other (please specify)	6.41%	10
TOTAL		156

#	OTHER (PLEASE SPECIFY)	DATE
1	Weekly	4/23/2021 11:40 PM
2	Never	4/7/2021 4:46 PM
3	Unnecessary data	3/31/2021 12:56 PM
4	How much of this data is collected currently and how much is available electronically? What is the effort that would be required to create and maintain the data input to support? This should be a reasonable expense for the return, but the return is not at all clear as stated above.p	3/30/2021 5:21 PM
5	foh	3/30/2021 1:46 PM
6	Daily	3/30/2021 11:57 AM
7	Both quarterly and anytime there is new data.	3/29/2021 5:59 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 205

8	My answer would be subjective; no basis for answer.	3/25/2021 8:17 PM
9	Never	3/25/2021 6:55 PM
10	Get rid of SROs.	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q12 Any other suggestions about an SRO dashboard?

Answered: 72   Skipped: 133

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	Publicly available API	4/22/2021 6:50 PM
3	No	4/22/2021 2:43 PM
4	Student feedback should be collected by an independent, civilian point of contact. Students should not be expected to submit complaints to officers themselves, or to school administrators, who may have a close professional relationship with the officer. Efforts should be made to collect feedback from students who are arrested or otherwise cited by SROs. Feedback needs to include viewpoints from people who are both positively and negatively affected by interactions with SROs.	4/19/2021 11:54 AM
5	How much do SROs cost What other resources (nurse, mental health specialists, counselors, etc) are available at each school with an SRO How often are SROs evaluated and what does that process look like	4/17/2021 8:03 AM
6	Stop funding SROs is my suggestion.	4/16/2021 5:06 PM
7	Get SROs out of schools. End the contract.	4/16/2021 10:56 AM
8	No	4/15/2021 4:58 PM
9	Collecting the student feedback often could backfire. Seems like this should happen quarterly or twice yearly.	4/14/2021 3:23 PM
10	Unreasonable amount of work involved in tracking and reporting this data. We want officers to be with students, not filling out spreadsheets.	4/9/2021 1:05 PM
11	Was parental contact made?	4/8/2021 9:09 AM
12	data visualization	4/7/2021 10:45 PM
13	no	4/7/2021 7:26 PM
14	No OP	4/7/2021 5:46 PM
15	How many years has the officer worked as a SRO? What type of schooling or training does an officer have/need to be a SRO?	4/7/2021 5:13 PM
16	No	4/2/2021 5:04 PM
17	This is unnecessary	4/1/2021 9:31 PM
18	No	4/1/2021 11:51 AM
19	no	4/1/2021 9:59 AM
20	no	3/31/2021 11:18 PM
21	Needs to be transparent and close monitoring as a system that profiles, marginalizes kids of color, and creates more harm than prevent. Escalation can be abused and condition kids to not trust "police".	3/31/2021 8:51 PM
22	Please don't drive away our phenomenal SROs by doing this. What a shame.	3/31/2021 12:56 PM
23	no	3/30/2021 9:56 PM
24	How many officers called to site/incident	3/30/2021 8:33 PM
25	No except Be on top of it! Security officers can be very helpful but only if they are kept accountable.	3/30/2021 6:29 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 207

26	See other comments regarding the objective of all of the dashboards. Really need to understand what types of questions are to be addressed. Is this an effort to create a dashboard that summarizes the status of these activities in Kirkland or is it to create a comprehensive database of all factors relevant to these activities in order to conduct research? Not clear and not clear the cost to produce this type of information on a regular basis.	3/30/2021 5:21 PM
27	I'm against SRO's in schools - provide social workers or counselors	3/30/2021 3:18 PM
28	Replace it with a page about how KPD doesn't participate in LWSD's SRO program.	3/30/2021 1:46 PM
29	I defer to people with school-age children on this one.	3/30/2021 12:56 PM
30	Find a way to show intangibles...School Resource officer one on one tutoring, etc.	3/30/2021 12:21 PM
31	How often the SRO is at the schools and if there is an increase or decrease of incidents while the SRO is present on campus.	3/30/2021 12:05 PM
32	N/A	3/30/2021 11:48 AM
33	Unnecessary	3/30/2021 11:44 AM
34	N/A	3/30/2021 11:40 AM
35	They are still cops, not teachers or counselors or best buddies. Let them do the job of a police officer	3/30/2021 11:16 AM
36	no	3/30/2021 11:03 AM
37	No	3/30/2021 10:23 AM
38	Do not have it at all	3/30/2021 9:59 AM
39	Is there a way to figure out when an SRO is called vs. when the school just handles it?	3/30/2021 9:49 AM
40	no	3/30/2021 9:16 AM
41	eliminate sro	3/30/2021 9:10 AM
42	no	3/29/2021 10:59 PM
43	No.	3/29/2021 5:59 PM
44	Most of the items listed as unnecessary are better captured in a different format other than a statistical dashboard or cannot be captured by a single source, thus making it unsustainable and will be inaccurate.	3/29/2021 9:37 AM
45	No	3/28/2021 1:29 AM
46	Not at this time.	3/27/2021 3:58 PM
47	No	3/27/2021 8:01 AM
48	No	3/26/2021 1:53 PM
49	no	3/26/2021 11:25 AM
50	There is a misguided idea that Kirkland SROs follow a "School to prison pipeline". It is recommended that council members actually tie in with the SRO program and get factual insight into it.	3/26/2021 9:47 AM
51	No.	3/26/2021 9:19 AM
52	no	3/26/2021 8:57 AM
53	I would like to see a yearly review by citizen's board (e.g. some with school kids, some without school kids) to really help to validate this is a good use of taxpayer funds.	3/25/2021 9:42 PM
54	No	3/25/2021 9:39 PM
55	No	3/25/2021 9:01 PM
56	Not at this time.	3/25/2021 8:17 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 208

57	Scrap it.	3/25/2021 8:12 PM
58	No	3/25/2021 7:50 PM
59	Is this really a city issue?, or a school district issue.	3/25/2021 7:06 PM
60	No	3/25/2021 7:06 PM
61	No	3/25/2021 7:04 PM
62	Not needed	3/25/2021 6:55 PM
63	Ensure students can anonymously submit feedback. Focus on student feedback - I'm not too far outside of high school and in my experience the students were regularly ignored by school administration and SROs	3/25/2021 11:21 AM
64	I'm not entirely clear on the intended outcomes of the SRO program. It would be helpful to clarify the purpose, and who is intended to benefit (for example, is an important metric the attitude of students toward LEOs? And isn't this primarily intended to benefit law enforcement?)	3/24/2021 11:59 PM
65	No	3/24/2021 9:43 PM
66	When asking students for their feedback on SROs, please remember to ask students from a place of truly wanting feedback, not from a place of justifying the program. Also, how will BIPOC students' surveys be more heavily weighted than everyone else, since those students are often the ones most impacted by SROs and who have already said, repeatedly, that they do not feel safe with police in schools?	2/9/2021 5:45 AM
67	I think it is very disturbing that the City leadership is not accepting the evidence and calls for investment in social workers and behavioral health to replace the City's investment in SROs.	2/8/2021 5:58 PM
68	no	2/8/2021 5:35 PM
69	You have to ensure there that BIPOC students and families report being comfortable and having ease of access to filing complaints.	1/31/2021 12:54 PM
70	Again, it's important to monitor all non-consensual encounters between people and SROs, regardless of outcome.	1/29/2021 2:33 PM
71	I remain conflicted about this dashboard as it is dealing with minors. I absolutely believe in data transparency, but if numbers are small it could result in privacy violations.	1/28/2021 9:06 PM
72	Get rid of SROs.	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 209

Q13 Is there additional information you'd like included?

Answered: 88   Skipped: 117

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	To me, the definition of a dashboard is a high level indicator - like the dashboard of a car - it doesn't tell you the oil pressure or water temperature. It is a snapshot providing a quick assessment of potential issues. This appears to be a full database containing all aspects of information relative to an incident NOT a dashboard. A dashboard should show trends over time so would ideally be graphical in presentation.	4/23/2021 8:01 PM
3	Employees of color in leadership positions. Employees of color with the power to influence policies.	4/23/2021 3:13 PM
4	Any info about relationships, family or connections with those doing business with the city. Any type of contractor, developers etc	4/22/2021 6:53 PM
5	No	4/22/2021 4:43 PM
6	No	4/22/2021 2:44 PM
7	The number of employees in leadership positions, and race/ethnicity/gender of them	4/22/2021 2:09 PM
8	I would like to see this information broken out into two populations based on whether the employee is a senior manager or above. Employees who have two or more levels of employees under them (not including internships) should be broken out from lower level employees. Basically, I want to know whether city leadership and senior managers reflect the diversity of the city as a whole. I would like to see a measure of the average turnover for employees (how many years an employee stays with the city on average) broken out by race, gender, and ethnicity.	4/19/2021 12:12 PM
9	Number of hours of training in anti-oppression and related fields employees have undergone. Demographic makeup of hiring teams Anti-bias measures built into hiring practices Other layers of intersectional identity (see Kimberlee Crenshaw for more information if you don't know what that means) of employees Process for reporting and investigating sexual misconduct and discriminatory practices, and data on those behaviors by people who work for the city	4/17/2021 8:15 AM
10	No	4/16/2021 5:08 PM
11	Is there any outreach to minority communities when jobs are posted?	4/16/2021 10:57 AM
12	No	4/15/2021 5:00 PM
13	I wonder whether it is legal to have the age of the city staffers be indicated.	4/14/2021 3:29 PM
14	no	4/13/2021 10:11 AM
15	No	4/10/2021 12:37 PM
16	Totally overboard.	4/9/2021 1:05 PM
17	Number of applicants selected (so we can see how many positions were posted, how many filled, and extrapolate on how many were left unfilled).	4/8/2021 12:59 PM
18	Disability status. Accommodations allowed and used.	4/8/2021 10:49 AM
19	Age demographics, education	4/8/2021 9:11 AM
20	sexual orientation; relative salaries by race, age group, gender, sexual orientation	4/7/2021 10:47 PM
21	no	4/7/2021 7:30 PM
22	no	4/7/2021 7:26 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 210

23	Age distribution for employees, by department, and for the community	4/7/2021 5:22 PM
24	Accomplishments of the employees.	4/7/2021 5:16 PM
25	None	4/7/2021 4:47 PM
26	Separated is an odd word. There is a big difference between being fired, reassigned, and laid off. If I was laid off I wouldn't want to be lumped together with someone who was fired for bad behavior.	4/5/2021 7:54 AM
27	No	4/2/2021 5:05 PM
28	No	4/1/2021 11:52 AM
29	Does the; public really have to know the race of applicants for job openings.? Seems that post hiring the race can be listed.	4/1/2021 10:26 AM
30	no	4/1/2021 10:00 AM
31	no	3/31/2021 11:19 PM
32	# City events centered around a culture or religion. Christmas, Easter, compared to Chinese New Year, Juneteenth, Diwali.	3/31/2021 8:55 PM
33	No	3/31/2021 12:57 PM
34	no	3/31/2021 9:17 AM
35	no	3/30/2021 9:57 PM
36	For promotions and separations, the basic numbers are needed; not just the race / gender, etc. for these transistions. Data needs to be accumulated so that trends and be graphically displayed.	3/30/2021 5:31 PM
37	On the PD dashboard it lists Age and years of service, why not for the rest of the City employees, especially in the promotions tab.	3/30/2021 3:12 PM
38	How many internal or external complaints/investigations are made or conducted by HR? What is the nature of the allegation? What did HR do to remedy the situation? What is the age, race, gender, or ethnicity of the parties involved? How long have they been employed by the City? How many other complaints have the same people been involved in. The information included here only shows how many people of a certain race are hired our fired. It shows nothing about how they are treated as employees while they are here. The reason for the promotion, termination, or separation of any employee. The reasons should be clear because each of these things needs to be substantiated somehow.	3/30/2021 1:49 PM
39	Commute distance--whether the employees can afford to live in/near Kirkland	3/30/2021 1:48 PM
40	Race/ethnicity/gender identity by salary range and management level.	3/30/2021 12:58 PM
41	No	3/30/2021 12:22 PM
42	Biological sex of employees.	3/30/2021 12:07 PM
43	The number of minority applicants for positions open to the public	3/30/2021 11:58 AM
44	It should also show how many temp or part time workers.	3/30/2021 11:57 AM
45	N/A	3/30/2021 11:49 AM
46	No	3/30/2021 11:47 AM
47	N/A	3/30/2021 11:40 AM
48	Racial breakdown of county, region, and state and neighboring cities.	3/30/2021 11:29 AM
49	no	3/30/2021 11:04 AM
50	No	3/30/2021 10:28 AM
51	level of employee. Are all the managers White and lower level ones are BIPOC? That's not equality or equity.	3/30/2021 9:51 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 211

52	no	3/30/2021 9:17 AM
53	yes	3/29/2021 11:00 PM
54	Full time versus part time employees. Pay levels and how they relate to other demographic data. Tenure....How long employees have worked for the city	3/29/2021 6:06 PM
55	Data should be kept on a continuing basis, the city should keep data available as long as possible. "Last two recruitment cycles" implies that 3 cycles from now, no data from today will be kept (in the hypothetical where we are currently tracking and publishing this.)	3/29/2021 5:38 PM
56	Similar information about the boards/commissions. Efforts to diversify.	3/29/2021 2:02 AM
57	No	3/28/2021 1:30 AM
58	I believe this is a good list, thank you.	3/27/2021 3:59 PM
59	Number of applicants meeting requirements of position being recruited for or to be filled by promotion	3/27/2021 8:09 AM
60	Age of population (community)	3/26/2021 6:34 PM
61	no	3/26/2021 11:29 AM
62	Race and gender of those applying to positions or those applying to promote.	3/26/2021 9:48 AM
63	No.	3/26/2021 9:20 AM
64	no	3/26/2021 8:58 AM
65	age, disability information	3/26/2021 7:27 AM
66	No	3/25/2021 9:40 PM
67	Reason for separation; for example, retirement, disciplinary, other.	3/25/2021 9:07 PM
68	I don't see meaningful value in quantifying race and gender, that has more to do with politics than recognizing and enjoying people for who they are. Race, ethnicity or gender has never factored in my appreciation for a fellow human being.	3/25/2021 8:23 PM
69	Date of original hire. City/county of residence.	3/25/2021 8:14 PM
70	Why do much effort for ethnicity on dashboard. Delete it and just hire qualified candidates.	3/25/2021 7:32 PM
71	Number of unfilled positions available.	3/25/2021 7:08 PM
72	Hiring practices and quotas/goals you have for hiring certain races and ethnicities.	3/25/2021 7:07 PM
73	The metrics need to be compared to the pool of possible employees -- the city population, the Eastside population, something to put them in context.	3/25/2021 7:06 PM
74	No	3/25/2021 7:06 PM
75	No	3/25/2021 6:56 PM
76	as long as 'prefers not to say' or 'irrelevant' is an option	3/25/2021 2:13 PM
77	it would be nice to see the data for management vs hourly employees	3/25/2021 12:01 AM
78	No	3/24/2021 9:44 PM
79	The salary	3/24/2021 1:41 PM
80	Links to city's equity gap analysis, efforts to diversify hiring practices, etc.	2/9/2021 5:46 AM
81	no	2/8/2021 8:04 PM
82	under city and department totals-- need to have a break down of management and non-management positions in addition to total numbers	2/8/2021 6:00 PM
83	no	2/8/2021 5:36 PM
84	no	1/31/2021 12:55 PM
85	Disaggregate all the race/ethnicity/gender statistics by seniority with the city. I'd venture that	1/29/2021 8:19 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 212

more senior staff are more White than newer staff. Let us know by how much.

86	For hiring/promotion data, include any direct or familial connections between the hiree/promotee and any other city of Kirkland employee.	1/29/2021 2:33 PM
87	This is terrific!! I so applaud you!	1/28/2021 9:06 PM
88	n/a	1/28/2021 8:01 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q14 Is any of the information on the list unnecessary?

Answered: 72   Skipped: 133

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	This should all be data that the city has collected for years if not decades. Summary trend data over time should be easily and inexpensively created. Is the intent to allow any resident of Kirkland to analyze the activities of each (or any) Kirkland department and launch accusatory lawsuits, public complaints, media investigations or other activities that incur significant city expense?	4/23/2021 8:01 PM
3	No	4/22/2021 6:53 PM
4	No	4/22/2021 2:44 PM
5	No	4/17/2021 8:15 AM
6	No	4/16/2021 5:08 PM
7	No	4/16/2021 10:57 AM
8	Yes Too revealing about candidates	4/15/2021 5:00 PM
9	No	4/14/2021 3:29 PM
10	I think it's all unnecessary. Are we promoting based on qualifications or on the basis of skin color or gender?	4/13/2021 10:11 AM
11	No	4/10/2021 12:37 PM
12	Yes	4/9/2021 1:05 PM
13	Ok	4/8/2021 9:11 AM
14	no	4/7/2021 10:47 PM
15	I would assume, that some would regard some items would be "private" questions	4/7/2021 7:30 PM
16	no	4/7/2021 7:26 PM
17	No	4/7/2021 5:16 PM
18	No	4/7/2021 4:47 PM
19	Why does race and gender matter so much? Shouldn't we just hire competent people?	4/7/2021 4:39 PM
20	No	4/2/2021 5:05 PM
21	This entire dashboard is racist and sexist.	4/1/2021 9:32 PM
22	No	4/1/2021 11:52 AM
23	as in the previous box	4/1/2021 10:26 AM
24	no	4/1/2021 10:00 AM
25	The race and ethnicity of city employees is no one's business. It also forces employees to choose one identity when they may have a varied background. Publishing this level of detail about public employees is highly offensive and unnecessary.	4/1/2021 9:24 AM
26	not sure	3/31/2021 11:19 PM
27	No	3/31/2021 8:55 PM
28	Why? Why does this information need to be updated and published on a website? The info can be avail upon request but this is way too much involvement.	3/31/2021 12:57 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 214

29	The race, ethnicity, gender, and gender identity of employees.	3/31/2021 9:17 AM
30	gender and race information is irrelevant	3/30/2021 9:57 PM
31	How many city employees , gender , race and the like .	3/30/2021 8:35 PM
32	Same question as to the objective of the dashboard. A dashboard is a summary of the status - a car dashboard shows speed, temperature, and overall operational status ("engine check"). Is that the intent here? Not clear. Trying to understand the equity efforts of the city is good, but not sure that it is something that needs to be displayed in a dashboard on an on-going basis. Is Kirkland attempting to provide a resource for researchers and those with "an ax to grind"?	3/30/2021 5:31 PM
33	The department where people are employed. This is supposed to represent the City of Kirkland as a whole. Why would one department be compared to another?	3/30/2021 1:49 PM
34	No	3/30/2021 1:48 PM
35	No	3/30/2021 12:22 PM
36	N/A	3/30/2021 11:49 AM
37	How can you read this and think it is OK? It reads like a bad page taken out of some crazy organizations racist literature - really. So bad.	3/30/2021 11:47 AM
38	N/A	3/30/2021 11:40 AM
39	Education Level of Each department,	3/30/2021 11:29 AM
40	All of this information is unnecessary	3/30/2021 11:22 AM
41	Promotion race, gender is unnecessary. Isnt creating a list separating the City employees by race a racist list?	3/30/2021 11:11 AM
42	no	3/30/2021 11:04 AM
43	I guess people want to know all this, but I hope that you choose the most qualified applicants and not just the ones who check off the identity boxes.	3/30/2021 10:28 AM
44	All of it is not necessary. Where is the privacy of the employees who may not want their information disclosed. If this is done you should check with each employee to see what gender, race they are at this time.	3/30/2021 10:02 AM
45	no	3/30/2021 9:17 AM
46	race	3/30/2021 9:13 AM
47	no	3/29/2021 11:00 PM
48	No.	3/29/2021 6:06 PM
49	This seems like a lot of demographics to track and present. How much staff time and resources will compiling and tracking this data take? Or will the city hire a consultant for this purpose and what will the cost of that be? I think money would be better spent supporting BIPOC in Kirkland in other ways. Some city data needs to be examined but this is totally overboard. Why is this level of detail needed? What questions are we asking this data to answer?	3/29/2021 2:02 PM
50	Employee Separations and anything therein. Employee Promotions and information therein.	3/29/2021 9:38 AM
51	This is all completely unnecessary. Hire the best and smartest people for the job, it shouldn't matter what race or ethnicity is.	3/28/2021 7:12 PM
52	No	3/28/2021 1:30 AM
53	Not at this time.	3/27/2021 3:59 PM
54	I personally believe in equality and each individual being treated fairly without bias for race, gender, religion, country of origin. Your identification seems to run the risk of encouraging not eliminating bias. The city truly needs to examine whether it is creating a "double edge sword" in its laudable goal to improve equality in Kirkland - not unintentionally promote it. I personally want to be judged on my abilities and accomplishment as an individual & not as a generic member of some group.	3/26/2021 11:29 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 215

55	No.	3/26/2021 9:20 AM
56	no	3/26/2021 8:58 AM
57	No	3/25/2021 9:40 PM
58	No	3/25/2021 9:07 PM
59	Gender Identity	3/25/2021 8:29 PM
60	Subjective question!	3/25/2021 8:23 PM
61	No	3/25/2021 8:14 PM
62	Ethnicity	3/25/2021 7:32 PM
63	Yes, race/ethnic discriminatory. Until we start considering everyone human and people, racism will thrive. It doesn't matter!	3/25/2021 7:08 PM
64	No	3/25/2021 7:06 PM
65	No	3/25/2021 7:06 PM
66	All of it.	3/25/2021 6:56 PM
67	No	3/24/2021 9:44 PM
68	Nope	3/24/2021 1:41 PM
69	no	2/8/2021 8:04 PM
70	no	2/8/2021 5:36 PM
71	all necessary	1/31/2021 12:55 PM
72	n/a	1/28/2021 8:01 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

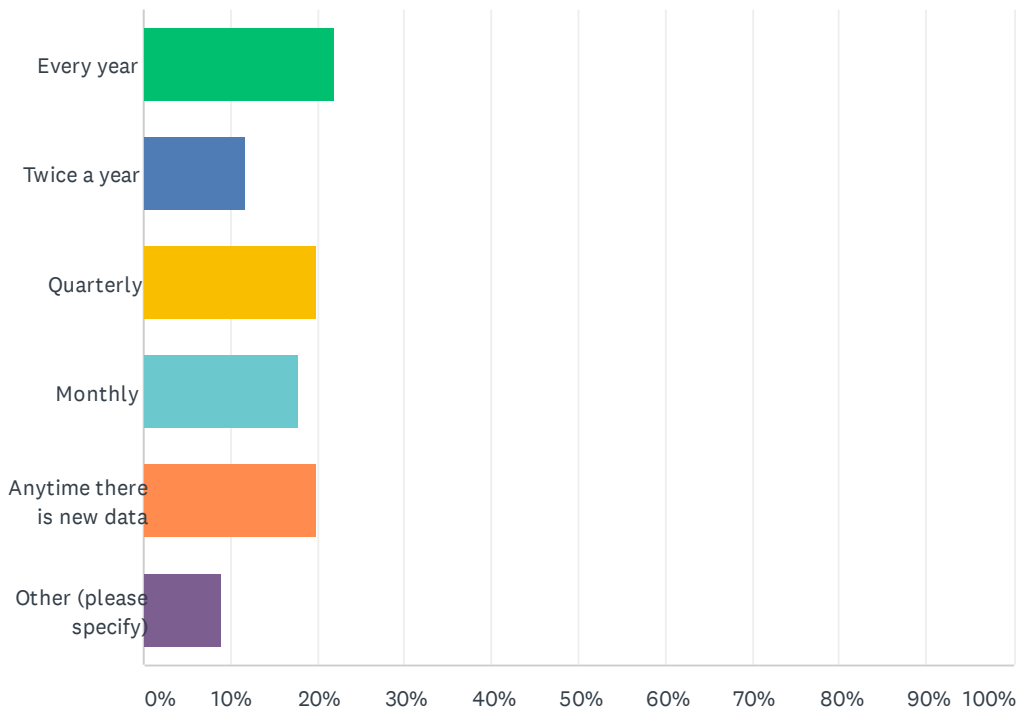## Q15 How often should this data be updated?

Answered: 146   Skipped: 59

ANSWER CHOICES	RESPONSES	
Every year	21.92%	32
Twice a year	11.64%	17
Quarterly	19.86%	29
Monthly	17.81%	26
Anytime there is new data	19.86%	29
Other (please specify)	8.90%	13
TOTAL		146

#	OTHER (PLEASE SPECIFY)	DATE
1	Should this follow the recruitment cycles and be collected / updated at the end of each one?	4/14/2021 3:29 PM
2	Never	4/1/2021 9:32 PM
3	Should be updated as needed but not published online publically	3/31/2021 12:57 PM
4	Cost of providing the data and what is available electronically? What is the objective - and, if it is really to address trends within Kirkland, why is it only starting now? The city should have been considering these factors 30 years ago - that's when corporations had EEO managers.	3/30/2021 5:31 PM
5	Daily	3/30/2021 11:58 AM
6	Never on this one	3/30/2021 11:47 AM
7	Never	3/30/2021 11:22 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 217

8	NEVER	3/30/2021 11:11 AM
9	Annually plus whenever there is new, important data.	3/29/2021 6:06 PM
10	Never	3/28/2021 7:12 PM
11	Here we go again.	3/25/2021 8:23 PM
12	Do we really need to spend our tax dollars on this?	3/25/2021 6:56 PM
13	Each recruitment cycle	2/9/2021 5:46 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 218

Q16 Any other suggestions about a Human Resources dashboard?

Answered: 59   Skipped: 146

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	See above about how the data might be detrimental to both city staff and economics. Should proceed with caution.	4/23/2021 8:01 PM
3	API	4/22/2021 6:53 PM
4	No	4/22/2021 2:44 PM
5	When speaking about a person's gender, use the term "gender" as opposed to "gender identity" unless there is a specific situation where two closely related concepts like gender identity and gender expression are being discussed and you need to distinguish between the two. Saying that you are reporting an employee's "gender identity" subtly suggests that this is not the same thing as their "gender." It implies that "gender identity" is somehow different from true gender. If someone identifies as a man, then they are a man, and that is their gender. The same for other identities like non-binary, woman, genderqueer, etc. When speaking about gender, just say "gender." Thanks!	4/19/2021 12:12 PM
6	I'm curious about the money Kirkland spends on white men. What I mean by this is everything from employee paychecks to contracts given to products purchased. Data on the demographics of the wealth Kirkland is distributing matters.	4/17/2021 8:15 AM
7	This seems great. Thanks.	4/16/2021 5:08 PM
8	No	4/16/2021 10:57 AM
9	race and gender etc. of all contractors working for city and what they are doing. race and gender, etc of all temporary employees, length and type of temp. position and reason for temp vs perm employee	4/15/2021 8:21 PM
10	No	4/15/2021 5:00 PM
11	I think this info could be very helpful and enlightening!	4/14/2021 3:29 PM
12	Not sure this is necessary at all	4/13/2021 10:11 AM
13	Ridiculous.	4/9/2021 1:05 PM
14	Again, make sure that there are internal voices (city employees) to provide input as well as citizens	4/8/2021 12:59 PM
15	Ok	4/8/2021 9:11 AM
16	no	4/7/2021 10:47 PM
17	Could a couple of employees be highlighted so the community can get to know them better? Give the community an opportunity to relate to the employees?	4/7/2021 5:16 PM
18	No	4/2/2021 5:05 PM
19	This entire dashboard is racist and sexist.	4/1/2021 9:32 PM
20	No	4/1/2021 11:52 AM
21	no	4/1/2021 10:26 AM
22	no	4/1/2021 10:00 AM
23	By putting people into classifications or boxes, this may serve to only deepen divides at a time when we need to be united.	4/1/2021 9:24 AM
24	no	3/31/2021 11:19 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 219

25	No	3/31/2021 8:55 PM
26	no	3/30/2021 9:57 PM
27	Same question - what is the question or objective that this is attempting to address.	3/30/2021 5:31 PM
28	No	3/30/2021 1:48 PM
29	N/A	3/30/2021 11:49 AM
30	This is by far the worst suggestion so far, terrible.	3/30/2021 11:47 AM
31	N/A	3/30/2021 11:40 AM
32	Why must every department be separated by race & gender? How is this information beneficial to Kirkland residents or workers? This breakdown seems to only push people further apart, not unite them.	3/30/2021 11:22 AM
33	no	3/30/2021 11:04 AM
34	No	3/30/2021 10:28 AM
35	no	3/30/2021 9:17 AM
36	the obsession with race will lead to further divide. the more you focus in how different people are rather than what they have in common you create hate and mistrust. race alone does not define the person	3/30/2021 9:13 AM
37	no	3/29/2021 11:00 PM
38	Something about productivity, excellence and recognition for accomplishing the requirements of the job. HR outreach for recruitment.	3/29/2021 6:06 PM
39	No	3/28/2021 1:30 AM
40	Not at this time.	3/27/2021 3:59 PM
41	I'd like to see population data for rentals vs owners and/or single family vs multifamily. Also years at that address.	3/26/2021 6:34 PM
42	no	3/26/2021 11:29 AM
43	No.	3/26/2021 9:20 AM
44	no	3/26/2021 8:58 AM
45	I would much rather like to understand how the city is efficiently using our tax dollars to decrease overall headcount, by using new technology. All I see is increases in city spending rather than operating like most business are forced to with an eye on the bottom line.	3/25/2021 9:45 PM
46	No	3/25/2021 9:40 PM
47	Reason for hire, for example; new position, replacement, internship	3/25/2021 9:07 PM
48	No.	3/25/2021 8:23 PM
49	How happy are the workers given by unbiased surveys.	3/25/2021 7:32 PM
50	No.	3/25/2021 7:08 PM
51	No	3/25/2021 7:06 PM
52	No	3/25/2021 7:06 PM
53	Not needed.	3/25/2021 6:56 PM
54	No	3/24/2021 9:44 PM
55	no	2/8/2021 8:04 PM
56	no	2/8/2021 5:36 PM
57	none	1/31/2021 12:55 PM

| 58 | Are "separations" a combinations of retiring, quitting, and firing? Make that more clear. | 1/29/2021 8:19 PM |
| 59 | n/a | 1/28/2021 8:01 PM |

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 221

Q17 Is there additional information you'd like included?

Answered: 82   Skipped: 123

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	To me, the definition of a dashboard is a high level indicator - like the dashboard of a car - it doesn't tell you the oil pressure or water temperature. It is a snapshot providing a quick assessment of potential issues. This appears to be a full database containing all aspects of information relative to an incident NOT a dashboard. A dashboard should show trends over time so would ideally be graphical in presentation.	4/23/2021 8:05 PM
3	How does the amount of funding for these programs compare to other City departments?	4/23/2021 3:13 PM
4	More specifics on the services provided	4/22/2021 6:55 PM
5	No	4/22/2021 2:44 PM
6	It may be useful to collect information on the housing status of the people served by grants. All organizations, even those not providing housing services, may serve both housed and unhoused people. It is useful to know how much of the city's grants are going to unhoused people, because this tells us whether our grant funds are addressing the housing crisis in our region.	4/19/2021 12:21 PM
7	Language data Anytime someone is out on a waitlist, or has to wait more than a week from the time they ask for help to the time someone contacts them, that should be counted and reported Data on how difficult the process to ask for help is for individuals Data on how much time and organizational resourcing must be allocated to securing funds	4/17/2021 8:19 AM
8	No	4/16/2021 5:09 PM
9	No	4/16/2021 10:57 AM
10	Teen hub closed rather than deal with racial issues. a real cop out by city. get tnis place going again with the black leaders. one racist thing you could fix right now	4/15/2021 8:23 PM
11	No	4/15/2021 5:01 PM
12	Seems very complete!	4/14/2021 3:32 PM
13	no	4/13/2021 10:12 AM
14	No	4/9/2021 1:06 PM
15	No	4/8/2021 1:01 PM
16	Disability status (disabled-led vs nondisabled-led orgs). Intersectionality of POC and disabled-led orgs, and services provided.	4/8/2021 10:52 AM
17	mental illness cases handled	4/8/2021 9:16 AM
18	Level of education	4/8/2021 9:14 AM
19	References to more detailed info about each grant such as grant proposal	4/7/2021 10:50 PM
20	Statistics regarding senior populations could be considered separately to give a view of older adult issues and problem solving involved. Just as other agencies are listed?	4/7/2021 7:33 PM
21	Info by neighborhood might be helpful, if relevant	4/7/2021 7:27 PM
22	Add "age" to outcomes reported	4/7/2021 5:28 PM
23	What resources are funded for continuing care after emergency needs are met	4/7/2021 5:18 PM
24	No	4/7/2021 4:47 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 222

25	Information on keeping fathers in the home. Fatherless households are the prime mover of social dysfunction.	4/7/2021 4:44 PM
26	Citizenship status Why avoid this topic? 1/4 of the people in Kirkland were born in another country	4/5/2021 8:01 AM
27	No	4/2/2021 5:05 PM
28	How to oppose future grants	4/1/2021 9:33 PM
29	Not at this time	4/1/2021 11:52 AM
30	Do seniors and the disabled need to be listed ?	4/1/2021 10:29 AM
31	Languages spoken	4/1/2021 10:01 AM
32	no	3/31/2021 11:20 PM
33	Tribal inclusion spending and reconciliation. City of Kirkland should make a better effort of land acknowledgement to the Duwamish	3/31/2021 8:57 PM
34	no	3/31/2021 12:59 PM
35	no	3/31/2021 9:18 AM
36	The percentage of the number of clients who are actually Kirkland residents as compared to the amount of money spent on the services.	3/30/2021 1:53 PM
37	Locations of city owned public housing and vacancy rate/wait list length	3/30/2021 1:51 PM
38	Women-led organization or not	3/30/2021 1:00 PM
39	Be certain to allow opportunity for all regardless of race	3/30/2021 12:22 PM
40	How funds are spread thru out the city.	3/30/2021 11:59 AM
41	N/A	3/30/2021 11:50 AM
42	No	3/30/2021 11:49 AM
43	MHP connected with the PD	3/30/2021 11:41 AM
44	Cost breakdown of all funds going to such services and where and how they are distributed. Also, cost breakdown of where the funds are coming from that go to the services. Also, how many times refusal for such programs has been made by a subject because they simply do not want any such services, though they would benefit from it.	3/30/2021 11:40 AM
45	no	3/30/2021 11:05 AM
46	No, but all this segregating people by race is turning back progress and creating divisions.	3/30/2021 10:32 AM
47	information about gender, not just race/ethnicity	3/30/2021 9:52 AM
48	no	3/30/2021 9:19 AM
49	% of funds that go to org overhead	3/30/2021 4:52 AM
50	yes	3/29/2021 11:01 PM
51	Outcomes should be recorded and reported according to all measurements, not just by race and ethnicity,	3/29/2021 6:09 PM
52	Straight success rate percentage and what are the exact metrics being measured? Who audits the program for efficiency? What are the benchmarks to be met in order to keep them program funded? Where is the grant coming from and who funds the grant?	3/28/2021 7:16 PM
53	No	3/28/2021 1:32 AM
54	1) How many individuals benefitted from each of the services provided because of the grant money provided and how (quantifiable statistics)? 2) How much, if any, of the grant money went unused and why, please? 3) How many jobs were created as a direct result of the services & funding provided? 4) How many people/families were able to find permanent housing as a direct result of the housing & homeless services provided?	3/27/2021 4:09 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 223

55	No	3/27/2021 8:18 AM
56	Number of individuals and number of households served in the City Annually. Number of Impact areas, or Categories served by each agency.	3/26/2021 3:18 PM
57	no	3/26/2021 11:33 AM
58	If the City of Kirkland is funding programs there needs to be transparency on what these programs are actually doing.	3/26/2021 9:49 AM
59	No.	3/26/2021 9:21 AM
60	no	3/26/2021 8:59 AM
61	who determines award allocations how are awards determined disability and veteran status clients served	3/26/2021 7:30 AM
62	Substance abuse and treatment	3/26/2021 7:11 AM
63	How are these agencies giving back to the citizens as a whole? What are the positives coming out of this spend by the citizens.	3/25/2021 9:49 PM
64	No	3/25/2021 9:41 PM
65	Show if the grant amount is an increase or decrease from prior year and the justification.	3/25/2021 9:11 PM
66	Race/Ethnicity makeup of the area served.	3/25/2021 8:41 PM
67	....	3/25/2021 8:25 PM
68	Compliance with grant directives (Are grant funds being used appropriately/as represented?)	3/25/2021 8:16 PM
69	This needs to be presented in context of the population. For example, do we fund a white-run organization because it is the only organization that provides that service? For clients, needs to be compared to the total population of the city.	3/25/2021 7:11 PM
70	No.	3/25/2021 7:10 PM
71	Yes, what's being done based off the metrics that arise.	3/25/2021 7:09 PM
72	No	3/25/2021 7:07 PM
73	Last years vs current yrs funding	3/25/2021 6:57 PM
74	No	3/24/2021 9:46 PM
75	It would be good to have a historical perspective - to see how funding of human services in Kirkland has evolved (and will continue to evolve) over time.	2/9/2021 5:51 AM
76	How does this relate to county-level services?	2/8/2021 8:05 PM
77	no	2/8/2021 5:39 PM
78	looks good!	1/31/2021 12:56 PM
79	Overall budget of each org and what % of their budget the grant from Kirkland represented. How much they have received in grants in the last 10 years.	1/29/2021 8:21 PM
80	Look for the intersections of identity that leave people out, such as women-owned overall and POC women-owned businesses.	1/29/2021 2:33 PM
81	At the minute I can't think of any. Kirkland has put so much work into all this and it shows. I am close to tears as I think of your city taking the moment to realize "history has its eyes on you." Your great listening so far is making a difference. Don't worry if it's perfect. It so much better than stagnating in place, refusing to change and thus continuing harm. Keep it up, persevere through critique.	1/28/2021 9:10 PM
82	Funding for each year up until this year for each agency	1/28/2021 8:02 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 224

Q18 Is any of the information on the list unnecessary?

Answered: 60   Skipped: 145

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	No	4/22/2021 6:55 PM
3	No	4/22/2021 2:44 PM
4	No	4/17/2021 8:19 AM
5	No	4/16/2021 5:09 PM
6	No	4/16/2021 10:57 AM
7	Question if this info is accurate	4/15/2021 5:01 PM
8	None	4/14/2021 3:32 PM
9	no	4/13/2021 10:12 AM
10	Most	4/9/2021 1:06 PM
11	not sure	4/8/2021 1:01 PM
12	Ok	4/8/2021 9:14 AM
13	no	4/7/2021 10:50 PM
14	no	4/7/2021 7:33 PM
15	don't know	4/7/2021 7:27 PM
16	No	4/7/2021 5:18 PM
17	No	4/7/2021 4:47 PM
18	Racial data. Any program offered by city should be available to all.	4/3/2021 9:15 AM
19	No	4/2/2021 5:05 PM
20	I don't think so	4/1/2021 11:52 AM
21	no	4/1/2021 10:29 AM
22	no	4/1/2021 10:01 AM
23	no	3/31/2021 11:20 PM
24	No	3/31/2021 8:57 PM
25	This oversight makes me want to leave this city.	3/31/2021 12:59 PM
26	no	3/31/2021 9:18 AM
27	Race / gender	3/30/2021 8:36 PM
28	Would the "served" population provide feedback on How Well They Are Served? What other cities have this and do they get real feedback, or just complaints?	3/30/2021 3:14 PM
29	How well they were served. This is too subjective to an individual. A program will speak for itself if the participants are being provided for based on what the program has to offer.	3/30/2021 1:53 PM
30	No	3/30/2021 1:51 PM
31	No	3/30/2021 12:22 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 225

32	N/A	3/30/2021 11:50 AM
33	Anything identifying race	3/30/2021 11:49 AM
34	N/A	3/30/2021 11:41 AM
35	no	3/30/2021 11:05 AM
36	No	3/30/2021 10:32 AM
37	no	3/30/2021 9:19 AM
38	no	3/29/2021 11:01 PM
39	no	3/29/2021 6:09 PM
40	No	3/28/2021 1:32 AM
41	No; it's a good list to start.	3/27/2021 4:09 PM
42	Funding and other support should be based on need not race/ethnicity; this data will lead to comparisons that invariably lead to failure to support true need in our community.	3/27/2021 8:18 AM
43	Again once the city focuses exclusively on race that can cause as many problems as it is trying to solve. The goal should be equality with resources distributed on the basis of need, not skin color. I absolutely NEVER want Kirkland to turn down or turn away anyone because of their race, religion, country of origin, etc. Make absolute positive that the city doesn't replace one form of discrimination with another. No form or racism or prejudice is acceptable for anyone.	3/26/2021 11:33 AM
44	No.	3/26/2021 9:21 AM
45	no	3/26/2021 8:59 AM
46	I feel this will not give equal footing to everyone, and that special interest groups who serve underrepresented communities will get preference. What does the average citizen who actually pays these taxes get as a benefit from this program? You have to tie our money back to how it is benefitting everyone.	3/25/2021 9:49 PM
47	No	3/25/2021 9:41 PM
48	No	3/25/2021 9:11 PM
49	....	3/25/2021 8:25 PM
50	No	3/25/2021 8:16 PM
51	Less people of color. White is not the absence of color its all the colors. Seeing so much targeting color is wrong. Treat everyone the same.	3/25/2021 7:35 PM
52	We should not need to collect data on who runs the organization AT ALL. What's the definition of a POC-run organization, anyway? How many of the board members need to be POC for it to be "POC-run"? Do we go back to Louisiana law where if you are 1/32nd Black then you are Black? It's a huge can of worms to label organizations this way.	3/25/2021 7:11 PM
53	Yes - race/ethnic discriminators.	3/25/2021 7:10 PM
54	No	3/25/2021 7:07 PM
55	No	3/25/2021 6:57 PM
56	No	3/24/2021 9:46 PM
57	no	2/8/2021 8:05 PM
58	no	2/8/2021 5:39 PM
59	all necessary	1/31/2021 12:56 PM
60	n/a	1/28/2021 8:02 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 226

Q19 How often should this data be updated?

Answered: 137   Skipped: 68
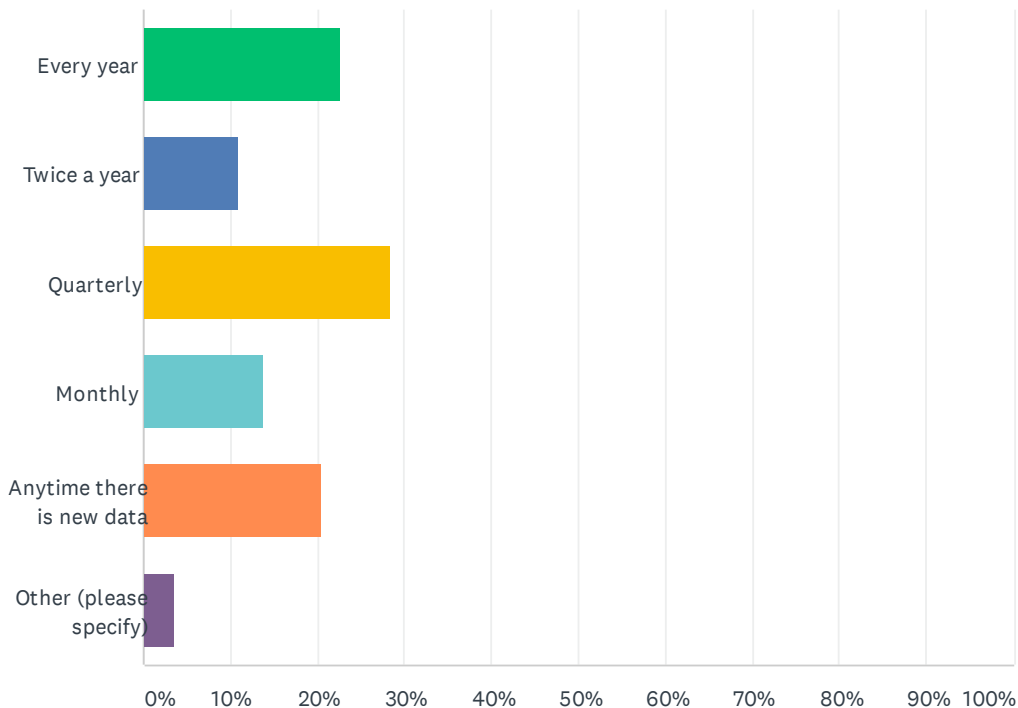
ANSWER CHOICES	RESPONSES	
Every year	22.63%	31
Twice a year	10.95%	15
Quarterly	28.47%	39
Monthly	13.87%	19
Anytime there is new data	20.44%	28
Other (please specify)	3.65%	5
TOTAL		137

#	OTHER (PLEASE SPECIFY)	DATE
1	I don't know	3/31/2021 12:59 PM
2	Daily	3/30/2021 11:58 AM
3	whenever it should be updated plus annually	3/29/2021 6:09 PM
4	Would not report this data	3/27/2021 8:18 AM
5	I guess how meaningful is this and for whom?	3/25/2021 8:25 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 227

Q20 Any other suggestions about a Human Services dashboard?

Answered: 58   Skipped: 147

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	How are changes as to which agencies are funded or what services that are supported incorporated into the data? Might be very problematice. This one appears to be marginal in terms of benefit for the cost to create and maintain. What is the objective of sharing the data is some sort of summary - as compared to what is already available publically.	4/23/2021 8:05 PM
3	API	4/22/2021 6:55 PM
4	No	4/22/2021 2:44 PM
5	Again, I'd recommend using the term "gender" as opposed to "gender identity".	4/19/2021 12:21 PM
6	No	4/17/2021 8:19 AM
7	No	4/16/2021 5:09 PM
8	No	4/16/2021 10:57 AM
9	teen union building!!! on dashboard.	4/15/2021 8:23 PM
10	No	4/15/2021 5:01 PM
11	None	4/14/2021 3:32 PM
12	No	4/9/2021 1:06 PM
13	Ensure input from internal city employees as well as citizens	4/8/2021 1:01 PM
14	Number of intakes for each service	4/8/2021 9:14 AM
15	no	4/7/2021 10:50 PM
16	no	4/7/2021 7:33 PM
17	Do these programs need volunteers?	4/7/2021 5:18 PM
18	Mental health services and drug abuse are more important than racial/gender inequity issues. They are a root cause of inequity and homelessness. Treat the cause, not the symptom.	4/7/2021 4:44 PM
19	No	4/2/2021 5:05 PM
20	I am shocked to learn that we waste money on these things	4/1/2021 9:33 PM
21	No	4/1/2021 11:52 AM
22	no	4/1/2021 10:01 AM
23	Again, it seems like there is a tremendous emphasis on race when many have diverse backgrounds.	4/1/2021 9:25 AM
24	no	3/31/2021 11:20 PM
25	No	3/31/2021 8:57 PM
26	No.	3/31/2021 12:59 PM
27	If 0, how come we don't got city-owned public housing.	3/30/2021 1:51 PM
28	N/A	3/30/2021 11:50 AM
29	Not as bad as the other suggestions.	3/30/2021 11:49 AM
30	N/A	3/30/2021 11:41 AM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 228

31	More segregation. Why must human services be split between POC and non POC? Perhaps I am missing something here, but this sounds racist. JUST HAVE ONE GROUP TO HELP PEOPLE IN NEED, no need to separate by race.	3/30/2021 11:24 AM
32	no	3/30/2021 11:05 AM
33	Critical race theory seems to be underpinning the Kirkland government. It is a divisive theory, not fact, and there is mounting evidence that it leads to conflict, hatred, and worse outcomes for everyone, including minorities.	3/30/2021 10:32 AM
34	no	3/30/2021 9:19 AM
35	no	3/29/2021 11:01 PM
36	no	3/29/2021 6:09 PM
37	No	3/28/2021 1:32 AM
38	Not at this time.	3/27/2021 4:09 PM
39	Funding for and results of individual programs to help those in need without regard to racial/ethnicity.	3/27/2021 8:18 AM
40	Human Service Partnerships within the city. This might be other City, or County wide agencies, other NPO's not receiving grants, Faith based institutions or groups, that support the NPO's receiving Grants.	3/26/2021 3:18 PM
41	no	3/26/2021 11:33 AM
42	No.	3/26/2021 9:21 AM
43	no	3/26/2021 8:59 AM
44	There needs to be a lot more outreach as to why the average citizen should help raise up the "under served" when most of us have to bootstrap ourselves each and every day. There is a balancing act that is needed, and not throwing tax payer money at something, just to make a dashboard look good.	3/25/2021 9:49 PM
45	No	3/25/2021 9:41 PM
46	No	3/25/2021 9:11 PM
47	No	3/25/2021 7:11 PM
48	discriminatory.. more to support the working poor, regardless of race, ethnicity or gender.	3/25/2021 7:10 PM
49	No	3/25/2021 7:07 PM
50	No	3/25/2021 6:57 PM
51	Focus on homelessness/housing, this will likely be a huge issue in the coming years	3/25/2021 11:25 AM
52	No	3/24/2021 9:46 PM
53	Should be updated in real time.	3/24/2021 1:43 PM
54	I think these dashboards need to be an entry point for action. So, for Human Services, I would hope that there would be a way to learn more about the agencies and organizations funded (from a perspective of a volunteer? a community member in need and looking for help?). Also, this might be a good place to link to the Human Services Board and their work.	2/9/2021 5:51 AM
55	no	2/8/2021 8:05 PM
56	no	2/8/2021 5:39 PM
57	none	1/31/2021 12:56 PM
58	n/a	1/28/2021 8:02 PM

Deliver services that make a difference in people's lives

What we track: Make homelessness Rare, Brief, and a Non-recurring experience

Why is this important?

HSD's Homeless Strategy and Investment (HSI) division invests in programs that focus on assisting people to secure permanent housing and end their experience of homelessness. Services are provided in three investment areas – prevention, emergency response, and housing. Agency provider partners that receive City funds assist people who are at imminent risk of falling into homelessness, or who are living without housing. In 2018, these programs served over 25,000 households in the homeless services system.

Unique households to permanent housing

2,673
Unique households

1/1/19 - 9/30/19

✓ Exceeding 2018 Q3

2018 Quarter 3 Unique HH   2,537

View Measure →

Hover over to see our data about how we are making homelessness Rare, Brief and Non-recurring

For complete definitions of each measure, please refer to the 'How we measure' section below the graphs. Please note that Households have been abbreviated as HH. Each quarter is cumulative of all previous quarters. For example, Quarter 3 represents data for quarters one through three (1/1/2019 - 9/30/2019).

Rare
Goal: Increase HH prevented from falling into homelessness

Brief
Goal: Decrease the # of days HH spend in homeless programs

Non-recurring
Goal: Decrease HH who return to ho...

Unique households returned			302
Unique households returned			302
Percent of households returned			10%
Individuals returned			387
Percent of Individuals returned			8%

Quarter (Cumulative, 2019)

Click and drag to pan the chart

How we measure:

The City of Seattle aims to make the experience of homelessness **rare**, **brief**, and **non-recurring**. These measures provide data on unduplicated households and individuals to see how well we are doing to prevent people from becoming homeless (**rare**), minimize the amount of time people experience homelessness (**brief**), support people to maintain stable housing and not return to homelessness (**non-recurring**).

Rare: Unduplicated number and percent of households and individuals prevented from falling into homelessness. The total number of people who enrolled in a Seattle-funded prevention program and did not fall into homelessness.

A

B

Use of Force Subject Characteristics

Total UOF Incidents
1,096

166 176 190 219 171 174
2014 2015 2016 2017 2018 2019

Dashboard Filters

Year (All)
Precinct (All)
Subject Gender (All)
Subject Race (All)
Subject Age (All)
Subject BMI (All)
Subject Home (All)

Subject Gender
Female 10%
Male 90%

Subject Race
Asian 5%
Hispanic 10%
White 50%
Black 29%

Subject Age
<18 6%
50+ 10%
40-49 15%
30-39 28%
18-29 38%

Subject Residence
Seattle 22%
Transient/Other 10%
Local 57%
City

Subject Condition
Under the Influence 44%
Angry 26%
Mental Health 20%
Yelling 17%
Possibly Armed 13%
Suicidal 4%
0%   10%   20%   30%   40%

Body Mass Index
Underweight 1%
Normal 37%
Obese 11%
Overweight 33%

Most Serious Crime Charged
18.7%
16.9%
8.1%

C

D

EMPLOYEE DEMOGRAPHICS
CITY of BOSTON

GENDER
Overall   M 44.7%   F 55.3%

BY ANNUAL RATE
0 - 20k	32.0%	68.0%
20 - 40k	32.7%	67.3%
40 - 60k	45.0%	55.0%
60 - 80k	48.0%	52.0%
80 - 100k	54.0%	46.0%
> 100k	47.7%	52.3%

BY ETHNIC GROUP
AMIND	28.9%	
ASIAN		64.1%
BLACK	42.7%	57.3%
HISPA	37.6%	62.4%
NSPEC	33.9%	66.1%
PACIF	27.3%	72.7%
WHITE	49.1%	50.9%

ETHNICITY
WHITE BLACK HISPA ASIAN NSPEC AMIND PACIF
Overall 49.6% 29.7% 13.9% 4.7% 1.8% 0.2% 0.1%

ANNUAL RATE
TENURE - YEARS

2,467 employees out of 3,627 employees in the 0 - 20k bin are F-identified

FILTER BY SERVICE DATE
☑ BPS - Boston Public Schools
☑ COB - City of Boston

SEARCH BY DEPARTMENT NA...

FILTER BY DEPARTMENT
☐ (All)
☐ BPS - Accountability
☐ BPS - Achievement Gap
☐ BPS - Advancement & Ext. Affairs
☐ BPS - Alighieri Montessori School
☐ BPS - Baldwin ELC
☐ BPS - Boston Collaborative High Sc
☐ BPS - BPS Adams Elementary
☐ BPS - BPS Adult Education
☐ BPS - BPS Alternative Education
☐ BPS - BPS Alternative Education H
☐ BPS - BPS Another Course To Colle
☐ BPS - BPS Athletics
☐ BPS - BPS Botes Elementary
☐ BPS - BPS Beethoven Elementary
☐ BPS - BPS Blackstone Elementary
☐ BPS - BPS Boston Arts Academy
☐ BPS - BPS Boston Comm Leadershi
☐ BPS - BPS Boston Evening Academ
☐ BPS - BPS Boston International HS
☐ BPS - BPS Boston Latin
☐ BPS - BPS Boston School Committe
☐ BPS - BPS Bradley Elementary
☐ BPS - BPS Brighton High
☐ BPS - BPS Burke High
☐ BPS - BPS Business Service
☐ BPS - BPS Capital Planning Unit
☐ BPS - BPS Carter Center
☐ BPS - BPS Channing Elementary
☐ BPS - BPS Charlestown High

Public Human Resources Analytics Dashboard – Excluding Portland Police Bureau

Recruitment Timeline | List to Offer Metrics | Recruitment Volume Metrics | Qualified Applicant & Hire Dive... | S

Recruitment Timeline Metrics - Time to Fill & Time to Post

Time to Fill
Average Time to Fill for Recruitments = 77 days
Goal = 85 days

Month			
July	91	35	17
August	72	33	37	3
September	76	29	49
October	70	33	24
November	72	15	14
December	70	35	40
January	89	25	20
February	72	29	16

Fiscal Year: FY20
Bureau: All
Class Title: (All)

List Type
■ Comparable List
■ Resurrected List
■ Existing List
■ Recruitment

Type of Recruitment
□ Casual/Seasonal
□ Single-Bureau
■ Multi-Bureau

Overall Time to Post
Average Time to Post = 5 business days
Goal = 5 business days

July 5, August 4, September 4, October 5, November 5, December 5, January 4, February 5

Time to Post by Type of Recruitment
Average for Single-Bureau Recruitments = 5 business days

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 230

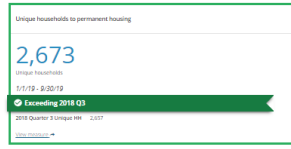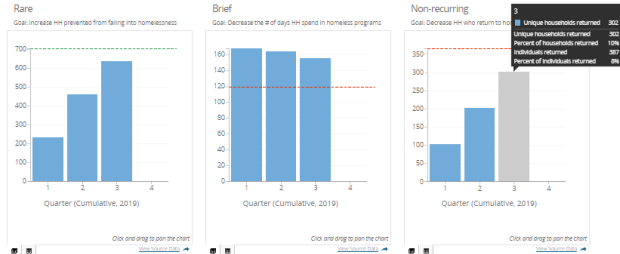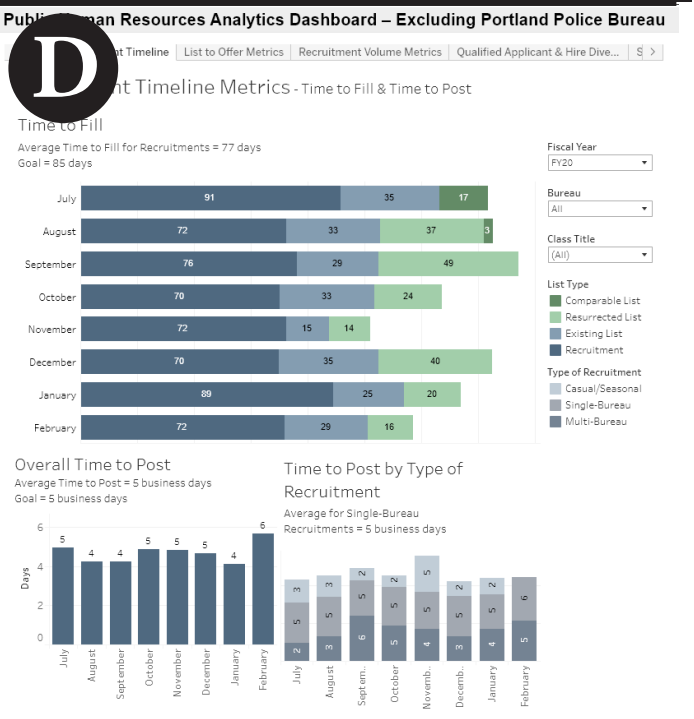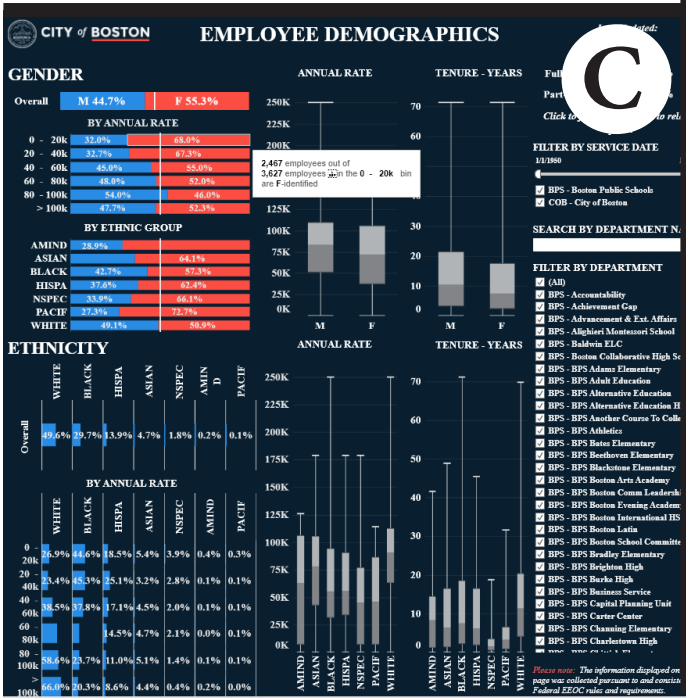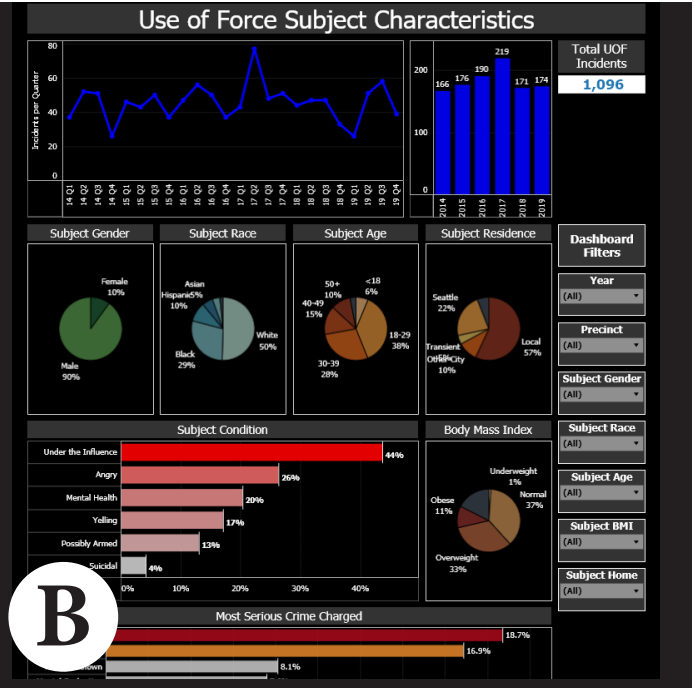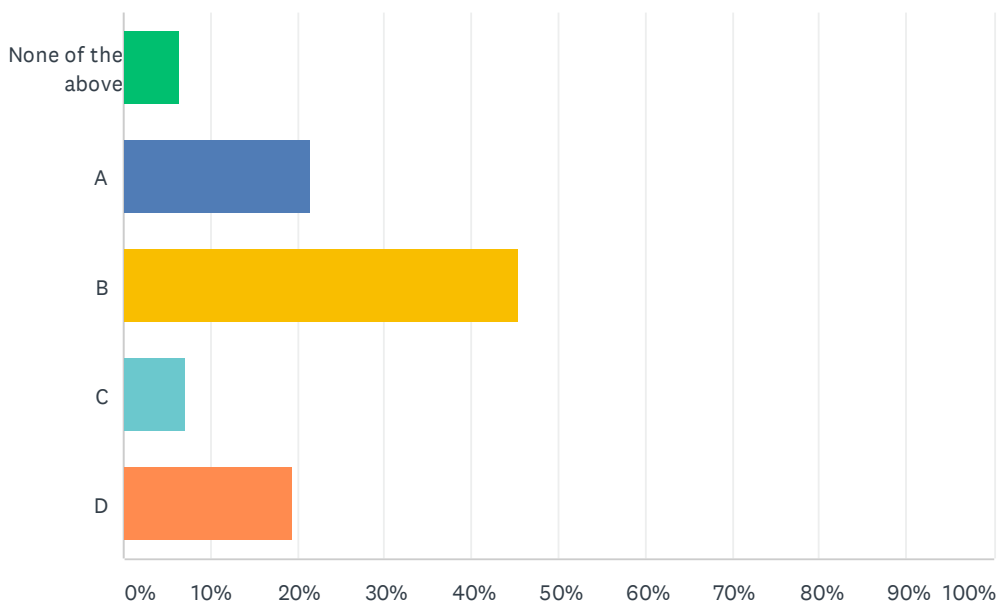# Q21 Which of the example dashboards do you think displays data in the best way?

Answered: 139   Skipped: 66

ANSWER CHOICES	RESPONSES	
None of the above	6.47%	9
A	21.58%	30
B	45.32%	63
C	7.19%	10
D	19.42%	27
TOTAL		139

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 231

Q22 Why do you think so?

Answered: 126   Skipped: 79

#	RESPONSES	DATE
1	Simple and less cluttered. You don't get overwhelmed with information	4/23/2021 11:48 PM
2	Gives all relevant statistical data: mean, median, mode and range. Uses color to advantage. Still need to think about the objective of the dashboard: what is it designed to do? What information is intended to be provided. Has a focus group reviewed an example and thought through what the residents of Kirkland are looking for? These example are full databases - not dashboards and it is not clear that all of the information being collected needs to be displaned on a dashboard.	4/23/2021 8:11 PM
3	The dashboard should cater to the least technical resident. All these seem like information overload.	4/23/2021 3:20 PM
4	Appears to have more data and easier to read	4/22/2021 6:56 PM
5	Clear graphs, not too cluttered	4/22/2021 5:05 PM
6	Not too much data but still enough. UI is pleasing and not too minutely detailed. Colors are not overwhelming.	4/22/2021 4:44 PM
7	Easy to read pie charts	4/22/2021 2:46 PM
8	It's quantitative, yet not too much data/charts. The white background makes it easy to read.	4/22/2021 2:12 PM
9	The goal of a dashboard is not to simply present data, but to give a quick, clear summary of whether the city is meeting its goals. None of the examples given include clear indications of whether goals are being met. I'm looking for visual elements like: comparing actual numbers vs. benchmark numbers & goals, red/yellow/green indicators to show which things are going well, or an overall summary of the city's score (as a rating from 1-10, or a letter grade). These key indicators should be close to the top of our dashboard, with general data presented later.	4/19/2021 12:32 PM
10	Without a chance to use the dashboard and provide feedback, I'm not endorsing any of them. But A was too text heavy, C was too busy, and D appeared to display all data the same way, regardless of context or clarity	4/17/2021 8:23 AM
11	I don't feel strongly about these. I suggest you test with perhaps a young population and an older population and a population of English language learners. I'm a middle aged educated person and can use whatever someone less equipped to understand the dashboards will find the most ease with.	4/16/2021 5:12 PM
12	It's the most simple	4/16/2021 10:58 AM
13	others too busy	4/15/2021 8:27 PM
14	Data is presented in a manner that is easy to digest.	4/15/2021 5:22 PM
15	Simple, graphical, I assume there would be words behind the graphs for drill down detail, but for a top level view it's nicely uncluttered.	4/15/2021 5:16 PM
16	Not too dense, includes explanatory text	4/15/2021 5:12 PM
17	Readable, with graphs On white	4/15/2021 5:01 PM
18	It is easy to read and visually pleasing. Rating the four offerings from high to low ...B, D, C, A	4/14/2021 3:38 PM
19	large graphics, easy to read, and drop downs are user friendly.	4/13/2021 11:58 AM
20	it seems the most clear	4/13/2021 10:13 AM
21	Enough but not too much information	4/10/2021 8:35 PM
22	Option B is clean to read and understand.	4/10/2021 12:39 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 232

23	Digestible, but an unnecessary amount of data is included.	4/9/2021 1:06 PM
24	It is the simplest. Simple will be important for people to be able to read, interpret and (potentially) act on the data.	4/8/2021 1:05 PM
25	SImplified, clearer presentation	4/8/2021 9:18 AM
26	easier to read	4/8/2021 9:17 AM
27	cleaner and simpler	4/7/2021 10:54 PM
28	easier to read	4/7/2021 7:35 PM
29	Clean and easy to read; printable if needed (others have too much color and use too much ink if someone wants to print them); less busy and overwhelming-looking than the other views.	4/7/2021 7:29 PM
30	Aesthetically most pleasing, clearest presentation of informationi	4/7/2021 5:31 PM
31	I like the information presented in graph form with not a lot of written information all around it. D appears to be the most straight forward website	4/7/2021 5:21 PM
32	Easy to understand information at a glance.	4/7/2021 4:48 PM
33	Fewer words. More charts. Wordy dashboards are confusing. A picture is worth 1000 words.	4/7/2021 4:46 PM
34	chart	4/7/2021 4:29 PM
35	I have a reading disability. Hands down number B is the best. I like the color differences, the pie charts, the graph and the general simplicity. The filters let you choose what you want to look at so you are not looking at too much at once	4/5/2021 8:09 AM
36	Easiest to read.	4/3/2021 9:16 AM
37	Aesthetic design displays info in an an organized and easy to digest manner.	4/2/2021 5:08 PM
38	It looks better	4/1/2021 9:34 PM
39	Use of color, choice of charts.	4/1/2021 3:42 PM
40	It's easier to grasp. But I like the darker backgrounds	4/1/2021 11:53 AM
41	Seems specific	4/1/2021 10:59 AM
42	easier to read per category	4/1/2021 10:32 AM
43	Filters allow customization and isolating data. For general populace pie charts may be easier to digest than box plots, especially for the data provided.	4/1/2021 10:09 AM
44	Easier to compare data	4/1/2021 10:08 AM
45	Easier to read - visuals like the pie charts are helpful.	4/1/2021 10:04 AM
46	Pie charts	4/1/2021 9:26 AM
47	Data easy to see with coloration. Pie charts are easy to read rather than bar graphs.	3/31/2021 11:21 PM
48	Easier to digest and decipher	3/31/2021 9:01 PM
49	It's not as complicated to look at. B and D appear to be too "busy" for most people.	3/31/2021 5:03 PM
50	Visually striking	3/31/2021 9:20 AM
51	Easy to navigate .	3/30/2021 8:38 PM
52	Easy visuals	3/30/2021 3:19 PM
53	At a glance easier to read, pie graphs are easier than vert or horizontal bars mixed in with linear type/text data.	3/30/2021 3:16 PM
54	They are all too confusing, and they don't convey any reasoning for why numbers may be high or low.	3/30/2021 1:58 PM
55	More information, and comtext	3/30/2021 1:52 PM
56	much less confusing -graphically more appealing and straight forward.	3/30/2021 1:03 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 233

57	Filters on the right to get to specifics	3/30/2021 12:44 PM
58	Interactive content	3/30/2021 12:23 PM
59	It puts all the information together in the pie graphs to show specifics percentages related to each topic as a whole.	3/30/2021 12:15 PM
60	More info, better understanding, proportions, and a quicker read.	3/30/2021 12:01 PM
61	It is easy to visualize and understand	3/30/2021 11:59 AM
62	Cleanest, easiest to follow for people not used to combing through Excel or SAP style data. Still unnecessary	3/30/2021 11:55 AM
63	Visually appealing and easy to understand.	3/30/2021 11:51 AM
64	easy to read for lowest caliber human.	3/30/2021 11:44 AM
65	Better layout of data	3/30/2021 11:42 AM
66	It appears the easiest to read.	3/30/2021 11:25 AM
67	Based on the examples, it appears to be the easiest to view and compare.	3/30/2021 11:14 AM
68	Easier to read	3/30/2021 11:11 AM
69	easier to read	3/30/2021 11:07 AM
70	There isn't too much information on the page	3/30/2021 9:54 AM
71	It's easier to read and the information is more dynamic.	3/30/2021 9:49 AM
72	some explanation, some data/graphs	3/30/2021 9:24 AM
73	too busy	3/30/2021 9:15 AM
74	The page looks cleaner and readable.	3/30/2021 9:05 AM
75	perceptual intuition	3/29/2021 11:02 PM
76	The others have too much data and are hard to read.	3/29/2021 6:13 PM
77	It is hard to see what they actually are presenting as I could not enlarge the images to make them readable. The dashboard should provide context to the data and be simple to understand and not cram too much into one page.	3/29/2021 2:08 PM
78	Easiest to read	3/29/2021 12:57 PM
79	Less is more. Grouping related information into separate tabs instead of cramming everything onto one page is better in my opinion.	3/29/2021 9:51 AM
80	Pie charts are easier to read than bar charts	3/29/2021 8:05 AM
81	Use of simple visuals can better communicate high amounts of information.	3/29/2021 2:08 AM
82	The design should be determined by usability studies, clarity of the information and ease of interpretation, not an incomplete visual.	3/28/2021 7:20 PM
83	Clear and allows filters	3/28/2021 1:34 AM
84	B, C & D (in that specific order) are my preferred scorecard formats for absorbing comprehensive data. I like that they all provide the ability to filter, if needed. Illustration A is too wordy and I don't believe many people will take the time to digest the data. People are busy and want quick hits which illustration A fails to provide.	3/27/2021 4:21 PM
85	It seems clear without being crowded.	3/26/2021 7:49 PM
86	It's the most visual display of data. It has the time series graph, which conveys the trend over time.	3/26/2021 6:40 PM
87	Easy to read, amount of information covered	3/26/2021 6:18 PM
88	Has a more positive feel	3/26/2021 5:42 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 234

89	Clear visual representation of data.	3/26/2021 3:20 PM
90	Easier to read and interpret data	3/26/2021 11:35 AM
91	Color scheme. Easy to understand pie charts and graphs.	3/26/2021 9:50 AM
92	Various charts in a variety of colors. Black/darker background makes it easier to look at	3/26/2021 9:36 AM
93	I like the layout.	3/26/2021 9:22 AM
94	Simple graphics.	3/26/2021 9:07 AM
95	Easy to read data and not an information overload	3/26/2021 9:02 AM
96	Choice "B" appears to be the most graphical reflection of the data (although this comparison would have more meaningful if the SAME information was displayed 4 different ways so we could choose appropriately.	3/26/2021 8:39 AM
97	I do not like the black background, and the page is too busy, but I think pie charts and line graphs are easiest to understand.	3/26/2021 7:14 AM
98	Shows the level of detail that can assist in understanding if tax payer money is being well utilized. Helps to understand which jobs can be outsourced to a more cost efficient location (this is what happens in the public sector). People in government should be under the same pressures as those of us in the public sector.	3/25/2021 9:52 PM
99	More familiar	3/25/2021 9:43 PM
100	Do not like the black background and am use to a vertical presentation (A) of data versus horizontal (D.) B and C are very busy but I do like the the graph in the top left corner of B.	3/25/2021 9:18 PM
101	It seems the simplest.	3/25/2021 8:42 PM
102	I can't answer objectively, info not as relevant to me as it might be for others.	3/25/2021 8:27 PM
103	It offers different options for visualizing data. Not too cluttered. "A" is over-simplified, "C" is horrible to read.	3/25/2021 8:23 PM
104	Easy to read.	3/25/2021 7:37 PM
105	Contrast is easy to read. And simple to follow.	3/25/2021 7:25 PM
106	Less clutter.	3/25/2021 7:12 PM
107	Simple, easy to understand. Printable.	3/25/2021 7:11 PM
108	Asking this question in this manner indicates you don't know what you're doing with the design of the dashboard.	3/25/2021 7:11 PM
109	Easier on the eye (not harsh) while providing ample data.	3/25/2021 7:08 PM
110	Easier to follow. Not too busy	3/25/2021 6:58 PM
111	light background, less busy, D is good too	3/25/2021 2:14 PM
112	Clearest colors and graphs. Black background very strident.	3/25/2021 12:40 PM
113	Conveys information clearly with commonly used chart types. I'd personally prefer a dark theme with similar charts/graphs	3/25/2021 11:28 AM
114	it is easier to view and not too text-heavy	3/25/2021 12:04 AM
115	It was the easiest to read & look at visually (e.g., did not have too many graphs/too much information on one page). It provided additional information that explained what was being measured, why, & how.	3/24/2021 9:51 PM
116	Easy to understand	3/24/2021 1:43 PM
117	Lots of types of data presented, but presented quite simply.	2/8/2021 8:07 PM
118	my head does not hurt when I look at the page. I see narrative explanation and a limited amount of information. In addition the white background is easier to read.	2/8/2021 6:03 PM
119	For me it was easier to understand and to look for the information	2/8/2021 5:40 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 235

120	mostly graphics. Lots of "clear" space so that it's easier to read.	1/31/2021 12:59 PM
121	Cleanest visuals. Seems to have simple drop-downs available for seeing different views of the data.	1/29/2021 8:23 PM
122	Clearest - not too busy like some other choices. Like pie charts.	1/29/2021 3:59 PM
123	prefer a white background, but prefer the robust filtering capability of B	1/29/2021 2:39 PM
124	The variety of ways of illustrating numbers is nice. Having said that, I really love how A has "nudge" or educational info embedded, e.g. "make homelessness rare, brief and non-recurring. Actually, if you have not read the book Nudge, by Richard Thaler, I would recommend it. It's about behavioral economics. One result is that many government entities have 'nudged' their policies.	1/28/2021 9:16 PM
125	Lighter colors, text kept to one section graphs to another section.	1/28/2021 8:03 PM
126	easiest to read	1/28/2021 6:24 PM

E-Page 236

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q23 Any other suggestions about the look and feel of dashboards?

Answered: 74   Skipped: 131

#	RESPONSES	DATE
1	Do not use black/dark themes, looks foreboding	4/23/2021 11:48 PM
2	Still need to think about the objective of the dashboard: what is it designed to do? What information is intended to be provided. Has a focus group reviewed an example and thought through what the residents of Kirkland are looking for? These example are full databases - not dashboards and it is not clear that all of the information being collected needs to be displaned on a dashboard.	4/23/2021 8:11 PM
3	Consider a basic and advanced view to be flexible to residents.	4/23/2021 3:20 PM
4	It would be good if the dashboard could synthesize data to help answer important questions. I'm not seeing that here, but they are hard to read on my screen	4/22/2021 8:52 PM
5	No	4/22/2021 6:56 PM
6	Keep it simple. Minimize whiz-bang tech that just gets in the way.	4/22/2021 5:05 PM
7	C was confusing	4/22/2021 2:46 PM
8	A white background is generally better to create the impression of open space and make people feel like the page is less busy and overwhelming. Pie charts are usually not the best way to present data and should be avoided. Bar charts are almost always better and easier to read. Tables are an under-appreciated way to present data and can be the most effective way to summarize numbers. Simply presenting numbers without a visualization is clear and easy to understand in situations where the numbers themselves are meaningful to people.	4/19/2021 12:32 PM
9	Ask middle school students to test it. They'll find what is difficult and/or unclear about it. If it's difficult and/or unclear to them, it's not accessible to all tax payers in Kirkland	4/17/2021 8:23 AM
10	Lee data separate for easier reading	4/16/2021 10:58 AM
11	teen union bldg issue needsbgo be resolved asap. big racist blunder closing that down. the optics are horrible! show that you care about teens of color by reopening this center	4/15/2021 8:27 PM
12	No	4/15/2021 5:01 PM
13	White background with pie charts and stats	4/15/2021 1:44 PM
14	None	4/14/2021 3:38 PM
15	Make dashboards viewable with dark or light background as a choice?	4/10/2021 8:35 PM
16	No	4/9/2021 1:06 PM
17	Perhaps one overall chart with high level data, with other charts with breakouts of the key categories.	4/8/2021 1:05 PM
18	Meaningful accessibility, both for disabled users (not simply ADA compliant but meaningfully accessible in plain language and easy to navigate, screen reader friendly).	4/8/2021 10:54 AM
19	More cumulative data, less detail Higher contrast in data presentation	4/8/2021 9:18 AM
20	C is over crowded	4/7/2021 10:54 PM
21	no	4/7/2021 7:35 PM
22	It seems easier to read.	4/7/2021 6:04 PM
23	Add links to see more thorough explanations of information on the graphs.	4/7/2021 5:21 PM
24	No	4/2/2021 5:08 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

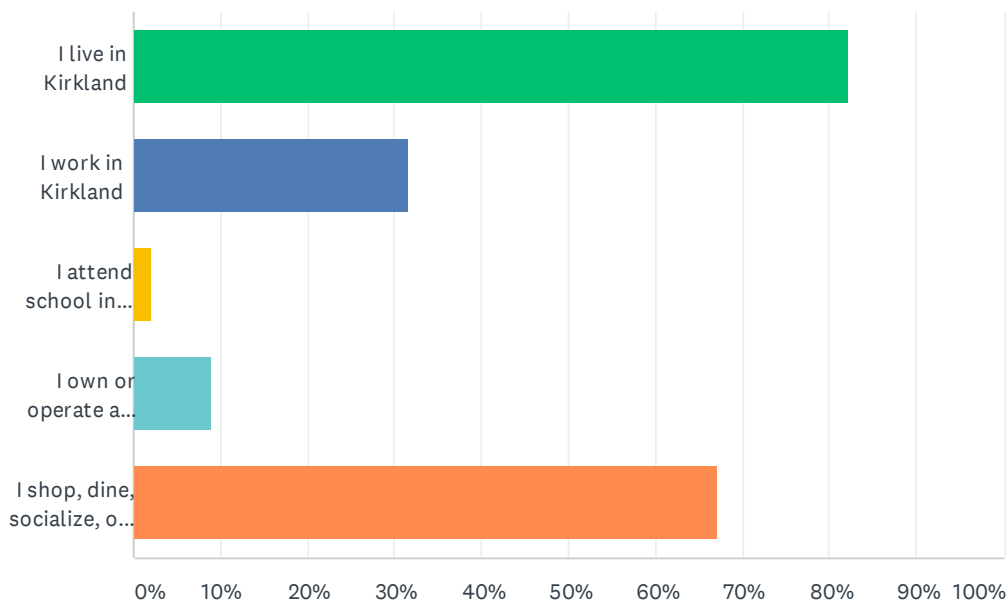E-Page 237

25	Just give us a raw data feed	4/1/2021 9:34 PM
26	No	4/1/2021 11:53 AM
27	Personally enjoy dark theme, but would look cleaner and more in line with the "Eastside" look if it was a white background and light theme.	4/1/2021 10:09 AM
28	Maybe a dark blue background rather than black to make it easier on the eyes	4/1/2021 10:08 AM
29	Locations of things that go together should be considered; e.g., race, gender of police along with race, gender of suspect.	4/1/2021 10:04 AM
30	No	3/31/2021 11:21 PM
31	Light UI is more accessible friendly. Don't forget about folks with color blindness, using screen readers, and others	3/31/2021 9:01 PM
32	no	3/31/2021 9:20 AM
33	The dashboard should reflect information the citizen is specifically concerned about. Much like doing a search and using filters.	3/30/2021 1:58 PM
34	No	3/30/2021 1:52 PM
35	I assume you'll apply accessibility standards like WCAG. I'd say try to minimize the variations on how statistics are shown to help keep it easy to interpret but I'm no usability expert.	3/30/2021 1:07 PM
36	No	3/30/2021 11:55 AM
37	N/A	3/30/2021 11:51 AM
38	N/A	3/30/2021 11:42 AM
39	B & C are too busy.	3/30/2021 11:07 AM
40	The data should also be explained further for a better understanding not just graphs	3/30/2021 10:03 AM
41	more color, better graphs	3/30/2021 9:24 AM
42	Would be better with a white background.	3/30/2021 9:05 AM
43	no	3/29/2021 11:02 PM
44	I had trouble reading all of them because of the size on the screen. I don't have enough information and experience with them to know if they meet the needs of the people who will be reading them and using the data.	3/29/2021 6:13 PM
45	They all look fine	3/29/2021 5:40 PM
46	Trying to cram too much data into a limited space makes it too difficult to read.	3/29/2021 12:57 PM
47	prefer light background rather than black background- less harsh	3/29/2021 8:05 AM
48	No	3/28/2021 1:34 AM
49	Not at this time.	3/27/2021 4:21 PM
50	Definitely like ability to filter data. Live links to details are a plus.	3/26/2021 6:40 PM
51	Should be ease to read and understand. No visual and graphic clutter - designed for the layperson to interpret and make use of data	3/26/2021 11:35 AM
52	Don't make it too cluttered.	3/26/2021 9:50 AM
53	No.	3/26/2021 9:22 AM
54	no	3/26/2021 9:02 AM
55	While I chose "B" as the most graphical display of information, I did prefer the white background over the black for clarity and ease-of-reading.	3/26/2021 8:39 AM
56	Use gentle-on-the-eyes colors, and don't make them too busy.	3/26/2021 7:14 AM
57	No	3/25/2021 9:43 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 238

58	Do not cram data onto the dashboard. I would rather page through the information than try to decipher every thing on one page. Provide a hyperlink to drill down on information you are interested in.	3/25/2021 9:18 PM
59	No.	3/25/2021 8:27 PM
60	Dashboards are only as good as the underlying data and upkeep thereof. Don't be the king county department of public health. If you're going to spend money on this, please make sure your data is complete, updated, accurate and represented clearly, without bias.	3/25/2021 8:23 PM
61	No.	3/25/2021 7:12 PM
62	Clear, not fancy.	3/25/2021 7:11 PM
63	Yes, do actually usability test.	3/25/2021 7:11 PM
64	Custom data output would be nice and helpful. Providing limited views of data can actually be misleading to the public.	3/25/2021 7:08 PM
65	Definitely ensure that appropriate types of charts are used depending on the data being presented, data display is not "one size fits all"	3/25/2021 11:28 AM
66	the black backgrounds are awful. C, in particular, is very hard to look at	3/25/2021 12:04 AM
67	Needs to be clear and not too busy/visually overwhelming.	3/24/2021 9:51 PM
68	The light color schemes look much nicer!	2/8/2021 8:07 PM
69	no	2/8/2021 5:40 PM
70	none	1/31/2021 12:59 PM
71	Can you make them mobile-friendly?	1/29/2021 8:23 PM
72	ease of use while providing comprehensive data that can be exported is vital	1/29/2021 2:39 PM
73	n/a	1/28/2021 8:03 PM
74	keep it simple: one thing at a time	1/28/2021 6:24 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 239

Q24 Which of the following applies to you? (Check all that apply)

Answered: 146   Skipped: 59

ANSWER CHOICES	RESPONSES	
I live in Kirkland	82.19%	120
I work in Kirkland	31.51%	46
I attend school in Kirkland	2.05%	3
I own or operate a business in Kirkland	8.90%	13
I shop, dine, socialize, or recreate in Kirkland	67.12%	98
Total Respondents: 146		

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 240

Q25 In which part of Kirkland do you reside?

Answered: 125   Skipped: 80
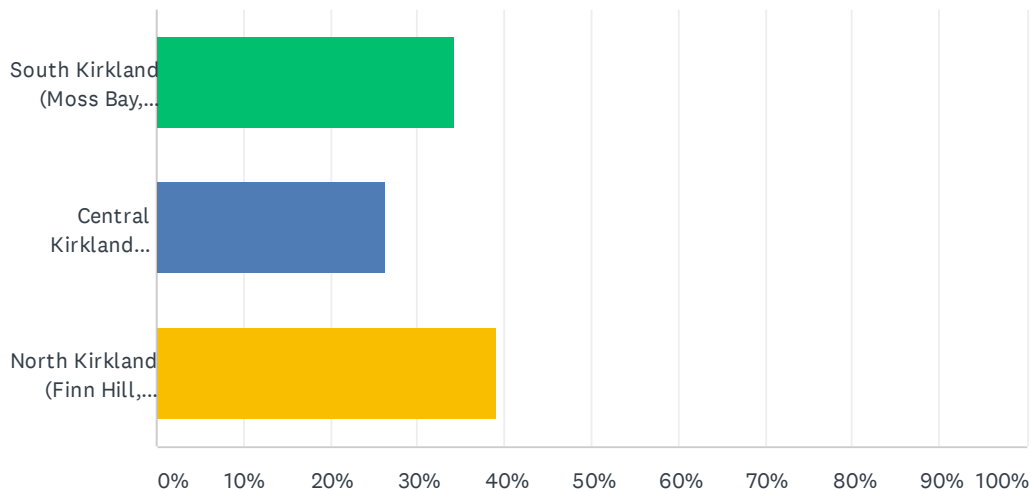
ANSWER CHOICES	RESPONSES	
South Kirkland (Moss Bay, Everest, South Rose Hill, Lakeview, Central Houghton, Bridle Trails)	34.40%	43
Central Kirkland (Market, Norkirk, Highlands, North Rose Hill)	26.40%	33
North Kirkland (Finn Hill, Juanita, Kingsgate, Totem Lake)	39.20%	49
TOTAL		125

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 241

Q26 What is the gender by which you identify?

Answered: 145   Skipped: 60
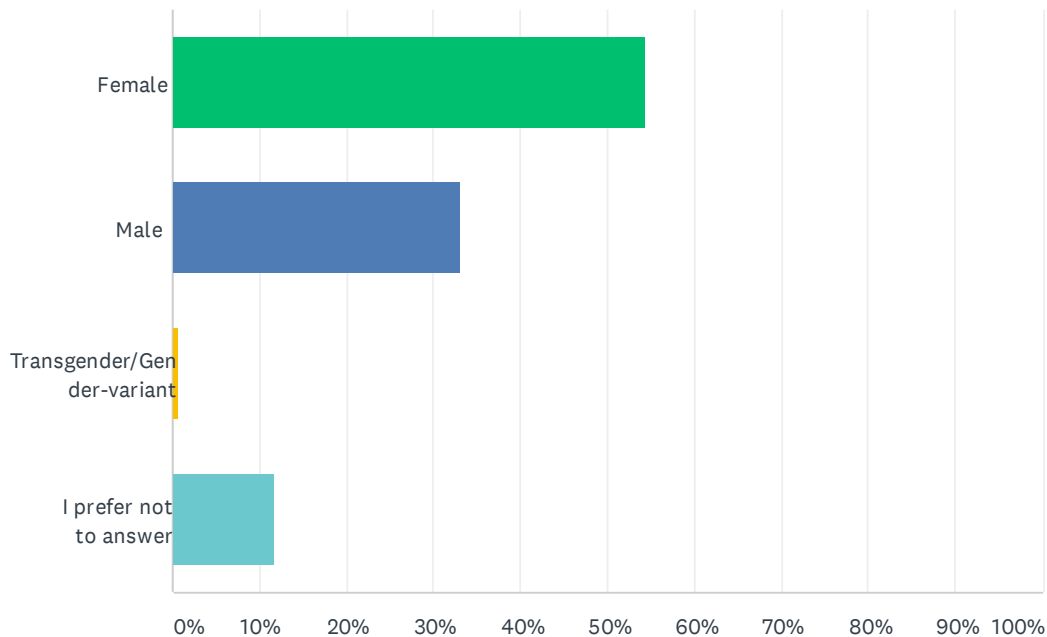
ANSWER CHOICES	RESPONSES	
Female	54.48%	79
Male	33.10%	48
Transgender/Gender-variant	0.69%	1
I prefer not to answer	11.72%	17
TOTAL		145

Q27 In which decade were you born?

Answered: 143   Skipped: 62
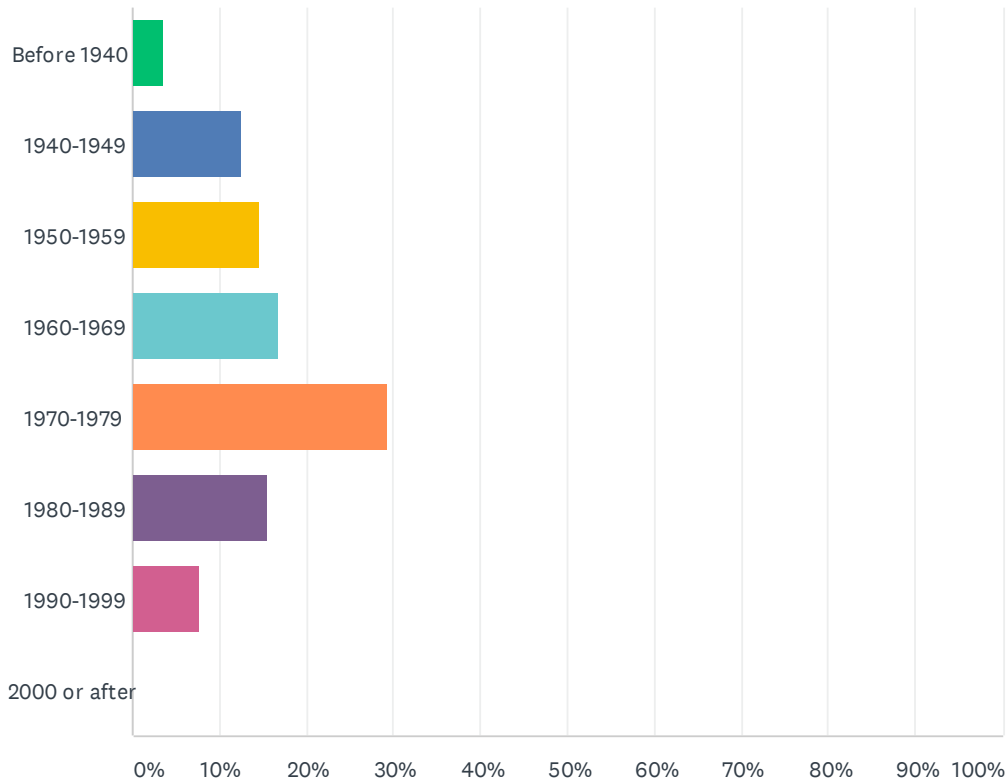
ANSWER CHOICES	RESPONSES	
Before 1940	3.50%	5
1940-1949	12.59%	18
1950-1959	14.69%	21
1960-1969	16.78%	24
1970-1979	29.37%	42
1980-1989	15.38%	22
1990-1999	7.69%	11
2000 or after	0.00%	0
TOTAL		143

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 243

Q28 What is your highest level of education?

Answered: 144   Skipped: 61
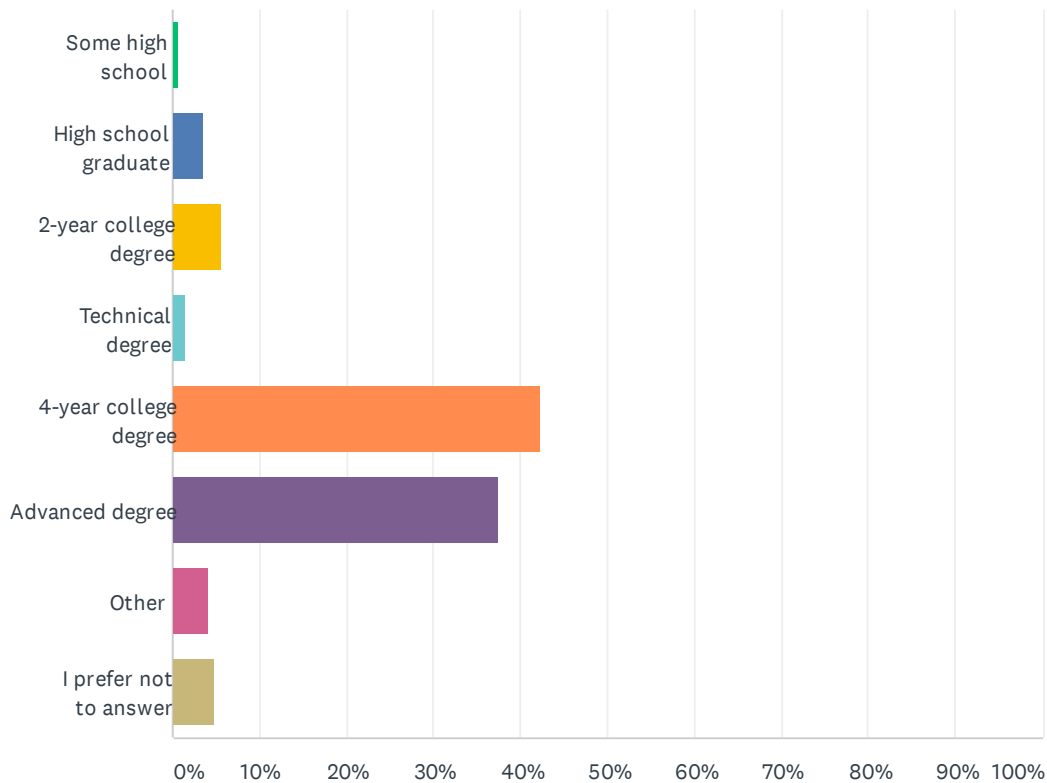
ANSWER CHOICES	RESPONSES	
Some high school	0.69%	1
High school graduate	3.47%	5
2-year college degree	5.56%	8
Technical degree	1.39%	2
4-year college degree	42.36%	61
Advanced degree	37.50%	54
Other	4.17%	6
I prefer not to answer	4.86%	7
TOTAL		144

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 244

Q29 Which of the following best describes your racial and ethnic heritage?

Answered: 145   Skipped: 60
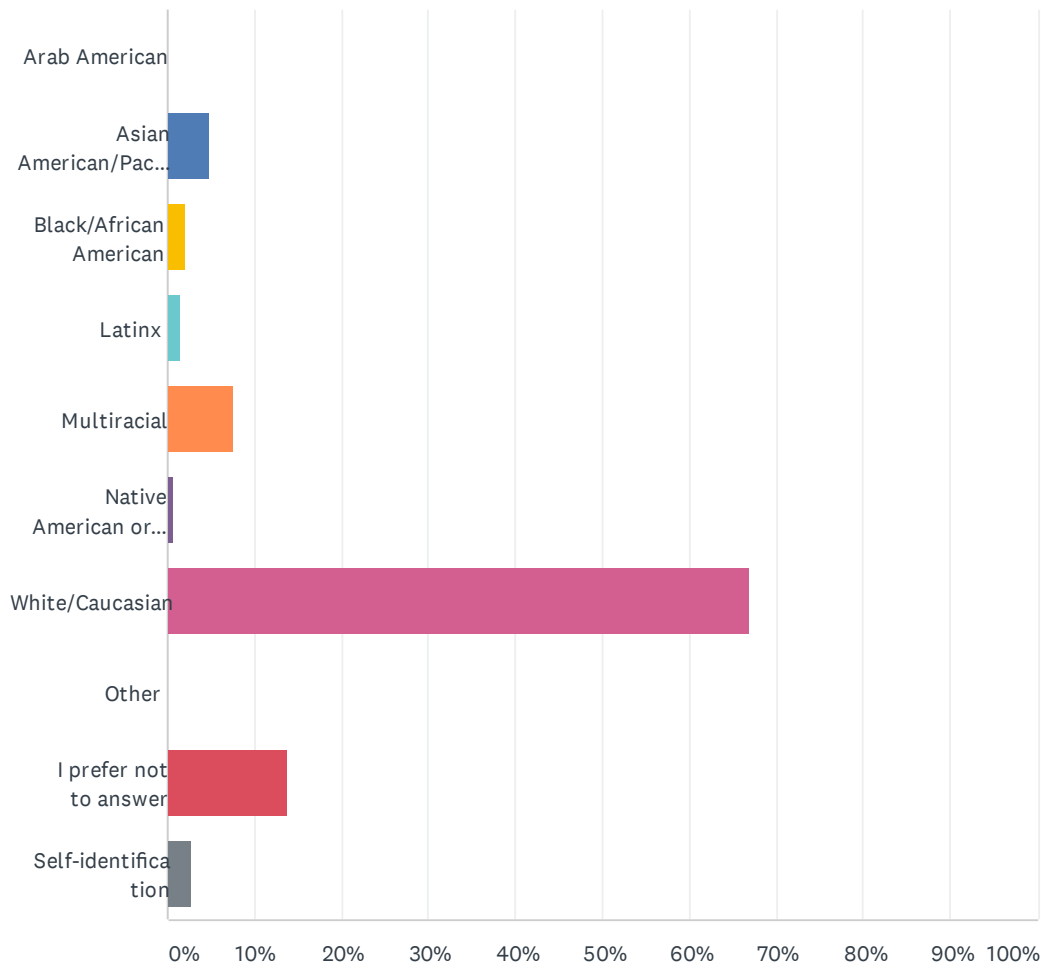
ANSWER CHOICES	RESPONSES	
Arab American	0.00%	0
Asian American/Pacific Islander	4.83%	7
Black/African American	2.07%	3
Latinx	1.38%	2
Multiracial	7.59%	11
Native American or Alaska Native	0.69%	1
White/Caucasian	66.90%	97
Other	0.00%	0
I prefer not to answer	13.79%	20
Self-identification	2.76%	4
TOTAL		145

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

#	SELF-IDENTIFICATION	DATE
1	human	4/15/2021 8:29 PM
2	Mexican American	4/1/2021 11:01 AM
3	American	3/30/2021 11:45 AM
4	Latina. I dont like Latinx	2/8/2021 5:43 PM

#	SELF-IDENTIFICATION	DATE

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 246

Q30 Does anyone in your household speak a language other than English on a regular basis?

Answered: 145   Skipped: 60
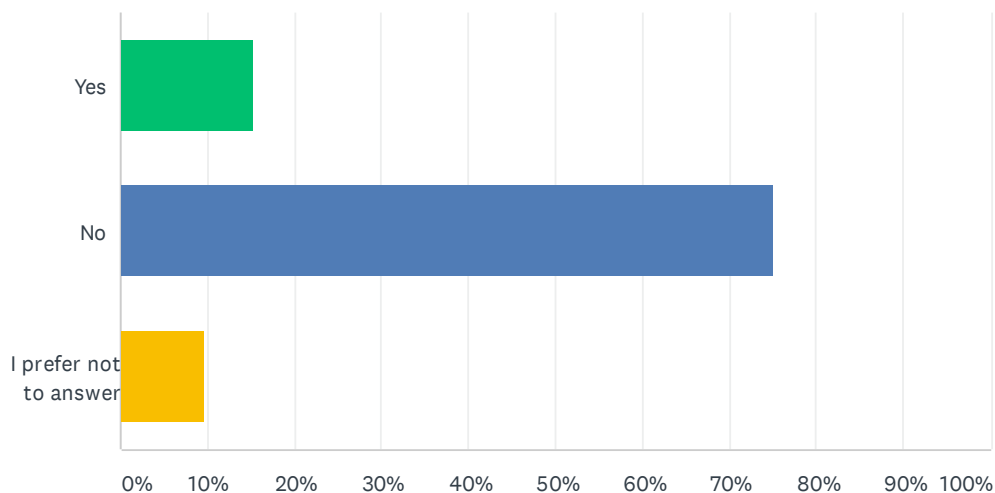
ANSWER CHOICES	RESPONSES	
Yes	15.17%	22
No	75.17%	109
I prefer not to answer	9.66%	14
TOTAL		145

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 247

Q31 What languages are spoken in your home? Check all that apply.

Answered: 140   Skipped: 65
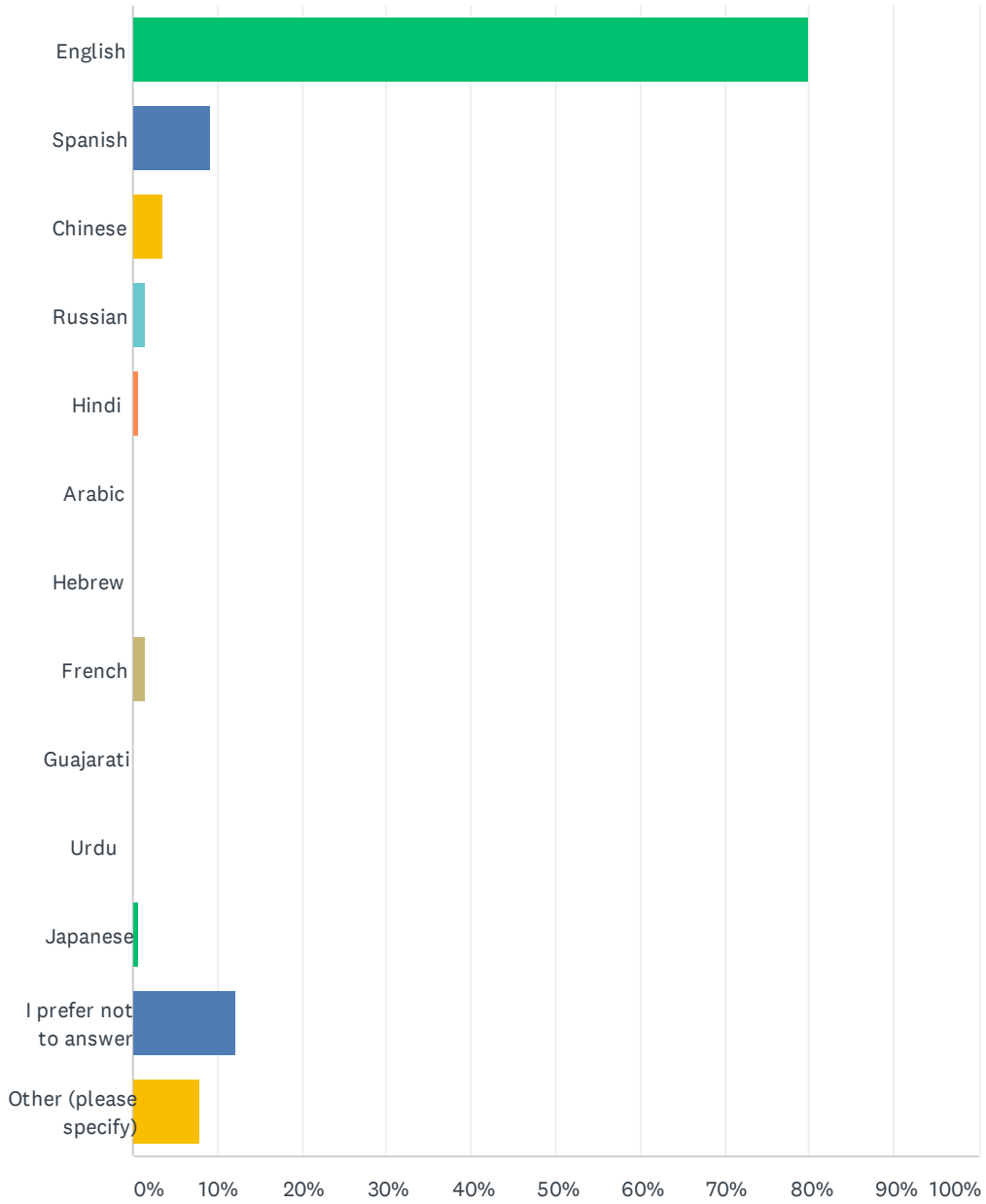
How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

ANSWER CHOICES	RESPONSES	
English	80.00%	112
Spanish	9.29%	13
Chinese	3.57%	5
Russian	1.43%	2
Hindi	0.71%	1
Arabic	0.00%	0
Hebrew	0.00%	0
French	1.43%	2
Guajarati	0.00%	0
Urdu	0.00%	0
Japanese	0.71%	1
I prefer not to answer	12.14%	17
Other (please specify)	7.86%	11
Total Respondents: 140		

#	OTHER (PLEASE SPECIFY)	DATE
1	Khmer	4/23/2021 3:21 PM
2	Lithuanian	4/22/2021 2:13 PM
3	None	4/14/2021 3:41 PM
4	German	4/1/2021 11:01 AM
5	Korean	4/1/2021 10:10 AM
6	Danish	3/31/2021 11:23 PM
7	Thai	3/31/2021 9:02 PM
8	Korean	3/30/2021 12:13 PM
9	German	3/26/2021 7:32 AM
10	Korean	3/25/2021 2:15 PM
11	German	1/29/2021 2:42 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 249

Attachment B

Q1 Is there additional information you'd like included?

Answered: 20   Skipped: 6

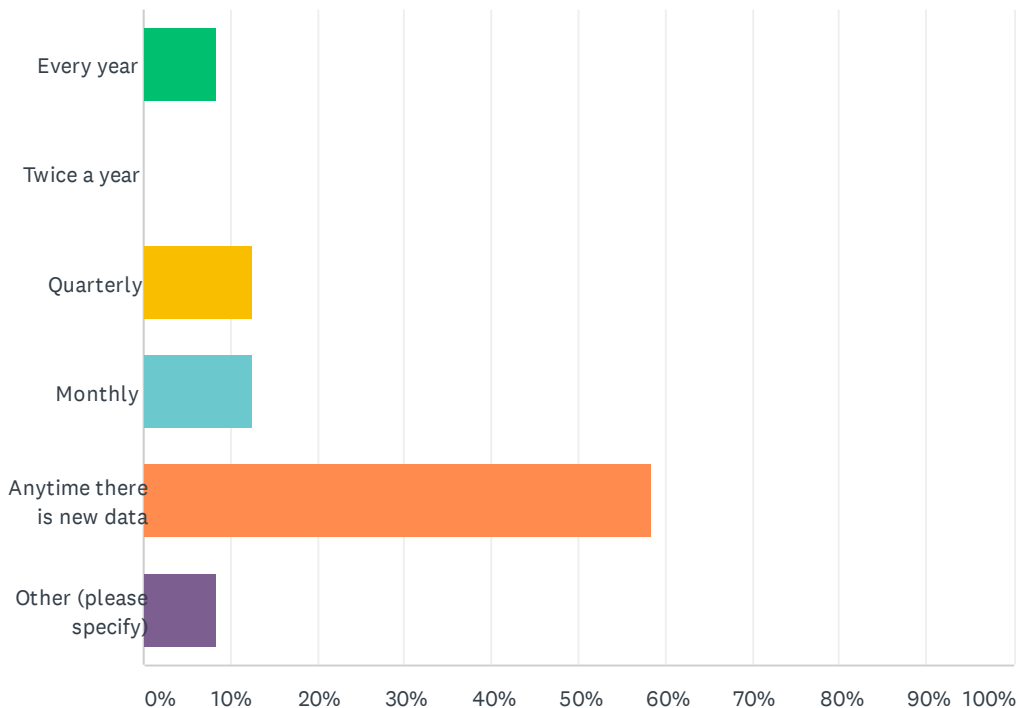| #	RESPONSES	DATE
1	Transcription of the 911 and dispatch call	4/23/2021 11:35 PM
2	This list while helpful to collect data, how will it be used to ensure that officers are not abusing power, not white supremacist or using their bias / racist tendencies in their interactions with the residents of Kirkland. I would rather see more probing into the people behind the badge to ensure the people behind the badge are not racist and able to critically think through situations and de-escalate rather than use force especially when interacting with non-white residents.	4/23/2021 3:04 PM
3	You should not include info about mental illness of the accused. That is private and is protected by HIPAA laws plus it increases stigma and marginalizes people.	4/22/2021 4:41 PM
4	The rap sheet of the individual against whom the force was used. If race is mentioned at all, the race of both the officer and the individual should be included.	4/7/2021 4:34 PM
5	Displaying process of follow up being conducted of incident.	4/1/2021 10:46 AM
6	Any prior complaints or issues of law enforcement officer's involved in incident.	4/1/2021 10:02 AM
7	No	3/31/2021 8:39 PM
8	Why is the ethnicity of police and perp of relevance?	3/30/2021 8:28 PM
9	Use of Force should be delineated from Show of Force	3/30/2021 12:18 PM
10	Crime committed if any, past convictions, officer safety warnings if any, display of weapons if any	3/30/2021 12:10 PM
11	No	3/30/2021 11:39 AM
12	Whether the law enforcement officer had a body/dash cam on his/her person and whether/when it was turned on (before, during the incident).	3/30/2021 9:28 AM
13	yes	3/29/2021 10:58 PM
14	Measures taken by the officer to de-escalate the situation.	3/29/2021 1:34 AM
15	Full body cam footage	3/28/2021 7:05 PM
16	No, this looks comprehensive enough for starters. Thank you.	3/27/2021 3:52 PM
17	no	3/26/2021 9:29 AM
18	How about what the officer ate that day, his mood and his perspective on life. Are you kidding with this?	3/25/2021 7:03 PM
19	I dont know. I think once I see the first report I could tell	2/8/2021 5:32 PM
20	Whether the person against whom force was used was already restrained or prone in some way; how many officers, bikes, & cars were on the scene at the time of the use of force; whether officers violated COVID-19-related physical distancing measures at any point; a link to a video showing bodycam footage if any, with victim's face blurred out for identity-protecting reasons; a complete script transcribing the verbal exchange leading up to and during the use of force incident, using bodycam audio if any; a list of non-force options that the officer used before resorting to the use of force; the officer's original mission before the use of force, and any changes to their mission; number of uses of force on the officer's record up to this point	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 250

Q2 Is any of the information on the list unnecessary?

Answered: 17   Skipped: 9

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:35 PM
2	See my note above.	4/23/2021 3:04 PM
3	Yes the info about a person's mental illness.	4/22/2021 4:41 PM
4	The age, gender, race, ethnicity, of the law enforcement officer; The age, gender, race, ethnicity, of the person against whom force was used;	4/1/2021 9:30 PM
5	Public position and oath is taken in order in order to be a police officer, important for public to be aware of such.	4/1/2021 10:46 AM
6	No	3/31/2021 8:39 PM
7	Ethnicity of police and perp	3/30/2021 8:28 PM
8	No	3/30/2021 12:18 PM
9	Race/ethnicity of the officer	3/30/2021 12:10 PM
10	Yes! Anything that compromises the officers privacy: The age, gender, race, ethnicity, of the law enforcement officer; The law enforcement officer's years of service. This is ridiculous and racist.	3/30/2021 11:39 AM
11	no	3/29/2021 10:58 PM
12	Race and ethnicity.	3/28/2021 7:05 PM
13	No, it's a good list.	3/27/2021 3:52 PM
14	no	3/26/2021 9:29 AM
15	Almost all of it.	3/25/2021 7:03 PM
16	How are you protecting the identity of the detained person if you collect all these personal data?	2/8/2021 5:32 PM
17	"Whether the person against whom force was used exhibited any signs associated with a mental health or a substance use disorder based on the observation of the law enforcement officer" is completely subjective and I don't think any officer is capable of determining that.	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 251

Q3 How often should this data be updated?

Answered: 24   Skipped: 2

ANSWER CHOICES	RESPONSES	
Every year	8.33%	2
Twice a year	0.00%	0
Quarterly	12.50%	3
Monthly	12.50%	3
Anytime there is new data	58.33%	14
Other (please specify)	8.33%	2
TOTAL		24

#	OTHER (PLEASE SPECIFY)	DATE
1	The dashboard should be updated anytime there is new data and a regular report should be produced often enough for analysis and trends.	3/29/2021 1:34 AM
2	Never	3/25/2021 7:03 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 252

Q4 Any other suggestions about a police use of force dashboard?

Answered: 17   Skipped: 9

#	RESPONSES	DATE
1	Any follow up information; an independent investigator's report; if social services or other organizations were asked to get involved and they either were unable to assist or asked for additional help because the situation escalated	4/23/2021 11:35 PM
2	See my response to #1	4/23/2021 3:04 PM
3	Not at this time	4/1/2021 10:46 AM
4	Easy to find from city's website	3/31/2021 8:39 PM
5	Ability to manipulate available data based on category.	3/30/2021 12:18 PM
6	It shouldn't exist in the first place.	3/30/2021 11:39 AM
7	Please include the link in the city's newsletter/email blasts so that it's readily available/accessible to residents.	3/30/2021 9:28 AM
8	no	3/29/2021 10:58 PM
9	A dashboard is only good if people know it exists. A regular report with analysis should be sent directly to community members.	3/29/2021 1:34 AM
10	Don't editorialize	3/28/2021 7:05 PM
11	I believe that timeliness is important for true transparency.	3/27/2021 3:52 PM
12	Could be used to show where the most incidents occur thus helping to understand where racial bias (of any kind) is occuring in higher (or lower) rates	3/26/2021 9:29 AM
13	What you are doing is ridiculous	3/25/2021 7:03 PM
14	Race of those involved, hopefully with explanation of that designation	3/25/2021 2:09 PM
15	Whether the action was deemed inappropriate or appropriate. And if inappropriate, any disciplinary or training for the officer.	3/25/2021 12:39 PM
16	no	2/8/2021 5:32 PM
17	The more details the better, as long as they don't involve subjective inference from the officer.	1/28/2021 5:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 253

Q5 Is there additional information you'd like included?

Answered: 19   Skipped: 7

#	RESPONSES	DATE
1	Age, gender, race and ethnicity of victim; hate crimes	4/23/2021 11:38 PM
2	If funding was not an issue, could other community resources be deployed as first responders in any of these incidences rather than police?	4/23/2021 3:09 PM
3	No	4/22/2021 4:41 PM
4	The age, gender, race, ethnicity, of victims (for each of the above)	4/1/2021 9:31 PM
5	Map of location of the incidents.	4/1/2021 10:48 AM
6	No	3/31/2021 8:40 PM
7	How many officers on site .	3/30/2021 8:30 PM
8	No	3/30/2021 12:19 PM
9	Mental/Emotional calls, Suicides, Involuntary Commitments	3/30/2021 12:11 PM
10	No	3/30/2021 11:43 AM
11	Domestic disturbances/assault (including crimes against spouses/partners/children)	3/30/2021 9:37 AM
12	yes	3/29/2021 10:59 PM
13	City investment to counter/reduce the reported crimes.	3/29/2021 1:50 AM
14	Number of officers currently employed or contracted by KPD	3/28/2021 7:07 PM
15	I can't think of anything at this time. Thank you.	3/27/2021 3:56 PM
16	Traffic violations (actual or perceived)	3/26/2021 9:30 AM
17	a general question: who determines race and how is it determined	3/25/2021 2:11 PM
18	no	2/8/2021 5:33 PM
19	Businesses, politicians, or law enforcement ignoring state of Washington orders (for example, ignoring COVID-19 safety guidelines); wage theft; kidnapping; human trafficking; identity theft	1/28/2021 5:20 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 254

Q6 Is any of the information on the list unnecessary?

Answered: 12   Skipped: 14

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:38 PM
2	No	4/22/2021 4:41 PM
3	The age, gender, race, ethnicity, of officers (for each of above)	4/1/2021 9:31 PM
4	No	3/31/2021 8:40 PM
5	No	3/30/2021 12:19 PM
6	Race/ethnicity of the officers	3/30/2021 12:11 PM
7	The age, gender, race, ethnicity, of officers. Please protect their privacy.	3/30/2021 11:43 AM
8	no	3/29/2021 10:59 PM
9	I believe it's a good list.	3/27/2021 3:56 PM
10	no	3/26/2021 9:30 AM
11	no	2/8/2021 5:33 PM
12	Motor vehicle prowl...?	1/28/2021 5:20 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 255

Q7 How often should this data be updated?

Answered: 25   Skipped: 1
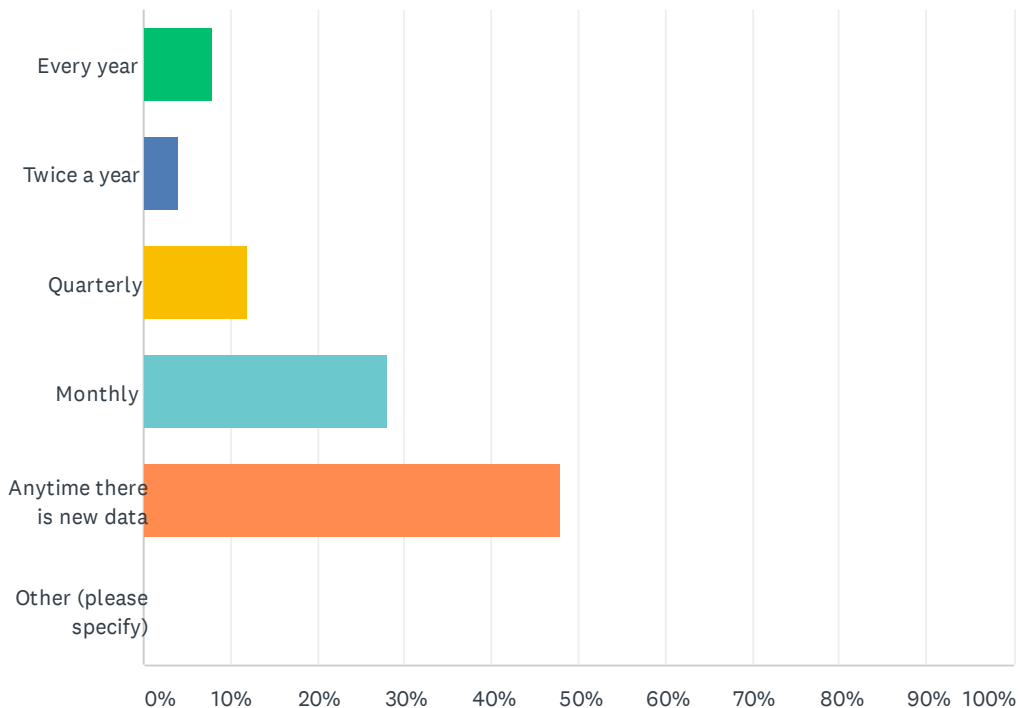
ANSWER CHOICES	RESPONSES	
Every year	8.00%	2
Twice a year	4.00%	1
Quarterly	12.00%	3
Monthly	28.00%	7
Anytime there is new data	48.00%	12
Other (please specify)	0.00%	0
TOTAL		25

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 256

Q8 Any other suggestions about a crime dashboard?

Answered: 11   Skipped: 15

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:38 PM
2	No	4/1/2021 10:48 AM
3	None	3/31/2021 8:40 PM
4	List what type of crime police were called to.	3/30/2021 8:30 PM
5	Again, it does not need to exist. The time and money spent updating the dashboard should be used for other resources for Kirkland residents. My wife and I live in Kirkland.	3/30/2021 11:43 AM
6	no	3/29/2021 10:59 PM
7	Recognition of the city's investments and efforts to counter crimes should be considered.	3/29/2021 1:50 AM
8	nothing at this time, thank you.	3/27/2021 3:56 PM
9	How Kirkland compares to surrounding cities	3/25/2021 7:04 PM
10	no	2/8/2021 5:33 PM
11	I think this data will skew toward wrongs that we as a society have decided are "crimes", and will skew away from wrongs that we as a society have decided are "just the way it is". I would like if we also had a dashboard for the amount of pain and suffering caused to Kirklanders who cannot feed their kids, who suffer emotional abuse but can't afford to move out, who experience depression and anxiety of the economy and the pandemic. Those all have a cause, but it's not one person; it's the government's lack of action when the people need it. That's what really causes crime.	1/28/2021 5:20 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 257

Q9 Is there additional information you'd like included?

Answered: 16   Skipped: 10

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	Constantly survey how safe the students and staff of color feel with police presence on campus	4/23/2021 3:12 PM
3	No	4/22/2021 4:42 PM
4	Number of prior encounters with the same student.	4/7/2021 4:37 PM
5	No	4/1/2021 9:31 PM
6	Scope of training the SRO has completed & requirements of it on annual basis, etc. Also, emphasis of diversity training and trauma informed care.	4/1/2021 10:53 AM
7	Name of school event or action took place. Reason for SRO had to be requested rather than a counselor or teacher. Rational for the escalation. Any physical interaction between SRO and child. Ethnicity, age, sex of the child to ensure SRO is not profiling children. Need a mathos of tracking any pattern of a patrol interacting and escalating, referring a particular% and demographic of the school population.	3/31/2021 8:51 PM
8	What was the outcome ?	3/30/2021 8:33 PM
9	Uncategorized positive/negative interactions between school resource officer and students	3/30/2021 12:21 PM
10	No	3/30/2021 11:44 AM
11	yes	3/29/2021 10:59 PM
12	How is student feedback getting used and changes made so all students feel safe.	3/29/2021 1:57 AM
13	Not at this time, thank you.	3/27/2021 3:58 PM
14	What's being doing proactively. This is all reactive.	3/25/2021 7:06 PM
15	I cannot imagine to have a police in the school, to me that sounds really scary. Is the situation so bad that is it really necessary?	2/8/2021 5:35 PM
16	How many SRO interactions led to arrests of children	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q10 Is any of the information on the list unnecessary?

Answered: 12   Skipped: 14

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	Remove children's ages for privacy as well as mental health referrals as it embarrasses students due to stigma.	4/22/2021 4:42 PM
3	This entire dashboard is unnecessary	4/1/2021 9:31 PM
4	I believe there may be more to be transparent about the role.	4/1/2021 10:53 AM
5	Students feedback could be subjective and create marginalization	3/31/2021 8:51 PM
6	Race	3/30/2021 8:33 PM
7	No	3/30/2021 12:21 PM
8	Anything related to race. By definition, anything that lists "race" is racist.	3/30/2021 11:44 AM
9	no	3/29/2021 10:59 PM
10	I believe this is a good list.	3/27/2021 3:58 PM
11	no	2/8/2021 5:35 PM
12	SROs themselves are unnecessary.	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 259

Q11 How often should this data be updated?

Answered: 24   Skipped: 2
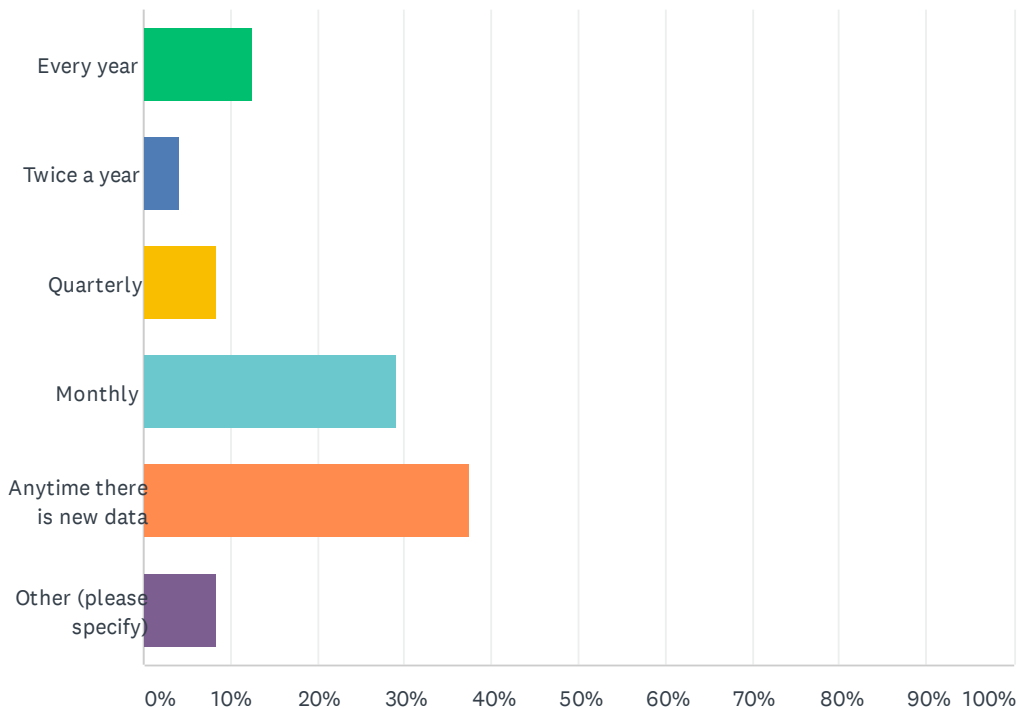
ANSWER CHOICES	RESPONSES	
Every year	12.50%	3
Twice a year	4.17%	1
Quarterly	8.33%	2
Monthly	29.17%	7
Anytime there is new data	37.50%	9
Other (please specify)	8.33%	2
TOTAL		24

#	OTHER (PLEASE SPECIFY)	DATE
1	Weekly	4/23/2021 11:40 PM
2	Get rid of SROs.	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 260

Q12 Any other suggestions about an SRO dashboard?

Answered: 10   Skipped: 16

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:40 PM
2	This is unnecessary	4/1/2021 9:31 PM
3	Needs to be transparent and close monitoring as a system that profiles, marginalizes kids of color, and creates more harm than prevent. Escalation can be abused and condition kids to not trust "police".	3/31/2021 8:51 PM
4	How many officers called to site/incident	3/30/2021 8:33 PM
5	Find a way to show intangibles...School Resource officer one on one tutoring, etc.	3/30/2021 12:21 PM
6	Unnecessary	3/30/2021 11:44 AM
7	no	3/29/2021 10:59 PM
8	Not at this time.	3/27/2021 3:58 PM
9	no	2/8/2021 5:35 PM
10	Get rid of SROs.	1/28/2021 6:45 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 261

Q13 Is there additional information you'd like included?

Answered: 13   Skipped: 13

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	Employees of color in leadership positions. Employees of color with the power to influence policies.	4/23/2021 3:13 PM
3	No	4/22/2021 4:43 PM
4	# City events centered around a culture or religion. Christmas, Easter, compared to Chinese New Year, Juneteenth, Diwali.	3/31/2021 8:55 PM
5	No	3/30/2021 12:22 PM
6	No	3/30/2021 11:47 AM
7	yes	3/29/2021 11:00 PM
8	Similar information about the boards/commissions. Efforts to diversify.	3/29/2021 2:02 AM
9	I believe this is a good list, thank you.	3/27/2021 3:59 PM
10	Hiring practices and quotas/goals you have for hiring certain races and ethnicities.	3/25/2021 7:07 PM
11	as long as 'prefers not to say' or 'irrelevant' is an option	3/25/2021 2:13 PM
12	no	2/8/2021 5:36 PM
13	n/a	1/28/2021 8:01 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 262

Q14 Is any of the information on the list unnecessary?

Answered: 12   Skipped: 14

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	Why does race and gender matter so much? Shouldn't we just hire competent people?	4/7/2021 4:39 PM
3	This entire dashboard is racist and sexist.	4/1/2021 9:32 PM
4	No	3/31/2021 8:55 PM
5	How many city employees , gender , race and the like .	3/30/2021 8:35 PM
6	No	3/30/2021 12:22 PM
7	How can you read this and think it is OK? It reads like a bad page taken out of some crazy organizations racist literature - really. So bad.	3/30/2021 11:47 AM
8	no	3/29/2021 11:00 PM
9	This is all completely unnecessary. Hire the best and smartest people for the job, it shouldn't matter what race or ethnicity is.	3/28/2021 7:12 PM
10	Not at this time.	3/27/2021 3:59 PM
11	no	2/8/2021 5:36 PM
12	n/a	1/28/2021 8:01 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 263

Q15 How often should this data be updated?

Answered: 23   Skipped: 3
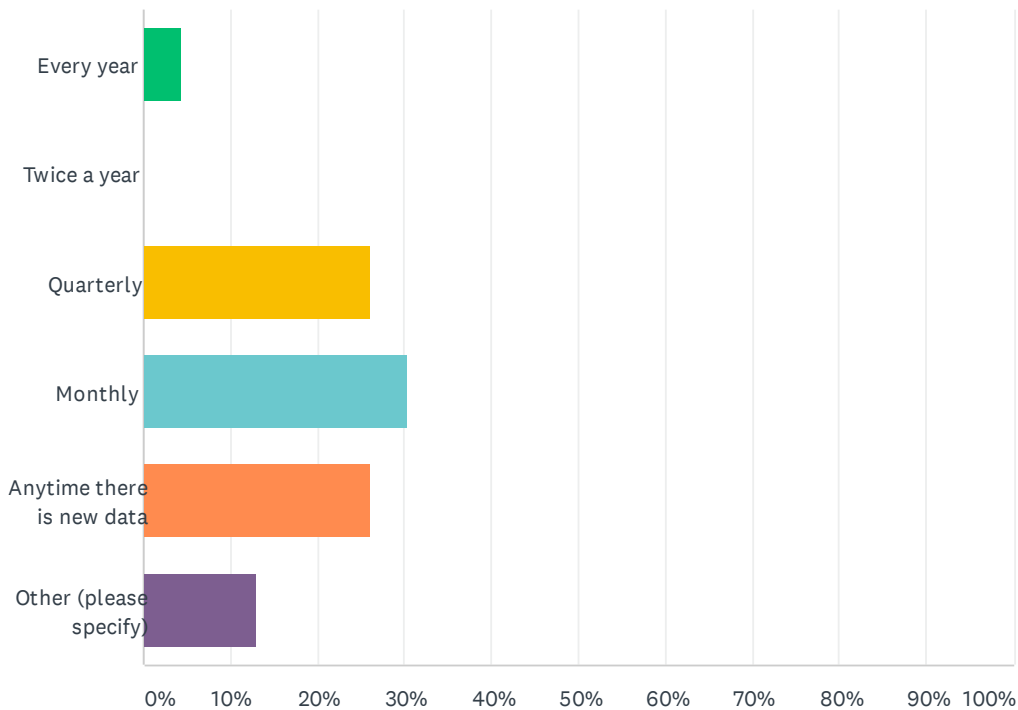
ANSWER CHOICES	RESPONSES	
Every year	4.35%	1
Twice a year	0.00%	0
Quarterly	26.09%	6
Monthly	30.43%	7
Anytime there is new data	26.09%	6
Other (please specify)	13.04%	3
TOTAL		23

#	OTHER (PLEASE SPECIFY)	DATE
1	Never	4/1/2021 9:32 PM
2	Never on this one	3/30/2021 11:47 AM
3	Never	3/28/2021 7:12 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 264

Q16 Any other suggestions about a Human Resources dashboard?

Answered: 8   Skipped: 18

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:41 PM
2	This entire dashboard is racist and sexist.	4/1/2021 9:32 PM
3	No	3/31/2021 8:55 PM
4	This is by far the worst suggestion so far, terrible.	3/30/2021 11:47 AM
5	no	3/29/2021 11:00 PM
6	Not at this time.	3/27/2021 3:59 PM
7	no	2/8/2021 5:36 PM
8	n/a	1/28/2021 8:01 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 265

Q17 Is there additional information you'd like included?

Answered: 13   Skipped: 13

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	How does the amount of funding for these programs compare to other City departments?	4/23/2021 3:13 PM
3	Information on keeping fathers in the home. Fatherless households are the prime mover of social dysfunction.	4/7/2021 4:44 PM
4	How to oppose future grants	4/1/2021 9:33 PM
5	Tribal inclusion spending and reconciliation. City of Kirkland should make a better effort of land acknowledgement to the Duwamish	3/31/2021 8:57 PM
6	Be certain to allow opportunity for all regardless of race	3/30/2021 12:22 PM
7	No	3/30/2021 11:49 AM
8	yes	3/29/2021 11:01 PM
9	Straight success rate percentage and what are the exact metrics being measured? Who audits the program for efficiency? What are the benchmarks to be met in order to keep them program funded? Where is the grant coming from and who funds the grant?	3/28/2021 7:16 PM
10	1) How many individuals benefitted from each of the services provided because of the grant money provided and how (quantifiable statistics)? 2) How much, if any, of the grant money went unused and why, please? 3) How many jobs were created as a direct result of the services & funding provided? 4) How many people/families were able to find permanent housing as a direct result of the housing & homeless services provided?	3/27/2021 4:09 PM
11	Yes, what's being done based off the metrics that arise.	3/25/2021 7:09 PM
12	no	2/8/2021 5:39 PM
13	Funding for each year up until this year for each agency	1/28/2021 8:02 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

Q18 Is any of the information on the list unnecessary?

Answered: 9   Skipped: 17

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	No	3/31/2021 8:57 PM
3	Race / gender	3/30/2021 8:36 PM
4	No	3/30/2021 12:22 PM
5	Anything identifying race	3/30/2021 11:49 AM
6	no	3/29/2021 11:01 PM
7	No; it's a good list to start.	3/27/2021 4:09 PM
8	no	2/8/2021 5:39 PM
9	n/a	1/28/2021 8:02 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 267

Q19 How often should this data be updated?

Answered: 23   Skipped: 3
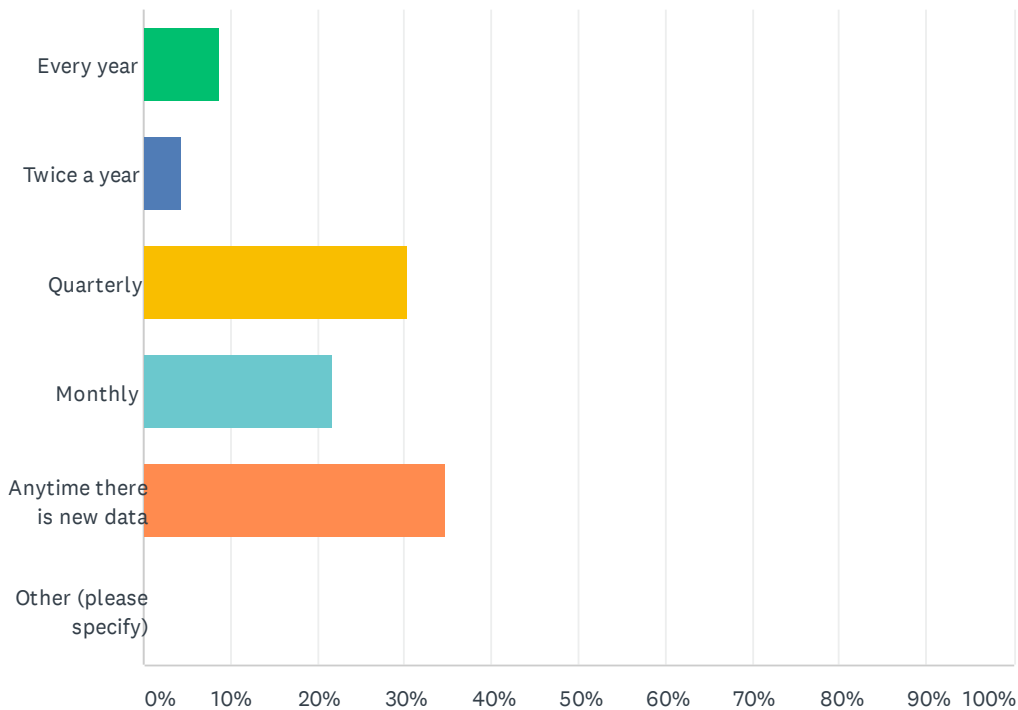
ANSWER CHOICES	RESPONSES	
Every year	8.70%	2
Twice a year	4.35%	1
Quarterly	30.43%	7
Monthly	21.74%	5
Anytime there is new data	34.78%	8
Other (please specify)	0.00%	0
TOTAL		23

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q20 Any other suggestions about a Human Services dashboard?

Answered: 9   Skipped: 17

#	RESPONSES	DATE
1	Not at this time	4/23/2021 11:46 PM
2	Mental health services and drug abuse are more important than racial/gender inequity issues. They are a root cause of inequity and homelessness. Treat the cause, not the symptom.	4/7/2021 4:44 PM
3	I am shocked to learn that we waste money on these things	4/1/2021 9:33 PM
4	No	3/31/2021 8:57 PM
5	Not as bad as the other suggestions.	3/30/2021 11:49 AM
6	no	3/29/2021 11:01 PM
7	Not at this time.	3/27/2021 4:09 PM
8	no	2/8/2021 5:39 PM
9	n/a	1/28/2021 8:02 PM

Deliver services that make a difference in people's lives

What we track: Make homelessness Rare, Brief, and a Non-recurring experience

Why is this important?

HSD's Homeless Strategy and Investment (HSI) division invests in programs that focus on assisting people to secure permanent housing and end their experience of homelessness. Services are provided in three investment areas – prevention, emergency response, and housing. Agency provider partners that receive City funds assist people who are at imminent risk of falling into homelessness, or who are living without housing. In 2018, these programs served over 25,000 households in the homeless services system.

Unique households to permanent housing

2,673
Unique households

1/1/19 - 9/30/19

✓ Exceeding 2018 Q3

2018 Quarter 3 Unique HH   2,537

View Measure →

Hover over to see our data about how we are making homelessness Rare, Brief and Non-recurring

For complete definitions of each measure, please refer to the 'How we measure' section below the graphs. Please note that Households have been abbreviated as HH. Each quarter is cumulative of all previous quarters. For example, Quarter 3 represents data for quarters one through three (1/1/2019 - 9/30/2019).

Rare
Goal: Increase HH prevented from falling into homelessness

Brief
Goal: Decrease the # of days HH spend in homeless programs

Non-recurring
Goal: Decrease HH who return to ho...

Unique households returned	302
Percent of households returned	10%
Individuals returned	387
Percent of Individuals returned	8%

Quarter (Cumulative, 2019)   Quarter (Cumulative, 2019)   Quarter (Cumulative, 2019)

Click and drag to pan the chart   Click and drag to pan the chart   Click and drag to pan the chart

View Source Data   View Source Data   View Source Data

How we measure:

The City of Seattle aims to make the experience of homelessness **rare**, **brief**, and **non-recurring**. These measures provide data on ... unduplicated households and individuals to see how well we are doing to prevent people from becoming homeless (**rare**), mini... amount of time people experience homelessness (**brief**), support people to maintain stable housing and not return to homelessn... recurring).

Rare: Unduplicated number and percent of households and individuals prevented from falling into homelessness. The total numbe... people who enrolled in a Seattle-funded prevention program and did not fall into homelessness.

Use of Force Subject Characteristics

Total UOF Incidents
1,096

2014: 166   2015: 176   2016: 190   2017: 219   2018: 171   2019: 174

Dashboard Filters

Year (All)
Precinct (All)
Subject Gender (All)
Subject Race (All)
Subject Age (All)
Subject BMI (All)
Subject Home (All)

Subject Gender
Female 10%
Male 90%

Subject Race
Asian 5%
Hispanic 10%
White 50%
Black 29%

Subject Age
50+ 10%
40-49 15%
<18 6%
18-29 38%
30-39 28%

Subject Residence
Seattle 22%
Transient 10%
Other City
Local 57%

Subject Condition
Under the Influence 44%
Angry 26%
Mental Health 20%
Yelling 17%
Possibly Armed 13%
Suicidal 4%
0% 10% 20% 30% 40%

Body Mass Index
Underweight 1%
Normal 37%
Obese 11%
Overweight 33%

Most Serious Crime Charged
18.7%
16.9%
8.1%

CITY of BOSTON — EMPLOYEE DEMOGRAPHICS

GENDER
Overall   M 44.7%   F 55.3%

BY ANNUAL RATE

	M	F
0 - 20k	32.0%	68.0%
20 - 40k	32.7%	67.3%
40 - 60k	45.0%	55.0%
60 - 80k	48.0%	52.0%
80 - 100k	54.0%	46.0%
> 100k	47.7%	52.3%

2,467 employees out of 3,627 employees in the 0 - 20k bin are F-identified

BY ETHNIC GROUP

AMIND	28.9%	
ASIAN		64.1%
BLACK	42.7%	57.3%
HISPA	37.6%	62.4%
NSPEC	33.9%	66.1%
PACIF	27.3%	72.7%
WHITE	49.1%	50.9%

ETHNICITY

	WHITE	BLACK	HISPA	ASIAN	NSPEC	AMIND	PACIF
Overall	49.6%	29.7%	13.9%	4.7%	1.8%	0.2%	0.1%

BY ANNUAL RATE

	WHITE	BLACK	HISPA	ASIAN	NSPEC	AMIND	PACIF
0 - 20k	36.9%	34.6%	18.5%	5.4%	3.9%	0.4%	0.3%
20 - 40k	33.4%	45.3%	15.1%	3.2%	2.8%	0.6%	0.1%
40 - 60k	48.5%	37.8%	17.1%	4.5%	2.0%	0.1%	0.1%
60 - 80k			14.5%	4.7%	2.1%	0.0%	0.1%
80 - 100k	58.6%	23.7%	11.0%	5.1%	1.4%	0.1%	0.1%
>100k	66.0%	20.3%	8.6%	4.4%	0.4%	0.2%	0.0%

ANNUAL RATE   **TENURE - YEARS**

Full...
Part...
Click to...

FILTER BY SERVICE DATE
1/1/1860

☑ BPS - Boston Public Schools
☑ COB - City of Boston

SEARCH BY DEPARTMENT NA...

FILTER BY DEPARTMENT
☑ (All)
☑ BPS - Accountability
☑ BPS - Achievement Gap
☑ BPS - Advancement & Ext. Affairs
☑ BPS - Alighieri Montessori School
☑ BPS - Baldwin ELC
☑ BPS - Boston Collaborative High Sc
☑ BPS - BPS Adams Elementary
☑ BPS - BPS Adult Education
☑ BPS - BPS Alternative Education
☑ BPS - BPS Alternative Education H
☑ BPS - BPS Another Course To Colle
☑ BPS - BPS Athletics
☑ BPS - BPS Bates Elementary
☑ BPS - BPS Beethoven Elementary
☑ BPS - BPS Blackstone Elementary
☑ BPS - BPS Boston Arts Academy
☑ BPS - BPS Boston Comm Leadership
☑ BPS - BPS Boston Evening Academ
☑ BPS - BPS Boston International HS
☑ BPS - BPS Boston Latin
☑ BPS - BPS Boston School Committe
☑ BPS - BPS Bradley Elementary
☑ BPS - BPS Brighton High
☑ BPS - BPS Burke High
☑ BPS - BPS Business Service
☑ BPS - BPS Capital Planning Unit
☑ BPS - BPS Carter Center
☑ BPS - BPS Channing Elementary
☑ BPS - BPS Charlestown High

Please note: The information displayed on page was collected pursuant to and consiste... Federal EEOC rules and requirements.

Public Human Resources Analytics Dashboard – Excluding Portland Police Bureau

Tabs: ...ent Timeline | List to Offer Metrics | Recruitment Volume Metrics | Qualified Applicant & Hire Dive... | S ... >

...ent Timeline Metrics - Time to Fill & Time to Post

Time to Fill
Average Time to Fill for Recruitments = 77 days
Goal = 85 days

Month			
July	91	35	17
August	72	33	37	3
September	76	29	49
October	70	33	24
November	72	15	14
December	70	35	40
January	89	25	20
February	72	29	16

Fiscal Year: FY20
Bureau: All
Class Title: (All)

List Type
■ Comparable List
■ Resurrected List
■ Existing List
■ Recruitment

Type of Recruitment
■ Casual/Seasonal
■ Single-Bureau
■ Multi-Bureau

Overall Time to Post
Average Time to Post = 5 business days
Goal = 5 business days

July 5, August 4, September 4, October 5, November 5, December 5, January 4, February 6

Time to Post by Type of Recruitment
Average for Single-Bureau Recruitments = 5 business days

July	August	Sept.	October	Novemb.	Decemb.	January	February
3	3	2	2	5	2	2	6
2	3	6	5	4	3	4	5

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 270

Q21 Which of the example dashboards do you think displays data in the best way?

Answered: 24   Skipped: 2

ANSWER CHOICES	RESPONSES	
None of the above	12.50%	3
A	20.83%	5
B	29.17%	7
C	12.50%	3
D	25.00%	6
TOTAL		24

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 271

Q22 Why do you think so?

Answered: 23   Skipped: 3

#	RESPONSES	DATE
1	Simple and less cluttered. You don't get overwhelmed with information	4/23/2021 11:48 PM
2	The dashboard should cater to the least technical resident. All these seem like information overload.	4/23/2021 3:20 PM
3	Not too much data but still enough. UI is pleasing and not too minutely detailed. Colors are not overwhelming.	4/22/2021 4:44 PM
4	Fewer words. More charts. Wordy dashboards are confusing. A picture is worth 1000 words.	4/7/2021 4:46 PM
5	It looks better	4/1/2021 9:34 PM
6	Seems specific	4/1/2021 10:59 AM
7	Filters allow customization and isolating data. For general populace pie charts may be easier to digest than box plots, especially for the data provided.	4/1/2021 10:09 AM
8	Easier to digest and decipher	3/31/2021 9:01 PM
9	Easy to navigate .	3/30/2021 8:38 PM
10	Interactive content	3/30/2021 12:23 PM
11	Cleanest, easiest to follow for people not used to combing through Excel or SAP style data. Still unnecessary	3/30/2021 11:55 AM
12	It's easier to read and the information is more dynamic.	3/30/2021 9:49 AM
13	The page looks cleaner and readable.	3/30/2021 9:05 AM
14	perceptual intuition	3/29/2021 11:02 PM
15	Use of simple visuals can better communicate high amounts of information.	3/29/2021 2:08 AM
16	The design should be determined by usability studies, clarity of the information and ease of interpretation, not an incomplete visual.	3/28/2021 7:20 PM
17	B, C & D (in that specific order) are my preferred scorecard formats for absorbing comprehensive data. I like that they all provide the ability to filter, if needed. Illustration A is too wordy and I don't believe many people will take the time to digest the data. People are busy and want quick hits which illustration A fails to provide.	3/27/2021 4:21 PM
18	Various charts in a variety of colors. Black/darker background makes it easier to look at	3/26/2021 9:36 AM
19	Asking this question in this manner indicates you don't know what you're doing with the design of the dashboard.	3/25/2021 7:11 PM
20	light background, less busy, D is good too	3/25/2021 2:14 PM
21	Clearest colors and graphs. Black background very strident.	3/25/2021 12:40 PM
22	For me it was easier to understand and to look for the information	2/8/2021 5:40 PM
23	Lighter colors, text kept to one section graphs to another section.	1/28/2021 8:03 PM

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 272

Q23 Any other suggestions about the look and feel of dashboards?

Answered: 12   Skipped: 14

#	RESPONSES	DATE
1	Do not use black/dark themes, looks foreboding	4/23/2021 11:48 PM
2	Consider a basic and advanced view to be flexible to residents.	4/23/2021 3:20 PM
3	Just give us a raw data feed	4/1/2021 9:34 PM
4	Personally enjoy dark theme, but would look cleaner and more in line with the "Eastside" look if it was a white background and light theme.	4/1/2021 10:09 AM
5	Light UI is more accessible friendly. Don't forget about folks with color blindness, using screen readers, and others	3/31/2021 9:01 PM
6	No	3/30/2021 11:55 AM
7	Would be better with a white background.	3/30/2021 9:05 AM
8	no	3/29/2021 11:02 PM
9	Not at this time.	3/27/2021 4:21 PM
10	Yes, do actually usability test.	3/25/2021 7:11 PM
11	no	2/8/2021 5:40 PM
12	n/a	1/28/2021 8:03 PM

Q24 Which of the following applies to you? (Check all that apply)

Answered: 26   Skipped: 0
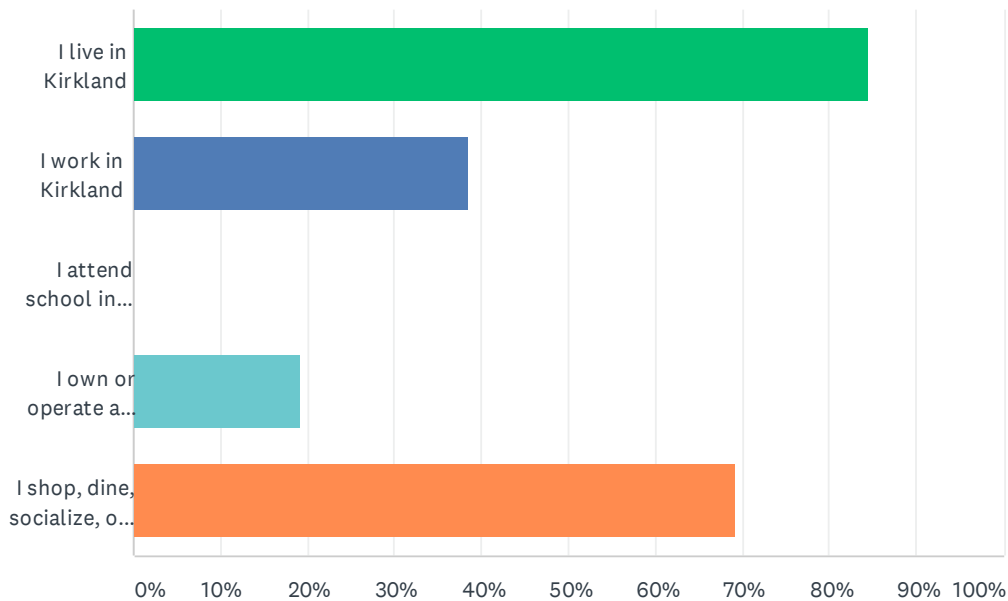
ANSWER CHOICES	RESPONSES	
I live in Kirkland	84.62%	22
I work in Kirkland	38.46%	10
I attend school in Kirkland	0.00%	0
I own or operate a business in Kirkland	19.23%	5
I shop, dine, socialize, or recreate in Kirkland	69.23%	18
Total Respondents: 26		

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 274

Q25 In which part of Kirkland do you reside?

Answered: 24   Skipped: 2
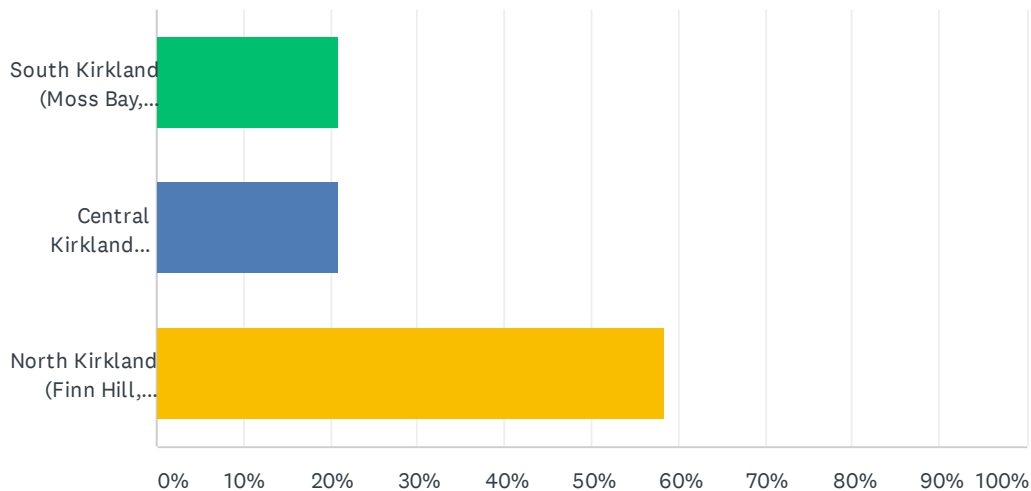
ANSWER CHOICES	RESPONSES	
South Kirkland (Moss Bay, Everest, South Rose Hill, Lakeview, Central Houghton, Bridle Trails)	20.83%	5
Central Kirkland (Market, Norkirk, Highlands, North Rose Hill)	20.83%	5
North Kirkland (Finn Hill, Juanita, Kingsgate, Totem Lake)	58.33%	14
TOTAL		24

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 275

Q26 What is the gender by which you identify?

Answered: 26   Skipped: 0
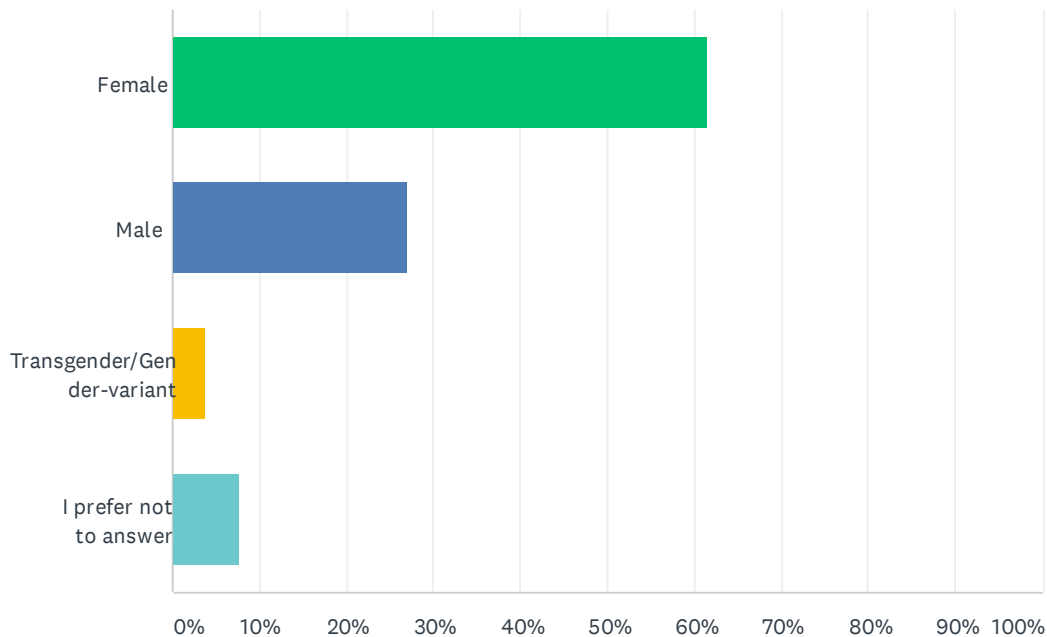
ANSWER CHOICES	RESPONSES	
Female	61.54%	16
Male	26.92%	7
Transgender/Gender-variant	3.85%	1
I prefer not to answer	7.69%	2
TOTAL		26

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 276

Q27 In which decade were you born?

Answered: 26   Skipped: 0
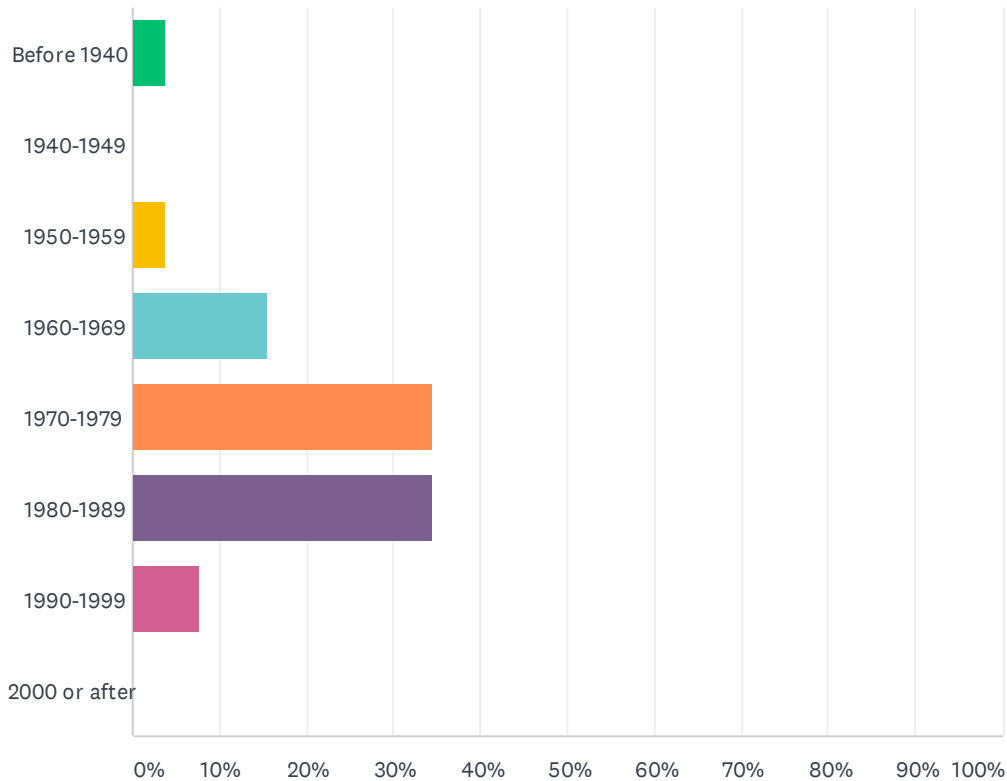
ANSWER CHOICES	RESPONSES	
Before 1940	3.85%	1
1940-1949	0.00%	0
1950-1959	3.85%	1
1960-1969	15.38%	4
1970-1979	34.62%	9
1980-1989	34.62%	9
1990-1999	7.69%	2
2000 or after	0.00%	0
TOTAL		26

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 277

Q28 What is your highest level of education?

Answered: 26   Skipped: 0
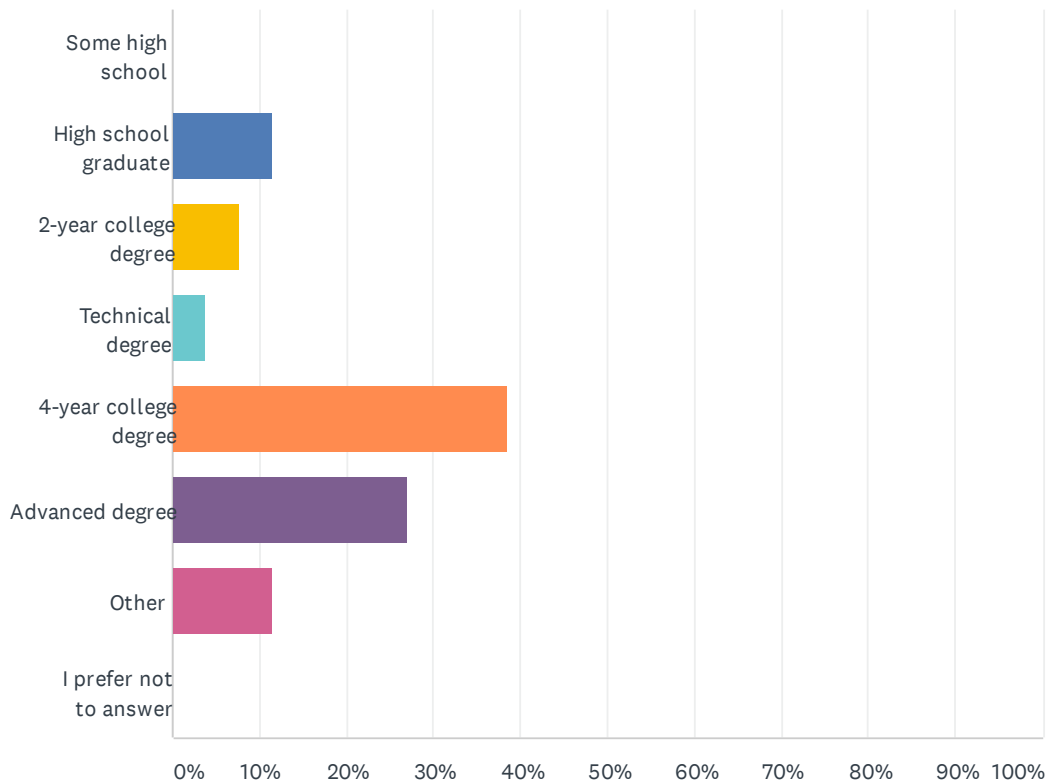
ANSWER CHOICES	RESPONSES	
Some high school	0.00%	0
High school graduate	11.54%	3
2-year college degree	7.69%	2
Technical degree	3.85%	1
4-year college degree	38.46%	10
Advanced degree	26.92%	7
Other	11.54%	3
I prefer not to answer	0.00%	0
TOTAL		26

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 278

Q29 Which of the following best describes your racial and ethnic heritage?

Answered: 26   Skipped: 0
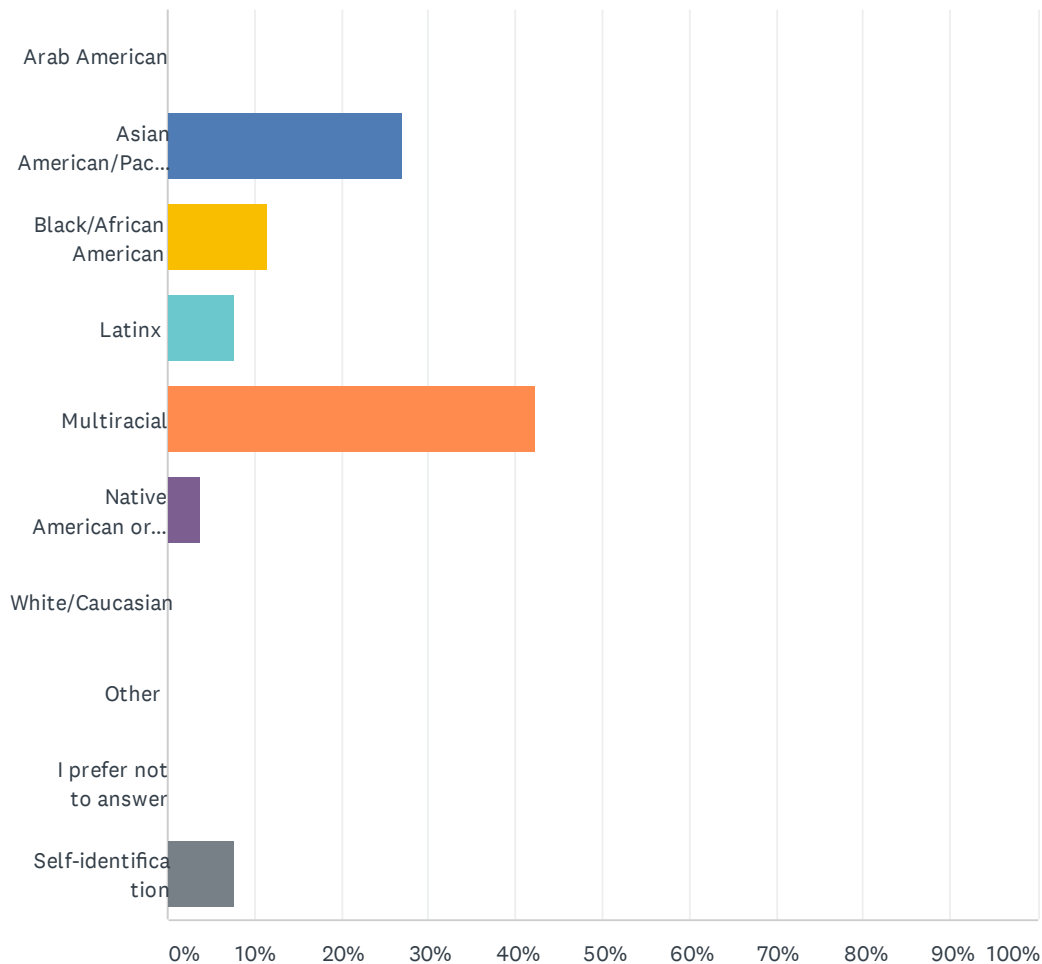
ANSWER CHOICES	RESPONSES	
Arab American	0.00%	0
Asian American/Pacific Islander	26.92%	7
Black/African American	11.54%	3
Latinx	7.69%	2
Multiracial	42.31%	11
Native American or Alaska Native	3.85%	1
White/Caucasian	0.00%	0
Other	0.00%	0
I prefer not to answer	0.00%	0
Self-identification	7.69%	2
TOTAL		26

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

#	SELF-IDENTIFICATION	DATE
1	Mexican American	4/1/2021 11:01 AM
2	Latina. I dont like Latinx	2/8/2021 5:43 PM

How should the City of Kirkland show information about the Police Department, Human
Resources, and Human Services?

E-Page 280

Q30 Does anyone in your household speak a language other than English on a regular basis?

Answered: 26   Skipped: 0
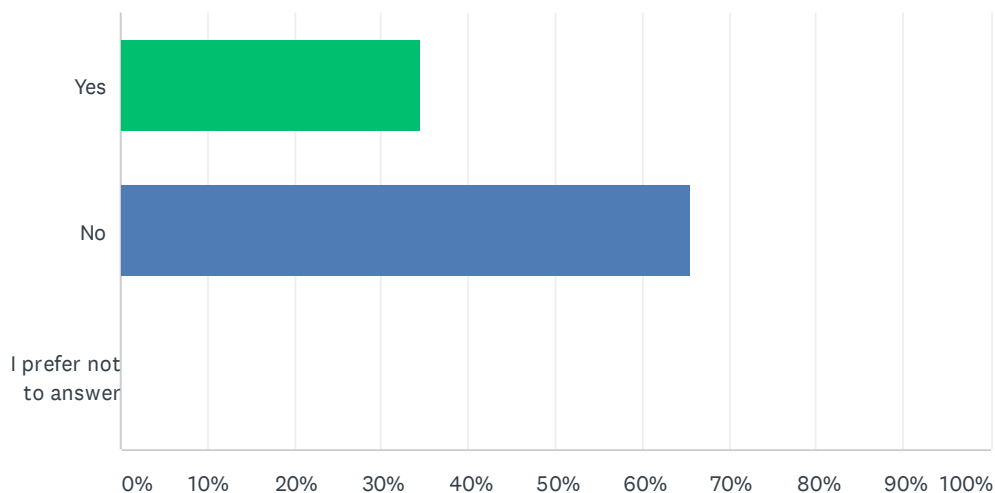
ANSWER CHOICES	RESPONSES	
Yes	34.62%	9
No	65.38%	17
I prefer not to answer	0.00%	0
TOTAL		26

How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

E-Page 281

Q31 What languages are spoken in your home? Check all that apply.

Answered: 26   Skipped: 0
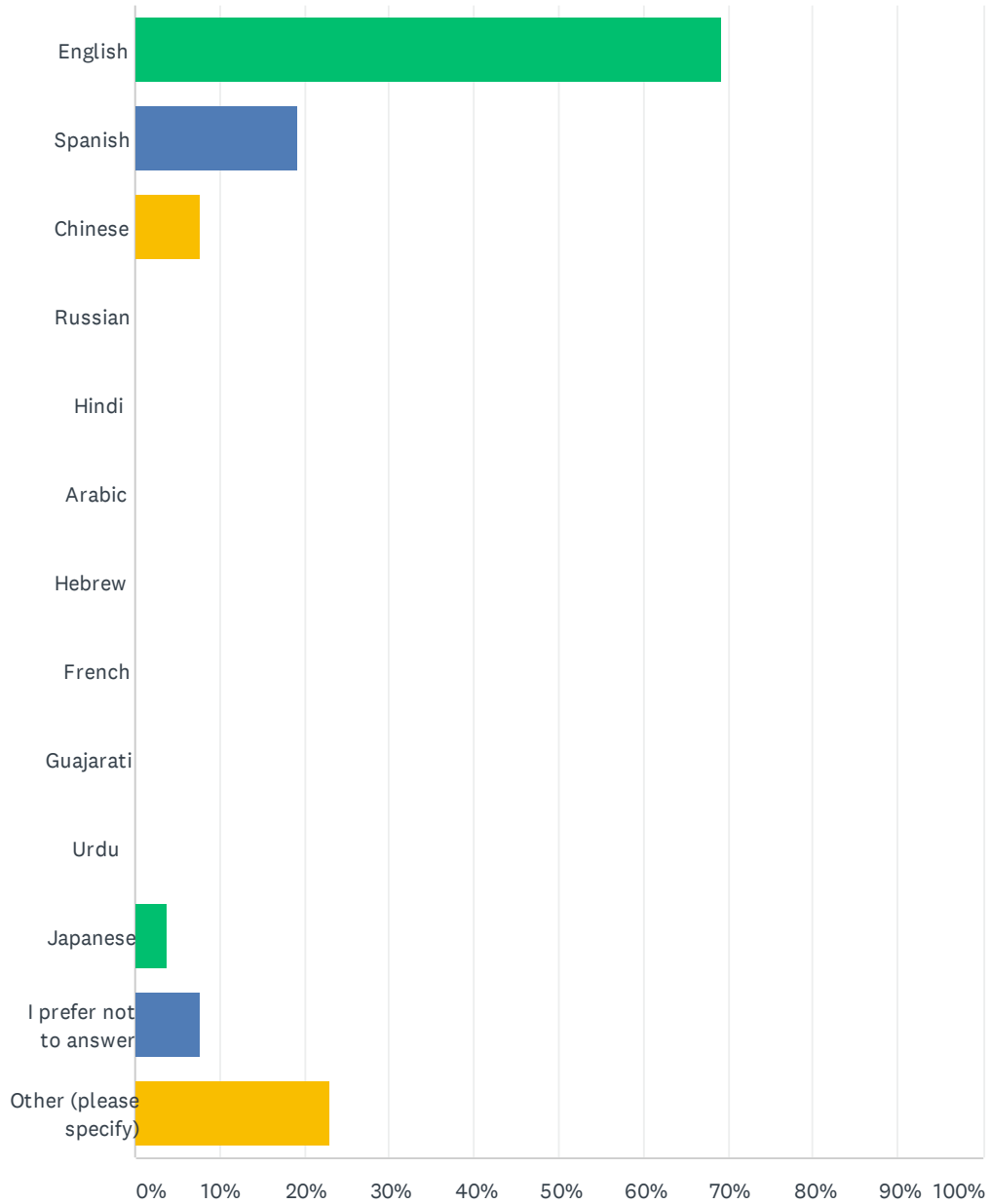
How should the City of Kirkland show information about the Police Department, Human Resources, and Human Services?

ANSWER CHOICES	RESPONSES	
English	69.23%	18
Spanish	19.23%	5
Chinese	7.69%	2
Russian	0.00%	0
Hindi	0.00%	0
Arabic	0.00%	0
Hebrew	0.00%	0
French	0.00%	0
Guajarati	0.00%	0
Urdu	0.00%	0
Japanese	3.85%	1
I prefer not to answer	7.69%	2
Other (please specify)	23.08%	6
Total Respondents: 26		

#	OTHER (PLEASE SPECIFY)	DATE
1	Khmer	4/23/2021 3:21 PM
2	German	4/1/2021 11:01 AM
3	Korean	4/1/2021 10:10 AM
4	Thai	3/31/2021 9:02 PM
5	Korean	3/30/2021 12:13 PM
6	Korean	3/25/2021 2:15 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 283

Attachment C

Q1 ¿Quisiera que se incluya más información?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 284
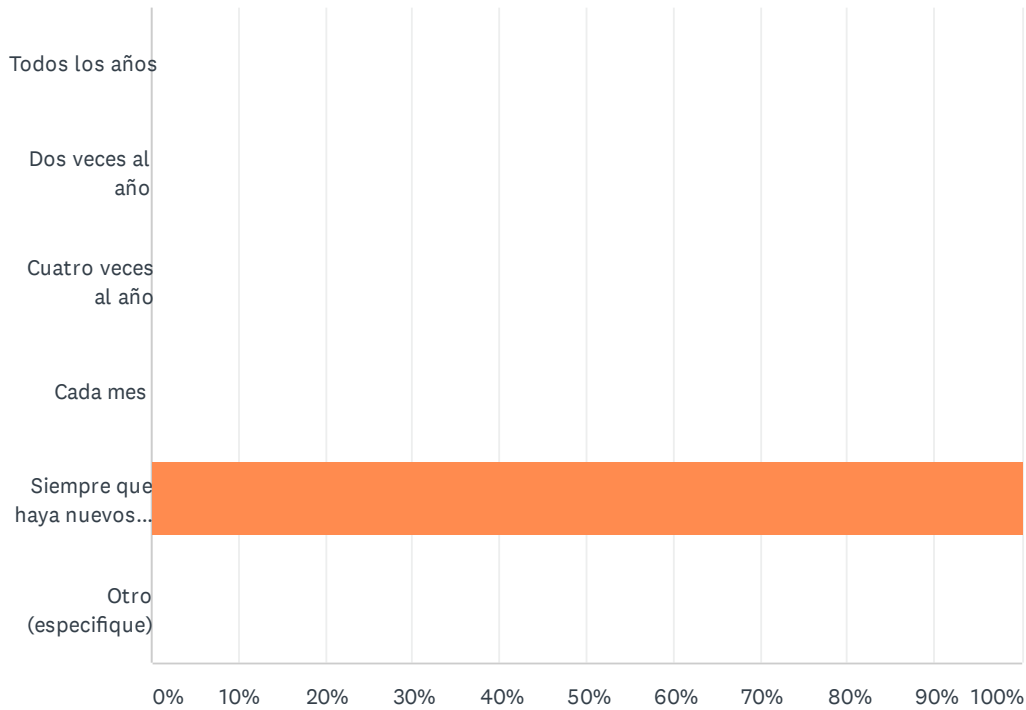
Q2 ¿Es innecesaria alguna información de la lista?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

2 / 33

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q3 ¿Con qué frecuencia se deben actualizar estos datos?

Answered: 1   Skipped: 0

ANSWER CHOICES	RESPONSES	
Todos los años	0.00%	0
Dos veces al año	0.00%	0
Cuatro veces al año	0.00%	0
Cada mes	0.00%	0
Siempre que haya nuevos datos	100.00%	1
Otro (especifique)	0.00%	0
TOTAL		1

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 286

Q4 ¿Tiene más comentarios sobre el panel de uso de la fuerza de la policía?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 287

Q5 ¿Falta algún dato en la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 288

Q6 ¿Es innecesario algún dato de la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q7 ¿Con qué frecuencia se deben actualizar estos datos?

Answered: 1   Skipped: 0

ANSWER CHOICES	RESPONSES	
Todos los años	0.00%	0
Dos veces al año	0.00%	0
Cuatro veces al año	0.00%	0
Cada mes	0.00%	0
Siempre que haya nuevos datos	100.00%	1
Otro (especifique)	0.00%	0
TOTAL		1

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 290
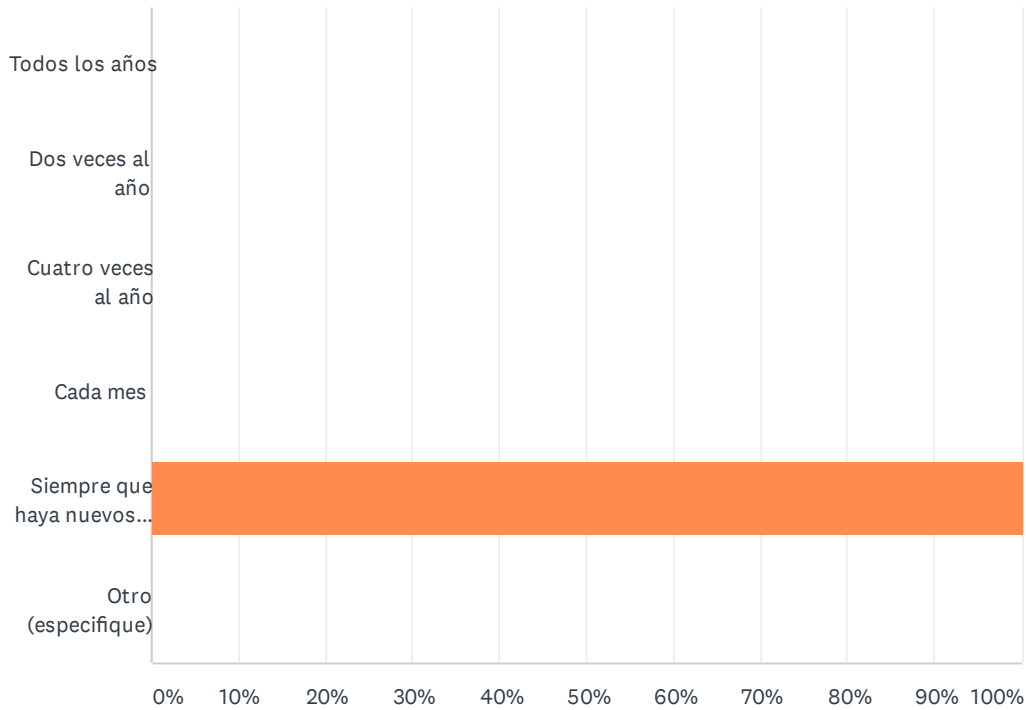
Q8 ¿Tiene más comentarios sobre el panel de delitos?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 291

Q9 ¿Falta algún dato en la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 292

Q10 ¿Es innecesario algún dato de la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:31 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 293

Q11 ¿Con qué frecuencia se deben actualizar estos datos?

Answered: 1   Skipped: 0

ANSWER CHOICES	RESPONSES	
Todos los años	0.00%	0
Dos veces al año	0.00%	0
Cuatro veces al año	0.00%	0
Cada mes	0.00%	0
Siempre que haya nuevos datos	100.00%	1
Otro (especifique)	0.00%	0
TOTAL		1

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 294

Q12 ¿Tiene más comentarios sobre el panel de los SRO?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

12 / 33

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 295

Q13 ¿Falta algún dato en la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:32 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q14 ¿Es innecesario algún dato de la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:32 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q15 ¿Con qué frecuencia se deben actualizar estos datos?

Answered: 1   Skipped: 0

ANSWER CHOICES	RESPONSES	
Todos los años	0.00%	0
Dos veces al año	0.00%	0
Cuatro veces al año	0.00%	0
Cada mes	0.00%	0
Siempre que haya nuevos datos	100.00%	1
Otro (especifique)	0.00%	0
TOTAL		1

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 298

Q16 ¿Tiene más comentarios sobre el panel de recursos humanos?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su
desempeño como organización.

E-Page 299

Q17 ¿Falta algún dato en la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:33 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su
desempeño como organización.

17 / 33

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q18 ¿Es innecesario algún dato de la lista de arriba?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	No	5/7/2021 5:33 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q19 ¿Con qué frecuencia se deben actualizar estos datos?

Answered: 1   Skipped: 0

ANSWER CHOICES	RESPONSES	
Todos los años	0.00%	0
Dos veces al año	0.00%	0
Cuatro veces al año	0.00%	0
Cada mes	0.00%	0
Siempre que haya nuevos datos	100.00%	1
Otro (especifique)	0.00%	0
TOTAL		1

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 302

Q20 ¿Tiene más comentarios sobre el panel de recursos humanos?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q21 ¿Cuál de los paneles de ejemplo considera que muestra mejor los datos?

Answered: 1   Skipped: 0
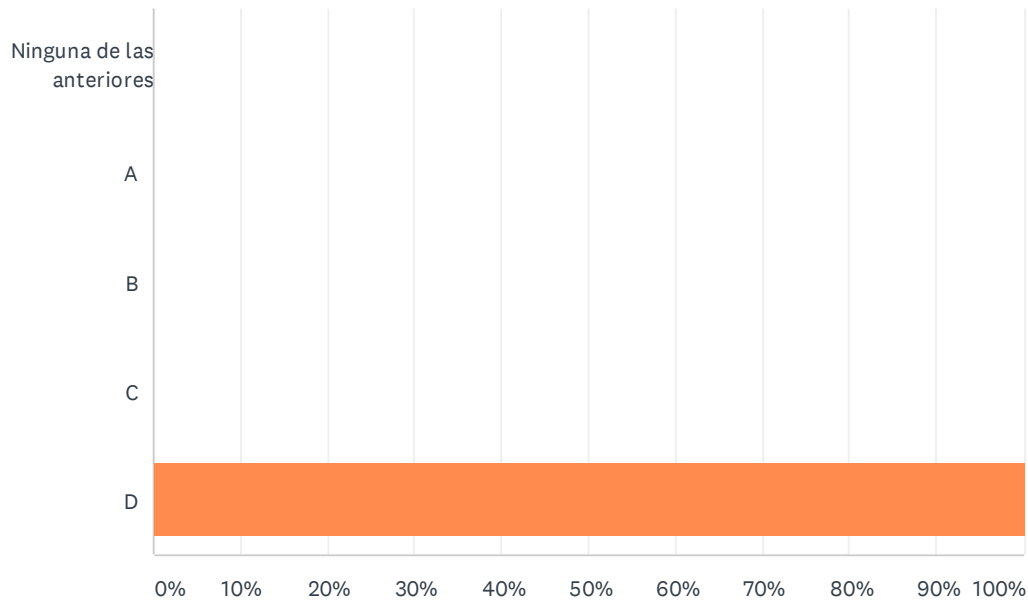
ANSWER CHOICES	RESPONSES	
Ninguna de las anteriores	0.00%	0
A	0.00%	0
B	0.00%	0
C	0.00%	0
D	100.00%	1
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q22 ¿Por qué?

Answered: 1   Skipped: 0

#	RESPONSES	DATE
1	Es más claro y conciso	5/7/2021 5:33 PM

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 305

Q23 ¿Tiene más comentarios sobre la apariencia de los paneles?

Answered: 0   Skipped: 1

#	RESPONSES	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 306

Q24 ¿Cuál de las siguientes se aplica a usted? (Marque todas las que correspondan)

Answered: 1   Skipped: 0
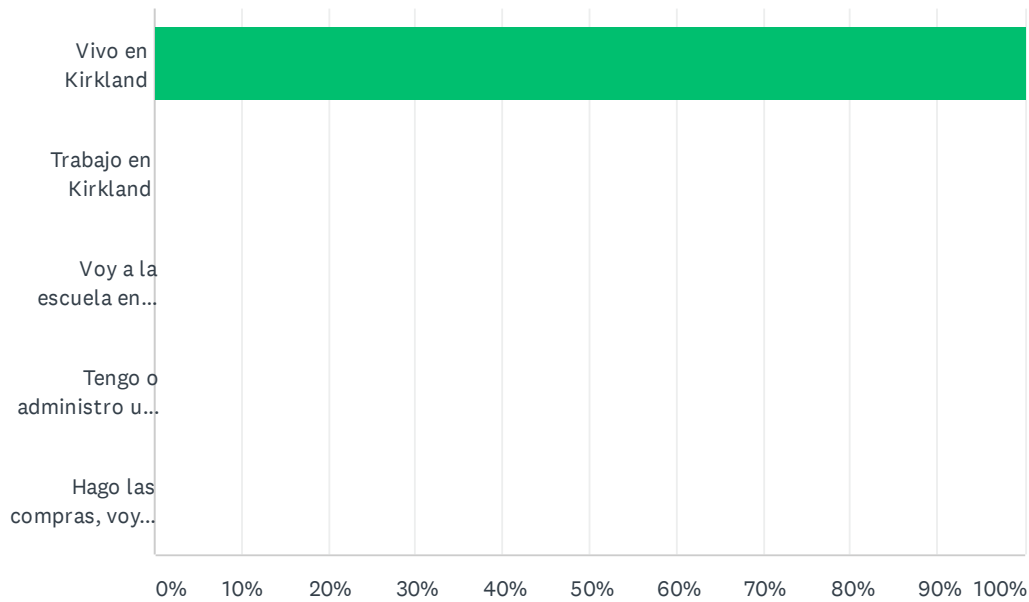
ANSWER CHOICES	RESPONSES	
Vivo en Kirkland	100.00%	1
Trabajo en Kirkland	0.00%	0
Voy a la escuela en Kirkland	0.00%	0
Tengo o administro un negocio en Kirkland	0.00%	0
Hago las compras, voy a comer, socializo o hago actividades recreativas en Kirkland	0.00%	0
Total Respondents: 1		

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 307

Q25 ¿En qué parte de Kirkland vive?

Answered: 1   Skipped: 0
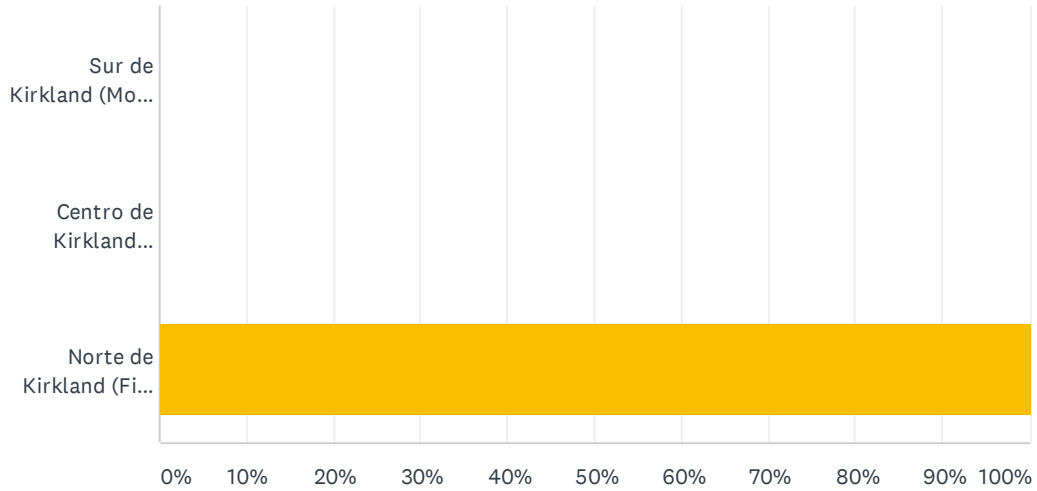
ANSWER CHOICES	RESPONSES	
Sur de Kirkland (Moss Bay, Everest, South Rose Hill, Lakeview, Central Houghton, Bridle Trails)	0.00%	0
Centro de Kirkland (Market, Norkirk, Highlands, North Rose Hill)	0.00%	0
Norte de Kirkland (Finn Hill, Juanita, Kingsgate, Totem Lake)	100.00%	1
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 308

Q26 ¿Con qué género se identifica?

Answered: 1   Skipped: 0
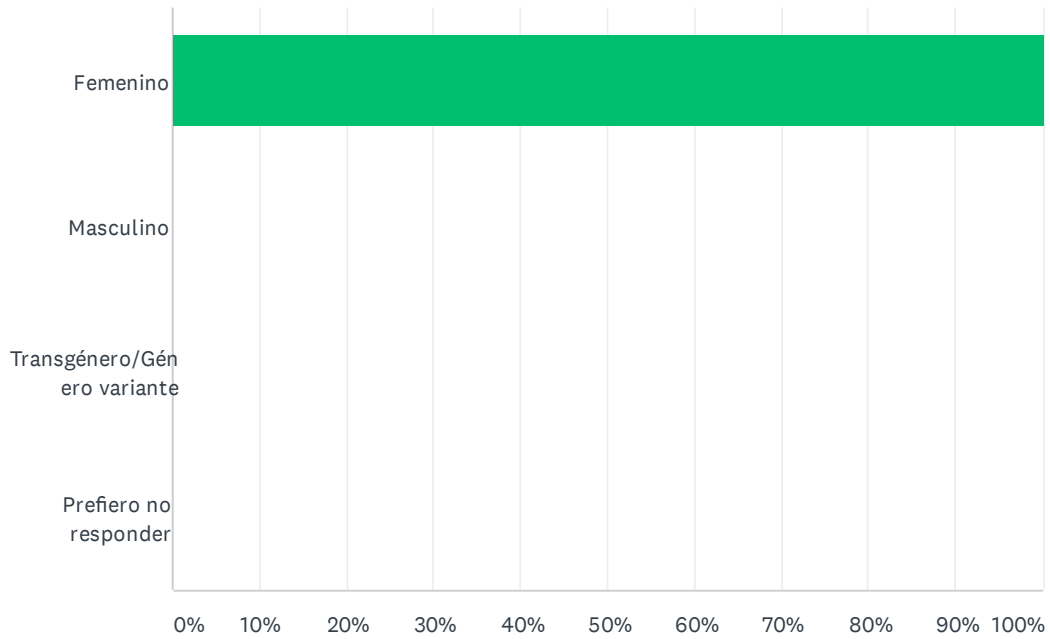
ANSWER CHOICES	RESPONSES	
Femenino	100.00%	1
Masculino	0.00%	0
Transgénero/Género variante	0.00%	0
Prefiero no responder	0.00%	0
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q27 ¿En qué década nació?

Answered: 1   Skipped: 0
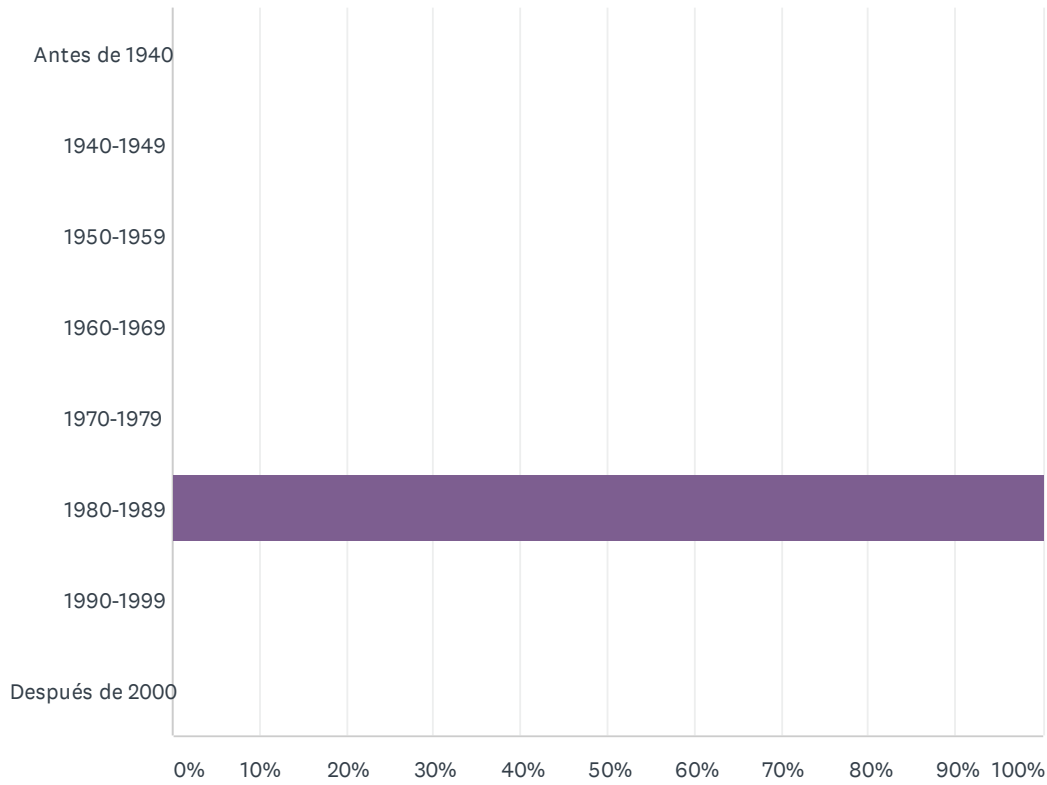
ANSWER CHOICES	RESPONSES	
Antes de 1940	0.00%	0
1940-1949	0.00%	0
1950-1959	0.00%	0
1960-1969	0.00%	0
1970-1979	0.00%	0
1980-1989	100.00%	1
1990-1999	0.00%	0
Después de 2000	0.00%	0
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 310

Q28 ¿Cuál es el nivel de educación más alto que alcanzó?

Answered: 1   Skipped: 0
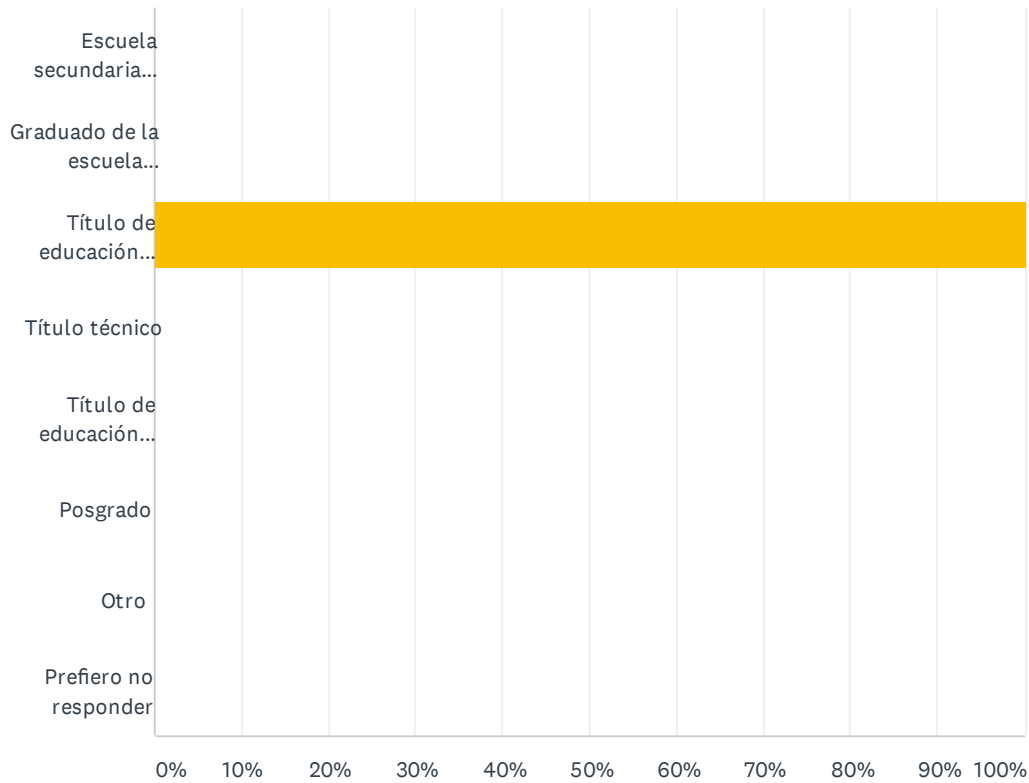
ANSWER CHOICES	RESPONSES	
Escuela secundaria incompleta	0.00%	0
Graduado de la escuela secundaria	0.00%	0
Título de educación superior de 2 años	100.00%	1
Título técnico	0.00%	0
Título de educación superior de 4 años	0.00%	0
Posgrado	0.00%	0
Otro	0.00%	0
Prefiero no responder	0.00%	0
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

Q29 ¿Cuál de los siguientes describe mejor su herencia racial y étnica?

Answered: 1   Skipped: 0
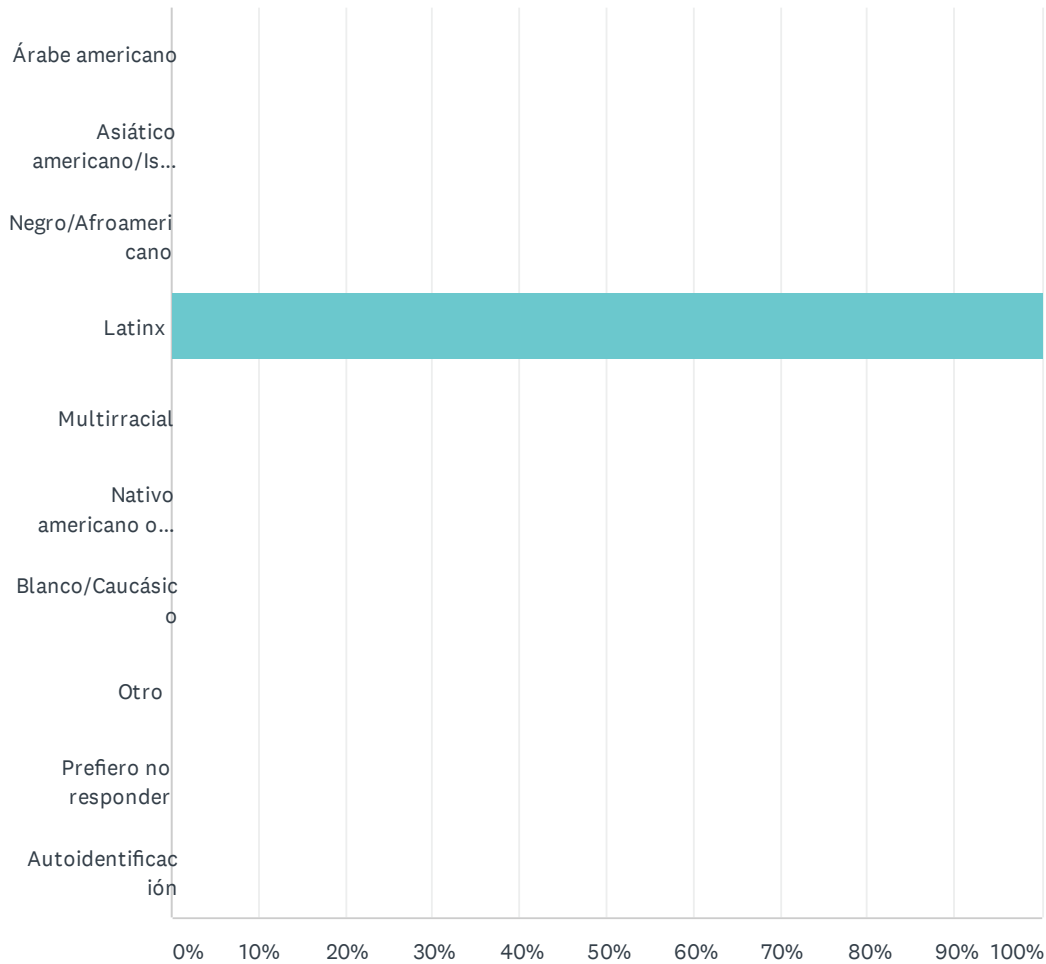
ANSWER CHOICES	RESPONSES	
Árabe americano	0.00%	0
Asiático americano/Isleño del Pacífico	0.00%	0
Negro/Afroamericano	0.00%	0
Latinx	100.00%	1
Multirracial	0.00%	0
Nativo americano o nativo de Alaska	0.00%	0
Blanco/Caucásico	0.00%	0
Otro	0.00%	0
Prefiero no responder	0.00%	0
Autoidentificación	0.00%	0
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

#	AUTOIDENTIFICACIÓN	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

#	AUTOIDENTIFICACIÓN	DATE
	There are no responses.	

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su
desempeño como organización.

E-Page 313

Q30 ¿Habla algún miembro de su grupo familiar un idioma que no sea el inglés habitualmente?

Answered: 1   Skipped: 0
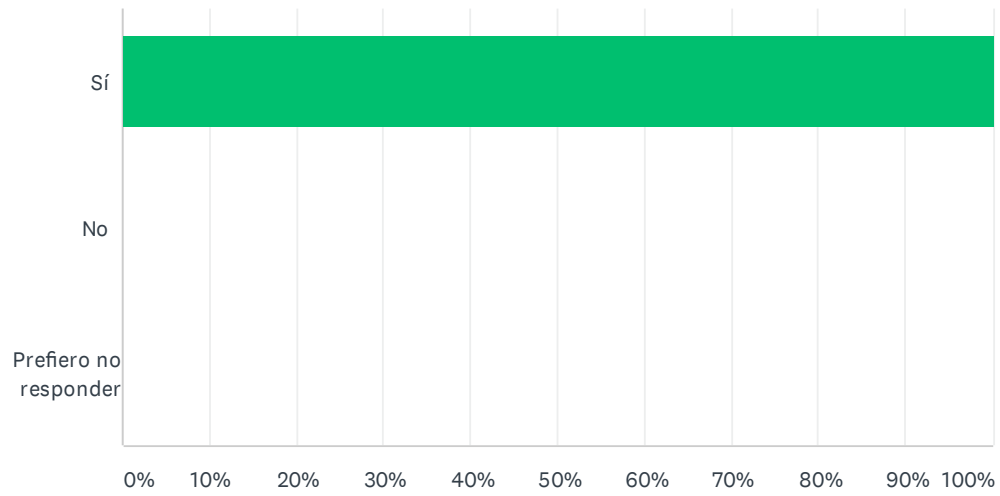
ANSWER CHOICES	RESPONSES	
Sí	100.00%	1
No	0.00%	0
Prefiero no responder	0.00%	0
TOTAL		1

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.

E-Page 314

Q31 ¿Qué idiomas se hablan en su casa? Marque todos los que correspondan.

Answered: 1   Skipped: 0

La Ciudad de Kirkland está trabajando en cómo mostrar información a la comunidad sobre su desempeño como organización.
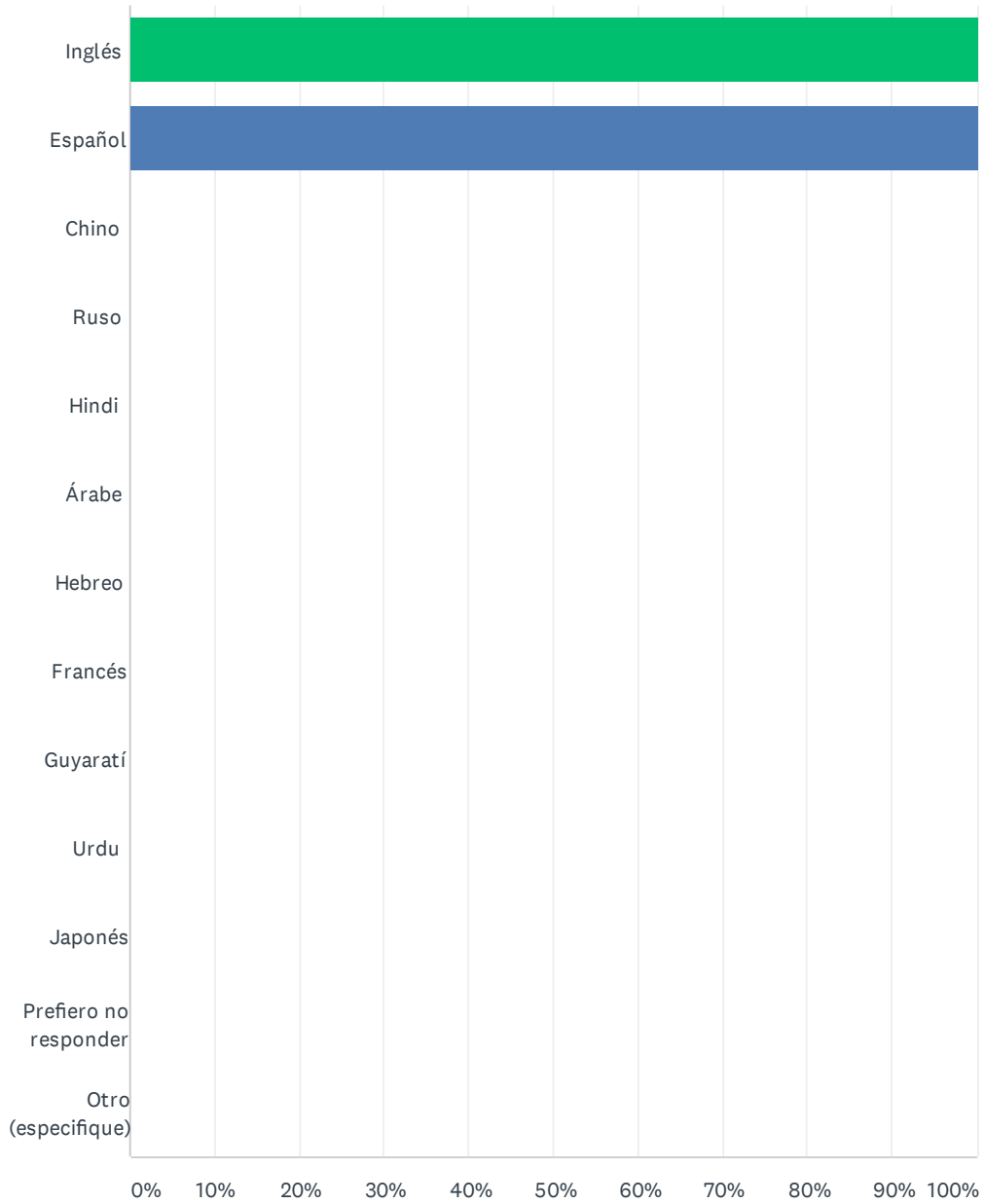
ANSWER CHOICES	RESPONSES	
Inglés	100.00%	1
Español	100.00%	1
Chino	0.00%	0
Ruso	0.00%	0
Hindi	0.00%	0
Árabe	0.00%	0
Hebreo	0.00%	0
Francés	0.00%	0
Guyaratí	0.00%	0
Urdu	0.00%	0
Japonés	0.00%	0
Prefiero no responder	0.00%	0
Otro (especifique)	0.00%	0
Total Respondents: 1		

#	OTRO (ESPECIFIQUE)	DATE
	There are no responses.	

Attachment C: R-5434 Open-Ended Questionnaire Responses

Each row is a submission from a respondent. Not all respondents provided feedback for the dashboard elements.

Developing a police use of force public dashboard	Evaluating enhancements to the existing police dashboard that help guard against bias in police action	Developing a School Resource Officer public dashboard	Developing a Human Resources public dashboard	Developing a Human Services public dashboard
	worthwhile	might be worthwhile, but design carefully so the SROs aren't motivated to only behave in ways that look good on the dashboard		
I do not believe this is needed. Just put this information in the annual report.	I oppose this because there is no bias in police action.	I oppose this. There is no need for this.	I oppose this. There is no need for this.	I oppose this. There is no need for this.
More public information is appropriate as long as the cost/impact on police dept. is not excessive				
Probably should be owned/operated by someone OTHER than police, or add a way for an auditing organization to comment.				
Transparency is very important for building trust and making change. This is a good idea.	"The master's tools will bit be used to break down the master's house," is the quote that most readily comes to mind when looking at the current dashboard. It's clear that it was made from the point of view of someone with insight into how the city and police force function and what tasks the city and police think they	Cops don't belong in schools. A resource designed to serve the people needs to start with that assumption. So, transparency about students' rights, the role of cops at school, and how to hold cops accountable for upholding those rights and staying within the boundaries of their role need to be the most obvious	Again, get the perspectives of people who need help to create this	

	need to accomplish. Scrap it and start from the point of view of someone in the community who needs help. Better yet, start a focus group of people who are most likely to be underserved and/or victimized by the police. Ask them what they need and what layout would work for them to find it.	resources on the dashboard.		
This is SO necessary. We are the land of big data and tech --- let's do this.	YES	School Resource Officers should be eliminated. I have misgivings about this --- minors are involved.		
The public does not know how to be a police officer. Quit having an opinion on something you have no idea about				
Yes, it would be helpful to know where and when use of force is applied.				Great idea. Police are called to help with my neighbors who fight, take drugs, and cause huge disruptions. These folks need psychological help or social help, however, they'll probably refuse help.
This isn't a real issue and these are tools that officers need to use to protect themselves and citizens safe		Sure	Could be useful	Could be useful
What would this look like? Is the idea to encourage the public to be vocal about misuse of force? Seems like a dangerous platform to open up, though the intentions would certainly be noble... Need more info to provide feedback!	I don't know what this is.	I don't know what this is or what this would look like.	I don't know what this is or what this would look like.	I don't know what this is or what this would look like.

This is a good idea.	Yes support	Yes I support this.	Yes	Yes
Yes	Yes	Discontinue police presences in the schools	Maybe	Maybe
Strongly agree!	Strongly agree!	Strongly agree!	Agree with reservations	Strongly agree!
This is a crucial way the city and police force can increase communication, transparency, and accountability to the community. It should be easily accessible and easy to read/obtain information from. It should be updated consistently. The city should also focus on informing the community that this exists.	Any evaluation against bias should be ongoing.	Unless you have a child that attends a school with an SRC, I don't believe most people even know what the role of SRCs is. I believe a SRC public dashboard would increase awareness, as well as increase communication, transparency, and accountability to students, particularly Black students and students of color, and the community. It should be easily accessible and easy to read/obtain information from. It should be updated consistently. The city should also focus on informing the community that this exists.	This is another way the city can increase transparency, communication, and accountability to the community. The data provided can help shape future policy and the dismantling of systems that perpetuate racism.	This is another way the city can increase transparency, communication, and accountability to the community. The data provided can help shape future policy and the dismantling of systems that perpetuate racism.
It's fine now	It's fine already	Keep a resource officer		

Attachment D: Excerpts from the staff memorandum for the February 16, 2021, City Council meeting related to focus group feedback on the R-5434 dashboards

The following excerpts are from the targeted stakeholder feedback collected as part of the R-5434 early action focus groups. The below text is copied directly from the February 16, 2021, staff memorandum, the full version of which is accessible here: https://www.kirklandwa.gov/files/sharedassets/public/city-council/agenda-documents/2021/february-16-2021/3a_study-session.pdf

B. Use of Force Dashboard (R-5434 § 1a)

- **Targeted Stakeholder Feedback**

    Generally, focus group participants saw this is an important tool for police transparency and accountability, however very few groups spent much time discussing it during the focus group. Themes that did emerge from focus groups included providing transparency on how the data is collected and to continue to receive feedback from the community throughout an iterative creation and publication process. Finally, it was suggested to include a regular community meeting with police and other City staff as a way for community members to learn more, be heard about issues, and build trust.

    City staff presented to the Right To Breathe Committee a draft dashboard based on proposed State legislation as a potential starting point for community discussions. The draft legislation is detailed below. The Right To Breathe Committee supported using the draft legislation as an initial framework.

C.   Enhancements to the Existing Police Dashboard (R-5434 § 1b)

- **Targeted Stakeholder Feedback**

    Only one focus group identified this element for discussion. Focus group participants encouraged the inclusion of demographic data for both subject and officer that can be disaggregated. Participants also suggested that the periodic publishing of the updated dashboard data be more inclusive by producing it in different languages and creating more content, such as a video, that is focused on public presentation. Finally, participants thought that the dashboard should be accompanied by a description of how the City uses this data to inform and implement policy.

D. School Resource Officer Dashboard (R-5434 § 1c)

- **Targeted Stakeholder Feedback**

    The School Resource Officer (SRO) Dashboard, and specifically the SRO Program itself, was among the most widely discussed and prioritized by the Black-centered focus groups. Although staff conveyed to focus group participants the fact that an evaluation

of the SRO Program itself was not a part of R-5434, the focus group methodology used by staff invited discussion among the participants on any topic that the group wanted. As such, the focus group feedback on the topic of SROs was mostly related to the program and not an SRO dashboard. Most focus group participants were generally critical of a police officer being in a school environment as it related specifically to the safety and respect of Black students, as well as students of color broadly. Some focus group participants characterized the presence of an officer in schools as itself a "use of force" and that an armed officer generally made students very uncomfortable. Some focus group participants emphasized that an interpersonal relationship can't overcome an institutional problem, describing how one friendly officer won't erase years of evidence of police officers in general being an oppressive force. Some focus group attendees expressed past personal stories of negative interactions with SROs at Juanita and Lake Washington High Schools back when they were students there and described the traumatic effect of incidents involving SROs and students of color. Generally, focus group participants suggested replacing school resource officers with mental health counsellors, social workers, or similarly trained professionals to connect students to services, indicating that, although SROs may be trained to do so, they are not as highly trained in this area as other professionals.

E. Human Resources Dashboard (R-5434 § 1d)

- **Targeted Stakeholder Feedback**

Developing a Human Resources (HR) Dashboard was only identified and discussed by one focus group. The focus group suggested the inclusion of promotion data to see if the City is promoting people with diverse backgrounds. Another theme was to include with the dashboard context for the City's other equity and inclusion efforts, in that diversity in staffing does not necessarily define equity but is a helpful starting point. The focus group suggested benchmarking demographics against the whole Eastside, not just the Kirkland community. Finally, the inclusion of data on members of the City's Boards and Commissions was highlighted by the group.

F. Human Services Dashboard (R-5434 § 1e)

- **Targeted Stakeholder Feedback**

This element of R-5434 was not identified for discussion by any of the focus groups.

Additional feedback:
The Human Services Commission provided feedback at its January 26 meeting. Commissioners raised the question of whether the dashboard was intended to address equity more generally or racism more specifically. A concern identified with addressing equity more generally is that the urgency of addressing racism is lost. If the intent is to track equity more generally, the success or failure of serving other historically marginalized and oppressed populations, such as transgendered people and people with disabilities, were recommended to be included. Commissioners agreed that the concerns

of the members of the Black community needed to be foremost in determining the data to be included in the final dashboard. Finally, the Commission identified an additional way to assess how well the City was ensuring services for people in need, which was to track human services spending by way of measurements such as per capita spending and percentage of City budget and to compare those numbers with other cities.

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager, External Affairs
                   Christine Hendrickson, Web and Multimedia Specialist

Date: MAY 7, 2021

Subject: UPDATE ON CITY EFFORTS TO EXPAND DIVERSITY OF PUBLIC ART,
                   SYMBOLS, SPECIAL EVENTS, AND CITY PROGRAMING PURSUANT TO
                   RESOLUTION R-5434 § 3e

RECOMMENDATION:

That the City Council receives an update on City efforts to expand diversity of public art,
symbols, special events, and City programming pursuant to Resolution R-5434 section § 3e.
That the City Council further approve proposed Resolution R-5478, included on the consent
agenda, which will update and amend provisions relating to the Kirkland Cultural Arts
Commission and replace existing Resolution R-4995.

BACKGROUND DISCUSSION:

The purpose of this report is to update the Council and the community on City efforts to expand
diversity of public art, symbols, special events, and City programming, specifically as that work
pertains to the Kirkland Cultural Arts Commission (KCAC). Over the last several months,
members of the KCAC and City staff have been revising and updating key KCAC documents to
bring them in alignment with the requirements of both R-5434 § 3e and R-5470 (revising City
Council policy and procedures) and have been advancing R-5434 through a recent call for public
artwork. To present that work, this memorandum is organized into two sections outlined below:

   I. Updating the Composition of the KCAC and Governing Documents
  II. Park Lane Gallery Call for Public Art

   I.   Updating the Composition of the KCAC and the Governing Documents

On March 5, 2021, the Council passed Resolution R-5470 approving amendments to the
Council's policies and procedures and authorizing the City Manager to extend City advisory
board and commission appointments expiring at the end of March through the end of May
2021, in order to allow more time for a recruitment and reappointment process that includes an
emphasis on diversity and inclusion. As part of that action, the first paragraph of Chapter 8 of
the Council's policies and procedures was amended to state that the City advisory boards and

commissions "shall consist of up to seven (7) and eight (8) members appointed by the City Council… ."

This change in policy has a direct impact on the KCAC, which is currently operating with up to 13 members of which several members are appointed by the KCAC itself.

As a result, staff has proposed Resolution R-5478 on the consent agenda. R-5478 replaces existing Resolution R-4995, updating the new KCAC membership to seven (7) adult members and one (1) youth member, and vesting appointment authority exclusively with the Council.

Also, in order to take advantage of the additional recruiting time, staff developed and implemented a comprehensive recruitment plan designed to increase KCAC diversity and inclusion. Results have been promising as the City received 16 (adult) applicants for four vacancies, a significant increase in participation compared with recent recruitment data.

Finally, staff has revised and updated the following additional governing documents:

- KCAC BYLAWs to reflect requirements of proposed Resolution R-5478 and other KCAC updates and to eliminate duplication from Chapter 8 of the Council Policies and Procedures;

- City of Kirkland Public Art Policy Guidelines (Guidelines) to include language consistent with R-5434 section § 3e, including but not limited to:

  o Revising the Guidelines to emphasize the need to curate a diverse public art collection representing various cultural and ethnic communities' perspectives and to regularly re-evaluate KCAC policies, practices, and programs to ensure there are no structural barriers to artists from historically marginalized communities;
  o Adding a comprehensive racial equity statement affirming the "important work of bringing equity to art is pivotal to the City's efforts to confront injustices of the past and reveal inequities of the present in order to build a more diverse, inclusive collection of public art, now and in the future.";[1]
  o Revising the art acquisition and commission approval process to add language rewarding artwork that adds diversity, to reward artwork that conveys artistic expression rooted and reflective of historically marginalized communities by artists from those communities, and to give priority to artists based within the greater Puget Sound region;
  o Adding the option for the KCAC to include a diversity, equity, and inclusion subcommittee to help guide its process to examine and seek to expand the diversity of the City's public art;
  o Adding a streamlined selection process that gives the City Manager and the KCAC greater flexibility to move quickly and efficiently in the selection, commission, and deployment of art in the City.

---

[1] Text of the full proposed Racial Equity Statement: "The KCAC, in alignment with the City Council, seeks to dismantle structural racism in Kirkland. The KCAC affirms that all people, their cultures, and their art contribute to the meaning and understanding of our shared humanity and should be honored and celebrated. The KCAC strives to proactively solicit and curate art that reflects the diversity of the Kirkland community, encourages a sense of belonging for all people, and supports the expression of historically marginalized communities. The art created by Black, Indigenous, and People of Color performs a unique role in our community and helps provide inspiration to resolve societal inequity and injustice. This important work of bringing equity to art is pivotal to the KCAC's efforts to confront injustices of the past and reveal inequities of the present in order to build a more diverse, inclusive collection of public art, now and in the future."

Staff intends to present the final drafts of new Bylaws and Guidelines to the KCAC for their May 19th meeting, and then to Council for review and approval during either the June 1 or June 15 Council meeting.

II.   Park Lane Gallery Call for Public Art

After the Council passed Resolution R-5434 in August of 2020, the KCAC embraced the opportunity to embody the tenets of R-5434 in the outdoor sculpture gallery on Park Lane. In September of 2020, the Park Lane Committee presented its vision for the future of Park Lane, which was a direct reflection of the resolution. The opportunity to showcase diversity and inclusivity was enthusiastically welcomed by the KCAC, who were strongly in favor of using art to create a cultural hub on Park Lane that would bring people together, spark conversation, build community, and inspire racial harmony.

The current Park Lane Outdoor Sculpture Gallery Call for Artists is the result of that vision.

The Park Lane Outdoor Sculpture Gallery Call for Artists represents the future of art calls. This new model includes a unique landing page on the City website that holds the relevant call details, images, plinth specifications and other supplementary documents. Importantly, it links to an online application form, with responses routed to City arts staff. This more modern, streamlined approach offers advanced accessibility, convenient ease of use, and is easily replicable. It's also nimble, enabling staff to maximize opportunities to learn as we continue to adjust our approach to attract art most consistent with the principles set forth in the R-5434. The new model also allows artists to submit their work via non-digital application methods.

Improvements to the landing page and the adjoining application can be easily deployed by CMO staff, who have complete control over both functions. This dramatic increase in efficiency is a direct reflection of the Council's investment in the new City website.

The Park Lane Call for Artists went live on Friday, May 7. The KCAC's initial timeline positions art on our Park Lane plinths by August, which compliments the Evenings on Park Lane proposal passed by the City Council on May 4, 2021. Staff envisions a compelling future for art on Park Lane and stands ready to deploy other Calls for Artists as we move forward with the implementation of R-5434.

NEXT ACTIONS:

That the City Council approve proposed Resolution R-5478 which will update and amend provisions relating to the Kirkland Cultural Arts Commission and replace existing Resolution R-4995.

Staff also recommends returning to Council during a June Council meeting to present final proposed language for the following documents:

- Updated KCAC Bylaws
- Updated City of Kirkland Public Art Policy Guidelines

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

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	James Lopez, Deputy City Manager for External Affairs
	David Wolbrecht, Senior Neighborhood Services Coordinator
	Greg Piland, Financial Operations Manager, Finance and Administration
	Jay Gewin, Customer Accounts Supervisor, Finance and Administration
	Chelsea Zibolsky, Special Projects Coordinator
Date:	May 10, 2021
Subject:	COMPREHENSIVE REVIEW OF CITY PROCUREMENT AND CONTRACTING PROCESSES AND DOCUMENTS

RECOMMENDATION:

That the City Council receive an update on City efforts in support of Resolution R-5434 § 3c to conduct a comprehensive review of City procurement and contracting processes and documents to eliminate barriers for Disadvantaged Business Enterprises (DBEs) to compete for City projects.

BACKGROUND DISCUSSION:

The purpose of this report is to update the Council and the community on City efforts by staff over the last several months to review the City's procurement and contracting processes and documents in an effort to identify and eliminate barriers for DBEs competition for City projects pursuant to Resolution R-5434 § 3c. This report is structured in four sections:

I.   Overview of the Purchasing Division
II.   Recent Actions in Support of R-5434 § 3c
III.   Next Actions in Support of R-5434 § 3c

I.   Overview of the Purchasing Division

Outlined below is a brief overview of the role and responsibilities of the Purchasing Division at the City, provided as context due to the central role the division plays in all aspect of City contracting and procurement. The Purchasing Division is housed within the City's Finance and Administration Department and provides the following services:

- Purchases materials, supplies, and equipment.
- Obtains quotes and estimates for contracted services such as public works, professional services, and large equipment purchases.

- Acts as a liaison with the business community to encourage participation in City competitive processes.
- Supports departments with the best procurement, negotiation, financial and informational resources; and provides qualified suppliers/service providers/vendors with open and fair access.

II. Recent Actions in Support of R-5434 § 3c

Over the last several months, City staff have been evaluating and revising procurement processes and documents to bring them in alignment with the requirements of R-5434. Below staff highlight four recent actions.

1. Creating an Honoraria Program for Focus Groups Participants

Early in the R-5434 community engagement process, staff built off best practice research and community learning to develop a process to offer honoraria to focus group participants. Staff determined that providing honoraria to early action focus group participants would help decrease barriers to participation for those that may need to obtain child care or incur other expense in order to participate, while also acknowledging the time, energy, and effort in discussing structural racism with City staff, which often included sharing painful personal stories.

Staff took guidance from a related Puget Sound Regional Council (PSRC) policy that was adopted in Fall 2020. As the City currently has no policy or code language that would be applicable to paying focus group participants, the main barrier to this effort was the City's general requirement of a business license. The Financial Operations Manager and Assistant City Attorney identified an exception in the Kirkland Municipal Code (KMC) 7.02.060[1] which would apply, specifically:

> (d) If a person, or its employee, agent, representative, independent contractor, broker or another acting on the person's behalf, engages in no other activities in or with the city but the following, it need not register and obtain a business license:
> …
> > (2) Meeting with government representatives in their official capacity, other than those performing contracting or purchasing functions.

To ensure proper internal controls for payment, participants who sought the honoraria were required to fill out three forms:

- a compensation agreement between the participant and the City;
- an Internal Revenue Service Form W-9; and
- a Washington State Department of Retirement Services questionnaire.

The two forms originating from the City are provided as Attachment A.

---

[1] Kirkland Municipal Code (KMC) 7.02.060. https://www.codepublishing.com/WA/Kirkland/?Kirkland07/Kirkland0702.html#7.02.060

This new process was generally successful for the intended purpose of paying focus groups participants for the early action outreach. This same process is being used for focus group participants for the Kirkland Indigenous History project.

However, as noted in the May 4, 2021, study session staff memorandum[2], one of Ms. Chanin Kelly-Rae's preliminary findings relates to the barriers to providing payment to community members that serve on advisory committees. Staff continue to explore the best method to overcoming this, with possible outcomes being a new policy and/or a revision of existing policy(ies). Additionally, staff continue to explore whether formalizing the honoraria program would help ensure its continued use in other engagement efforts. As informed by Ms. Kelly-Rae's work over the coming months, staff will return to a future Council meeting with recommendations.

2. Expanded Advertising to DBE Firms

Since February 2021, the City has been advertising formal competitive City purchasing opportunities that are published on the City's website with the Office of Minority and Women's Business Enterprises (OMWBE), Washington Procurement Technical Assistance Center (PTAC) and other available outlets that can expand the City's outreach to DBE firms. These actions occur at the same time the bids are publicly advertised on the City's website. According to the OMWBE's annual report, there are 2,265 businesses with state OMWBE certifications. More information on OMWBE's certifications is available on its website[3].

Although the City does not currently have in place a performance management system to track any increases in DBE participation as a result of this initiative, staff is currently exploring strategies using the new financial system to set up such a process. Staff is also pleased to report that the City of Kirkland is featured on the OMWBE website on the Doing Businesses with Government page[4].

3. Development of Comprehensive Training Program for Engaging DBE Firms

Staff is developing a comprehensive training program for all managers, department purchasers, and administrative staff on parameters and guidelines for seeking quotes from DBE firms. Once prepared, this training can generally be implemented during regular meetings between the Finance and Administration Department and other City departments, during meetings with administrative staff that utilize the Munis software platform, and as part of on-boarding of new employees with purchasing authority.

One component of this approach as it relates to architectural and engineering services will be guided by RCW 39.80, which states, in part, that "…agency procedures and guidelines shall include a plan to ensure that minority and women-owned firms and veteran-owned firms are

---

[2] Staff memorandum for the May 4, 2021, City Council study session. https://www.kirklandwa.gov/files/sharedassets/public/city-council/agenda-documents/2021/may-4-2021/3b_study-session.pdf
[3] Washington State Office of Minority & Women's Business Enterprises website, "Certification" page. https://omwbe.wa.gov/certification
[4] Washington State Office of Minority & Women's Business Enterprises website, "Doing Business with Government" page, accessed May 11, 2021. https://omwbe.wa.gov/small-business-assistance/doing-business-government

afforded the maximum practicable opportunity to compete for and obtain public contracts for services"[5]. Using the authority granted in RCW 39.80, as part of the training program curricula, staff will provide training to the Capital Improvement Program (CIP) group on how to include at least one DBE firm in the selection process and how best for the CIP group to document and justify the award within applicable memoranda.

III.   Next Actions in Support of R-5434 § 3c Actions

Over the coming months, staff will work closely with consultant Chanin Kelly-Rae to assist in the creation of an aspirational goal for the City's contracting with DBEs, consistent with language in Resolution R-5434. As part of this initiative, Ms. Kelly-Rae will support a comprehensive review of all relevant contract documents, including bid selection criteria, solicitation language, and insurance and other contract requirements, to ensure there are no barriers to entry for otherwise qualified DBE firms. Additional strategies that staff and Ms. Kelly-Rae will explore include, but are not limited to:

- Engage current suppliers to better understand their utilization of DBE suppliers and how the City could increase its utilization of these suppliers.
- Include language in City solicitations that could require subcontractor opportunities be made available to registered DBE firms.
- Start a system of tracking DBE spending to gauge progress towards the aspirational goal.
- Engage OWMBE and research best practices from other municipalities on how to ensure at least one DBE firm is included when the City solicitates qualifications from the vendor (MRSC) roster.
- Require prime contractors to interview at least DBE company before making a sub-contractor selection.

NEXT STEPS

Staff welcome any questions or discussion about this report during the study session, however staff is not seeking specific Council direction or action at this time. Staff will return to Council for an additional update and recommendations on further actions at a future Council meeting.

---

[5] Washington State Legislature website, RCW 39.80.040. https://app.leg.wa.gov/RCW/default.aspx?cite=39.80.040

Participant Number: _____

Compensation Agreement for City of Kirkland Focus Group Participants

The City of Kirkland values your input and time in participating in the following focus group:

Focus Group: _____

Date of Attendance: _____

By signing on the following page, the Participant understands and agrees to the following:

General Information:

As part of the focus group, the Participant will be placed in a group of approximately _____ individuals. A moderator facilitating the discussion will ask questions of participants. The Participant can choose whether, or not, to participate in the focus group, and the Participant may stop at any time during the course of the conversation.

Public Records:

The focus group will not be audio-recorded, but notes will be taken regarding the conversation and participants' input. The Participant's name will not be disclosed in any official reports resulting from the focus group, but the Participant's identity may be in the public record. In particular, any emails sent or received by City employees, and any agreements with the City constitute a public record and may be subject to disclosure under the Public Records Act (chapter 42.56 RCW).

Compensation and Payment:

The amount of $125.00 is the full extent of the monetary compensation for the Participant's time and input for this focus group. There will be no other compensation to reimburse the Participant's time, costs, or out-of-pocket expense(s) that may have been incurred in order for participant to attend the focus group (i.e., lost wages, telecommunication charges, travel, personal costs, food, etc.). The City of Kirkland will provide payment to the Participant once the City of Kirkland receives a completed Form W-9 and a completed Washington State Department of Retirement Systems questionnaire and once the Participant has completed their participation in the focus group. Payment may take up to 45 days following receipt of documentation and the focus group event.

Waiver and Hold Harmless:

The Participant hereby releases, discharges, waives, and holds harmless the City of Kirkland and its officials, employees, and volunteers from any and all claims (known or unknown, foreseen or unforeseen) arising out of or in connection with Participant's involvement or participation in the focus group.

By signing below, the Participant agrees to the terms of this agreement.

Participant: City of Kirkland:

_____   _____
Signature   James Lopez
                                                         Deputy City Manager for External Affairs

_____   _____
Date Signed   Date Signed

If Participant is a minor (younger than 18 years of age), then Parent's consent is required.

x_____   Date Signed _____
Parent's Signature

_____
Parent's Name – PRINTED

Participant, please complete the mailing address section below where payment should be sent:

_____
Participant's Name - PRINTED

_____
Street Address

_____
City, State, Zip Code

DRS Information Request

In addition to requiring a W-9 on all vendors, the City of Kirkland is required to report if any of their new vendors *(only those who are of the reporting status of contractor, independent contractor, or personal service contractor)* are currently or were previously enrolled in retirement plans through the Washington State Department of Retirement Systems (DRS). In order to answer these questions for DRS we will need the following information from the vendor who meets the above vendor status.

1. Are you, the owner(s), retired from a WA State retirement system?

2. If you answered "Yes" to the above, did the owner(s) retire under the 2008 early retirement factors?

3. Are the owners under age 65?

Council Meeting: 05/18/2021
Agenda: Honors and Proclamation
Item #: 4. a.

E-Page 332

CITY OF KIRKLAND
Police Department
11750 NE 118th St., Kirkland, WA 98034-7114
425.587.3400

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Cherie Harris, Chief of Police
Date:	May 10, 2021
Subject:	National Police Week Proclamation

RECOMMENDATION:

That the Mayor proclaim May 9-15, 2021 as National Police Week.

BACKGROUND DISCUSSION:

National Police Week is an annual week-long celebration of the professionalism, dedication and courage exhibited by Police Officers as they serve their communities and preserve the rights and freedoms of all people. Peace Officer Memorial Day, May 15th, specifically honors all police officers, especially those who have lost their lives in the line of duty, with the lowering of flags to half staff on all government buildings.

Congress, on June 21, 1961, by Senate Joint Resolution 75 Stat. 94, designated the week beginning May 13, 1962 as "National Police Week" and authorized the President to issue an appropriate proclamation. On April 10, 1962, President John Kennedy signed a proclamation creating "National Police Week" which would fall on the calendar week in which May 15th, proclaimed Peace Officer Memorial Day, fell each year. Each year since then, the President of the United States proclaims the calendar week in which May 15th falls as National Police Week, dedicated to recognizing the valuable contributions to public safety made by Police Officers.

The City of Kirkland currently employs 109 commissioned Police Officers at the Kirkland Police Department within the Kirkland Justice Center. These dedicated men and women serve those who live, work and play in Kirkland and contribute to making Kirkland a safe and welcoming city by performing their duties according to the department's mission "to protect and serve our community with honor, integrity and courage."

The core values of honor, integrity and courage have been particularly highlighted throughout 2020 and into 2021 as the world has been affected by the Covid-19 virus. According to the preliminary data compiled by the National Law Enforcement Officers Memorial Fund, as of December 31, 2020, 264 law enforcement officers died in the line of duty across the United States. This was an increase of 96% over the previous year when 135 officers were killed. Covid-19 proved to be the deadliest threat to officers, followed by firearms-related deaths, traffic-related fatalities, and other health issues related to the stress of the job of law enforcement. In Washington state, there were five law enforcement line-of-duty deaths. Two

succumbed to the effects of Covid-19, one drowned, one died by gunfire and one was killed during a vehicle pursuit.

The Kirkland Police Department enacted health and safety measures and protocols as officers donned protective gear and courageously continued to provide high quality service to the community amidst the pandemic. Officers were conscientious in their interactions with the public, practiced social distancing and strove to minimize potential exposure events as they responded to calls for service and engaged in proactive policing.

The year 2020 also brought about a national reckoning regarding racial injustice. A series of high-profile incidents of police violence against Black Americans sparked nationwide protests and public condemnations of systemic racism. Law enforcement agencies around the country are under heightened public scrutiny and are looking inward to address use of force and institutional racism.

To support this work, the City of Kirkland passed legislation (R-5434) on August 4, 2020 committing to several actions related to examining and dismantling institutional and structural racism in Kirkland. The Kirkland Police Department has been actively engaged in important community conversations and in thorough examination of its culture, policies, programs, and practices. This work is intended to ensure the safety and respect of Black people in Kirkland.

By proclaiming the week of May 9-15, 2021, National Police Week, all Kirkland residents and businesses will be encouraged to recognize and thank all Police Officers for their courage, service and dedication during this week and throughout the year.

Attachment A: National Police Week Proclamation

A PROCLAMATION OF THE CITY OF KIRKLAND

Proclaiming May 9-15, 2021 as
"National Police Week" in Kirkland

WHEREAS, the professionalism, courage and dedication of Police Officers are deserving of recognition for their valuable role in public safety and preserving the rights and freedoms of all people; and

WHEREAS, on June 21, 1961 Congress designated the week in which May 15 falls as "National Police Week" and authorized the President to issue an appropriate proclamation; and

WHEREAS, on April 10, 1962 President John Kennedy signed a proclamation creating "National Police Week" which would fall in the calendar week containing May 15 each year; and

WHEREAS, the President of the United States proclaims May 15 each year to be National Peace Officer Memorial Day; and

WHEREAS, National Police Week honors the service and sacrifice of those law enforcement officers who have died in the line of duty while protecting our communities and safeguarding our democracy; and

WHEREAS, we honor the five law enforcement officers who lost their lives in the line of duty in Washington State in 2020 and grieve for their families' loss;

WHEREAS, National Police Week in the City of Kirkland recognizes the 109 highly trained, dedicated and courageous commissioned men and women of the Kirkland Police Department who serve as Police Officers to protect and serve our community; enduring long shifts in unpredictable circumstances and selflessly placing themselves in harm's way to keep us safe, while always working to build partnerships and community trust;

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, Washington, proclaim the week of May 9-15, 2021 as National Police Week in Kirkland and call upon the people of Kirkland to express their gratitude and appreciation for the professionalism, courage, and dedication to public safety by Police Officers.

Signed this 18th day of May 2021

_____
Penny Sweet, Mayor

Council Meeting: 05/18/2021
Agenda: Honors and Proclamation
Item #: 4. b.

E-Page 335

CITY OF KIRKLAND
Parks & Community Services
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Lynn Zwaagstra, Director
                  Leslie R Miller, Human Services Supervisor

Date: May 10, 2021

Subject: NATIONAL FOSTER CARE MONTH PROCLAMATION

RECOMMENDATION:

That the Mayor proclaim May 2021 as National Foster Care Month.

BACKGROUND DISCUSSION:

National Foster Care Month is a time to acknowledge families and professionals who help children and youth in foster care. This year the Children's Bureau recognizes National Foster Care Month through the initiative and its theme "Foster Care as a Support to Families, Not a Substitute for Parents," as part of an on-going effort to promote meaningful family engagement, support, and empowerment.

There is a critical shortage of licensed foster homes and group homes in the State of Washington. In Fiscal Year 2020 children and youth spent 1,863 nights in hotel rooms with their social worker because of this shortage. This number has been increasing significantly over the last few years. National Foster Care Month is a time to share our gratitude for those who support youth and families by being a resource to children in need and supporting birth parents so that they may safely reunite with their families whenever possible. It takes collaboration and community effort to support children, birth parents, and resource and kin families during challenging times. There are several local organizations that support foster care youth and need community support.

Friends of Youth recruits and supports families who can offer therapeutic foster homes. In addition, they operate several agency homes for youth with special needs. More information about Friends of Youth work with foster families can be found at https://friendsofyouth.org/FosterCare.aspx.

Treehouse is the State's leading nonprofit organization addressing the academic and other essential support needs of the thousands of youth in foster care. Treehouse is committed to youth in care statewide achieving a degree or other career credential, living wage job and stable housing.

Treehouse provides:
- Access to clothes, toys and school supplies
- Weekly academic support for youth in high school
- Funding to be able to participate in important childhood experiences like summer camps, sports, and other extracurricular activities
- Funding for Driver's Assistance programs to help youth get their driver's license
- Access to a Launch Success Coach to guide youth in their transition from high school to adulthood.

More information about Treehouse and the ways the community can support children and youth in foster care is available at Treehouse - Nonprofit Serving Youth in Foster Care (treehouseforkids.org)

The Mockingbird Society is an advocacy organization founded in 2000 to provide meaningful opportunities for youth across Washington state to participate in the social justice effort to improve the foster care system. The organization is dedicated to improving the outcomes for both foster kids and foster parents. Recognizing a clear link between experience in the child welfare system and homelessness, Mockingbird began addressing issues around youth homelessness in 2013. More information about supporting and empowering youth is available at https://www.mockingbirdsociety.org/

Community members interested in becoming a foster parent may learn more at the Washington State Department of Children, Youth & Families website Become a Foster Parent | Washington State Department of Children, Youth, and Families

Remember that there are many ways to support children and youth who have entered the foster care system.
- Become a foster family
- Provide respite care for a foster family
- Volunteer or donate to an organization supporting youth and children in the foster care system
- Become educated regarding the challenges of children and youth in the foster care system and advocate for reforms that will better support them

The Friends of Youth CEO Paul Lwali will be in attendance to accept the proclamation.

Attachment   National Foster Care Month Proclamation

A PROCLAMATION OF THE CITY OF KIRKLAND

Proclaiming May as National Foster Care Month in Kirkland, Washington

WHEREAS, the U. S. Children's Bureau has declared the 2021 theme of National Foster Care Month to be *Foster Care as a Support to Families, Not a Substitute for Parents*;

WHEREAS, when a child's home environment is unsafe due to abuse, neglect or other circumstances, foster care provides a temporary home for the child with foster parents, relatives, or in some cases, therapeutic residential care; and

WHEREAS, strengthening families and focusing on their wellbeing is vital to building strong communities, and preserving families is the primary goal of the child welfare system; and

WHEREAS, there are over 400,000 youth in foster care across the nation, including approximately 10,000 in the state of Washington and several dozen in Kirkland; and

WHEREAS, due to the lack of foster families, children and youth had to spend almost 2,000 nights in motel rooms with their case managers in this state in just the last year; and

WHEREAS, during National Foster Care Month we recognize that structural racism in the child welfare system has resulted in a disproportionate number of African American and Indigenous children and youth have been taken from their families of origin; and

WHEREAS, approximately one in three youth who age out of foster care become homeless within one year; and

WHEREAS, foster parents play an important role in supporting biological parents and helping them enhance their relationship with their children to achieve family stability and maintain family connections in support of family reunification; and

WHEREAS, those of us unable to provide a foster home are able to support children and youth in foster care by offering respite care to foster families, supporting biological parents working to reunite with their children, advocating for strong public policy or volunteering to spend time with the children and youth in care; and

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, do hereby proclaim on behalf of all residents of Kirkland, WA, May 2021 to be National Foster Care Month and urge all residents to volunteer their time and talents on behalf of children in foster care.

Signed this 18th day of May, 2021

_____
Penny Sweet, Mayor

Council Meeting: 05/18/2021
Agenda: Honors and Proclamation
Item #: 4. c.

E-Page 339

CITY OF KIRKLAND

City Manager's Office

123 Fifth Avenue, Kirkland, WA 98033

425-587-3000

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	David Wolbrecht, Senior Neighborhood Services Coordinator
	Joy Johnston, Interim Communications Program Manager
	Leslie R. Miller, Human Services Supervisor
	Betsy Maxwell, Program Coordinator
Date:	May 7, 2021
Subject:	2021 Older Americans Month Proclamation

RECOMMENDATION:

That the Mayor proclaim May 2021 as Older Americans Month

BACKGROUND DISCUSSION:

According to recent census data, over 12,000 people living in Kirkland are 65 and over which is about 13% of Kirkland's population. The City of Kirkland supports many programs for older adults. The Peter Kirk Community Center gives people aged 50+ opportunities to create healthy and rewarding lives through a variety of activities and services. The Kirkland Senior Council, an advisory group to the Kirkland City Council established in 2002, is a group of concerned citizens dedicated to keeping Kirkland a safe and vibrant community for residents age 50+. The Kirkland Senior Council has published the "East King County Resource Guide for Older Adults and Their Families", providing an array of resources in a variety of categories. To receive a copy of the resource guide, residents can email their name and address to Resourceguide@kirklandwa.gov and a copy will be sent to them.

Additional resources for older adults are available on the City's website.

When Older Americans Month was established in 1963, only 17 million living Americans had reached their 65th birthday. About a third of older Americans lived in poverty and there were few programs to meet their needs. Interest in older Americans and their concerns was growing. A meeting in April 1963 between President John F. Kennedy and members of the National

Council of Senior Citizens led to designating May as "Senior Citizens Month," the prelude to "Older Americans Month."

Historically, Older Americans Month has been a time to acknowledge the contributions of past and current older persons to our country, in particular those who defended our country. Every President since Kennedy has issued a formal proclamation during or before the month of May asking that the entire nation pay tribute in some way to older persons in their communities. Older Americans Month is celebrated across the country through ceremonies, events, fairs, and other such activities. The theme for 2021 is "Communities of Strength."

Older adults have built resilience and strength over their lives through successes, failures, joys, and difficulties. Their stories and contributions help to support and inspire others. This OAM, we will celebrate the strength of older adults and the Aging Network, with special emphasis on the power of connection and engagement in building strong communities.

There are many things we all can do to nurture ourselves, reinforce our strength, and continue to thrive. Connecting with others is one of the most important—it plays a vital role in our health and well-being, and in that of our communities. From finding joy in small things and sharing our stories, to looking at the big picture and giving to others, join us in promoting the ways we are connected and strong.

More information about Older Americans Month can be found at https://acl.gov/oam/2021/older-americans-month-2021.

Program Coordinator Betsy Maxwell who works with the Kirkland Senior Council will be in attendance to accept the proclamation.

Attachment A: Older Americans Month Proclamation

A Proclamation of the City of Kirkland

Proclaiming May 2021 as
Older Americans Month in Kirkland

WHEREAS, the Kirkland City Council established the Kirkland Senior Council in 2002 to act as an advisory group to the City Council to ensure that Kirkland is, and remains, a safe, vibrant community for residents age 50 and older; and

WHEREAS, the Kirkland Senior Council is comprised of members who advocate for, support, and create programs and services that meet the needs of older adults;

WHEREAS, the Kirkland Senior Council continues to provide community leadership and advocacy on behalf of older adults, including creating an Eastside Resource Guide for Older Adults and Their Families, which can be obtained by visiting the Kirkland Senior Council webpage at www.kirklandwa.gov/seniorcouncil; and

WHEREAS, the City's Parks & Community Services Department offers a wide variety of services and activities at the Peter Kirk Community Center to promote wellness of body, mind and spirit of older adults in our community; and

WHEREAS, the U.S. Department of Health and Human Services Administration for Community Living has led the celebration of Older Americans Month every year since 1963; and

WHEREAS, the Administration for Community Living has set this year's Older Americans Month theme as "Communities of Strength", recognizing the important role older adults play in fostering the connections and engagement that build strong, resilient communities; and

WHEREAS, the Kirkland community becomes stronger and more resilient when people of all ages, abilities, and backgrounds are encouraged to participate in an active civic life.

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, Washington, do hereby proclaim May 2021 to be Older Americans Month and urge every community member to recognize older adults and the people who support them as essential contributors to the strength of our community.

Signed this 18th day of May, 2021

_____
Penny Sweet, Mayor

Council Meeting: 05/18/2021
Agenda: Honors and Proclamation
Item #: 4. d.

E-Page 343

CITY OF KIRKLAND
Fire Department
123 Fifth Ave, Kirkland, WA 98033 · 425.587.3650
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Joe Sanford, Fire Chief
             Tim Day, Deputy Fire Chief

Date: May 18, 2021

Subject: Safe Boating Week 2021

RECOMMENDATION:

That the Kirkland City Council authorize the Mayor to proclaim May 22-28, 2021 as "Safe Boating Week" in the City of Kirkland.

BACKGROUND DISCUSSION:

Now in its 63rd year and sponsored by the U.S. Coast Guard, the intent of National Safe Boating Week is to bring attention to important life-saving practices for recreational boaters. As part of National Safe Boating Week, members of the Puget Sound Coast Guard Auxiliary have asked the city councils of cities on Lake Washington, Lake Sammamish, and the Sammamish River to formally support safe boating practices.

The Auxiliary was established by Congress in 1939. Their mission is to promote and improve recreational boating safety, provide trained crew and facilities to augment the Coast Guard, and enhance safety and security of the nation's ports, waterways, and coastal regions. They offer classes throughout the Puget Sound region on boating safety, boating skills and seamanship, and navigation.

Safe boating begins with preparation. The Coast Guard estimates that human error accounts for most boating accidents and that life jackets could prevent nearly 86 percent of boating fatalities. Through basic safety procedures – carrying lifesaving emergency distress and communications equipment, wearing life jackets, attending safe boating courses, participating in free boat safety checks, and staying sober while operating a boat – we can help to ensure boaters stay safe throughout the season.

In recognition of the importance of safe boating practices, staff recommend that the Mayor proclaim May 22-28, 2021 as "Safe Boating Week" in the City of Kirkland.

A PROCLAMATION OF THE CITY OF KIRKLAND

Proclaiming May 22 – 28, 2021 Safe Boating Week in Kirkland, Washington

WHEREAS, Kirkland's proximity to Lake Washington and a variety of waterways brings residents and visitors from all over to enjoy watersports and boating; and

WHEREAS, operator inattention and inexperience, improper lookout, excessive speed, and alcohol and drug use are the primary contributors in boating accidents; and

WHEREAS, an average of 677 people per year have died in boating-related accidents in the U.S. since 2000, the vast majority caused by human error or poor judgment; and

WHEREAS, in Washington State, according to the U.S. Coast Guard's latest statistics, there were 106 recreational boating accidents counted in Washington resulting in 27 deaths and 55 injured with damages over $2.33 million dollars; and

WHEREAS, the Kirkland Fire Department stands ready to respond and to work in conjunction with United States Coast Guard Auxiliary, Division 2 to promote and improve recreational boating safety by teaching boating safety and conducting vessel safety checks; and

WHEREAS, understanding safe boating practices, wearing a life vest, and knowing the rules of the water are important in reducing risk and result in better boating precautions; and

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, do hereby proclaim the week of May 22 through May 28, 2021 Safe Boating Week in Kirkland, and urge all residents and visitors to practice year-round safe boating practices, and to Boat Smart, Boat Safe, and to wear life vests while enjoying our beautiful waterways.

Signed this 18th day of May, 2021

_____

Penny Sweet, Mayor

**KIRKLAND CITY COUNCIL
VIRTUAL SPECIAL MEETING**

**123 Fifth Avenue
Kirkland, WA 98033**

**Monday, April 19, 2021
5:30 p.m.**

Minutes

1.   **CALL TO ORDER**

The event commenced at 5:30 p.m.; due to an expected quorum of Councilmembers in attendance, the event was noticed as a special City Council meeting; however, as a quorum was not reached at the time of the meeting, the virtual special meeting of the full City Council was canceled and the Community Meeting: Park Lane Closure to Vehicles 2021 event proceeded with its scheduled agenda.

2.   **ROLL CALL**

Present: Mayor Penny Sweet, and Councilmembers Toby Nixon and Jon Pascal.

3.   **COMMUNITY MEETING: PARK LANE CLOSURE TO VEHICLES 2021**

Following a presentation by Deputy City Manager James Lopez, staff facilitated the virtual public conversation and received participant feedback.

4.   **ADJOURNMENT**

The April 19, 2021 Virtual Special Meeting concluded at 5:35 p.m.

_____   _____
Kathi Anderson, City Clerk   Penny Sweet, Mayor

**KIRKLAND CITY COUNCIL
VIRTUAL SPECIAL MEETING
123 Fifth Avenue
Kirkland, WA 98033**

**Thursday, April 29, 2021
12:00 p.m.**

Minutes

1. **CALL TO ORDER**

    Mayor Sweet called the special meeting to order at 12:02 p.m.

2. **ROLL CALL**

    Present: Mayor Penny Sweet, Deputy Mayor Jay Arnold and Councilmembers Neal Black, Kelli Curtis, Amy Falcone, Toby Nixon, and Jon Pascal.

3. **EXECUTIVE SESSION**

    Council entered into executive session to consider the selection of a site or the acquisition of real estate by lease or purchase and returned to special meeting for the purpose of adjournment only. Also in attendance were City Attorney Kevin Raymond, Deputy City Managers Tracey Dunlap and James Lopez, Director of Finance and Administration Michael Olson, Director of Parks and Community Services Lynn Zwaagstra, Director of Planning and Building Adam Weinstein, Financial Planning Manager George Dugdale, Intergovernmental Relations and Economic Development Manager Lorrie McKay and King County Government Affairs Manager Kelly Rider.

4. **ADJOURNMENT**

    The April 29, 2021 Virtual Special Meeting was adjourned at 12:52 p.m.

_____   _____
Kathi Anderson, City Clerk   Penny Sweet, Mayor

KIRKLAND CITY COUNCIL
VIRTUAL SPECIAL MEETING
123 Fifth Avenue
Kirkland, WA 98033

Thursday, April 29, 2021
1:00 p.m.

Minutes

1. **CALL TO ORDER**

    Mayor Sweet called the special meeting to order at 1:02 p.m.

2. **ROLL CALL**

    Councilmembers present: Mayor Penny Sweet, Deputy Mayor Jay Arnold, and Councilmembers Neal Black, Kelli Curtis, Amy Falcone, Toby Nixon and Jon Pascal.

3. **AGENDA OVERVIEW**

    City Manager Kurt Triplett reviewed the planned topic, schedule and introduced Financial Planning Manager George Dugdale as the first presenter.

4. **AMERICAN RECOVERY PLAN ACT - FUNDING AND STRATEGIES**

    Financial Planning Manager George Dugdale and Deputy City Manager Tracey Dunlap provided an update on the federal American Recovery Plan Act (ARPA), including the estimated distribution and timing of disbursements to Kirkland, together with City Manager Kurt Triplett responded to Council questions, and received policy guidance on the suggested framework and strategies to determine how to distribute the funds.

5. **GOOD OF THE ORDER**

    Councilmembers discussed a variety of additional ideas related to the retreat topic.

6. **ADJOURNMENT**

    The April 29, 2021 Virtual Special Meeting/Retreat was adjourned at 3:37 p.m.

_____   _____
Kathi Anderson, City Clerk   Penny Sweet, Mayor

KIRKLAND CITY COUNCIL MEETING MINUTES
May 4, 2021

1.   CALL TO ORDER

Mayor Penny 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.   Comprehensive Emergency Management Plan (CEMP) Update Draft Review

Emergency Preparedness Manager Heather Kelly provided an overview of the updated 2021 Comprehensive Emergency Management Plan draft and received Council feedback.

b.   Resolution R-5434 Equity Gap Analysis Update

Deputy City Manager for External Affairs James Lopez and Consultant Channin Kelly-Rae provided an update on the City's progress conducting a comprehensive organizational equity assessment to identify gaps in diversity, equity, and inclusion in all areas of City policy, practice and procedure and received Council feedback.

4.   HONORS AND PROCLAMATIONS

a.   National Correction Officer Appreciation Week Proclamation

Mayor Sweet asked Councilmember Nixon to read the proclamation which was accepted by Police Chief Cherie Harris.

b.   National Asian American and Pacific Islander Heritage Month Proclamation

Mayor Sweet asked Councilmember Black to read the proclamation.

c.   Affordable Housing Week Proclamation

Mayor Sweet asked Councilmember Curtis to read the proclamation.

5.   COMMUNICATIONS

        a.   Announcements

        b.   Items from the Audience

                Genn Zentz
                Samantha St. John
                Brad Weed
                Faith DeBolt
                Kirk Hovenkotter
                Katya Allen
                Emily Brown
                Tina Moody
                Nicole Parkhill
                Jovana Rodriguez
                Kristin Dicksen
                Stacy Duffy
                Bea Nahon
                Taylor Oiness
                Matthew Goelzer
                Phil Megenhardt
                Elaine Montgomery
                Dave Tomson

        c.   Petitions

6.   PUBLIC HEARINGS

        None.

7.   SPECIAL PRESENTATIONS

        a.   Park Lane Summer 2021 Options – Engagement Results

                Deputy City Manager for External Affairs James Lopez presented the results from
                the community engagement process on the options for closure of Park Lane to
                traffic during summer 2021 and received Council direction.

                Motion to Direct staff to proceed with Option 1, closing Park Lane to vehicular
                parking from early May to October only during evenings and all day during
                permitted special events downtown, with the intent to maintain it for the next
                two years, as amended.
                Moved by Councilmember Kelli Curtis, seconded by Councilmember Neal Black
                Vote: Motion carried 5-2
                Yes: Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy
                Falcone, Councilmember Toby Nixon, and Mayor Penny Sweet.
                No: Deputy Mayor Jay Arnold, and Councilmember Jon Pascal.

Motion to Amend Option 1 to add a provision that the street be reopened in the evening after the last restaurant closes.
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.

Motion to Amend Option 1 to change the street closure time to 5 p.m. instead of 6 p.m.
Moved by Councilmember Jon Pascal, seconded by Councilmember Amy Falcone
Vote: Motion failed 2 - 5
Yes: Councilmember Amy Falcone, and Councilmember Jon Pascal.
No: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Toby Nixon, and Mayor Penny Sweet.

b. COVID-19 Update

City Manager Kurt Triplett provided information on recent actions related to the COVID-19 response and addressed the large-scale special events cancellations for June, July and August.

c. Resolution R-5434 Update

City Manager Kurt Triplett reminded the Council of the upcoming May 18 study session to further discuss implementation of Resolution R-5434.

8. CONSENT CALENDAR

a. Approval of Minutes

(1) April 20, 2021

b. Audit of Accounts

Payroll: $4,318,522.87
Bills: $3,339,103.88
TB0421   Checks #719018-719145
SS421B   Wire #327
SS421C   Wire #325
SS423A   Wire #328
SS423B   Wire #322
SS423B   Wire #326
TB0428   Checks #719146-719263
SS428B   Wire #331
SS428B   Wire #330
SS430A   Wire #333
SS430B   Wire #332

SS430B   Wire #334
           P-Card
SS503A   Wire #329

c.   General Correspondence

d.   Claims

e.   Award of Bids

(1)   98th Avenue NE Preservation Project

Council awarded the construction contract for the 98th Avenue NE Street Preservation Project, to Lakeside Industries of Issaquah, Washington, in the amount of $1,284,732.50 via approval of the consent calendar.

f.   Acceptance of Public Improvements and Establishing Lien Period

g.   Approval of Agreements

h.   Other Items of Business

(1)   Ordinance O-4756 entitled, "AN ORDINANCE OF THE CITY OF KIRKLAND AMENDING SURFACE WATER MANAGEMENT REGULATIONS."

The ordinance was approved via approval of the consent calendar.

(2)   2021 Neighborhood Safety Program Funding

A fiscal note was approved for use of $200,000 from the School Zone Safety Camera revenues above net program operations costs for the 2021 Neighborhood Safety Program (NSP), via approval of the consent calendar.

(3)   Allocation of Human Services Reserves

A fiscal note for $729,488 was approved from the Human Services Reserve to fund a variety of grants to nonprofits and community partners to shore up the response to homelessness within the City of Kirkland, via approval of the consent calendar.

(4)   Funding for Exterior Signage at the Kirkland Visitor Center

A fiscal note for the use of up to $10,000 from the Lodging Tax Reserves to support the Kirkland Downtown Association's installation of exterior signage and related expenses at the Kirkland Visitor Center was approved via approval of the consent calendar.

(5)   Resolution R-5474 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO EXECUTE A REAL PROPERTY LEASE AND LEASE AGREEMENT TO PROVIDE A TEMPORARY FIRE STATION IN A LOCATION THAT MAINTAINS CURRENT LEVELS OF SERVICE IN FIRE AND EMS RESPONSE TIMES WHILE STATION 22 IN HOUGHTON IS RENOVATED."

The resolution was approved via approval of the consent calendar.

(6)   Resolution R-5476 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER OR DESIGNEE TO ENTER INTO A CONTRACT WITH AL-ASR, LLC, REGARDING A POTENTIAL MULTIFAMILY HOUSING PROPERTY TAX EXEMPTION, AND APPROVING THE ISSUANCE OF A CONDITIONAL CERTIFICATE OF TAX EXEMPTION."

The resolution was approved via approval of the consent calendar.

(7)   Approval of 2021 IAFF Local #2545 Collective Bargaining Agreement

The agreement was ratified via approval of the consent calendar.

(8)   March 2021 Sales Tax Report

The report was acknowledged via approval of the consent calendar.

(9)   Procurement Report

The report was acknowledged via approval of the consent calendar.

Motion to Approve the consent calendar.
Moved by Councilmember Jon Pascal, 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.

Council recessed for a short break.

9.   BUSINESS

a.   2021 State Legislative Update #8

This item was postponed to Council's May 18, 2021 regular meeting.

b.   Summer Action Plan Phase I

Parks and Community Services Director Lynn Zwaagstra, Recreation Manager
Sara Shellenbarger and Deputy Director John Lloyd provided an overview of the
proposed "Summer Action Plan, Phase 1" proposing additional investments in
Parks maintenance and operations staffing to keep Kirkland Parks and beaches
and the marina safe, clean and COVID-compliant throughout the summer.

c.   SRMKCCA Phase III Public Improvements Use and Maintenance Agreement

(1)   Resolution R-5475 entitled, "A RESOLUTION OF THE CITY COUNCIL OF
        THE CITY OF KIRKLAND APPROVING THE CROSS KIRKLAND CORRIDOR
        IMPROVEMENT AND USE AGREEMENT ADJACENT TO PHASE III CAMPUS
        AND AMENDED AND RESTATED CROSS KIRKLAND CORRIDOR
        MAINTENANCE AGREEMENT BETWEEN THE CITY OF KIRKLAND AND
        SRMKCCA, LLC."

        Motion to Approve Resolution R-5475 entitled, "A RESOLUTION OF THE
        CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE CROSS
        KIRKLAND CORRIDOR IMPROVEMENT AND USE AGREEMENT ADJACENT
        TO PHASE III CAMPUS AND AMENDED AND RESTATED CROSS KIRKLAND
        CORRIDOR MAINTENANCE AGREEMENT BETWEEN THE CITY OF
        KIRKLAND AND SRMKCCA, LLC."
        Moved by Councilmember Toby Nixon, 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.

d.   Fire Impact Fee Update

City Manager Kurt Triplett provided a brief overview of the ordinance.

(1)   Ordinance O-4758 entitled, "AN ORDINANCE OF THE CITY OF KIRKLAND
        AUTHORIZING THE COLLECTION OF IMPACT FEES FOR FIRE
        PROTECTION FACILITIES AND ADDING CHAPTER 27.10 TO THE
        KIRKLAND MUNICIPAL CODE."

        Motion to Approve Ordinance O-4758 entitled, "AN ORDINANCE OF THE
        CITY OF KIRKLAND AUTHORIZING THE COLLECTION OF IMPACT FEES
        FOR FIRE PROTECTION FACILITIES AND ADDING CHAPTER 27.10 TO
        THE KIRKLAND MUNICIPAL CODE."
        Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Kelli
        Curtis
        Vote: Motion carried 6-1

> Yes: Deputy Mayor Jay Arnold, Councilmember Neal Black, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Jon Pascal, and Mayor Penny Sweet.
> No: Councilmember Toby Nixon.

e.   Kirkland Avenue/Lake Street Intersection Improvements – Project Update

Project Engineer Laura Drake an update about the Kirkland Avenue/Lake Street Intersection Improvement Project and received Council direction.

Motion to Direct staff to bring a fiscal note to the May 18 meeting to allocate additional funding for Scope Enhancement #1 of the Kirkland Avenue/Lake Street Intersection Improvements recommendation.
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.

f.   Lake Street South/Lake Washington Boulevard Pedestrian Pilot Options

Transportation Manager Joel Pfundt provided an overview of the proposed temporary conversion of the on-street parallel parking lane on the west side of Lake Street S/Lake Washington Boulevard to an expanded pedestrian walkway from approximately 250 feet south of 2nd Avenue South to NE 60th Street and received Council direction.

10.   REPORTS

a.   City Council Regional and Committee Reports

Councilmember Falcone requested and received support to have the staff prepare a proclamation for the May 18 City Council meeting to recognize May as Foster Care Month. Councilmembers reported on receiving a record number of applications for the vacant Board and Commission seats.

b.   City Manager Reports

Deputy City Manager for Operations Tracey Dunlap provided an update on discussions with King County regarding operations at the Houghton Transfer Station and on removing the Taylor Ballfields from consideration for a future transfer station side. City Manager Kurt Triplett reported on discussions with King County regarding supportive housing in Kirkland and requested and received Council support King County's efforts to move forward in this area.

(1)   Calendar Update

11.   ITEMS FROM THE AUDIENCE

        None.

12.   EXECUTIVE SESSION

        None.

13.   ADJOURNMENT

        The Kirkland City Council regular meeting of May 4, 2021 was adjourned at 11:38 p.m.

_____   _____
Kathi Anderson, City Clerk   Penny Sweet, Mayor

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Kathi Anderson, City Clerk

Date: April 27, 2021

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) France, Justin (Allstate on behalf of)
     24801 Old Owen Rd.
     Monroe, WA 98272

Amount: $2,093.31

Nature of Claim: Claimant states damage occurred to their vehicle tires and wheels when they struck scattered metal debris in the roadway while driving southbound on I-405 near NE 116th Street.

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

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

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Hunter Richards, Project Coordinator Rod Steitzer, Capital Projects Manager Julie Underwood, Director of Public Works
Date:	May 6, 2021
Subject:	BRIDLE VIEW POND CLEARING PROJECT—ACCEPT WORK

RECOMMENDATION:

It is recommended that the City Council accept the work performed on the Bridle View Pond Clearing as completed by Accord Contractors of Bellevue, Washington, in the amount of $71,884.29, thereby establishing the statutory lien period, and authorize the return of approximately $6,000 to the Surface Water Reserves.

By taking action on this item during approval of the Consent Calendar, the City Council is accepting the work performed and approving the return of approximately $6,000 to the Surface Water Reserves.

BACKGROUND DISCUSSION:

The City's Neighborhood Drainage Assistance Program designs and constructs solutions for small-scale potential flooding concerns outside the public rights-of-way, and that program was used for this improvement. The Bridle View Pond Clearing Project (Project) reduced property flooding potential by restoring a retention pond to its original condition. The pond is on an easement of the parcel that also is the location of the Bridle View Community Association's swimming pool (see Attachment A, Vicinity and Area Map). Prior to the 2009 annexation of this area, the pond had been the maintenance responsibility of King County. The Project work included clearing overgrown invasive blackberry plants, removal of sediment deposition, and restoration of eroded berms. Staff worked closely with the residents of the Bridle View community.

The work for the Project was completed with two separate contracts. The first contract was to clear the invasive plants. The City contracted with Rent-a-Ruminant, which provided 60 goats to clear 15,000 square feet of invasive blackberries over a seven-day period in late May 2020 (see picture below). Using goats to clear the invasive vegetation cost less, had less environmental impact, and caused less public disruption than if construction equipment had been used. The general services contact with Rent-a-Ruminant does not require establishing a lien period for its work. The total amount of this contract was $6,870.24.

The second contract was for removal of sediment deposition and restoration of pond berms. This work required two separate procurement processes to select a construction contractor. The first process was in June 2020 by advertisement through the Small Works Roster. That advertisement was done in the early stages of the pandemic and no bids were received. The second process was in September 2020 through a direct-hire process. On October 5, 2020, the City executed a $71,884.29 construction contracted with Accord Contractors to perform the sediment and berm work. That work began on November 2, 2020 and was physically complete on November 24, 2020. Using the direct-hire process, the City was able to complete the work and ensure maximum retention volume in the pond before the then-ensuing rainy season. The contractor earned a total of $71,884.29.

Rent-A-Ruminant's goats beginning vegetation management of invasive blackberry overgrowth, which measured over seven feet tall in some locations

With a Project budget of $120,000 expenses totaling about $114,000, there is a budget surplus of about $6,000, depending upon actual close-out expenses that are estimated to be $2,400.

Table 1: Funding versus Expenses

Funding	
Surface Water Management Fund	$120,000
Expenses	
Engineering, Surveying, Management	($32,748.96)
Rent-a-Ruminant	($6,870.24)
Accord Contractors	($71,884.29)
Close-out (estimated)	($2,400.00)
Total Expense (estimated)	($113,903.49)
Amount to be Transferred to Surface Water Reserves	
Balance (approximate)	+ $6,000

Staff recommends, after the statutory lien period and close out process, returning all remaining funds to the Surface Water Construction Reserves to be available for future surface water project needs.

Attachment A: Vicinity and Area Map
Attachment B: Fiscal Note

Area Map

Totem Lake

Forbes Lake

Lake Washington

Swan Lake

Project Location

6105

Ditch, Restored to Original Condition

Detention Pond, Restored to Original Condition

6102

135TH AVE NE

NE 61ST ST

N

CITY OF KIRKLAND WASHINGTON

Vicinity and Area Map
Bridleview Pool Clearing Project

FISCAL NOTE

CITY OF KIRKLAND

Source of Request
Julie Underwood, Director of Public Works

Description of Request
One-time transfer of unspent project balance from the Bridleview Pool Clearing project **(SDC0810100)** to Surface Water Construction Reserves. This project is part of the Neighborhood Drainage Assistance program **(SDC0810000)**.

Legality/City Policy Basis

Fiscal Impact
- One-time transfer of approximately $6,000 to Surface Water Construction Reserves.

Recommended Funding Source(s)							
	Description	2022 Est End Balance	Prior Auth. 2021-22 Uses	Prior Auth. 2021-22 Additions	Amount This Request	Revised 2022 End Balance	2022 Target
Reserve	Surface Water Reserves	6,302,876	0	458,237	6,000	6,767,113	1,788,060
Revenue/Exp Savings							
Other Source							

Other Information
- Surface Water Reserve transfer to 42325931-599014 (SDR1111001)

Prepared By	Robby Perkins-High, Financial Planning Supervisor	Date	May 5, 2021

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Julie Underwood, Director of Public Works
               Joel Pfundt, Transportation Division Manager
               Armaghan Baghoori, Transportation Program Coordinator
               Kimberly Scrivner, Transportation Planner

Date: May 6, 2021

Subject: BIKE EVERYWHERE MONTH PROCLAMATION

RECOMMENDATION:

Staff recommends that the Mayor proclaim May 2021 as "Bike Everywhere Month" in Kirkland.

BACKGROUND DISCUSSION:

The City is devoted to building and sustaining a thriving community by creating a livable, walkable, vibrant, accessible, and sustainable Kirkland for all residents. Bike-friendly communities have been shown to improve residents' health, well-being, and quality of life. They also serve to grow the economy, improve traffic safety, and reduce pollution and congestion. To better implement this vision, the City adopted the 2015 *Transportation Master Plan* and the 2009 *Active Transportation Plan* (ATP). As outlined in those plans, the City continues to provide balance across modes of transportation, increase safety and accessibility for all users, and provide bike facilities for people of all ages and abilities. The City currently is embarking on an update to the ATP to support the implementation of the City's Vision Zero commitment, to build high quality bicycle and pedestrian networks for people of all ages and abilities that will connect people to destinations and transit, and to continue to make Kirkland a more walk and bike friendly community.

Throughout the month of May and in partnership with other regional organizations such as Cascade Bicycle Club, the City will promote greater public awareness of bicycle operation and safety education as well as guidelines for cyclists to practice during the pandemic to ensure the safety of the Kirkland community as a whole. The goal is to reduce collisions, injuries, and fatalities, as well as to improve health and safety for everyone on the road. During the pandemic, when most people have been restricted for activities, it is even more important for people of all ages and abilities to be as active as possible. Also, over the past year Kirkland, like other cities in the region, has experienced a significant growth in bike ridership throughout different neighborhoods.

While proclaiming May as Bike Everywhere Month, the City encourages all residents to participate in Bike Month through virtual, solo, or safely distanced activities. This year, all bike-related celebrations and events in the region are modified according to social distancing requirements. Consistent with public health guidelines and recommendations, the City will support our region by promoting and celebrating Bike Month and Bike Everywhere Day on May 21, 2021.

A PROCLAMATION OF THE CITY OF KIRKLAND

Proclaiming May 2021 as
"Bike Everywhere Month" in Kirkland, Washington

WHEREAS, biking is an economical, healthy, and environmentally sound form of transportation and a great way to maintain social distancing while enjoying Kirkland's scenic beauty on the roads and trails to access local destinations, workplaces, and other businesses, supporting Kirkland's response to COVID-19; and

WHEREAS, Washington State continues to be the top bicycle-friendly state since 2008, according to the League of American Bicyclists ranking; and

WHEREAS, the City of Kirkland is dedicated to balanced transportation by reducing reliance on single-occupancy vehicles and improving connectivity and multi-modal mobility in Kirkland in order to maintain and enhance travel times, safety, health, and transportation choices; and

WHEREAS, the City Council adopted the Active Transportation Plan in March 2009 and the Transportation Master Plan in November 2015 with the goal of enhancing safety and accessibility for all users and providing bike facilities for people of all ages and abilities;

NOW, THEREFORE, I, Penny Sweet, Mayor of the City of Kirkland, Washington do hereby proclaim May as "Bike Everywhere Month" in Kirkland, encourage all residents to participate in this activity, and to always consider the safety of bicyclists.

Signed this 18th day of May, 2021

_____

Penny Sweet, Mayor

CITY OF KIRKLAND
Police Department
11750 NE 118ᵗʰ Street, Kirkland, WA 98034-7114 425.587.3400
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Cherie Harris, Chief of Police
                    Mike St. Jean, Deputy Chief of Police
Date:

Subject: Q1 2021 Police Dashboard

Recommendation:

City Council receives an update Proposition 1, and an update on the development of a new interactive, public-facing Crime Dashboard as directed by R-5434. This new dashboard contains many new categories and additional information as requested by Council members and from public outreach efforts.

Background:

Included in quarterly reporting on the crime dashboard is an update on the implementation of Proposition 1, which continues as expected. All officers funded through Proposition 1 have been hired.

Proposition 1 positions:

- **Pro-Act (4)** - The Pro-Act Unit consists of a sergeant and four officers, one of which is also the rank of corporal to provide for full-time supervision of the team. The Pro-Act unit continues to impact crime within the city. The unit has been responsive to problem locations attracting criminal behavior within residential neighborhoods and business districts by focusing additional enforcement efforts on those locations experiencing an increase in activity.

  In the first quarter of 2021, Pro-Act made 18 arrests, recovered four stolen vehicles, two stolen guns and one bicycle. In addition, they were granted eight search warrants leading to the recovery of a significant amount of stolen property consisting of vehicles, electronics, tools, clothing, jewelry and currency with an estimated combined value of $142,915 dollars. Below are two cases that speak to the unique talents and great work that this team provides to the City of Kirkland, specifically targeting prolific criminals:

  o In January, six burglaries were reported at a Kirkland Condominium complex. In one burglary, suspects entered the residence and stole a large quantity of electronics, currency, jewelry and clothing. The suspects also located keys to a Porsche and a Mercedes that were parked in a secured garage and stole both vehicles. These six burglary cases were assigned to Pro-Act for further investigation. Utilizing an online pawn database, they identified

KPD-2007-092

property stolen in the burglaries as having been recently pawned. This led to the identification of two persons pawning the property. Pro-Act obtained a warrant to track the suspects cellphones which led them to a hotel in Renton, where they confirmed the suspects had recently checked out. A search of their vacated room revealed stolen mail and documents belonging to the Kirkland burglary victims. Pro-Act continued the cellphone track and located the suspects in a vehicle at Southcenter mall and tracked them to a storage locker in Kent, where a third suspect arrived in what was believed to be the stolen Mercedes, that now had different license plates on it. Continuing the investigation, Pro-Act later located the Mercedes unoccupied at a SeaTac area motel where they were able to check the VIN and confirm it was the vehicle stolen in Kirkland but bore license plates stolen from another vehicle. The vehicle was impounded for a search warrant. The three suspects were located at the motel and taken into custody. One had an outstanding Department of Corrections escape warrant and one had six outstanding ID Theft and Mail Theft warrants out of Oregon. Pro-Act obtained search warrants for the motel room and the storage locker located in Kent, which were searched and resulted in the recovery of a large quantity of stolen property belonging to the Kirkland victims as well as many other ID Fraud, Mail Theft and Burglary victims. Two days later the stolen Porsche was also recovered by Pro-Act with the assistance of the King County Sheriff's Office.

o In January 2021, Pro-Act received information of an adult Kirkland female resident dealing large quantities of illegal drugs within the city. They established surveillance on the residence located in North Juanita and observed the female drive several times to the Goodwill parking lot where they observed her meeting with people who arrived and conducting, what appeared to be, hand to hand narcotics transactions. Pro-Act was able to develop confidential informants who made controlled buys of narcotics from the female confirming she was indeed selling narcotics. Based on the information gathered throughout this investigation, Pro-Act officers obtained a search warrant for the females' residence. They arrested her upon observing her making another narcotics sale. The service of the warrant on the residence and vehicle produced 54 grams of Heroin, and 22 grams of Methamphetamine, 1000+ pills.

- **School Resource Officer (SRO) (4)** –The SRO Unit is supervised by the Community Services Unit (CSU) Sergeant and is staffed by a corporal and three officers. A separate report has been prepared by Staff outlining the development of an R-5434 SRO dashboard that contains many new categories and additional information as requested by Council members and from public outreach efforts.

- **Neighborhood Resource Officer (NRO) (1)** – The second NRO, as outlined in Proposition 1, was appointed on August 1, 2020. The second NRO is assigned as a co-responder with the Proposition 1 Mental Health Professional (MHP). The department has not filled the second NRO position after an officer resigned from the department. A test is scheduled for May, which will bring this unit back to full strength. The NRO continues to assist patrol officers with complex cases and has been able to offer creative solutions by partnering with others. Some examples of this work are:

  o Collaborated with patrol to address concerns of Patrol Officers handling thefts from the Totem Lake Mall. Patrol reported new businesses in the Totem Lake Mall seemed hesitant to work with police to assist with enforcing retail theft cases. To combat

organized retail theft, the NRO was able to connect with the Totem Lake Mall Security team. The NRO helped deliver a formal presentation informing security staff and managers of the services provided by the Department and the assistance that's available to reduce retail theft cases.

o To better serve the public, and to become more efficient in responding to those community members who tend to utilize police services at a higher rate, the NRO developed a new concept that can be utilized by both the NRO and the rest of the department. The NRO recognized a need for the district patrol officers of various squads to be able to easily review information from past contacts made by other department members. Being able to easily review the ongoing work of other department members will help officers see what resolutions have worked, or are not working, and problem solve the underlying issues. The NRO created a "District Cases" concept where master cases are created and managed by the Community Services Unit. These District Cases should help responding department members work together between squads to reach solutions.

o During the first quarter a few notable locations required a collaborative effort to resolve a variety of issues. One example occurred after the Department responded to a drug overdose death in the Finn Hill area. The neighborhood was extremely concerned as the residence was long suspected of drug activity. The NRO was able to coordinate with the homeowner and other City Staff while solutions were explored. The NRO worked with a Section 8 investigator, and the homeowner eventually decided to evict the resident. The resolution was a team effort and the area residents were appreciative when the problem tenant moved out. The Department is very appreciative of the support received from the City Attorney in resolving this particular issue and collaboration on other nuisance residences in the City.

Between calls for service, the NRO has been able to work on several Department projects and helped create media "marketing" materials. The NRO recorded and released an English and Spanish recruitment video which is shown to potential job applicants who participate in entry level testing for open positions within the Department. In addition, the NRO used her expertise to provide wellness training to Kirkland Police Department staff.

- **Crime Analyst (1)** – The Crime Analyst was hired on October 16, 2020 has completed her on-boarding process and her training program The Department has already benefitted from her prior experience and the increased capabilities of having two analysts that has proved invaluable in creating and developing the new Crime Dashboard.

- **Mental Health Professional (MHP)** – The MHP position provided under Proposition 1, continues to be staffed and co-responding with the Proposition 1 NRO to provide mental health resources to those in crisis. Having an MHP as a member of the Department continues to be a huge benefit to patrol officers as an immediately available resource. The MHP has continued to develop response plans for individuals in need and has been a much-needed resource to help encourage people go connect with services. The NRO continues to partner with the MHP in conducting follow-up investigations with people who are experiencing crisis or who are struggling with mental health issues. This co-response model has allowed the two of them to collaborate on better solutions. In the first quarter of 2021, the MHP made 139 contacts that

included referrals from Patrol, City of Kirkland Human Services Staff, Code Enforcement, the Department DV Advocate and the Kirkland Jail. Some examples of this work are:

- o In January the Department suspected a Kirkland resident was "spamming" the Q-Alert portal by consistently reporting strange occurrences in the Houghton area. The NRO/MHP team were able to contact an individual experiencing homelessness in the area who was suspected of generating the high volume of Q-Alert complaints. They offered services and encouraged him to utilize the Q-Alert system appropriately.
- o The NRO/MHP team have been able to provide additional resources for community members experiencing mental health crisis. One such case came the day after patrol officers had responded to a residence for a community member who was struggling with mobility issues and was experiencing a mental health crisis. After they were briefed on the previous call, they responded to the residence and were able to gather additional information, work with the subject's case manager, and get the individual to the hospital for additional care. The family was thankful for the additional care and successful outcome we were able to provide.
- o In March, the parents of a 14-year-old son were referred to the Department by a local specialty school. The parents had growing concerns with their 14-year-old autistic son who also presents with bipolar disorder. The parents were having a harder time as their son became older, larger and stronger. The parents had been fearful of their child in the past and have been hesitant to call police for help. The NRO/MHP team met with the concerned parents (virtually due to COVID) to ease their tensions, cover a safety plan, and explore services.

The co-response model with the Proposition 1 NRO and MHP continues to be an effective method for assisting community members who are dealing with acute or long term mental/behavioral health issues.

The Department continues to partner with the North Sound Response Awareness, De-Escalation, and Referral (RADAR) Program. This program is funded by a King County Mental Illness and Drug Dependency (MIDD) grant as well as a grant from the Washington Association of Police Chief and Sheriffs (WASPC) and provides patrol officers an additional MHP resource to co-respond to people in crisis, called "Navigators". RADAR Navigators had contacts with 31 individuals in Kirkland during the first quarter of 2021.

- **Gun Safety program** – Staff developed a safety program that includes instruction, allows for community interaction, the ability to ask questions and provide gun locks and or gun safes to those that attend. Due to the COVID 19 outbreak and the "stay at home order", staff tested a virtual safety program but found that it did not meet the expectations of the "in person" instruction. A series of instructional videos are currently being developed to promote gun safety through both the Department's website and social media platforms. A Proposition 1 introductory video, as well as the first gun safety video have been completed and are ready to be distributed. The Department will be utilizing social media platforms and virtual neighborhood meetings to distribute this first video. Gun locks continue to be available to the community upon request. Staff plan to host in person instruction as soon as allowed by the Governor's phased re-opening approach.

Police Crime Dashboard:

The quarterly crime dashboard report for the City Council will be presented as an interactive dashboard comprising three reports: Arrests, Offenses, and Calls for Service, as well as an "About the Data" page. The Department Crime Analysts have utilized the software program "Power BI" to transform the crime dashboard into a modern, public facing tool to provide an increase in data reporting and transparency.

Dashboard Components:

1. Menu Bar

There is a menu bar that allows for navigation between individual reports of the dashboard.

2. Information Icons on Reports and Chart Headers

When clicked on or hovered over, a popup window appears with helpful tips for understanding the data
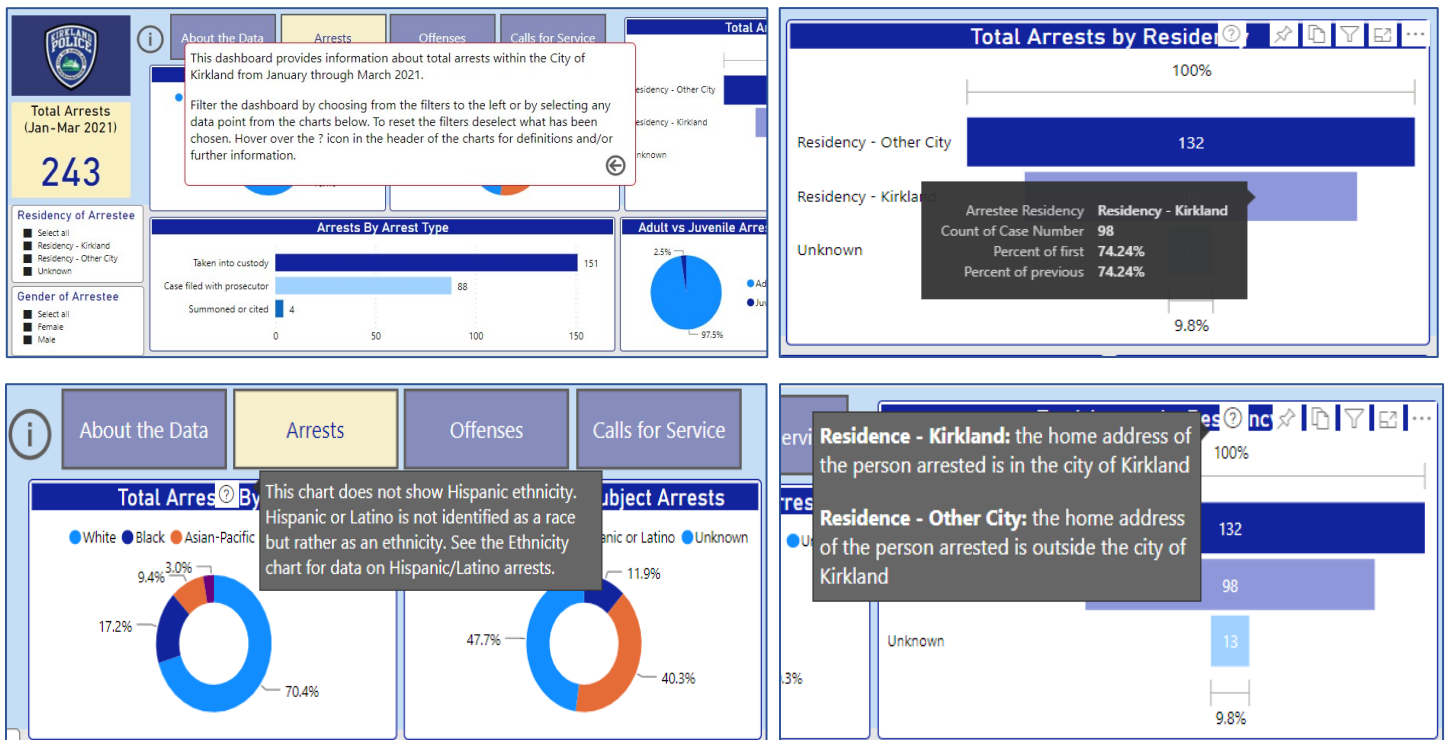
3. Interactive Charts and Filters
Most of the charts on each report are interactive and allow the user to filter using various data points. Selecting a data point in a chart will dynamically affect the display of other charts. In addition, hovering over data points in the charts will show the value totals.

The screenshot below is an example of how multiple charts on the Arrest Report dynamically change when selecting Male, Black, and Adult in the filters on the left side of the report page.
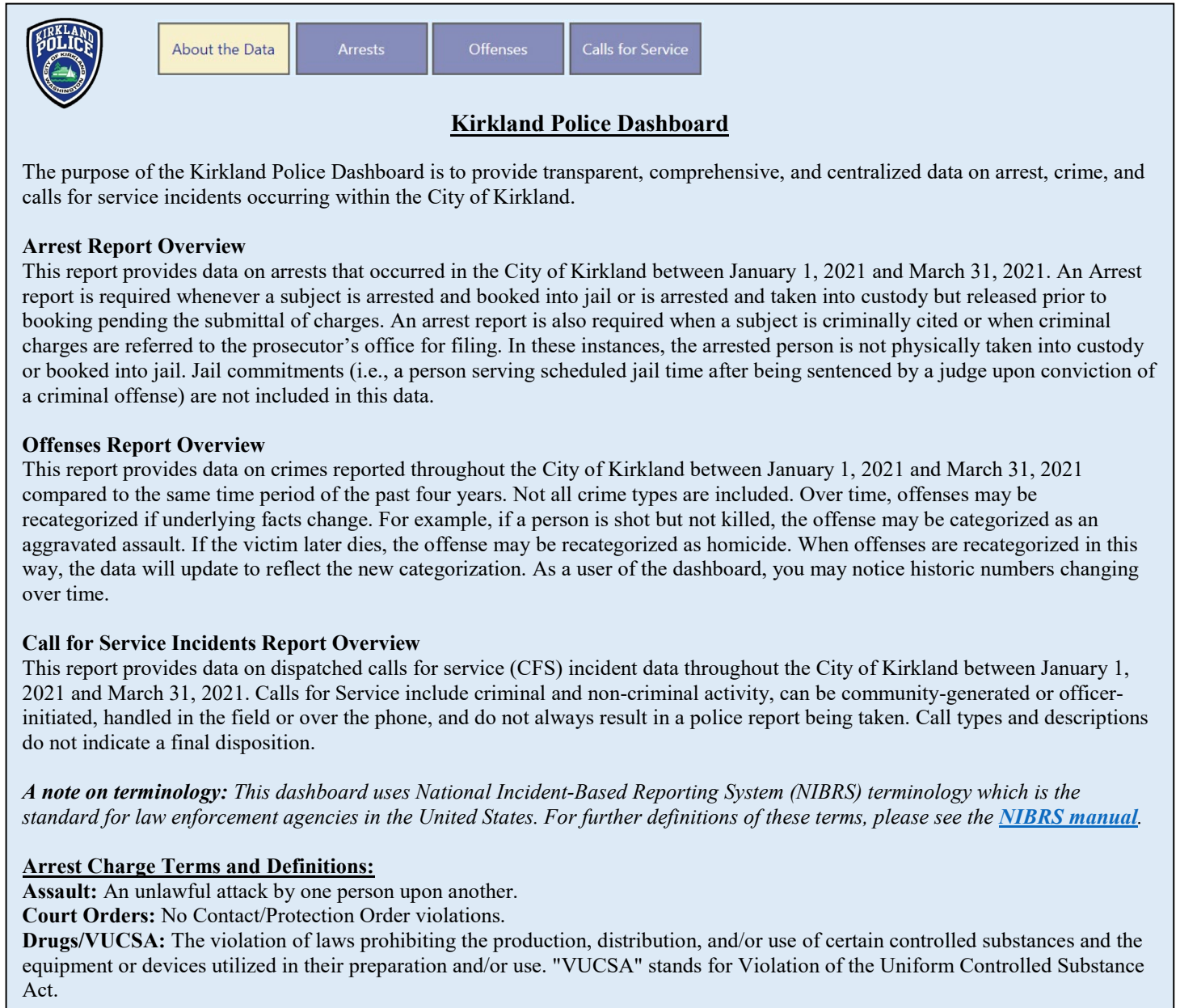
The screenshot below is an example of how multiple charts on the Calls for Service Report dynamically change when selecting "Suspicious Event" on the Top 10 Dispatched Call Type chart.
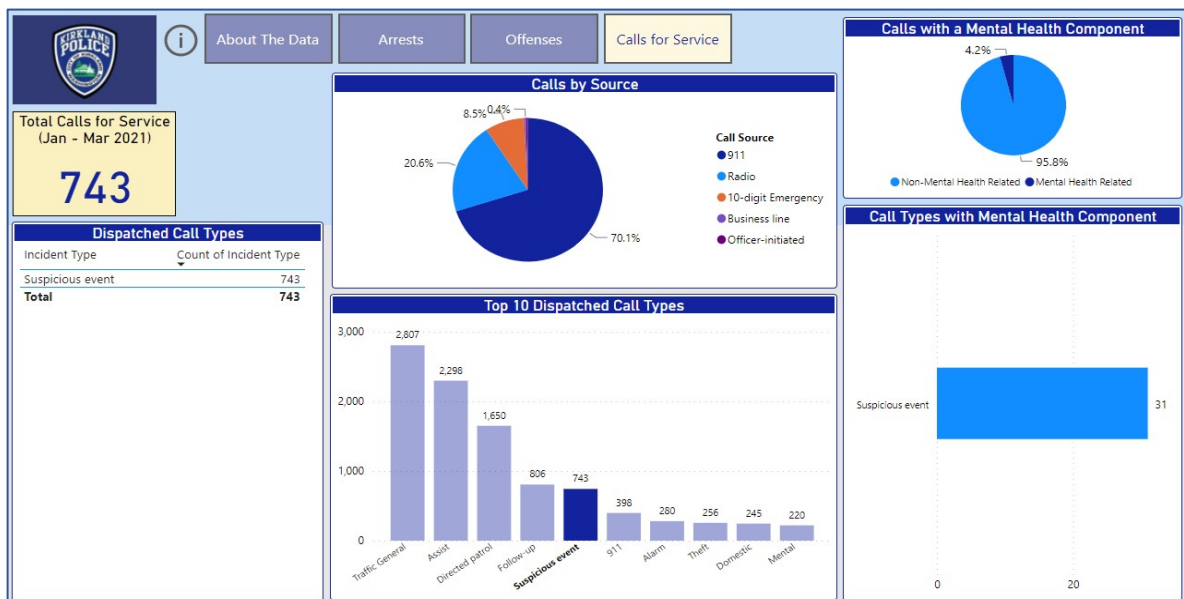
Terms and Definitions - "About the Data" Page

Defining terms and providing context are critically important for the correct interpretation of the data. The Crime Analysts have created an "About the Data" page to provide information on terms and categories used in the dashboard (see the screenshot below). As noted, the Department uses National Incident-Based Reporting System (NIBRS) terminology and included a hyperlink to the NIBRS manual.

About the Data	Arrests	Offenses	Calls for Service

Kirkland Police Dashboard

The purpose of the Kirkland Police Dashboard is to provide transparent, comprehensive, and centralized data on arrest, crime, and calls for service incidents occurring within the City of Kirkland.

Arrest Report Overview
This report provides data on arrests that occurred in the City of Kirkland between January 1, 2021 and March 31, 2021. An Arrest report is required whenever a subject is arrested and booked into jail or is arrested and taken into custody but released prior to booking pending the submittal of charges. An arrest report is also required when a subject is criminally cited or when criminal charges are referred to the prosecutor's office for filing. In these instances, the arrested person is not physically taken into custody or booked into jail. Jail commitments (i.e., a person serving scheduled jail time after being sentenced by a judge upon conviction of a criminal offense) are not included in this data.

Offenses Report Overview
This report provides data on crimes reported throughout the City of Kirkland between January 1, 2021 and March 31, 2021 compared to the same time period of the past four years. Not all crime types are included. Over time, offenses may be recategorized if underlying facts change. For example, if a person is shot but not killed, the offense may be categorized as an aggravated assault. If the victim later dies, the offense may be recategorized as homicide. When offenses are recategorized in this way, the data will update to reflect the new categorization. As a user of the dashboard, you may notice historic numbers changing over time.

Call for Service Incidents Report Overview
This report provides data on dispatched calls for service (CFS) incident data throughout the City of Kirkland between January 1, 2021 and March 31, 2021. Calls for Service include criminal and non-criminal activity, can be community-generated or officer-initiated, handled in the field or over the phone, and do not always result in a police report being taken. Call types and descriptions do not indicate a final disposition.

*A note on terminology: This dashboard uses National Incident-Based Reporting System (NIBRS) terminology which is the standard for law enforcement agencies in the United States. For further definitions of these terms, please see the **NIBRS manual**.*

Arrest Charge Terms and Definitions:
Assault: An unlawful attack by one person upon another.
Court Orders: No Contact/Protection Order violations.
Drugs/VUCSA: The violation of laws prohibiting the production, distribution, and/or use of certain controlled substances and the equipment or devices utilized in their preparation and/or use. "VUCSA" stands for Violation of the Uniform Controlled Substance Act.

(Continued on next page)

DUI: Driving or operating a motor vehicle or common carrier while mentally or physically impaired as the result of consuming an alcoholic beverage or using a drug or narcotic.

License/Registration: Operating a vehicle on a public roadway without having a current and valid driver's license or without a valid vehicle registration or license display. Frequently this is a "secondary charge" meaning the person has been cited for another, primary offense (such as DUI), and the license violation is an additional charge (for example, driving with a suspended license).

Malicious Mischief: Acts that willfully or maliciously destroy, injure, disfigure, or deface any public or private property, real or personal, without the consent of the owner or person having custody or control by cutting, tearing, breaking, marking, painting, drawing, covering with filth, or any other such means as may be specified by local law.

Possession of Stolen Property: Receiving, buying, selling, possessing, concealing, or transporting any property with the knowledge that it has been unlawfully taken, as by burglary, embezzlement, fraud, larceny, robbery, etc.

Theft: The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another person.

Trespass: To unlawfully enter land, a dwelling, or other real property.

Warrant: Warrant granted by a judge in a court of law to a law enforcement official granting that law enforcement official the right and ability to arrest a person of interest regarding a crime. Frequently, arrest warrants are issued when a person fails to appear in court for a previous criminal charge.

Crime Type Terms and Definitions:

Murder: The willful (non-negligent) killing of one human being by another.

Sex Offenses: Any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent.

Robbery: The taking or attempting to take anything of value under confrontational circumstances from the control, custody, or care of another person by force or threat of force or violence and/or by putting the victim in fear of immediate harm.

Aggravated Assault: An unlawful attack by one person upon another involving a weapon or resulting in serious injury.

Burglary-Commercial: The unlawful entry into a non-residential building or other structure with the intent to commit a felony or a theft.

Burglary-Residential: The unlawful entry into a residential building or other structure with the intent to commit a felony or a theft.

Motor Vehicle Theft: The theft of a motor vehicle.

Larceny/Theft: The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another person.

Motor Vehicle Prowl – The theft of a vehicle part or of property from a vehicle.

DUI: Driving or operating a motor vehicle or common carrier while mentally or physically impaired as the result of consuming an alcoholic beverage or using a drug or narcotic.

Call for Service (Incident) Type Terms and Definitions:

Assist: Examples of Assist calls: child custody transfers, noise complaints, citizens requesting extra patrol, assists requested by outside agency.

Traffic General: Traffic stops, parking complaints, speeding vehicle complaints, abandoned vehicles.

Traffic MDC: Traffic stops generated by the officer using their Mobile Data Computer (MDC).

Directed Patrol: Area checks by officers focusing on a specific area or for a specific purpose (e.g., patrol officers performing directed patrols at parks and beaches to educate but not enforce social distancing and mask wearing).

Follow-Up: A broad category that includes officers following up on new information regarding previous incidents or citizens calling to report new information on incidents that do not necessarily fit other incident categories. For example, a person wants to add information to a police report that was previously made online.

Suspicious Event: Another broad category that encompasses a variety of suspicious events, including unwanted subject calls or strange behavior (screaming subjects, subjects banging on doors, a subject pointing a "finger gun" at someone, a strange looking vehicle in the neighborhood, etc.).

911: Accidental dials, 911 hang-ups, transfers, "test" 911 calls. An officer is typically dispatched if the dispatcher is unable to reach a person when they call the number back.

A Note About the Dashboard Technology

The dashboard is created using Microsoft Power BI software. The City of Kirkland Information Technology (IT) Department has established this program as the City standard, and is working toward providing necessary licensing, training and support for this platform. The City IT Department is currently researching the best way to publish or share the dashboard, both internally and with the public.

In order to make future dashboards accessible, dynamic and sustainable, it is necessary to establish a "gateway connection" to the Police Records Management System hosted by NORCOM. This connection will enable the automation of queries and reports used in the dashboards, allowing internal customers (Kirkland PD) to automatically refresh the data. For example, the Department would build customized dashboards for various units within the department (Command, Patrol, Traffic Unit, Investigations, Family Violence Unit, Neighborhood Resource Officer, etc.). Establishing a gateway connection to the police records database will allow the Analysts to leverage the true power of interactive dashboards for the department. This will require a cooperative effort between the Department, City IT Staff, and NORCOM.

Arrest Dashboard Overview and Analysis:

The Arrest dashboard provides arrest data for the first quarter with the ability to filter using the following elements: adult/juvenile, gender, race, ethnicity, Kirkland residency, arrest type, and Top 10 arrest charges.

Future enhancements may include drug or alcohol related arrests, a breakdown of felony versus misdemeanor arrests, and arrest trends over time.

The report above is a summary of arrests that occurred in the City of Kirkland from January 2021 through March 2021. Jail Commitment are not included. Data is extracted from the Kirkland Police Department's Law Enforcement Records Management System. For arrest charge definitions refer to the About the Data page.
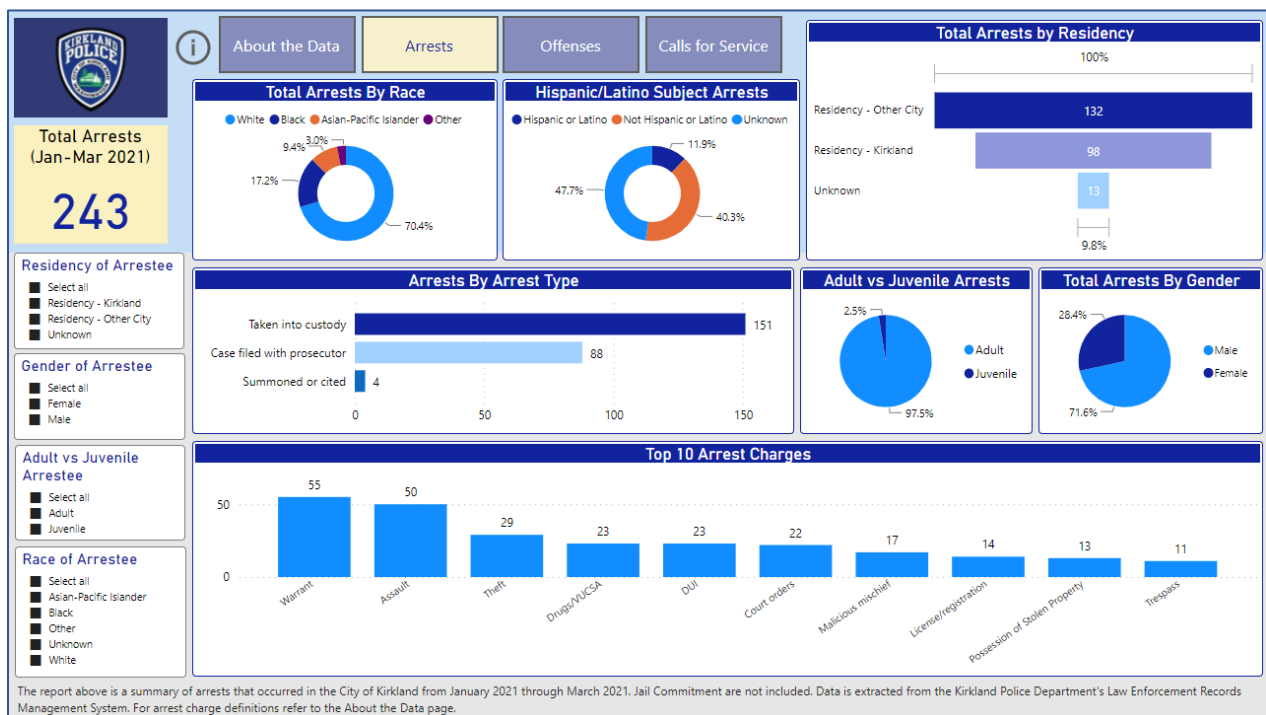
Arrest Analysis

There were 243 arrests during the reporting period of January 1 – March 31, 2021. This is a 41.6% decrease from the average of the past four years during the same time period. It is important to note that 24 individuals were arrested more than one time during the reporting period.

Arrests by Race, Gender, and Age

- **White:** There were 164 arrests of white individuals during the reporting period. This accounts for 67.5% of overall arrests. 111 of these arrestees were male (adults – 109, juveniles – 2) and 53 were female (adults – 52, juveniles – 1). It is important to note that the race category of white includes ethnicities such as Hispanic and Middle Eastern.
    - 75% (123 of 164) of these arrests were the result of an officer responding to a dispatched call for service.
    - Officers initiated 25% (41 of 164) of arrests involving a white arrestee.
    - 52.4% (86 of 164) involved the arrest of a non-Kirkland resident at the time of arrest.
    - 43.3% (71 of 164) involved the arrest of a Kirkland resident at the time of arrest.
    - The top charge for white adult arrestees was Assault (32 or 14.5%) followed by Warrant (31 or 14%) and Theft (21 or 9.5%).
    - Over half (18 or 56.3%) of the assault charges for white adult arrestees were Domestic Violence related.
    - 17 white individuals were arrested more than one time during the reporting period.

White Adult Arrestees By Charge			
Charge	Male Adult	Female Adult	Total
Assault	19	13	32
Warrant	25	6	31
Theft	15	6	21
Drugs/VUCSA	15	4	19
DUI	9	8	17
Court orders	9	5	14
Possession of Stolen Property	9	1	10
License/registration	9	1	10
Trespass	6	3	9
Malicious mischief	6	3	9
Threats/intimidation	5	2	7
Traffic	3	2	5
ID theft	1	3	4
MV prowl	4	0	4
Harassment	3	1	4
Obstruction	3	1	4
Burglary, residential	2	2	4
Sex offenses	2	0	2
Burglary, commercial	1	1	2
Forgery/counterfeiting	1	1	2
Burglary, possess tools	2	0	2
Weapons (not firearms)	2	0	2
Public morals, offenses against	2	0	2
Firearms	1	1	2
Order violations	1	0	1
MV theft	1	0	1
Kidnapping/custody	1	0	1
Charge Count Total	**157**	**64**	**221**

Black Adult Arrestees By Charge			
Charge	Male Adult	Female Adult	Total
Warrant	12	1	13
Assault	8	3	11
Theft	3	3	6
Malicious mischief	3	2	5
Drugs/VUCSA	4	0	4
Court orders	2	1	3
Threats/intimidation	1	1	2
Burglary, possess tools	0	1	1
MV theft	1	0	1
Disorderly	1	0	1
Robbery, commercial	1	0	1
Burglary, residential	1	0	1
Stalking	1	0	1
DUI	1	0	1
Trespass	1	0	1
Burglary, commercial	0	1	1
Harassment	1	0	1
Firearms	1	0	1
Charge Count Total	**42**	**13**	**55**

- **Black:** There were 40 arrests of black individuals during the reporting period. This accounts for 16.5% of overall arrests. 30 of these arrestees were male (all adults) and 10 were female (adults – 8, juveniles – 2).
    - 77.5% (31 of 40) of these arrests were the result of an officer responding to a dispatched call for service.
    - Officers initiated 22.5% (9 of 40) of arrests involving a black arrestee.
    - 52.5% (21 of 40) involved the arrest of a non-Kirkland resident at the time of arrest.
    - 40% (16 of 40) involved the arrest of a Kirkland resident at the time of arrest.
    - The top charge for black adult arrestees was Warrant (13 or 23.6%) followed by Assault (11 or 20%) and Theft (6 or 10.9%)
    - 10 of the 11 Assault charges for black adult arrestees were Domestic Violence related.
    - The one non-domestic assault occurred in mid-2020 and involved a fight between multiple subjects. Charges were filed in February of 2021.
    - Four out of the six Theft charges were related to Organized Retail Theft.
    - Three black individuals were arrested more than one time during the reporting period.

- **Asian/Pacific Islander:** There were 22 arrests of Asian/Pacific Islander individuals during the reporting period. This accounts for 9.1% of overall arrests. All of these arrestees were adults (male – 19, female – 3). Four Asian/Pacific Islander individuals were arrested more than one time during the reporting period.
- **Other:** There were seven arrests where the arrestee's race was listed as "Other". This race category accounted for 2.9% of the overall arrest total during the reporting period. All of these arrestees were adults (male – 6, female – 1).
- **Unknown:** There were 10 arrests where the arrestee's race was unknown, accounting for 4.1% of overall arrests during the reporting period. Eight of these arrestees were male (adults – 7, juveniles – 1) and two were female (all adults).

Arrests by Hispanic/Latino Ethnicity, Gender, and Age

Hispanic/Latino is not identified as a race category, but rather as an ethnicity in accordance with the Federal National Incident Based Reporting System (NIBRS). These arrests are also counted in the above analysis by race. There were 29 arrests involving individuals with Hispanic or Latino ethnicity. All of these arrestees were adults (male – 23, female – 6). Most of these arrestees (17 or 58.6%) were not Kirkland residents, while 10 (34.5%) resided in Kirkland at the time of arrest. Two had an unknown address.

Offense Dashboard Overview and Analysis:

The Offense dashboard presents the total number of criminal offenses for the categories of Murder, Sex Offense, Robbery, Aggravated Assault, Residential Burglary, Commercial Burglary, Vehicle Theft, Vehicle Prowl, and DUI. A section on Hate/Bias crime as well as definitions for crime categories are presented.

Future Enhancements may include a Theft category that breaks out Mail Theft and Package Theft. The tracking of these categories will require the use of new codes in officer reports and possible reconfiguration of Coplogic (online) reports.

Offense Analysis:

Murder: There were no murders in the first quarter of 2021. Kirkland's most recent murder occurred in the third quarter of 2020. A 19-year-old male was shot and killed at Houghton Beach Park during a suspected illegal gun transaction involving several teenage suspects. Suspects have since been arrested and charged with Murder in the 1st Degree.
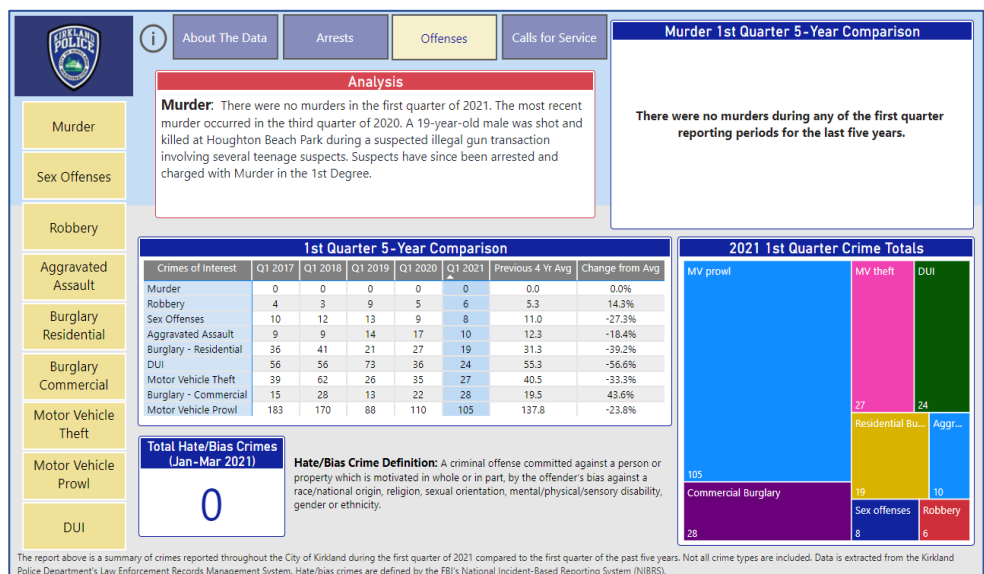
Sex Offenses: In the first quarter of 2021, there were eight sex offenses reported. This is a 27.3% decrease from the average of the past four years during the same time period. This category of crime is prone to fluctuations.
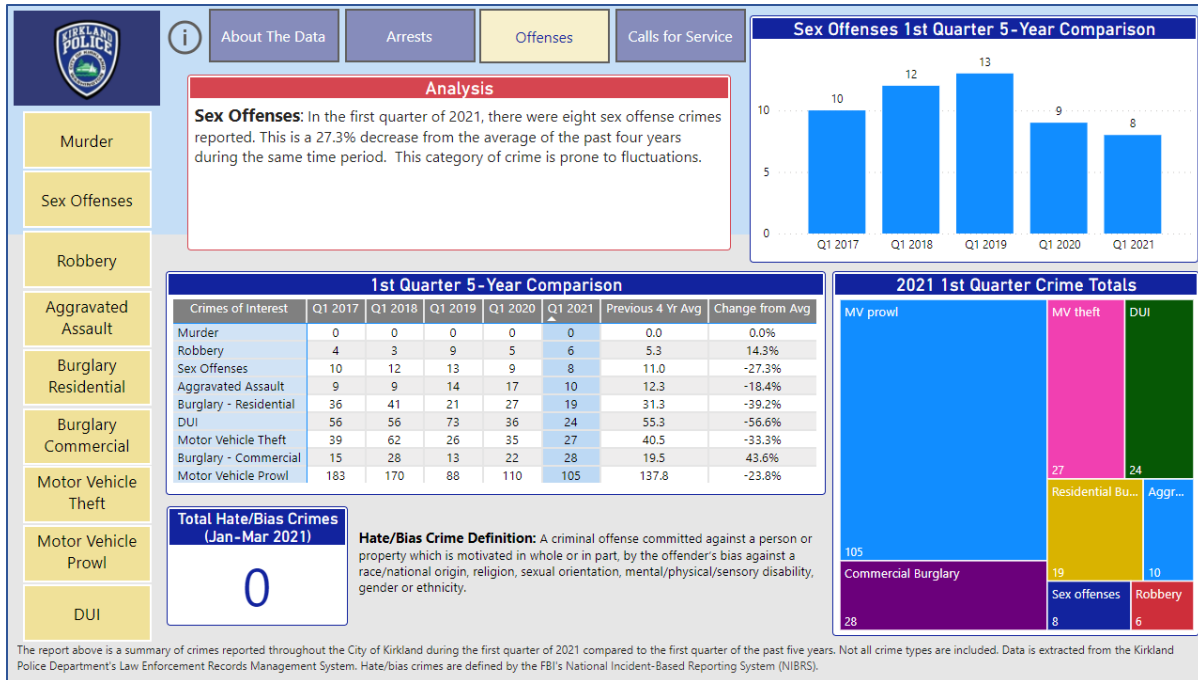
Robbery: There were six robberies reported in the first quarter of 2021, which is an increase of 14.3% from the average of the past four years during the same time period. These robberies include four to a business, one residential, and one street robbery. This category has relatively small numbers and is prone to fluctuations.

- Two of the four commercial robberies involved a suspect with a gun.
- The residential robbery involved an OfferUp exchange where the suspect crossed the doorway of the victim's home and forcibly took money from the victim's pocket.
- The street robbery involved a victim reporting he was approached by multiple suspects outside a gas station who assaulted him and stole his cell phones.
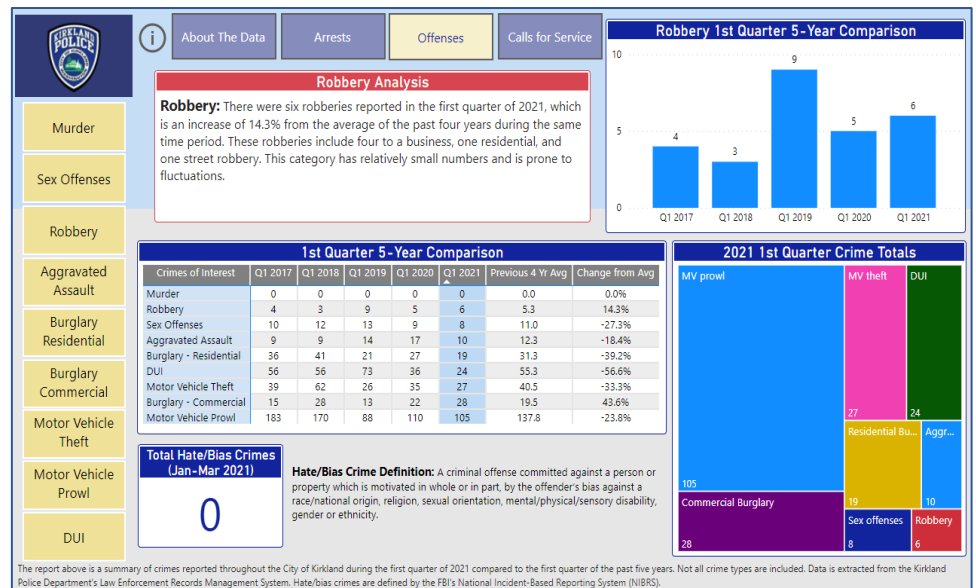
Aggravated Assault: There were 10 aggravated assaults reported in the first quarter of 2021. This is an 18.4% decrease from the average of the past four years during the same time period.
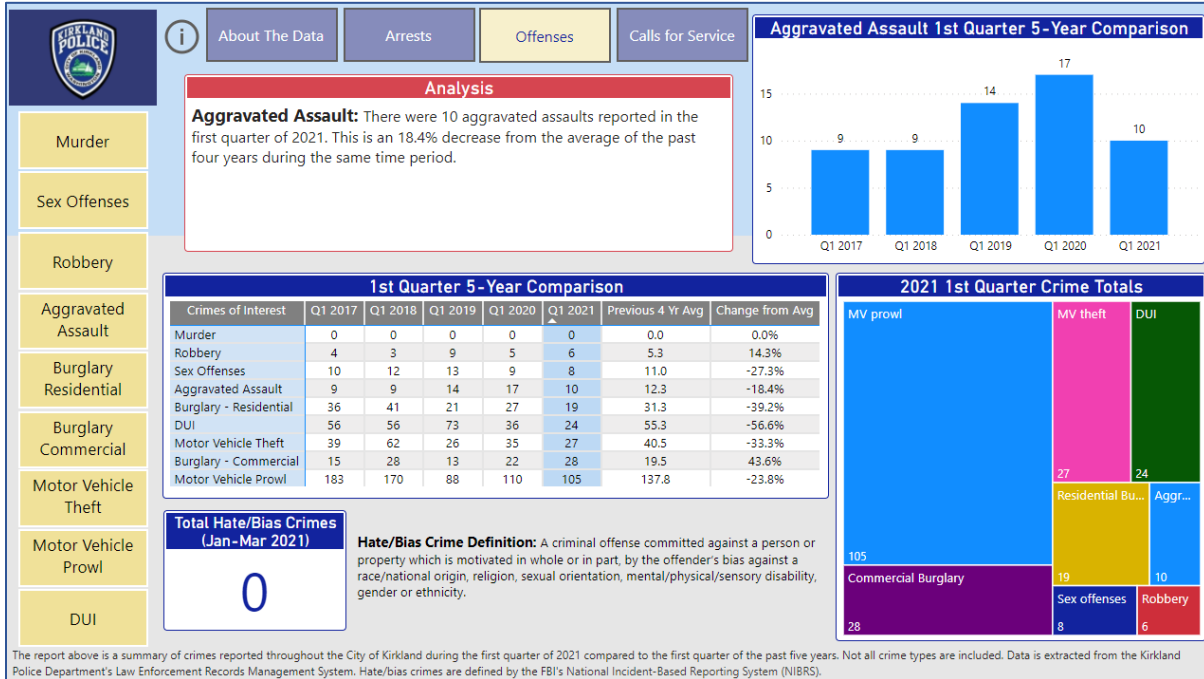
Burglary – Residential: There were 19 residential burglaries reported in the first quarter of 2021, representing a decline of 39.2% from the average of the past four years during the same time period.
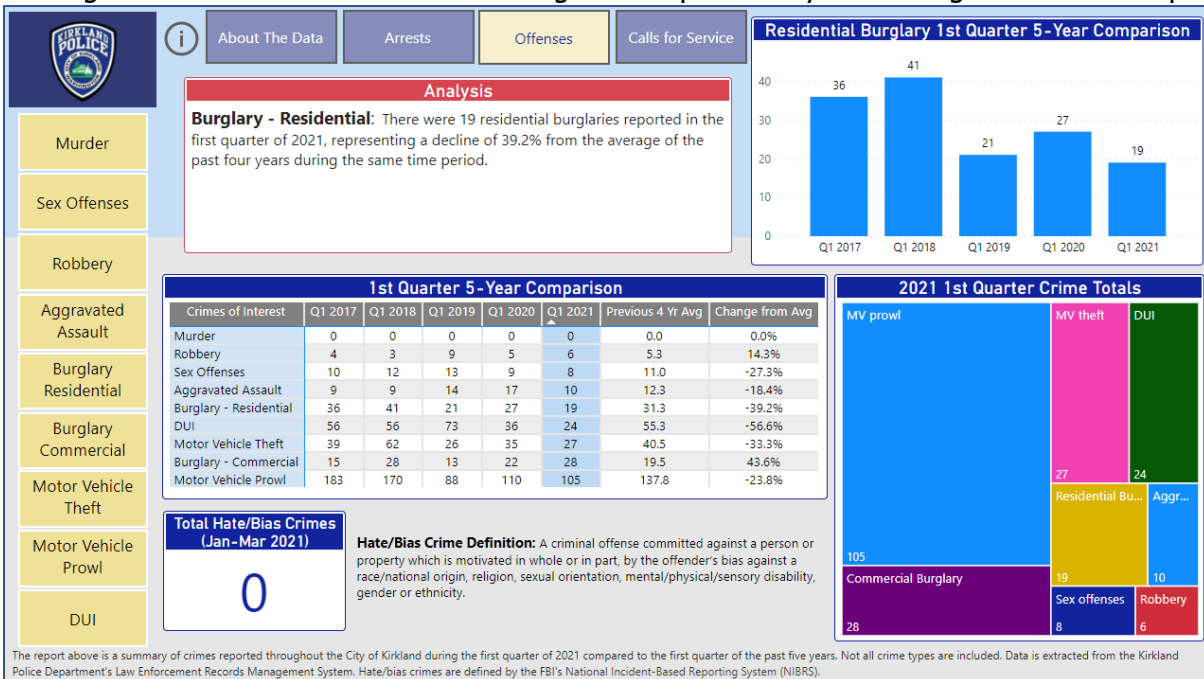
Burglary – Commercial: There were 28 commercial burglaries reported in the first quarter of 2021. This is a 43.6% increase from the average over the past four years during the same time period. 15 of these burglaries were to residential storage units at condo or apartment complexes.
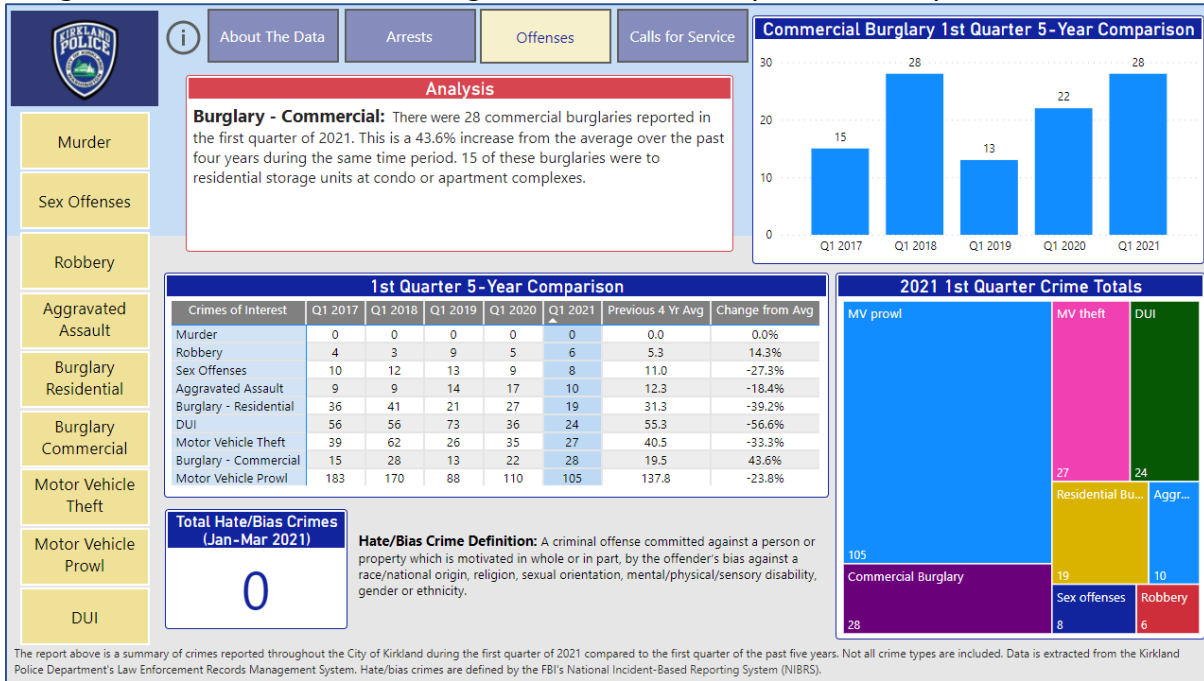
Motor Vehicle Theft: There were 27 motor vehicle thefts reported in the first quarter of 2021, which is a 33.3% decrease from the average of the past four years during the same time period.
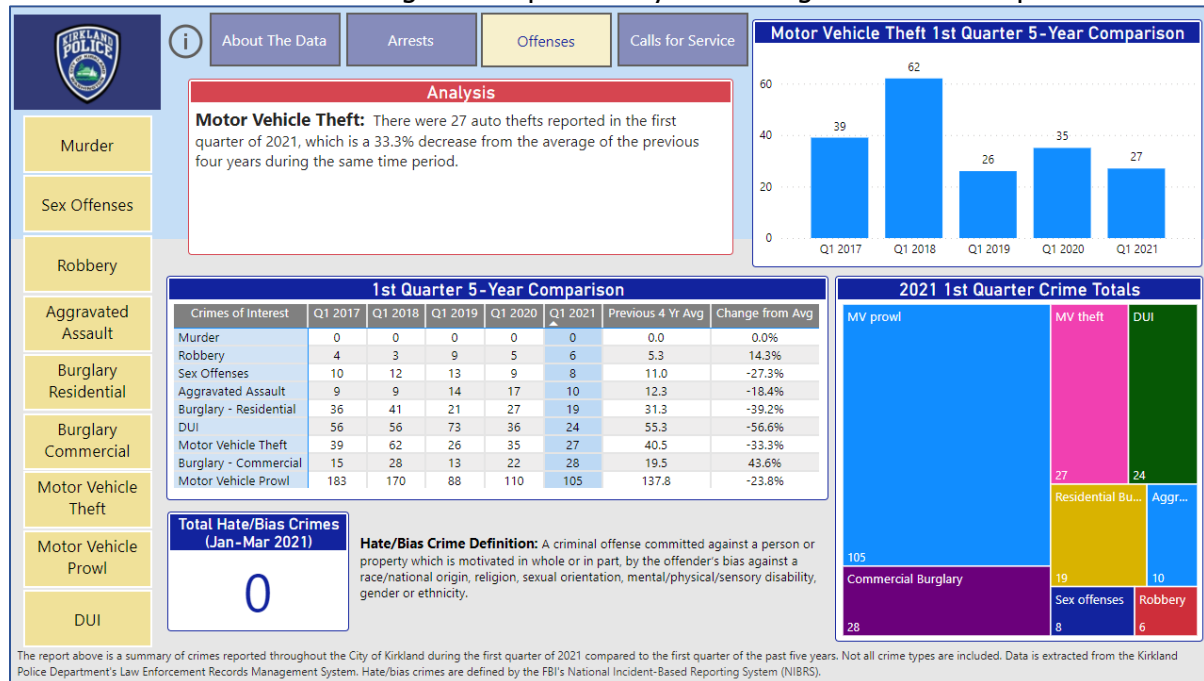
Motor Vehicle Prowl: There were 105 motor vehicle prowls reported in the first quarter of 2021, representing a 23.8% decrease from the average of the past four years during the same time period.
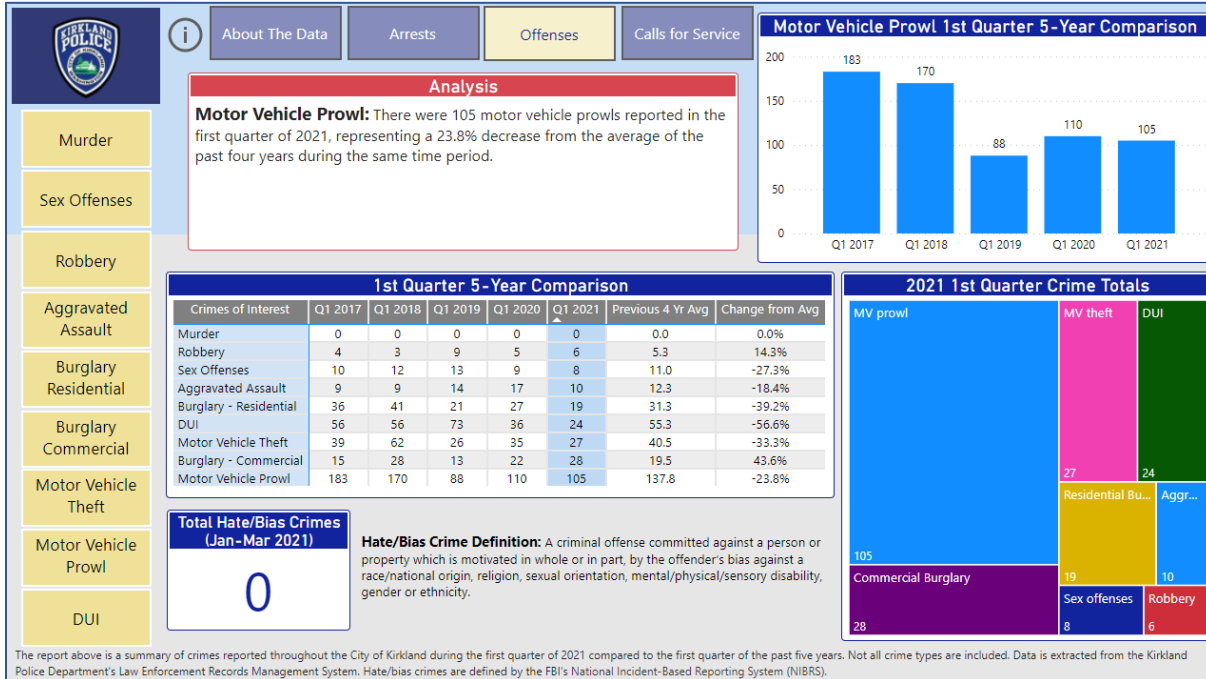
DUI: There were 24 DUI arrests made in the first quarter of 2021, representing a 56.6% decrease from the average of the past four years during the same time period. Restrictions on bars and restaurants related to COVID-19 likely had a dramatic impact on the number of people driving under the influence.
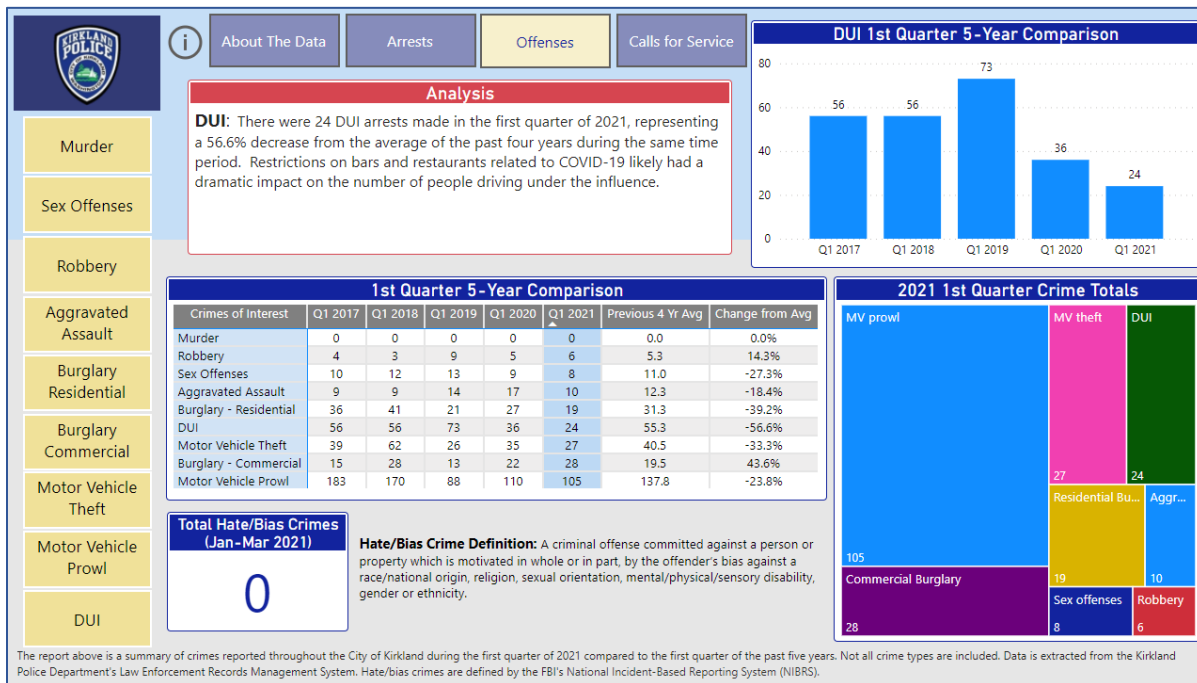
Hate/Bias Crime

A Hate/Bias crime is defined by the FBI as a criminal offense committed against a person or property which is motivated in whole or in part, by the offender's bias against a race/national origin, religion, sexual orientation, mental/physical/sensory disability, gender or ethnicity.

There were no hate/bias crimes reported during the first quarter of 2021.

Total Hate/Bias Crimes (Jan–Mar 2021)

0

Hate/Bias Crime Definition: A criminal offense committed against a person or property which is motivated in whole or in part, by the offender's bias against a race/national origin, religion, sexual orientation, mental/physical/sensory disability, gender or ethnicity.

Calls for Service Dashboard Overview and Analysis

The Calls for Service dashboard includes overall dispatched calls for service (i.e., Incidents), a bar chart showing the Top 10 dispatched call types, a breakdown of calls that have a mental health component (E clearing code), and a chart showing call totals by the incident type. Definitions of certain call types such as Assist, Follow-Up, Directed Patrol, Suspicious Event, etc., are included on the "About the Data" page.

There is a pie chart displaying "Calls by Source", such as the 911 line, business line, officer initiated, etc. The Analysts have learned that the Call Source field is used by NORCOM for billing purposes and due to this, NORCOM advises against using it as a reportable field. Along with the partner NORCOM police agencies, the Department is exploring alternative options for gathering accurate data on officer-initiated versus dispatched calls for service. For now, the Analysts have included the metric as is, with an explanation that the call source of "Radio" may represent calls that either originated in dispatch or from the officer in the field.

The report above is a summary of calls for service throughout the City of Kirkland from January 1, 2021 through March 31, 2021. Data is extracted from the Kirkland Police Department's Law Enforcement Records Management System. For call type definitions refer to the About the Data page.
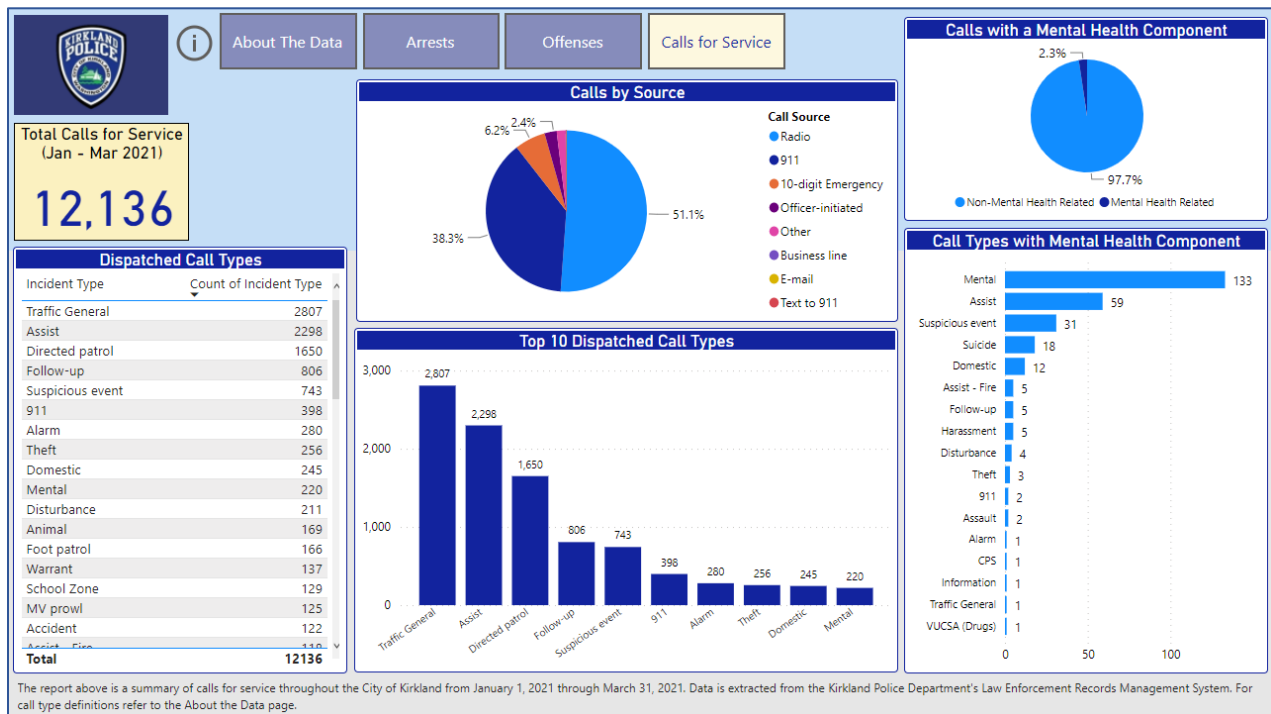
Call for Service Analysis
There were 12,136 dispatched calls for service during the reporting period of January 1 – March 31, 2021. This is a 9.3% increase from the average of the past four years during the same time period.

Calls with a Mental Health Component
In order to better track calls for service that include a mental health component, a new clearing code of "E" was added last year. In the first quarter of 2021, there were 284 dispatched calls that were given a mental health "E" clearing code. This equates to about 2.3% of total dispatched calls during that period. The percentage of calls for service that include a mental health component is expected to increase as the use of the code becomes more consistent.
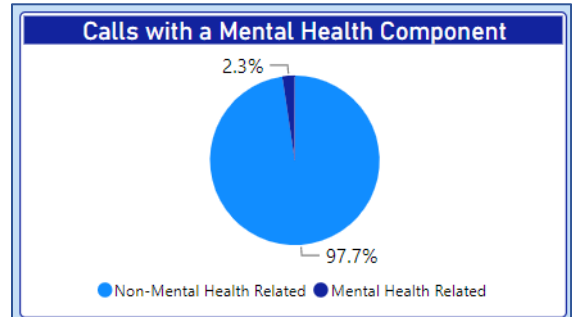
Mental Health Calls by Incident Type
For calls that involved a mental health component, the largest call type category was "Mental" with 133 (47%). Other call types with mental health components include: Assists (59, 21%), Suspicious Events (31, 11%), Suicide (18, 6%), Domestic (12, 4%), as well as several other call types.

Top 10 Dispatched Call Types
The top dispatched call type was Traffic-General with 23% of the total. Traffic-General includes traffic stops, parking complaints, abandoned vehicles and other traffic related activity. Other top 10 calls for service include Assists, Directed Patrol, Follow-Up, Suspicious Event, 911, Alarm, Theft, Domestic, and Mental. Combined, the top 10 calls types comprise 80% of the overall dispatched call for service total.

Calls by Source
An analysis of call source data shows that roughly half (51.1%) of calls have a call source of "Radio".

As mentioned earlier in this section, this category can represent calls that are either initiated by the officer or that originate in NORCOM. A pop-up tool tip on the pie chart (shown at right) notes this fact.
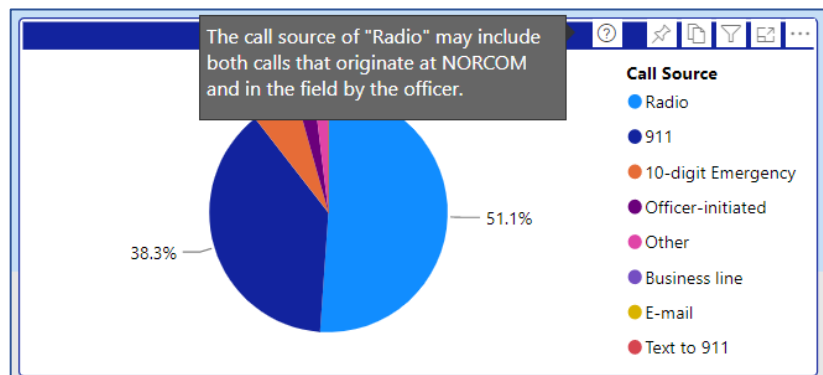
The second largest portion of calls came from the 911 line (38.3%). A small percentage of calls came from other phone lines, or via texts or email. The total for "Officer-Initiated" should not be considered accurate due to the number of officer-initiated calls that are assigned a value of "Radio".

Next Steps:

NORCOM recently discontinued the use of "Unwanted Subject" and will instead require 911 call takers to ask additional questions in order to guide them to a more accurate description of the call for service. Call types that should be used instead include:
- o Trespass
- o Questionable Activity, Suspicious

- o Harassment
- o Soliciting
- o Panhandling
- o Welfare check
- o Disturbance
- o Mental Emotional
- o Civil

The Department supports this change and the increased intelligence gathering prior to dispatching an Officer to a call for service. However, the Crime Analysts will need to adjust data fields for future reporting as "unwanted subjects" was previously intended to be added to the crime dashboard.

The Crime Analysts will continue to improve the interactive Crime Dashboard by adding additional data fields as requested by the City Council. They are to be commended on the work product that they have produced so far as they have had no formal training. Instead, the Analysts took it upon themselves to find online training on how to develop dashboards using the Power BI software.

CITY OF KIRKLAND
Police Department
11750 NE 118th Street, Kirkland, WA 98034-7114 425.587.3400
www.kirklandwa.gov

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Cherie Harris, Chief of Police
	Mike St. Jean, Deputy Chief of Police
Date:	April 23, 2021
Subject:	Animal Services Quarterly Report – Q1 2021

Recommendation:
City Council receives an update on the Animal Services Program.

Background:
The ongoing COVID-19 pandemic continues to prevent pet license canvassing. To counter this impact, the decision was made in the 2nd quarter of 2020, to waive late fees and rescind the requirement to provide proof of rabies vaccination at the time of license renewal. Both actions remain in effect.

Effective April 16, ACO Mattison has accepted a job offer with the Kirkland Police Department to be a commissioned police officer. A job posting has been published utilizing both social media and traditional means of advertisement. Several applications have been received and interviews have been scheduled with a number of promising candidates. In the absence of a full time ACO, the Community Service Unit (CSU) and Patrol are handling emergent animal issues. The Department has also developed excellent working relationships with regional partners that are willing to provide mutual aid in an emergency.

The following categories of information were developed in collaboration with the previous Council Public Safety Committee:

Expenditures vs. licensing revenue:

2021	Expenditures	Revenue	Donations
1st Quarter	$41,825.46	$40,700.00	$1,692.00

The following table depicts 1st quarter sheltering and intake activity:

Everett Shelter Intakes				
Dogs	Cats	Other	Total	Est. Total $
10	0	0	10	***$2,460.00**
*Shelter Costs - $660.00	Boarding: Case 19-2780 - $1,800.00 (see below)			
KPD Intake				
Dog	Cats	Other	Total	Est. Total $
2	1	0	3	**$0**
Veterinary Care				
Dogs	Cats	Other	Total	Est. Total $
0	0	0	0	**$0**
Meow Cat Rescue/RASK acceptance of Kirkland Pets				
Dogs	Cats	Other	Total	Est. Total $
0	0	0	0	**$0**
Total Intake and Cost				
12	1	0	13	**$2,460.00**

*Case 19-2780: boarding costs related to this case continued, due to several cancellations and continuations surrounding the court proceedings and COVID related delays. On May 5, 2021 in collaboration with the City Attorney's office this dog was released for adoption.

Pet Data activity by month:

Kirkland 2020	Year 1	Year 2	Replace	Total	Kirkland 2021	Year 1	Year 2	Replace	Total
January	379	47	0	426	January	362	39	0	401
February	409	38	1	448	February	302	29	0	331
March	347	50	1	398	March	475	41	0	516
Total	1,135	135	2	1,272	Total	1,139	109	0	1,248

Animal Control Officer Activity:

Activity	Quantity
Calls for Service Responded To	150
Lost Animals Reunited with Their Owners	4
Off Leash Dog Warnings	11
Off Leash Dog Tickets	1
On-view (Foot Patrol etc.)	25
Community Events / Meetings Attended	0
Warnings Given	13
Criminal Citations Issued	0
Notices of Infraction Issued	2
Cases Written	4
Cases Filed with the Prosecutor	0
Barking Dog Complaints Responded To	10
Hobby Kennel/ Cattery License	0
Dog Bite Complaints Responded To	2
OUR Kirkland Service Request	19

Parks Enhanced Leash Law Enforcement (Park Rangers - Parks Department):

Activity	Quantity
Written warnings	95
Tickets	14
Contacts	307
License pamphlets handed out	0

Notes from a selection of calls Officer Matison responded to during the 1st quarter:

21-00002605:
ACO J. Matison responded to a follow-up requested by patrol for a welfare check of puppies residing in a van. ACO J. Matison contacted the owner of the dogs, who stated the dogs are currently staying with a friend and no longer in his possession. ACO J. Matison had the owner show her the back of the van where the two dogs were living for the last eight days. The back of the van was covered in feces and had a strong odor of urine. The owner stated he knew it was "wrong" to allow the dogs to live in those conditions but had no other choice as he had just moved from CA to WA. ACO J. Matison explained to the owner he would receive an Animal Cruelty Warning in the mail based on the unsanitary conditions. An email was sent to Bothell ACO as informational only since the owner currently resides in Bothell.

21-00008391:
ACO J. Matison and the Community Services Unit assisted Seattle Animal Control with a search warrant for a subject who was in violation of a court order following her conviction of Animal Cruelty. Seattle ACO's removed six animals from her residence. Nine animals were left at the residence, as they belong to the subject's son. The animals appeared in good health and had

KPD-2007-092

access to food and water. The backyard dog-run was moderately covered in animal feces. A written warning was mailed to the address to obtain a current Kirkland Pet License and clean the dog-run.

21-00010209:
ACO J. Matison received a call for service for a found Corgi that was running at large within the neighborhood. The corgi was wearing a pink collar with Kirkland Pet License. ACO J. Matison was able to identify the owner and return the pup home.

ACO J. Matison helping "Honey-Penny" get her Kirkland Pet License.

This handsome boy escaped his backyard and was safely returned home to his owners.

CITY OF KIRKLAND
Police Department
11750 NE 118th Street, Kirkland, WA 98034-7114 425.587.3400
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Cherie Harris, Chief of Police
                 Todd Aksdal, Deputy Chief of Police
                 Veronica hill, Senior Financial Analyst

Date: May 5, 2021

Subject: SCHOOL SAFETY ZONE CAMERA PROGRAM UPDATE – Q1 2021

Recommendation:

City Council receives an update on the implementation of the School Safety Zone Camera program.

Background:

The last School Safety Zone Camera program update covered January 1 – March 12, 2020. The program was suspended on March 12, 2020 as school was cancelled due to the COVID-19 pandemic.

The Lake Washington School District remained closed until February 18, 2021. The following is a report on the School Safety Zone Camera program from February 18 – March 31, 2021.

February 18 – March 31, 2021:

During this timeframe, both Rose Hill Elementary and John Muir Elementary schools were open for in person learning four days per week. Kamiakin Middle School did not return to in person learning until after the first quarter of 2021. Data related to Kamiakin Middle School will be included in the second quarter report.   Between February 18 – March 31, 2021, 2,856 total citations have been issued, using the four cameras in both school zones. There were 23 school days within this time frame, which means that approximately 124.17 citations were issued per day. Comparing this data to the first three months of the school year of 2020 (111 citations per day) shows that the average number of citations per day has increased in the same manner that it did when the program was first implemented.

As the chart below depicts, southbound 132nd Ave NE continues to be the busiest camera of the four:

Location	Number of Citations Issued
NB 132nd Ave NE	795
SB 132nd Ave NE	1146
EB NE 80th St	523
WB NE 80th St	392

Citation Data:

The following bullets are provided to further describe the type of citations that were issued between February 18 – March 31, 2021:

- 1,991 citations (70%) were issued to drivers traveling between 26-30 mph and were issued $136 fines

- 865 citations (30%) were issued to drivers traveling 31 mph and faster and were issued $250 fines
    - 50 mph is the fastest speed that has been recorded

- The average citations issued per zone, per day, in the first month of the program (October 2019) is nearly identical to the first month (February 2021) when the program was restarted following the COVID-19 pandemic. The downward trend between the 1st and 2nd months was also nearly identical.

    - October   2019:   35.57 average citations per zone per day
    - November   2019:   29.93
    - December   2019:   24.85
    - January   2020:   18.63
    - February   2020:   22.90
    - March   2020:   23.47
    - **February   2021:   35.58**
    - **March   2021:   29.44**

- Those vehicles registered to a 98033 or 98034 zip code accounted for 30% of the issued citations.
    - The city outside of Kirkland with the most issued citations to residents is Woodinville with 13% of the total issued citations.

- Recidivism Rate:
    - 92.1% one citations
    - 6.4% two citations
    - 1.5% have received three of more citations

- Afternoon school zone enforcement accounted for 62% of the citations issued, with the morning hours accounting for 38% of the citations issued. During this reporting period, the cameras were active during the following hours on Mondays, Tuesday, Thursdays and Fridays:
    - Rose Hill Elementary:

- 8:20AM–9:20AM before school
- 11:50AM–12:50PM after school.
  - o John Muir Elementary:
    - 8:50AM-9:50AM before school
    - 12:20PM-1:20PM after school.

Mitigations and Hearings:

As of April 15, 2021, 138 people receiving citations in the first quarter have requested mitigation hearings (4.8% of total) and 86 people have requested contested hearings (3.0% of total). In addition to the hearing requests, 120 people receiving citations have submitted affidavits stating that they were not the driver of the vehicle (4.2% of total citations).

The court's website now offers customers the ability to electronically submit a written statement and any attachments for the consideration by the Judge or they can still file by mail or drop-box. Contested and Mitigation hearings are currently occurring on Mondays and Tuesdays.

Expenditures through the end Q1 2021*:

Expenditures	2019	2020	Jan-21	Feb-21	Mar-21	2021	TOTAL
Construction	$ 27,319	$ -	$ -	$ -	$ -	$ -	$ 27,319
ATS Contract	$ 26,871	$ 17,579	$ -	$ 6,679	$ 17,000	$ 23,679	$ 68,129
Utilities	$ 560	$ 420	$ -	$ 66	$ 140	$ 206	$ 1,186
Police Staffing	$ 50,284	$ 166,864	$ 14,095	$ 14,949	$ 14,589	$ 43,633	$ 260,781
Court Staffing	$ 19,308	$ 60,611	$ 5,417	$ 7,108	$ 6,617	$ 19,142	$ 99,061
Total	$124,342	$ 245,474	$19,512	$ 28,802	$ 38,346	$ 86,660	$ 456,476

*Costs continue to be updated with actual expenses as they are incurred, which is why expenditures from prior months may differ from memo to memo.

Construction costs:
- No additional construction costs beyond the initial set-up costs are anticipated.

Ongoing costs:
- Costs for monitoring of the cameras resumed in February 2021 (prorated).
- Utility costs allocated from February 2021 (prorated).

Police staffing costs:
- Sustainment staffing costs for 1 FTE Traffic Officer.

Court staffing costs:

- Sustainment staffing costs for .75 FTE JSA II.
- Professional services charges for court commissioner.

Revenues:

Revenues	2019	2020	Jan-21	Feb-21	Mar-21	2021	TOTAL
Citations	$400,883	$ 732,749	$ 9,291	$ 5,807	$121,273	$136,371	$1,270,003

The City has received $1,270,003 in school zone speeding revenues through 3/31/2021. Excluding the partial months, the average monthly revenue is $175,350. During the last 12 months, with no camera operations, the monthly collection rate on citations issued prior to camera stoppage, was an average of $17,256.

Cash Flow Analysis:

	2019	2020	Jan-21	Feb-21	Mar-21
Expenditures					
Construction	$ 27,319	$ -	$ -	$ -	$ -
ATS Contract	$ 26,871	$ 17,579	$ -	$ 6,679	$ 17,000
Utilities	$ 560	$ 420	$ -	$ 66	$ 140
Police Staffing	$ 50,284	$166,864	$ 14,095	$ 14,949	$ 14,589
Court Staffing	$ 19,308	$ 60,611	$ 5,417	$ 7,108	$ 6,617
Total Expenditures	*$ 124,342*	*$245,474*	*$ 19,512*	*$ 28,802*	*$ 38,346*
Revenues					
Citations	$ 400,883	$732,749	$ 9,291	$ 5,807	$ 121,273
Total Revenues	*$ 400,883*	*$732,749*	*$ 9,291*	*$ 5,807*	*$ 121,273*
Council Appropriations					
3/5 - NMC00620		$ 123,157			
Program Balance	**$ 276,541**	**$640,659**	**$630,438**	**$607,443**	**$ 690,370**

The program balance as of 3/31/2021 is $690,370. Since April 2020, support for ongoing staffing costs was covered by continuing revenue collections for prior citations issued.

CHANGE IN PROGRAM BALANCE	
Beg. Program Balance - April 1, 2020	$ 637,508
Add: Revenue Apr. '20-Mar. '21	$ 328,357
Less: Operational Costs Apr. '20-Mar. '21	$ (275,495)
Ending Program Balance - March 31, 2021	$ 690,370

Next steps:

The 2nd Quarter 2021 report will include the results from the rescheduled speed study that was requested by Council at the June 4, 2019 council meeting (scheduled for May of 2021).

Due to the school closures that resulted from the COVID-19 pandemic, the speed studies planned at both school zone safety camera locations were not conducted as scheduled in May

2020. The May 2021 speed study results will be compared to the results of the speed studies that were previously collected in May 2018 and May 2019 to help evaluate the impact the school zone safety cameras are having on driver behavior.

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

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Michael Olson, Director of Finance and Administration George Dugdale, Financial Planning Manager Andrea Peterman, Budget Analyst
Date:	May 6, 2021
Subject:	Monthly Financial Dashboard Report through March 31, 2021

RECOMMENDATION:

It is recommended that the City Council receive the monthly Financial Dashboard for March 2021.

BACKGROUND DISCUSSION

The Financial Dashboard is a high-level summary of some of the City's key revenue and expenditure indicators. It provides a budget to actual comparison for year-to-date revenues and expenditures for the general fund, as well as some other key revenues and expenditures. The report also compares this year's actual revenue and expenditure performance to the prior year. It is even more important during the current COVID-19 pandemic and associated economic impacts to closely track the City's revenues and expenditures.

This report reflects the continued effects of COVID-19 and the Governor's 'Safe Start' restrictions, although the impact is not as significant as at various points in 2020. Total General Fund Revenues are 21.5 percent of budget, which is below the 25.0 percent budget threshold, but within the normal expected range. Typically, General Fund Revenues are 21.4 to 25.6 percent of budget due to the net effect of the City's conservative Sales Tax budgeting policy and the timing of Property Tax distributions by King County. Relative to 2020, General Fund Revenues are up 2.0 percent mostly due to increases in Property Tax revenues and Development Fees. Total Expenditures are 23.1 percent of budget to date and are in line with budget threshold.

The March results include Sales Tax revenues through January. Relative to 2020, Sales Tax revenue is up 3.7 percent due to the following business sectors, which comprise about 56 percent of total revenues: Contracting (up $233,890, or 14.4 percent), Other Retail (up $132,360, or 15.0 percent), General Merchandise/Miscellaneous Retail (up $109,629 or 14.3 percent), and Wholesale (up $49,529 or 18.0 percent). These gains are offset somewhat by losses in the following business sectors, which comprise about 21 percent of total revenues: Retail Eating/Drinking (down $122,306, or 26.7 percent), Communications (down $16,447, or 11.9 percent), and Services (down $131,640, or 11.1 percent). As a reminder, there is a two-month lag between when Sales Tax is generated and when it is distributed to the City (i.e., March receipts are for January retail activity), so the period in 2020 that this is compared to was not impacted by COVID-19. These declines are in sectors heavily impacted by the COVID-19 pandemic.

Property Taxes are 7.7 percent of budget, which is well below the 25.0 percent budget threshold, as is typical. King County typically distributes Property Taxes to cities primarily in April-May and October-November, so the amount received through March 31 represents little of the expected property taxes for the year. Development Fees are 31.8 percent of budget, above the 25.0 percent budget threshold and up 18.4 percent relative to 2020. A portion of this increase can be attributed to the issuance of

May 12, 2021
Page 2

backlogged projects and two large mixed-use permits in February, as well as two stand-out projects: building permit fees of $171,492 received in March for a large mixed-use project on 85th and plan review fees of $75,951 for Evergreen Hospital's Family Maternity Center.

Utility Taxes are 25.1 percent of budget, which is in line with the budget threshold. Relative to 2020, Utility Taxes are down 5.9 percent due to decreases in Water, Sewer, and Solid Waste Taxes. As the year continues it is likely that utility taxes will remain down, but not as dramatically as they are currently. Financial Planning will continue to monitor Utility Tax revenues as the City enters the recovery phase of the pandemic and develops policies for future collection of payments in arrears due to COVID.

Gas tax revenues, which the City receives as a distribution from the State of Washington, continue to be lower than budget threshold (18.6 percent of budget, 12.6 percent through the year). This is partly because gas tax is based on miles driven and COVID-19 continues to impact commuting, and also because the increased gas tax for multimodal transportation is distributed quarterly.

Fire Suppression Overtime is 32.8 percent of budget, moderately above the budget threshold. A portion of this is due to two firefighters on disability and three vacancies. Kirkland firefighters also continued to provide vaccinations to area nursing homes in March 2021, and these overtime expenditures should be reimbursed by FEMA. Relative to 2020, Fire Suppression Overtime is down 1.2 percent, as overtime in March 2020 was high due to the impact of COVID-19 on Kirkland firefighters. Financial Planning will continue to monitor this throughout the year.

Financial Planning will continue to monitor and project these and all City revenues being affected by COVID-19 throughout 2021, providing that information where needed to inform policy decisions.

March 2021 Financial Dashboard
May 4, 2021

Revenues (through 3/31/21):

- **General Fund Revenues** are 21.5 percent of budget, which is below the 25.0 percent budget threshold, but within the normal expected range. Typically, General Fund Revenues are 21.4 to 25.6 percent of budget due to the net effect of the City's conservative Sales Tax budgeting policy and the timing of Property Tax distributions by King County. Since property taxes are received primarily beginning in April, and will include an additional $7M in property taxes related to Fire Prop 1, revenues are likely to reach budget threshold once property taxes begin to be receipted. Relative to 2020, General Fund Revenues are up 2.0 percent.

- **Sales Tax** is 30.2 percent of budget, which is above the 25.0 percent budget threshold despite COVID-19 economic impacts, primarily due to the City's modified two-year sales tax lag. Relative to 2020, Sales Tax revenue is up 3.7 percent due to the following business sectors, which comprise about 56 percent of total revenues: Contracting (up $233,890, or 14.4 percent), Other Retail (up $132,360, or 15.0 percent), General Merch/Miscellaneous Retail (up $109,629 or 14.3 percent), and Wholesale (up $49,529 or 18.0 percent). These gains are offset somewhat by losses in the following business sectors, which comprise about 21 percent of total revenues: Retail Eating/Drinking (down $122,306, or 26.7 percent), Communications (down $16,447, or 11.9 percent), and Services (down $131,640, or 11.1 percent). As a reminder, there is a two-month lag between when Sales Tax is generated and when it is distributed to the City (i.e., March receipts are for January retail activity), so the period in 2020 that this is compared to was not impacted by COVID-19.

City of Kirkland Financial Dashboard								
Annual Budget Status as of 3/31/2021			**Budget Threshold (% Complete) : 25.0%**					
	2021 Budget	**Year-to-Date Actual 2021**	**% Received/ % Expended**	**March YTD**	**February YTD**	**Year-to-Date Actual 2020**	**YTD Change: 20 to 21**	
							$	**%**
General Fund								
Total Revenues	110,242,754	23,755,844	21.5%			23,287,000	468,843	2.0%
Total Expenditures	107,945,920	24,896,381	23.1%			26,324,975	(1,428,595)	-5.4%
Key Indicators (All Funds)								
Revenues								
Sales Tax	23,932,560	7,228,375	30.2%			6,972,348	256,027	3.7%
Property Taxes	27,699,385	2,143,433	7.7%			1,243,680	899,753	72.3%
Utility Taxes	13,519,349	3,395,140	25.1%			3,607,812	(212,671)	-5.9%
Development Fees	10,269,805	3,270,190	31.8%			2,761,692	508,497	18.4%
Business Fees	3,377,868	1,196,026	35.4%			1,087,463	108,563	10.0%
Gas Tax	2,069,037	384,755	18.6%			440,353	(55,599)	-12.6%
Expenditures								
General Fund Salaries/Benefits	76,776,995	18,275,149	23.8%			17,901,578	373,570	2.1% (1)
Fire Suppression Overtime	987,204	323,341	32.8%			327,407	(4,066)	-1.2%
Contract Jail Costs	457,306	49,775	10.9%			95,368	(45,593)	-47.8%
Fuel Costs	670,000	60,732	9.1%			84,571	(23,839)	-28.2%

Status Key	**NOTES:**
Revenues are higher than expected or expenditures are lower than expected	(1) Excludes Fire Suppression Overtime
Revenues or expenditures are within expected range	
WATCH - Revenues lower/expenditures higher than expected range or outlook is cautious	

- **Property Taxes** are 7.7 percent of budget, which is well below the 25.0 percent budget threshold, as is typical. King County distributes Property Taxes to cities primarily in April-May and October-November, so the amount received through March represents little of the expected property taxes for the year. Relative to 2020, Property Tax revenues are up 72.3 percent due to additional property tax revenues from Fire Prop 1.

- **Utility Taxes** are 25.1 percent of budget, which is in line with the budget threshold. Relative to 2020, Utility Taxes are down 5.9 percent due to decreases in public utility taxes, including a 19.5 percent decrease in Sewer Utility Taxes, a 11.8 percent decrease in Water Utility Taxes, and a 10.6 percent decrease in Solid Waste Utility Taxes. Telephone utility taxes are also down 25.1 percent, which reflects an ongoing, double digit downward trend. There has been a growth in missed payments and customers falling into arrears during the past year, which has caused a decline in regular payments. However, there are some technical reasons for lower revenues including billing delays that have resulted from the City's vendor being hit by a ransomware attack delaying some billing cycles by as much as a month. As the year continues it is likely that utility taxes will remain down, but not as dramatically as they are currently. Financial Planning will continue to monitor Utility Tax revenues as we enter the recovery phase of the pandemic and as the City develops policies for future collection of payments in arrears due to COVID.

- **Development Fees** are 31.8 percent of budget, above the 25.0 percent budget threshold and up 18.4 percent relative to 2020. A portion can be attributed to the issuance of backlogged projects and two large mixed-use permits in February, as well as two stand-out projects: building permit fees of $171,492 received in March for a large mixed use project on 85th and plan review fees of $75,951 for Evergreen Hospital's Family Maternity Center.

- **Business Fees** are 35.4 percent of budget, which is above the 25.0 percent budget threshold. Given local businesses are dealing with substantial burdens from COVID-19 and frequently changing restrictions, revenue from Business Fees is expected to continue to fluctuate over time as businesses close, new ones open, and existing businesses may or may not renew on time. The increases may also be related to timing of payments as businesses recover and pay fees for both 2020 and 2021 in the current year.

Expenditures (through 3/31/21):

- **General Fund Expenditures** are 23.1 percent of budget, slightly under the 25.0 percent budget threshold.

- **General Fund Salaries/Benefits** are 23.8 percent of budget through March, again slightly under the budget threshold.

- **Fire Suppression Overtime** is 32.8 percent of budget, moderately above the budget threshold. A portion of this is due to two firefighters on disability and three vacancies. Kirkland firefighters also continued to provide vaccinations to area nursing homes in March 2021, and these overtime expenditures should be reimbursed by FEMA. A budget adjustment will be made in June 2021 to account for this reimbursable overtime. Relative to 2020, Fire Suppression Overtime is down 1.2 percent, as overtime in March 2020 was high due to the impact of COVID-19 on Kirkland firefighters. Financial Planning will continue to monitor this throughout the year.

- **Contract Jail Costs** are 10.9 percent of budget through March, reflecting lower than usual use of other jails due to COVID-19 and a lag in receipts for the first three months of the year. With the costs identified as March 2021, but paid later, included in costs are 15.4 percent of budget through the end of March.

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Michael Olson, Director of Finance and Administration

Date: May 6, 2021

Subject: QUARTERLY INVESTMENT REPORT, 1ST QUARTER 2021

RECOMMENDATION:
It is recommended that the City Council receive the Quarterly Investment Report

BACKGROUND DISCUSSION
This report was previously provided to the Council Finance and Administration Committee and will now be presented to the City Council each quarter on the consent agenda.

The Quarterly Investment report is prepared by the City's Investment Advisor.   The City began contracting with an Investment Advisor in late 2014 to supplement limited internal resources, provide for dedicated resources in managing the portfolio and provide for more active trading in the portfolio to ensure the most advantageous yield. The Investment Advisor assists City staff with the management of the City's investment portfolio by providing non-discretionary advisory services for the City's investment portfolio and investment policy. Non-discretionary service means that the City retains control of the portfolio and authorizes all transactions.

Kirkland's Investment Policy, adopted by resolution from the City Council, establishes standards and guidelines for the direction, management and oversight for all the City's investable funds. Government revenues are collected and spent for public purposes and their use must be legal, transparent and accountable to the public. Public funds that are invested must be strongly protected against loss and must be available to be spent if the need arises. Therefore, the primary objectives for the City of Kirkland's investment activities are: legality, safety, liquidity and finally, yield. Additionally, the City diversifies its investments according to established maximum allowable exposure limits so that reliance on any one issuer will not place an undue financial burden on the City.

May 12, 2021
Page 2

Investments are limited those securities and deposits authorized by statute (RCW 39.58, 39.59, 43.250, and 43.84.080). The current investment portfolio consists primarily of U.S. Treasury obligations, Government Sponsored Enterprises (GSE's) such as the Federal Home Loan Banks (FHLB), the Washington State Local Government Investment Pool and deposits in banks approved by the Public Deposit Protection Commission (PDPC) where those funds are 100% collateralized and protected by other assets.

The attached Quarterly Investment Report includes a brief market commentary and market outlook at the beginning of the report on page 2. Following that, the status of compliance to Kirkland's Investment Policy pages 3 & 4 and a strategic outlook is presented on page 5. A summary of Portfolio characteristics, structure, activity and returns can be found on pages 8-10. The report also includes a full listing of the security holdings in Kirkland's Portfolio is listed on pages 14-16. Information on the Investment Core only begin on page 17.

The City issued a request for proposals in early 2020 for the Investment Advisor as the original contract and extensions for Government Portfolio Advisors were completed. Although the City did receive multiple qualified submittals for the contract, Government Portfolio Advisors provided the best combination of services and expertise and began their new three-year contract on September 1, 2020.

GPA GOVERNMENT PORTFOLIO ADVISORS

Quarterly Investment Report
City of Kirkland

March 31, 2021   Total Aggregate Portfolio

GPA

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Market Commentary

Market Yields: A fresh $1.9 trillion stimulus package on the back of December's $900 billion aid and an accelerated rollout of vaccines led to a rapid rise longer-term interest rates and a continued steepening of the yield curve. The ten-year yield ended the quarter at 1.74% while the curve, as measured by the difference in 10-year and 2-year yields, rose to multi-year highs at 1.58%. The 5-year yield increased 0.58% to end at 0.94% as investors pulled forward their view of a Fed liftoff. Two-year yields ended the quarter largely unchanged at 0.16%. While economic optimism pushed markets to price an earlier Fed liftoff, markets continue to price in a terminal fed funds rate that is consistent with the Fed. Said differently, markets and the Fed currently disagree with the timing of rate hikes but not the ultimate endpoint.

FOMC: The Fed concluded their last policy meeting on March 17th. While they did not alter their official policy stance, they sent a powerful message to markets reinforcing the narrative that "this is a different Fed". The Fed significantly marked-up economic projections as they now forecast 2021 growth to come in at 6.5%, inflation at 2.4%, and yearend unemployment at 4.5%. While the Fed revised expectations upward for the U.S. economy's near-term performance, they did not alter their rate projections and still forecast keeping rates on hold until the end of 2023. We think this is an important message that reinforces the changes in the Fed's reaction function that was announced last fall.

Employment and Inflation: An economic reopening led to big gains in employment in the first quarter. While unemployment claims remain frustratingly high, the economy added a robust 1.6 million non-farm jobs in the first quarter with an acceleration occurring in March. This is welcome news as we still have 8.4 million less people employed today than pre-pandemic. Despite pockets of inflation emerging in the goods sector, we have yet to see a pickup in headline inflation gauges. As we enter the second quarter, we anticipate a pickup in inflation numbers as we lap last years deflationary price pressures brought on by a rapid economic shutdown. Focus will be on the month-over-month numbers for signs of a more permanent return of inflation, but we will not have a clear indication for several months to come.

Market Outlook

GDP: Growth for the fourth quarter came in at a 4.3% annualized rate to close out 2020 at a 3.5% decline in real economic activity. Real growth in 2020 saw the largest annual decline since the U.S. exited World War II in 1946. We expect a robust economy in 2021 as median economists' forecasts, according to Bloomberg, call for a 5.8% rise spanning a range from 2.2% to 7.5%. The Fed expects the economy to grow by 6.5%, the last time the economy had an annual growth rate north of 6% was in 1984. As near-term growth is expected to be very buoyant, long-term expectations remain muted with the Fed expecting long-run stable economic growth at 1.8% while the Congressional Budget Office expects long-run growth at 2.0%. This is to say, the reopening and stimulus will quickly pull the economy back on track but did not alter our long-run potential. We are sympathetic with this thinking.

Fed Funds: The Fed continues to project the policy rate at zero through 2023 as they await a full and inclusive recovery of the labor market and significant progress on achieving their average inflation targeting goals. Markets continue to call for earlier rate hikes than the Fed projects, until we get more evidence on labor markets and inflation around stimulus and the reopening, we expect a continued tug of war between markets and the Fed that plays out in the belly of the curve. Markets and the Fed are near agreement on the terminal policy rate with market measures indicating approximately 2.25% while median Fed expectations are centered around 2.5%.

Two-year Yield Expectations: We continue to expect the Fed-policy sensitive two-year yield to remain low and trade in a narrow range over the coming months.

Portfolio Positioning: We continue to be constructive in duration and have a more positive stance in the three to five-year sector. While there is room for yields to continue to rise, the income we can now harvest combined with the steepness in the curve provide an attractive opportunity for funds that are not needed for near-term liquidity. We continue to see intermittent opportunities to add corporate and municipal positions but prefer Treasuries over agencies given the collapse in issuance and spreads.

Quarterly Yield Change

	06/30/20	09/30/20	12/31/20	03/31/21
3 month bill	0.13	0.09	0.06	0.02
2 year note	0.15	0.13	0.12	0.16
5 year note	0.29	0.28	0.36	0.94
10 year note	0.66	0.68	0.91	1.74

Economists' Survey Projections

	Q2-21	Q3-21	Q4-21	Q1-22
Real GDP	11.7	5.7	6.0	5.5
Core PCE (YOY%)	2.1	1.8	1.9	1.9
Unemployment	5.9	5.4	5.0	4.8

Economists' Survey Projections for Rates

	Q2-21	Q3-21	Q4-21	Q1-22
Fed Funds	0.25	0.25	0.25	0.3
2 Year	0.2	0.25	0.31	0.39
10 year	1.58	1.63	1.71	1.8

Compliance Report

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

Category

Policy Diversification Constraint	Policy Limit	Actual Value*	Status
US Treasury Obligations Maximum % of Holdings	100.000	16.155	Compliant
US Agency Callable Securities Maximum % of Total Portfolio	25.000	0.000	Compliant
US Agency FFCB Issuer Concentration	30.000	13.215	Compliant
US Agency FHLB Issuer Concentration	30.000	20.406	Compliant
US Agency FHLMC Issuer Concentration	30.000	9.446	Compliant
US Agency FNMA Issuer Concentration	30.000	16.070	Compliant
US Agency Obligations - Primary FHLB, FNMA, FHLMC, FFCB Maximum % of Holdings	100.000	59.138	Compliant
US Agency Obligations - Secondary FICO, FARMER MAC etc. Maximum % of Holdings	20.000	0.000	Compliant
US Agency Obligations Issuer Concentration - Secondary FICO, FARMER MAC etc.	10.000	0.000	Compliant
Municipal Bonds Issuer Concentration	5.000	0.000	Compliant
Municipal Bonds Maximum % of Holdings	20.000	0.000	Compliant
Commercial Paper Issuer Concentration	3.000	0.000	Compliant
Commercial Paper Maximum % of Holdings	25.000	0.000	Compliant
Certificates of Deposit Issuer Concentration	5.000	2.245	Compliant
Certificates of Deposit Maximum % of Holdings	10.000	2.245	Compliant
Banker's Acceptance Issuer Concentration	5.000	0.000	Compliant
Banker's Acceptance Maximum % of Holdings	5.000	0.000	Compliant
LGIP Maximum % of Holdings	100.000	12.595	Compliant
PDPC Bank Deposits Issuer Concentration	100.000	9.868	Compliant
PDPC Bank Deposits Maximum % of Holdings	50.000	12.113	Compliant

*Market Value

Compliance Report

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

Category

Policy Maturity Structure Constraint	Policy Limit	Actual %	Status
Maturity Constraints Under 30 days Minimum % of Total Portfolio	10.000	22.395	Compliant
Maturity Constraints Under 1 year Minimum % of Total Portfolio	25.000	44.318	Compliant
Maturity Constraints Under 5 years Minimum % of Total Portfolio	100.000	100.000	Compliant
Policy Maturity Constraint	**Policy Limit**	**Actual Term**	**Status**
US Treasury Maximum Maturity At Time of Purchase (years)	5.000	4.973	Compliant
US Agency Maximum Maturity At Time of Purchase (years)	5.000	5.003	Compliant
US Agency Obligations - Secondary Must be rated by Atleast one	0.000	0.000	Compliant
Municipals Maximum Maturity At Time of Purchase (years)	5.000	0.000	Compliant
Commercial Paper Days to Final Maturity (days)	270.000	0.000	Compliant
Weighted Average Maturity (years)	3.000	1.772	Compliant
Policy Credit Constraint			**Status**
US Agency Obligations - Secondary Minimum Ratings AA-/Aa3/AA- if rated			Compliant
Municipal Bonds Ratings Minimum AA-/Aa3/AA- by All if rated			Compliant
Commercial Paper Ratings Minimum Ratings A1/P1 by both and F1 (if rated)			Compliant

*Market Value

Strategic Quarterly Update

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

Strategic Outlook

- A unified congress ushered in another wave of stimulus in March and now has set their sights on a multi-year infrastructure bill that is partially funded with tax increases aimed at corporations and wealthy Americans.
- Spread sectors navigated the first quarter largely unchanged. Agency spreads are near all-time lows as very low fresh supply and strong demand pressured the sector lower. Corporate bond issuance has been robust thus far in 2021 offering select opportunities in the high-quality sector – particularly in the 3 to 5-year sector. Taxable municipal issuance remains strong albeit at less than exciting spread levels.
- All eyes are focused on the economic reopening and progress on the vaccine front. The economy has all the necessary ingredients for very strong growth barring any unforeseen setbacks on tackling the virus or other external shocks. Inflation is set to rebound sharply on a year-over-year basis as we lap the deflationary price prints from last years lockdown impaired economy. The main question with inflation is whether it proves transitory or becomes a sustained uptrend in prices that pressures the Fed and bond markets.

Portfolio Positioning

- Your core account ended the quarter with duration at the strategic target with a diversified maturity profile. Efforts going forward will be on maintaining the excellent account structure.
- Focus ahead will be in Treasuries as agency spreads are near historically low levels with demand overwhelming lackluster supply in the sector.
- The total portfolio book yield decreased from 1.415 to 1.335.
- The total portfolio unrealized gain ended the quarter at $3,664,292.
- The core portfolio duration increased over the quarter from 2.106 last quarter to 2.293 this quarter. The benchmark duration ended the quarter at 2.191.
- Net total return for the core portfolio, which includes change in market value and interest income, was -0.36%. The benchmark total return for the period was -0.39%.

Strategy	12/31/2020	03/31/2021
Effective Duration		
Investment Core	2.11	2.29
Benchmark Duration	2.18	2.19
Total Effective Duration	**1.58**	**1.74**
Total Return (Net of Fees %)*		
Investment Core	0.07	(0.36)
Benchmark Return	0.02	(0.39)
Total Portfolio Performance	**0.06**	**(0.26)**

*Changes in Market Value include net unrealized and realized gains/losses.

Maturity Total Portfolio		
Average Maturity Total Holdings	**1.66**	**1.77**

Book Yield	12/31/2020	03/31/2021
Ending Book Yield		
Certificates of Deposit	0.60%	0.60%
Investment Core	1.84%	1.72%
Liquidity	0.15%	0.11%
Total Book Yield	**1.41%**	**1.34%**

Values	12/31/2020	03/31/2021
Market Value + Accrued		
Certificates of Deposit	5,333,905	5,341,789
Investment Core	181,705,816	179,896,459
Liquidity	57,567,859	53,454,475
Total MV + Accrued	**244,607,581**	**238,692,723**

Net Unrealized Gain/Loss		
Total Net Unrealized Gain/Loss	**5,076,565**	**3,664,292**

Asset Allocation Change over Quarter

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

Asset Allocation Changes

Security Type	12/31/2020		03/31/2021		Change	
	Market Value + Accrued	% of Portfolio	Market Value + Accrued	% of Portfolio	Market Value + Accrued	% of Portfolio
US Treasury	22,011,116.68	9.00%	38,594,202.21	16.17%	16,583,085.53	7.17%
US Agency	159,694,699.78	65.29%	141,302,256.81	59.20%	(18,392,442.97)	(6.09%)
Bank Deposit	28,808,122.51	11.78%	28,824,895.32	12.08%	16,772.81	0.30%
Pooled Funds	34,093,642.19	13.94%	29,971,368.81	12.56%	(4,122,273.38)	(1.38%)
Total	244,607,581.16	100.00%	238,692,723.15	100.00%	(5,914,858.01)	

Legend: ■ US Treasury ■ US Agency ■ Cash ■ Bank Deposit ■ Pooled Funds
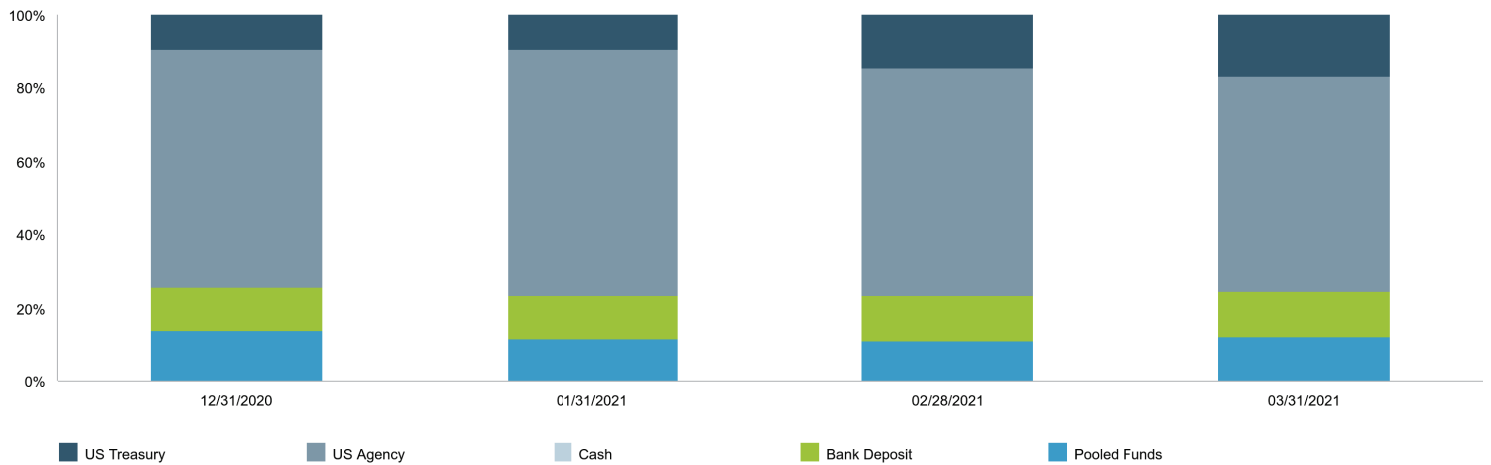
If negative cash balance is showing, it is due to a pending trade payable at the end of period.

Historical Balances

City of Kirkland | Total Aggregate Portfolio

March 31, 2021
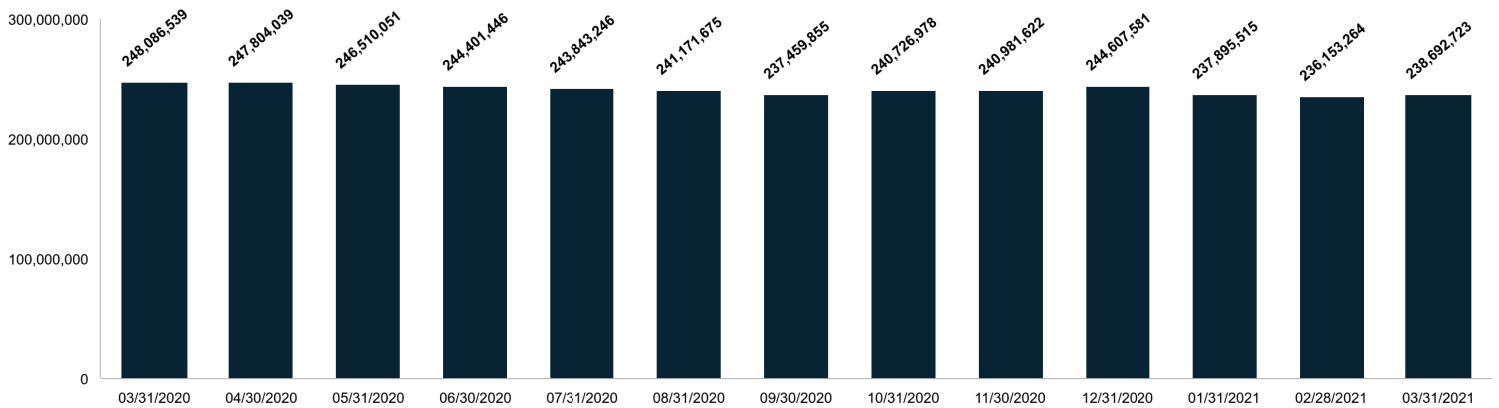
Market Value

Market Value and Return

Period Begin	Period End	Market Value + Accrued	Interest Income	Book Yield	Effective Duration	Maturity in Years
03/01/2020	03/31/2020	248,086,539	414,390	1.93%	1.49	1.67
04/01/2020	04/30/2020	247,804,039	378,337	1.77%	1.54	1.71
05/01/2020	05/31/2020	246,510,051	363,675	1.71%	1.48	1.66
06/01/2020	06/30/2020	244,401,446	342,926	1.59%	1.61	1.71
07/01/2020	07/31/2020	243,843,246	330,850	1.55%	1.65	1.75
08/01/2020	08/31/2020	241,171,675	321,712	1.56%	1.61	1.70
09/01/2020	09/30/2020	237,459,855	316,546	1.53%	1.68	1.76
10/01/2020	10/31/2020	240,726,978	309,318	1.48%	1.65	1.73
11/01/2020	11/30/2020	240,981,622	305,959	1.44%	1.67	1.75
12/01/2020	12/31/2020	244,607,581	303,743	1.41%	1.58	1.66
01/01/2021	01/31/2021	237,895,515	301,178	1.45%	1.56	1.63
02/01/2021	02/28/2021	236,153,264	290,657	1.39%	1.73	1.76
03/01/2021	03/31/2021	238,692,723	284,353	1.34%	1.74	1.77

Summary Overview

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Portfolio Characteristics

Metric	Value
Cash and Cash Equivalents	53,454,474.91
Investments	185,238,248.24
Book Yield	1.34%
Market Yield	0.33%
Effective Duration	1.74
Years to Maturity	1.77
Avg Credit Rating	AA+

Allocation by Asset Class

- US Agency **59.2%**
- US Treasury **16.2%**
- Pooled Funds **12.6%**
- Bank Deposit **12.1%**

Strategic Structure

Account	Par Amount	Book Value	Original Cost	Market Value	Net Unrealized Gain (Loss)	Accrued	Yield at Cost	Effective Duration	Benchmark Duration	Benchmark
KIRK-Investment Core	175,000,000.00	175,505,510.85	175,994,190.94	179,169,802.50	3,664,291.65	726,656.52	1.72%	2.29	2.19	ICE BofA 0-5 Year US Treasury Index
KIRK-Liquidity	53,454,474.91	53,454,474.91	53,454,474.91	53,454,474.91	0.00	0.00	0.11%	0.01	0.09	ICE BofA US 1-Month Treasury Bill Index
KIRK-Certificates of Deposit	5,341,701.56	5,341,701.56	5,341,701.56	5,341,701.56	0.00	87.66	0.60%	0.22	0.16	ICE BofA 0-3 Month US Treasury Bill Index
Total	**233,796,176.47**	**234,301,687.32**	**234,790,367.41**	**237,965,978.97**	**3,664,291.65**	**726,744.18**	**1.34%**	**1.74**	**1.67**	

Portfolio Activity

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Accrual Activity Summary

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Book Value	238,580,651.79	238,580,651.79
Maturities/Calls	(17,000,000.00)	(17,000,000.00)
Purchases	16,904,290.00	16,904,290.00
Sales	0.00	0.00
Change in Cash, Payables, Receivables	(4,113,384.45)	(4,113,384.45)
Amortization/Accretion	(69,870.03)	(69,870.03)
Realized Gain (Loss)	0.00	0.00
Ending Book Value	234,301,687.32	234,301,687.32

Fair Market Activity Summary

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Market Value	243,657,216.67	243,657,216.67
Maturities/Calls	(17,000,000.00)	(17,000,000.00)
Purchases	16,904,290.00	16,904,290.00
Sales	0.00	0.00
Change in Cash, Payables, Receivables	(4,113,384.45)	(4,113,384.45)
Amortization/Accretion	(69,870.03)	(69,870.03)
Change in Net Unrealized Gain (Loss)	(1,412,273.22)	(1,412,273.22)
Net Realized Gain (Loss)	0.00	0.00
Ending Market Value	237,965,978.97	237,965,978.97

Maturities/Calls	Market Value
Quarter to Date	(17,000,000.00)
Fiscal Year to Date	(17,000,000.00)

Purchases	Market Value
Quarter to Date	16,904,290.00
Fiscal Year to Date	16,904,290.00

Sales	Market Value
Quarter to Date	0.00
Fiscal Year to Date	0.00

Return Management-Income Detail

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Accrued Book Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Amortization/Accretion	(69,870.03)	(69,870.03)
Interest Earned	876,188.45	876,188.45
Realized Gain (Loss)	0.00	0.00
Book Income	806,318.42	806,318.42
Average Portfolio Balance	238,658,531.19	238,658,531.19
Book Return for Period	0.34%	0.34%

Return Comparisons

Periodic for performance less than one year. Annualized for performance greater than one year.

Legend: ■ Fair Market Return   ■ Book Return

	Month to Date	Quarter to Date	Fiscal Year to Date (01/01/2021)	Trailing Year	Trailing 3 Years	Since Inception (08/01/2014)
Fair Market Return	-0.02	-0.25	-0.25	0.43	2.57	1.72
Book Return	0.11	0.34	0.34	1.52	1.82	1.33
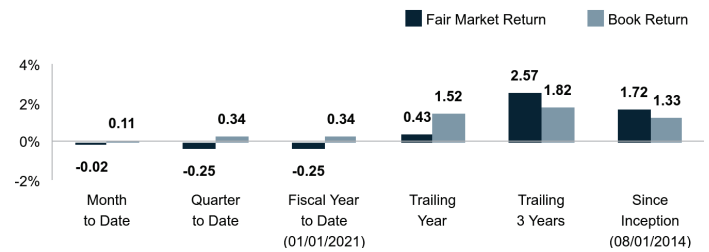
Fair Market Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Market Value Change	(1,412,273.22)	(1,412,273.22)
Amortization/Accretion	(69,870.03)	(69,870.03)
Interest Earned	876,188.45	876,188.45
Fair Market Earned Income	(605,954.80)	(605,954.80)
Average Portfolio Balance	238,658,531.19	238,658,531.19
Fair Market Return for Period	(0.25%)	(0.25%)

Interest Income

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Accrued Interest	950,364.49	950,364.49
Coupons Paid	1,113,535.55	1,113,535.55
Purchased Accrued Interest	13,726.79	13,726.79
Sold Accrued Interest	0.00	0.00
Ending Accrued Interest	726,744.18	726,744.18
Interest Earned	876,188.45	876,188.45

Security Type Distribution

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Security Type Distribution

Security Type	Par Amount	Book Yield	Market Value + Accrued	% of Market Value + Accrued
US Treasury	38,000,000.00	1.17%	38,594,202.21	16.17%
US Agency	137,000,000.00	1.87%	141,302,256.81	59.20%
Bank Deposit	28,824,807.66	0.23%	28,824,895.32	12.08%
Pooled Funds	29,971,368.81	0.08%	29,971,368.81	12.56%
Total	**233,796,176.47**	**1.34%**	**238,692,723.15**	**100.00%**

Security Type Distribution
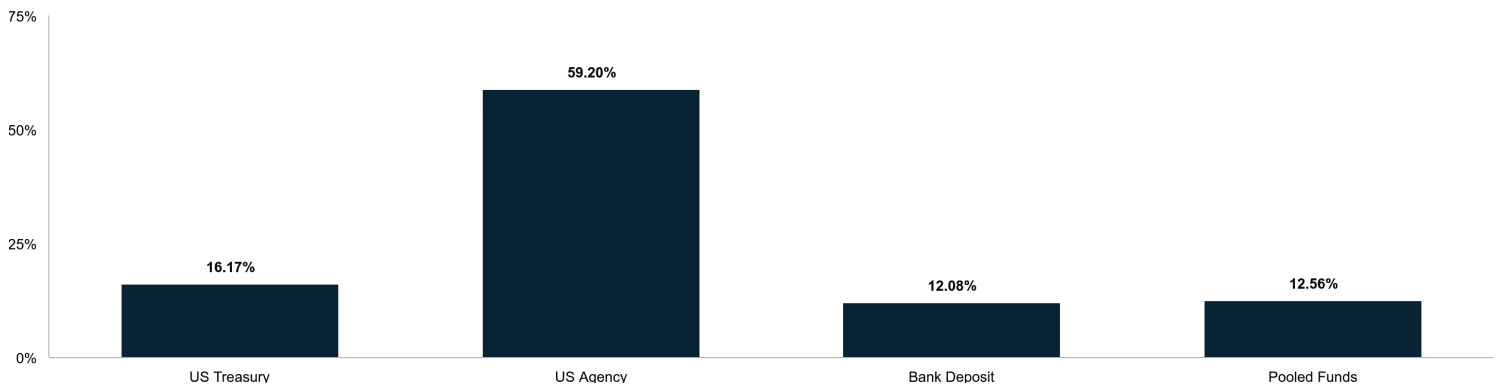
Risk Management-Credit/Issuer

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Credit Rating S&P/Moody's/Fitch

	Market Value + Accrued	%
S&P		
AA+	179,896,459.02	75.37
NA	58,796,264.13	24.63
Moody's		
Aaa	179,896,459.02	75.37
NA	58,796,264.13	24.63
Fitch		
AAA	179,896,459.02	75.37
NA	58,796,264.13	24.63
Total	**238,692,723.15**	**100.00**

Issuer Concentration
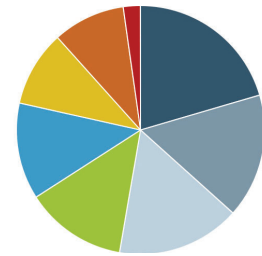
- Federal Home Loan Banks **20.5%**
- United States **16.2%**
- Federal National Mortgage Association **16.1%**
- Farm Credit System **13.2%**
- WASHINGTON LGIP **12.6%**
- PACIFIC PREMIER DEPOSIT **9.8%**
- Freddie Mac **9.4%**
- East West Bank **2.2%**

Risk Management-Maturity/Duration

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

| 1.74 Yrs | Effective Duration | 1.77 Yrs | Years to Maturity | 647 | Days to Maturity |

Distribution by Effective Duration

■ Effective Duration

Range	Value
0-0.25	29.35
0.25-0.50	2.12
0.50-0.75	4.28
0.75-1	10.71
1-2	11.77
2-3	16.43
3-4	15.25
4-5	10.09

Holdings by Maturity & Ratings

City of Kirkland | Total Aggregate Portfolio

GPA
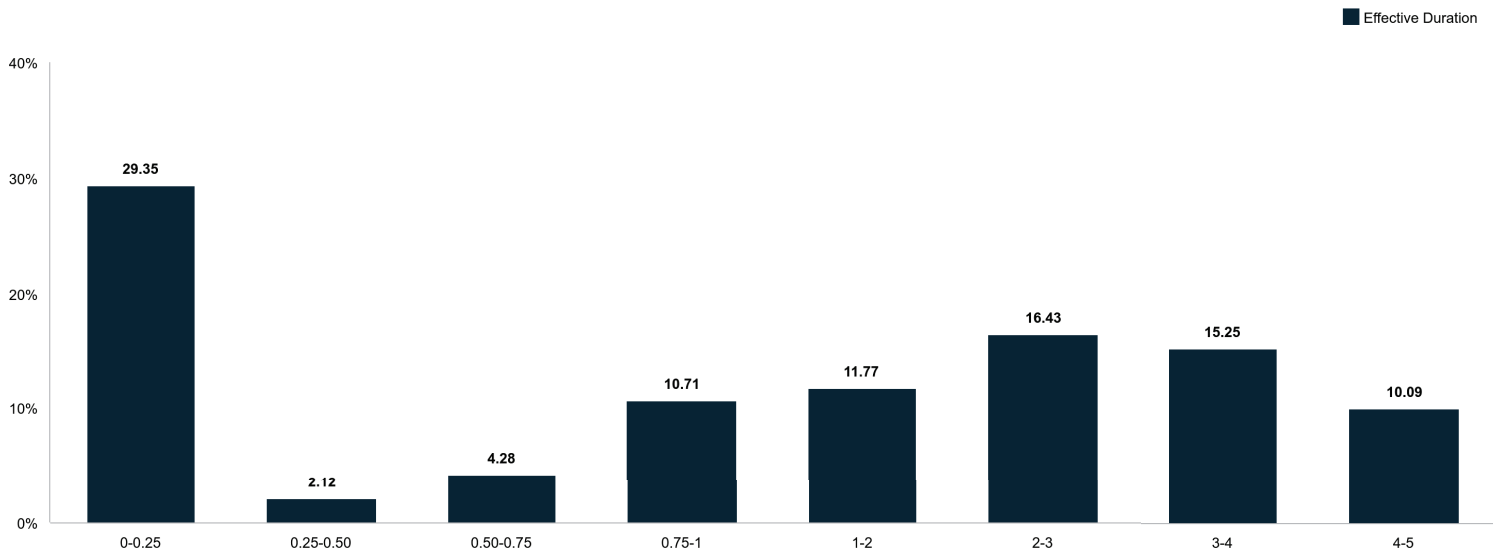
March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
KIRK_PCFC_DEP	23,483,106.10	PACIFIC PREMIER DEPOSIT	0.144%	03/31/2021		23,483,106.10	0.00	23,483,106.10	0.14%		9.84	0.01	0.01	NA NA NA
WA_LGIP	29,971,368.81	WASHINGTON LGIP	0.076%	03/31/2021		29,971,368.81	0.00	29,971,368.81	0.08%		12.56	0.01	0.01	NA NA NA
912828WN6	6,000,000.00	UNITED STATES TREASURY	2.000%	05/31/2021		6,019,080.00	40,219.78	6,059,299.78	1.66%	0.10%	2.54	0.17	0.17	AA+ Aaa AAA
313379RB7	5,000,000.00	FEDERAL HOME LOAN BANKS	1.875%	06/11/2021		5,018,245.00	28,645.83	5,046,890.83	1.84%	-0.00%	2.11	0.20	0.19	AA+ Aaa AAA
KIRK-17340 25-2021	5,341,701.56	East West Bank	0.599%	06/19/2021		5,341,701.56	87.66	5,341,789.22	0.60%	0.60%	2.24	0.22	0.22	NA NA NA
313378JP7	5,000,000.00	FEDERAL HOME LOAN BANKS	2.375%	09/10/2021		5,051,210.00	6,927.08	5,058,137.08	1.64%	0.06%	2.12	0.45	0.44	AA+ Aaa AAA
3130AF5B9	5,000,000.00	FEDERAL HOME LOAN BANKS	3.000%	10/12/2021		5,078,750.00	70,416.67	5,149,166.67	2.50%	0.03%	2.16	0.53	0.52	AA+ Aaa AAA
3130A0EN6	5,000,000.00	FEDERAL HOME LOAN BANKS	2.875%	12/10/2021		5,096,635.00	44,322.92	5,140,957.92	2.61%	0.08%	2.15	0.70	0.68	AA+ Aaa AAA
3135G0S38	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.000%	01/05/2022		5,073,925.00	23,888.89	5,097,813.89	2.05%	0.06%	2.14	0.77	0.76	AA+ Aaa AAA
3135G0U92	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.625%	01/11/2022		5,099,345.00	29,166.67	5,128,511.67	2.59%	0.07%	2.15	0.78	0.77	AA+ Aaa AAA
3133EKBV7	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.550%	03/01/2022		5,113,810.00	10,625.00	5,124,435.00	2.52%	0.07%	2.15	0.92	0.91	AA+ Aaa AAA
313378WG2	5,000,000.00	FEDERAL HOME LOAN BANKS	2.500%	03/11/2022		5,114,945.00	6,944.44	5,121,889.44	2.36%	0.06%	2.15	0.94	0.94	AA+ Aaa AAA
3135G0T45	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	1.875%	04/05/2022		5,089,460.00	45,833.33	5,135,293.33	1.11%	0.10%	2.15	1.01	1.00	AA+ Aaa AAA
3130AEBM1	5,000,000.00	FEDERAL HOME LOAN BANKS	2.750%	06/10/2022		5,158,130.00	42,395.83	5,200,525.83	2.84%	0.09%	2.18	1.19	1.17	AA+ Aaa AAA

Holdings by Maturity & Ratings

GPA

City of Kirkland | Total Aggregate Portfolio

March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
9128283C2	5,000,000.00	UNITED STATES TREASURY	2.000%	10/31/2022		5,146,680.00	41,988.95	5,188,668.95	1.59%	0.14%	2.17	1.59	1.55	AA+ Aaa AAA
3130A3KM5	7,000,000.00	FEDERAL HOME LOAN BANKS	2.500%	12/09/2022		7,273,525.00	54,444.44	7,327,969.44	2.94%	0.18%	3.07	1.69	1.65	AA+ Aaa AAA
3135G0T94	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.375%	01/19/2023		5,199,855.00	23,750.00	5,223,605.00	3.04%	0.15%	2.19	1.80	1.76	AA+ Aaa AAA
3133EJFK0	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.650%	03/08/2023		5,242,150.00	8,465.28	5,250,615.28	1.60%	0.14%	2.20	1.94	1.90	AA+ Aaa AAA
3135G04Q3	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.250%	05/22/2023		5,007,055.00	4,479.17	5,011,534.17	0.32%	0.18%	2.10	2.14	2.13	AA+ Aaa AAA
3133EJUS6	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.875%	07/17/2023		5,304,420.00	29,548.61	5,333,968.61	3.07%	0.21%	2.23	2.30	2.22	AA+ Aaa AAA
313383YJ4	5,000,000.00	FEDERAL HOME LOAN BANKS	3.375%	09/08/2023		5,377,595.00	10,781.25	5,388,376.25	3.04%	0.26%	2.26	2.44	2.35	AA+ Aaa AAA
3135G0U43	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.875%	09/12/2023		5,321,360.00	7,586.81	5,328,946.81	2.54%	0.24%	2.23	2.45	2.38	AA+ Aaa AAA
3137EAEY1	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.125%	10/16/2023		4,980,745.00	2,864.58	4,983,609.58	0.24%	0.28%	2.09	2.54	2.53	AA+ Aaa AAA
3137EAEZ8	2,500,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.250%	11/06/2023		2,499,070.00	2,534.72	2,501,604.72	0.28%	0.26%	1.05	2.60	2.58	AA+ Aaa AAA
912828V80	5,000,000.00	UNITED STATES TREASURY	2.250%	01/31/2024		5,272,070.00	18,646.41	5,290,716.41	1.60%	0.32%	2.22	2.84	2.75	AA+ Aaa AAA
3133EKBW5	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.610%	02/27/2024		5,324,230.00	12,325.00	5,336,555.00	2.57%	0.36%	2.24	2.91	2.81	AA+ Aaa AAA
3130A1XJ2	5,000,000.00	FEDERAL HOME LOAN BANKS	2.875%	06/14/2024		5,390,390.00	42,725.69	5,433,115.69	2.03%	0.42%	2.28	3.21	3.06	AA+ Aaa AAA

Holdings by Maturity & Ratings

City of Kirkland | Total Aggregate Portfolio

GPA

March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
3133EKWV4	10,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	1.850%	07/26/2024		10,463,090.00	33,402.78	10,496,492.78	1.92%	0.44%	4.40	3.32	3.22	AA+ Aaa AAA
912828G38	5,000,000.00	UNITED STATES TREASURY	2.250%	11/15/2024		5,309,180.00	42,575.97	5,351,755.97	1.69%	0.53%	2.24	3.63	3.47	AA+ Aaa AAA
3137EAEP0	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	1.500%	02/12/2025		5,172,565.00	10,208.33	5,182,773.33	0.55%	0.60%	2.17	3.87	3.75	AA+ Aaa AAA
912828ZF0	5,000,000.00	UNITED STATES TREASURY	0.500%	03/31/2025		4,972,460.00	68.31	4,972,528.31	0.43%	0.64%	2.08	4.00	3.95	AA+ Aaa AAA
3135G03U5	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.625%	04/22/2025		4,989,625.00	13,802.08	5,003,427.08	0.53%	0.68%	2.10	4.06	3.99	AA+ Aaa AAA
3137EAEU9	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.375%	07/21/2025		4,925,025.00	3,645.83	4,928,670.83	0.44%	0.73%	2.06	4.31	4.26	AA+ Aaa AAA
3137EAEX3	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.375%	09/23/2025		4,900,800.00	416.67	4,901,216.67	0.42%	0.83%	2.05	4.48	4.43	AA+ Aaa AAA
3135G06G3	2,500,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.500%	11/07/2025		2,461,327.50	4,826.39	2,466,153.89	0.52%	0.84%	1.03	4.61	4.52	AA+ Aaa AAA
91282CBC4	4,000,000.00	UNITED STATES TREASURY	0.375%	12/31/2025		3,909,844.00	3,770.72	3,913,614.72	0.63%	0.86%	1.64	4.75	4.69	AA+ Aaa AAA
91282CBH3	5,000,000.00	UNITED STATES TREASURY	0.375%	01/31/2026		4,873,440.00	3,107.73	4,876,547.73	0.47%	0.91%	2.04	4.84	4.77	AA+ Aaa AAA
91282CBQ3	3,000,000.00	UNITED STATES TREASURY	0.500%	02/28/2026		2,939,766.00	1,304.35	2,941,070.35	0.81%	0.92%	1.23	4.91	4.84	AA+ Aaa AAA
Total	**233,796,176.47**		**1.460%**			**237,965,978.97**	**726,744.18**	**238,692,723.15**	**1.34%**	**0.33%**	**100.00**	**1.77**	**1.74**	

Summary Overview

City of Kirkland | Investment Core

March 31, 2021

Portfolio Characteristics

Metric	Value
Investments	179,896,459.02
Book Yield	1.72%
Market Yield	0.32%
Effective Duration	2.29
Years to Maturity	2.34
Avg Credit Rating	AA+

Allocation by Asset Class

- US Agency **78.5%**
- US Treasury **21.5%**

Strategic Structure

Account	Par Amount	Book Value	Original Cost	Market Value	Net Unrealized Gain (Loss)	Accrued	Yield at Cost	Effective Duration	Benchmark Duration	Benchmark
KIRK-Investment Core	175,000,000.00	175,505,510.85	175,994,190.94	179,169,802.50	3,664,291.65	726,656.52	1.72%	2.29	2.19	ICE BofA 0-5 Year US Treasury Index
Total	**175,000,000.00**	**175,505,510.85**	**175,994,190.94**	**179,169,802.50**	**3,664,291.65**	**726,656.52**	**1.72%**	**2.29**	**2.19**	

Portfolio Activity

City of Kirkland | Investment Core

March 31, 2021

Accrual Activity Summary

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Book Value	175,678,974.62	175,678,974.62
Maturities/Calls	(17,000,000.00)	(17,000,000.00)
Purchases	16,896,406.25	16,896,406.25
Sales	0.00	0.00
Change in Cash, Payables, Receivables	0.00	0.00
Amortization/Accretion	(69,870.03)	(69,870.03)
Realized Gain (Loss)	0.00	0.00
Ending Book Value	175,505,510.85	175,505,510.85

Fair Market Activity Summary

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Market Value	180,755,539.50	180,755,539.50
Maturities/Calls	(17,000,000.00)	(17,000,000.00)
Purchases	16,896,406.25	16,896,406.25
Sales	0.00	0.00
Change in Cash, Payables, Receivables	0.00	0.00
Amortization/Accretion	(69,870.03)	(69,870.03)
Change in Net Unrealized Gain (Loss)	(1,412,273.22)	(1,412,273.22)
Net Realized Gain (Loss)	0.00	0.00
Ending Market Value	179,169,802.50	179,169,802.50

Maturities/Calls	Market Value
Quarter to Date	(17,000,000.00)
Fiscal Year to Date	(17,000,000.00)

Purchases	Market Value
Quarter to Date	16,896,406.25
Fiscal Year to Date	16,896,406.25

Sales	Market Value
Quarter to Date	0.00
Fiscal Year to Date	0.00

Return Management-Income Detail

City of Kirkland | Investment Core

March 31, 2021

Accrued Book Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Amortization/Accretion	(69,870.03)	(69,870.03)
Interest Earned	850,819.43	850,819.43
Realized Gain (Loss)	0.00	0.00
Book Income	780,949.40	780,949.40
Average Portfolio Balance	180,323,741.79	180,323,741.79
Book Return for Period	0.44%	0.44%

Return Comparisons

Periodic for performance less than one year. Annualized for performance greater than one year.

■ Fair Market Return ■ Book Return

	Month to Date	Quarter to Date	Fiscal Year to Date (01/01/2021)	Trailing Year	Trailing 3 Years	Since Inception (08/01/2014)
Fair Market Return	-0.03	-0.35	-0.35	0.46	2.99	1.75
Book Return	0.14	0.44	0.44	1.92	1.90	1.44
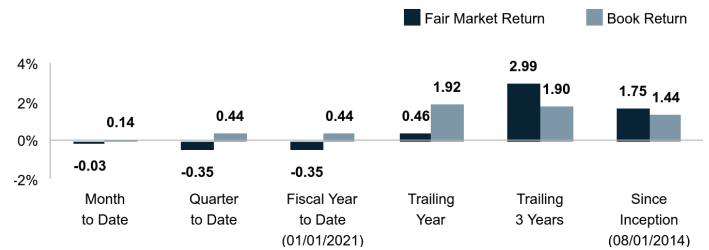
Fair Market Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Market Value Change	(1,412,273.22)	(1,412,273.22)
Amortization/Accretion	(69,870.03)	(69,870.03)
Interest Earned	850,819.43	850,819.43
Fair Market Earned Income	(631,323.82)	(631,323.82)
Average Portfolio Balance	180,323,741.79	180,323,741.79
Fair Market Return for Period	(0.35)	(0.35)

Interest Income

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Accrued Interest	950,276.96	950,276.96
Coupons Paid	1,088,166.66	1,088,166.66
Purchased Accrued Interest	13,726.79	13,726.79
Sold Accrued Interest	0.00	0.00
Ending Accrued Interest	726,656.52	726,656.52
Interest Earned	850,819.43	850,819.43

Return Management-Performance

City of Kirkland | Investment Core

March 31, 2021

Performance Returns Gross of Fees
Periodic for performance less than one year. Annualized for performance greater than one year.
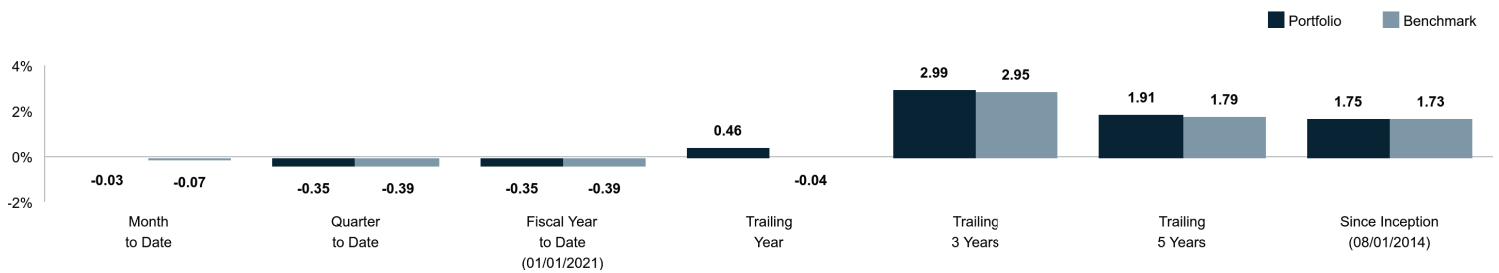
Historical Returns

Period	Month to Date	Quarter to Date	Fiscal Year to Date (01/01/2021)	Trailing Year	Trailing 3 Years	Trailing 5 Years	Since Inception (08/01/2014)
Return (Net of Fees)	(0.036%)	(0.356%)	(0.356%)	0.435%	2.976%	1.890%	1.719%
Return (Gross of Fees)	(0.033%)	(0.349%)	(0.349%)	0.461%	2.995%	1.914%	1.748%
ICE BofA 0-5 Year US Treasury Index	(0.072%)	(0.394%)	(0.394%)	(0.036%)	2.948%	1.793%	1.734%

Risk Management-Relative to Benchmark

City of Kirkland | Investment Core

March 31, 2021

Benchmark Comparison Summary

Risk Metric	Portfolio	Benchmark	Difference
Effective Duration	2.29	2.19	0.10
Yield to Maturity	0.32	0.30	0.02
Years to Effective Maturity	2.34	2.24	0.11
Years to Final Maturity	2.34	2.24	0.11
Avg Credit Rating	AA+	AAA	---

Benchmark Comparison Summary
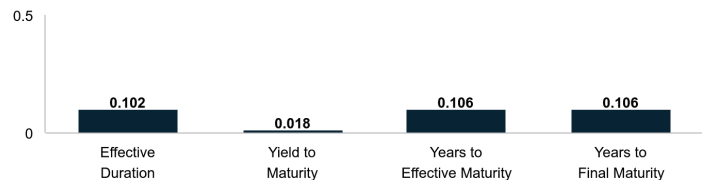
Benchmark vs. Portfolio Variance-Market Sector
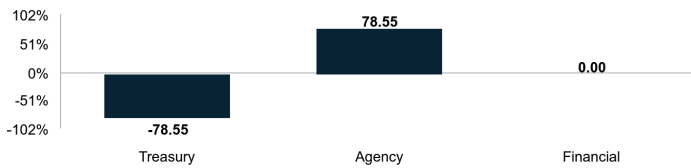
Benchmark Comparison-Market Sector

Market Sector	Portfolio	Benchmark	Difference
Treasury	21.45	100.00	(78.55)
Agency	78.55	0.00	78.55
Financial	0.00	0.00	0.00

Risk Management-Maturity/Duration

City of Kirkland | Investment Core

GPA

March 31, 2021

2.29 Yrs	Effective Duration	2.34 Yrs	Years to Maturity	856	Days to Maturity

Distribution by Effective Duration
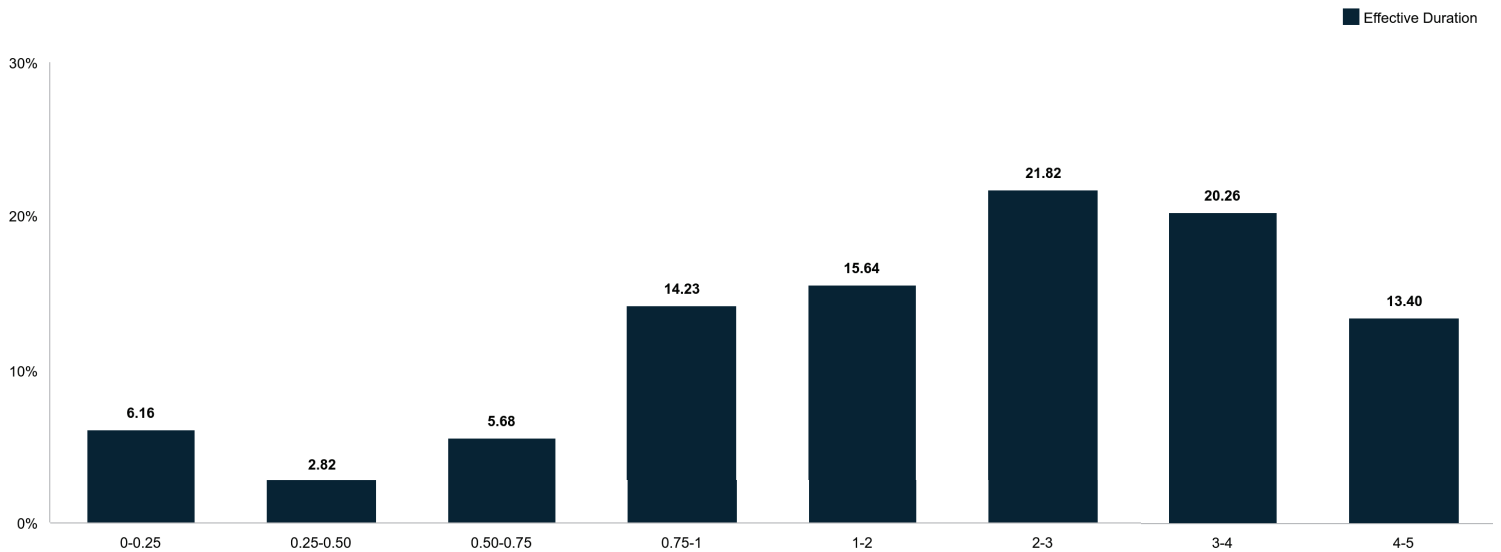
■ Effective Duration

Range	Value
0-0.25	6.16
0.25-0.50	2.82
0.50-0.75	5.68
0.75-1	14.23
1-2	15.64
2-3	21.82
3-4	20.26
4-5	13.40

Risk Management-Credit/Issuer

City of Kirkland | Investment Core

March 31, 2021

Credit Rating S&P/Moody's/Fitch

	Market Value + Accrued	%
S&P		
AA+	179,896,459.02	100.00
Moody's		
Aaa	179,896,459.02	100.00
Fitch		
AAA	179,896,459.02	100.00
Total	**179,896,459.02**	**100.00**

Issuer Concentration
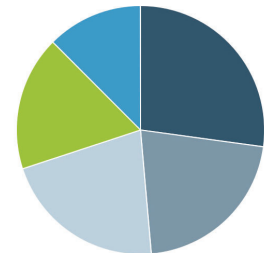
■ Federal Home Loan Banks **27.2%**
■ United States **21.5%**
■ Federal National Mortgage Association **21.3%**
■ Farm Credit System **17.5%**
■ Freddie Mac **12.5%**

Holdings by Maturity & Ratings

City of Kirkland | Investment Core

March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
912828WN6	6,000,000.00	UNITED STATES TREASURY	2.000%	05/31/2021		6,019,080.00	40,219.78	6,059,299.78	1.66%	0.10%	3.37	0.17	0.17	AA+ Aaa AAA
313379RB7	5,000,000.00	FEDERAL HOME LOAN BANKS	1.875%	06/11/2021		5,018,245.00	28,645.83	5,046,890.83	1.84%	-0.00%	2.81	0.20	0.19	AA+ Aaa AAA
313378JP7	5,000,000.00	FEDERAL HOME LOAN BANKS	2.375%	09/10/2021		5,051,210.00	6,927.08	5,058,137.08	1.64%	0.06%	2.81	0.45	0.44	AA+ Aaa AAA
3130AF5B9	5,000,000.00	FEDERAL HOME LOAN BANKS	3.000%	10/12/2021		5,078,750.00	70,416.67	5,149,166.67	2.50%	0.03%	2.86	0.53	0.52	AA+ Aaa AAA
3130A0EN6	5,000,000.00	FEDERAL HOME LOAN BANKS	2.875%	12/10/2021		5,096,635.00	44,322.92	5,140,957.92	2.61%	0.08%	2.86	0.70	0.68	AA+ Aaa AAA
3135G0S38	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.000%	01/05/2022		5,073,925.00	23,888.89	5,097,813.89	2.05%	0.06%	2.83	0.77	0.76	AA+ Aaa AAA
3135G0U92	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.625%	01/11/2022		5,099,345.00	29,166.67	5,128,511.67	2.59%	0.07%	2.85	0.78	0.77	AA+ Aaa AAA
3133EKBV7	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.550%	03/01/2022		5,113,810.00	10,625.00	5,124,435.00	2.52%	0.07%	2.85	0.92	0.91	AA+ Aaa AAA
313378WG2	5,000,000.00	FEDERAL HOME LOAN BANKS	2.500%	03/11/2022		5,114,945.00	6,944.44	5,121,889.44	2.36%	0.06%	2.85	0.94	0.94	AA+ Aaa AAA
3135G0T45	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	1.875%	04/05/2022		5,089,460.00	45,833.33	5,135,293.33	1.11%	0.10%	2.85	1.01	1.00	AA+ Aaa AAA
3130AEBM1	5,000,000.00	FEDERAL HOME LOAN BANKS	2.750%	06/10/2022		5,158,130.00	42,395.83	5,200,525.83	2.84%	0.09%	2.89	1.19	1.17	AA+ Aaa AAA
9128283C2	5,000,000.00	UNITED STATES TREASURY	2.000%	10/31/2022		5,146,680.00	41,988.95	5,188,668.95	1.59%	0.14%	2.88	1.59	1.55	AA+ Aaa AAA
3130A3KM5	7,000,000.00	FEDERAL HOME LOAN BANKS	2.500%	12/09/2022		7,273,525.00	54,444.44	7,327,969.44	2.94%	0.18%	4.07	1.69	1.65	AA+ Aaa AAA

Holdings by Maturity & Ratings

City of Kirkland | Investment Core

March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
3135G0T94	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.375%	01/19/2023		5,199,855.00	23,750.00	5,223,605.00	3.04%	0.15%	2.90	1.80	1.76	AA+ Aaa AAA
3133EJFK0	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.650%	03/08/2023		5,242,150.00	8,465.28	5,250,615.28	1.60%	0.14%	2.92	1.94	1.90	AA+ Aaa AAA
3135G04Q3	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.250%	05/22/2023		5,007,055.00	4,479.17	5,011,534.17	0.32%	0.18%	2.79	2.14	2.13	AA+ Aaa AAA
3133EJUS6	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.875%	07/17/2023		5,304,420.00	29,548.61	5,333,968.61	3.07%	0.21%	2.97	2.30	2.22	AA+ Aaa AAA
313383YJ4	5,000,000.00	FEDERAL HOME LOAN BANKS	3.375%	09/08/2023		5,377,595.00	10,781.25	5,388,376.25	3.04%	0.26%	3.00	2.44	2.35	AA+ Aaa AAA
3135G0U43	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.875%	09/12/2023		5,321,360.00	7,586.81	5,328,946.81	2.54%	0.24%	2.96	2.45	2.38	AA+ Aaa AAA
3137EAEY1	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.125%	10/16/2023		4,980,745.00	2,864.58	4,983,609.58	0.24%	0.28%	2.77	2.54	2.53	AA+ Aaa AAA
3137EAEZ8	2,500,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.250%	11/06/2023		2,499,070.00	2,534.72	2,501,604.72	0.28%	0.26%	1.39	2.60	2.58	AA+ Aaa AAA
912828V80	5,000,000.00	UNITED STATES TREASURY	2.250%	01/31/2024		5,272,070.00	18,646.41	5,290,716.41	1.60%	0.32%	2.94	2.84	2.75	AA+ Aaa AAA
3133EKBW5	5,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.610%	02/27/2024		5,324,230.00	12,325.00	5,336,555.00	2.57%	0.36%	2.97	2.91	2.81	AA+ Aaa AAA
3130A1XJ2	5,000,000.00	FEDERAL HOME LOAN BANKS	2.875%	06/14/2024		5,390,390.00	42,725.69	5,433,115.69	2.03%	0.42%	3.02	3.21	3.06	AA+ Aaa AAA
3133EKWV4	10,000,000.00	FEDERAL FARM CREDIT BANKS FUNDING CORP	1.850%	07/26/2024		10,463,090.00	33,402.78	10,496,492.78	1.92%	0.44%	5.83	3.32	3.22	AA+ Aaa AAA
912828G38	5,000,000.00	UNITED STATES TREASURY	2.250%	11/15/2024		5,309,180.00	42,575.97	5,351,755.97	1.69%	0.53%	2.97	3.63	3.47	AA+ Aaa AAA

Holdings by Maturity & Ratings

City of Kirkland | Investment Core

GPA

March 31, 2021

Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Market Value	Accrued	Market Value + Accrued	Book Yield	Market Yield	% of Portfolio	Years to Maturity	Eff Duration	S&P, Moody, Fitch
3137EAEP0	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	1.500%	02/12/2025		5,172,565.00	10,208.33	5,182,773.33	0.55%	0.60%	2.88	3.87	3.75	AA+ Aaa AAA
912828ZF0	5,000,000.00	UNITED STATES TREASURY	0.500%	03/31/2025		4,972,460.00	68.31	4,972,528.31	0.43%	0.64%	2.76	4.00	3.95	AA+ Aaa AAA
3135G03U5	5,000,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.625%	04/22/2025		4,989,625.00	13,802.08	5,003,427.08	0.53%	0.68%	2.78	4.06	3.99	AA+ Aaa AAA
3137EAEU9	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.375%	07/21/2025		4,925,025.00	3,645.83	4,928,670.83	0.44%	0.73%	2.74	4.31	4.26	AA+ Aaa AAA
3137EAEX3	5,000,000.00	FEDERAL HOME LOAN MORTGAGE CORP	0.375%	09/23/2025		4,900,800.00	416.67	4,901,216.67	0.42%	0.83%	2.72	4.48	4.43	AA+ Aaa AAA
3135G06G3	2,500,000.00	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.500%	11/07/2025		2,461,327.50	4,826.39	2,466,153.89	0.52%	0.84%	1.37	4.61	4.52	AA+ Aaa AAA
91282CBC4	4,000,000.00	UNITED STATES TREASURY	0.375%	12/31/2025		3,909,844.00	3,770.72	3,913,614.72	0.63%	0.86%	2.18	4.75	4.69	AA+ Aaa AAA
91282CBH3	5,000,000.00	UNITED STATES TREASURY	0.375%	01/31/2026		4,873,440.00	3,107.73	4,876,547.73	0.47%	0.91%	2.71	4.84	4.77	AA+ Aaa AAA
91282CBQ3	3,000,000.00	UNITED STATES TREASURY	0.500%	02/28/2026		2,939,766.00	1,304.35	2,941,070.35	0.81%	0.92%	1.63	4.91	4.84	AA+ Aaa AAA
Total	**175,000,000.00**		**1.888%**			**179,169,802.50**	**726,656.52**	**179,896,459.02**	**1.72%**	**0.32%**	**100.00**	**2.34**	**2.29**	

Holdings by Security Type

City of Kirkland | Investment Core

GPA

March 31, 2021

Settlement Date	Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Book Yield	Market Yield	Market Value + Accrued	Net Unrealized Gain (Loss)	% Asset	Eff Dur
US Treasury												
06/15/2017	912828WN6	6,000,000.00	United States	2.000%	05/31/2021		1.66%	0.10%	6,059,299.78	15,878.23	3.37	0.17
10/02/2019	9128283C2	5,000,000.00	United States	2.000%	10/31/2022		1.59%	0.14%	5,188,668.95	115,371.67	2.88	1.55
01/21/2020	912828V80	5,000,000.00	United States	2.250%	01/31/2024		1.60%	0.32%	5,290,716.41	183,569.94	2.94	2.75
12/13/2019	912828G38	5,000,000.00	United States	2.250%	11/15/2024		1.69%	0.53%	5,351,755.97	211,865.96	2.97	3.47
02/26/2021	912828ZF0	5,000,000.00	United States	0.500%	03/31/2025		0.43%	0.64%	4,972,528.31	(40,709.86)	2.76	3.95
	91282CBC4	4,000,000.00	United States	0.375%	12/31/2025		0.63%	0.86%	3,913,614.72	(43,153.76)	2.18	4.69
02/10/2021	91282CBH3	5,000,000.00	United States	0.375%	01/31/2026		0.47%	0.91%	4,876,547.73	(102,818.13)	2.71	4.77
03/12/2021	91282CBQ3	3,000,000.00	United States	0.500%	02/28/2026		0.81%	0.92%	2,941,070.35	(15,730.14)	1.63	4.84
Total		**38,000,000.00**					**1.17%**	**0.51%**	**38,594,202.21**	**324,273.89**	**21.45**	**3.05**
US Agency												
05/12/2017	313379RB7	5,000,000.00	Federal Home Loan Banks	1.875%	06/11/2021		1.84%	-0.00%	5,046,890.83	17,947.18	2.81	0.19
08/31/2017	313378JP7	5,000,000.00	Federal Home Loan Banks	2.375%	09/10/2021		1.64%	0.06%	5,058,137.08	35,533.47	2.81	0.44
02/28/2019	3130AF5B9	5,000,000.00	Federal Home Loan Banks	3.000%	10/12/2021		2.50%	0.03%	5,149,166.67	66,056.80	2.86	0.52
01/15/2019	3130A0EN6	5,000,000.00	Federal Home Loan Banks	2.875%	12/10/2021		2.61%	0.08%	5,140,957.92	88,022.49	2.86	0.68
01/31/2017	3135G0S38	5,000,000.00	Federal National Mortgage Association	2.000%	01/05/2022		2.05%	0.06%	5,097,813.89	75,677.47	2.83	0.76
01/15/2019	3135G0U92	5,000,000.00	Federal National Mortgage Association	2.625%	01/11/2022		2.59%	0.07%	5,128,511.67	98,038.86	2.85	0.77
03/01/2019	3133EKBV7	5,000,000.00	Farm Credit System	2.550%	03/01/2022		2.52%	0.07%	5,124,435.00	112,406.90	2.85	0.91
04/15/2019	313378WG2	5,000,000.00	Federal Home Loan Banks	2.500%	03/11/2022		2.36%	0.06%	5,121,889.44	108,665.38	2.85	0.94
03/04/2020	3135G0T45	5,000,000.00	Federal National Mortgage Association	1.875%	04/05/2022		1.11%	0.10%	5,135,293.33	51,446.22	2.85	1.00
07/16/2018	3130AEBM1	5,000,000.00	Federal Home Loan Banks	2.750%	06/10/2022		2.84%	0.09%	5,200,525.83	163,208.56	2.89	1.17
05/21/2018	3130A3KM5	7,000,000.00	Federal Home Loan Banks	2.500%	12/09/2022		2.94%	0.18%	7,327,969.44	321,600.51	4.07	1.65
10/01/2018	3135G0T94	5,000,000.00	Federal National Mortgage Association	2.375%	01/19/2023		3.04%	0.15%	5,223,605.00	255,722.13	2.90	1.76
10/22/2019	3133EJFK0	5,000,000.00	Farm Credit System	2.650%	03/08/2023		1.60%	0.14%	5,250,615.28	143,922.67	2.92	1.90
06/17/2020	3135G04Q3	5,000,000.00	Federal National Mortgage Association	0.250%	05/22/2023		0.32%	0.18%	5,011,534.17	14,934.41	2.79	2.13
10/01/2018	3133EJUS6	5,000,000.00	Farm Credit System	2.875%	07/17/2023		3.07%	0.21%	5,333,968.61	324,974.12	2.97	2.22
11/30/2018	313383YJ4	5,000,000.00	Federal Home Loan Banks	3.375%	09/08/2023		3.04%	0.26%	5,388,376.25	339,445.57	3.00	2.35
02/28/2019	3135G0U43	5,000,000.00	Federal National Mortgage Association	2.875%	09/12/2023		2.54%	0.24%	5,328,946.81	283,057.28	2.96	2.38
11/02/2020	3137EAEY1	5,000,000.00	Freddie Mac	0.125%	10/16/2023		0.24%	0.28%	4,983,609.58	(4,534.41)	2.77	2.53

Holdings by Security Type

City of Kirkland | Investment Core

GPA

March 31, 2021

Settlement Date	Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Book Yield	Market Yield	Market Value + Accrued	Net Unrealized Gain (Loss)	% Asset	Eff Dur
11/17/2020	3137EAEZ8	2,500,000.00	Freddie Mac	0.250%	11/06/2023		0.28%	0.26%	2,501,604.72	1,280.54	1.39	2.58
02/28/2019	3133EKBW5	5,000,000.00	Farm Credit System	2.610%	02/27/2024		2.57%	0.36%	5,336,555.00	319,077.20	2.97	2.81
06/13/2019	3130A1XJ2	5,000,000.00	Federal Home Loan Banks	2.875%	06/14/2024		2.03%	0.42%	5,433,115.69	261,645.20	3.02	3.06
08/01/2019	3133EKWV4	10,000,000.00	Farm Credit System	1.850%	07/26/2024		1.92%	0.44%	10,496,492.78	484,255.07	5.83	3.22
04/20/2020	3137EAEP0	5,000,000.00	Freddie Mac	1.500%	02/12/2025		0.55%	0.60%	5,182,773.33	(7,719.02)	2.88	3.75
06/12/2020	3135G03U5	5,000,000.00	Federal National Mortgage Association	0.625%	04/22/2025		0.53%	0.68%	5,003,427.08	(28,910.44)	2.78	3.99
07/29/2020	3137EAEU9	5,000,000.00	Freddie Mac	0.375%	07/21/2025		0.44%	0.73%	4,928,670.83	(60,145.63)	2.74	4.26
09/28/2020	3137EAEX3	5,000,000.00	Freddie Mac	0.375%	09/23/2025		0.42%	0.83%	4,901,216.67	(89,528.64)	2.72	4.43
11/17/2020	3135G06G3	2,500,000.00	Federal National Mortgage Association	0.500%	11/07/2025		0.52%	0.84%	2,466,153.89	(36,062.14)	1.37	4.52
Total		**137,000,000.00**					**1.87%**	**0.27%**	**141,302,256.81**	**3,340,017.77**	**78.55**	**2.09**
Portfolio Total		**175,000,000.00**					**1.72%**	**0.32%**	**179,896,459.02**	**3,664,291.65**	**100.00**	**2.29**

Transactions

City of Kirkland | Investment Core

March 31, 2021

Cusip	Security	Trade Date	Settlement Date	Coupon Payment	Price	Par Amount	Principal Amount	Accrued Amount	Total Amount	Broker
Buy										
91282CBH3	US TREASURY 0.375 01/31/26	02/09/2021	02/10/2021	0.00	99.51	5,000,000.00	4,975,585.94	517.96	4,976,103.90	Barclays Capital
91282CBC4	US TREASURY 0.375 12/31/25	02/12/2021	02/18/2021	0.00	99.55	2,000,000.00	1,990,937.50	1,015.19	1,991,952.69	Wells Fargo
912828ZF0	US TREASURY 0.500 03/31/25	02/24/2021	02/26/2021	0.00	100.27	5,000,000.00	5,013,476.56	10,233.52	5,023,710.08	GOLDMAN
91282CBC4	US TREASURY 0.375 12/31/25	03/09/2021	03/12/2021	0.00	98.07	2,000,000.00	1,961,406.25	1,470.99	1,962,877.24	NOMURA
91282CBQ3	US TREASURY 0.500 02/28/26	03/09/2021	03/12/2021	0.00	98.50	3,000,000.00	2,955,000.00	489.13	2,955,489.13	NOMURA
Total				**0.00**		**17,000,000.00**	**16,896,406.25**	**13,726.79**	**16,910,133.04**	
Maturity										
3130A7CV5	FHLBANKS 1.375 02/18/21 MATD	02/18/2021	02/18/2021	0.00	100.00	2,000,000.00	2,000,000.00	0.00	2,000,000.00	
3135G0J20	FANNIE MAE 1.375 02/26/21 MATD	02/26/2021	02/26/2021	0.00	100.20	5,000,000.00	5,000,000.00	0.00	5,000,000.00	
3130AFV61	FHLBANKS 2.500 03/12/21 MATD	03/12/2021	03/12/2021	0.00	100.00	5,000,000.00	5,000,000.00	0.00	5,000,000.00	
Total				**0.00**		**12,000,000.00**	**12,000,000.00**	**0.00**	**12,000,000.00**	
Call Redemption										
3133ELMD3	FEDERAL FARM 1.600 02/10/23 CALD	02/10/2021	02/10/2021	0.00	100.00	5,000,000.00	5,000,000.00	0.00	5,000,000.00	
Total				**0.00**		**5,000,000.00**	**5,000,000.00**	**0.00**	**5,000,000.00**	
Coupon										
3135G0S38	FANNIE MAE 2.000 01/05/22	01/05/2021	01/05/2021	50,000.00		0.00	0.00	0.00	50,000.00	
3135G0U92	FANNIE MAE 2.625 01/11/22	01/11/2021	01/11/2021	65,625.00		0.00	0.00	0.00	65,625.00	
3133EJUS6	FEDERAL FARM 2.875 07/17/23	01/17/2021	01/17/2021	71,875.00		0.00	0.00	0.00	71,875.00	
3135G0T94	FANNIE MAE 2.375 01/19/23	01/19/2021	01/19/2021	59,375.00		0.00	0.00	0.00	59,375.00	
3137EAEU9	FREDDIE MAC 0.375 07/21/25 MTN	01/21/2021	01/21/2021	9,270.83		0.00	(0.00)	0.00	9,270.83	
3133EKWV4	FEDERAL FARM 1.850 07/26/24	01/26/2021	01/26/2021	92,500.00		0.00	0.00	0.00	92,500.00	
912828V80	US TREASURY 2.250 01/31/24	01/31/2021	01/31/2021	56,250.00		0.00	0.00	0.00	56,250.00	
3133ELMD3	FEDERAL FARM 1.600 02/10/23 CALD	02/10/2021	02/10/2021	40,000.00		0.00	0.00	0.00	40,000.00	
3137EAEP0	FREDDIE MAC 1.500 02/12/25 MTN	02/12/2021	02/12/2021	37,500.00		0.00	0.00	0.00	37,500.00	
3130A7CV5	FHLBANKS 1.375 02/18/21 MATD	02/18/2021	02/18/2021	13,750.00		0.00	0.00	0.00	13,750.00	
3135G0J20	FANNIE MAE 1.375 02/26/21 MATD	02/26/2021	02/26/2021	34,375.00		0.00	0.00	0.00	34,375.00	
3133EKBW5	FEDERAL FARM 2.610 02/27/24	02/27/2021	02/27/2021	65,250.00		0.00	0.00	0.00	65,250.00	
3133EKBV7	FEDERAL FARM 2.550 03/01/22	03/01/2021	03/01/2021	63,750.00		0.00	0.00	0.00	63,750.00	
313383YJ4	FHLBANKS 3.375 09/08/23	03/08/2021	03/08/2021	84,375.00		0.00	0.00	0.00	84,375.00	
3133EJFK0	FEDERAL FARM 2.650 03/08/23	03/08/2021	03/08/2021	66,250.00		0.00	0.00	0.00	66,250.00	

Transactions

City of Kirkland | Investment Core

GPA

March 31, 2021

Cusip	Security	Trade Date	Settlement Date	Coupon Payment	Price	Par Amount	Principal Amount	Accrued Amount	Total Amount	Broker
313378JP7	FHLBANKS 2.375 09/10/21	03/10/2021	03/10/2021	59,375.00		0.00	0.00	0.00	59,375.00	
313378WG2	FHLBANKS 2.500 03/11/22	03/11/2021	03/11/2021	62,500.00		0.00	0.00	0.00	62,500.00	
3135G0U43	FANNIE MAE 2.875 09/12/23	03/12/2021	03/12/2021	71,875.00		0.00	0.00	0.00	71,875.00	
3130AFV61	FHLBANKS 2.500 03/12/21 MATD	03/12/2021	03/12/2021	62,500.00		0.00	0.00	0.00	62,500.00	
3137EAEX3	FREDDIE MAC 0.375 09/23/25 MTN	03/23/2021	03/23/2021	9,270.83		0.00	(0.00)	0.00	9,270.83	
912828ZF0	US TREASURY 0.500 03/31/25	03/31/2021	03/31/2021	12,500.00		0.00	0.00	0.00	12,500.00	
Total				**1,088,166.66**		**0.00**	**(0.01)**	**0.00**	**1,088,166.66**	
Cash Transfer										
CCYUSD	US DOLLAR	01/05/2021	01/05/2021	0.00		50,000.00	(50,000.00)	0.00	(50,000.00)	
CCYUSD	US DOLLAR	01/11/2021	01/11/2021	0.00		65,625.00	(65,625.00)	0.00	(65,625.00)	
CCYUSD	US DOLLAR	01/19/2021	01/19/2021	0.00		71,875.00	(71,875.00)	0.00	(71,875.00)	
CCYUSD	US DOLLAR	01/19/2021	01/19/2021	0.00		59,375.00	(59,375.00)	0.00	(59,375.00)	
CCYUSD	US DOLLAR	01/21/2021	01/21/2021	0.00		9,270.83	(9,270.83)	0.00	(9,270.83)	
CCYUSD	US DOLLAR	01/26/2021	01/26/2021	0.00		92,500.00	(92,500.00)	0.00	(92,500.00)	
CCYUSD	US DOLLAR	02/01/2021	02/01/2021	0.00		56,250.00	(56,250.00)	0.00	(56,250.00)	
CCYUSD	US DOLLAR	02/10/2021	02/10/2021	0.00		5,000,000.00	(5,000,000.00)	0.00	(5,000,000.00)	
CCYUSD	US DOLLAR	02/10/2021	02/10/2021	0.00		40,000.00	(40,000.00)	0.00	(40,000.00)	
CCYUSD	US DOLLAR	02/10/2021	02/10/2021	0.00		4,976,103.90	4,976,103.90	0.00	4,976,103.90	
CCYUSD	US DOLLAR	02/12/2021	02/12/2021	0.00		37,500.00	(37,500.00)	0.00	(37,500.00)	
CCYUSD	US DOLLAR	02/17/2021	02/17/2021	0.00		1,991,952.69	1,991,952.69	0.00	1,991,952.69	
CCYUSD	US DOLLAR	02/18/2021	02/18/2021	0.00		2,000,000.00	(2,000,000.00)	0.00	(2,000,000.00)	
CCYUSD	US DOLLAR	02/18/2021	02/18/2021	0.00		13,750.00	(13,750.00)	0.00	(13,750.00)	
CCYUSD	US DOLLAR	02/25/2021	02/25/2021	0.00		5,023,710.08	5,023,710.08	0.00	5,023,710.08	
CCYUSD	US DOLLAR	02/26/2021	02/26/2021	0.00		5,000,000.00	(5,000,000.00)	0.00	(5,000,000.00)	
CCYUSD	US DOLLAR	02/26/2021	02/26/2021	0.00		34,375.00	(34,375.00)	0.00	(34,375.00)	
CCYUSD	US DOLLAR	03/01/2021	03/01/2021	0.00		65,250.00	(65,250.00)	0.00	(65,250.00)	
CCYUSD	US DOLLAR	03/01/2021	03/01/2021	0.00		63,750.00	(63,750.00)	0.00	(63,750.00)	
CCYUSD	US DOLLAR	03/08/2021	03/08/2021	0.00		84,375.00	(84,375.00)	0.00	(84,375.00)	
CCYUSD	US DOLLAR	03/08/2021	03/08/2021	0.00		66,250.00	(66,250.00)	0.00	(66,250.00)	
CCYUSD	US DOLLAR	03/10/2021	03/10/2021	0.00		59,375.00	(59,375.00)	0.00	(59,375.00)	
CCYUSD	US DOLLAR	03/11/2021	03/11/2021	0.00		1,962,877.24	1,962,877.24	0.00	1,962,877.24	

Transactions

City of Kirkland | Investment Core

March 31, 2021

Cusip	Security	Trade Date	Settlement Date	Coupon Payment	Price	Par Amount	Principal Amount	Accrued Amount	Total Amount	Broker
CCYUSD	US DOLLAR	03/11/2021	03/11/2021	0.00		2,955,489.13	2,955,489.13	0.00	2,955,489.13	
CCYUSD	US DOLLAR	03/11/2021	03/11/2021	0.00		62,500.00	(62,500.00)	0.00	(62,500.00)	
CCYUSD	US DOLLAR	03/12/2021	03/12/2021	0.00		62,500.00	(62,500.00)	0.00	(62,500.00)	
CCYUSD	US DOLLAR	03/12/2021	03/12/2021	0.00		5,000,000.00	(5,000,000.00)	0.00	(5,000,000.00)	
CCYUSD	US DOLLAR	03/12/2021	03/12/2021	0.00		71,875.00	(71,875.00)	0.00	(71,875.00)	
CCYUSD	US DOLLAR	03/23/2021	03/23/2021	0.00		9,270.83	(9,270.83)	0.00	(9,270.83)	
CCYUSD	US DOLLAR	03/31/2021	03/31/2021	0.00		12,500.00	(12,500.00)	0.00	(12,500.00)	
Total				**0.00**		**1,178,033.62**	**(1,178,033.62)**	**0.00**	**(1,178,033.62)**	

Cash Flow Forecasting

City of Kirkland | Investment Core

March 31, 2021

One Year Projection
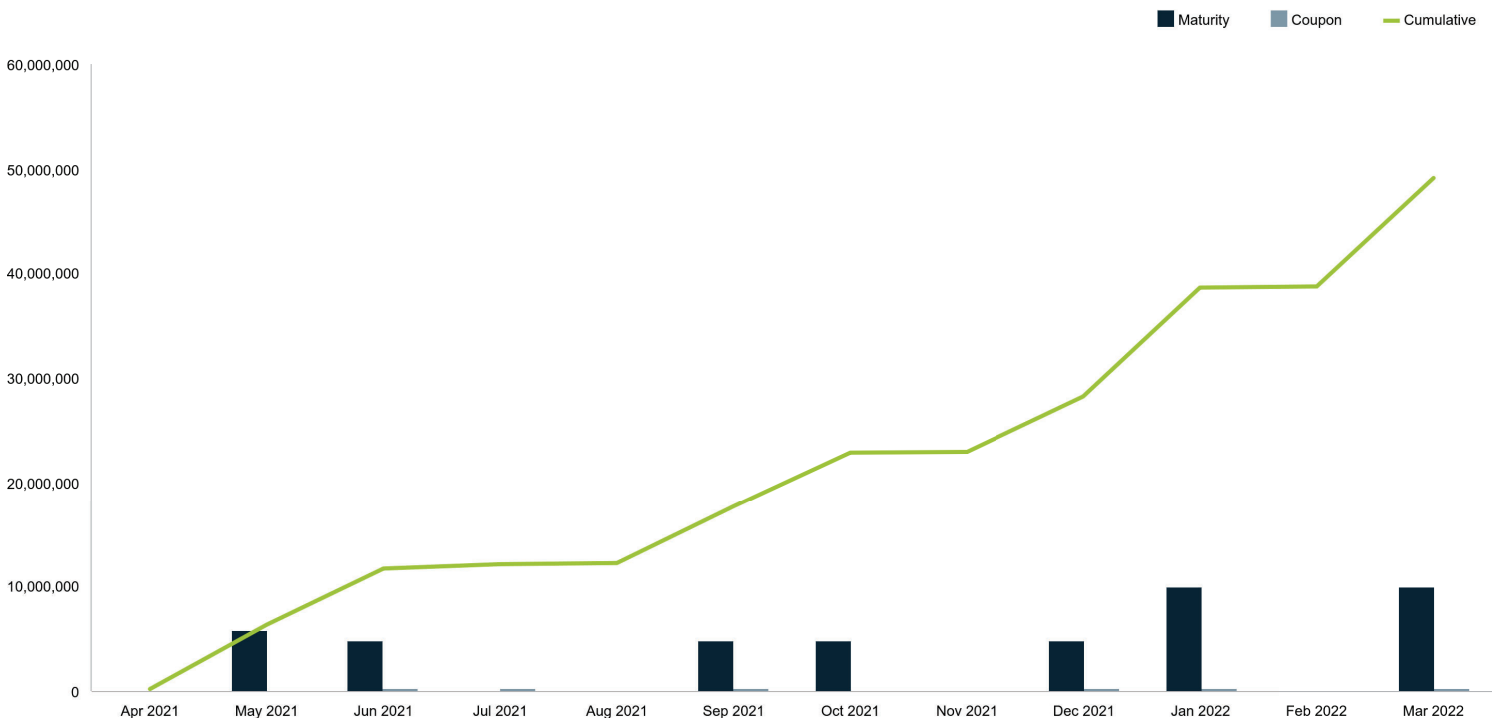
Summary Overview

City of Kirkland | Liquidity

March 31, 2021

Portfolio Characteristics

Metric	Value
Cash and Cash Equivalents	53,454,474.91
Book Yield	0.11%
Market Yield	
Effective Duration	0.01
Years to Maturity	0.01
Avg Credit Rating	NA
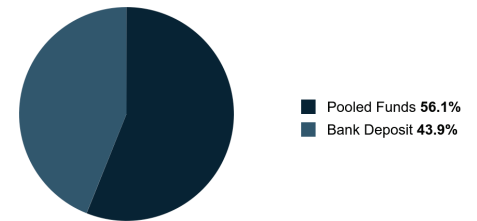
Allocation by Asset Class

- Pooled Funds **56.1%**
- Bank Deposit **43.9%**

Strategic Structure

Account	Par Amount	Book Value	Original Cost	Market Value	Net Unrealized Gain (Loss)	Accrued	Yield at Cost	Effective Duration	Benchmark Duration	Benchmark
KIRK-Liquidity	53,454,474.91	53,454,474.91	53,454,474.91	53,454,474.91	0.00	0.00	0.11%	0.01	0.09	ICE BofA US 1-Month Treasury Bill Index
Total	**53,454,474.91**	**53,454,474.91**	**53,454,474.91**	**53,454,474.91**	**0.00**	**0.00**	**0.11%**	**0.01**	**0.09**	

Return Management-Income Detail

City of Kirkland | Liquidity

March 31, 2021

Accrued Book Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Interest Earned	17,485.14	17,485.14
Book Income	17,485.14	17,485.14
Average Portfolio Balance	52,998,259.86	52,998,259.86
Book Return for Period	0.03%	0.03%

Return Comparisons

Periodic for performance less than one year. Annualized for performance greater than one year.

Legend: ■ Fair Market Return ■ Book Return

	Month to Date	Quarter to Date	Fiscal Year to Date (01/01/2021)	Trailing Year	Trailing 3 Years	Since Inception (08/01/2014)
Fair Market Return	0.01	0.03	0.03	0.29	1.50	1.48
Book Return	0.01	0.03	0.03	0.29	1.50	1.04
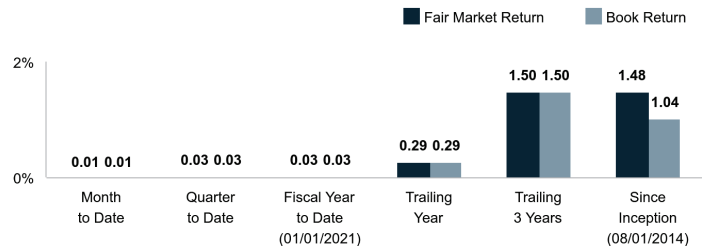
Interest Income

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Accrued Interest	0.00	0.00
Coupons Paid	17,485.14	17,485.14
Purchased Accrued Interest	0.00	0.00
Sold Accrued Interest	0.00	0.00
Ending Accrued Interest	0.00	0.00
Interest Earned	17,485.14	17,485.14

Holdings by Security Type

City of Kirkland | Liquidity

March 31, 2021

Settlement Date	Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Book Yield	Market Yield	Market Value + Accrued	Net Unrealized Gain (Loss)	% Asset	Eff Dur
Bank Deposit												
	KIRK_PCFC_DEP	23,483,106.10	PACIFIC PREMIER DEPOSIT	0.144%			0.14%		23,483,106.10	0.00	43.93	0.01
Total		**23,483,106.10**					**0.14%**		**23,483,106.10**	**0.00**	**43.93**	**0.01**
Pooled Funds												
	WA_LGIP	29,971,368.81	WASHINGTON LGIP	0.076%			0.08%		29,971,368.81	0.00	56.07	0.01
Total		**29,971,368.81**					**0.08%**		**29,971,368.81**	**0.00**	**56.07**	**0.01**
Portfolio Total		**53,454,474.91**					**0.11%**		**53,454,474.91**	**0.00**	**100.00**	**0.01**

Transactions

City of Kirkland | Liquidity

Cusip	Security	Trade Date	Settlement Date	Coupon Payment	Price	Par Amount	Principal Amount	Accrued Amount	Total Amount	Broker
Buy										
KIRK_PCFC_DEP	PACIFIC PREMIER DEPOSIT	02/28/2021	02/28/2021	0.00	1.00	8,888.93	8,888.93	0.00	8,888.93	Direct
WA_LGIP	WASHINGTON LGIP	03/31/2021	03/31/2021	0.00	1.00	3,231,146.53	3,231,146.53	0.00	3,231,146.53	Direct
Total				**0.00**		**3,240,035.46**	**3,240,035.46**	**0.00**	**3,240,035.46**	
Sell										
WA_LGIP	WASHINGTON LGIP	02/04/2021	02/04/2021	0.00	1.00	7,353,419.91	7,353,419.91	0.00	7,353,419.91	Direct
Total				**0.00**		**7,353,419.91**	**7,353,419.91**	**0.00**	**7,353,419.91**	
Interest Income										
KIRK_PCFC_DEP	PACIFIC PREMIER DEPOSIT	02/28/2021	02/28/2021	2,723.28		0.00	2,723.28	0.00	2,723.28	
KIRK_PCFC_DEP	PACIFIC PREMIER DEPOSIT	03/31/2021	03/31/2021	2,877.82		0.00	2,877.82	0.00	2,877.82	
WA_LGIP	WASHINGTON LGIP	01/31/2021	01/31/2021	3,485.27		0.00	3,485.27	0.00	3,485.27	
KIRK_PCFC_DEP	PACIFIC PREMIER DEPOSIT	01/31/2021	01/31/2021	3,287.83		0.00	3,287.83	0.00	3,287.83	
WA_LGIP	WASHINGTON LGIP	03/31/2021	03/31/2021	2,593.66		0.00	2,593.66	0.00	2,593.66	
WA_LGIP	WASHINGTON LGIP	02/28/2021	02/28/2021	2,517.28		0.00	2,517.28	0.00	2,517.28	
Total				**17,485.14**		**0.00**	**17,485.14**	**0.00**	**17,485.14**	

Summary Overview

City of Kirkland | Certificates of Deposit

March 31, 2021

Portfolio Characteristics

Metric	Value
Investments	5,341,789.22
Book Yield	0.60%
Market Yield	0.60%
Effective Duration	0.22
Years to Maturity	0.22
Avg Credit Rating	NA
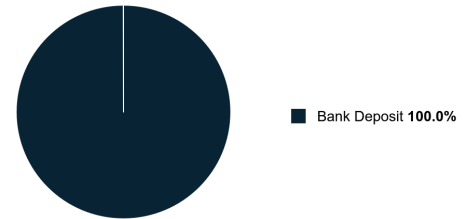
Allocation by Asset Class

■ Bank Deposit **100.0%**

Strategic Structure

Account	Par Amount	Book Value	Original Cost	Market Value	Net Unrealized Gain (Loss)	Accrued	Yield at Cost	Effective Duration	Benchmark Duration	Benchmark
KIRK-Certificates of Deposit	5,341,701.56	5,341,701.56	5,341,701.56	5,341,701.56	0.00	87.66	0.60%	0.22	0.16	ICE BofA 0-3 Month US Treasury Bill Index
Total	**5,341,701.56**	**5,341,701.56**	**5,341,701.56**	**5,341,701.56**	**0.00**	**87.66**	**0.60%**	**0.22**	**0.16**	

Return Management-Income Detail

City of Kirkland | Certificates of Deposit

GPA

March 31, 2021

Accrued Book Return

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Amortization/Accretion	0.00	0.00
Interest Earned	7,883.88	7,883.88
Realized Gain (Loss)	0.00	0.00
Book Income	7,883.88	7,883.88
Average Portfolio Balance	5,336,529.54	5,336,529.54
Book Return for Period	0.15%	0.15%

Return Comparisons

Periodic for performance less than one year. Annualized for performance greater than one year.

■ Fair Market Return ■ Book Return

	Month to Date	Quarter to Date	Fiscal Year to Date (01/01/2021)	Trailing Year	Since Inception (06/28/2019)
Fair Market Return	0.05	0.15	0.15	0.98	1.59
Book Return	0.05	0.15	0.15	0.98	1.59
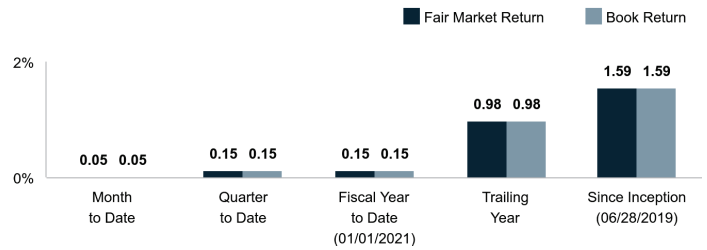
Interest Income

	Quarter to Date	Fiscal Year to Date (01/01/2021)
Beginning Accrued Interest	87.53	87.53
Coupons Paid	7,883.75	7,883.75
Purchased Accrued Interest	0.00	0.00
Sold Accrued Interest	0.00	0.00
Ending Accrued Interest	87.66	87.66
Interest Earned	7,883.88	7,883.88

Holdings by Security Type

City of Kirkland | Certificates of Deposit

March 31, 2021

Settlement Date	Cusip	Par Amount	Security	Coupon Rate	Maturity Date	Call Date	Book Yield	Market Yield	Market Value + Accrued	Net Unrealized Gain (Loss)	% Asset	Eff Dur
Bank Deposit												
	KIRK-1734025-2021	5,341,701.56	East West Bank	0.599%	06/19/2021		0.60%	0.60%	5,341,789.22	0.00	100.00	0.22
Total		**5,341,701.56**					**0.60%**	**0.60%**	**5,341,789.22**	**0.00**	**100.00**	**0.22**
Portfolio Total		**5,341,701.56**					**0.60%**	**0.60%**	**5,341,789.22**	**0.00**	**100.00**	**0.22**

Transactions

City of Kirkland | Certificates of Deposit

March 31, 2021

Cusip	Security	Trade Date	Settlement Date	Coupon Payment	Price	Par Amount	Principal Amount	Accrued Amount	Total Amount	Broker
Buy										
KIRK-1734025-2021	East West Bank	01/31/2021	01/31/2021	0.00	100.00	2,714.20	2,714.20	0.00	2,714.20	Unknown
KIRK-1734025-2021	East West Bank	02/28/2021	02/28/2021	0.00	100.00	2,452.72	2,452.72	0.00	2,452.72	Unknown
KIRK-1734025-2021	East West Bank	03/31/2021	03/31/2021	0.00	100.00	2,716.83	2,716.83	0.00	2,716.83	Unknown
Total				**0.00**		**7,883.75**	**7,883.75**	**0.00**	**7,883.75**	
Coupon										
KIRK-1734025-2021	East West Bank	01/31/2021	01/31/2021	2,714.20		0.00	0.68	0.00	2,714.20	
KIRK-1734025-2021	East West Bank	02/28/2021	02/28/2021	2,452.72		0.00	0.55	0.00	2,452.72	
KIRK-1734025-2021	East West Bank	03/31/2021	03/31/2021	2,716.83		0.00	0.68	0.00	2,716.83	
Total				**7,883.75**		**0.00**	**1.90**	**0.00**	**7,883.75**	

This report is for general informational purposes only and is not intended to provide specific advice or recommendations. Government Portfolio Advisors (GPA) is an investment advisor registered with the Securities and Exchange Commission and is required to maintain a written disclosure statement of our background and business experience.

Questions About an Account: GPA's monthly & quarterly reports are intended to detail the investment advisory activity managed by GPA. The custodial bank maintains the control of assets and settles all investment transactions. The custodial statement is the official record of security and cash holdings and transactions. GPA recognizes that clients may use these reports to facilitate record keeping and that the custodial bank statement and the GPA report should be reconciled, and differences documented.

Trade Date versus Settlement Date: Many custodial banks use settlement date basis and post coupons or maturities on the following business days when they occur on weekend. These items may result in the need to reconcile due to a timing difference. GPA reports are on a trade date basis in accordance with GIPS performance standards. GPA can provide all account settings to support the reason for any variance.

Bank Deposits and Pooled Investment Funds Held in Liquidity Accounts Away from the Custodial Bank are Referred to as Line Item Securities: GPA relies on the information provided by clients when reporting pool balances, bank balances and other assets that are not held at the client's custodial bank. GPA does not guarantee the accuracy of information received from third parties. Balances cannot be adjusted once submitted however corrective transactions can be entered as adjustments in the following months activity. Assets held outside the custodial bank that are reported to GPA are included in GPA's oversight compliance reporting and strategic plan.

Account Control: GPA does not have the authority to withdraw or deposit funds from or to any client's custodial account. Clients retain responsibility for the deposit and withdrawal of funds to the custodial account. Our clients retain responsibility for their internal accounting policies, implementing and enforcing internal controls and generating ledger entries or otherwise recording transactions.

Custodial Bank Interface: Our contract provides for the ability for GPA to interface into our client's custodial bank to reconcile transactions, maturities and coupon payments. The GPA client portal will be available to all clients to access this information directly at any time.

Market Price: Generally, GPA has set all securities market pricing to match custodial bank pricing. There may be certain securities that will require pricing override due to inaccurate custodial bank pricing that will otherwise distort portfolio performance returns. GPA may utilize Refinitiv pricing source for commercial paper, discount notes and supranational bonds when custodial bank pricing does not reflect current market levels. The pricing variances are obvious when market yields are distorted from the current market levels.

Amortized Cost: The original cost on the principal of the security is adjusted for the amount of the periodic reduction of any discount or premium from the purchase date until the date of the report. Discounts or premiums are amortized on a straight-line basis on all securities. This can be changed at the client's request.

Callable Securities: Securities subject to redemption in whole or in part prior to the stated final maturity at the discretion of the security's issuer are referred to as "callable". Certain call dates may not show up on the report if the call date has passed or if the security is continuously callable until maturity date. Bonds purchased at a premium will be amortized to the next call date while all other callable securities will be amortized to maturity. If the bond is amortized to the call date, amortization will be reflected to that date and once the call date passes, the bond will be fully amortized.

Duration: The duration is the effective duration. Duration on callable securities is based on the probability of the security being called given market rates and security characteristics.

Benchmark Duration: The benchmark duration is based on the duration of the stated benchmark that is assigned to each account.

Rating: Information provided for ratings is based upon a good faith inquiry of selected sources, but its accuracy and completeness cannot be guaranteed.

Coupon Payments and Maturities on Weekends: On occasion, coupon payments and maturities occur on a weekend or holiday. GPA's report settings are on the accrual basis so the coupon postings and maturities will be accounted for in the period earned. The bank may be set at a cash basis, which may result in a reconciliation variance.

Cash and Cash Equivalents: GPA has defined cash and cash equivalents to be cash, bank deposits, LGIP pools and repurchase agreements. This may vary from your custodial bank which typically defines cash and equivalents as all securities that mature under 90 days. Check with your custodial bank to understand their methodology.

Account Settings: GPA has the portfolio settings at the lot level, if a security is sold our setting will remove the lowest cost security first. First-in-first-out (FIFO) settings are available at the client's request.

Historical Numbers: Data was transferred from GPA's legacy system, however, variances may exist from the data received due to a change of settings on Clearwater. GPA is utilizing this information for historical return data with the understanding the accrual settings and pricing sources may differ slightly.

Financial Situation: In order to better serve you, GPA should be promptly notified of any material change in your investment objective or financial situation.

No Guarantee: The securities in the portfolio are not guaranteed or otherwise protected by GPA, the FDIC (except for non-negotiable certificates of deposit) or any government agency. Investment in securities involves risks, including the possible loss of the amount invested.

GPA GOVERNMENT PORTFOLIO ADVISORS

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Archie Ferguson, Fleet Manager
               Ray Steiger, PE, Superintendent
               Julie Underwood, Director of Public Works

Date: May 6, 2021

Subject: DECLARATION OF SURPLUS VEHICLES AND EQUIPMENT

RECOMMENDATION:

It is recommended that the Council approve the declaration of surplus vehicles and equipment identified in this staff report, which will lead to their removal from the City's Equipment Rental Fund replacement schedule and to their disposal.

Approval of this item on the Consent Calendar will authorize the disposal of surplus vehicles and equipment.

BACKGROUND DISCUSSION:

The surplus of vehicles and equipment that have been replaced with new vehicles or equipment, or which no longer meet the needs of the City, is consistent with the City's Equipment Rental Fund replacement schedule policy. Under that policy, if a declaration of surplus is approved by City Council then vehicles and/or equipment are sold or disposed of in accordance with the *Kirkland Municipal Code*, Chapter 3.86, "Sale and Disposal of Surplus Personal Property." The only exception is concerning surplus Police Department Interceptors. Police has been given permission to retain surplus patrol units as needed, to be used as Neighborhood Resource Officer vehicles.

Once a vehicle or equipment is scheduled for replacement through the budget process, Fleet Management staff utilizes specific criteria to evaluate the vehicle or equipment prior to making a final recommendation for disposing of it. Among the replacement criteria considered are:

- Wear and tear on the engine, drive train, and transmission;
- Condition of the structural body and major component parts;
- The vehicle's frequency and nature of past repairs;
- Changes in the vehicle's mission as identified by the Department that it serves;
- Changes in technology;
- Vehicle right-sizing;
- The impact of future alternative fuels usage; and/or
- Specific vehicle replacement funding accrued.

The decision to recommend replacement of a vehicle requires the consensus of the Fleet Management staff and the department that it serves. Vehicles should be replaced close to the point where major repairs and expenses are anticipated to occur in order to maximize their usefulness without sacrificing resale value. Consideration of the vehicle's established accounting life (replacement cycle) is a key factor in that evaluation.

The replacement cycle of a given vehicle or piece of equipment is its years of anticipated useful life for the City. The replacement cycle enables staff to calculate a schedule and a fee to charge the home department so that the Equipment Rental Fund has sufficient resources to purchase a similar replacement if and when a replacement is needed. The replacement cycle is a guideline; the actual longevity of specific vehicles and equipment often varies somewhat from the established cycle based on the criteria listed above.

An outcome of the 2020 Fleet Rate Study was that most of our replacement cycles have been increased slightly to better reflect the actual life experienced by Kirkland's fleet. The City's updated replacement cycles are as follows:

Vehicle description	Prior replacement cycle	Current replacement cycle
Mowers/Field rakes	4 years	6 years
Patrol police cars	4 years	5 years
Small equip/Motorcycles	6 years	8 years
Vehicle/Pick-up	8 years	10 years
Large equipment	10 years	12 years
Dump trucks/Vans	12 years	14 years
Trailers	15 years	17 years
Fire apparatus	18 years	18 years

Based on the considerations and criteria reviewed in this staff report, the following vehicle and equipment are recommended for surplus:

Fleet #	Dept.	Year	Make & Model	License	Hours/ Miles
PU-92	PW	2010	Ford Escape Hybrid AWD	50230D	36,087
PU-103	P&B	2011	Chevrolet Colorado AWD	43581D	43,851
M-15	PCS	2011	Toro Groundsmaster 3505D	N/A	1,745
M-18	PCS	2013	John Deere 1445 Mower	N/A	899
M-19	PCS	2013	John Deere 1445 Mower	N/A	683
M-21	PCS	2014	Toro Groundsmaster Mower 4010	N/A	1,458
M-22	PCS	2014	Toro Groundsmaster Mower 4500-D	N/A	3,596
M-23	PCS	2014	Toro Groundsmaster Mower 360	N/A	669
M-24	PCS	2014	Toro Groundsmaster Mower 3280-D	N/A	844
M-25	PCS	2014	Toro Groundsmaster Mower 3280-D	N/A	928

Unit PU-92 has exceeded the replacement cycle of ten years by one year.

Unit PU-103 has reached the replacement cycle of ten years.

Unit M-15 has exceeded the replacement cycle of six years by four years.

Unit M-18 has exceeded the replacement cycle of six years by two years.

Unit M-19 has exceeded the replacement cycle of six years by two years.

Unit M-21 has exceeded the replacement cycle of six years by one year.

Unit M-22 has exceeded the replacement cycle of six years by one year.

Unit M-23 has exceeded the replacement cycle of six years by one year.

Unit M-24 has exceeded the replacement cycle of six years by one year.

Unit M-25 has exceeded the replacement cycle of six years by one year.

CITY OF KIRKLAND
Information Technology Department
123 Fifth Ave, Kirkland, WA 98033 · 425.587.3050
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Smitha Krishnan, IT Director
              Xiaoning Jiang, IT Deputy Director

Date: 05/06/2021

Subject: IT Stabilization Implementation Update

RECOMMENDATION

It is recommended that the City Council receive a quarterly update on the Information Technology (IT) Stabilization Project, which has been in implementation since September 2019. As a reminder, the goals of this project are:

1. Improve reliability and reduce downtime in IT operations and services
2. Continue to shift towards a mature and proactive IT culture

In December 2020, Phase 1 of Implementation was completed.

BACKGROUND DISCUSSION

At the last update to City Council in January 2021, the IT Department provided an overview of the key areas of focus for IT Stabilization:

1. Risk Mitigation Activities
2. IT Service Management (ITSM) Solution
3. IT Security Strategy and Roadmap

In 2021, the above three areas (risk mitigation, IT Service Management and Security Strategy and Roadmap) are becoming part of the IT department's ongoing work plan. These are no longer "special projects" but rather part of every IT team's work plan. This memo is reflective of this shift and will provide an update on the following areas:

1. IT Service/Operations Management
2. IT Security Work Plan
3. IT Department Work Plan

IT Service/Operations Management

As part of the implementation of the IT Service Management solution in 2020, including the customer portal, the following targets were established for key operational performance indicators or KPIs. The actuals for these KPI's for the months of March and April are also recorded below.

Key Performance Indicator (KPI)	Target	March Actual	April Actual
Mean Time to Incident Resolution for P0 to P2	6 hours	122 min (2 hours)	65 min (1 hour)
Mean Time to Incident Resolution Target Met	80%	97.4%	97.0%
Mean Time to Service Resolution for P1 & P2	32 hours (4 Business Days)	6.5 hours	16.25 hours
Mean Time to Service Resolution Target Met	80%	97.3%	96.6%
P0 (Major) plus P1 (High Priority) Incidents	≤3 per month	1	**3**
First Call Resolution	50%	81%	87%

The actual numbers for March and April are indicative of the high service levels offered by IT to the organization. After gathering 3 months of reliable data, IT staff will further adjust the targets based on actuals to continually improve service levels and accountability of IT staff. The IT Service Management solution also provides increased visibility of the distribution of IT resources across departments. See **Attachment A**.

In April, the City experienced 3 High Priority incidents or disruption of IT services. All 3 incidents were related to hardware/software issues related to the Firewalls on the City's Network. The incidents were resolved within the agreed-upon service levels and mitigation steps were also taken to prevent future occurrences of this issue.

The second phase of this implementation was completed in the end of March, and included the deployment of the following modules:

1. Change Management
2. Configuration Management
3. Asset Management

Benefits of implementing these modules are:

- Standardized change management processes to control risk and minimize disruption of IT services
- Configuration management to allow staff to track and account for physical and virtual infrastructure assets
- Asset management to proactively track the lifecycle of hardware and software, reducing maintenance costs in the long term. Currently, the module has been deployed only for hardware assets, and will be expanded to include software license management this year.

IT Security Work Plan

In 2020, IT developed the Security Strategy and Roadmap. In 2021, the IT Security Work Plan is focused on the deployment of the right tools, processes and procedures to increase the City's security posture based on industry standards. On the following page are some highlights from the IT Security Work Plan:

Item #	Item Description	Status	Planned Schedule	Actual Schedule
1	Conduct annual penetration test by third-party. Status Update: • Penetration test was conducted in March. • No red flags were detected, which is indicative of a healthy and secure network. • Corrective action plan developed for identified risks. Work to be completed by mid-June.	In Progress	Q2, 2021	Q1 – Q2, 2021
2	Implementation of Security Incident and Event Management (SIEM) Solution • Xiologix/FortiSIEM selected as "Apparently successful" vendor/solution. Contract negotiations in progress. • Phase 1 will kick off in June with go-live in mid-September. • Phase 2 will include implementation of IT Operations Management for improved monitoring of day-to-day IT Operations.	In Progress	Q2 2021 to Q1 2022	Q1 – Q4, 2021
3	Update IT Policies to account for the "new normal" that has risen in the wake of the pandemic. Add SOPs to align with the policies.	In Progress	Year-long activity	
5	Implement quarterly TTXs for IT staff and key stakeholders	Not Started	Q2 & Q4	
6	Hire an Information Security Analyst to execute the security-related work plan items,	Complete	Q1	Q1
7	Create a cross-departmental security governance committee to keep the City's Leadership informed of IT security risks	Complete	Q1	Q2 (First meeting in May 2021)

IT Department Work Plan for 2021

In March, IT finalized the 2021 work plan with approval from the IT Steering Team. The IT Steering Team is comprised of all Department Directors, Municipal Court Administrator and the Deputy City Manager. The Steering Team agreed on the prioritization of projects and allocation of IT staff resources across departments and recommended the adoption of the work plan to the City Manager. As per this plan, 97% of IT staff resources are committed for 2021 under two categories:

1. **Maintenance and Operations** of the City's network and infrastructure, systems and applications.

2. **Technology Projects** including system/application upgrades, enhancement of existing services, and implementation of new services that align with Council priorities.

This does not include the management team unless specifically allocated for project management activities. The Management Team will continue to manage overall expectations of the work plan and help prioritize as unexpected priorities or workload items are identified. The 3% balance is being preserved as contingency for unplanned events or new priorities that may evolve through the year.

Attachment B provides a list of Medium to X-Large IT projects by quarter for 2021.   **Attachment C** provides a brief description of these projects. Key work plan items by team are summarized below.

Enterprise Applications:
1. **Munis Upgrades and Implementations (X-Small to X-Large)** for 2021 accumulate to an estimated 1200 hours (0.75 FTE). This includes upgrades and the implementation of several new modules. The upgrades include the *first* major upgrade of the Munis System as well as ExecuTime, Tyler Content Manager (TCM) and Tyler Cashiering. In addition, IT will support HR's implementation of NeoGov to replace the Applicant Tracking module in Munis in Q2.
2. **Implementation of Microsoft Teams to Replace Skype for Business (Large)**: Skype for Business will be discontinued this summer by Microsoft. The EA and NDS teams implemented Microsoft Teams citywide in April.
3. **EnerGov Upgrade to HTML5 version (Large)**: This project will have a high customer impact due to the change in the "look and feel" of the application. Go-Live is planned in Q3.
4. **City Website Stabilization (Medium)**: This is likely to continue through Q2 as more users adopt the new website. The new website needs to be migrated to an ongoing "Maintenance and Operations" mode with oversight by a Governance Board, which has been established.

Geographic Information Systems:
1. **CityHub GIS Platform Upgrade Phase 2 (Medium to Large)**: CityHub is the City's new web-based solution to create, view, deploy, and share interactive maps, apps, data, and reports on a centralized hub. This project was launched in 2019 and closed out in Q1 of this year.
2. **Lucity (Enterprise Asset Management) Upgrade (Large)**: This is the Lucity system's second major upgrade and includes new functionality such as a vehicle scheduling/reservation management.
3. **Community/Inclusion Data Dashboard (Small to Medium)**: The GIS Team will provide technical and data services to CMO and other City Departments for the development of new public facing dashboards supporting the R-5434 initiative.
4. **Geo-Notification Application (Medium)**: This is a new application enabling constituents to receive email notifications about new development activities in a defined area. A 3rd party solution from Tyler has been selected. Work on implementing this new application will begin in Q2.

Network and Desktop Services:
1. **City Network Refresh (X-Large)**: This project was kicked off in 2020 and will be completed this year. This is the biggest IT project for 2021 and replaces all network and wireless equipment in all City buildings. This implementation will also improve Wi-Fi access for users. There is a high level of customer impact for this project. Service outages will be planned to minimize the impact as best as possible.
2. **Teams Implementation (Large)**: Described above.
3. **Secondary Backup to MS Azure Cloud at KJC (Medium)** – This project was funded as a service package and was implemented in April. This implementation eliminates the secondary backup of the Azure Cloud environment to Texas and replaces it with an on-premise backup at the Kirkland Justice Center. This will yield a cost saving of approximately $41,000 in 2021 and $72,000 ongoing beginning in 2022.
4. **Streamlining weekly patching (Small)**: The NDS team streamlined the weekly patching cycles to better align systems and applications with each other and reduce downtime for

customers. This has also reduced the load on IT staff weekly. This is a joint effort, across all teams in IT, and was also completed in April.

5. **Enhancements to data/system backups (Medium)**: This has been completed. The initial results indicate an estimated annual savings of close to $22,900. The improved backup solution allows us to restore from Azure, if there were a failure in hours/days rather than weeks/months.

Conclusion/Next Steps:

The IT Department will continue to provide quarterly updates to City Council with progress made in the following areas:

1. IT Service/Operations Management
2. IT Security Work Plan
3. IT Department Work Plan

Attachment A   Incidents and Service Requests by Department

Definition of Incident   A disruption of IT Service that requires a fix
Definition of Service Request   A request for an IT service or product

Department	March Incidents	% Resolved within SLA	April Incidents	% Resolved within SLA
Boards and Commission	1	100.0%	1	100.0%
City Attorney's Office (CAO)	2	100.0%	1	0.0%
City Council	0	0.0%	6	100.0%
City Manager's Office (CMO)	10	100.0%	15	100.0%
Finance and Administration	46	93.5%	42	97.6%
Fire	17	95.0%	26	88.1%
Human Resources	14	100.0%	8	87.5%
Information Technology	31	100.0%	29	93.1%
Municipal Court	15	100.0%	27	100.0%
Parks and Community Services	15	100.0%	33	98.2%
Planning and Building Department	46	97.8%	76	100.0%
Police	32	96.9%	48	100.0%
Public Works	77	97.4%	89	96.6%
Total	**307**	**97.4%**	**404**	**97.0%**

Department	March Service Requests	% Resolved within SLA	April Service Requests	% Resolved within SLA
Boards and Commission	0	0	0	0.0%
City Attorney's Office	0	0	2	100.0%
City Council	0	0	1	100.0%
City Manager's Office	17	88.20%	27	77.80%
Finance and Administration	38	94.70%	34	97.10%
Fire	15	100.0%	10	100.0%
Human Resources	11	100.0%	18	100.0%
Information Technology	37	97.30%	49	95.90%
Municipal Court	9	100.0%	12	100.0%
Parks and Community Services	42	100.0%	29	100.0%
Planning and Building Department	38	94.70%	32	100.0%
Police	24	100.0%	23	100.0%
Public Works	64	98.40%	59	98.30%
Total	**295**	**97.30%**	**297**	**96.60%**

	Project or Initiative	Estimated Hours	Team	FTE REQ	Budget Source	Type of Work	Level Of Effort (For IT)	Customer Impact (See Grid)
	▼ Planned by Quarter **Q1**			Sum **5.62**				
1	ArcGIS Enterprise City Hub Phase II		GIS	1.02	IT Operating	New Service	M	L
2	Backups		NDS	0.10	IT CIP	Maintenance/Patching/Upgrade	M	S
3	Electronic Signature		EA	0.20	Department CIP	New Service	M	M
4	ITSM Phase 2 - ITAM		IT	1.30	IT CIP	New Service	L	M
5	Laserfiche Implementation		EA	0.30	Department CIP	New Service	M	M
6	Munis Q1 SP		EA	0.00	IT Operating	Maintenance/Patching/Upgrade	M	M
7	Network Refresh Q1		NDS	1.13	IT CIP	Maintenance/Patching/Upgrade	XL	M
8	PC Replacements Q1		NDS	0.60	IT Operating	Enhancement	L	M
9	Penetration Testing		IT	0.15	IT CIP	Maintenance/Patching/Upgrade	M	XS
10	SIEM Solution Procurement		IT	0.63	IT CIP	Project/Planning	M	S
11	Telestaff PD Upgrade		EA	0.20	IT Operating	Maintenance/Patching/Upgrade	M	M
	▼ Planned by Quarter **Q2**			Sum **8.36**				
12	CMS Post-Implementation		EA	0.10	IT Operating	Enhancement	M	S
13	ArcGIS ArcMap / Pro Upgrade		GIS	0.25	IT Operating	Maintenance/Patching/Upgrade	M	M
14	ArcGIS Enterprise / Server Upgrade		GIS	0.63	IT Operating	Maintenance/Patching/Upgrade	L	S
15	Broadcast System Upgrade		DCOM	0.41	Other	Maintenance/Patching/Upgrade	M	L
16	Genetec Security Desk Upgrade		EA	0.10	IT Operating	Maintenance/Patching/Upgrade	M	S
17	Genetec Server Migrations		NDS	0.50	IT Operating	Maintenance/Patching/Upgrade	L	M
18	Geo-Notification App		IT	0.45	Department CIP	New Service	M	M
19	IFAS Sunset		EA	0.20	IT CIP	New Service	M	M
20	Lucity Upgrade		GIS	0.83	IT Operating	Maintenance/Patching/Upgrade	L	M
21	Migrate City to Teams		EA	1.05	IT Operating	New Service	L	L
22	Munis Q2 SP		EA	0.20	IT Operating	Maintenance/Patching/Upgrade	M	M
23	Network Refresh Q2		NDS	1.13	IT CIP	Maintenance/Patching/Upgrade	XL	M
24	PC Replacements Q2		NDS	0.60	IT Operating	Enhancement	L	M
25	Server OS Upgrades		NDS	0.38	IT Operating	Maintenance/Patching/Upgrade	M	L
26	SIEM Solution Implementation		IT	1.00	IT CIP	New Service	L	XS
27	VMWare 7 Upgrade		NDS	0.05	IT Operating	Maintenance/Patching/Upgrade	M	M
28	Vulnerability Assessment bi-annual		NDS	0.10	IT Operating	Maintenance/Patching/Upgrade	M	XS
29	Fuel App Replacement		EA	0.30	Department CIP	New Service	M	M
30	Zoom Direct to Granicus		EA	0.10	IT Operating	Enhancement	M	XS
	▶ Planned by Quarter **Q3**			Sum **4.45**				
31	ITSM Phase 3 - ITOM		IT	0.87	IT CIP	Enhancement	L	S
32	CIP Project Dashboard		GIS	0.18	IT Operating	Enhancement	M	M
33	AVL/Lucity		GIS	0.20	Department CIP	New Service	M	L
34	Fire Station 24 Onboarding		NDS	0.10	Other	New Service	M	XS
35	Fire Station 27 Design Phase		IT	0.10	Other	New Service	M	S
36	Lucity/GIS CityHub Integration		GIS	0.30	IT Operating	Maintenance/Patching/Upgrade	M	M
37	Munis Upgrade		EA	0.98	IT Operating	Maintenance/Patching/Upgrade	L	L
38	Network Refresh Q3		NDS	1.13	IT CIP	Maintenance/Patching/Upgrade	XL	M
39	PC Replacements Q3		NDS	0.60	IT Operating	Enhancement	L	M
	▼ Planned by Quarter **Q4**			Sum **3.95**				
40	Executime		EA	0.20	IT Operating	Maintenance/Patching/Upgrade	M	M
41	Energov Upgrade (All HTML)		EA	1.02	IT Operating	Maintenance/Patching/Upgrade	L	XL
42	Annual Risk Assessment		IT	0.25	IT CIP	Project/Planning	M	M
43	Energov GIS CityHub Integration		GIS	0.18	IT Operating	Enhancement	M	M
44	Geocortex Upgrade		GIS	0.43	IT Operating	Maintenance/Patching/Upgrade	M	M
45	Multifactor Authentication Project		IT	0.20	IT CIP	New Service	M	S
46	Munis Q4 SP		EA	0.25	IT Operating	Maintenance/Patching/Upgrade	M	M
47	Network Refresh Q4		NDS	1.13	IT CIP	Maintenance/Patching/Upgrade	XL	M
48	Tyler Cashiering SP		EA	0.20	IT Operating	Maintenance/Patching/Upgrade	M	M
49	Vulnerability Assessment bi-annual		NDS	0.10	IT Operating	Maintenance/Patching/Upgrade	M	XS

Size by Quarter	FTE Required
▼ Planned by Quarter **Q1**	Sum **15.56**
▶ Level Of Effort **XL**	Sum **1.13**
▶ Level Of Effort **L**	Sum **1.90**
▶ Level Of Effort **M**	Sum **2.60**
▶ Level Of Effort **S**	Sum **0.50**
▶ Level Of Effort **XS**	Sum **0.19**
▶ Level Of Effort **O&M**	Sum **9.26**
▼ Planned by Quarter **Q2**	Sum **19.06**
▶ Level Of Effort **XL**	Sum **1.13**
▶ Level Of Effort **L**	Sum **4.60**
▶ Level Of Effort **M**	Sum **2.63**
▶ Level Of Effort **S**	Sum **1.26**
▶ Level Of Effort **XS**	Sum **0.19**
▶ Level Of Effort **O&M**	Sum **9.26**
▼ Planned by Quarter **Q3**	Sum **14.11**
▶ Level Of Effort **XL**	Sum **1.13**
▶ Level Of Effort **L**	Sum **2.44**
▶ Level Of Effort **M**	Sum **0.88**
▶ Level Of Effort **S**	Sum **0.33**
▶ Level Of Effort **XS**	Sum **0.08**
▶ Level Of Effort **O&M**	Sum **9.26**
▼ Planned by Quarter **Q4**	Sum **13.50**
▶ Level Of Effort **XL**	Sum **1.13**
▶ Level Of Effort **L**	Sum **1.02**
▶ Level Of Effort **M**	Sum **1.80**
▶ Level Of Effort **S**	Sum **0.23**
▶ Level Of Effort **XS**	Sum **0.07**
▶ Level Of Effort **O&M**	Sum **9.26**

Planned IT Projects and Initiatives by Quarter

Project / Initiative	Brief Description	Customer
Quarter 1 2021		
Munis Q1 SP	Quarterly Service Package Upgrade for Munis	Enterprise
Telestaff PD Upgrade	Upgrade of Police module of Telestaff	Police
PC Replacements	Desktop and Laptop Replacements scheduled for Q1	Enterprise
LaserFiche Implementation	Implementation of SaaS Solution for Document Storage and Retrieval	Municipal Court
ITSM Phase 2 - ITAM	Implementation of module for IT Asset Management	IT
ArcGIS Enterprise City Hub Phase II	Final Configuration and Roll Out of Enterprise GIS Platform Upgrade	Enterprise
SIEM Solution Procurement	Procurement of Security Incident and Event Monitoring Solution	IT
Backups	Streamline backups and eliminate a secondary back of the Azure Environment in Texas	IT
Penetration Testing	Annual Penetration Test of external facing infrastructure and applications, and the City's website	IT
Network Refresh Q1	Replace aged equipment, increase performance and upgrade wireless	Enterprise
Electronic Signatures	Implementation of SaaS Solution for Electronic Signatures	Enterprise
Quarter 2 2021		
Genetec Server Upgrades	Upgrade of aged hardware at the KJC for the security system	Enterprise
Lucity Upgrade	Upgrade of Lucity Asset Management System	Enterprise
CMS Post Implementation	Stabilization and Governance of City's New Website	Enterprise
Vulnerability Assessment	Bi-annual assessment of known security vulnerabilities in the infrastructure	IT
Network Refresh Q2	Replace aged equipment, increase performance and upgrade wireless	Enterprise
SIEM Solution Implementation	Implementation of the Security Incident and Event Monitoring solution	IT
Geo-Notification App	Implementation of development/permit geo-notification application	Development Services
Broadcast System Upgrade	Upgrade of digital broadcast system components and software	IT
ArcGIS Enterprise / Server Upgrade	Upgrade of GIS Servers / and Enterprise Platform	Enterprise
Server OS Upgrades	Upgrades the operating systems on older servers to get current and secured	IT
Munis Q2 SP	Quarterly Service Package Upgrade for Munis	Enterprise
Microsoft Teams Migration	Migrations to Teams solution for Instant Messaging and Meeting	Enterprise
VMWare 7 Upgrade	Upgrade to current version. Provides security and feature enhancements	Enterprise
Genetec Security Desk Upgrade	Upgrade of version for Security Desk application	Facilities
IFAS Sunset	Archiving Data from deprecated application into reporting solution	Finance
PC Replacements Q2	Desktop and Laptop Replacements scheduled for Q2	Enterprise
ArcGIS ArcMap / Pro Upgrade	Upgrade of Desktop GIS clients	Enterprise
Fuel App Replacement	Replacing Phoenix Petrovend with new application	Public Works
Zoom Direct to Granicus	Record Council and Board Meetings directly to Granicus	Enterprise

Quarter 3 2021		
ITSM Phase 3 - ITOM	Implementation of software for IT day-to-day operations management	IT
PC Replacements Q3	Desktop and Laptop Replacements scheduled for Q3	Enterprise
Munis Upgrade	Major Version upgrade for Munis application	Enterprise
Network Refresh Q3	Replace aged equipment, increase performance and upgrade wireless	Enterprise
CIP Project Dashboard	Replaces current CIP suggest a project map with modern CityHub Dashboard	Public Works
Lucity/GIS CityHub Integration	Updating Lucity Map Views to use GIS City Hub maps	Enterprise
AVL/Lucity	Support AVL Program and integration with Lucity	Enterprise
Fire Station 24 Onboarding	New Fire Station technology needs	Public Safety
Fire Station 27 Design Phase	Fire Station 27 technology needs assessment	Public Safety
Quarter 4 2021		
Tyler Cashiering SP	End of Year Service Package for Tyler Cashiering application	Enterprise
Energov Upgrade (All HTML)	Major version upgrade for Energov moving from Silverlight to HTML 5	Enterprise
Network Refresh Q4	Replace aged equipment, increase performance and upgrade wireless	Enterprise
Munis Q4 SP	Quarterly Service Package Upgrade for Munis	Enterprise
Executime Upgrade	Upgrade of Executime version	Enterprise
Multifactor Authentication Pilot	Adding multi-level authentication at network login	Enterprise
Energov GIS CityHub Integration	Updating the Energov Webmap to use modern CityHub WebMaps	Enterprise
Geocortex Upgrade	Upgrade of GeoCortex Software and associated applications (GIS Browsers)	Enterprise
Vulnerability Assessment	Bi-annual assessment of known security vulnerabilities in the infrastructure	IT
Annual Risk Assessment	Annual Security and Risk Assessment based on industry standards	Enterprise

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Laura Drake, P.E, Project Engineer
Rod Steitzer, P.E., Capital Projects Manager
Julie Underwood, Director of Public Works

Date: May 6, 2021

Subject: KIRKLAND AVENUE/LAKE STREET INTERSECTION—APPROVE FISCAL NOTE

RECOMMENDATION:

It is recommended that the Council approve a fiscal note for the Kirkland Avenue/Lake Street Intersection Improvements to amend the project budget to: 1) expand the scope for additional infrastructure enhancements, and 2) develop options for urban design enhancements.

By taking action on this item under the Consent Calendar the City Council is approving a fiscal note for the Kirkland Avenue/Lake Street Intersection Improvement project and authorizing an increase in the project's funding and scope.

BACKGROUND DISCUSSION:

At its May 4, 2021 meeting, the Council received an overview and update about the Kirkland Avenue/Lake Street Intersection Improvement project (see May 4 staff report here).

As part of the discussion, staff presented two scope enhancement opportunities. One was to address infrastructure deficiencies staff discovered during the preliminary design phase, including broken signal conduit, aged signal poles, the recommendation to relocate the power service cabinet, and failing surface water conveyance pipes. The second scope enhancement opportunity was to have the consulting engineers develop options to a conceptual level of urban design features that could be integrated into the intersection improvement and complement the urban design features that were included in the reconstruction of Park Lane. The Council approved scope enhancement #1 and requested additional information for scope enhancement #2.

With this item, staff is seeking the Council's approval of a fiscal note that will provide $580,000 for the related infrastructure improvements (scope enhancement #1) and $15,000 for the urban design concept options (additional information for scope enhancement #2), which would increase the project budget by $595,000. This budget increase will be funded with a $40,0000 transfer from the Intelligent Transportation System (TRC1200000) project and a $555,000 transfer from REET 1 Reserves.

Attachment A: Fiscal Note

FISCAL NOTE

CITY OF KIRKLAND

Source of Request
Julie Underwood, Director of Public Works

Description of Request
Project budget increase of $595,000 for the Kirkland Ave/Lake St Intersection **(TRC1370000)** project. This will increase the overall budget from $1,677,500 to $2,272,500. This request will be funded with a $40,0000 transfer from the Intelligent Transportation System **(TRC1200000)** project and a $555,000 transfer from REET 1 Reserves. The expanded request includes $15,000 for urban design concepts as requested by Council.

Legality/City Policy Basis

Fiscal Impact
- One-time transfer of $40,000 in REET 2 funding from TRC1200000 to TRC1370000 . **- One-time transfer of $555,000 from REET 1 Reserves to TRC1370000.**

Recommended Funding Source(s)							
	Description	2022 Est End Balance	Prior Auth. 2021-22 Uses	Prior Auth. 2021-22 Additions	Amount This Request	Revised 2022 End Balance	2022 Target
Reserve	REET 1 Reserves	4,806,956	0	25,769	(555,000)	4,251,956	1,000,000
	Note: REET 1 Reserves have been updated to include $4,457,846 which was originally set aside Fire Station 27.						
Revenue/Exp Savings	$40,000 of expenses originally scoped in TRC1200000 will be included in TRC1370000.						
Other Source							

Other Information
- ITS transfer from TRC1200000 (REET 2) - REET reserve transfer from 19018304-599012-REET1

Prepared By	Robby Perkins-High, Financial Planning Supervisor	Date	May 6, 2021

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager, External Affairs
                Christine Hendrickson, Web and Multimedia Specialist

Date: May 12, 2021

Subject: RESOLUTION UPDATING PROCEDURES APPLICABLE TO THE KIRKLAND
                CULTURAL ARTS COMMISSION

RECOMMENDATION:

That the City Council approve proposed Resolution R-5478 relating to the Kirkland Cultural Arts Commission (KCAC). By approving the consent agenda, this resolution will be approved.

BACKGROUND DISCUSSION:

On March 5, 2021, the Council updated the City Council's policies and procedures through Resolution R-5470. Chapter 8 of the Council's amended policies and procedures limits the City advisory boards and commissions to a maximum of seven (7) or eight (8) members appointed by the City Council.

The existing Resolution R-4995 governing the Kirkland Cultural Arts Commission provides the commission with a maximum of 13 members, with several members appointed by the commission itself which is not consistent with the new City Council policies and procedures.

As a result, staff has attached the proposed Resolution R-5478, updating the new KCAC membership to seven (7) adult members and one (1) youth member and vesting appointment authority exclusively with the Council. To eliminate duplication from Chapter 8 of the Council Policies and Procedures, this resolution includes additional changes compared with the existing Resolution R-4995. The proposed resolution also includes provisions allowing current members to remain in their positions through their current term, regardless of whether they were originally appointed by the Commission rather than Council, and it includes provisions modifying the terms for two seats in order to more evenly distribute member terms.

NEXT ACTIONS:

Staff recommends that Council approve proposed Resolution R-5478 through approval of the consent agenda. Staff will then return to Council during the June 1 or June 15 Council meeting to present final proposed language for two additional documents governing the Cultural Arts Commission: the KCAC Bylaws and the City's Public Art Policy Guidelines.

RESOLUTION R-5478

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND HARMONIZING PROCEDURES APPLICABLE TO THE KIRKLAND CULTURAL ARTS COMMISSION WITH THE CITY COUNCIL'S POLICIES AND PROCEDURES.

WHEREAS, the Kirkland Cultural Council was formed in November 2002 pursuant to Resolution R-4353 and renamed to be the Kirkland Cultural Arts Commission pursuant to Resolution R-4932 in July 2012, and the number of members amended was through Resolution R-4995 in September 2013; and

WHEREAS, the Kirkland City Council approved Resolution R-5470 on March 16, 2021, which limits the general size of all advisory bodies, including the Cultural Arts Commission, to seven or eight members, requires that the City Council appoint the advisory body members, and specifies procedures for advisory bodies; and

WHEREAS, pursuant to Resolution R-4995, currently the Cultural Arts Commission is authorized to have up to 13 members and a portion of those members are appointed by the Cultural Arts Commission itself; and

WHEREAS, the Council now wishes to harmonize the membership and appointment process of the Cultural Arts Commission with the Council Policies and Procedures adopted in R-4995 and to make other updates to the governing documents of the Cultural Arts Commission.

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

Section 1. <u>Purpose.</u> The primary purpose of the Cultural Arts Commission shall be to recommend to the City Council or City Manager public art acquisitions and loans, including review and recommendation of projects under the City's "one percent for the arts" program. After consultation with the City Manager, and based on the availability of resources, the Cultural Arts Commission may also promote strategic planning for and development of arts, culture, and heritage in the community, including implementation of projects. Nothing within this Resolution limits the City Manager's authority to bring art

38 proposals to the City Council without a favorable recommendation
39 by the Cultural Arts Commission.
40
41   Section 2. Membership and Officers.
42   A. There will be 8 members of the Kirkland Cultural Arts
43 Commission, with one youth-specific seat consistent with KMC
44 3.08.110(b).
45
46   B. Members will be appointed by the City Council. Members must
47 reside or own a business within the City of Kirkland. Council will aim to
48 appoint members who have an interest in the arts and in the role of
49 public art in the community. A member may serve in an individual
50 capacity, even if the member works for an organization that may make
51 a proposal to the Cultural Arts Commission. The membership of the
52 Cultural Arts Commission is intended to reflect balance, taking into
53 account such elements as the diversity of the community, connection to
54 various geographic areas of the City, and art, culture, and heritage
55 expertise.
56
57   C. Annually, the Kirkland Cultural Arts Commission shall elect by
58 majority vote a Chair and a Vice Chair from the members of the
59 Commission. It shall be the duty of the Chair to preside at all meetings
60 of the Cultural Arts Commission, to propose an agenda for meetings,
61 and to act as a liaison for the Commission. The Chair shall vote as a
62 regular member on matters being voted on by the Cultural Arts
63 Commission. In the absence, disability, or disqualification of the Chair,
64 the Vice Chair shall exercise the duties and responsibilities of the Chair.
65
66   Section 3. Terms.
67   A. Members serve at the pleasure of the City Council. Member
68 terms shall be as provided in the Kirkland City Council Policies and
69 Procedures, as now exists or as subsequently amended.
70
71   B. The only temporary exceptions to the above are 1) the members
72 of the Kirkland Cultural Arts Commission who are serving immediately
73 prior to the effective date of this resolution and whose terms have not
74 expired shall continue to so serve until the expiration of their existing
75 respective terms, regardless of how they were initially appointed; and
76 2) in order to more evenly distribute member terms, two members
77 appointed in 2021 will have an initial, transitional length term that
78 expires in 2024.
79
80   C. The Chair of the Cultural Arts Commission will serve a term of
81 one year with the possibility of selection for one additional year. The
82 Vice Chair will serve a term of one year, and there will be no term limit
83 on serving as Vice Chair. The Vice Chair will not automatically ascend to
84 become the Chair.

85   <u>Section 4</u>. <u>Quorum, Voting, and Procedure</u>.
86   A. A majority of persons currently serving as members shall
87 constitute a quorum of the Cultural Arts Commission for the transaction
88 of business.
89
90   B. Each voting member is entitled to one vote. All matters that
91 must be voted on shall be determined by a simple majority vote.
92
93   C. The Cultural Arts Commission will be governed and abide by
94 commission bylaws and public art policy guidelines approved by the City
95 Council, if any, and by those portions of the Council Policies and
96 Procedures applicable to advisory bodies.
97
98   D. All business of the Cultural Arts Commission shall be guided by
99 "Roberts Rules of Order," where not in conflict with the Council Policies
100 and Procedures, as now exists or as subsequently amended.
101
102   <u>Section 5</u>. <u>Compensation</u>. The members of the Cultural
103 Arts Commission shall receive no compensation from the City of
104 Kirkland for their services on the commission. Expenses
105 specifically authorized by the City Manager may be reimbursed to
106 a member.
107
108   <u>Section 6</u>. <u>Effect</u>. Resolution R-4995 is hereby superseded.
109
110   Passed by majority vote of the Kirkland City Council in open
111 meeting this _____ day of _____, 2021.
112
113   Signed in authentication thereof this _____ day of
114 _____, 2021.

                                _____
                                  Penny Sweet, Mayor

Attest:

_____
Kathi Anderson, City Clerk

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

MEMORANDUM

To:	Kurt Triplett, City Manager
From:	Tracey Dunlap, Deputy City Manager of Operations Chris Dodd, Facilities Services Manager Andreana Campbell, Management Analyst
Date:	May 6, 2021
Subject:	PROPOSED LEASE OF REAL PROPERTY - 12801 NE 85th STREET

RECOMMENDATION:

That the City Council approve Resolution R-5477 authorizing the City Manager to execute a leases of real property as part of the Fire Proposition 1 Implementation Plan, providing for a temporary fire station while Station 22 in Houghton and Station 26 in Rose Hill are renovated at an estimated savings of $1 million from the original temporary station estimates. By approving the consent agenda, Council will be authorizing the City Manager to execute the lease of the Rose Hill Plaza at 12801 NE 85th Street in Rose Hill.

BACKGROUND:

Late in 2020, staff began evaluating potential sites for a temporary fire station to house Firefighter/EMTs while Stations 22 in Houghton and 26 in Rose Hill are renovated. To reasonably maintain response times during renovation requires that the temporary station house three Firefighter/EMTs, an engine and possibly an aid car. Initially, staff were working through the logistics with WSDOT and King County Metro to build a temporary facility at the Houghton Park and Ride. TCA architects estimated a cost of roughly $3.2 million to permit, build, operate, and lease the land needed for this temporary fire station.

Due to a high estimated cost and the fact that this temporary facility would need to be demolished and the pavement restored after the temporary periods staff began looking at alternative, and more cost-effective options for a temporary station, such as purchasing or renting a house/commercial building and/or leasing space in an already existing commercial building. The team has evaluated the options and recommends leasing space within the Rose Hill Plaza commercial building located at 12801 NE 85th Street in Rose Hill as a temporary station location.

Preliminary estimates to lease the commercial building are $1.35 million over four years. At the May 4 Council meeting, Council adopted Resolution R-5474 authorizing the City Manager to execute the lease of the Longhouse Offices located at 10829 NE 68th Street in Houghton (as shown in the map below), very close to Station 22 to maintain travel times while Station 22 is being renovated. This twelve-hour aid car would be in addition to a cross-staffed aid car and fire engine and the Rose Hill temporary station on NE 85th and would be stationed at the Longhouse Offices during peak call hours from 0900 to 2100 (9:00am to 9:00pm) to respond to aid calls.

To lease both spaces, and staff the twelve-hour aid car with overtime beginning March 1, 2022 for the duration of Station 22's renovation, at an estimated cost of roughly $500,000, the total cost of this recommendation is estimated at $2.2 million, including a $280,000 contingency. This is a savings of $1 million from the preliminary estimates provided to the City from TCA Architects when evaluating the Houghton Park and Ride as the site of the temporary fire station. Staff is recommending that the $1 million savings be set aside as a contingency for the fire station projects.

Staff is in the process of finalizing lease negotiations with the property owner. A draft lease is included as an attachment to the resolution. If Council authorizes the City Manager to enter into a lease agreement with substantially similar terms, staff will discontinue conversations with King County Metro and WSDOT to build a temporary station at the Houghton Park and Ride and thank both those organizations and Northwest University (who offered another potential location for the temporary aid car) for being great partners as staff explored options to work together.

RESOLUTION R-5477

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO EXECUTE A REAL PROPERTY LEASE AND LEASE AGREEMENT TO PROVIDE A TEMPORARY FIRE STATION WHILE STATION 22 IN HOUGHTON AND STATION 26 IN ROSE HILL ARE RENOVATED.

WHEREAS, The Council approved Resolution R-5474 at its May 4 Council Meeting authorizing the City Manager to enter into a lease agreement at the Longhouse Office located at 10829 NE 68th Street in Houghton and station a twelve-hour aid car to maintain travel times in Station 22's area while Station 22 is renovated; and

WHEREAS, staff also recommends leasing space within the Rose Hill Plaza commercial building located at 12801 NE 85th Street as a temporary station location to house firefighter/EMTs while Stations 26 in Rose Hill and 22 in Houghton are renovated; and

WHEREAS, staff has negotiated proposed Lease Agreements as provided in the attached Exhibit A for the total amount of $1.35 million over four years to lease the space in Rose Hill, and

WHEREAS, the estimated total cost of this recommendation is $2.2 million, including $500,000 for the twelve-hour aid car and a $280,000 contingency, which provides a savings of $1 million from the preliminary estimates for using the Houghton Park and Ride as the site of the temporary fire station. Staff is recommending the $1 million dollar savings be set aside as a contingency for the Proposition 1 fire station projects.

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

Section 1.   The City Manager is hereby authorized and directed to execute on behalf of the City of Kirkland a Real Property Lease and Lease Agreements for the properties substantially similar to those attached to this Resolution as Exhibit A.

1

35   Passed by majority vote of the Kirkland City Council in open
36 meeting this 18 day of May 2021.
37
38   Signed in authentication thereof this _____ day of
39 _____, 2021.

_____
       Penny Sweet, Mayor

Attest:

_____
Kathi Anderson, City Clerk

<u>MASTER LEASE</u>

PROPERTY: Rose Hill Plaza

TENANT: City of Kirkland

MUTUAL EXECUTION DATE: April _____, 2021

Table of Contents:

_____   _____
Landlord   Tenant

_____   _____
Landlord   Tenant

MASTER LEASE for Tenant: City of Kirkland

THIS LEASE is made and entered into on this _____ day of, April 2021 between **SEAWEST INVESTMENT ASSOCIATES, LLC**, a Washington limited liability company (hereafter **"Landlord")** and **CITY OF KIRKLAND**, a Washington municipal corporation (hereafter **"Tenant"**).

A.   DEMISE. Landlord hereby leases, demises and lets to Tenant, and Tenant hereby leases, hires and takes from Landlord those certain premises (the "Premises") described as follows:

That certain building or portion of a Building, being part of **12801 NE 85th Street, Suite 101 & 202, Kirkland, Washington 98033** described on Exhibit A, outlined in highlight on the Site Plan marked Exhibit B, comprising approximately _____**5,224** square feet ("Tenant's Gross Leasable Area"), to be constructed by Landlord and Tenant in accordance with Article 9 hereof.

Tenant takes the demised Premises subject to all applicable zoning, municipal, county and state laws, ordinances, rules, regulations, orders, restrictions of record, and requirements in effect during the term or any part of the term hereof, regulating the leased Premises. Tenant has conducted its own investigation and has relied entirely thereon and upon those of its agents, representatives and consultants in evaluating said conditions.

B.   TERMS, COVENANTS AND CONDITIONS. The parties agree that this Lease is made upon the following terms, covenants and conditions:

ARTICLE 1.   BASIC TERMS

In all instances, the basic terms set forth in this Article 1 are subject to the main body of the Lease in general and those Articles noted in parentheses in particular.

1.1   Lease Term: Forty-two (42) Months

Options to Renew: One (1) Option to Renew for (m-t-m) up to 12 months

1.2   Minimum Monthly Rent

First Month Rent + CAM (NNN) & Security Deposit (Equal to Last Month Rent) is Due at Lease Execution.

[ ]   subject to cost of living increases each calendar year; or

[X]   subject to the following increases: Initial rent will be fixed as follows until Landlord completes necessary improvements described as Landlord's Work in Exhibit D. Upon completion of Landlord's Work, rent will be recalculated in order to amortize into the remaining rental term additional costs of Landlord's Tenant Improvement ~~costs~~not previously incorporated into the ~~remaining~~ rental ~~term~~amount; provided that, the recalculated rate cannot exceed XXX. The recalculated rate will then be fixed for the remainder of year one. Thereafter, annual rent increases of three percent (3%) will be applied on the Lease Commencement anniversary for years two through the end of the term. Initial amount reflected in the following table:

MONTHLY RENT TABLE:
Year 1	$17,053.50
Year 2	$17,565.11
Year 3	$18,092.06
Year 4	$18,634.82

EARLY ACCESS: See Section 1.5 below.

1.3   Payments Due Dates

Rent and CAM are due on the 1st of each month.

Charges for "NSF" Checks: $120.00/each

Late Fees: See Section 26.11

Page 4

_____   _____

Landlord   Tenant

1.4 **Security & Rent Deposits**

First Month's Rent and CAMs: $23,092.21
Security Deposit: $18,634.82

Prepaid Rent & Deposit: Due at mutual execution of the Lease

1.5 **Initial Monthly Payment for Common Area Maintenance (CAM or NNN)**
$5,968.42/mo (2021)

Commencement Dates:

Rent Commencement: Upon the later of occurrence; mutual execution of the Lease or July 1st, 2021.

CAM Commencement: Upon the later of occurrence; mutual execution of the Lease or July 1st, 2021.

Early Access: Tenant shall have reasonable access to the Premises preceding the Commencement Date for the sole purpose of planning, design, inspection, and other related activities. Such access shall be fully coordinated with Landlord in advance and Tenant shall not interfere with Landlord's Work. All of the terms and conditions of this Lease, including Tenant's insurance and indemnification obligations, shall apply during such time, except for payment of Base Rent and CAM. If Landlord permits Tenant to possess or occupy the Premises prior to the Commencement Date specified in Section 1, then such early occupancy shall not advance the Commencement Date or the Termination Date set forth in Section 1.

1.6 **Initial Monthly Payment for Taxes**
No separate payment for taxes; taxes are included in CAM provided in item 1.5 above.

1.7 **Name of Business**
City of Kirkland Temporary Fire Station.

1.8 **Hours of Operation**
Maximum hours of operation shall be: 24 hrs per day, 7 days a week subject to City, County, and State Laws, rules, regulations, and ordinances.

1.9 **Premises Delivery Date**
Upon completion of Landlord's Work (Exhibit D for further detail).

1.10 **Use**
Temporary Fire Station & Vehicle Parking (including a Fire Engine, an Aid Car, and employee and visitor vehicles).

1.11 **Radius Restriction**
None.

1.12 **Contents of Lease**
Articles 1 through 33, Addendum (1), and Exhibits A, B, C, D, E, F, G and H are attached to this Lease and are hereby incorporated herein by this reference.

ARTICLE 2. **TERM**

2.1 **Primary Term**
The term of the Lease shall commence on the date of Lease execution and shall terminate at midnight on the last day of the month following the number of years set forth in Subsection 1.1 after the Rent Commencement Date as defined in Subsection 3.1.5.

2.2 **Option(s) to Renew**
Provided that Tenant is not in default hereunder, either at the time of exercising an option to renew or upon the commencement of any renewal term, Landlord hereby grants to

Page 5

Landlord   Tenant

Tenant the option to renew this Lease for **one (1)** additional term(s) ("Renewal Term[s]") of **up to (1)** year. The Renewal Term(s) shall be on the same terms and conditions as are provided for in this Lease, except for term, which shall be month to month, with one hundred eighty (180) days written notice of termination and for the minimum monthly rent, which shall be for $**18,634.82/mo** + then current CAM. Rent will increase to $19,193.87 after the one hundred eightieth (180th) day of the renewal option.

The Renewal Term shall begin upon the expiration of the primary term. The Renewal Term shall not be severable or separately assignable from this Lease.

Tenant shall exercise a renewal option by delivering to Landlord written notice of its election to renew no later than one hundred twenty (120) days prior to the expiration of the primary term. Time is of the essence in the exercise of an option to renew, and Tenant's failure for any reason to exercise a renewal option within the time provided for herein shall constitute a waiver of Tenant's right to exercise such option.

ARTICLE 3.   MINIMUM RENT

3.1   Minimum Monthly Rent

Tenant covenants and agrees to pay without offset or deduction of any kind the minimum monthly rent set forth in Subsection 1.2 above in advance at Landlord's address on the first day of each calendar month during the term of this Lease, provided that Tenant may elect to pay the monthly rent up to six (6) months in advance. Tenant's obligation to pay such rent shall commence on the Rent Commencement Date as defined in Section 1.25. If the Rent Commencement Date is not the first day of a calendar month, the first month's rent shall be prorated on the basis of a thirty (30) day month and shall be payable with the first full monthly rental due hereunder. Landlord's address shall be as set forth in Article 29 or as from time to time designated by Landlord to Tenant in writing.

3.2   Intentionally Omitted

3.3.   Rent Escalation Upon Completion of Tenant Improvements by Landlord

In recalculating rent, as described in Section 1.2, the increase will be calculated on a per square foot basis based on the actual costs of the agreed-upon Tenant Improvements constructed by Landlord, amortized over the remaining lease term, which actual costs must be within the approved budgeted amounts agreed to by the Landlord and Tenant. To assist in determining the appropriate escalation, Landlord shall provide Tenant reasonably detailed statements of the actual costs of Landlord's Work, and Tenant shall have the right to audit, inspect, and copy Landlord's books and records related to Landlord's Work. The recalculated rate cannot exceed the amount stated in Section 1.2.

ARTICLE 4.   INTENTIONALLY OMITTED

ARTICLE 5.   USE OF PREMISES

5.1   Type of Business and Minimum Hours of Operation

The Premises shall be used and occupied only for the purposes described in Subsection 1.10 above, and for no other purposes without Landlord's prior written consent. Notwithstanding any other term or provision hereof, Tenant's operations in the Premises shall be within the business hours established in Subsection 1.8 This restriction shall include, but is not limited to, business hours, property maintenance, and operation of equipment (excluding ventilation, heating, and similar building mounted equipment).

5.2   Prohibited Actions

Tenant shall not do or permit to be done in or about the Premises anything, which is illegal or unlawful; or which is of a hazardous or dangerous nature. Tenant shall not cause, maintain or permit any nuisance in, on or about the Premises, or commit any waste therein or thereon. Tenant shall not allow refuse, garbage or trash to accumulate outside of the demised Premises.

5.3   Interference With Other Tenants - Insurance Rate Increase

Tenant shall not do or permit to be done in or about the Premises anything which will increase the rate of or cause cancellation of any insurance on the building of which the Premises are a part without Landlord's prior written consent. Tenant shall pay any increased costs occasioned by such action. Tenant shall not obstruct or interfere with the rights of any other tenants of the Building or their customers and invitees, nor injure or annoy them. Nothing herein is intended to limit or restrict reasonable uses and noise given the purpose of the lease as a temporary fire station.

Landlord   Tenant

5.4   Tenant's Furniture, Equipment and Inventory

Tenant shall furnish, install and maintain in the Premises such trade fixtures, furniture, equipment and inventory reasonably appropriate to the conduct of Tenant's business.

5.5   Compliance With Laws.

Tenant agrees that, at its own cost and expense, it will comply with and conform to all laws and ordinances and any and all lawful requirements and orders of any properly constituted governmental board of authority, in any way relating to the use or occupancy of the Premises throughout the entire term of this Lease.

5.6   Hazardous Substances

(a)   Tenant shall not cause or permit any hazardous substance to be used, stored, generated or disposed of on or in the Premises by Tenant, Tenant's agents, employees, contractors or invitees without first obtaining Landlord's written consent. If hazardous substances are used, stored, generated or disposed of on or in the Premises, or if the Premises become contaminated in any manner for which Tenant is legally liable, Tenant shall indemnify and hold harmless the Landlord from any and all claims, damages, fines, judgments, penalties, costs, liabilities or losses (including, without limitation, a decrease in value of the Premises, damages caused by loss or restriction of rentable or usable space, or any damages caused by adverse impact on marketing of the space, and any and all sums paid for settlement of claims, attorneys' fees, consultant and expert fees) arising during Tenant's occupancy of the Premises for any purposes or during or after the lease term and arising as a result of the contamination by Tenant. This indemnification includes, without limitation, any and all costs incurred because of any investigation of the site or any cleanup, removal or restoration mandated by a federal, state or local agency or political subdivision. Without limitation of the foregoing, if Tenant causes or permits the presence of any hazardous substance on the Premises and that results in contamination, Tenant shall promptly, at its sole expense, take any and all necessary actions to return the Premises to the condition existing prior to the presence of any such hazardous substance on the Premises. Tenant shall first obtain Landlord's approval for any such remedial action.

(b)   As used herein, "hazardous substance" means any substance that is toxic, ignitable, reactive or corrosive and that is regulated by any local government, the State of Washington, or the United States Government. "Hazardous substance" includes any and all material or substances that are defined as "hazardous waste," "extremely hazardous waste," or a "hazardous substance" pursuant to state, federal or local governmental law. "Hazardous substance" includes but is not restricted to asbestos, polychlorobiphenyls ("PCBs") and petroleum.

ARTICLE 6.   SECURITY DEPOSIT

6.1   Deposit

Upon execution of this Lease, Tenant has deposited with Landlord the sum specified in Subsection 1.4 above. Said sum shall be held by Landlord as security for the faithful performance by Tenant of all of the obligations of this Lease to be kept and performed by Tenant. Said deposit shall not be assigned, transferred or encumbered by Tenant, and any attempt to do so by Tenant shall not be binding upon Landlord. **<u>Under no circumstances will Tenant be allowed to use the Security Deposit as their last month Rent/CAM payment.</u>**

6.2   Use of Deposit During Lease

If Tenant defaults with respect to any provision of this Lease, or should Landlord make any payment on behalf of Tenant, Landlord may (but shall not be required to) use, apply or retain all or any part of said deposit for the payment of any other amount which Landlord may spend or become obligated to spend by reason of Tenant's default, or to compensate Landlord for any other loss or damage which Landlord has suffered or may suffer by reason of Tenant's default. If any portion of said deposit is so used, applied or retained, Tenant shall forthwith upon Landlord's demand therefore, deposit cash with Landlord in an amount sufficient to restore said deposit to its original sum. Tenant's failure to do so shall constitute a material breach of this Lease.

6.3   Refund of Deposit at End of Term

Landlord shall not be required to keep said deposit separate from its general funds and is in no event to be deemed a trustee thereof; and Tenant shall not be entitled to interest on any sums deposited or re-deposited under this Article. If Tenant shall have fully and faithfully performed all of its obligations under this Lease, said deposit or its then remaining balance shall be refunded to Tenant within thirty (30) business days after the termination of this Lease. In the event Landlord's interest in this Lease is sold or otherwise terminated, Landlord shall transfer said deposit to its successor in interest, and

Landlord   Tenant

thereupon Landlord shall be discharged from any further liability with respect thereto. The provisions of the preceding sentence shall likewise apply to any subsequent trans-ferees.

6.4 Forfeiture - Lease Termination Prior to Commencement

If for any reason this Lease is terminated prior to the commencement of the term (other than for nonperformance of Landlord), in addition to any other rights it may have, Land-lord shall have the right to retain the security deposit.

ARTICLE 7. UTILITIES

7.1 Tenant Responsibility

Tenant, at its own cost and expense, shall pay for all special utilities or service charges related to its occupancy of the Premises not included in the CAM payment. CAM payments cover the Tenant's normal water, sewer, and garbage usage and pay for these utilities. Tenant shall be responsible for janitorial service inside the suite. Electricity is sub metered and will be the responsibility of the Tenant.

7.2 Damages Upon Interruption

Landlord shall not be liable in damages, consequential or otherwise, nor shall there be any rent abatement, arising out of any interruption or reduction whatsoever in utility services (i) which is due to fire, accident, strike, governmental authority, acts of God, or other causes beyond the reasonable control of Landlord or any temporary interruption in such service, (ii) which is necessary to the making of alterations, repairs or improvements to the Building or any part of it, or (iii) which the Landlord with advance notice to Tenant deems necessary in order to conserve energy.

ARTICLE 8. REAL PROPERTY TAXES

8.1 Tenant Responsibility

Tenant shall pay as additional rent its proportionate share of all "Taxes" (as hereinafter defined), which may be levied, assessed or imposed against or become a lien upon the land, buildings and all other improvements in the Building. The term "Taxes" shall mean and include real estate taxes, assessments (special or otherwise) including impositions for the purpose of funding special assessment districts, water and sewer rents, rates and charges (including water and sewer charges which are measured by the consumption of the actual user of the item or service for which the charge is made), levies, fees (including license fees) and all other taxes, governmental levies and charges of every kind and nature whatsoever (and whether or not the same presently exist or shall be enacted in the future), which may during the term be levied, assessed, imposed, become a lien upon or due and payable with respect to, out of or for:

(a)   The Building or any part thereof, or of any land, building or improvements thereon, or the use, occupancy or possession thereof;

(b)   Any interest of Landlord and/or Tenant (including any legal or equitable interest of Landlord or its mortgagee, if any) in the Premises or Building and/or the underlying realty or upon the Lease or any document to which Tenant is a party, creating or transferring an interest or an estate in the Premises;

(c) Imposed or based upon or measured by the rents receivable by Landlord for the Building, including gross receipts taxes, business taxes, business and occupation taxes but excluding net income or excess profits taxes; and

(d) The ownership, leasing, operation, maintenance, alteration or repair of the Premises or Building.

"Taxes" shall also include interest on installment payments and all costs and fees (including reasonable attorneys' and appraisers' fees) incurred by Landlord in contesting Taxes and negotiating with public authorities as to the same. Taxes shall not include, however, any franchise, estate, inheritance, corporation, transfer, net income or excess profits tax.

8.2 Tenant's Proportionate Share

Tenant's shall pay its proportionate share of Taxes with respect to any tax fiscal year during the term hereof shall be that portion of the total of the Taxes assessed in any such tax fiscal year, multiplied by a fraction, the numerator of which is the Gross Leasable Area of the Premises, and the denominator of which is ninety-five percent (95%) of the

total Gross Leasable Area of all premises in the Building. Tenant acknowledges and understands Gross Leasable Area is subject to change at Landlord's sole discretion based upon additions and/or modifications to the Building.

8.3   Payable Monthly - Actual Reconciliation

Commencing with the Rent Commencement Date, Tenant shall pay Landlord monthly, with each payment of minimum monthly rent, the amount set forth in Subsection 1.6 above as an impound toward its share of Taxes. Tenant's actual obligation for Taxes shall be determined and computed by Landlord not less often than annually and at the time each such computation is made; Landlord and Tenant shall adjust for any difference between impounded amounts and Tenant's actual share. At the time of each such computation, Landlord may revise the monthly payment for Taxes set forth in Subsection 1.6 above by written notification to Tenant. Tenant shall pay its share of Taxes, for both the Premises and the Common Areas, during each year of the Lease term. Landlord shall furnish such figures, computation and information as Tenant may reasonably request for the purpose of verifying the amounts charged to Tenant by Landlord.

8.4   Proration For Partial Years

If this Lease shall terminate on any date other than the last day of a tax fiscal year, the amount payable by Tenant during the tax fiscal year in which such termination occurs shall be prorated on the basis which the number of days from the commencement of said tax fiscal year to and including said termination date bears to 365. A similar proration shall be made for the tax fiscal year in which the term commences. The obligation of Tenant under this Article shall survive the termination of this Lease.

ARTICLE 9.   CONSTRUCTION AND ACCEPTANCE

9.1   AS-IS Premises

The demised Premises are leased to Tenant "as is," without representation or warranty by the Landlord except as detailed in Exhibit D, and Tenant accepts the Premises in the condition existing as of the date of execution hereof., except as detailed in Exhibit D. Landlord will coordinate with Tenant to begin Landlord's work (as outlined in Exhibit CD) in a timely manner. such other work as it may deem necessary to open for the conduct of its business in the Premises

9.2   15-Day Notice of Defects

Tenant shall have a period of fifteen (15) days from delivery of the Premises, with Landlord's work completed per Exhibit D, within which to notify Landlord in writing of any defects or nonconformance in Landlord's construction. In the event of Tenant's proper notice, Landlord shall within a reasonable time correct the defect or nonconformance. From and after said fifteen (15) day period, Landlord shall have no obligation in regard to said construction except as otherwise provided by this Lease; and Landlord extends no warranties, express or implied, other than as stated above.

9.4   Tenant's Opening   Intentionally Omitted

ARTICLE 10.   REPAIRS, MAINTENANCE AND ALTERATIONS

10.1   Landlord's Duties

Subject to reimbursement by Tenant as provided in Article 11 hereof, Landlord shall keep and maintain the roof (including the structural integrity thereof), foundation, columns, footings, slabs, and the exterior walls of the building in which the Leased Premises are located (exclusive of doors, door frames, door checks, other entrances, windows and window frames which are not part of common areas, and storefronts) in good repair, provided that Landlord shall not be required to make any such repairs occasioned by the act or negligence of Tenant, its agents, employees, invitees, licensees or contractors. Tenant shall give Landlord written notice of any damage to the Premises requiring repair by Landlord.

Subject to reimbursement by Tenant as provided in Article 11 hereof, Landlord reserves the right to remodel the exterior of the buildings, including but not limited to windows, doors, roofs and exterior walls, when in Landlord's sole discretion it will result in the betterment of the Building. Where any such capital improvement is discretionary rather than required in order to conform to subsequent in any applicable laws, then the Landlord cannot include the improvement costs in the CAM charge without Tenant's prior written consent. Where such capital improvement costs are included in CAM, the cost of the improvement must be amortized over the useful life of the improvement.

Landlord   Tenant

10.2   Tenant's Duties

Except as provided in Subsection 10.1 hereof, Tenant shall, at its own expense throughout the term of this Lease, keep and maintain the Premises and every part thereof (including but not limited to electrical and plumbing fixtures and conduits, partitions, interior portions of outer walls, ceiling, sub ceilings, roof, doors, door frames, door checks, storefronts and all storefront window/door systems, other entrances, windows and window frames) in good order, condition and repair, and shall do such reasonable periodic painting of the interior thereof as may from time to time be required by Landlord to help preserve and maintain the general appearance, standards, and look of the Center. Tenant shall keep its sewers and drains and the pipes leading therefrom not maintained by any governmental entity open and clear and shall keep the sidewalks and common areas adjacent to the Premises clean and free of debris.   Tenant shall reimburse Landlord on demand for the cost of damage to the Premises or the building caused by Tenant or its employees, agents or invitees. If Tenant shall fail to comply with the foregoing requirements, beyond a 20-day notice period, Landlord may (but shall not be obligated to) effect such maintenance and repair; and the cost thereof together with interest thereon at the maximum rate permitted by law shall be due and payable as additional rent to Landlord, together with Tenant's next rental installment.

10.3   Alterations

Tenant shall not make any alterations, changes or improvements in or to the Premises or any part thereof~~, including "Tenant's Work" on Exhibit C hereto~~, without first obtaining Landlord's written consent, both as to the proposed alterations, additions and improvements and as to the plans and specifications for the same; and all of the same shall be at Tenant's sole cost. Landlord may impose as a condition of its consent such requirements as Landlord, in its sole discretion, may deem reasonable and desirable, including but not limited to, the requirement that Tenant utilize for such purposes only contractors, materials, mechanics and suppliers approved by Landlord. All alterations, additions, changes and improvements made by Tenant shall become the property of Landlord and a part of the realty and shall be surrendered to Landlord upon the expiration or sooner termination of the term hereof. Further, Landlord may designate by written notice, those alterations, additions and improvements (this specifically excludes any of Tenant's Work or Landlord's Work in Exhibit "D") which shall be removed by Tenant at the expiration or termination of the Lease; and Tenant shall promptly remove the same and repair all damage caused by such removal at its cost and with all due diligence.

10.4   Interior Layout

Tenant shall maintain the interior of its space in an attractive, orderly manner acceptable to Landlord. Tenant's fixtures, equipment, inventory and leasehold improvements shall be clean and neatly laid out. Said items shall not appear to be in need of repair or replacement, shall not be arranged in such a way as to give a cluttered appearance.

ARTICLE 11.   COMMON AREAS

11.1   Common Areas Defined - Landlord's Duties

Landlord agrees to operate and maintain during the term of this Lease, all Common Areas within the Building. The term "Common Areas" as used in this Lease shall include parking areas, roadways, walkways, driveways, delivery areas, landscaped areas, public restrooms, outside walls, roof, traffic signs and Building identification signs, utility lines, storm drains and sewers, and other areas, facilities and improvements provided by Landlord for the convenience and use of tenants of the Building, their employees, customers and invitees. Tenant agrees to comply with and observe all reasonable rules and regulations established by Landlord from time to time for the Building, provided such rules and regulations are not in conflict with this Lease and Tenant's use of and access to the Premises and the parking area are not adversely affected.

11.2   Design and Operation of Common Area

The manner and method of operation, maintenance, service and repair of the Common Areas and the expenditures thereof, shall be in the sole and absolute discretion of Landlord. Landlord reserves the right from time to time to make changes in, additions to and deletions from the Common Areas and the purposes to which they are devoted, provided Tenant's use of and access to the Premises and the parking area are not adversely affected.

11.3   Tenant's Compliance With Rules

Tenant agrees to comply with such reasonable rules, regulations and charges for parking as Landlord may adopt from time to time for the orderly and proper operation of the Common Areas, including, without limitation, the restricting of employee parking to limited, designated areas and the removal, storage and disposal of refuse and rubbish.

Landlord   Tenant

Upon Landlord's written request Tenant shall furnish a list of the automobile license numbers of the cars of Tenant's employees and shall thereafter notify Landlord of any changes within five (5) days after such changes occur. Landlord may tow away and charge Tenant towing fees for any car belonging to Tenant or its employees that is parked in any area other than that designated by Landlord, or Landlord may assess Tenant Ninety Dollars ($90.00) for each instance that a car belonging to Tenant or its employees is improperly parked and such charge shall be deemed owing by Tenant as part of the following month's minimum rent.

11.4   Building Common Area Expenses (CAM/NNN) - Tenant's Obligation

During the term of this Lease, Tenant shall pay to Landlord as part of its monthly rent, at the time and in the manner specified herein below, Tenant's pro rata share of all costs and expenses of every kind and nature paid or incurred by Landlord in operating, policing, protecting, lighting, providing sanitation and sewer and other services for, insuring, repairing, replacing and maintaining the Common Areas and all buildings within the Building ("operating and maintenance costs"). The Tenant's pro rata share of the operating and maintenance costs is referred to as CAM or NNN.

Operating and maintenance costs shall include the following: (1) operating, cleaning, sweeping, re-striping and making repairs to the parking lot and driveway areas; (2) maintaining and replacing or adding to the plantings and landscaping (including maintenance of any wetland mitigation areas, including buffer zones); (3) maintaining, repairing, replacing and adding to the landscape sprinkler systems, parking bumpers, directional signs and other signs and markers, fire protection systems, lights and light standards (including bulb replacement), drainage systems (including any storm detention ponds) and utility systems; (4) janitorial services for the Common Areas; (5) operating and maintaining Building sign(s), and paying the rent for such sign(s) if leased; (6) depreciation on all improvements for the benefit of the Common Areas and all equipment purchased for the purpose of operating and/or maintaining the Common Areas, or rent for such equipment if leased, and maintaining and repairing such equipment; (7) cleaning, maintaining and repairing all sidewalks, including those situated on the perimeter of the boundaries of the Building (but nothing shall be construed as obligating Landlord to clean, maintain or repair any areas or improvement outside the Building boundaries); (8) maintaining and repairing the building walls and maintaining and making repairs to the roofs, as provided in Article 10; (9) operation, maintenance and repair of any public address systems, music systems and security and/or alarm systems, including rent for such systems if leased; (10) the reasonable costs of personnel to implement such service and to regulate employee parking and to police and provide security for the Common Areas and for the buildings in the Building, including all social security, medical insurance and other contributions and workers' compensation insurance; (10) casualty, liability, business interruption insurance and other insurance carried by Landlord on the buildings and Common Areas; (11) all regular maintenance and repair of air conditioning, cooling and heating systems in the Building; (12) all regular maintenance and repair of heating and cooling HVAC systems and their components if used by tenant (Tenant acknowledges and understands a portion of CAM payments go to maintaining all of the heating and cooling systems in the building); (13) all maintenance, repair, cleaning and operation costs associated with the ground floor utility room, the second floor mechanical room, and the second floor janitorial/maintenance room; (14) the amount of any taxes, assessments, surcharges or other charges which may be imposed by governmental authority under any energy legislation, which tax or charge is based upon the existence of vehicular parking facilities on the Common Areas; (15) Legal fees incurred in connection with Common Area matters, except to the extent such legal fees are incurred by Landlord in conjunction with the indemnification provisions of Section 17.3; (16) audit expenses and costs incurred in connection with attempt to control trespassing, picketing, demonstrations, gatherings or assemblies, vandalism, thefts and any other interferences with the use of the Common Areas by the persons authorized to use the Common Areas as hereinabove provided; (17) personal property taxes, sales taxes and use taxes on material, equipment, supplies and services; (18) the costs of on site or off site manager(s), to administer the Building, including the office supplies and facilities occupied by such manager(s); (19) costs of Christmas decorations for the Building; and (20) fees for any licenses and/or permits required for the operation of the Common Areas, or any part thereof.

Tenant's pro rata share of the Common Area Expenses described in this Subsection relating to all areas of the Building shall be determined by multiplying the aggregate of such costs by a fraction, the numerator of which is the Gross Leasable Area of the demised Premises and the denominator of which is ninety-five percent (95%) of the Gross Leasable Area of all premises in the Building.

11.5   Intentionally Omitted.

Landlord   Tenant

11.6   Intentionally Omitted.

11.7   Monthly Payment of Estimate - Annual or Quarterly Adjustment

As additional rent, Tenant shall pay Landlord monthly a CAM charge in an amount estimated by Landlord to be Tenant's share of the "operating and maintenance costs" on the first day of each month, commencing on the Rent Commencement Date and continuing on the first day of each month thereafter during the term hereof. In the event of overdue, unpaid, late, or accrued CAM charge(s), they are subject to late fees per Section 26.11

Landlord may adjust the monthly CAM charge at the end of each calendar year or quarter on the basis of Landlord's anticipated costs for the following calendar year or quarter.

11.8   Year-End Accounting

Within ninety (90) days after the end of each calendar year, Landlord shall furnish to Tenant a reasonably detailed statement showing the total expenses for "operating and maintenance costs," Tenant's share of such costs, and the total of the monthly payments made by Tenant to Landlord during the calendar year just ended. At Landlord's election, Landlord may furnish to Tenant quarterly statements. Landlord shall certify all statements as being correct. Landlord shall keep good and accurate books and records in accordance with generally accepted accounting principles concerning the operation, maintenance and management of the Common Areas; and Tenant and its agents (at Tenant's sole expense) shall have the right, upon ten (10) days' notice, to audit, inspect and copy such books and records at Landlord's offices. In the event of discrepancies discovered by Tenant's audit (exceeding 10% of total annual CAM cost), Tenant shall not be responsible for the Landlord's costs incurred by the audit; otherwise Tenant shall be responsible for all such costs.

11.9   Reconciliation of Monies

If Tenant's share of the "operating and maintenance costs" for any annual or quarterly accounting period exceeds the payments made by Tenant, Tenant shall pay Landlord the deficiency within thirty (30) days after the receipt of Landlord's statement. If Tenant's payments made during the accounting period exceed Tenant's pro rata share of the "operating and maintenance costs," Tenant may deduct the amount of the excess from the estimated payments next due to Landlord.

ARTICLE 12.   TRADE FIXTURES AND SURRENDER

12.1   Surrender

Upon the expiration or sooner termination of the term hereof, Tenant shall surrender the Premises, including without limitation, all fixtures then upon the Premises, in good commercially reasonable condition, ordinary wear and tear from reasonable and normal use alone excepted, broom clean and free of trash and rubbish and, subject to Landlord's election set forth in Subsection 10.3, with all alterations, changes, additions and improvements which may have been made or installed from time to time either by Landlord or Tenant in, on or about the Premises. All of the same shall be the property of Landlord and shall be surrendered by Tenant without any injury, damage or disturbance thereto; and Tenant shall not be entitled to any payment thereof. Said property of Landlord shall include, without limitation, all lighting fixtures, fluorescent tubes and bulbs, and all partitions whether removable or otherwise.

12.2   Trade Fixtures, Furniture and Other Personal Property

Movable trade fixtures, furniture and other personal property installed in the Premises by Tenant at its cost shall be Tenant's property unless otherwise provided in this Lease and if not in default hereunder. Tenant shall remove all of the same prior to the termination of this Lease and at its own cost repair any damage, or may be required by Landlord to reinstall or replace any original lighting removed or modified by Tenant during the course of their tenancy or improvements to the Premises and the building caused by such removal. If Tenant fails to remove any of such property, Landlord may at its option retain such property as abandoned by Tenant and title thereto shall thereupon vest in Landlord; or Landlord may remove the same and dispose of it in any manner and Tenant shall, upon demand, pay Landlord the actual expense of such removal and disposition plus the cost of repair of any and all damage to said Premises and building resulting from or caused by such removal.

12.3   Merger and Subleases

The voluntary or other surrender of this Lease by Tenant, or a mutual cancellation thereof, shall not work a merger, and shall, at the option of the Landlord, terminate all or

any existing subleases and sub-tenancies, or may, at Landlord's option, operate as an assignment to it of any or all such subleases or sub-tenancies.

12.4 Early Re-Entry

If, at any time during the last thirty (30) days of the term hereof, Tenant has removed all or substantially all of its aforesaid property from the Premises, Landlord shall thereafter have the right to enter said Premises for the purpose of altering, renovating and/or redecorating the same. Any such entry or work by Landlord shall not entitle Tenant to any abatement of rent or any other sum payable hereunder nor shall such entry or work be deemed an eviction or disturbance of Tenant's use and occupancy.

ARTICLE 13. DAMAGE OR DESTRUCTION

13.1 Insured Damage

Except as otherwise provided in Subsection 13.2, if the Premises are damaged and destroyed by any casualty covered by Landlord's fire insurance policy, Landlord shall repair such damage as soon as reasonably possible, to the extent of the available proceeds, and the Lease shall continue in full force and effect. Tenant may be required to pay rent or CAM during the restoration period.

13.2 Substantial Damage - Insufficient Proceeds

If the Premises are damaged or destroyed by any casualty covered by Landlord's fire insurance policy to such an extent as to render the same untenantable in whole or substantial part, or to the extent of twenty-five percent (25%) or more of the replacement value of the Premises during the last twenty-four (24) months of the term herein, or if the insurance proceeds are not sufficient to repair the damage, or the Building is damaged to the extent of twenty percent (20%) or more (whether or not the demised Premises are damaged), then Landlord may, at Landlord's option, either (i) repair such damage as soon as reasonably possible, in which event this Lease shall continue in full force and effect, or (ii) cancel and terminate this Lease as of the date of the occurrence of such damage by giving Tenant written notice of Landlord's election to do so within ninety (90) days after the date of the occurrence of the damage.

13.3 Uninsured Damage

If at any time during the term herein the Premises are damaged and such damage was caused by a casualty not covered under Landlord's insurance policy specified in Subsection 15.2 hereafter, Landlord may, at its option, either (i) repair such damage as soon as reasonably possible at Landlord's expense, in which event this Lease shall continue in full force and effect, or (ii) cancel and terminate this Lease as of the date of the occurrence of such damage, by giving Tenant written notice of Landlord's election to do so within thirty (30) days after the date of occurrence of such damage, in which event this Lease shall so terminate unless within thirty (30) days thereafter Tenant agrees to repair the damage at its cost and expense or pay for Landlord's repair of such damage.

13.4 Abatement of Rent

In the event of damage or destruction not caused by Tenant's fault or neglect, then and only then shall the minimum rent payable hereunder be proportionately reduced during the period of damage and any repair or restoration pursuant to this Article 13, said reduction to be based upon the extent to which the damage or the making of such repairs or restoration shall interfere with Tenant's business conducted in the Premises. In the event of damage or destruction caused by Tenant's failure or neglect, minimum rent shall continue unabated.

13.5 Damage to Tenant's Personal Property

Landlord shall in no event be required or obligated to repair, restore or replace any of Tenant's leasehold improvements, trade fixtures or any other property whatever installed or contained in the Premises by Tenant.

ARTICLE 14. EMINENT DOMAIN

14.1 Taking of and Payment for All

If all or substantially all of the Premises shall be taken or appropriated by any public or quasi-public authority under the power of eminent domain (or similar law authorizing the involuntary taking of private property, which shall include a sale in lieu thereof to a public body), either party hereto shall have the right, at its option, to terminate this Lease effective as of the date possession is taken by said authority; and Landlord shall be entitled to any and all income, rent, award and any interest thereon whatsoever which

may be paid or made in connection with such public or quasi-public use or purpose. Tenant hereby assigns to Landlord its entire interest in any and all such awards, and shall have no claim against Landlord for the value of any unexpired term of this Lease.

14.2   Taking of Portion of Premises

If only a portion of the Premises is taken, then this Lease shall continue in full force and effect and the proceeds of the award shall be used by Landlord to restore the remainder of the improvements on the Premises so far as practicable to a complete unit of like quality and condition to that which existed immediately prior to the taking, and the Minimum Rent shall be reduced in proportion to the floor area of the Premises taken. Landlord's restoration work shall not exceed the scope of work done by Landlord in originally constructing the Premises and the cost of such work shall not exceed the amount of the award received by Landlord.

14.3   Tenant's Damages

Nothing hereinbefore contained shall be deemed to deny to Tenant its right to claim from the condemning authority compensation or damages for its trade fixtures and personal property or for its moving expenses.

ARTICLE 15.   INSURANCE

15.1   Tenant's Duties

Tenant shall, at all times during the term hereof, at its expense, carry and maintain insurance policies in the amounts and in the form hereafter provided:

(a)   Public Liability and Property Damage: Tenant is a member of a self-funded, municipal risk pool—the Washington Cities Insurance Authority—that provides Tenant liability coverage against claims for injuries to persons or damage to property that may arise from or in connection activities by the Tenant and its employees. WCIA further provides contractual liability coverage to the (MEMBER NAME). TheTenant, and the contractual liability coverage provides that WCIA shall pay on behalf of the (MEMBER NAME)Kirkland all sums which the member shall be obligated to pay by reason of liability assumed under contract by the member. Tenant's coverage with WCIA further provides contractual liability coverage to the Tenant for liability assumed under contract, which will insure the performance by Tenant of the indemnity agreement as to liability for injury to or death of persons and loss of or damage to property contained in Article 17 hereof.

(b)   Plate Glass: Tenant shall, at its expense, carry and maintain plate glass insurance.

(c)   Tenant Improvements: Insurance covering all of Tenant's leasehold improvements, trade fixtures, merchandise and other personal property from time to time in the Premises in an amount not less than eighty percent (80%) of their full replacement cost from time to time, providing protection against any peril included within the coverage termed by the insurance industry as "special form" or equivalent. The proceeds of such insurance shall, so long as this Lease remains in effect, be used to repair or replace the property damaged or destroyed.

(d)   Liquor Liability Insurance: If alcoholic beverages are to be sold by Tenant, Tenant's indemnification obligations under this Lease shall extend to damage resulting from risks insurable by liquor liability insurance. In such event, the public liability insurance required by this Lease shall include liquor liability insurance.

(e)   Policy Form: All insurance to be carried by Tenant hereunder shall be in companies, on forms and with loss payable clauses satisfactory to Landlord and copies of such policies or certificates or letters evidencing such insurance shall be delivered to Landlord within ten (10) days after delivery of possession of the Premises to Tenant and within thirty (30) days prior to the expiration date of each policy. No such policy shall be cancelable except after twenty (20) days' advance written notice to Landlord.

15.2   Landlord's Duties - Casualty and Liability

Subject to reimbursement by Tenant as provided in Article 11 herein, Landlord shall obtain and keep in force during the term hereof, a policy or policies of reasonable limits for similar commercial properties for insurance covering loss or damage to the Premises, providing protection against all perils included within the coverage termed by the insurance industry as "special form" or equivalent, together with an endorsement providing for rental income insurance covering a period of twelve (12) months covering minimum rental and all other leasehold expenses of Tenant hereunder, and, at Landlord's sole option, Landlord may obtain earthquake insurance.

Landlord   Tenant

Landlord shall procure such public liability and property damage insurance and such other insurance as in its sole discretion it deems reasonable and necessary for its protection with regard to the ownership and operation of the Building.

15.3   Landlord's Remedy; Tenant's Insurance

If Tenant shall fail to procure and maintain any insurance policy required herein, Landlord may (but shall not be obligated to) procure the same on Tenant's behalf, and the cost of same shall be due with the next installment of rent, together with interest at the maximum rate permitted by law.

ARTICLE 16.   WAIVER OF SUBROGATION

Any insurance carried by either party with respect to the Premises and property contained in the Premises or occurrences related to them shall include a clause or endorsement denying to the insurer rights of subrogation against the other party to the extent rights have been waived by the insured prior to occurrence of injury or loss. Tenant shall upon request provide to Landlord written evidence from its insurer or insurance broker that such a clause is contained in Tenant's insurance policy. Each party, notwithstanding any provisions of this Lease to the contrary, waives any right of recovery against the other for injury or loss due to hazards covered by insurance containing such clause or endorsement.

ARTICLE 17.   RELEASE AND INDEMNITY

17.1   Tenant's Indemnity

Tenant shall indemnify and hold harmless Landlord and any property manager of Landlord against and from any and all claims, actions, damages, liability and expenses, including attorneys' fees, arising from or out of Tenant's use of the Premises or from the conduct of its business or from any activity, work or other things done, permitted or suffered by the Tenant in or about the Premises. Tenant shall further indemnify and hold Landlord and any property manager of Landlord harmless from any and all claims arising from any breach or default in the performance of any obligation on Tenant's part to be performed under the terms of the Lease, or arising from any act or negligence of the Tenant, or any officer, agent, employee, guest or invitee of Tenant, and from all costs, damages, attorneys' fees and liabilities incurred in defense of any such claim of any action or proceeding brought thereon, including any action or proceeding brought against Landlord and any property manager of Landlord by reason of such claim. Tenant, as a material part of the consideration to Landlord, hereby assumes all risk of damage to property or injury to persons in, upon or about the Premises, from any cause other than Landlord's negligence or tortious actions, bad faith, or willful misconduct. Tenant shall give prompt notice to Landlord in case of casualty or accident in the Premises, except for Tenant is not required to provide Landlord with notice of a casualty or accident involving only Tenant's employees.

17.2   Landlord's Liability

Landlord shall not be liable for injury or damage which may be sustained by the person, goods, wares, merchandise or property of Tenant, its employees, invitees or customers, or by any other person in or about the Premises caused by or resulting from fire, steam, electricity, gas, water or rain which may leak or flow from or into any part of the Premises, or from the breakage, leakage, obstruction or other defects of the pipes, sprinklers, wires, appliances, plumbing, air conditioning or lighting fixtures of the same, whether the said damage or injury results from conditions arising upon the demised Premises or from other sources. Neither Landlord nor any property manager of Landlord shall be liable for any damages arising from any act or neglect of any other tenant of the Building.

17.3   Landlord's Indemnity

Landlord shall indemnify and hold harmless Tenant against and from any and all claims, actions, damages, liability and expenses, including attorneys' fees, arising from or out of Landlord's conduct of its business or from any activity, work or other things done, permitted or suffered by the Landlord in or about the Premises. Landlord shall further indemnify and hold Tenant harmless from any and all claims arising from any breach or default in the performance of any obligation on Landlord's part to be performed under the terms of the Lease, or arising from any act or negligence of the Landlord, or any officer, agent, employee, guest or invitee of Landlord, and from all costs, damages, attorneys' fees and liabilities incurred in defense of any such claim of any action or proceeding brought thereon, including any action or proceeding brought against Tenant by reason of such claim. Landlord, as a material part of the consideration to Tenant, hereby assumes all risk of damage to property or injury to persons in, upon or about the Premises, from

Landlord   Tenant

any cause other than Tenant's negligence or tortious actions or omissions, bad faith, or willful misconduct.

ARTICLE 18.   INSOLVENCY OF TENANT

18.1   Bankruptcy or Levy

The filing of any petition in bankruptcy, whether voluntary or involuntary, or the adjudication of Tenant as a bankrupt or insolvent, or the appointment of a receiver or trustee to take possession of all or substantially all of Tenant's assets, or an assignment by Tenant for the benefit of its creditors, or any action taken or suffered by Tenant under any state or federal insolvency or bankruptcy act, including, without limitation, the filing of a petition for or in reorganization, or the taking or seizure under levy of execution or attachment of the Premises or any part thereof, shall constitute a breach of this Lease by Tenant, and in any one or more of said events Landlord may at its option terminate this Lease by written notice to Tenant.

18.2   Transfer by Operation of Law

Neither this Lease nor any interest therein or thereunder, nor any estate thereby created in favor of Tenant, shall be an asset of Tenant in or under any bankruptcy, insolvency or reorganization proceeding, nor shall any of the same pass by operation of law under any state or federal insolvency or bankruptcy law to any trustee, receiver or assignee for the benefit of creditors or any other person whatever without Landlord's express written consent.

18.3   Damages

Landlord shall be entitled, notwithstanding any provision of this Lease to the contrary, upon re-entry of the Premises in case of a breach under this Article, to recover from Tenant as damages for loss of the bargain resulting from such breach, and not as a penalty, such amounts as are specified in Article 26, unless any statute governing the proceeding in which such damages are to be proved shall lawfully limit the amount thereof capable of proof, in which latter event Landlord shall be entitled to recover as and for its damages the maximum amount permitted under said statute.

ARTICLE 19.   PERSONAL PROPERTY AND OTHER TAXES

19.1   Tenant Personal Property and Business Taxes

Tenant shall pay, before delinquency, any and all taxes and assessments, sales, use, business, occupation or other taxes, and license fees or other charges whatever levied, assessed or imposed upon its business operations conducted in the Premises. Tenant shall also pay, before delinquency, any and all taxes and assessments levied, assessed or imposed upon its equipment, furniture, furnishings, trade fixtures, merchandise and other personal property in, on or upon the Premises.

19.2   Tenant Leasehold Improvement Taxes

Tenant shall pay all taxes and assessments levied, assessed or imposed on its leasehold improvements, regardless of whether such improvements were installed and/or paid for by Tenant or by Landlord, and regardless of whether or not the same are deemed to be a part of said building, but excluding only those improvements to the Premises which are a part of "Landlord's Work" as defined in Exhibit D hereto and were installed by Landlord.

19.3   Tenant Rental Taxes

Tenant shall pay (or reimburse Landlord thereof forthwith on demand) any excise tax, gross receipts tax, or any other tax however designated, and whether charged to Landlord, or to Tenant, or to either or both of them, which is imposed on or measured by or based on the rentals to be paid under this or any estate or interest of Tenant, or any occupancy, use or possession of the Premises by Tenant.

19.4   Landlord Taxes

Nothing hereinabove contained in this Article shall be construed as requiring Tenant to pay any inheritance, estate, succession, transfer, gift, franchise, income or profits tax or taxes imposed upon Landlord.

Landlord   Tenant

ARTICLE 20. SIGNS AND PROMOTIONS

20.1   Exterior Sign Design and Approval

Tenant shall have the right, or Landlord may require Tenant to install, maintain and replace on the store, such signs as may be reasonably necessary for commercial identification in a manner aesthetically compatible with the Building, as reasonably determined by Landlord in accordance with the sign criteria Landlord may adopt from time to time, provided that erection of such signs by Tenant shall first have been approved by Landlord and by applicable governmental authorities. In no event shall Tenant install on or about the Premises or the Building any internally illuminated cabinet signs or any backlit translucent awnings. Tenant acknowledges that the signage is a critical aspect in the success of the Building. Tenant shall pay all costs relating to the construction, installation, maintenance and repair of its signs. Tenant shall have no right to erect a pole sign.

20.2   Exterior and Interior Sign Prohibitions

Tenant shall not place, construct or maintain on the store windows, doors or exterior walls or roof of the Premises or any interior portions that may be visible from the exterior of the Premises, any signs, advertisements, names, trademarks or other similar item without Landlord's consent, but in no event will Landlord consent to window signs that occupy more than 15% of the window area. Landlord at Tenant's cost may remove any item so placed or maintained which does not comply with the provisions of this paragraph. In no circumstance are Tenant's banners and/or posters hung off any portion of the building, fascia, soffits or eaves. Tenant shall not put "A" board signage, flag signage, pole signage, or any exterior signage on the property without Landlord's prior consent. Provided, however, that vehicle markings designed to identify official City of Kirkland vehicles owned and operated by Tenant shall not be a violation of this section

20.3   Billboard Signs

In the event Landlord elects to procure outdoor billboard advertising identifying the Building, Tenant agrees to pay Landlord its pro rata share of the cost of such advertising, computed as provided in Subsection 11.5.

20.4   Name of Building

Tenant agrees that when mentioning the Building in any of its advertising in any form of media it shall refer to said Building as **Rose Hill Plaza** Tenant shall not have or acquire any property right or interest in the name of the Building and Landlord reserves the right to change said name upon notice to Tenant. Tenant waives all claims for damages caused by any such change.

ARTICLE 21. ASSIGNMENT AND SUBLETTING

21.1   Assignment or Sublease - Consent Required

Tenant shall not voluntarily, involuntarily, or by operation of law assign, transfer, hypothecate, or otherwise encumber this Lease or Tenant's interest therein, and shall not sublet or permit the use by others of the Premises or any part thereof without first obtaining in each instance Landlord's written consent. If consent is once given by Landlord to any such assignment, transfer, hypothecation or subletting, such consent shall not operate as a waiver of the necessity for obtaining Landlord's consent to any subsequent assignment, transfer, hypothecation or sublease. Any such assignment or transfer without Landlord's consent shall be void and shall, at Landlord's option, constitute a material breach of this Lease. This Lease shall not, nor shall any interest therein, be assignable as to Tenant's interest by operation of law, without Landlord's express prior written consent. Approval by Landlord of any assignment or subletting shall not eliminate Tenant's liability for all obligations contained herein during the remainder of the Lease term.

21.2   Reasonable Refusal of Consent

The consent of Landlord required under Subsection 21.1 above shall not be unreasonably withheld. Should Landlord withhold its consent for any of the following reasons, the withholding shall be deemed to be reasonable:

(a)   Conflict or incompatibility of the proposed use (which must be a use authorized by Subsection 5.1) with other uses in the Building;

(b)   Financial inadequacy of the proposed sublessee or assignee;

(c)   A proposed use (which must be a use authorized by Subsection 5.1) which would diminish the reputation of the Building or the other businesses located therein;

(d)   The unsuitability of percentage rent clause for the proposed new assignee or subtenant.

(e)   A proposed use (which must be a use authorized by Subsection 5.1) whose impact on the common facilities of the other tenants in the Building would be disadvantageous;

(f)   A proposed use which involves the use, storage, generation or disposal of hazardous substances as defined by Subsection 5.6 of this Lease.

21.3   Assumption of Liability With Tenant Required

Each assignee or transferee shall assume and be deemed to have assumed this Lease and shall be and remain liable jointly and severally with Tenant for the payment of all rents due hereunder, and for the due performance during the term of all the covenants and conditions herein set forth by Tenant to be performed. No assignment or transfer shall be effective or binding on Landlord unless said assignee or transferee shall, concurrently, deliver to Landlord a recordable instrument which contains a covenant of assumption by said assignee or transferee; provided that a failure or refusal to so execute said instrument shall not release or discharge the assignee or transferee from its liability aforesaid.

21.4   Transfer of Interest in Entity – Assignment

If Tenant is not a publicly traded corporation, or if Tenant is an unincorporated association or a partnership, the transfer, assignment or hypothecation by one or more persons and/or entities of any stock or interest in such corporation, association or partnership in excess of fifty percent (50%) shall be deemed an assignment within the meaning of this Article.

21.5   Notice and Information Required From Tenant

If Tenant intends to assign this Lease or any interest therein, sublet all or any part of the Premises, Tenant shall give prior written notice to Landlord of each such proposed assignment or subletting, specifying the proposed assignee or subtenant and the terms of such proposed assignment or sublease and the use to which the Premises will be put. Said notice shall be accompanied by the proposed assignee's or sublessee's certified financial statement, business plan, and pro forma statement of the business to be operated. Landlord shall, within thirty (30) days thereafter, notify Tenant in writing either, that it consents (subject to any conditions of consent that may be imposed by Landlord) or does not consent to such transaction.

21.6   Division of Excess Payment

In the event of an approved assignment or subletting pursuant to this Article 21, Tenant shall assign to Landlord one-half of all consideration paid to Tenant directly or indirectly for the assignment by Tenant of its leasehold interest, and fifty percent (50%) of any and all subrentals payable by sublessees to Tenant which are in excess of the minimum monthly rent payable by Tenant hereunder, after first deducting all sub lessee costs.

21.7   Landlord's Costs and Attorneys' Fees

Tenant agrees to reimburse Landlord for Landlord's reasonable costs and attorneys' fees incurred in connection with the processing and documentation of any requested assignment, transfer, hypothecation or subletting of this Lease aforesaid.

ARTICLE 22.   ENTRY RIGHTS RESERVED BY LANDLORD

Subject to Tenant's security requirements, upon reasonable prior notice, Tenant shall permit Landlord, its lenders, or its agents to enter the Premises at reasonable times for the purpose of:

(a)   Inspection of the Premises and/or the building of which it is a part as well as all equipment used in connection therewith;

(b)   Making repairs to and/or remodeling the Premises, the building of which it is a part, and/or the electrical or other utility systems serving any portion of the same;

(c)   Showing the Premises to persons wishing to purchase or make a mortgage loan upon the same;

(d)   Posting notice of non responsibility;

(e)   Posting "For Lease" signs and showing the Premises to persons wishing to rent the Premises during the last six (6) months of the term of this Lease.

ARTICLE 23.   CONSENT OF LANDLORD

Whenever Landlord's consent or approval is required prior to any action under this Lease, in no event shall Landlord be liable in monetary damages for withholding its consent or approval unless Tenant proves the same to have been withheld maliciously or in bad faith.

ARTICLE 24.   RIGHT OF LANDLORD TO PERFORM

All covenants to be performed by Tenant hereunder shall be performed by Tenant at its sole cost and expense and without any abatement of any rent to be paid hereunder. If Tenant shall fail to pay any sum, other than rent, required to be paid by it or shall fail to perform any other act on its part to be performed, and such failure shall continue beyond the applicable grace period set forth in Article 26, Landlord may (but shall not be obligated to) and without waiving or releasing Tenant from any of its obligations, make any such payment or perform any such other act on Tenant's part to be made or performed as herein provided. All sums so paid by Landlord and all necessary incidental costs, together with interest at the maximum lawful rate per annum from the date of such payment by Landlord shall be payable by Tenant forthwith on Landlord's demand thereof. In the event of nonpayment thereof by Tenant, Landlord shall have, in addition to all other rights and remedies, the same rights and remedies as in the case of default by Tenant in the payment of rent.

ARTICLE 25.   LANDLORD DEFAULT

25.1   Notice to Landlord

If Landlord shall be in default of any covenant of this Lease to be performed by it, Tenant, prior to exercising any right or remedy it may have against Landlord on account thereof, shall give Landlord a ten (10) day written notice of such default, specifying the nature of such default. Notwithstanding anything to the contrary elsewhere in this Lease, Tenant agrees that if the default specified in said notice is of such nature that it can be cured by Landlord, but cannot with reasonable diligence be cured within said thirty (30) day period, then such default shall be deemed cured if Landlord within said thirty (30) day period shall have commenced the curing thereof and shall continue thereafter with all due diligence to cause such curing to proceed to completion.

25.2   Landlord's Liability

If Landlord shall fail to cure a default of any covenant of this Lease to be performed by it and, as a consequence of such uncured default, Tenant shall recover a money judgment against Landlord, such judgment shall be satisfied solely out of the proceeds of sale received upon execution of such judgment against the right, title and interest of Landlord in the building and its underlying realty and out of the rents, or other income from said property receivable by Landlord, or out of the consideration received by Landlord's right, title and interest in said property, but neither Landlord nor any partner or joint venture of Landlord shall be personally liable for any deficiency.

ARTICLE 26.   DEFAULT AND REMEDIES

26.1   Events of Default

The occurrence of any of the following shall constitute a material breach and default of this Lease by Tenant:

(a)   Any failure by Tenant to pay when due any of the rent required to be paid by Tenant hereunder where such failure continues for ten (10) days after the same is due;

(b)   A failure by Tenant to observe and perform any other provision of this Lease to be observed or performed by Tenant where such failure continues for thirty (30) days after written notice thereof from Landlord; provided, that if the nature of such default is such that the same cannot with due diligence by cured within said period, Tenant shall not be deemed to be in default if it shall within said period commence such curing and thereafter diligently prosecutes the same to completion;

(c)   The abandonment or vacation of the Premises.

26.2   Damages Upon Termination

In the event of any default as aforesaid by Tenant, then in addition to any and all other remedies available to Landlord at law or in equity, Landlord shall have the right to immediately terminate this Lease and all rights of Tenant hereunder by giving written notice to Tenant of its election so to do. If Landlord shall elect to terminate this Lease, then it may recover from Tenant:

(a)   The worth at the time of the award of the unpaid rent, assessments and charges payable hereunder which had been earned at the date of such termination; plus

(b)   The worth at the time of the award of the amount by which the unpaid rent, assessments and charges which would have been earned after termination and until the time of the award exceeds the amount of such rental loss which Tenant proves could have been reasonably avoided; plus

(c)   The worth at the time of the award of the amount by which the unpaid rent for the balance of the term after the time of the award exceeds the amount of such rental loss which Tenant proves could be reasonably avoided; plus

(d)   Any other amounts necessary to compensate Landlord for all detriment proximately caused by Tenant's failure to perform its obligations hereunder or which, in the ordinary course of affairs, would likely result there from; and

(e)   At Landlord's election, such other amounts in addition to or in lieu of the foregoing as may be permitted by applicable Washington law from time to time.

26.3   "Worth at the Time"

As used in subparagraphs (a) and (b) above, the "worth at the time of the award" is computed by allowing interest at the rate of ten percent (10%) per annum. As used in subparagraph (c) above, the "worth at the time of the award" is computed by discounting such amount at the discount rate of the Federal Reserve Bank of San Francisco at the time of the award plus one percent (1%).

26.4   Removal of Personal Property

In the event of any default aforesaid by Tenant, Landlord shall also have the right, with or without terminating this Lease, to re-enter the demised Premises and remove all property and persons there from, and any such property may be removed and stored in a public warehouse or elsewhere at the cost and for the account of Tenant.

26.5   Remedy Upon Re-Entry Without Termination

If Landlord shall elect to re-enter as above provided or shall take possession of said Premises pursuant to legal proceedings or pursuant to any notice provided by law, and if Landlord has not elected to terminate this Lease, Landlord may either recover all rental as it becomes due or re let the demised Premises or any part of parts thereof for such term or terms and upon such provisions as Landlord, in its sole judgment, may deem advisable and shall have the right to make repairs to and alterations of the demised Premises.

26.6   Application of Rentals Upon Re letting

If Landlord shall elect to re let as aforesaid, then rentals received by Landlord there from shall be applied as follows:

(a)   To the payment of any indebtedness other than rent due hereunder from Tenant;

(b)   To the payment of all costs and expenses incurred by Landlord in connection with such reletting;

(c)   To the payment of the cost of any alterations of and repairs to the Premises; and

(d)   To the payment of rent due and unpaid hereunder and the residue, if any, shall be held by Landlord and applied in payment of future rent as the same may become due and payable hereunder.

In no event shall Tenant be entitled to any excess rental received by Landlord over and above that which Tenant is obligated to pay hereunder. Should that portion of such rentals received from such reletting during any month, which is applied to the payment of rent hereunder, be less than the rent payable hereunder during that month by Tenant, then Tenant shall pay such deficiency to Landlord forthwith upon demand, and said deficiency shall be calculated and paid monthly. Tenant shall also pay Landlord as soon as ascertained and upon demand, all costs and expenses incurred by Landlord in

Landlord   Tenant

connection with such reletting and in making any such alterations and repairs which are not covered by the rentals received from such reletting.

26.7 Re-Entry Not Termination

No re-entry or taking possession of the Premises by Landlord under this Article shall be construed as an election to terminate this Lease unless a written notice of such intention is given to Tenant or unless the termination thereof be adjudged by a court of competent jurisdiction. Notwithstanding any reletting without termination by Landlord because of Tenant's default, Landlord may at any time after such reletting elect to terminate this Lease because of such default.

26.8 Landlord's Right to Damages and Indemnification Preserved

Nothing contained in this Article shall constitute a waiver of Landlord's right to recover damages by reason of Landlord's efforts to mitigate the damages to it caused by Tenant's default; nor shall anything in this Article adversely affect Landlord's right, as in this Lease elsewhere provided, to indemnification against liability for injury or damage to persons or property occurring prior to a termination of this Lease.

26.9 Interest

Any unpaid rent and any other sums due and payable hereunder by Tenant shall bear interest at the maximum lawful rate per annum from the due date and until payment thereof.

26.10 "Rent" and "Rental"

The terms "rent" and "rental" as used herein and elsewhere in this Lease shall be deemed to be and mean the minimum rent, all additional rents, rental adjustments, taxes and utilities, and any and all other sums, however designated, required to be paid by Tenant hereunder.

26.11 Late Charges

Tenant acknowledges that late payment by Tenant to Landlord of rent and/or CAM payments will cause Landlord to incur costs not contemplated by this Lease, the exact amount of such costs being extremely difficult and impracticable to fix. Such costs include, without limitation, processing and accounting charges, Landlord's bank fees, and late charges that may be imposed on Landlord by the terms of any encumbrance and note secured by any encumbrance covering the Premises. Therefore, if any installment of rent or CAM due from Tenant is not received by Landlord within twenty-five (25) days following the due date, Tenant shall pay to Landlord an additional sum of five percent (5%) of the amount owed as a late charge. After written notice by Landlord and if more than one hundred twenty (120) days without full payment of outstanding balance of rent payments/CAM and late fees by Tenant, the Landlord may terminate this Lease with thirty (30) days written notice without prejudice or surrender of Landlord's rights and/or Tenant's remaining obligations within this lease. The parties agree that this late charge represents a fair and reasonable estimate of the costs that Landlord will incur by reason of late payment by Tenant. Acceptance of any late charge shall not constitute a waiver of Tenant's default with respect to the overdue amount, nor prevent Landlord from exercising any of the other rights and remedies available to Landlord.

26.12 Guaranteed Payment

Tenant agrees that in the event Tenant makes any payment to Landlord by check or draft which as a result of any act or omission of Tenant causes said instrument to be non-negotiable by Landlord in the normal course of its business, Landlord may at its option demand that all future payments to Landlord from Tenant be made by certified or cashier's check or by money order.

26.13 Attorney's Fees

If Landlord shall retain an attorney for the purpose of collecting any rental due from Tenant or for the purpose of enforcing any other term or provision of this Lease, Tenant shall pay the reasonable fees of such attorney for the attorney's services regardless of the fact that no legal proceeding or action may have been filed or commenced.

ARTICLE 27. PRIORITY OF LEASE AND ESTOPPEL CERTIFICATE

27.1 Priority of Lease

At Landlord's election, this Lease shall be either superior to or subordinate to any and all trust deeds, mortgages or other security instruments, ground leases or leaseback financing arrangements now existing or which may hereafter be executed covering the Premises and/or the land underlying the same or any part or parts of either thereof, and

Landlord   Tenant

for the full amount of all advances made or to be made thereunder together with interest thereon, and subject to all the provisions thereof, all without the necessity of having further instruments executed by Tenant to effectuate the same. Tenant agrees to execute, acknowledge and deliver upon request by Landlord any and all documents or instruments which are or may be deemed necessary or proper by Landlord to more fully and certainly assure the superiority or the subordination of this Lease and to any such trust deeds, mortgages or other security instruments, ground leases or leasebacks. Provided, that if this Lease shall be subordinate, any person or persons purchasing or otherwise acquiring any interest at a foreclosure sale under said trust deed, mortgages or other security instruments, or by termination of said ground leases or leasebacks, shall continue this Lease in full force and effect in the same manner as if such person or persons had been named as Landlord herein.

This Lease shall continue in full force and effect as aforesaid, and Tenant shall automatically become the tenant of Landlord's successor in interest and shall attorn to said successor in interest. If requested, Tenant shall execute an attornment agreement satisfactory in form to said successor in interest. The words "person" and "persons" as used herein or elsewhere in this Lease shall mean individuals, partnerships, firms, associations and corporations.

27.2 Modifications Required by Lender

It is understood by Tenant that during the term of this Lease, Landlord may place new or additional financing upon the Building and in that event, this Lease must be approved by the financing institution making such loans. Accordingly, if any such financial institution requires, as a condition to making its loan, any non-substantive modification of this Lease, Tenant agrees to enter into an agreement so modifying this Lease. In the event Tenant refuses on the grounds that the modification is substantive, then that issue only shall be arbitrated through the offices of the American Arbitration Association under the rules and guidelines of that association as then existing, with each party to bear its own costs incurred therein, and to share one-half of the mutually incurred arbitration costs. If it is determined by such arbitration that Tenant is required to enter into such amendment and if Tenant refuses to execute such amendment within twenty (20) days after such determination, then Landlord shall have the right, in addition to any other remedies it may have at law or in equity, by giving written notice to Tenant, to terminate this Lease.

27.3 Estoppel Certificate

Tenant shall at any time and from time to time execute, acknowledge and deliver to Land-lord, within twenty (20) days after Landlord's request therefore, a written statement certifying as follows:

(a) That this Lease is unmodified and in full force (or if there has been modification thereof, that the same is in full force as modified and stating the nature thereof);

(b) That to the best of its knowledge, there are no uncured defaults on the part of Landlord (or if any such default exists, the specific nature and extent thereof);

(c) The date to which any rents and other charges have been paid in advance, if any.

ARTICLE 28. HOLDING OVER

If, without the execution of a new Lease or written extension of this Lease, and with the consent of Landlord, Tenant shall hold over after the expiration of the term of this Lease, then Tenant shall be deemed to be occupying the Premises as a tenant from month-to-month, which tenancy may be terminated as provided by law. During said tenancy, the minimum rent payable to Landlord by Tenant shall be one hundred twenty percent (120%) of the minimum rental set forth in Article 3 of this Lease, unless a different rate is agreed upon, and upon all of the other terms, covenants and conditions set forth in this Lease so far as the same are applicable. Provided that if Tenant shall fail to surrender the Premises upon the termination of this Lease, in addition to any other liabilities to Landlord arising there from, Tenant shall and does hereby agree to indemnify and hold Landlord harmless from loss and liability resulting from such failure including, but not limited to, claims made by any succeeding tenant founded on such failure.

ARTICLE 29. NOTICES

Wherever in this Lease it shall be required or permitted that notice, approval, advice, consent or demand be given or served by either party to this Lease to or on the other, the same shall be given or served, and shall not be deemed to have been duly given or

served unless in writing and forwarded by certified or registered mail, addressed to the addresses of the parties as specified herein. Notice shall be deemed given when so mailed and addressed. Either party may change such address by written notice forwarded by certified or registered mail to the other.

LANDLORD:	**SEAWEST INVESTMENT ASSOCIATES, LLC**
	13120 N.E. 70th Place, Suite 201
	Kirkland, WA. 98033
Phone	**(425) 828-7777**
Fax	**(425) 827-3276**

TENANT:	**City of Kirkland**
	123 5ᵗʰ Ave
	Kirkland, WA 98033
Phone:	_____
Email Contact:	_____

ARTICLE 30.   LIENS

30.1   No Liens Permitted

Tenant shall pay all costs for work done by it or caused to be done by it in the Premises and Tenant shall keep both said Premises and the Building free and clear of all mechanics' liens and other liens on account of work done for Tenant or persons claiming under it. Tenant agrees to and shall indemnify and hold Landlord harmless against liability, loss, damage, costs, attorneys' fees and any other expenses on account of claims of lien of laborers or suppliers for work performed or materials or supplies furnished for Tenant or persons claiming under it. Tenant shall take all steps as Landlord may direct, including the furnishing of a bond or bonds, to insure the protection of Landlord, the Premises and the building from loss by virtue of any such lien.

30.2   Tenant's Bond on Contest

If Tenant shall desire to contest any claim of lien, it shall furnish Landlord adequate security in the amount of the claim, plus estimated costs and interest or a bond of a responsible corporate surety in that amount conditioned on discharge of the lien. Tenant shall pay and satisfy forthwith any final judgment entered which establishes the validity or existence of a lien.

30.3   Landlord's Right to Pay Lien Claims

If Tenant shall not have paid a charge for which a mechanics' lien claim and suit to foreclose the same have been filed, and shall not have given the security aforesaid, Landlord may (but shall not be obligated to) pay said claim and any costs, and the amount so paid, together with reasonable attorneys' fees incurred in connection therewith shall be immediately due and owing from Tenant to Landlord as additional rent, together with interest at the maximum lawful rate from the date of Landlord's payment thereof.

30.4   Notice Prior to Commencement of Work

Tenant shall, at least ten (10) days prior to commencing any work, which might result in a lien as aforesaid, give Landlord written notice of its intention so to do to enable Landlord to post, file and record legally effective notice of non-responsibility. Landlord or its representatives shall have the right to enter into the demised Premises and inspect the same at all reasonable times, and shall have the right to post and keep posted thereon said notices of non-responsibility and such other notices as Landlord may deem proper to protect its interest therein.

ARTICLE 31.   QUIET ENJOYMENT

Landlord agrees that Tenant, except as otherwise provided herein, upon payment of rent, additional rent and all other sums and charges required to be paid by Tenant hereunder, and the due and punctual performance of all of Tenant's other covenants and obligations under this Lease, shall have the quiet and undisturbed possession of the Premises.

ARTICLE 32.   ATTORNEYS' FEES

Should either party hereto institute any action or proceeding in court to enforce any provision hereof or for damages or for declaratory or other relief hereunder, the prevailing party shall be entitled to receive from the losing party, in addition to court costs, such amount as the court may adjudge to be reasonable as attorneys' fees for services

_____   _____
Landlord   Tenant

rendered to said prevailing party, and said amount may be made a part of the judgment against the losing party.

ARTICLE 33. MISCELLANEOUS

33.1 No Partnership or Joint Venture

Nothing contained in this Lease shall be deemed or construed as creating a partnership or joint venture between Landlord and Tenant or between Landlord and any other party, or cause Landlord to be in any manner responsible for the debts or obligations of Tenant, or any other party.

33.2 Separation of Provisions - Construction of Lease

If any provision of this Lease shall be determined to be void or voidable by any court of competent jurisdiction, such determination shall not affect any other provision of this Lease and all such other provisions shall remain in effect. It is the intention of the parties hereto that if any provision of this Lease is capable of two constructions, one of which would render the provision void or voidable and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid.

33.3 Corporate Representatives

If Tenant hereunder is a corporation, the parties executing this Lease on behalf of Tenant represent and warrant to Landlord that: They have the authority to bind Tenant; Tenant is a valid and existing corporation; all things necessary to qualify Tenant to do business in Washington have been accomplished prior to the date of this Lease; all franchise and other corporate taxes have been paid to the date of this Lease; all forms, reports, fees and taxes required to be filed or paid by said corporation in compliance with applicable laws will be filed and paid when due.

33.4 Entire Agreement

The entire agreement between the parties hereto is set forth in this Lease, and any agreement hereafter made shall be ineffective to change, modify, alter or discharge it in whole or in part unless such agreement is in writing and signed by both said parties. It is further understood that there are no oral agreements between the parties hereto affecting this Lease, and that this Lease supersedes and cancels any and all previous negotiations, arrangements, brochures, agreements and understandings, if any, between said parties or displayed by Landlord to Tenant with respect to the subject matter of this Lease, and none of the same shall be available to interpret or construe this Lease. All negotiations and oral agreements acceptable to both parties hereto have been merged into and are included in this Lease.

33.5 Other Tenancies and Improvements

Landlord reserves the absolute right to effect such other tenancies in the Building as Landlord shall determine to best promote the interests of the Building. Landlord may change the shape, size, location, number and extent of the improvements to any portion of the Building without the consent of Tenant. Tenant does not rely on the fact nor does Landlord represent that any specific tenant or number of tenants shall during the term of this Lease occupy any space in the Building.

33.6 Jurisdiction - Construction of Lease

The laws of the State of Washington shall govern the validity, performance and enforcement of this Lease. King County shall be the venue of any action arising out of this Lease. Although the printed provisions of this Lease were prepared and drawn by Landlord, this Lease shall not be construed either for or against Landlord or Tenant, but its construction shall be at all times in accord with the general tenor of the language so as to reach a fair and equitable result.

33.7 Non-Waiver - Landlord's Acceptance of Payment

A waiver of any breach or default shall not be a waiver of any other breach or default. Landlord's consent to or approval of any act by Tenant requiring Landlord's consent or approval shall not be deemed to waive or render unnecessary Landlord's consent or approval of any subsequent similar act by Tenant. The acceptance by Landlord of any rental or other payments due hereunder with knowledge of the breach of any of the covenants of this Lease by Tenant shall not be construed as a waiver of any such breach. The acceptance at any time or times by Landlord of any sum less than that which is required to be paid by Tenant shall, unless Landlord specifically agrees otherwise in writing, be deemed to have been received only on account of the obligation for which it is paid, and shall not be deemed an accord and satisfaction notwithstanding any provisions to the contrary written on any check or contained in a letter of transmittal.

Landlord   Tenant

33.8 Force Majeure

Any prevention, delay or stoppage due to strikes. lockouts, labor disputes, acts of God, inability to obtain labor or materials or reasonable substitutes therefor, governmental restrictions, regulations or controls, enemy or hostile governmental action, riot, civil commotion, fire or other casualty, and other causes beyond the reasonable control of the party obligated to perform, shall excuse the performance by such party for a period equal to any such prevention, delay or stoppage except that subject to the provisions of Subsection 13.4, Tenant's obligations to pay rent, additional rent and any other sums or charges pursuant to this Lease shall not be affected thereby so long as the Premises have been delivered to Tenant.

33.9 "Landlord" – Release

The term "Landlord" as used in this Lease, so far as covenants or obligations on the part of Landlord are concerned, shall be limited to mean and include only the owner or owners at the time in question of the Premises; and in the event of any transfer or transfers of title thereto, Landlord herein named (and in case of any subsequent transfers or conveyances, the then grantor) shall be automatically freed and relieved from and after the date of such transfer or conveyance of all liability as respects the performance of any covenants or obligations hereunder on the part of Landlord to be performed thereafter.

33.10 Relocation

During the term of this Lease Landlord shall have the right to relocate the demised Premises to another location in the Building of approximately the same size as the original Premises described herein, upon thirty (30) days' written notice, provided that the cost of relocating Tenant's fixtures and equipment and constructing those leasehold improvements required by Tenant's business shall be borne solely by Landlord. All other costs, if any, shall be borne by Tenant.

33.10 Financial Statements

Upon Landlord's written request, Tenant shall promptly furnish to Landlord, from time to time, financial statements reflecting Tenant's (and Lease Guarantors') current financial condition.

33.11 Time for Performance

Time is of the essence with respect to the performance of each of the covenants and agreements of this Lease.

33.12 Binding Effect

Each and all of the provisions of this Lease shall be binding upon and inure to the benefit of the parties hereto and (except as set forth in Subsection 33.9 above and as otherwise specifically provided elsewhere in this Lease), their respective personal representatives, successors and assigns, subject at all times to all provisions and restrictions elsewhere in this Lease respecting the assignment, transfer, encumbering or subletting of all or any part of the Premises or Tenant's interest in this Lease.

33.13 Submission Not Offer

Submission of this instrument by or on behalf of Landlord for examination or execution by Tenant does not constitute a reservation of or option for Lease, and this instrument shall not be effective as a lease or otherwise until executed and delivered by both Landlord and Tenant.

33.14 Captions

The captions shown in this Lease are for convenience or reference only, and shall not, in any manner, be utilized to construe the scope or the intent of any provisions thereof.

33.15 Recordation

Tenant shall not record this Lease nor any short form memorandum thereof without Landlord's written consent.

33.16 Automatic Termination

In the event that the Rent Commencement Date has not occurred within thirty-six (36) months after the date hereof, this Lease shall terminate and be of no further force and effect.

_____   _____

Landlord   Tenant

33.17 Conditions

All agreements herein by Tenant, whether expressed as covenants or conditions, shall be deemed to be conditions for the purpose of this Lease.

33.18 Addendum

An Addendum is attached hereto and incorporated herein.

33.19 Number and Gender

Unless some other meaning and intent are apparent from the context, the plural shall include the singular and vice versa; masculine, feminine and neuter words shall be used interchangeably.

Landlord   Tenant

SIGNATURE PAGE

WITNESS the signatures of the parties hereto, this _____ day of _____, 20_21_.

LANDLORD: **TENANT:**

SEAWEST INVESTMENT ASSOCIATES, LLC   **CITY OF KIRKLAND**

By_____   By _____

Its_____   Its _____

Print Name_____   Print Name_____

LANDLORD NOTARY

STATE OF WASHINGTON   )
) ss.
COUNTY OF KING   )

       I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute the instrument and acknowledged it as the _____ of SEAWEST INVESTMENT ASSOCIATES, LLC to be the free and voluntary act of such party for the uses and purposes mentioned in this instrument.

       DATED: _____

                                    _____
                                    _____
                                    (Print Name)
                                    NOTARY PUBLIC in and for the
                                    State of Washington, residing
                                    at_____

                                    My appointment expires _____

_____   _____
Landlord   Tenant

TENANT NOTARY

STATE OF WASHINGTON)
) ss.
COUNTY OF KING)

         I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute the instrument and acknowledged it as the _City of Kirkland_____ of __N/A_____to be the free and voluntary act of such party for the uses and purposes mentioned in this instrument.

         DATED: _____

                         _____
                         _____
                            (Print Name)
                         NOTARY PUBLIC in and for the
                         State of Washington, residing
                         at_____
                         My appointment expires _____

_____   _____
Landlord   Tenant

ADDENDUM ONE

This Addendum dated the _____ day of May, 2021 is to that certain Lease between Seawest Investment Associates LLC as "Landlord" and City of Kirkland. as "Tenant". Wherein this Addendum differs from said Lease, this Addendum shall control.

1. Parking: **Tenant shall have unreserved access to its proportional parking area. Tenant shall be allowed to erect and maintain a temporary parking structure or cover if allowed by Code.** Tenant shall be allowed access to all parking for the property 24 hours a day, 7 days a week. Tenant shall be permitted to park emergency response apparatus and aid car on site.

_____   _____
Landlord   Tenant

<u>EXHIBIT A - LEGAL DESCRIPTION</u>

To be attached.

_____   _____

Landlord   Tenant

EXHIBIT B – SPACE/SITE PLAN

To be attached.

Landlord   Tenant

<u>EXHIBIT C – CONTINGENCIES</u>

NONE

_____   _____

Landlord   Tenant

EXHIBIT D - LANDLORD AND TENANT'S WORK

I.   **LANDLORD'S WORK:** The demised Premises are leased to Tenant "as is," without representation or warranty by the Landlord, with the following exceptions: Landlord shall provide in good working order all mechanical systems, electrical systems, and window systems for the Premises, and Landlord shall complete the following improvements to the Premises prior to occupancy:

> kitchen improvements, PPE room, decon room, construction of showers, three (3) sleeping quarters, exercise area, and a dayroom ("Tenant Improvement Work").

Before commencing: the scope of work for such improvements shall be submitted to Tenant for Tenant's review. Landlord shall hire an architect (approved by Tenant) and complete plans and specs for work to be completed, or City shall submit proposal for their preferred Architect for Landlord's review and approval to complete plans and specs for work to be completed. Landlord shall complete Tenant Improvement Work in-house or shall hire contractor to complete Tenant Improvement Work. Tenant shall have the right to review and approve all plans submitted by Landlord's architect for the Tenant Improvement Work. Tenant shall have the right to review and approve Tenant Improvements and associated costs and approve the selected contractor. Consistent with RCW 39.04.260, Landlord shall comply with chapter 39.12 RCW, related to prevailing wages, in performing Landlord's Work. To the extent Landlord constructs the Tenant Improvements Work in-house, WAC 296-127-026 exempts owners from paying themselves prevailing wage for work on the project.

II.   **TENANT'S WORK:**   Tenant is responsible for any and all work necessary to improve the Premises for Tenant's occupation not specifically described as "Landlord's Work."

Any work done at the space by Tenant during the term of the Lease:

- Tenant shall hire a licensed and bonded Contractor, subject to Landlord's approval, which shall not be unreasonably withheld. Prior to application for permits, Working Drawings prepared by licensed professionals shall be submitted to Landlord for Landlord's review and approval, which approval shall not be unreasonably withheld.

- Tenant warrants that all improvements, including all mechanical and HVAC, electrical and plumbing systems, and excluding those installed by Landlord, shall be constructed up to current applicable Building and Governmental codes. Tenant is solely responsible for verifying all existing plumbing, mechanical, HVAC, and electrical is adequate for their use. Tenant is solely responsible for verifying their intended use is permitted by City and governing authorities, including but not limited to County and State (if applicable). All work by the Tenant shall be done according to Code. All plans for such work shall be presented to the Landlord for the Landlord's approval prior to the start of work. Plans shall be presented to the Landlord within fifteen (15) days after mutual signing of the Lease.

Formatted: Indent: Left: 0"

Landlord   Tenant

EXHIBIT E - ARBITRATION RIDER

Any controversy or claim arising out of or relating to this Lease, or the breach thereof, other than an action by Landlord against Tenant for nonpayment of Rent, or for unlawful detainer or ejectment, shall be settled by arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association, and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

_____   _____
Landlord   Tenant

EXHIBIT F - RULES & REGULATIONS

1. No sign, placard, picture, advertisement, name or notice shall be displayed or affixed on or to any part of the outside of the Building, including but not limited to all storefronts, windows, walls, fencing, roof, fascia, etc. without the prior written consent of Landlord. All approved signs or lettering on doors shall be printed, painted, affixed or inscribed at the expense of Tenant by a person approved by Landlord. All electrical signs shall be labeled as approved by Underwriter's Laboratory. Landlord may elect to provide, at Landlord's sole cost and expense, building standard suite and directory signage.

2. Tenant shall not place anything near the glass of any window, door, partition or wall, which may appear unsightly form outside the Premises.

3. The sidewalks, halls, passages, exits, entrances and stairways shall not be obstructed by any of the tenants or used by them for any purpose other than for ingress and egress from their respective Premises.

4. Tenant shall not alter any lock or install any new or additional locks or any bolts on any doors or window of the Premises without the written consent of the Landlord.

5. The toilet rooms, urinals, washbowls, and other apparatus shall not be used for any purpose other than that for which they were constructed and no foreign substance of any kind whatsoever shall be thrown therein. The expense of any breakage, stoppage or damage resulting from the violation of this rule shall be borne by the Tenant whose employees or invitees caused it.

6. Tenant shall not overload the floor of the Premises.

7. Tenant shall not use, keep or permit to be used or kept any foul or noxious gas or substance in the Premises, or permit the Premises to be occupied or used in a manner offensive or objectionable to the Landlord or other occupants of the Building by reason of noise, odors or vibrations, or interfere in any way with other tenants or those having business therein.

8. Tenant shall not use or keep in the Premises or the Building any kerosene, gasoline or inflammable or combustible fluid or material, or use any method of heating or air conditioning other than that supplied by Landlord, without written consent of the Landlord.

9. Landlord shall have the right, without liability to Tenancy, to change the name and street address of Building of which the Premises are a part.

10. Tenant shall not disturb, solicit, or canvass any occupant of the Building and shall cooperate to prevent the same. This provision does not prevent or in any way limit Tenant from performing its governmental or proprietary functions as the City of Kirkland.

11. Tenant shall instruct Tenant's staff/employees to park in areas designated by Landlord as permitted or Tenant parking area.

12. No vending machine or machines of any description shall be installed, maintained or operated on the Premises without the written consent of the Landlord.

13. These Rules and Regulations may be amended or additional rules added from time to time, consistent with the Lease, which shall become effective upon delivery of written copies to the Tenants.

14. Tenant shall reimburse the Landlord for lost or damaged keys/access cards/garage remotes as follows: $25 for each key and access card, $100 for each garage remote.

Landlord _____   Tenant _____

EXHIBIT G – AGENCY DISCLOSURE

Landlord was represented by Brennan McClurg of First Western Properties, Inc.

Tenant was represented by Joe Steele of CBRE, Inc.

Commissions as according to Landlord's Listing Agreement with First Western Properties, Inc.

_____   _____

Landlord   Tenant

EXHIBIT H – FIRST RIGHT OF REFUSAL

First Right of Refusal to Purchase: if the Landlord decides to sell the property and puts it on the market or otherwise offer or make it available for sale at any time during the term of the lease, Tenant shall have the ongoing first right of refusal to purchase the property. If Landlord receives a bona fide offer once the property has been listed and put on the market or otherwise offered or made available for sale, Tenant shall have the right to match the terms of the offer to acquire the property within 30 days.

———   ———
Landlord   Tenant

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: Jay Gewin, Purchasing Agent

Date: May 6, 2021

Subject: REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF May 18, 2021.

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 April 22, 2021 are as follows:

	Project/Purchase	Process	Estimate/Price	Status
1.	Annual Adobe license renewal	Cooperative Purchase	$52,174.96	Purchase order awarded to SHI International Corp of Somerset, NJ.
2.	Replacement vehicle for Public Works	Cooperative Purchase	$65,225.36	Purchase order awarded to Columbia Ford of Longview, WA.
3.	ESRI license renewal for IT	Request for Proposals	$66,120.00	Purchase order awarded to ESRI of Olympia, WA.
4.	98th Avenue NE Street preservation project	Invitation for Bids	$1,284,732.50	Contract awarded to Lakeside Industries of Issaquah, WA.
5.	98th Avenue NE Street preservation project design and construction management	Request for Qualifications	$150,485.00	Contract awarded to KPG, Inc. of Seattle, WA based on qualifications per RCW 39.80.
6.	2021-2022 Human Services contract award	Request for Proposals	$67,026.00	Contract awarded to Asian Counseling and Referral Service of Seattle, WA.
7.	2021-2022 Human Services contract award	Request for Proposals	$70,000.00	Contract awarded to Attain Housing of Kirkland, WA.

8.	Human Resource software solution	Cooperative Purchase	$59,440.52	Contract awarded to NEOGOV of El Segundo, CA.
9.	Surface water master plan update	Request for Qualifications	$449,957.71	Contract awarded to Altaterra Consulting, LLC of Seattle, WA.
10.	Fire pump truck apparatus	Cooperative Purchase	$794,152.46	Purchase order awarded to True North Emergency Equipment, Inc. of Hillsboro, OR.
11.	2021-2022 Human Services contract award	Request for Proposals	$60,000.00	Contract awarded to Imagine Housing of Kirkland, WA.
12.	GeoNotification software solution for Information Technology	Cooperative Purchase	$66,000.00	Contract awarded to Tyler Technologies, Inc. of Dallas, TX.
13.	Kalakala remediation project	Direct Hire*	$84,467.00	Contract awarded to Performance Abatement Services of Woodinville, WA.

*See attached waiver of the competitive process

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

To:	Kurt Triplett, City Manager
From:	Kim Scrivner, Transportation Planner Joel Pfundt, Transportation Manager Julie Underwood, Public Works Director
Date:	April 14, 2021
Subject:	REQUEST FOR WAIVER OF COMPETITIVE BIDDING – Remediation of Kalakala pieces

RECOMMENDATION:

Staff recommends the waiver of a competitive process to remediate the Kalakala pieces using the same contractors hired by private developer, SRM, that will be doing this same work for some of the pieces to be used in the new Feriton Spur Park expansion

BACKGROUND DISCUSSION:

The Kalakala was a former ferry boat built at the Lake Washington Shipyards, now Carillon Point, from 1933 to 1935. The ship served as a former ferry, research vessel and fish cannery and was voted the second biggest attraction at the 1962 World's Fair. With the silver streamlined art-deco design, the Kalakala pioneered innovation and technology including the world's first fire suppression system on board any vessel and the first non-military vessel to use radar navigation.

When the Kalakala was eventually demolished in 2015, a committee comprised of interested citizens, members of Kirkland's Cultural Arts Commission, representatives from the Kirkland Arts Center, Kirkland Heritage Society and Kalakala enthusiasts formed to develop a concept for transforming Kalakala pieces into art and heritage installations. The City of Kirkland competed against hundreds of historians and fans to salvage iconic pieces and bring them home to Kirkland in February, 2015.
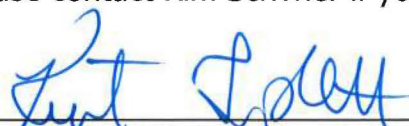
Kirkland now owns the wheelhouse, several sections from the portal windows and railings among other pieces. SRM, the developer for the Feriton Spur park expansion, will be remediating and using the larger portal pieces, a couple railings and the rudder trim wheel for display in the park but the remaining pieces still need to be remediated.

Kirkland has been seeking partnerships to place these pieces into art and heritage installations, but the biggest and most costly challenge is remediating the material to remove the lead paint, rust and asbestos. The larger pieces are currently being stored on the CKC behind a fence and the smaller pieces are being held in a storage unit. While SRM's contactors are out on the trail remediating the pieces for use in the Feriton Spur Park expansion, Kirkland has a unique opportunity to use those same contractors as they will already be staged to remediate this material. This provides Kirkland with a significant cost savings in staging costs as staging for this type of activity requires capturing any hazardous material, so it does not impact the surrounding environment.

The cost will be $84,467 to remediate the remaining pieces using SRM's contractors, Performance Abatement Services. A previous estimate to remediate all the pieces was approximately $200,000. While the previous estimate included all the pieces, the savings is still significant to utilize the same contractors as they are remediating the materials for the Feriton Spur Park expansion. This will be funded through the City's CKC Opportunity Fund, as approved by the City Manager.

Wheelhouse   **Portholes 3 + 7**   **2 Car doors**

6 Railings   **Rudder Trim**   **6 Window Frames**   **Miscellaneous**
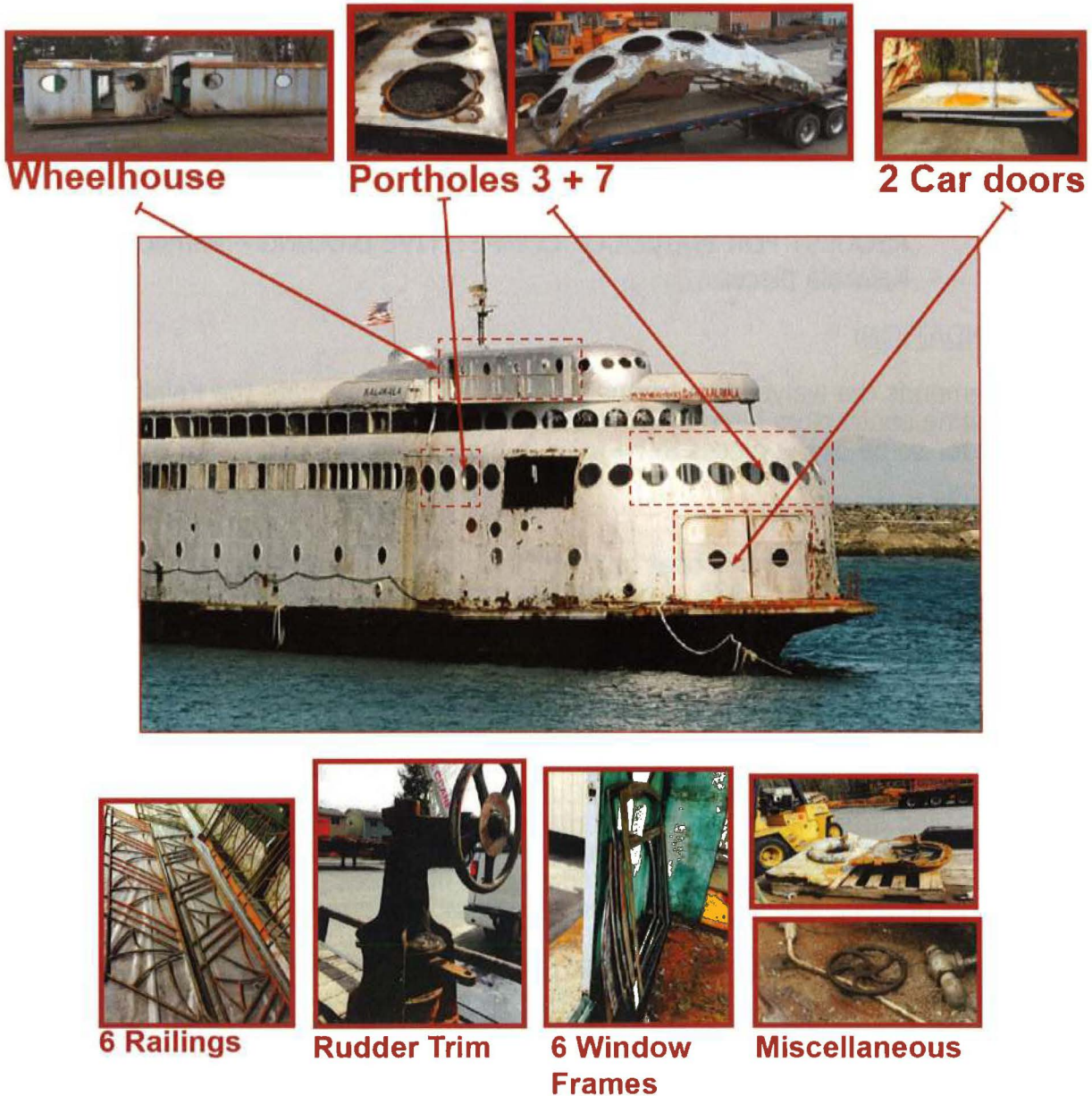
Please contact Kim Scrivner if you require additional information.

Concur: Kurt Triplett, City Manager

CITY OF KIRKLAND
City Council
123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
     www.kirklandwa.gov

MEMORANDUM

To: Kirkland City Council

From: Mayor Penny Sweet
                 Councilmember Kelli Curtis
                 Councilmember Amy Falcone

Date: May 5, 2021

Subject: Board and Commission Interview Selection Committee Recommendation

RECOMMENDATION:

That the City Council interviews applicants as proposed below for current board and commission terms ending March 31, 2021 (extended to May 31,2021). The Committee recommends including incumbents eligible for reappointment for the purpose of engaging in conversation with the Council about their participation and the work of the boards during their current term. The interviews are scheduled to be held as two special City Council meetings beginning at 5:00 p.m. on Monday, May 24th and Thursday, May 27th, 2021.

BACKGROUND DISCUSSION:

The Interview Selection Committee, consisting of Mayor Penny Sweet and Councilmembers Kelli Curtis and Amy Falcone, was selected at Council's April 6, 2021 regular meeting. The Committee held a meeting on May 5, 2021 to consider all applicants for upcoming vacancies and for consideration as alternate appointees. The committee's recommendations follow:

- The committee did not consider the Tourism Development Committee annual review as part of the discussion and recommends that the full Council include the review of that membership and making any re-appointments without interviews at one of the two scheduled special meetings.

- The committee recommends that the following applicants be interviewed for appointment to fill vacancies, or potentially be selected as alternate appointees for the Boards and Commissions indicated below; or, in the case of incumbents, to discuss their participation and the work of their boards.

Cultural Arts Commission

(2 adult vacancies for four-year terms ending 3/31/2025 and 2 adult vacancies for three-year terms ending 3/31/2024, 1 youth vacancy for a two-year term ending 3/31/23). These terms provide compositional term staggering in response to the proposed restructuring of the Cultural Arts Commission in harmony with Council's January 2021 Policy update.

1. Michelle Lustgarten (incumbent)
2. Ashlie Beach

3. Carolyn Billings
4. Alan Harrison
5. Michele Kelly
6. Dan Krehbiel
7. Chris Lye
8. Michael Potter
9. Donielle Stevens
10. Holly Tennant
11. Prashant Walia
12. Meredith Triplett (youth)

Design Review Board
(2 adult vacancies for four-year terms ending 3/31/2025)

1. Carlos Castaneda (incumbent)
2. Lisa Cranston
3. Rebecca Everts
4. Prashant Karbhari
5. Elizabeth Molitor
6. Amy Tarce

Human Services Commission
(4 adult vacancies for four-year terms ending 3/31/2025, 1 youth vacancy for a two-year term ending 3/31/23)

1. Jory Hamilton (incumbent)
2. Jonathan Stutz (incumbent)
3. Juan Antonio Avila
4. Pallavi Bhandarkar
5. Alayna Brand
6. Keriann Levinson
7. Gabriela Lopez Vazquez
8. Emma Mercer
9. Margit Moore
10. Sanaz Saadat
11. Laney Brackett (youth)

Library Board
(1 adult vacancy for a four-year term ending 3/31/2025, 1 adult unexpired term ending 3/31/2023, 1 youth vacancy for a two-year term ending 3/31/2023)

1. Myrna Bravo
2. Hannah Goodmansen
3. Julia Nolan
4. Anne Rudden
5. Cindy Wilson
6. Morgan Lee (youth)

Park Board
(2 adult vacancies for four-year terms ending 3/31/25, 1 adult unexpired term ending 3/31/2024, 1 youth vacancy for a two-year term ending 3/31/2023)

1. Susan Baird-Joshi (incumbent)
2. Mike Holland (incumbent)
3. Alethea Bielik
4. Tessa Hansen
5. Gretchen Moosbrugger
6. Mark Spire
7. Crystal Thimsen
8. Alison Cunningham (youth)

Planning Commission
(2 adult vacancies for four-year terms ending 3/31/25)

1. Katya Allen (incumbent)
2. John Tymcczyszyn (incumbent)
3. Curt Chambers
4. Julia Nolan
5. Brad Weed

Salary Commission
(1 vacancy for a three-year term ending 3/31/24)

1. Paul Baer
2. Karen Champagne

Transportation Commission
(2 adult vacancies for four-year terms ending 3/31/25)

1. Logan Cacan
2. Jonathan Harris
3. Rafael de Jesus Fernandez Moctezuma
4. Jinae Powell
5. Mary Michelle Quinton

Tourism Development Committee
(1 adult vacancy for a 1-year term, reviewed annually)

1. Skye Branson

Council's current procedures provide that the *maximum* number of applicants to be interviewed per vacancy are three; there is no minimum.

Council may choose to make a motion to accept the committee's recommendations, to include additional applicants for any of the board vacancies, or to adjust any of the proposed recommendations.

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Lorrie McKay, Intergovernmental Relations Manager
                Andreana Campbell, Management Analyst

Date: April 26, 2021

Subject: 2021 STATE LEGISLATIVE PRIORITIES UPDATE #8

RECOMMENDATION:
It is recommended that the City Council receive its eighth report on the City's 2021 State Legislative Priorities (Attachment A), the final update for the regular session of 2021. This memo was prepared for presentation at the Council's May 4 meeting, but the agenda item was deferred to May 18 due to the length of the May 4 meeting.

BACKGROUND DISCUSSION:
On Sunday, April 25 the Legislature wrapped up an historic and hugely productive session. In the COVID constrained, foggy lead-up on how the legislature would conduct the 2021 session remotely, Kirkland was cautioned to hold expectations at bay. However, what lawmakers were able to accomplish in 105 days is remarkable. "(This session) has been the most innovative, having produced unprecedented and legacy making advances as all-encompassing as any session in the last 25 years," Governor Inslee said. "Washingtonians received progress on climate, progress on equity, progress on our tax system, and progress protecting our workers and families, and more."

Kirkland's adopted 2021 Legislative Priorities and Session's End Outcomes
This session, two of the City's adopted 2021 legislative priorities, TOD at WSDOT-owned facilities and residential street maintenance were deferred and will be considered in 2022. The remaining priorities included seeking funding in the capital budget for prioritized local projects, two of which were awarded funding. The City also secured funding for David Brink Park restoration that was not originally on the priority list through the Aquatic Lands Enhancement Account. Finally, while two small transportation projects were prioritized for potential transportation budget funding, they were not included in the current year transportation budget.

o   **Support legislative actions that facilitate Transit-Oriented Development (TOD) for the Kingsgate Park and Ride TOD Pilot project, the I-405 & NE 85th Street Station Area and future TOD projects at other WSDOT-owned properties**

   ❖   At its January 5, Council agreed with a recommendation from its Legislative Workgroup to pull back from advancing legislation this session and continue to work with WSDOT on developing a future proposal, ideally as WSDOT agency-request legislation.

   ❖   Relatedly, in the update memo for Council's April 20 meeting, staff reported on an opportunity in SB 5312, which concerned facilitating transit-oriented development and increasing housing inventory. SB 5312 was amended by the House Committee on Environment & Energy to extend the grant funding that the City received through passage

of HB 1923 in the 2019 session. The deadline for deliverables on the original grant expired on April 1, 2021. The amendment to SB 5312 would have extended the grant through 2025. Sadly, 5312 did not make it out of committee and while Council's Legislative Workgroup worked every angle with members of the delegation to keep the issue alive, there was not enough time (or will) to sustain support for moving the bill. It is recommended that in the interim, staff work to determine exactly what the implications are for Kirkland and any other impacted cities, and line-up the issue in advance of the 2022 session.

o **Allow Code Cities to complete local residential street maintenance projects in-house if no contractors enter a project bid**
   ❖ At its February 2 meeting, Council agreed with a recommendation from its Legislative Workgroup to pull back from advancing legislation this session and continue to work with the Capital Projects Advisory Review Board (CPARB) on a recommendation for legislative consideration in 2022.

o **Capital budget funding for prioritized local infrastructure projects**
   After achieving compromise on the 2021-23 Biennium Capital Budget, the legislature passed SHB 1080 on April 24. Two of the City's priority projects, and one new parks project were included in the final capital budget, totaling $1,788,000 in project funding for Kirkland.

   1. $773,000 for the PKCC New Roof and Retrofitted Emergency Generator - 45th & 48th LDs
   2. $515,000 for Non-motorized Improvements on NE 131st Way - 1st LD
   ❖ $500,000 for the David Brink Park Shoreline Renovation Project - 48th LDs

SHB 1080, 2021-23 Biennium Capital Budget
Peter Kirk Community Center Roof and Retrofitted Emergency Generator (Kirkland) $773,000 (page 62, line 11) NEW SECTION. Sec. 1075. FOR THE DEPARTMENT OF COMMERCE 2022 Local & Community Projects *[Sen. Dhingra request: $772,500]*
Extruded Curb Improvements (Kirkland) $515,000 (page 60, line 8) NEW SECTION. Sec. 1075. FOR THE DEPARTMENT OF COMMERCE 2022 Local & Community Projects *[Reps. Kloba & Duerr request: $500,000] "Nonmotorized Improvements on NE 131st Way/90th Avenue NE from 97th Avenue NE to NE 134th Street"]*
David Brink Park Shoreline Renovation Project (Kirkland) $500,000 FOR THE RECREATION AND CONSERVATION OFFICE 2021-23 Aquatic Lands Enhancement Account (Attachment B) *[Governor's request: $500,000]*

<u>Kirkland's adopted 2021 Priority Coalition Advocacy Items and Session's End Outcomes</u>

Council adopted three Priority Coalition Advocacy (PCA) items as a new segment to Kirkland's legislative agenda this session. Council's intent was to elevate important and timely legislative goals that are not Kirkland specific, and are best championed by organizations with whom the City is allied, and advocate from that angle. The 2021 issue area focus was on Housing/Homelessness, Gun Safety/Responsibility, and Police Reforms. The organizational leads on these issues were the Washington Low Income Housing Alliance, the Alliance for Gun Responsibility, and the Association of Washington Cities respectively.

While the city's position on a few PCA bills remained at "monitor" over the course of the session, council's Legislative Workgroup, following council discussion and direction, was able meaningfully participate in amendment efforts to bill language.

All of the PCA bills that the City focused on for the majority of the session were passed by both chambers. All but one of the bills was amended on the floor. The bills that were amended went through the legislature's concurrence process, offering an interesting case study in civics and the legislative process in particular.

Washington Low Income Housing Alliance's efforts for new local funding and policy tools to address homelessness and create more affordable housing

ESHB 1070 (Ryu) Modifying allowed uses of local tax revenue for affordable housing and related services to include the acquisition and construction of affordable housing and facilities - (**Yes City Priority – Yes PCA Priority**)

- Feb 25 – **House passed: 56 yeas; 42 nays**
- Mar 30 – **Senate passed: 36 yeas; 13 nays**
- ❖ April 8 – Delivered to the Governor
- ✓ April 14 – [1070 Signed by the Governor into Law](#)

Brief Summary of Engrossed Substitute House Bill 1070, as Passed Senate, March 30, 2021 (prepared by non-partisan legislative staff)

- Expands the allowable uses of revenues from the housing and related services local sales and use tax to include acquiring facilities and land for affordable housing, housing-related services, and behavioral health services.
- Expands the allowable uses of revenues from the state-shared lodging tax to include housing and facilities for homeless youth for counties with a population of at least 1.5 million.

E2SHB 1277 (Ormsby) Revenue source for eviction prevention & housing stability - (**Yes City Priority – Yes PCA Priority**)

- Mar 28 – **House passed: 57 yeas, 40 nays, 0 absent, 1 excused**
- April 5 – Heard in Ways & Means
- April 10 – Executive session scheduled but no action taken in Ways & Means
- April 12 – Executive action taken in Ways & Means
- April 13 – Passed to Rules for second reading
- April 14 – Placed on second reading
- April 24 – Amendments adopted. **Senate Passed 26 yeas, 23 nays**
- April 25 – House Concurred **Final Passage 57 yeas, 39 nays**
- April 26 – [1277, as passed by the Legislature delivered to the Governor](#)

Brief Summary of Engrossed Second Substitute House Bill 1277, as Passed Legislature, April 24, 2021 (prepared by non-partisan legislative staff)

- Establishes a $100 surcharge on certain recorded documents to fund various housing services.

- Creates the Eviction Prevention Rental Assistance Program in the Department of Commerce (COM).

- Requires the COM to develop performance metrics for each county receiving funding from the surcharge and dedicate a portion of funding to performance-based allocations

E2SSB 5160 (Kuderer) Addressing landlord-tenant relations by providing certain tenant protections during and after public health emergencies, providing for legal representation in eviction cases, and authorizing landlord access to state rental assistance programs - (**PCA** – Support)

- Mar 4 – **Senate passed: 29 yeas; 20 nays,**

- April 8 – Amendments adopted. **House passed: 72 yeas; 26 nays**

- April 19 – Motion to not concur in House amendments failed
    – Senate Concurred **Final Passage 27 yeas, 22 nays**

- April 20 – Delivered to the Governor

- April 22 – Governor partially vetoed - sections 12 & 13 vetoed (Attachment C)

- April 22 – 5160 signed by the Governor into law

Final Bill Report of Engrossed Second Substitute Senate Bill 5160, Synopsis as Enacted (Attachment D)

E2SHB 1220 (Peterson) Supporting emergency shelters and housing through local planning and development regulations. ("Support")

- Mar 3 – **House passed; 59 yeas; 39 nays; 0 absent; 2 excused**

- April 10 – Amendments adopted. **Senate passed: 25 yeas; 24 nays**

- April 14 – House Concurred **Final Passage 57 yeas, 40 nays**

- April 22 – 1220, as passed by the Legislature delivered to the Governor

Brief Summary of Engrossed Second Substitute House Bill 1220, as Passed Legislature, April 14, 2021 (prepared by non-partisan legislative staff)

- Updates the housing goals of the Growth Management Act (GMA) to include planning for and accommodating affordable housing.

- Requires GMA jurisdictions to address moderate, low, very low, and extremely low-income housing, moderate density housing options, and racially disparate impacts and displacement in the housing element of the comprehensive plan.

- Requires the Department of Commerce to provide the inventory and analysis of existing and projected housing needs required in the housing element of the comprehensive plan.

- Prohibits a city from preventing transitional housing or permanent supportive housing in zones where residential dwelling units or hotels are allowed, and from preventing indoor emergency shelters and indoor emergency housing in zones where hotels are allowed

unless the city has an ordinance authorizing such shelters and housing in a majority of zones within 1 mile of transit.

- Directs GMA jurisdictions to consider certain policies that encourage the construction of accessory dwelling units to meet affordable housing goals.

ESHB 1236 (Macri) Protecting residential tenants from the beginning to end of their tenancies by penalizing the inclusion of unlawful lease provisions and limiting the reasons for eviction, refusal to continue, and termination. (**PCA** – "Support")
- Mar 7 – **House passed; 54 yeas; 44 nays**
- April 8 – Amendments adopted. **Senate passed: 28 yeas; 21 nays**
- April 13 – House Concurred. **Final Passage 54 yeas, 44 nays**
- April 22 – 1236, as passed by the Legislature delivered to the Governor

Brief Summary of Engrossed Substitute House Bill 1236, as Passed Legislature, April 13, 2021 (prepared by non-partisan legislative staff)

- Specifies exclusive causes for eviction, refusal to renew, and ending a tenancy under the Residential Landlord-Tenant Act and makes other changes to rights and remedies.

Alliance for Gun Responsibility's recommendations for gun safety measures that promote safe and responsible gun ownership and reduce gun violence.
  o **Include a Kirkland focus on amending state law as necessary, consistent with the Washington State Constitution, to prevent the visible presence of firearms from intimidating those exercising rights to assembly.**

ESSB 5038 (Kuderer) Prohibiting the open carry of certain weapons at public demonstrations and the state capitol - (**Yes City Priority – Yes PCA Priority**)
- Feb 25 – **Senate passed: 28 yeas; 20 nays; 0 absent; 1 excused**
- Mar 28 – Amendments adopted. **House passed: 57 yeas; 40 nays; 0 absent; 1 excused**
- April 20 – Senate Concurred **Final Passage 28 yeas, 21 nays**
- April 26 – 5038, as passed by the Legislature delivered to the Governor

Brief Summary of Engrossed Substitute Senate Bill 5038, as Amended by House, March 28, 2021.

- Prohibits the open carry of a firearm or other weapons at or near public demonstrations, the west state capitol grounds, capitol grounds buildings, and other legislative locations.

- Provides an exception for federal, state, and local law enforcement officers.

- Makes violations of these prohibitions a gross misdemeanor

Association of Washington Cities' (AWC) Statewide Policing Reforms priority.

SSB 5066 (Dhingra) Concerning a peace officer's duty to intervene - (**Yes City Priority – Yes PCA Priority**)

- Feb 23 – **Senate passed: 28 yeas; 21 nays**
- April 7 – Amendments adopted. **House passed: 71 yeas; 27 nays**
- April 20 – Senate Concurred **Final Passage 31 yeas, 18 nays**
- April 26 – 5066, as passed by the Legislature delivered to the Governor

Brief Summary of Substitute Senate Bill 5066, As Amended by House, April 7, 2021 (prepared by non-partisan legislative staff)

- Requires a peace officer to intervene when the officer witnesses a fellow peace officer engaging in the use of excessive force.

- Requires a peace officer who observes wrongdoing by a fellow officer to report the wrongdoing to the officer's supervisor.

- Requires law enforcement agencies to adopt written policies on the duty to intervene and ensure that all law enforcement officers obtain training on the policy through the Criminal Justice Training Commission.

E2SSB 5259 (Nobles) Concerning law enforcement data collection - (**Yes City Priority – Yes PCA Priority**)

- Mar 1 – **Senate passed: 46 yeas; 2 nays; 1 absent**
- April 6 – Amendments adopted. **House passed: 97 yeas; 1 nay**
- April 14 – Senate Concurred **Final Passage 46 yeas, 2 nays, 1 excused**
- April 23 – 5259, as passed by the Legislature delivered to the Governor

Final Bill Report of Engrossed Second Substitute Senate Bill 5259 (Attachment E)

ESHB 1054 (Johnson) Establishing requirements for tactics and equipment used by peace officers - (**PCA** - Monitor)

- Feb 27 – **House passed: 54 yeas; 43 nays; 1 excused.**
- April 6 – Amendments adopted. **Senate passed: 27 yeas; 22 nays**
- April 14 – House refused to concur in the Senate amendments. Conference committee appointed. Reps Johnson, Goodman, Mosbrucker
- April 19 – Senate Conference committee appointed. Sens Pedersen, Dhingra, Padden
- April 22 – Conference committee report received (Attachment F)
- April 23 – Senate adopted conf report. **Final Passage 28 yeas, 20 nays**
- April 23 – House adopted conf report. **Final Passage 55 yeas, 42 nays**
- April 26 – 1054, as passed by the Legislature delivered to the Governor

Brief Summary of Engrossed Substitute House Bill 1054, As Passed Legislature, April 23, 2021 (prepared by non-partisan legislative staff)

- Prohibits peace officers from using chokeholds and neck restraints.

- Prohibits law enforcement agencies from acquiring or using certain types of military equipment.

- Establishes restrictions on the use of tear gas, vehicular pursuits, and firing upon moving vehicles.

- Prohibits a peace officer from seeking, and a court from issuing, a search or arrest warrant granting an express exception to the "knock and announce" rule.

- Requires law enforcement agencies to adopt policies and procedures to ensure that uniformed peace officers are reasonably identifiable.

- Requires the Criminal Justice Training Commission to convene a work group for the purpose of developing model policies on the use and training of canine teams.

E2SSB 5051 (Pedersen) Concerning state oversight and accountability of peace officers and corrections officers - (**PCA** - Monitor)

- Feb 25 – **Senate passed: 26 yeas; 19 nays; 1 absent; 3 excused**
- April 7 – Amendments adopted. **House passed: 54 yeas; 43 nay**
- April 21 – Senate Concurred **Final Passage 27 yeas, 22 nays**
- April 26 – 5051, as passed by the Legislature delivered to the Governor

Brief Summary of Engrossed Second Substitute Senate Bill 5051, As Amended by House, April 7, 2021 (prepared by non-partisan legislative staff)

- Modifies the priorities and composition of the Criminal Justice Training Commission (CJTC).

- Expands the background investigation requirements for persons applying for peace officer, reserve officer, and corrections officer positions.

- Expands the conduct for which the certification of a peace officer or a corrections officer may be revoked.

- Requires employing agencies to report all separation and disciplinary matters regarding a certified officer to the CJTC.

- Removes confidentiality of complaints, investigations, and disciplinary actions for certified officers and requires information be maintained on a publicly searchable database

Transportation Spending Bill and Rumors of a Special Session

In late March, the House and Senate each released proposed transportation spending bills. As part of that process, Representatives Walen and Slatter as well as Senator Dhingra worked to have two small transportation projects the City had prioritized included. While both projects were included in 1564, only the rapid flashing beacon project was included in 5482. Importantly, 1564 included $750,000 for additional legal, technical and financial analysis necessary to implement the Kingsgate

TOD pilot project as well as a $18 Million toward the Eastrail in Bellevue. The Senate's proposal included the Eastrail funding, but not the TOD pilot project funding.

Neither of these transportation spending bills were passed by the legislature. However, funding sources of many of the new local projects listed in the spending bills was tied to the passage of the climate commitment bill (SB 5126) and to the clean fuel standards bill (HB 1091). In the waning hours of the session, the legislature did pass both of these bills and each, as passed by the Legislature, has been delivered to the Governor.

With the new transportation funding opportunity included in these bills, and with the potential of the passage of President Biden's proposed American Jobs Plan, we may see the Legislature reconvened in the months ahead to work on a statewide transportation package.

THE CITY COUNCIL'S LEGISLATIVE WORKGROUP:
The City Council's Legislative Workgroup, chaired by Deputy Mayor Arnold, has met weekly throughout the session to track the status of the City's priorities and provide support and oversight of strategies for achieving the priorities. The Workgroup also includes Mayor Sweet and Councilmember Curtis. It is staffed by the City Manager, the Intergovernmental Relations Manager and CMO's Management Analyst, with participation from Waypoint Consulting Group, the City's contracted lobbyist.

Attachments: A – 4/26/21 Status update on the City's 2021 State Legislative Priorities
B – 2021-23 Aquatic Lands Enhancement Account
C – Governors partial vetoed of E2SSB 5160
D – Final Report E2SSB 5160, Synopsis as Enacted
E – Final Bill Report of Engrossed Second Substitute Senate Bill 5259
F – Conference committee report on HB 1054

City of Kirkland 2021 Legislative Priorities – Status
Updated: April 26, 2021

Attachment A

2021 Legislative Priority	Bill #	Prime Sponsor	Status
Support facilitating TOD at Kingsgate, NE 85/405 and other WSDOT-owned properties			Re-Approach with WSDOT agency lead in 2022
Support allowing Code Cities to complete local residential street maintenance projects in-house if no contractors bid			Re-Approach with CPARB in 2022
Support capital budget funding for prioritized local infrastructure projects	PSSB 5083 PSHB 1080	Sen Frockt Rep Tharinger	House & Senate Local Project Form being completed for 1. PKCC New Roof and Retrofitted Emergency Generator 2. Non-motorized Improvements on NE 131st Way ➢ David Brink Park Shoreline Renovation Project
Concerning transportation spending	PSHB 1564 PSSB 5482	Rep Fey Sen Hobbs	1. Rapid Flashing Beacons at 7th S. & State St. 2. Sidewalks at NE 117th and 75th NE 3. Kingsgate TOD Pilot Project

2021 Priority Coalition Advocacy *evaluate support for proposed legislative agendas from the following organizations*	Bill #	Prime Sponsor	Status
Support WA Low Income Housing Alliance's efforts for new local funding and policy tools to address homelessness and create more affordable housing	SHB 1070	Rep Ryu	**2/25 – House Passed 56 yeas, 42 nays** **3/30 – Senate Passed 36 yeas, 13 nays** 4/14 – Signed by the Governor
	SHB 1277	Rep Ormsby	**3/28 – House Passed 57 yeas, 40 nays, 1 excused** 4/13 – Passed to Rules 4/14 – Placed on second reading 4/24 – Amendments adopted. **Senate Passed 26 yeas, 23 nays** **4/25 –** House Concurred **Final Passage 57 yeas, 39 nays** 4/26 – Delivered to the Governor
	2SSB 5160 *Support*	Sen Kuderer	**3/4 – Senate Passed 29 yeas, 20 nays** **4/8 – House Passed 72 yeas, 26 nays** 4/19 – Motion to not concur in House amendments failed – Senate Concurred **Final Passage 27 yeas, 22 nays** 4/20 – Delivered to the Governor
	E2SHB 1220 *Support*	Rep Peterson	**3/3 – House Passed 57 yeas, 39 nays, 2 excused** **4/10 – Senate Passed 25 yeas, 24 nays** **4/14** – House Concurred **Final Passage 57 yeas, 40 nays, 1 excsd** 4/22 – Delivered to the Governor
	SHB 1236 *Support*	Rep Macri	**3/7 – House Passed 54 yeas, 44 nays** **4/8 – Senate Passed 28 yeas, 21 nays** **4/13** – House Concurred **Final Passage 54 yeas, 44 nays** 4/22 – Delivered to the Governor

City of Kirkland 2021 Legislative Priorities – Status
Updated: April 26, 2021

<div style="border:1px solid black; display:inline-block; padding:4px;">Attachment A</div>

Support Alliance for Gun Responsibility's recommendations for gun safety measures that promote safe and responsible gun ownership and reduce gun violence o Including amending state law as necessary, consistent with the WA State Constitution, to prevent the visible presence of firearms from intimidating those exercising rights to assembly.	SSB 5038	Sen Kuderer	**2/25 – Senate Passed 28 yeas, 20 nays, 0 abs, 1 excsd** **3/28 – House Passed 57 yeas, 40 nays, 1 excused** 4/20 – Senate Concurred **Final Passage 28 yeas, 21 nays** 4/26 – Delivered to the Governor
Support Association of Washington Cities' Statewide Policing Reforms priority.	SSB 5066	Sen. Dhingra	**2/23 – Senate Passed 28 yeas, 21 nays** **4/7 – House Passed 71 yeas, 27 nays** 4/20 – Senate Concurred **Final Passage 31 yeas, 18 nays** 4/26 – Delivered to the Governor
	E2SSB 5259	Sen. Nobles	**3/1 – Senate Passed 46 yeas, 2 nays, 1 absent** **4/6 – House Passed 97 yeas, 1 nay** **4/14** – Senate Concurred **Final Passage 46 yeas, 2 nays, 1 excsd** 4/23 – Delivered to the Governor
	HB 1054 *Monitor/Support w/amendments*	Rep Johnson	**2/27 – House Passed 54 yeas, 43 nays, 1 excused** **4/6 – Senate Passed 27 yeas, 22 nays** 4/14 – House refused to concur in the Senate amendments. Conference committee appointed. Reps Johnson, Goodman, Mosbrucker 4/19 – Senate Conference committee appointed. Sens Pedersen, Dhingra, Padden 4/22 – Conference committee report received 4/23 – Senate adopted conf report. **Final Passage 28 yeas, 20 nays** 4/23 – House adopted conf report. **Final Passage 55 yeas, 42 nays** 4/26 – Delivered to the Governor
	SSB 5051 *Monitor*	Sen Pederson	**2/25 – Senate Passed 26 yeas, 19 nays, 1 abs, 3 excsd** **4/7 – House Senate Passed 54 yeas, 43 nays, 1 excsd** 4/21 – Senate Concurred **Final Passage 27 yeas, 22 nays** 4/26 – Delivered to the Governor

* No HIGHLIGHTS = No change in status from last update.

2021-23 Capital Budget
2021-23 Aquatic Lands Enhancement Account
LEAP Capital Document No. RCO-3.1-HB-2021
Developed April 15, 2021
(Dollars in Thousands)

Rank	Project Number	Project Name	Grant Applicant	Leg. District	Grant Request	Applicant Match	Total Project Amount	Amount Funded
1	20-1322C	Willow Creek at Marina Beach Park	Edmonds City of	21	$500	$4,116	$4,616	$500
2	20-1760D	American Lake Park Waterfront Access Upgrades	Lakewood City of	28	$500	$885	$1,385	$500
3	20-1725R	Little Squalicum Estuary	Bellingham City of	42	$500	$2,099	$2,599	$500
4	20-1709D	Fairhaven Small Watercraft Launch and Dock	Bellingham Port of	40	$500	$1,391	$1,891	$500
5	20-1653D	Kayak Point Waterfront Improvements, Phase 1	Snohomish County Parks Dept	10	$500	$2,506	$3,006	$500
6	20-1302D	Terry Pettus Park	Seattle Parks & Rec	43	$500	$1,240	$1,740	$500
7	20-1557D	Nisqually State Park--Water Access	State Parks	2	$500	$2,198	$2,698	$500
8	20-1711D	Port of Illahee Waterfront Access Improvements	Illahee Port of	23	$500	$312	$812	$500
9	20-1841C	California Creek Estuary Park Phase 2	Blaine-Birch Bay Park & Rec	42	$425	$147	$572	$425
10	20-1474D	Liberty Lake Regional Park Phase 1 - Water Access	Spokane Co Parks, Rec & Golf	4	$500	$1,400	$1,900	$500
11	20-1672D	Ballinger Park Viewing Platform and Nature Trails	Mountlake Terrace City of	32	$500	$418	$918	$500
12	20-1483C	Manson Bay Old Swim Hole Acquisition & Development	Manson Park & Rec District	12	$630	$210	$840	$630
13	20-1751R	Marine Park Beach Naturalization	Blaine City of	42	$500	$300	$800	$500
14	20-1758D	David Brink Park Shoreline Renovation	Kirkland City of	48	$500	$812	$1,312	$500
14	20-1819D	Expand Silverdale Float Facilities & Enhance Beach	Silverdale Port of	23	$500	$571	$1,071	$500
16	20-1530D	Marymoor Park Dock Replacement	King County Parks & Rec	48	$500	$642	$1,142	$500
17	20-1736D	Guest Restroom Facility Replacement	Kingston Port of	23	$172	$57	$230	$172
18	20-1670D	Cap Sante Marina RV Park	Anacortes Port of	40	$500	$651	$1,151	$500
					$8,728	$19,954	$28,682	$8,728

JAY INSLEE
Governor

STATE OF WASHINGTON

OFFICE OF THE GOVERNOR

P.O. Box 40002 • Olympia, Washington 98504-0002 • (360) 902-4111 • www.governor.wa.gov

April 22, 2021

To the Honorable President and Members,
The Senate of the State of Washington

Ladies and Gentlemen:

I am returning herewith, without my approval as to Sections 12 and 13, Engrossed Second Substitute Senate Bill No. 5160 entitled:

> "AN ACT Relating to addressing landlord-tenant relations by providing certain tenant protections during the public health emergency, providing for legal representation in eviction cases, establishing an eviction resolution pilot program for nonpayment of rent cases, and authorizing landlord access to certain rental assistance programs."

While Section 12 attempts to provide direct financial relief to landlords as part of a larger legislative solution in E2SSB 5160, it creates an entitlement for landlords to receive rent assistance without a sufficient framework to prioritize resources to those landlords who have the greatest need. The estimated cost of Section 12 is $2.4 billion, which is $1.5 billion more than is currently appropriated by the state or awarded by the federal government. RCW 43.88.055 requires the Legislature to enact an operating budget that leaves a positive ending fund balance at the end of the fiscal biennium. Although the final budget will likely have a different ending fund balance than is reflected today, $1.5 billion in additional costs could not be sustained by available fiscal resources. In order to ensure that the Legislature meets its statutory obligation to leave a positive ending fund balance at the end of the 2021-23 biennium, I am vetoing Section 12 of this bill at the request of legislative leadership.
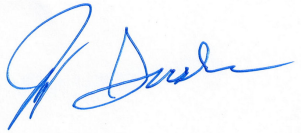
In addition, Section 13 is largely duplicative of an early action bill that I have already signed, ESHB 1368, which provides $2 million in grant opportunities for eligible landlords. Because of this, Section 13 creates administrative problems for the department of commerce, and may also cause confusion for landlords. As a result, again at the request of legislative leadership, I am also vetoing Section 13.

The Legislature and I agree it is important to provide resources to landlords, and to prioritize assisting those landlords who have a small number of units. If the Legislature wants to increase support for landlords who have a small number of units, I encourage the Legislature to increase funding to the program already created in the early action bill rather than creating redundant programs.

For these reasons I have vetoed Sections 12 and 13 of Engrossed Second Substitute Senate Bill No. 5160.

With the exception of Sections 12 and 13, Engrossed Second Substitute Senate Bill No. 5160 is approved.

Respectfully submitted,

Jay Inslee
Governor

FINAL BILL REPORT
E2SSB 5160

Synopsis as Enacted

Brief Description: Addressing landlord-tenant relations by providing certain tenant protections during the public health emergency, providing for legal representation in eviction cases, establishing an eviction resolution pilot program for nonpayment of rent cases, and authorizing landlord access to certain rental assistance programs.

Sponsors: Senate Committee on Ways & Means (originally sponsored by Senators Kuderer, Liias, Conway, Das, Lovelett, Saldaña and Wilson, C.).

Senate Committee on Housing & Local Government
Senate Committee on Ways & Means
House Committee on Housing, Human Services & Veterans
House Committee on Appropriations

Background: Residential-Landlord Tenant Act—Generally. The Residential Landlord-Tenant Act (RLTA) regulates the creation of residential tenancies and the relationship between landlords and tenants of residential dwelling units. The RLTA establishes rights and duties of both tenants and landlords, procedures for the parties to enforce their rights, how and when a tenancy expires or may be terminated, and remedies for violations of the RLTA.

In the last biennium, the Legislature enacted several reforms covering a wide variety of issues governing the landlord-tenant relationship, including:
- modifying how rent is defined and how and when landlords apply tenant payments to rent or other costs and nonpossessory fees;
- providing a uniform 14-day notice to pay or vacate with an updated summons form for landlords to use when a tenant fails to pay rent;
- modifying the tenancy reinstatement process, with limits on late fees, before a judgement is issued during an unlawful detainer action;
- establishing how and when judges can exercise judicial discretion to stay a writ of restitution after judgment in cases involving non-payment of rent;
- prohibiting access to such judicial discretion if a tenant is issued three 14-day notices to pay or vacate within the prior 12-month period; and

This analysis was prepared by non-partisan legislative staff for the use of legislative members in their deliberations. This analysis is not part of the legislation nor does it constitute a statement of legislative intent.

- requiring landlords to accept any pledge of emergency rental assistance funds provided to the tenant from a governmental or nonprofit entity before the notice to pay or vacate for nonpayment of rent expires, and to suspend any court action for seven court days after they provide necessary payment information to the nonprofit or governmental entity to allow for payment of the assistance funds.

Governor's Eviction Moratorium. On March 18, 2020, Governor Inslee issued Proclamation 20-19 to prohibit a number of activities related to evictions by all residential landlords operating residential rental property in the state. Since then, the Governor has issued multiple extensions of the eviction moratorium with the current variation, Proclamation 20-19.6, set to expire June 30, 2021.

The eviction moratorium prohibits residential landlords, manufactured housing community landlords, property managers, and property owners from:
- serving or enforcing, or threatening to serve or enforce, any notice requiring a resident to vacate any dwelling or parcel of land occupied as a dwelling, including an eviction notice, notice to pay or vacate, notice of unlawful detainer, notice of termination of rental, or notice to comply or vacate, as applied to tenancies or other housing arrangements, such as hotel/motel or camping area stays of more than 14 days, that have expired or that will expire during the moratorium's effective period; and
- seeking or enforcing, or threatening to seek or enforce, judicial eviction orders involving any dwelling or parcel of land occupied as a dwelling, unless, as applied to both circumstances:
  1. an affidavit to the eviction or termination of tenancy notice attests that the action is necessary to respond to a significant and immediate risk to the health, safety, or property of others created by the resident; or
  2. at least 60 days' written notice of the property owner's intent to personally occupy the premises as a primary residence or sell the property is provided to the tenant by affidavit signed under penalty of perjury.

The current moratorium also prohibits landlords from:
- assessing, or threatening to assess, late fees for the nonpayment or late payment of rent or other charges as of February 29, 2020;
- retaliating against individuals for invoking their rights or protections under the moratorium or any other state or federal law providing rights or protections for residential dwellings, with the exception for landlords to engage in reasonable communications with tenants to explore repayment plans;
- assessing, or threatening to assess, rent or other charges for any period during which the resident's access to, or occupancy of, the dwelling was prevented as a result of COVID-19; and
- treating any unpaid rent or other charges as an enforceable debt or obligation that is owing or collectable, when nonpayment of rent or other charges resulted from COVID-19 and occurred on or after February 29, 2020, including attempts to collect,

or threats to collect, through a collection agency, by filing an unlawful detainer or other judicial action, withholding any portion of a security deposit, billing or invoicing, reporting to credit bureaus, or by any other means, with the exception for landlords who demonstrates by a preponderance of the evidence to a court that the resident was offered, and refused or failed to comply with, a repayment plan that was reasonable based on the individual financial, health, and other circumstances of that resident.

A failure to provide a reasonable repayment plan under the moratorium is a defense to any lawsuit or other attempts to collect. A landlord may engage in customary and routine communications with residents of a dwelling or parcel of land occupied as a dwelling. Within these communications, landlords may provide information to residents regarding financial resources, including coordinating with residents to apply for state or other rental assistance programs, and information on how to engage with them in discussions regarding reasonable repayment plans.

The moratorium also strongly encourages landlords and tenants to access services offered at existing dispute resolution centers to come to agreement on payment and repayment solutions.

Eviction Resolution Pilot Program. On September 9, 2020, the Washington Supreme Court (court) issued Order No. 25700-B-639 authorizing an eviction resolution program (ERP) in the superior courts.

Six counties have been chosen to participate in the ERP pilot. Each ERP operates in accordance with the court enabling order and a standing order of the local superior court. These orders require landlords to undertake efforts to engage tenants in pre-filing resolution efforts, including direct negotiation, facilitated conciliation services, and, upon agreement of both parties, formal mediation provided by the participating Dispute Resolution Centers (DRCs). Eligible cases are those where non-payment of rent or non-compliance with previously agreed-upon payment plans are the primary reason for the decision to evict.

The stated objective of the ERP is to:
- bring all parties to the table with the assistance of qualified and trained Eviction Resolution Specialists (specialists);
- explore the amount of rent arrears, the current and prospective circumstances of the tenant, the availability of rent and other assistance to cure or partially cure the arrearage; and
- discover a range of other terms that might resolve the matter in a way that allows the tenant to retain housing and avoid the need for filing an unlawful detainer action.

The ERP is a two-step process. Along with a rent due notice/letter, a landlord will send notice #1, a request for a formal first meeting involving the two parties and DRC staff. Notice #1 also includes contact information of the participating DRC, rental assistance

resources, and the county tenant attorneys. Upon receipt of the rent due notice and notice #1, the tenant has 14 days to voluntarily engage in the process. If the tenant does not respond to the initial contact, the landlord sends the tenant notice #2, which is another request to engage in the ERP program. The tenant has ten days to respond to this second contact and the landlord sends a copy of notice #2 to the participating DRC.

Once a landlord and tenant voluntarily enter into the ERP process, specialists will work with both parties and external partners to resolve the issue of non-payment and future payments. If resolution cannot be achieved, formal mediation will be offered to the landlords/tenants at no cost.

The ERP process can be initiated by either the landlord or the tenant without service of a 14-day notice. If the tenant initiates or responds to a notice, the landlord is obligated to participate in the process. Once the Governor's eviction moratorium—Proclamation 20-19.6—and any of its amendments or extensions expire, the ERP will require landlords to engage in pre-litigation conciliation efforts prior to filing an unlawful detainer action.

Legal Representation for Indigent Persons. Both the federal and state constitutions contain guarantees of the right to legal representation for an accused person in a criminal prosecution. Court decisions at both the federal and state levels have construed these provisions to require public funding of indigent legal representation in criminal prosecutions in which the accused's liberty is at stake. Statutes and court decisions have also extended the right to publicly funded counsel to other cases, such as involuntary commitments, dependencies, and juvenile cases. A determination of indigence is to be made for any person requesting the appointment of counsel in a criminal, juvenile, involuntary commitment, dependency, or other case in which the right to counsel attaches. The indigent defense services law defines an indigent person as one who:
- receives public assistance in one of several enumerated forms;
- has been involuntarily committed to a public mental health facility;
- has an income of 125 percent or less of the federal poverty level; or
- has insufficient available funds to retain counsel.

There is no federal or state guaranteed right to legal representation for indigent tenants in unlawful detainer eviction cases. A few cities in the country implement some form of right to legal representation services for tenants, including most recently in the city of Seattle.

Office of Civil Legal Aid. The Legislature established the Office of Civil Legal Aid (OCLA) in 2005 as an independent agency in the judicial branch. OCLA is responsible for the administration and oversight of state funds that are appropriated by the Legislature to provide civil legal aid services. OCLA does not provide legal aid services directly, but contracts with attorneys to provide civil legal aid services to eligible low-income clients throughout the state. The Northwest Justice Project is the primary statewide provider of civil legal aid services. OCLA is responsible for reporting to the legal aid oversight committee on the use of state funds for legal aid.

Manufactured/Mobile Home Landlord-Tenant Act. The Manufactured/Mobile Home Landlord-Tenant Act (MHLTA) governs the legal rights, remedies, and obligations arising from any rental agreement between a landlord and a tenant regarding a mobile home lot within a mobile home park where the tenant has no ownership interest in the property, or in the association that owns the property.

Payment of Rent Into Court Registry. The RLTA includes an additional, optional notice for landlords to use when the unlawful detainer action is based on a tenant's nonpayment of rent. If this form is also served, the tenant must either pay the amount of rent allegedly due and owing into the court registry, or file a sworn statement denying and setting forth the reasons that the rent is owing. If the tenant fails to do one or the other, the landlord is entitled to obtain an immediate writ of restitution without further notice and without paying a bond. The tenant may seek a hearing on the merits and an immediate stay of the writ, but must prove to the court that the landlord is not entitled to possession of the property based on certain legal or equitable defenses.

Dispute Resolution Centers. Dispute Resolution Centers (DRCs) were first authorized in statute as part of the 1984 Court Improvement Act in order to provide forums in which persons may voluntarily participate in the resolution of disputes in an informal and less adversarial atmosphere than a judicial setting. A DRC may be created and operated by a city or county, or by a nonprofit corporation. Participation by all parties is voluntary, and services offered by a DRC must be provided without charge to the participants or for a fee which is based upon the participant's ability to pay. DRCs handle numerous types of cases and disputes, including for landlords and tenants.

State Rental Assistance Programs. The Department of Commerce (Commerce) administers a number of rental assistance programs that serve a variety of populations depending on certain eligibility standards. Funds received from the federal CARES Act have allowed Commerce to set up an eviction rent assistance program to help qualifying households impacted by COVID-19. Funds are distributed to county grantees, such as county governments and nonprofit entities, which provide rent assistance to qualifying households.

Landlord Mitigation Program. The Landlord Mitigation Program (LMP) allows landlords to seek reimbursement for claims related to landlord mitigation for renting private market rental units to low-income tenants using a housing subsidy program by submitting such claims to Commerce. The program offers up to $1,000 in reimbursement to landlords for potentially required move-in upgrades, up to 14 days of lost rental income, and up to $5,000 in any unpaid rent and utilities and qualifying damages caused by a tenant during the tenancy. Any landlord that has screened, approved, and offered rental housing to any applicant that will be using any form of housing subsidy program is eligible to submit a claim, except for properties operated by housing authorities.

The LMP also includes landlord claims for reimbursement in unlawful detainer cases where

judicial discretion is exercised and there is an unpaid judgment for rent, late fees, attorneys' fees, and costs, including any unpaid portion of the judgment after the tenant defaults on a court ordered payment plan. This additional use of the LMP is more commonly known and referred to as the tenancy preservation program (TPP).

Summary: <u>Residential Landlord-Tenant Act—Generally.</u> For rent accrued between March 1, 2020, and six months following expiration of the Governor's eviction moratorium:
- a landlord may not report to a prospective landlord a tenant's nonpayment of such rent or an unlawful detainer action resulting from nonpayment of such rent; and
- a prospective landlord may not take an adverse action based on a prospective tenant's nonpayment of such rent.

A landlord may not impose late fees or other charges for a tenant's nonpayment of rent that became due between March 1, 2020, and six months following the Governor's eviction moratorium.

A landlord or prospective landlord may not deny, discourage application for, or otherwise make unavailable any rental dwelling unit based on a tenant's or prospective tenant's medical history, including any prior or current exposure or infection to the COVID-19 virus. A landlord or prospective landlord may also not inquire about, consider, or require disclosure of a tenant's or prospective tenant's medical records or history, unless such disclosure is necessary to evaluate a reasonable accommodation or modification request.

Any landlord or prospective landlord in violation of the aforementioned prohibitions and requirements is liable for two and one-half times the monthly rent, with court costs and attorneys' fees. The court must determine the penalty amount in order to deter future violations.

For one year following expiration of the Governor's eviction moratorium, if a tenant demonstrates an ability to pay to reinstate the tenancy through the TPP, the prohibition on a tenant from seeking relief to reinstate the tenancy if they have been provided three or more pay or vacate notices within 12 months does not apply, and any reimbursement to the landlord under the TPP may include up to three months of prospective rent to stabilize the tenancy as determined by the court.

The Governor's eviction moratorium in Proclamation 20-19.6 is declared to end on June 30, 2021. "Public health emergency" is defined as Governor Proclamation 20-05 and its amendments. "Tenant" is defined to include persons residing in transient lodging, such as hotels/motels or camping areas as primary dwellings, for 30 days or more prior to March 1, 2020. "Tenant" does not include any individual residing in a hotel or motel or camping area as their primary dwelling for more than 30 days after March 1, 2020, if the hotel or motel or camping area has provided the individual with a seven-day eviction notice, which must provide certain legal-aid resource information, and does not include occupants of homeless mitigation sites or persons entering onto land without the permission of the owner or lessor.

Any local government provision of solid waste or hygiene services to unsanctioned encampments does not constitute permission to occupy land.

Repayment Plans. If a tenant has remaining unpaid rent accrued between March 1, 2020, and six months following expiration of the Governor's eviction moratorium or the end of the public health emergency, whichever is greater, the landlord must offer tenants a reasonable schedule for repayment of the unpaid rent that does not exceed monthly payments equal to one-third of the monthly rental charges owed. If the tenant fails to accept the terms of a reasonable repayment plan within 14 days of the offer, the landlord may proceed with an unlawful detainer action subject to any requirements under the ERP. If the tenant defaults on any rent owed under a repayment plan, the landlord may apply for reimbursement from the LMP or proceed with an unlawful detainer action subject to any requirements under the ERP. During any unlawful detainer proceeding, the court must consider the tenant's circumstances, including any decreased income or increased expenses due to COVID-19, and the repayment plan terms offered during any unlawful detainer proceeding. It is a defense to an unlawful detainer action if the landlord did not offer a repayment plan. The tenant and landlord may continue to seek rental assistance to reduce or eliminate any unpaid rent balance to the extent available funds exist from public, private, or nonprofit rental assistance programs.

Any repayment plan entered into by the landlord and tenant must:
- begin no sooner than 30 days after the plan is offered;
- cover rent only and not legal fees, late fees, or other charges;
- allow for payment from any source of income, including benefits, assistance or subsidy programs, or from pledges by non-profits, churches, religious institutions, or governmental entities;
- not include provisions or be conditioned on:
    1. the tenant's compliance with the rental agreement, payment of attorneys' fees, court costs, or other costs related to litigation if the tenant defaults on the agreement;
    2. a requirement that the tenant apply for or provide proof of receipt of governmental benefits; and
    3. the tenant's waiver of any rights to an unlawful detainer notice or related provisions before a writ of restitution is issued.

Landlord Mitigation Program. A landlord is eligible to file a reimbursement claim under the LMP up to $15,000 for any unpaid rent that accrued between March 1, 2020, and six months following expiration of the Governor's eviction moratorium, when the tenant being low-income or resource-limited or experiencing hardship has voluntarily vacated or abandoned the tenancy, but not if vacation is due to an unlawful detainer action based on nonpayment of such rent. A landlord is also eligible to file a reimbursement claim under the LMP up to $15,000 for any remaining rent after the tenant defaults on a repayment plan as long as the tenancy has not been terminated at the time of reimbursement. After reimbursement under either type of claim, the landlord may not take legal action or pursue a

collection action against the tenant for damages or to seek any remaining unpaid rent accrued between March 1, 2020, and six months following expiration of the Governor's eviction moratorium.

For funds deposited into the LMP account, Commerce must prioritize allowable costs related to claim reimbursements for landlord mitigation for renting private market rental units to low-income tenants using a housing subsidy program.

Eviction Resolution Pilot Program. The administrative office of the courts (AOC), subject to the availability of amounts appropriated, must contract with DRCs within or serving each county to establish a two-year, statewide court-based eviction resolution pilot program (ERP) operated in accordance with Washington supreme court order no. 25700-B-639 and any standing judicial order of the individual superior court. The ERP must be used to facilitate the resolution of nonpayment of rent cases between a landlord and tenant before the landlord files an unlawful detainer action. Before filing an unlawful detainer action for nonpayment of rent, the landlord must provide a 14-day pay or vacate notice and an additional notice to the tenant informing them of the ERP. The landlord must retain proof of service or mailing of the additional notice. The additional notice to the tenant must provide at least the following information regarding the eviction resolution pilot program:
  • contact information for the local DRC;
  • contact information for the county's housing justice project or, if none, a statewide organization providing housing advocacy services for low-income residents;
  • the following statement: "The Washington State Office of the Attorney General has this notice in multiple languages on its website. You will also find information there on how to find a lawyer or advocate at low or no cost and any available resources to help you pay your rent. Alternatively, you may find additional information to help you at http://www.washingtonlawhelp.org";
  • the name and contact information of the landlord, the landlord's attorney, if any, and the tenant; and
  • the following statement: "Failure to respond to this notice within 14 days may result in the filing of a summons and complaint for an unlawful detainer action with the court."

At the time of service or mailing of the pay or vacate notice and additional notice to the tenant, a landlord must also send copies of these notices to the local DRC serving the area where the property is located.

The AOC may also establish and produce other notice forms and requirements as necessary to implement the ERP. A landlord must secure a certification of participation with the ERP by the appropriate DRC before an unlawful detainer action for nonpayment of rent may be heard by the court.

Any superior court, in collaboration with the DRC located within or serving the same county, participating in the ERP must report annually to the Administrative Office of the

Courts (AOC) beginning January 1, 2022, until January 1, 2023, on the following:
- the number of unlawful detainer actions for nonpayment of rent that were subject to program requirements;
- the number of referrals made to DRCs;
- the number of nonpayment of rent cases resolved by the ERP;
- how many instances the tenant had legal representation, either at the conciliation stage or formal mediation stage;
- the number of certifications issued by DRCs and filed by landlords with the court; and
- any other information that relates to the efficacy of the ERP.

By July 1, 2022, until July 1, 2023, the AOC must provide an annual report to the Legislature summarizing the ERP report data shared by the superior courts and DRCs.

Legal Representation of Indigent Tenants. The court must appoint an attorney for an indigent tenant in any unlawful detainer proceeding subject to the availability of amounts appropriated. Prioritization on the provision of legal representation services must be in those counties in which the most evictions occur and to indigent tenants who are disproportionately at risk of eviction. "Indigent" is defined as any person:
- receiving assistance from certain public and medical benefits programs; or
- with an annual income, after taxes, at 200 percent or below of the federally established poverty level.

OCLA is responsible for implementation of the indigent tenant's right to legal representation services and for the administration of program funds, and the state must pay the costs of such legal representation services. OCLA must contract with attorneys and other agencies to implement legal representation services for indigent tenants within appropriated amounts. Within 90 days of the effective date of the act, OCLA must also submit to the Legislature and Administrative Office of the Courts a plan outlining full implementation of the legal representation services program within 12 months of the effective date of the act.

The uniform 14-day pay or vacate notice for nonpayment of rent is updated to inform tenants of the legal representation mandate and related contact information for qualifying low-income renters, general information regarding DRC services, as well as state and local rental assistance programs as listed on the Office of the Attorney General's website. Upon expiration of the ERP:
- a landlord must provide the 14-day notice to the DRC located within or serving the county of tenancy;
- DRCs are encouraged to notify the housing justice project or Northwest Justice Project located within or serving the county in which the DRC is located, as appropriate, once the 14-day notice is received from the landlord; and
- it is a defense to an unlawful detainer eviction if a landlord does not provide the notice to the appropriate DRC.

The eviction summons is also updated to inform tenants of the legal representation mandate for indigent tenants and to provide general information regarding DRC services.

State Rental Assistance Programs. Commerce must authorize landlords an opportunity to apply to certain state rental assistance programs, if feasible, and establish necessary application and eligibility requirements and any conditions on the receipt of funds. Until March 31, 2022, Commerce must also provide rental assistance directly to a landlord on behalf of an indigent tenant who is unable to:
  • access the ERP because it is not available in the region where the property is located or it is not accepting new claims; or
  • obtain legal representation under the new legal representation program for indigent tenants.

Through a 2021-23 fiscal biennium appropriation of $7,500,000 from the state fiscal recovery fund, Commerce must develop a landlord grant assistance program to provide grants to eligible landlords for up to 80 percent of unpaid rental arrears during the Governor's eviction moratorium, and adopt rules as necessary to implement the program. To be eligible under the program, a landlord must:
  • apply for a grant or have a property manager or management company apply on behalf of the landlord;
  • be the sole investor in the property from which rental arrears are sought;
  • not own more than ten dwelling units from which rental payments are received; and
  • provide proof of property ownership and a statement under penalty of perjury that the unpaid rent was not paid by the tenant, through an emergency rental assistance program, through the LMP, or through any other means.

Grant eligibility under the program does not constitute an entitlement, but Commerce will disburse funds to eligible landlords within 60 days of application submission while maintaining a waitlist when eligible applications exceed the appropriated funds. Commerce must also report to the appropriate legislative committees by September 30, 2023, on the number of grants issued and total funds provided under the program, the number of eligible applicants who did not receive grants and the total amount of unpaid grants due to lack of funds, and the number of ineligible applicants with reasons for ineligibility. A landlord who receives a grant under the program may not take legal action or pursue a collection action against the tenant for damages or unpaid rent attributable to the same tenancy.

Payment of Rent Into Court Registry. The additional, optional notice for landlords to use in nonpayment of rent cases, instructing tenants with unpaid rent to pay into the court registry the amount of rent allegedly owed or file a sworn statement denying that rent is owing, is eliminated.

Residential-Landlord Tenant Act—Miscellaneous. Any oral or written agreement between the landlord and tenant pursuant to an unlawful detainer eviction action in which the tenant

agrees to pay any amount other than for rent due or rent to retain the tenancy, pay any amount more than statutory judgment limits, or waives any rights afforded to the tenant under the court exercise of judicial discretion in nonpayment of rent cases or under the RLTA is void and unenforceable.

Licensed assisted living facilities, nursing homes, and adult family homes, and registered continuing care retirement communities are exempt from the provisions of the act.

Application to the Manufactured/Mobile Home Landlord-Tenant Act. Provisions relating to the legal representation services mandate for indigent tenants and the eviction summons form are applied to unlawful detainer actions for MHLTA tenancies.

Votes on Final Passage:

Senate	29	20	
House	72	26	(House amended)
Senate	27	22	(Senate concurred)

Effective: The bill contains an emergency clause and takes effect immediately.

FINAL BILL REPORT
E2SSB 5259

Brief Description: Concerning law enforcement data collection.

Sponsors: Senate Committee on Ways & Means (originally sponsored by Senators Nobles, Carlyle, Darneille, Das, Dhingra, Frockt, Hasegawa, Hunt, Keiser, Kuderer, Liias, Lovelett, Nguyen, Pedersen, Randall, Robinson, Saldaña, Stanford, Wellman and Wilson, C.; by request of Attorney General).

Senate Committee on Law & Justice
Senate Committee on Ways & Means
House Committee on Public Safety
House Committee on Appropriations

Background: There are two types of law enforcement agencies in the state—general authority law enforcement agencies and limited authority law enforcement agencies. "General authority law enforcement agency" means any agency, department, or division of a municipal corporation, political subdivision, or other unit of local government, and any agency, department, or division of state government, having as its primary function the detection and apprehension of persons committing infractions or violating the traffic or criminal laws in general. This includes, for example, county sheriffs, municipal police departments, the Washington State Patrol, and the Department of Fish and Wildlife.

"Limited authority law enforcement agency" means any agency, political subdivision, or unit of local government, and any agency, department, or division of state government, having as one of its functions the apprehension or detection of persons committing infractions or violating the traffic or criminal laws relating to limited subject areas. This includes, for example, the Department of Corrections, Department of Natural Resources, Department of Social and Health Services, Gambling Commission, and Liquor and Cannabis Board.

Law enforcement officers are authorized to use deadly force under certain circumstances. This includes, for example, when necessarily used to apprehend or arrest a person who poses a threat of serious physical harm to the officer or others. In each circumstance, the officer must have a good faith belief that the act is justifiable according to certain statutory requirements.

This analysis was prepared by non-partisan legislative staff for the use of legislative members in their deliberations. This analysis is not part of the legislation nor does it constitute a statement of legislative intent.

Law enforcement officers must complete basic and advanced training to obtain and maintain certification. With the passage of Initiative 940 in 2018, officers are also required to complete de-escalation training. Officers must be trained on alternatives to the use of physical or deadly force so that de-escalation tactics and less lethal alternatives are part of the decision-making process leading up to the consideration of deadly force.

Great bodily harm and substantial bodily harm are both defined in the Washington Criminal Code. Substantial bodily harm is when a person sustains temporary, but substantial disfigurement or loss of function. Great bodily injury is when a person sustains injury which is likely to cause death or which causes significant permanent disfigurement or loss of function.

Summary: Statewide Use of Force Data Program Advisory Group. The Office of the Attorney General (AGO) must establish an advisory group to assist with the design, development, and implementation of a statewide use of force data program. The advisory group must contain:
- at least three representatives from local nongovernmental organizations or advocacy groups with a focus on or expertise in the use and role of data as it relates to interactions between law enforcement and the community;
- at least three representatives from law enforcement agencies or organizations representing the interests of law enforcement in interacting with and utilizing program data; and
- at least one representative from the private or public sector with experience in data collection programs.

An advisory group member whose participation in the advisory group may be hampered by financial hardship may apply for a stipend in an amount not to exceed $100 for each day the member attends an official meeting of the advisory group or performs duties approved by the AGO.

The advisory group must submit recommendations to the AGO by April 1, 2022, on the following subjects:
- how to prioritize the implementation of the reporting, collection, and publication of use of force data reports;
- additional data to be collected on interactions between law enforcement officers and the public;
- practices for law enforcement agencies to collect and report data;
- practices for the public to report relevant information, including correcting misreported data; and
- practices for public, law enforcement, and academic access and use of program data that must include, at a minimum: (1) public online access to deidentified raw or refined data using an established open data standard; (2) public online access to dashboards that summarize and analyze data; (3) interactive data visualization tools

designed for law enforcement agencies and other entities; (4) the ability to extract data in order to standardize data across multiple agencies; (5) protection and removal of all personally identifiable information; (6) semiannual reports published on the website and submitted to the Legislature and Governor by June 1st and December 1st of each year; (7) quality improvement, including periodical input from stakeholders; (8) analytical dashboards with individual officer details for use as a risk management tool; (9) agency level comparative dashboards; and (10) incorporation of available historical data to identify long-term patterns.

The AGO must review and approve or reject the recommendations, with consideration for the following:
- available funding;
- prioritizing the implementation of the reporting, collection, and publication of use of force data reports;
- the public's interest in transparent, expedient access to information; and
- the institutional operations and demands of law enforcement.

The AGO may not approve any recommendation that would disclose information that would jeopardize an active criminal investigation, confidential informant, or intelligence information. The advisory group may revise any rejected recommendations for reconsideration by the AGO.

The provision creating the advisory group expires on January 1, 2023.

Contracted Institution of Higher Education. The AGO must engage in a competitive procurement process to contract with a Washington private or public institution of higher education to implement the statewide use of force data program. Advisory group members may participate in the development of the request for proposal and the review and evaluation of responsive bidders but may not participate or bid in the competitive procurement. The contracted institution of higher education must provide appropriate training to its staff, including training on racial equity issues.

Reporting Obligations of Law Enforcement Agencies. Each general or limited authority law enforcement agency must report each incident where an officer employed by the agency used force and any of the following occurred:
- a fatality in connection with the use of force;
- great bodily harm in connection with the use of force;
- substantial bodily harm in connection with the use of force; or
- an officer: (1) discharged a firearm at or in the direction of a person; (2) pointed a firearm at a person; (3) used a chokehold or vascular neck restraint; (4) used an electronic control weapon against a person; (5) used oleoresin capsicum spray against a person; (6) discharged a less lethal shotgun or other impact munitions at or in the direction of a person; (7) struck a person using an impact weapon or instrument; (8) used any part of their body to physically strike a person; (9) used a vehicle to

intentionally strike a person or vehicle; or (10) deployed or had control of a canine that bites a person.

Each agency must submit the reports on its officers' use of force no later than three months after the AGO determines the statewide use of force data program can accept reports. Reports must be submitted in accordance with the requirements of the statewide use of force data program and include:

- the date, time, and location of the incident;
- the name of the officer's employer;
- the type of force used by the officer;
- the type of injury sustained by the person the officer's force was used against;
- the type of injury sustained by the officer, if any;
- whether the person was armed or unarmed;
- whether the person was believed to be armed;
- the type of weapon the person possessed, if any;
- the age, gender, race, and ethnicity of the person and the officer, if known;
- the name of the officer, if known;
- the person's tribal affiliation, if applicable and known;
- whether the person exhibited any signs of a potential mental health condition or substance use;
- the officer's years of service;
- the reason for the initial contact between the officer and the person;
- whether any minors were present, if known;
- the name of the entity conducting an independent investigation of the incident, if applicable;
- whether dashboard or body worn camera footage was recorded for the incident;
- the number of officers and suspects who were present when force was used; and
- any additional data required by the statewide use of data program.

Votes on Final Passage:

Senate	46	2	
House	97	1	(House amended)
Senate	46	2	(Senate concurred)

Effective: The bill contains several effective dates. Please refer to the bill.

Attachment F

CONFERENCE COMMITTEE REPORT

<u>Bill No:</u> ESHB 1054

<u>Date:</u> 4/22/2021 09:00 AM

<u>Prepared by:</u> Tim Ford

<u>Includes "New Item":</u> Y

Mme. Speaker:
Mr. President:

We of your Conference Committee, to whom was referred ESHB 1054, establishing requirements for tactics and equipment used by peace officers, have had the same under consideration and we recommend that:

> All previous amendments not be adopted and that the attached striking amendment S-2968.3 be adopted

and that the bill do pass as recommended by the Conference Committee.

Member	Recommend	Do Not Recommend	Not Present or Not Voting
Representative Goodman	X		
Representative Johnson	X		
Representative Mosbrucker	X		
Senator Dhingra	X		
Senator Padden	X		
Senator Pedersen	X		

*A Conference Committee Report must be recommended by a majority of the Conference Committee members of each chamber.

Comparison of House, Senate, and Proposed Conference Committee Version of ESHB 1054

Brief Summary:

Establishes parameters and requirements for law enforcement tactics and equipment including:

- Chokeholds and neck restraints;
- Training and use of canine teams;
- Use of tear gas;
- Acquisition of military equipment;
- Vehicular pursuits and firing upon moving vehicles;
- No knock warrants.

Topic	House Version (ESHB 1054)	Senate Version (S-2234.E) (As Passed Senate on 4/6/2021)	Proposed Conference Striking Amendment (S-2968.3)
Authorized use of tear gas - Section 4			
Situations when tear gas may be used Section 4(1)	May only be used as necessary to alleviate a present risk of serious harm posed by a riot, barricaded subject, or hostage situation.	May only be used as necessary to alleviate a present risk of serious harm posed by a riot inside a correctional, jail, or detention facility; barricaded subject; or hostage situation.	House language retained. Page 3, line 11
Prior to deploying tear gas, the officer or employee must: Section 4(2)	(1) Exhaust available and appropriate alternatives; (2) Obtain authorization from the chief law enforcement officer; (3) Announce the intent to use tear gas; (4) Allow sufficient time and space for subjects to comply; (5) Announce the intent to use tear gas a second time.	(1) Exhaust available and appropriate alternatives; (2) Obtain authorization from a supervising officer; (3) Announce the intent to use tear gas; (4) Allow sufficient time and space for subjects to comply.	Senate language retained.

Comparison of House, Senate, and Proposed Conference Committee Version of ESHB 1054

Topic	House Version (ESHB 1054)	Senate Version (S-2234.E) (As Passed Senate on 4/6/2021)	Proposed Conference Striking Amendment (S-2968.3)
Additional requirements	Not included	Not included	In the case of a riot outside of a correctional, jail, or detention facility, the officer or employee may use tear gas only after: (a) Receiving authorization from the highest elected official of the jurisdiction in which the tear gas is to be used, and (b) meeting the requirements of subsection (2) of this section. Page 3, line 24
Defined terms. Section 4(3)	Defines "chief law enforcement officer" and "tear gas."	Defines "barricaded subject," "hostage situation," and "tear gas."	Senate language retained with added definition of "highest elected official" Page 3, line 34
Acquisition of military equipment - Section 5			
Inventory Section 5(2)	Not addressed	Requires law enforcement agencies to compile an inventory of military equipment and provide the inventory to WASPC no later than November 1, 2021.	Senate language retained.
Definition of "military equipment" Section 5(3)	Includes firearms and ammunition .50 caliber or greater, machine guns, armed helicopters, armed or armored drones, armed vessels, armed vehicles, armed aircraft tanks, mine resistant ambush protected vehicles, long range acoustic hailing devices, rockets, rocket launchers, bayonets, grenades, missiles, directed energy systems, and electromagnetic spectrum weapons.	Removes "mine resistant ambush protected vehicles" from definition.	Senate language retained.
Vehicular pursuits - Section 7			

Comparison of House, Senate, and Proposed Conference Committee Version of ESHB 1054

Topic	House Version (ESHB 1054)	Senate Version (S-2234.E) (As Passed Senate on 4/6/2021)	Proposed Conference Striking Amendment (S-2968.3)
A peace officer may not engage in a vehicular pursuit, unless:			
Section 7(1)(a)	There is probable cause to believe a person has committed or is committing a violent offense or sex offense.	(i) There is probable cause to believe a person has committed or is committing a violent offense, sex offense, or escape; or (ii) There is reasonable suspicion a person has committed or is committing a driving under the influence offense.	Senate language retained.
Section 7(1)(b)	The pursuit is necessary for the purpose of identifying or apprehending the person;	Unchanged	Senate language retained.
Section 7(1)(c)	Under the circumstances, the safety risks of failing to apprehend or identify the person are considered to be greater than the safety risks associated with the vehicular pursuit;	The person poses an imminent threat to the safety of others and the safety risks of failing to apprehend or identify the person are considered to be greater than the safety risks of the vehicular pursuit under the circumstances;	Senate language retained.

Comparison of House, Senate, and Proposed Conference Committee Version of ESHB 1054

Topic	House Version (ESHB 1054)	Senate Version (S-2234.E) (As Passed Senate on 4/6/2021)	Proposed Conference Striking Amendment (S-2968.3)
Section 7(1)(d)	The officer has received authorization to engage in the pursuit from a supervising officer, there is supervisory control of the pursuit, and the supervisor considers relevant factors affecting public safety such as whether there are minors present in the vehicle.	(i) The officer has received authorization to engage in the pursuit from a supervising officer and there is supervisory control of the pursuit. The officer, in consultation with the supervising officer, must consider alternatives to the vehicular pursuit. The supervisor must consider the justification for the vehicular pursuit and other safety considerations, including but not limited to speed, weather traffic, road conditions, and the known presence of minors in the vehicle. The pursuit must be terminated if any of the requirements are not met. (ii) For jurisdictions with fewer than 10 officers, the officer must request an on-call supervisor be notified of the pursuit. The officer is responsible for considering alternatives and safety considerations.	Senate language retained.
Coordination with other vehicles Section 7(2)	Not addressed	A pursuing officer must comply with agency procedures for designating the primary pursuit vehicle and the appropriate number of vehicles permitted to participate in the pursuit and comply with any agency procedures for coordinating operations with other jurisdictions, including available tribal police departments.	Senate language retained.

Comparison of House, Senate, and Proposed Conference Committee Version of ESHB 1054

Topic	House Version (ESHB 1054)	Senate Version (S-2234.E) (As Passed Senate on 4/6/2021)	Proposed Conference Striking Amendment (S-2968.3)
Definition of "vehicular pursuit" Section 7(4)	Not defined.	Definition included.	Senate language retained.

<u>**ESHB 1054**</u> - CONF REPT
    By Conference Committee

1   Strike everything after the enacting clause and insert the
2   following:

3   "<u>NEW SECTION.</u> **Sec. 1.** The definitions in this section apply
4   throughout this chapter unless the context clearly requires
5   otherwise.
6   (1) "Law enforcement agency" includes any "general authority
7   Washington law enforcement agency" and any "limited authority
8   Washington law enforcement agency," as those terms are defined in RCW
9   10.93.020, and any state or local agency providing or otherwise
10 responsible for the custody, safety, and security of adults or
11 juveniles incarcerated in correctional, jail, or detention
12 facilities. "Law enforcement agency" does not include the national
13 guard or state guard under Title 38 RCW or any other division of the
14 United States armed forces.
15   (2) "Peace officer" includes any "general authority Washington
16 peace officer," "limited authority Washington peace officer," and
17 "specially commissioned Washington peace officer" as those terms are
18 defined in RCW 10.93.020, and any employee, whether part-time or
19 full-time, of a jail, correctional, or detention facility who is
20 responsible for the custody, safety, and security of adult or
21 juvenile persons confined in the facility.

22   <u>NEW SECTION.</u> **Sec. 2.** (1) A peace officer may not use a
23 chokehold or neck restraint on another person in the course of his or
24 her duties as a peace officer.
25   (2) Any policies pertaining to the use of force adopted by law
26 enforcement agencies must be consistent with this section.
27   (3) For the purposes of this section:
28   (a) "Chokehold" means the intentional application of direct
29 pressure to a person's trachea or windpipe for the purpose of
30 restricting another person's airway.

1   (b) "Neck restraint" refers to any vascular neck restraint or

2 similar restraint, hold, or other tactic in which pressure is applied

3 to the neck for the purpose of constricting blood flow.

4   <u>NEW SECTION.</u> **Sec. 3.**   (1) The criminal justice training

5 commission shall convene a work group to develop a model policy for

6 the training and use of canine teams.

7   (2) The criminal justice training commission must ensure that the

8 work group is equally represented between community and law

9 enforcement stakeholders, including the following: Families who have

10 lost loved ones as a result of violent interactions with law

11 enforcement; an organization advocating for civil rights; a statewide

12 organization advocating for Black Americans; a statewide organization

13 advocating for Latinos; a statewide organization advocating for Asian

14 Americans, Pacific Islanders, and Native Hawaiians; a federally

15 recognized tribe located in Washington state; a community

16 organization from eastern Washington working on police

17 accountability; a community organization from western Washington

18 working on police accountability; a community organization serving

19 persons who are unhoused; the faith-based community with advocacy on

20 police accountability; an emergency room doctor with relevant

21 experience; Washington association of sheriffs and police chiefs;

22 Washington state patrol; Washington fraternal order of police;

23 Washington council of police and sheriffs; Washington state patrol

24 troopers association; council of metropolitan police and sheriffs;

25 teamsters local 117; and Washington state police canine association.

26   (3) The model policy work group shall consider:

27   (a) Training curriculum, including the history of race and

28 policing;

29   (b) Circumstances where the deployment of a canine may not be

30 appropriate;

31   (c) Circumstances where deployment of a canine on leash may be

32 appropriate;

33   (d) Strategies for reducing the overall rate of canine bites;

34   (e) Circumstances where a canine handler should consider the use

35 of tactics other than deploying a canine;

36   (f) Explicitly prohibiting the use of canines for crowd control

37 purposes;

38   (g) Canine reporting protocols;

1   (h) Circumstances where the use of voluntary canines and canine
2   handlers may be appropriate; and
3   (i) Identifying circumstances that would warrant the
4   decertification of canine teams.
5   (4) The criminal justice training commission shall publish the
6   model policy on its website by January 1, 2022.
7   (5) This section expires July 1, 2022.

8   NEW SECTION. **Sec. 4.** (1) A law enforcement agency may not use
9   or authorize its peace officers or other employees to use tear gas
10   unless necessary to alleviate a present risk of serious harm posed by
11   a: (a) Riot; (b) barricaded subject; or (c) hostage situation.
12   (2) Prior to using tear gas as authorized under subsection (1) of
13   this section, the officer or employee shall:
14   (a) Exhaust alternatives to the use of tear gas that are
15   available and appropriate under the circumstances;
16   (b) Obtain authorization to use tear gas from a supervising
17   officer, who must determine whether the present circumstances warrant
18   the use of tear gas and whether available and appropriate
19   alternatives have been exhausted as provided under this section;
20   (c) Announce to the subject or subjects the intent to use tear
21   gas; and
22   (d) Allow sufficient time and space for the subject or subjects
23   to comply with the officer's or employee's directives.
24   (3) In the case of a riot outside of a correctional, jail, or
25   detention facility, the officer or employee may use tear gas only
26   after: (a) Receiving authorization from the highest elected official
27   of the jurisdiction in which the tear gas is to be used, and (b)
28   meeting the requirements of subsection (2) of this section.
29   (4) For the purposes of this section:
30   (a) "Barricaded subject" means an individual who is the focus of
31   a law enforcement intervention effort, has taken a position in a
32   physical location that does not allow immediate law enforcement
33   access, and is refusing law enforcement orders to exit.
34   (b) "Highest elected official" means the county executive in
35   those charter counties with an elective office of county executive,
36   however designated, and in the case of other counties, the chair of
37   the county legislative authority. In the case of cities and towns, it
38   means the mayor, regardless of whether the mayor is directly elected,
39   selected by the council or legislative body pursuant to RCW 35.18.190

1 or 35A.13.030, or selected according to a process in an established
2 city charter. In the case of actions by the Washington state patrol,
3 it means the governor.

4 (c) "Hostage situation" means a scenario in which a person is
5 being held against his or her will by an armed, potentially armed, or
6 otherwise dangerous suspect.

7 (d) "Tear gas" means chloroacetophenone (CN), O-chlorobenzylidene
8 malononitrile (CS), and any similar chemical irritant dispersed in
9 the air for the purpose of producing temporary physical discomfort or
10 permanent injury, except "tear gas" does not include oleoresin
11 capsicum (OC).

12 NEW SECTION. **Sec. 5.** (1) A law enforcement agency may not
13 acquire or use any military equipment. Any law enforcement agency in
14 possession of military equipment as of the effective date of this
15 section shall return the equipment to the federal agency from which
16 it was acquired, if applicable, or destroy the equipment by December
17 31, 2022.

18 (2)(a) Each law enforcement agency shall compile an inventory of
19 military equipment possessed by the agency, including the proposed
20 use of the equipment, estimated number of times the equipment has
21 been used in the prior year, and whether such use is necessary for
22 the operation and safety of the agency or some other public safety
23 purpose. The agency shall provide the inventory to the Washington
24 association of sheriffs and police chiefs no later than November 1,
25 2021.

26 (b) The Washington association of sheriffs and police chiefs
27 shall summarize the inventory information from each law enforcement
28 agency and provide a report to the governor and the appropriate
29 committees of the legislature no later than December 31, 2021.

30 (3) For the purposes of this section:

31 (a) "Military equipment" means firearms and ammunition of .50
32 caliber or greater, machine guns, armed helicopters, armed or armored
33 drones, armed vessels, armed vehicles, armed aircraft, tanks, long
34 range acoustic hailing devices, rockets, rocket launchers, bayonets,
35 grenades, missiles, directed energy systems, and electromagnetic
36 spectrum weapons.

37 (b) "Grenade" refers to any explosive grenade designed to injure
38 or kill subjects, such as a fragmentation grenade or antitank
39 grenade, or any incendiary grenade designed to produce intense heat

1 or fire. "Grenade" does not include other nonexplosive grenades
2 designed to temporarily incapacitate or disorient subjects without
3 causing permanent injury, such as a stun grenade, sting grenade,
4 smoke grenade, tear gas grenade, or blast ball.

5   (4) This section does not prohibit a law enforcement agency from
6 participating in a federal military equipment surplus program,
7 provided that any equipment acquired through the program does not
8 constitute military equipment. This may include, for example: Medical
9 supplies; hospital and health care equipment; office supplies,
10 furniture, and equipment; school supplies; warehousing equipment;
11 unarmed vehicles and vessels; conducted energy weapons; public
12 address systems; scientific equipment; and protective gear and
13 weather gear.

14   NEW SECTION. **Sec. 6.** All law enforcement agencies shall adopt
15 policies and procedures to ensure that uniformed peace officers while
16 on duty and in the performance of their official duties are
17 reasonably identifiable. For purposes of this section, "reasonably
18 identifiable" means that the peace officer's uniform clearly displays
19 the officer's name or other information that members of the public
20 can see and the agency can use to identify the peace officer.

21   NEW SECTION. **Sec. 7.** (1) A peace officer may not engage in a
22 vehicular pursuit, unless:
23   (a)(i) There is probable cause to believe that a person in the
24 vehicle has committed or is committing a violent offense or sex
25 offense as defined in RCW 9.94A.030, or an escape under chapter 9A.76
26 RCW; or
27   (ii) There is reasonable suspicion a person in the vehicle has
28 committed or is committing a driving under the influence offense
29 under RCW 46.61.502;
30   (b) The pursuit is necessary for the purpose of identifying or
31 apprehending the person;
32   (c) The person poses an imminent threat to the safety of others
33 and the safety risks of failing to apprehend or identify the person
34 are considered to be greater than the safety risks of the vehicular
35 pursuit under the circumstances; and
36   (d)(i) Except as provided in (d)(ii) of this subsection, the
37 officer has received authorization to engage in the pursuit from a
38 supervising officer and there is supervisory control of the pursuit.

1 The officer in consultation with the supervising officer must
2 consider alternatives to the vehicular pursuit. The supervisor must
3 consider the justification for the vehicular pursuit and other safety
4 considerations, including but not limited to speed, weather, traffic,
5 road conditions, and the known presence of minors in the vehicle, and
6 the vehicular pursuit must be terminated if any of the requirements
7 of this subsection are not met;

8 (ii) For those jurisdictions with fewer than 10 commissioned
9 officers, if a supervisor is not on duty at the time, the officer
10 will request the on-call supervisor be notified of the pursuit
11 according to the agency's procedures. The officer must consider
12 alternatives to the vehicular pursuit, the justification for the
13 vehicular pursuit, and other safety considerations, including but not
14 limited to speed, weather, traffic, road conditions, and the known
15 presence of minors in the vehicle. The officer must terminate the
16 vehicular pursuit if any of the requirements of this subsection are
17 not met.

18 (2) A pursuing officer shall comply with any agency procedures
19 for designating the primary pursuit vehicle and determining the
20 appropriate number of vehicles permitted to participate in the
21 vehicular pursuit and comply with any agency procedures for
22 coordinating operations with other jurisdictions, including available
23 tribal police departments when applicable.

24 (3) A peace officer may not fire a weapon upon a moving vehicle
25 unless necessary to protect against an imminent threat of serious
26 physical harm resulting from the operator's or a passenger's use of a
27 deadly weapon. For the purposes of this subsection, a vehicle is not
28 considered a deadly weapon unless the operator is using the vehicle
29 as a deadly weapon and no other reasonable means to avoid potential
30 serious harm are immediately available to the officer.

31 (4) For purposes of this section, "vehicular pursuit" means an
32 attempt by a uniformed peace officer in a vehicle equipped with
33 emergency lights and a siren to stop a moving vehicle where the
34 operator of the moving vehicle appears to be aware that the officer
35 is signaling the operator to stop the vehicle and the operator of the
36 moving vehicle appears to be willfully resisting or ignoring the
37 officer's attempt to stop the vehicle by increasing vehicle speed,
38 making evasive maneuvers, or operating the vehicle in a reckless
39 manner that endangers the safety of the community or the officer.

1   **Sec. 8.**   RCW 10.31.040 and 2010 c 8 s 1030 are each amended to
2 read as follows:
3   (1) To make an arrest in criminal actions, the officer may break
4 open any outer or inner door, or windows of a dwelling house or other
5 building, or any other ((~~inclosure [enclosure]~~)) enclosure, if, after
6 notice of his or her office and purpose, he or she be refused
7 admittance.
8   (2) An officer may not seek and a court may not issue a search or
9 arrest warrant granting an express exception to the requirement for
10 the officer to provide notice of his or her office and purpose when
11 executing the warrant.

12   NEW SECTION. **Sec. 9.**   RCW 43.101.226 (Vehicular pursuits—Model
13 policy) and 2003 c 37 s 2 are each repealed.

14   NEW SECTION. **Sec. 10.**   Sections 1 through 7 of this act
15 constitute a new chapter in Title 10 RCW."

   ESHB 1054 – CONF REPT
       By Conference Committee

16   On page 1, line 2 of the title, after "officers;" strike the
17 remainder of the title and insert "amending RCW 10.31.040; adding a
18 new chapter to Title 10 RCW; repealing RCW 43.101.226; and providing
19 an expiration date."

                      --- **END** ---

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

MEMORANDUM

To: Kurt Triplett, City Manager

From: Tracey Dunlap, Deputy City Manager

Date: May 6, 2021

Subject: Summer Action Plan Follow Up and Recovery Interns

RECOMMENDATION

That Council receives a presentation on the proposed Summer Action Plan (Phase 1 and 2) and Recovery Interns and provides direction to allow staff to proceed with implementation. Potential funding sources for these investments could come from American Rescue Plan Act (ARPA) revenues, existing community event resources, and/or one-time excess revenues from 2020. If Council provides direction to proceed, staff will begin implementation immediately and budget approval will be brought forward as part of the June 2021 mid-year budget adjustments.

BACKGROUND DISCUSSION

Summer Action Plan

The May 4, 2021 City Council meeting included a briefing on Phase 1 of the Summer Action Plan – Maintenance and Operations Investments, Recreation Programming and Parks to Support Inclusivity, COVID Recovery and Economic Development. The background on the Summer Action Plan provided as part of that staff report is provided below for reference:

In early April, the region experienced a week of inviting summer-like weather. Skies were sunny and clear, and the temperatures ranged in the mid-70s. This gave Kirkland a preview of what to expect this summer as the community emerges from COVID-19. Parks and beaches were packed with visitors seeking outdoor activity. Downtown restaurants and shops were bustling with people. Cyclists filled the bike lanes and throngs of pedestrians walked along the waterfront.   There was clearly a community-wide pent up need to get out and reconnect with family, friends and experiences. Overall, this week was a positive experience for the community and for City government. However, the summer preview week also demonstrated many challenges for the City. COVID-19 compliance such as social distancing and mask-wearing was often abandoned. Downtown parking was once again scarce, and parking conflicts increased. Garbage cans in parks were overflowing and large amounts of trash were left all over the parks. Off-leash dogs and dog feces in parks increased significantly. Concerns on social media about individuals experiencing homelessness camping in public areas increased.   Boating season and

City summer initiatives such as closing portions of Park Lane and Lake Washington Boulevard to parking will provide additional positive experiences to the community but also add to the challenges. The need for additional resources in Parks & Community Services, Public Works, Police and other departments to meet these challenges through a "Summer Action Plan" was introduced to the Council at the April 6 Council meeting during the COVID-19 special presentation.

The City Manager convened a cross-departmental "Summer Action Team" led by Deputy City Manager Tracey Dunlap. Departments were asked to propose targeted investments to help the community experience a safe, healthy and enjoyable summer that also complies to the extent possible with state guidelines for COVID-19 phases. The funding totals of these proposed Summer Action Plan investments will be significant. However, they are envisioned as primarily one-time due to the unique circumstances of helping the community navigate a second COVID-19 summer as vaccinations increase but the uncertainty of COVID-19 variants and state restrictions remain.

Phase 1 Parks investments focus on safety, inclusion, and economic development, the details of which were presented to Council on May 4. Phase 2 investments include additional Parks proposals and city-wide investments for other departments to address the expected influx of activity in the City this summer. The table below summarizes both the Phase 1 and 2 investments and details on each proposal are included in Attachment A. The total cost of the program is just under $1.2 million. $135,000 was previously funded by Council from the Human Services Reserve. Total new funding if all proposals proceed is $1.056 million.

Summer Action Team Service Proposal Summary			
Title	Dept	Top of Cost Range	Notes
Phase 1			
PCS Phase 1 Programs and Events (presented 5/4/21)	PCS	$504,548	0.5 LTE, contingent hours, equipment and supplies thru 2022
PCS Phase 1 Enhanced Services for P&R (presented 5/4/21)	PCS	$142,723	Additional seasonal staff, equipment and supples
Phase 2			
Temporary Market Wage Schedule	PCS	$108,583	COVID-related market adjustment for seasonal staff
Expanded Garbage and Recycling	PCS	$13,135	Pilot project in Marina Park and Houghton Beach Park
Additional Assistance to those Experiencing Homelessness	*PCS*	*$134,750*	*No new funding - funded from Human Services Reserve 5/4/21*
Roving Code Enforcement Ambassador	P&B	$41,550	Assumes on-call code enforcement officer
Increased Police Bicycle Patrols	PD	$138,539	Overtime, purchase 4 patrol bicycles
Downtown Bike Parking	PW	$18,000	4 locations
Downtown Parking/Wayfinding	PW	$54,194	Consultant fee
Kirkland Green Trip: Alternate Way to Access Downtown	PW	$35,000	Consultant fee - top of range
Total Estimated Cost		**$1,191,022**	
New Funding Requested		**$1,056,272**	*excluding previously approved funding above*

Reduced ARPA Funding Allocation

On May 10th, the U.S. Treasury Department issued the "Interim Final Rule" ARPA allocations to cities. Kirkland's allocation dropped from a previously estimated $20.3 million to $10.2 million. Despite this significantly lower allocation, staff still recommends proceeding with the Summer Action Plan. The need for a safe summer reopening for residents and businesses after a historic pandemic is still critical and a variety of funding options beyond ARPA are available.

Recovery Interns

At the April 29, 2021 Special Meeting, staff proposed implementation of a "Recovery Intern" program similar to the "Innovation Intern" program that the City implemented in 2019, which was a cost-effective and successful way to augment City staff, while giving students valuable experience. These resources would be for a 3-6 month period and could assist with administering ARPA programs and Summer Action Plan initiatives. The table below summarizes the 8 potential internship opportunities that staff have identified and the position has been posted at universities given that graduations are beginning in May (see Attachment B). The hope is to select candidates by early June. The maximum total cost of the program is approximately $180,000, but consolidation of intern assignments will likely lower the costs.

Recovery Intern Summary		
Title	**Dept**	**Tasks**
Communications/Neighborhood Safety/Startup 425	CMO	SAT support, suggest-a-project analysis, 425 operating manual
Police Communications/Event Support	PD	Social media marketing, video production, NNO/events
Human Resources Backfill Support	HR	Catch up on backlogged tasks due to COVID response
IT Support of Return to Work	IT	Setup, tracking, documentation, and support of return to work
GIS Backfill for R-5434 and Summer Action Plan	IT	Backfill for support of dashboards, map updates, etc.
Transportation Recovery Intern	PW	Support Summer Action Team items and plan updates
Budget/ARPA Support	F&A	Backfill Resources to support ARPA/SAP
Cultural Navigators for ARPA Programs	Various	Help connect public to local/state/federal programs
Number of interns	8	Assumes one intern per request
Max cost of 6-months	$ 178,214	Maximum Funding Requested based on Graduate Top Step

NEXT STEPS

Staff are seeking direction from Council on the following items:

- What questions, comments or suggestions does Council have?
- What level of interest does Council have in these investments?
- Would Council support one-time funding for these investments?

If Council directs staff to proceed with all of the programs, the total new one-time funding needed is $1.235 million. Staff will proceed to implement the selected programs immediately and will bring the specific funding package back for City Council approval as part of the June mid-year budget adjustments. This timing will allow staff to analyze the ARPA guidelines once they are published and determine which costs are eligible for funding from that program and propose funding sources for any remaining costs.

Note that staff is developing additional proposals related to ARPA, as introduced at the April 29 Council Retreat. Additional near-term proposals will be discussed at the upcoming City Council Retreat on May 28, 2021 and will also be brought forward for budget approval as part of the mid-year budget adjustments in June.

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: PCS Phase I Programs and Events	**Date:** 4/23/21
Requesting Department: Parks and Community Services	**Name of Department Lead:** Lynn Zwaagstra

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Implement new programs and events to help with COVID recovery by getting people active and connected, building a sense of community and focusing on cultural inclusivity, diversity, equity and belonging. This proposal contains a request to increase a .5 FTE to a 1.0 FTE to plan and implement programs, contingent hours to help with onsite event support, an investment in equipment and supplies and matching funding for the SNAP food access program.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

The Kirkland community and its surrounding neighbors seek support in recovering from COVID. The pandemic has caused social isolation, physical inactivity, emotional distress and financial strain. Parks and recreation services can help engage people physically, emotionally and socially. Programs and services also drive economic activity.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

All areas of the City and several City departments are seeing an increased need for services, education, enforcement, etc. Parks and Community Services can assist with COVID recovery by building community and leading efforts to improve physical, emotional and social health. Implementation would require support from HR, Payroll, Purchasing, the communications team, PCS admin staff, Parks Maintenance and our customer service staff.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Increase a .5 FTE to a 1.0 FTE for 2021/2022 = $104,548
Contingent hours for 2021/2022 = $70,000
SNAP matching funds for 2021/2022= $10,000
Equipment plus supplies to last through 2021/2022 = $320,000

Total = $504,548
*Note, wages are not calculated with the temporary market premium pay as these positions would begin in the fall/winter.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

The SNAP food access program would begin in June and run for the duration of the Juanita Friday Market. New recreation programming and community building events will begin in the fall. All these programs and services will be offered through 2022.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: PCS Phase I Enhanced Services for Parks & Rec | **Date:** 5/4/21

Requesting Department:
Parks and Community Services

Name of Department Lead:
Lynn Zwaagstra

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Offer pop-up dog parks, sprinkler parks, and food truck rallies at inland parks to spread visitors throughout the parks during the busy summer season. Increase staffing levels for harbor masters, beach lifeguards, and seasonal laborers in order to improve park safety, customer service, and cleanliness. Staff pay rates were calculated using the temporary market premium wage schedule submitted as a separate request.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

The Kirkland community and its surrounding neighbors seek support in recovering from COVID. The pandemic has caused social isolation, physical inactivity, emotional distress, and financial strain. In times of good weather, community members flock to Kirkland parks and the retail centers, which causes a tremendous strain on traffic, parking, city cleanliness, walking paths and trails, and human/animal interactions. Current COVID restrictions of wearing face coverings and social distancing exacerbate these challenges. There is an increased need to provide service and information to the community, wayfinding, trash removal, and education about rules and regulations. Enforcement also becomes necessary. By offering pop-up dog parks and sprinkler parks, people would be encouraged to use inland parks instead of just the waterfront parks.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

All areas of the City and several City departments are seeing an increased need for services, education, enforcement, etc. Parks and Community Services sees tremendous crowds at the waterfront parks. The areas of greatest impact include the downtown area; Marina Park and docks, Houghton Beach Park, Peter Kirk Park, Marsh Park, Heritage Park, and Juanita Beach Park. This proposal adds two seasonal laborers 7 days per week from noon to 8:30 pm, who will rotate through the waterfront and downtown parks. Also proposed is one additional harbor master 7 days per week from 10:00 am to 8:30 pm and one additional lifeguard at each swim area 7 days per week during operational hours. Adding additional staff will create increased workload for HR and Payroll.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: Additional hours for seasonal laborers, lifeguards and harbor masters at the increased market wage, with benefits.

- 2 seasonal maintenance staff 7 days per week, 8 hours per day, 97 days = $41,918
- 1 harbormaster 7 days per week, 10 hours per day, 97 days = $19,125
- 1 lifeguard at each of the 3 beaches 7 days per week for the season = $32,222
- Additional staff hours for the pop-up sprinkler parks = $3,551
- Additional staff hours to install/take down pop-up dog parks = $2,505

TOTAL STAFFING: $99,321

Other Resources:

- 3 rental trucks x $2,678 per month x 3 months = $24,102 (tax included) + fuel $1800
- Equipment and supplies for pop-up sprinkler parks = $2500
- Equipment and supplies for pop-up dog parks = $15,000

TOTAL OTHER RESOURCES: $43,402

Estimated Cost: $142,723 maximum cost if all hours are worked and all truck are rented for the entire 3 months.

*Note: Most seasonal laborer wages are in 125 & 128 fund, however, it could be allocated to any of the 3 funds used by Parks Maintenance.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

Staff have been given the direction to consider more candidates than in previous summers during the current recruitment process. They will need final approval on how many additional hours are available, and therefore, how many staff to hire **as soon as possible**.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

A robust communication plan for the summer would be extremely helpful. This should provide information on where to park, travel routes, lane restrictions, park closures, COVID restrictions, and new services and activities at alternate sites that will help disperse community members throughout the City. A strong police presence in downtown would be beneficial to encourage neighborly behavior; in particular, Marina and Houghton Beach Parks where some illicit activity occurs that drives away youth and families. Also, there is concern about animal enforcement given the vacancy in the animal control officer.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Temporary Market Wage Schedule	**Date:** 4/22/21
Requesting Department: Parks and Community Services	**Name of Department Lead:** Lynn Zwaagstra

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Offer a temporary market wage schedule to help attract people to a variety of positions needed to provide programs and services during COVID recovery; specifically, for Memorial Day to Labor Day of 2021. Staff are needed to provide basic summer services; however, the intention is to offer increased staffing levels to help with COVID transition. (see Summer Action Team Employee Hours)

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

Parks and Community Services (PCS) operates during the summer with seasonal and contingent positions. Seasonal positions start at minimum wage, $13.69, and go up to $18.25 for positions requiring experience and certifications. Staff have not received enough applications to offer the basic service level despite aggressive recruiting. Local competitors are Chick Fil A, whose wages start at $16 per hour, and Safeway, whose average wage for a cashier in Kirkland is $16.35. Wages at surrounding cities are also a factor. PCS positions require extensive community interaction and most typically active work outdoors; a less attractive proposition than being in a climate-controlled environment with better social distancing. In addition to the wage challenge, previous employees have indicated they are not applying because they receive comparable income remaining on unemployment. A temporarily increased wage schedule could provide the impetus for people to begin applying for Kirkland summer jobs.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

Implementation of this initiative creates an administrative workload on staff in Parks and Community Services, but also Human Resources and Finance and Administration. A financial analysis must be completed, a wage schedule approved, job postings would need to be edited, and some newly hired incumbents' wages would need to be increased through a personnel action.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: Several hours from Human Resources staff, Finance and Administration, and PCS staff.

Other Resources: None

Estimated Cost: A $3 wage premium was used as the calculator. Total cost of the wage increases impacts 3 funds. This is the maximum cost if all positions are filled and all programs operate.
GF = $50,473
125 = $7,708
128 = $50,402

TOTAL: $108,583

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

The job postings should have the wage adjusted as soon as possible given that the positions need to be hired and candidates placed into the onboarding process by the end of May.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

A robust communication plan for the summer would be extremely helpful. This should provide information on where to park, travel routes, lane restrictions, park closures, COVID restrictions, and new services and activities at alternate sites that will help disperse community members throughout the City. A strong police presence in downtown would be beneficial to encourage neighborly behavior. In particular, at Marina and Houghton Beach Parks where some illicit activity occurs that drives away youth and families.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Assistance to those experiencing homelessness | **Date:** 4/29/21

Requesting Department:
Parks and Community Services

Name of Department Lead:
Lynn Zwaagstra and Leslie Miller

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Immediate services offered as part of an overall approach to providing homelessness response, in additional to the more inclusive regional initiative, includes a new hotel voucher program, an enhanced street outreach program provided by Catholic Community Services, and enhanced bike patrol in the downtown area. Bike patrol officers and the street outreach staff are likely to make initial contact with someone experiencing homelessness. The hotel voucher program gives them an option to find immediate shelter for someone while a longer-term solution can be sought.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

Homelessness is increasing throughout King County. According to King County Community and Human Services, 4600 people are experiencing homelessness. This has become more visible in Kirkland over the past year and there is significant concern that it could escalate over the upcoming months with the expiration of the eviction moratorium. Kirkland community members become highly concerned when they see people who are homeless and request that the City provide assistance. Homelessness is not a problem that can be solved or solved by one city. However, some strategies are being implemented to assist during what is anticipated to be a peak over the coming summer.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

Several departments are impacted and need to be part of an overall City approach. The primary three departments impacted include Parks and Community Services, Police, and Public Works. However, Planning and Building and Fire are also part of the overall approach.

Kirkland PD will be providing enhanced bike patrol over the summer. They will not be directed to proactively contact homeless persons but would respond to community calls about the downtown area during the hours they are working.

RESOURCES NEEDED TO IMPLEMENT THE ACTION
Provide detail on the resources needed to implement the proposed action.

Staffing:
No new staffing

Other Resources:
- $10,000 for hotel voucher program (funded by the Human Service Reserve)
- $124,750 for the street outreach program from Catholic Community Services (grant provided through the 2021-2022 allocation process and enhanced with the Human Services Reserve)
- Bike patrol officers

Estimated Cost: No new funding

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED
Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

The hotel voucher program was implemented in February and funding is contained in a fiscal note at the May 4 City Council meeting. The additional funding for Catholic Community Services (CCS) is in this same fiscal note. CCS has indicated that that they have expanded the number of internship positions for the street outreach workers for the summer. However, they could not commit to a specific timeline.

OTHER COMMENTS
Provide any other information you think might be useful in evaluating the action.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Expanded Garbage and Recycling	**Date:** 5/4/21
Requesting Department: Parks and Community Services	**Name of Department Lead:** Lynn Zwaagstra

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Implement a pilot program at Marina Park and Houghton Beach Park that adds animal shaped garbage cans and blue recycling bins to the current bins onsite. The animal shaped cans will be entertaining and fun for kids, which will draw attention to disposing of one's trash. A-frame signs would be located prominently by the recycling bins to educate the public about what can be recycled. The enhanced seasonal labor will be able to assist with this extra collection. However, materials collected in recycle bins that are contaminated with trash will have to be discarded rather than recycled.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

The Kirkland waterfront parks receive intense visitation during the summer months. This often leaves the parks in a disorderly manner despite 2-3 pickups per day. Garbage cans overflow and trash is piled around the cans and left throughout the parks. This issue is compounded by not recycling. Blue recycling bins are not located throughout the parks because the materials become too contaminated to recycle, causing the contents of the bin to be thrown away. The contamination comes from food waste on the materials and people using the blue bins as trash. Waste Management reports the majority of material from their downtown recycling bins gets thrown away due to contamination. There appears to be opportunity to solve trash & recycling issues holistically. PCS staff have limited expertise in trash & recycling services but would be happy to partner with the City's professional staff in this area work to propose new solutions for future years.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

Parks Management staff will be the area most impacted. We also suggest an educational campaign in collaboration with Communications staff.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

6-18 large blue recycle bins – Waste Management will supply the bins
1 2-yard trash dumpster at Marina Park – $6435 pickup 3x per week for 15 weeks
A-frame signs with poster inserts – $2700
4 animal shaped trash cans - $4000 w/shipping

Total: $13,135

Staff time to install bins, install A-frame signs, and create messaging and materials for social media posting.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

Current staff are at maximum capacity due to vacant positions, having folks out on FML due to COVID, and the general workload with athletic field maintenance and park prep for the summer prior to seasonal staff members coming onboard to assist. Thus, we would like to wait until June when the seasonal staff begin working so they can assist with this project.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

Including this initiative in the City's big summer educational/promotional campaign would be extremely helpful.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Roving Code Enforcement Ambassador	**Date:** April 22, 2021
Requesting Department: Planning and Building	**Name of Department Lead:** Christian Geitz/Adam Weinstein

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

The Roving Code Enforcement Ambassador is proposed as a limited-term intern or on-call Code Enforcement Officer who would visit areas of the City experiencing high levels of activity (such as Downtown, the Juanita Village/Beach area, and the Village at Totem Lake) and proactively provide education and undertake other enforcement actions related to code violations. This staffperson would focus on types of activities and violations that interfere with people safely congregating or that interfere with warm-weather activities, such as:

- blockages of public access pathways along Lake Washington Boulevard;
- installation of temporary signage on sidewalks and streets that interferes with safe travel;
- unauthorized food trucks, or pop-up restaurants/retail uses; and
- leafblowing and use of other motorized equipment that violates the City's noise code.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

Busy districts within the City, such as Downtown, often experience a diversity of code enforcement issues (ranging from A-frame signs placed on sidewalks that interfere with pedestrian travel to noisy early-morning activities that exceed the City's noise standards). These districts experience high activity during summer weekdays, but also over weekends. At the same time, due to limited code enforcement resources, the City has not been able to engage in significant proactive and educational code enforcement activities in recent years. The Roving Code Enforcement Ambassador would be a deployable staffperson who could travel to parts of the City (including on weekends, via an alternative work schedule) that are experiencing code violations, and who could help educate residents and business owners about code requirements (and hopefully reduce code violations in the future or resolve code compliance concerns in real time, without fines or other penalties).

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

The Roving Code Enforcement Ambassador would be part of the Planning & Building Department's Code Enforcement Team, and would work closely with the existing Code Enforcement Officers (Shannon Sedlacek and Devany Lunde) and Planning Supervisor Christian Geitz. Planning & Building would train and provide oversight of the new staffperson. Similar to existing code enforcement activities, staff from other departments (e.g., Public Works, Police, and City Attorney Office) may need to assist this new staffperson on a case-by-case basis.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: One new intern or on-call employee, for a term of approximately 6 months.

Other Resources: Training would be absorbed by existing staff, and we expect minimal supplemental equipment or other costs (i.e., a laptop would likely be repurposed from a vacant position).

Estimated Cost: Depending on whether an intern or on-call Code Enforcement Officer is hired, costs (for a full-time, 6-month term) would range from $18,470 to $41,550.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

If funded, the recruitment for this position would be managed by Planning & Building (with assistance from Human Resources). Staff would initiate the recruitment immediately, and taking into account a week or two of training, the new Roving Code Enforcement Ambassador could be deployed into the field within 2 months of authorization to hire.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

If an on-call Code Enforcement Officer is hired (instead of an intern), a new job classification and pay scale would need to be created by Human Resources. Regardless of classification, the new position would allow the City to more proactively address code violations, including educating residents, visitors and business owners, than previous resourcing of the code enforcement program has allowed.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

SUMMER ACTION TEAM SERVICE PROPOSAL
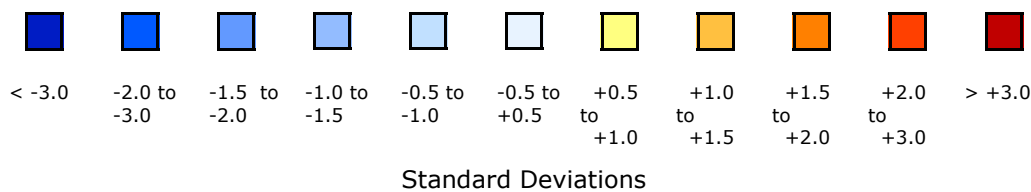
Title: Increased Police Bicycle Patrols | **Date:** 04-12-21

Requesting Department:
Police | **Name of Department Lead:**
Deputy Chief Aksdal

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

The police department will conduct daily bicycle and foot patrols in the downtown core, along the waterfront parks, from Memorial Day Weekend through Labor Day Weekend. The patrols will be staffed using a combination of overtime officers, officers from the community services unit (CSU) and on-duty patrol officers as call volume allows. Members of the Community Services Unit (CSU) which includes the School Resource Officers will be available starting on June 21 after school is out for the summer.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

The police department engaged in similar patrols during the month of August in 2020 in order to assist the parks department with overcrowding, unruly behavior and COVID-19 education efforts in the parks to include the city docks. If this plan is implemented, officers will be able to support the parks department in the ways listed above and will also be able to assist the public works department with the proposed closure on the westside of Lake Washington Boulevard, if it should be approved. Officers can help with the parking complaints and the increased frequency of pedestrians crossing Lake Washington Boulevard that are anticipated as a result of the closure. The proposal will also provide opportunities for officers to have positive interactions with downtown businesses and guests. Resources will be deployed based on historical call volume in order to have the greatest impact. See the attached heat index (Attachment A).

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

The police department can implement the bicycle and foot patrols without assistance from other city departments. However, it will be important for personnel from parks, public works and police to collaborate to ensure we are supporting each other and making the best use of resources. Traffic Sergeant Vickers will be the main point of contact for the closure on Lake Washington Boulevard and any traffic related issues that arise. He can work closely with Joel Pfundt from public works. Deputy Chief Aksdal will be the main point of contact for police for the bicycle and foot patrols. DC Aksdal will also coordinate with Jason Filan and John Lloyd from parks.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: CSU will provide on-duty bicycle and foot patrols from 10AM to 8PM Mon-Fri after June 21 once school is out. Two overtime officers will be utilized to provide additional bicycle and foot patrols. They will work 6:00 pm to 11:00 pm (5 hours per day / 7 days per week). See attached "hot spot" of calls for service by "time of day" and "day of week" (Attachment B).

Other Resources: Four additional police bicycles are requested to ensure that there are enough bicycles in the correct sizes to support increased patrols. The cost per bicycle is $2,331.

Estimated Cost: Overtime Cost = 10 hours per day at $80.00 per hour (2021 average overtime rate for patrol officers) for 100 days (Memorial Day through Labor Day) = $80,000. Bicycle Cost = $2,331 per bicycle x 4 = $9,324. A sergeant on OT for 5 hours per day for 100 days = $49,215. The total estimated cost for this proposal = **$138,539**.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

Bicycles will be purchased by the police department from Volcanic Bikes in North Bonneville, Washington. This vendor provided the current bicycles that are used by the police department. The quoted lead time on the bicycles is 1-2 weeks delivered. If approved, the police department will be able to begin implementation of the proposal on May 28, 2021.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

If available funding will not support the overtime patrols for 7 days per week, the patrols can be adjusted to Friday-Sunday to best cover the days that CSU are not available to assist. The estimated cost to run the extra patrols for 3 days per week instead of 7 would be:

Overtime Cost = 10 hours per day at $80.00 per hour for 45 days (Memorial Day through Labor Day) = $36,000. Bicycle Cost = $2,331 per bicycle x 4 = $9,324. A sergeant on OT for 5 hours per day for 45 days = $22,147. The total estimated cost for this proposal = **$67,471**.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

Kirkland Police Department

Incident Temporal Heat Index
(Hour Of Day by Day Of Week)

June to August 2020 Incidents - Downtown/Waterfront

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	7	3	4	10	6	8	8	46
01	10	7	5	4	7	1	5	39
02	1	6	4	5	5	2	2	25
03	2	2	2	3	4	4	9	26
04	0	0	2	2	1	2	0	7
05	0	1	0	1	0	4	1	7
06	1	6	2	1	3	3	0	16
07	5	9	13	12	7	4	3	53
08	7	9	12	8	8	3	5	52
09	5	16	3	7	10	2	2	45
10	3	7	10	15	16	6	4	61
11	7	13	8	6	19	8	3	64
12	5	16	10	10	15	6	5	67
13	13	22	9	18	18	10	8	98
14	11	14	13	23	13	14	15	103
15	7	13	23	17	9	18	20	107
16	10	17	11	10	13	18	16	95
17	16	12	11	15	15	9	17	95
18	6	11	14	6	27	12	15	91
19	14	16	12	6	16	14	11	89
20	19	11	12	10	12	13	12	89
21	4	17	12	14	7	12	15	81
22	20	18	17	20	13	15	16	119
23	11	9	9	9	12	18	18	86
Total	184	255	218	232	256	206	210	1,561

< -3.0	-2.0 to -3.0	-1.5 to -2.0	-1.0 to -1.5	-0.5 to -1.0	-0.5 to +0.5	+0.5 to +1.0	+1.0 to +1.5	+1.5 to +2.0	+2.0 to +3.0	> +3.0

Standard Deviations

Average: 9.29

Std. Dev.: 5.93

Minimum: 0

Maximum: 27

CRIMEVIEW®

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Downtown Bike Parking

Date: 4-26-21

Requesting Department:
Public Works

Name of Department Lead:
Joel Pfundt

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Increase downtown bike parking in order to both encourage more people to bike downtown and to accommodate additional locations more convenient for to do so and park near their desired destination. At four locations, 20 new racks would significantly increase the availability and number of bike parking downtown. This can also be scaled to more or less, depending on funding.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

Bicycle parking downtown is limited, and the city expects to see an increase of people bicycling to downtown this summer. Additional bike parking at additional locations will support businesses, encourage more people to bike while making bicycling more convenient for everyone. Additional bike parking would also show progress toward the Sustainability Master Plan and Transportation Master Plan implementation as it promotes the use of alternate modes of transportation.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

The impact for the department would be minimal. Bike parking locations have already been identified when the city planned for bike share parking and the city has adopted pre-approved policies for the type of bike parking required. The only step needed is to measure the proposed areas to identify the number of bike parking 'stalls' that can fit in the desired locations, procuring the appropriate equipment, and installing them.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: 4 hours of labor per rack x 20 racks. CIP hours for procurement and Transportation staff hours not included. Those hours would be limited as sites have already been chosen. Estimated at 6 additional staff hours under CIP/ Transportation group budgets.

Other Resources: Procurement of equipment included in estimate below.

Estimated Cost: $14,000 – $18,000 (lower cost is for in-house installation; higher cost is for a contractor)

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

Assistance would be needed from maintenance or facilities to install the racks as contractors are more difficult to acquire for smaller jobs such as this. Some additional CIP staff assistance would be appreciated.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

Please see Exhibit 1 for locations.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**
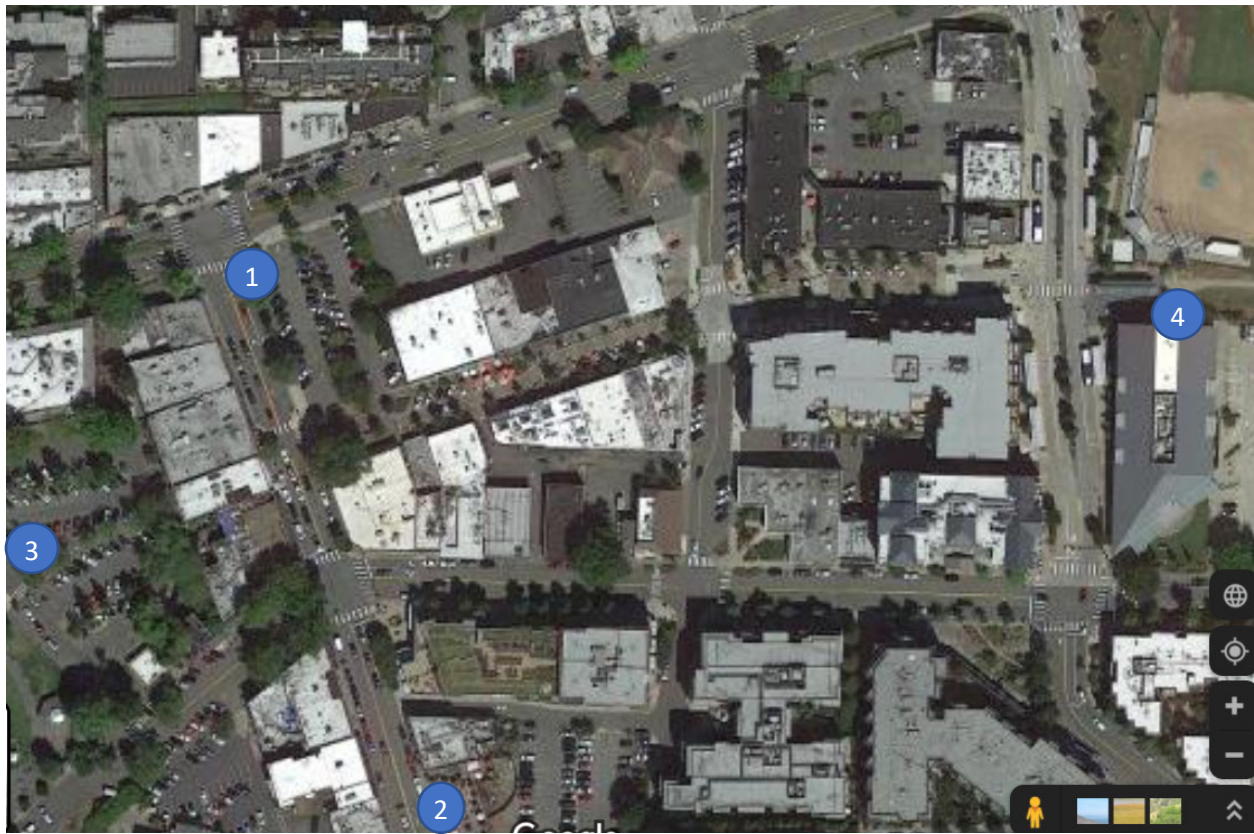
1. Corner of Lake and Central: Serves coffee shops for quick 'in and out' on a bike. This sidewalk has the space, it is visible (encouragement) and this corner has less pedestrian traffic because there are no storefronts. Total 2-3 racks.

2. Farther south on Lake St serving more restaurants/ retail (just south of Hectors) adjacent to crosswalk and motorcycle parking. Total 2-3 racks.

3. Bike parking at Marina Park is minimal. There is one bike rack but not the type that is conducive to locking all bikes and not the recommended type of bike rack. Also, there is only one compared to the scale of parking, visitors and events at Marina Park. There is ample room near the flag-pole and this location would direct people to use the crosswalk adjacent to it. Total 4-5 racks.

4. The Kirkland Transit Center offers one of the few places for covered bike parking but it is rarely used because people must hang their bikes and use wire chords that are easily cut. Bike parking with the recommended racks that don't require hanging a bike is a preferred solution here. There is already wayfinding to indicate bike parking. Total 4-5 racks.

SUMMER ACTION TEAM SERVICE PROPOSAL

Title: Downtown Parking Wayfinding	**Date:** 4/26/2021
Requesting Department: Public Works	**Name of Department Lead:** Joel Pfundt

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

Conduct a downtown Kirkland parking wayfinding sign assessment and develop recommendations. Install and update signage based on recommendations.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

Vehicle parking in highly desirable and intuitive locations like the Lakeshore Lot, Lake and Central Lot, and on-street can be difficult to find, especially on weekends and evening when the weather is nice. In addition, the City is considering further limiting the availability of vehicle parking on Park Lane and Lake Street South to prioritize space for people walking and biking. The City has parking lots that are currently underutilized. There is an opportunity to ensure that people choosing to drive downtown are aware of parking lots that have lower utilization where vehicle parking would likely be available.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

Public Works Transportation would lead the work associated with the sign assessment and recommendations development in association one of the City's on-call transportation planning and engineering consultants. The development of this work would be coordinated with Economic Development staff and build on the existing downtown wayfinding system. Public Works CIP would lead the implementation of signage recommendations. Although this is a relatively small project and is being proposed in a way that would minimize impact on other projects, delay in other projects would likely result because of redirecting existing resources.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: No additional City staff resources required.

Other Resources: Consultant services to perform sign assessment and develop recommendations. Contractor to fabricate and install recommended signage.

Estimated Cost: Consultant Services: $18,194 + Signage Installation Allowance: $36,000 = Total $54,194

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

Assessment/recommendation by on-call consultant and hiring contractor to fabricate and install signage would take a minimum of three months from the notice to begin work. Since the exact scope of the work is not known it is difficult to estimate the exact duration of the contractor procurement process and the time it will take them to complete the work.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

<table>
<tr><td></td><td>SUMMER ACTION TEAM SERVICE PROPOSAL</td></tr>
</table>

Title: Using Alternative Ways to Access Downtown by Kirkland Green Trip Education and Outreach	**Date:** April 20, 2021
Requesting Department: Public Works	**Name of Department Lead:** Julie Underwood

PROPOSED ACTION

Describe the proposed action in a couple of sentences.

The overall goal of the Kirkland Green Trip (KGT) program is to encourage Kirkland residents and employees to reduce drive-alone trips and traffic congestion through offering incentives and resources that support the use of higher occupancy vehicles including carpool and transit as well as bicycling and walking. The goal of this focused summer campaign will be to encourage City residents to explore alternatives to driving alone to downtown Kirkland to reduce traffic congestion and parking issues. Below are proposed elements of this Summer Action Team campaign through the Kirkland Green Trip program.

A. **Street Team Engagement:** This approach includes tactics to promote non drive-alone trips downtown through in-person signage and engagement. Campaign tactics may include:
- Coordinate posting of temporary campaign yard signs and A-frames that can be placed alongside key travel corridors into downtown promoting non-drive alone methods and encouraging residents to visit the KGT website for non-drive alone trip tracking tools, tips, and rewards. We could alternate promotion in 4-5 different neighborhoods throughout the City over a 3–4-week period.
- Host a KGT booth downtown, such as at Marina Park or during the Kirkland Wednesday Market, on a few key dates early in the season to engage directly with residents and host drawings for giveaways for exploring non-drive alone trips. Incentives could include gift cards to local Kirkland businesses such as downtown restaurants, or Kirkland Bicycle, gift cards or discount codes for transportation network companies like Uber or Lyft, and KGT program giveaways that encourage travel mode alternatives like bike lights.
- Have street team outreach members distribute campaign information at multifamily buildings next to easily accessible transit stops, at neighborhood grocery stores, or other community-gathering spaces.

B. **Digital and Print Promotional Campaign:** This approach includes tactics to promote drive-alone alternatives through mail or digital and social media promotional channels. Tactics may include:
- Create short video clips of KGT program or City staff demonstrating green trip methods by hopping on the local transit route into downtown, walking into local shops that are right off transit routes, or showing a group bike ride along the Cross Kirkland Corridor.
- Design and post digital and social media campaign ads on Facebook, Twitter, Instagram, or Google promoting KGT program rewards and support resources.
- Design and send a postcard mailer to residents in key neighborhoods along transit or trail routes into downtown to promote non-drive alone methods and neighborhood assets like transit access points, parks, and bike routes into downtown.

C. Park Lane Closure Promotion

Depending on the results from the recent virtual community meeting and City Council vote, if the City decides to move forward with any of the proposed options for closing Park Lane to vehicle traffic, the Kirkland Green Trip program could support broad promotion of the closure to incentivize people to explore alternatives to driving and parking downtown. Park Lane provides a pedestrian path between Kirkland's downtown waterfront to the Peter Kirk Park and Kirkland Transit Center. This presents a great opportunity to promote the Transit Center as an easy connection point to downtown. Similar nearby efforts, including the Walkable Main Street program in the City of Edmonds and Main Street closure in the City of Bothell provide a great way to engage with residents and promote the downtown core as walkable and pedestrian-friendly. Engagement and promotional tactics specifically related to the Park Lane Closure could include any combination of the tactics outlined above in the Street Team Engagement and Digital and Print Promotional Campaign section, plus:

- Print and digital ads in neighborhood and business chamber newsletters.
- In-store signage for businesses along and near Park Lane.

PROBLEM/OPPORTUNITY ADDRESSED BY THE ACTION

Describe what issue or opportunity the action addresses and indicated what areas of the City will be impacted/benefitted by the action.

The proposed actions and campaign ideas presented above provide opportunities to benefit City residents by:

- Reducing traffic congestion in the downtown area.
- Increasing transit ridership.
- Utilizing biking infrastructure and investments.
- Reducing the number of vehicles circling around to find parking spots and the impacts on residents and nearby businesses.
- Increasing foot traffic to local shops, businesses, and restaurants in the downtown area.

IMPACT ON LEAD DEPARTMENT / SUPPORT DEPARTMENT(S)

Describe how the department taking lead will be impacted and identify the departments needed to support implementation. Note specific points of contact, if known.

If funding is granted, this program will be fully implemented by Kirkland Green Trip's consultant, Cascadia Consulting Group, with minimal impact on staff hours. Kirkland Green Trip is managed by Transportation Program Coordinator, Armaghan Baghoori, in the transportation team at Public Works department.

RESOURCES NEEDED TO IMPLEMENT THE ACTION

Provide detail on the resources needed to implement the proposed action.

Staffing: It is expected that any required coordination and communication with City staff and the consultant would be within 3-4 hours per month. KGT program staff are happy to coordinate with any other City staff on Park Lane closure communications if needed.

Other Resources: Street Team Engagement tactics may benefit from coordination with City parks or Kirkland Wednesday Market staff on KGT booth placement.

Estimated Cost: Please add the cost breakdown for each program within the range below:
A. Street Team Engagement: $10,000 - $15,000.
B. Digital and Print Promotional Campaign: $5,000 - $10,000.
C. Park Lane Closure Promotion, $5,000 - $10,000.

IMPLEMENTATION TIMELINE AND SUPPORT NEEDED

Describe how the resources would be secured and what assistance is needed from other departments (and when) to be ready to implement the action.

The consultant team is ready to begin campaign design and planning as soon as funding is approved. If all program elements are selected for funding, the consultant would work closely with City staff on preferred timing for initiating Park Lane promotion and would plan to start digital and print promotional tactics before launching street team engagement. Here is the proposed timeline for each proposed element:

A. Street Team Engagement: May 24 through August 13.
B. Digital and Print Promotional Campaign: May 17-June 25.
C. Park Lane Closure Promotion, May 17-August 27.

OTHER COMMENTS

Provide any other information you think might be useful in evaluating the action.

This campaign aligns with Kirkland's goals of reducing driving per capita and increasing active transportation as outlined in the City of Kirkland Sustainability Master Plan. Kirkland's downtown is considered one of the most walkable downtown districts in the area. Increased downtown vehicle traffic in the summer and limited parking can impact resident's ability to enjoy their downtown experience and to support downtown businesses. Promoting the overall City as walkable and connected via easy trail and transit routes will help encourage residents to explore alternatives to driving downtown in the summer and may open them up to explore other non-drive alone trips for work commutes, shopping and errands, and leisure, enhancing mobility and decreasing traffic congestion throughout the City.

Please provide the completed form to Tracey Dunlap and Amy Bolen **no later than the end of the day on Monday, April 26.**

Recovery Internship - City of Kirkland

Job Type
Internship
Salary
$ 15.15 - $ 19.60 Per Hour
Location
123 5th Ave, Kirkland, WA 98033, USA
Description

The City of Kirkland is pleased to announce paid recovery internship opportunities for undergraduate and graduate students this summer. Project are available in various departments such as City Manager's Office, Finance, Planning, Parks, Public Works, Information Technology and Human Resources. Internship duties may include research, analysis, communications, public outreach, strategic planning, creating reports and making presentations. Projects and tasks will focus on assisting with programs to help the community recover from the impacts of the COVID-19 pandemic and the expected increase in activity in the City during the summer months. Applicants must be working towards a degree or have recently graduated from an accredited program to be considered. Depending on response, several interns may be hired.

Hours of Work:

Hours of work are to be mutually agreed upon at the time of the job offer. Anticipated length of internship is 3-6 months. Workdays/hours are flexible, but it is desired that the Intern work full time in the summer with flexibility of a part time schedule during the academic year.

Minimum Qualifications:

Working toward or have recently graduated with a bachelor's or master's degree in business, marketing, public administration, communications, planning, recreation, human resources or other related fields.

Working Conditions:

Work will primarily be performed at Kirkland City Hall. Job involves office/computer work and sitting for long periods of time. Some field work/site visits around the City of Kirkland and occasional attendance at evening meetings may be required.

Selection Process:

Position requires a cover letter and resume for consideration of application. Applicants are encouraged to apply as soon as possible. First review of applications is May 17. Applicants who are invited to participate in the process will be notified by phone or email. Finalists will be required to complete and pass a national background check.

Skills, Knowledge and Abilities:

Ability to communicate clearly, both verbally and in writing.

Experience with report writing, research methods, and data compilation and analysis.

Ability to independently organize and prioritize workload.

Ability to work effectively and productively in a group setting.

Familiarity with standard computer software for word processing and spreadsheet applications (e.g., Microsoft suite: Word, Excel, and Outlook).

Salary Note:

The salary step amount offered will be dependent upon university enrollment level.

Agency

City of Kirkland

Website

www.kirklandwa.gov

Address

123 5th Ave, Kirkland, WA 98033, USA

How to Apply

Applications accepted at: https://ess.kirklandwa.gov/ESS/EmploymentOpportunities/JobDetail.aspx?req=174&sreq=1&form=BASE&desc=RECOVERY%20INTERNSHIP

CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033
425-587-3800

MEMORANDUM

To: Kurt Triplett, City Manager

From: Julie Underwood, Director of Public Works
            John Starbard, Deputy Director of Public Works

Date: May 6, 2021

Subject: PUBLIC WORKS STAFFING MODIFICATION

RECOMMENDATION:

It is recommended that the City Council approve a motion to convert certain staff positions in the Department of Public Works from temporary to ongoing in order to improve employee recruitment, retention, and division operations. These conversions have no financial impact but do modify the number of Full-Time Equivalent (FTE) positions authorized by the Council.

If the Council supports this proposal, the Department of Finance and Administration will return to the City Council on June 15, 2021 to recommend this and other mid-year adjustments to the adopted 2021-2022 budget.

BACKGROUND DISCUSSION:

Starting in 2020, the Public Works Director and Capital Improvement Program (CIP) Manager initiated an ongoing effort to evaluate and improve the performance of the CIP division. Given the growth and expansion of the CIP over the last several years, the goal is to assess the division's ability to effectively deliver the scale, magnitude, and complexity of the Capital Improvement Program and maintain a high performing organization. This effort has included a range of actions including, but not limited to, the following:

- Contracting with outside consultants to evaluate the CIP structure and processes against industry best practices and comparing Kirkland to peer organizations;
- Providing additional training in project management, use of MUNIS and related skills to all CIP staff;
- Increasing coordination between the CIP division and the Finance Department to better track budgeting and accounting;
- Augmenting staff with additional outside project management support due to staff vacations, FMLA, turnover, etc.; and
- Implementing additional best practices (e.g., conducting a risk workshop for the fire stations projects).

A comprehensive presentation on the results of the CIP division evaluation and recommended actions will be brought to a future Council meeting later in 2021. Overall, while there are specific recommendations for improvement, the consultant evaluation concluded that Kirkland's CIP division is within industry norms and already follows many best practices. However, the best practices and training are hampered by a lean structure, continuing staff turnover, and the difficulty in filling vacancies. These problems are industry-wide for public works engineering staff as all cities and organizations such as Sound Transit and WSDOT are competing for the same scarce resource. The result of the vacancies is often multiple projects for existing staff to oversee that limits time for training and best practice implementation. Without time for training, mistakes on scope, schedule and budget can occur.

Therefore, one top priority for the Public Works Director to creating and sustaining a high performing group is to address staff vacancies and attrition. It is imperative that Kirkland retain talent and strengthen the city's ability to attract the best talent, especially with highly skilled professional classifications (e.g., licensed engineers). Additionally, there are significant turnover costs associated with recruiting, interviewing, hiring, orientation and training, lost productivity, potential customer dissatisfaction, administrative costs, and lost expertise. Moreover, frequent voluntary turnover has a negative impact on employee morale and engagement.

As a first step to address this, Public Works is seeking to strengthen the operations of both the Capital Improvement Program division and the Transportation division. With this agenda item, staff proposes to convert 6.5 limited term employees to ongoing employees. These are existing positions with full salaries and benefits, so there is no budgetary impact to this proposal. However, this conversion would mean adding 6.5 FTEs to the statutorily required itemization of Council-authorized positions ("Position Summary"). Approval is being sought now so that the change could be implemented in conjunction with the mid-year budget adjustments in June.

RECLASSIFY LIMITED TERM EMPLOYEE POSITIONS
For several years, Public Works has recruited for and hired certain positions as limited term employees. The reasons for doing so stem largely from financial prudence and uncertainty about workload. For example, after the Juanita-Finn Hill-Kingsgate annexation a decade ago, the City knew that it would have an increased workload but didn't yet have experience about actual revenues from and expenses in the annexation area. However, it was certain that after ten years from the date of annexation the State-provided annexation financial incentive—about $4 million per year—would end. Combined with that was the recognition that the City would have increased capital improvement project demands, but only a reasoned projection about when, where, of what type, and whether the workload would be relatively constant or fluctuating. For those reasons, the Department tended to create limited term employee positions to meet the new levels of service.

While the Department enjoyed many successful recruitments to fill those temporary positions, and those employees worked diligently for the City, it has experienced some changes that require the reevaluation of this practice. Even though all Kirkland employment positions may be eliminated by the Council in the budget process, many employees feel uncomfortable about the perceived transience and uncertainty about being in a "temporary" position rather than an "ongoing" position. The division has lost employees to other organizations because they were offered a regular or "permanent" position there, sometimes of equal responsibilities, which made those employees feel better about their employment situation. This should be addressed as the current recruitment climate is challenging. Current and upcoming private construction and regional public works projects are rife in the Puget Sound area, and certain professions—such as civil engineering and project management—are at a premium.

All other factors being equal, if a candidate has the option to apply for or accept a job that is regular/ongoing versus temporary, the temporary position likely will be the least attractive. Additionally, the employment market today so favors employees that it is not uncommon for candidates who have been chosen as finalists to withdraw at the last minute with negotiated job offers in hand from other employers, or to have current employers counter with a better arrangement. The department's perspective is that the temporary classification is now a barrier to recruitment and retention that should be removed with reasonable justification.

CIP Neighborhood Outreach Coordinator and Office Specialist
The CIP division includes a Neighborhood Outreach Coordinator position that is .5 ongoing and .5 temporary. The temporary .5 has been funded each year for the past 8 years. The need for communication and outreach around CIP projects has only grown over time and so converting this .5 to make a full ongoing position is consistent with the engineer conversions. Finally, the temporary Office Specialist position has been in place for several years and has proven critical to accomplish the many administrative tasks that would otherwise fall to the engineers and project managers. Converting this position to ongoing will also help recruit and retain strong candidates to provide this important support.

Transportation Engineer
The Transportation division also has a 1.0 FTE limited term Transportation Engineer who is part of a three-person team that performs transportation analysis, supports the Intelligent Transportation System, and performs plan review and develops traffic control plans for CIP projects. For similar reasons to those mentioned above, the Department would like to bring greater stability to this position and make it ongoing.

PROPOSED AMENDMENT TO 2021-2022 POSITION SUMMARY
To make these changes, the Council would need to authorize the addition of 6.5 ongoing FTE positions, as identified in Table 1, below. The incumbents in those positions then could be reclassified from limited term to ongoing positions. While the goal is to create a workplace where employees have a sense of greater stability, technically it is possible that an employee prefers not to take an ongoing position or assignment, which could lead to bumping and/or seniority situations.

The positions staff ask the Council to add to the authorized position count are:

Table 1: Limited Term Positions in Public Works Proposed to be Regular Employees

Position Title	Position Number	FTE	Division
Senior Project Engineer*	705	1.0	CIP
Surface Water Planner	658	1.0	CIP
Project Engineer*	706	1.0	CIP
Associate Project Engineer*	707	1.0	CIP
Neighborhood Outreach Coordinator	617	0.5	CIP
Office Specialist	810	1.0	CIP
Transportation Engineer	662	1.0	Transportation
Total FTEs:		6.5	

(*) *The duration of the limited terms of these three positions is coincident with the 2019-2024 Capital Improvement Plan, so they expire December 31, 2024. All other limited term positions identified in Table 1 expire December 31, 2022.*

All of these positions are fully funded in the current budget and all are occupied. The addition of these 6.5 positions is financially neutral.

NEXT STEPS:

If the Council supports these proposals, then the following steps would need to be taken:

- The Council would move to have staff prepare materials for the June 15 mid-year budget adjustment to increase the Department's total authorized FTEs by 6.5 FTEs.
- Administratively, staff would prepare materials to reclassify positions.

No recruitment or reclassification would occur until after the ordinance presented on June 15 were acted upon and took effect.

Further recommendations from the CIP evaluation will be brought to future Council meetings. These include consideration of potential wage increases (which must be bargained) and adding a second CIP Supervisor to reduce the span of control of the current CIP Manager and CIP Supervisor.

Attachment A: 2021-2022 Position Summary—Public Works[1]

---

[1] Does not include Maintenance Center or Utility staff

2021 - 2022 POSITION SUMMARY

PUBLIC WORKS

POSITION SUMMARY BY CLASSIFICATION

Classification	2019-2020 Positions	Additions/ Reductions	2021-2022 Positions	Budgeted 2021 Salary Range
Director	1.00		1.00	11,382 - 14,688
Deputy Director	0.05		0.05	10,014 - 12,920
Development Engineering Manager	0.65		0.65	9,416 - 12,150
Capital Projects Manager	1.00		1.00	9,385 - 12,110
Transportation Engineering Manager	1.00		1.00	8,689 - 11,213
Development Engineer Supervisor	1.00		1.00	8,226 - 10,613
Capital Projects Supervisor	1.00		1.00	8,147 - 10,512
Senior Project Engineer	4.00		4.00	8,576 - 10,089
Senior Development Engineer	1.00		1.00	8,373 - 9,850
Transportation Engineer	3.00		3.00	7,892 - 9,285
Senior Capital Project Coordinator	1.00		1.00	7,881 - 9,271
Project Engineer	6.00		6.00	7,665 - 9,016
Sr. Neighborhood Outreach Coordinator	1.00	(1.00)	0.00	7,570 - 8,905
Development Engineer	2.00		2.00	7,342 - 8,637
Capital Project Coordinator	1.00		1.00	7,216 - 8,489
Neighborhood Outreach Coordinator	0.50	1.00	1.50	7,210 - 8,482
Senior Construction Inspector	1.00		1.00	7,161 - 8,425
Senior Financial Analyst	1.00		1.00	6,418 - 8,281
Senior Development Engineering Analyst	1.00		1.00	7,001 - 8,236
Associate Development Engineer	1.00		1.00	6,883 - 8,098
Associate Project Engineer	2.00		2.00	6,557 - 7,713
Construction Inspector	7.00		7.00	6,822 - 8,025
Engineering Technician	1.30		1.30	5,554 - 6,534
Senior Accounting Associate	0.05		0.05	5,462 - 6,426
Administrative Assistant	1.00		1.00	5,390 - 6,340
Public Works Office Specialist	1.00		1.00	4,386 - 5,160
TOTAL	41.55	0.00	41.55	

POSITION SUMMARY BY DIVISION

	2019-2020 Positions	Additions/ Reductions	2021-2022 Positions
Administration	3.10		3.10
Capital Project Engineering	21.50		21.50
Development Environmental Services	13.50		13.50
Transportation Engineering	3.45		3.45
TOTAL	41.55	0.00	41.55

CITY OF KIRKLAND
Planning and Building Department
123 5th Avenue, Kirkland, WA 98033
425.587.3600

MEMORANDUM

To: Kurt Triplett

From: Adam Weinstein, AICP, Planning and Building Director
              Jeremy McMahan, Planning and Building Deputy Director
              Deb Powers, Urban Forester

Date: April 22, 2021

Subject: DRAFT CODE AMENDMENTS, KIRKLAND ZONING CODE CHAPTER 95
              TREE MANAGEMENT AND REQUIRED LANDSCAPING
              FILE NUMBER CAM18-00408

RECOMMENDATION:

It is recommended that City Council resume its briefing on the amendments to Kirkland Zoning Code Chapter 95 (KZC 95) prior to adopting the draft code. This Council discussion is not intended to be a comprehensive review of the draft code but is intended to focus on broader substantive issues that will help inform future detailed discussions.

BACKGROUND DISCUSSION:

The City Council initiated the KZC 95 code amendments as a 2018 Planning Work Program project. The purpose of the 2018-2021 tree code updates was to support the goals established in Kirkland's Comprehensive Plan and the objectives in the Urban Forestry Strategic Management Plan (UFSMP), to address issues and challenges that have arisen since the last tree code revision (2010) and to update the code so that it is effective and practical to use. In June 2018, the Planning Commission (PC) initiated the KZC 95 code amendment process by studying the policies and background information related to Kirkland's tree code. Staff conducted a field study, tree canopy assessment, multiple code analyses and worked closely with stakeholder groups over the next eighteen months. The Houghton Community Council (HCC) and City Council received briefings as the project progressed.

A joint public hearing was held on November 5, 2019 with the PC and HCC to obtain community feedback on the draft code. After carefully considering verbal/written public testimony from the public hearing, the HCC's recommendations, and code changes from a policy, legal, code enforcement, staff and stakeholder perspective, the PC delivered recommendations for amendments to the tree code to the City Council at the January 21, 2020 study session for City Council consideration for adoption. The background of the KZC 95 code amendment project is described in greater detail in the January 21, 2020 study session memo, with links to specific subject matter covered in prior public meetings.

After the City Council began its review of the draft code in early 2020, the project was put on hold until further notice due to the COVID pandemic response and the Governor's directives that only "necessary and routine" legislative items could receive Council action. The City Attorney advised that the tree code update was not necessary and routine. That restriction has since expired. In the interim, the City Council has taken several steps to improve management of public and private trees, including:

- Adopting new rules for the enforcement of the current tree code, Kirkland Municipal Code 1.12.100, which went into effect in May 2020.
- Adopting the Urban Forestry 6-Year Work Program to guide staff on urban management priorities and initiatives.
- Approving two service packages for the City to improve inventories of public trees, establish planting priorities based on the inventory, and investigate a formal tree bank program to help mitigate canopy loss.
- Initiating the Holmes Point Overlay Zone Street Design and Holmes Point Drive Corridor Study

GENERAL DIRECTION OF DRAFT KZC 95:

The PC developed its code recommendations based on acceptable results in tree removal/retention that, together, work towards Kirkland's long-range policy goals. One of the complexities of KZC 95 is the interconnectedness of code provisions. The PC was mindful that one code provision may neutralize or enhance the effect of others. Further, some provisions may have an immediate effect while others may not have an effect for 10-20 years.

Based on a previous City Council request, Attachment 1 summarizes the Planning Commission's recommended draft code by its effect compared to the current code. Prior direction provided by the City Council on the draft code is indicated, along with the effects of this direction on tree retention. The factors considered by the PC, such as immediate or long-term effects, are included so that, as the Council continues with KZC 95 code revisions, the overall direction of the code is evident.

As the City Council restarts its review of the draft changes to KZC 95, this memo poses questions about the general direction and high-level outcomes of the draft code. Although Council has provided direction on most draft code provisions pertaining to homeowner tree removal, questions about the general direction of this code section are included so that Council may examine the overall effect and the relationship of these homeowner requirements to other provisions of the tree code that apply to development. Section I (below) summaries at a high level the code changes recommended by the Planning Commission related to homeowner tree removals. Section II summaries at a high level the code changes recommended by the Planning Commission related to trees and development.

For each code topic in Sections I and II, the following information is provided:

- Introduction to the Planning Commission's recommendation on each potential code change. In cases where the City Council previously discussed modifications to the PC recommendation, the City Council direction is also discussed.

- A key question (*in italics*) is posed for the City Council related to that proposed change.
- A "real world" example is provided to illustrate the change.
- The likely results of the change are summarized, based on the analysis contained in Attachment 1.
- Options are identified for Council to consider in their response. Due to the interrelatedness of the options, Council may wish to consider the mitigation topics discussed in conjunction with certain options. For example, if Council selects a "more permissive" option, it may be paired with a mitigation requirement that offsets the impact.

Optimally, Council would identify a majority position in response to each question below, providing staff with direction to bring back a draft code that meets City Council direction. Future meetings can delve into specific code sections and topics of interest to the Council based on responses to these more general questions.

SECTION I: GENERAL DIRECTION ON PROPERTY OWNER TREE REMOVAL CODES.

Below are four key code changes recommended by the Planning Commission and related questions and supporting analysis intended to further clarify the Council's direction related to property owner tree removals.

CODE CHANGE 1: The PC recommended that, instead of the current "2-per year" tree removal allowance applicable to all property sizes, the code would allow a greater number of tree removals on larger-sized properties.

Code Change Question 1: The draft code allows more property owner tree removals than the current code. Is that increase balanced and acceptable, or should property owners be allowed more/less tree removal than the current code?

Example: I have a 15,000-square-foot lot with numerous trees, so I'll be able to remove 3 trees without a permit instead of 2 so I have more latitude to manage how I use my yard and what I grow on my lot.

Result: More tree removals than the current code. See replacement tree discussion under Code Change 4.

Options:
- Too permissive? Offset greater removal allowance by reconsidering hedge removals or limiting Landmark tree removals. Or, adhere to the current "2-per" removal allowance for all sized properties.
- Too restrictive? Increase tree removal allowances per property size by 1 tree.

CODE CHANGE 2: As noted in Code Change 1, the PC recommended to increase the number of trees allowed to be removed every 12 months on larger properties. The Council has discussed an additional amendment that would apply the tree condition ratings (from the trees/development code section) so fair and poor trees can be removed in addition to hazard and nuisance tree removals.

Code Change Question 2: Should homeowners be allowed to remove additional trees if they are in poor or fair condition? In other words, should the tree removal allowance (number of trees per year) only pertain to trees in good or excellent condition?

Note that the recommended condition ratings were intended to increase code predictability with development permits, so that the best candidates for tree preservation can be selected. Considering the application of the same rating system to property owner tree removals does not suggest the City intends to regulate the condition of trees on private property. When comparing the draft "poor" tree condition to the hazard tree definition/tree risk assessment (TRAQ) process, in most circumstances a "poor" condition tree would be deemed a hazard tree.

Example: I live on a larger-than-average-sized lot (10,500 square feet) and have 5 trees on my property that I want to remove. Under the draft code, I can remove 3 of those trees, regardless of their condition without a permit or arborist report due to my property size. In addition, I can remove any others that are determined as hazard or nuisance trees with an arborist report and permit review. An arborist report indicates that four trees are in "good" condition and the fifth tree is in "fair" condition. None of my trees qualify as hazard or nuisance trees. I can therefore remove a total of 4 trees by applying the 3-tree base removal allowance for larger properties plus the draft (development code) tree condition rating system to remove the tree in "fair" condition.

I'll need to wait 12 months to remove the fifth tree that is in excellent condition under the removal allowance.

Result: Increased tree removals compared to the current *and* draft code. See Code Change 4 for a discussion on tree replacements.

Options:
- Too permissive? Apply the tree condition ratings to allow the removal of "poor" and "fair" condition trees in addition to hazard and nuisance tree removals and the base tree removal allowance.
- Too restrictive? To slow the immediate effects of canopy loss, don't apply tree condition ratings to property owner tree removals. Or, only apply the "poor" condition rating (not the "fair" rating) to property owner tree removals. Or, significantly increase the number of trees remaining on the lot so that replanting requirements kick in sooner. To mitigate the long-term effect of canopy loss, increase the number of replacement trees.

CODE CHANGE 3: The PC recommended a new category of "Landmark trees," with limits to property owner tree removal. There is general consensus that larger trees provide various benefits to the community. The City Council has discussed not imposing any new limits to property owner Landmark tree removal.

Code Change Question 3: Should Landmark trees be allowed to be removed at the same rate as other trees? In other words, should the proposed class of Landmark trees only apply when a development permit is proposed?

Note that the City Council has discussed mitigation standards for property owner Landmark tree removal (discussed below under Code Change 4) and Landmark tree requirements related to subsequent development following Landmark tree removal, such as:
- *Wait periods for development permit submittal;*
- *A clause for extenuating circumstances that would waive wait periods; and*
- *Retention and protection measures (Code Changes 5-7 below).*

Example: My neighbor on one side just removed 2 huge trees (that I think have historical significance) without a permit so they could get a better view!

Result: This scenario could occur under the current code. Under the draft code, each Landmark tree removal would require a 24-month period between each removal, slowing the loss of large amounts of tree canopy at one time. To track Landmark tree removal data, a permit should be required. The City Council has indicated direction to allow the removal of 2 (possibly 3 or 4 under the increased removal allowance) Landmark trees at the same time without a permit if mitigated in some way. In terms of immediate canopy loss resulting from property owner Landmark tree removal alone, the resulting effect on canopy cover is the same as the current tree code's 2-per tree removal allowance described in Code Change 3 example above.

See Code Change 4 below for a discussion on tree replacement requirements.

Options:
- Too permissive? Limit Landmark tree removals at a different rate using a permit system to track removals over time and/or require tree replacement or tree credit payments.
- Too restrictive? Don't create a new Landmark tree designation and/or do not limit property owner tree removals based on the size of the trees.

CODE CHANGE 4: The PC recommended that property-owner Landmark tree removal should require "robust" mitigation, without providing specific recommendations. The City Council has discussed greater mitigation standards for removal of a second (out of two removals at the same time) Landmark tree, but an exact mitigation formula has not yet been determined.

Code Change Question 4: What are appropriate mitigation requirements for property-owner Landmark tree removals?

Example: My friends in Kirkland live on a very large lot (about 20,500 square feet) with 6 big trees on it. They decide to remove a 40" DBH (trunk diameter at 4.5 feet grade) oak and a 30" DBH pine tree from their backyard. Under the current code, they are not required to replant any new trees because they're not removing the last 2 trees on the lot. Under the draft code, they would be limited to remove only one at a time (under a permit) waiting 24 months in between, based on their Landmark tree status. Under the draft code, my friends

would still not be required to plant replacement trees since they're not removing the last 3 trees on the lot. The City Council has discussed allowing both removals without a permit (possibly 3 or 4 on larger properties) if the second and presumably third and fourth trees are mitigated.

Result: In the draft code, Landmark tree removals are spaced out over time, slowing the loss of canopy. Even with considerable replanting efforts, new nursery-sized replacement trees still don't begin to contribute substantial benefits for 10-20 years. As discussed in a prior This Week in Kirkland article, efforts to balance tree removal (even if replaced) with tree retention might be the best method of maximizing tree benefits.

Options: The first step is to determine what protection requirements will be afforded to Landmark trees based on the code changes discussed above. Once that is established, replacement/mitigation standards for Landmark tree removal should be determined. Options include significant on-site restoration and/or payment of in-lieu fees to fund private and public tree canopy protection and enhancement efforts. Collection of in-lieu fees is limited by State law (RCW 82.02.020), so this option will require additional research by the City Attorney's office. If this option is available, Council could consider proactive measures with dedicated funding to increase canopy cover on private and public property through programs and education/outreach. One limitation of a broad fee-in-lieu program is that it needs to be considered in terms of how much additional canopy loss would be allowed against how much public property is actually available for canopy restoration.

Section I summary question: Based on this section and the effects shown in Attachment 1, is the general direction of draft property owner tree removal codes balanced and acceptable, or does City Council feel that it is too permissive or restrictive?

SECTION II: GENERAL DIRECTION ON DEVELOPMENT-RELATED CODES.

Below are 5 additional questions to further clarify the City Council's position on the PC's recommendations for code changes related to development tree retention/removal, including the effects and desirability of these amendments.

CODE CHANGE 5: The PC recommendations for the development code section of draft KZC 95, as shown in Attachment 1, results in greater tree removal and less tree retention compared to the current code. The PC recommendation was intended to strike a balance in the interest of clarity and predictability while focusing retention efforts on the best trees (as classified by Landmark status, condition rating, etc.). The immediate effect of tree retention was also factored with the long-term effects of tree replanting.

Code Change Question 5: Compared to the existing tree code pertaining to development, should the revised code result in more/less/same amount of:
   a. Tree removal/retention?
   b. Tree planting?

Example: See Attachment 1.

Result: Three draft code previsions appear to have a negative effect, one draft code provision may be neutralized without limits on Landmark tree removals, four draft code provisions specify detailed code provisions without affecting tree removal/retention outcomes, one has an unknown effect and one code provision would have a positive effect compared to the current code.

Options:
- Too permissive?
  - Retain existing code.
  - Limit Landmark tree removals after 5-Year Maintenance Agreements expire.
  - Broaden the grove definition to include trees between 6-12" DBH.
  - Include fair condition trees with Tier 2 tree retention to increase tree retention on development sites consistent with the current code.
- Too restrictive?
  - Eliminate retention requirements for some or all categories of trees.

CODE CHANGE 6: Although specifically not recommended by the Planning Commission, there continues to be discussion of allowing less restricted or unrestricted removal of trees on development sites if removed trees are somehow mitigated.

Code Change Question 6: Should tree retention on development sites be waived altogether if removed trees are mitigated by…
  a. Replacement trees planted on the same site?
  b. Payment of fees-in-lieu of planting trees, as with existing code? (City Forestry Account)?
  c. A formal tree "banking" system?

Example: I'm developing a single-family home and the code is allowing me to remove three trees that are in the middle of my building pad. In addition, my buyer wants me to remove the remaining two trees that the code requires me to save since they are located outside the building envelope/in a setback. I'm willing to plant a few more trees on the property and/or pay the City to plant trees someplace else.

Result: Significantly accelerated canopy loss in the near and mid-term, with the hope of long-term canopy offsets. See Code Change 4 for additional information regarding tree removal mitigation standards.

Options: Staff is currently examining the legal implications of establishing an off-site mitigation program with the implementation of the Urban Forestry 6-Year Work Plan. It is difficult to estimate the precise timing of the program launch as substantial additional work is needed to design the program, develop a capital facilities program, and determine the actual capacity for the City to fully mitigate the additional canopy loss. For scale, consider that over 270 acres of canopy was lost in developed land use areas (single-family, commercial, multifamily, etc.) over the last 7 years under the existing code. About 600 acres

of Potential Planting Areas (PPA) have been identified in combined parks, open space and right-of-way areas. An off-site mitigation program, under a more permissive tree code has finite areas to offset the loss of canopy cover.

CODE CHANGE 7: The PC recommended identified parameters that must be pursued to retain trees using specific:
- Tree size/condition requirements
- Building envelope dimensions
- Site plan adjustments
- Flexibility with development standards

By way of comparison, the existing code focuses retention efforts on trees located in setbacks on development sites.

> *Code Change Question 7: Is the City Council comfortable with the increase in code complexity for greater predictability?*
>   *a. Are you comfortable with some additional tree loss (i.e., if retention is not required for trees located in setbacks or if they're not in good/excellent condition) in the interest of predictability for developers and neighbors?*
>   *b. Do you support the concept that retention efforts should focus on landmark trees located in setbacks?*

Example: The draft code for Tier 1 tree retention establishes maximum building envelope dimensions, within which trees can be removed: "*…in a configuration of 40-foot wide by 40-foot deep building footprint, in addition to a contiguous 20-foot wide by 20-foot deep building footprint that may shift location around Tier 1 Trees.*"

Result: The draft tree size and condition requirements in the prior bulleted list have a negative effect in terms of less tree retention compared to the current code, while the remaining code provisions in the bulleted list have no effect on tree removal/retention with development.

Options: Consider reducing code complexity (and consequently, some code predictability) by exchanging specific building envelope dimensions for tree retention focused in setbacks.

CODE CHANGE 8: There is no PC recommendation for additional right-of-way tree removal mitigation associated with development. The Council has inquired about the possibility of mitigation standards for removal of right-of-way trees. Distinct from the potential legal limitations noted in Code Change 6 above, the City Attorney's office has indicated that additional mitigation standards and a fee-in-lieu approach is likely defensible given that right-of-way trees are public assets.

> *Code Change Question 8: Would you support a mitigation standard (replant or fee-in-lieu) to remove right-of-way trees for:*
>   *a. Private improvements (driveways, retaining walls, or utilities)?*
>   *b. Public improvements required of the developer (sidewalks, streets, utilities)?*
>   *c. If so, would this just apply to Landmark trees or all trees?*

8

Example: I am short platting a piece of property that will result in removal of six large trees along my property frontage. I need to take out three on them to accommodate driveways to the new homes, but I need to take out the other three to accommodate the curb/gutter/sidewalk that the City is requiring me to install along the property frontage (and there is no way to meander the improvements given the topography).

Result: Additional tree planting, beyond the standard 30' on-center requirement for street trees.

Options: Consider additional mitigation standards for removal of right-of-way trees based on the three parameters identified in Question 8.

CODE CHANGE 9: The PC recommended clarification of the definition of groves (three trees greater than 12" DBH in good-excellent condition with touching/overlapping canopy), establishing a *minimum* size for grove trees and high standards for tree condition/health.

Code Change Question 9: *Do you think the PC's recommendation for draft grove provisions is a sufficient response to requests for greater grove "predictability" with grove regulations?*

Example: A very large property has a nice forested area with an understory of native trees. The property will be divided into several lots with houses that can be configured to retain some of the forested area. One 24" DBH Western red cedar fits the draft grove size/condition requirements. Right next to the cedar are native understory trees in great condition but that have not yet reached 12" DBH, and the remaining group of large conifers on the site are in fair[1] condition.

Result: Under the current code, any three or all these trees could be protected as a grove. Under the draft grove condition and size requirements, a grove does not exist here. Preserved groves under the draft code, when compared to the current code, will not include as wide a range of age/size and condition trees.

Options:
- Too permissive? Broaden the minimum size requirements to include 6-12" DBH trees in groves, include "fair" condition trees, particularly if they're native tree species (similar to existing code).
- Too restrictive? Don't offer groves any special protection or raise the criteria for groves designation even higher.

Section II summary question: Based on this section and the effects shown in Attachment 1, is the general direction of the development-related code provisions balanced and acceptable, or does City Council feel that it is too permissive or restrictive?

---

[1] Draft "fair" condition rating: tree has a single significant defect or multiple moderate defects…that are not practical to correct or would require multiple treatments over several years… Below average life expectancy.

I. Overall general direction. The Comprehensive Plan sets goals for citywide canopy cover and encourages a balance between protecting the rights of property owners and slowing the loss of tree canopy cover.

Based on the original purpose of the project (noted in the Background Discussion of this memo), is the draft code headed in the right direction?

Policy Implications of KZC 95 Amendments on Tree Canopy Goals

Kirkland's tree canopy cover is regularly mapped, analyzed and tracked to gauge trends in canopy gain or loss citywide and to inform city zoning decisions. The PC made their recommendations based on the data we know from our canopy assessments, field study and multiple development case studies, which collectively suggest the need to slow the loss of canopy cover, preserve larger trees, and save groups of trees whenever possible. To maintain and enhance our urban forest while accommodating future growth and development, adjustments to the tree code will need to strategically define the trees we want to protect.

To gauge the effectiveness of the proposed code changes, the current code has been used as a baseline for comparison. Decisions on tree retention, removal and replanting have immediate and long-term effects as noted in Attachment 1. The City will continue to periodically monitor its canopy cover for guidance on where/how to meet its 40 percent tree canopy cover goal.

<u>**NEXT STEPS:**</u>
Staff will schedule future study sessions or meetings with Council based on responses to the questions set forth above. Substantive changes to the draft code may warrant additional public comments and/or hearings.

KZC code changes involve comprehensive implementation phases. Prior to adoption of KZC 95, staff will be seeking additional direction from the City Council on effective dates and options related to vesting of projects.

Attachments
1. Tree Code City Council Direction

cc: File Number CAM18-00408
        Planning Commission
        Houghton Community Council

Kirkland Tree Code Update - City Council Direction
See Key Below for Effect
Revised April 22, 2021

PROPERTY OWNER TREE REMOVALS

CURRENT CODE	PLANNING COMMISSION RECOMENDATION[1] *Factors Considered[2]*	WHAT DOES IT DO?	EFFECT[3]	CITY COUNCIL DIRECTION
Allows 2 tree removals per 12 months on any size property, without a permit.	**INCREASE annual tree removal allowance according to property size** + *More equitable with larger properties* + *Balanced by limited Landmark tree removal* + *No permit required; notification requested (more streamlined)* - *Cannot track specific tree removal data*	Allows greater tree removals without a permit: 2 removals for lots <10,000 sq. ft 3 removals for lots 10,001-20,000 sq. ft 4 removals for lots >20,001 sq. ft	→	**CONCUR with PC recommendations** Result: greater tree removal.
Requires replanting only when the last 2 trees are removed. Permit required.	**INCREASE number of replacement trees and minimum number of existing trees to remain on larger properties** + *Commensurate with tree removal allowances* + *Offsets increased tree removal allowances over time*	Requires 1:1 tree replacements when removals on larger properties include the last 2, 3, or 4 remaining existing trees.	←	**CONCUR with PC recommendations** Result: increases number of trees replanted on larger lots.
Maintain larger, wooded lots using Forest Management Plan. Permit required.	**MINOR CHANGES to Forest Management Plan:** + *To remove >6 trees per 12 months* + *Cannot remove Landmark trees or designated groves* + *May require performance security*	Supports traditional stand management for selective thinning/replanting on wooded lots >35,000 sq. ft.	◐	**CONCUR with PC recommendations** + **INCREASE size of replacements from 3' to 6'height**. Result: no change in canopy effect.
No age/size distinction for property owner removal or development tree retention.	**ESTABLISH new Landmark tree category** + *Define as minimum 30" DBH trees in good-excellent condition* + *Retention efforts result in immediate and long-term effects*	Protects large, healthy trees that provide greatest public benefit until newly-planted trees can (10-20 years).	◐	**BROADEN PC recommendation: minimum 26" DBH trees** Result: definition has little consequence without removal limits. (see Tier 1 Landmark trees/with development below).
Allows 2 tree removals per 12 months, regardless of tree size, without a permit or replacements.	**LIMIT property owner Landmark tree removal** + *Compromise with HCC to limit vs. prohibit Landmark tree removals* + *Offsets increased tree removal allowances immediately* + *Can track Landmark tree removal/replacement data*	Allows 1 Landmark tree removal per 24 months with a permit (slows loss of Landmark trees).	◐	**DISAGREE with PC recommendation** Result: allow 2 (3? 4?) Landmark tree removals within 12 months (no permit), consistent with current code. Cannot track Landmark tree removal data.
1:1 replacements are nursery-sized trees, regardless of removed tree size.	**INCREASE replanting standards for Landmark tree removals** + *Described as "robust" replacement standards* + *Provides an even succession of benefits over time*	Undetermined. More "robust" tree replacement standards may incentivize Landmark tree retention.	?	No direction, considering greater mitigation standards for the 2nd Landmark removal within 12 months.
Does not allow removal of overgrown tree-hedges under "2-per" code provision.	**INCREASE allowed tree removals to remove overgrown hedges consisting of trees >6" DBH** + *Balances limited Landmark tree removal* + *Require 1:1 replacements* + *Will provide even succession of benefits over time* - *Greater number of allowed tree removals at one time*	Allows the removal of overgrown hedges that exceed allotted tree removal allowances. Permit required.	→	**CONCUR with PC recommendations** Result: greater tree removal
Tree removal (including girdling) to avoid development code compliance is not addressed in the current code.	**PROHIBIT preemptive tree removals: require wait period to submit SPL/SUB development permits following tree removals by size:** o *1-year wait for regulated trees (>6" DBH)* o *2-year wait for Landmark trees (>30" DBH)* **PROHIBIT girdling of trees on prospective development sites:** o *Add/adjust girdling and removal definitions* o *Increase penalties for unauthorized tree removals*	Allows equitable application of development codes and prevents potential hazard tree failure resulting from girdling	←	**INCREASE wait period to submit SPL/SUB development permits following tree removals by size:** o *2-year wait for regulated trees (>6" DBH)* o *4-year wait for Landmark trees (>26" DBH)* **ADD** hardship clause to allow leniency with wait periods for special circumstances justifying Landmark tree removals prior to development.

DEVELOPMENT REQUIREMENTS

CURRENT CODE	PLANNING COMMISSION RECOMENDATION[1] *Factors Considered[2]*	WHAT DOES IT DO?	EFFECT[3]	CITY COUNCIL DIRECTION
Currently retain large-DBH trees where practicable.	**TIER 1 - Landmark trees** *+ May improve retention on clustered SPLs/SUBs and larger lots* *o No change in large tree retention on average-sized lots* *- Retaining large tree critical root zones on average lots with minimum 50% lot coverage will continue to be a challenge*	Intends to provide highest level of tree protection for 30" DBH minimum Landmark trees in good-excellent health with development.	✕	**CONCUR with PC recommendation** Result: potentially slight increase in Landmark tree retention with larger lots, however, efforts may be neutralized by property owner removal allowances.
Grove trees defined without size or condition limits, protected in perpetuity.	**TIER 1 - Groves** *+ Increased code predictability and known development feasibility* *- Reduces age diversity of retained grove trees* *- Condition criteria exclude trees in fair condition* *- Size criteria eliminate 6-11" DBH trees in groves*	Redefines grove by size and condition: o Must fit good-excellent condition criteria o Each tree must be minimum 12" DBH o Cannot remove preserved groves as a hedge	→	Result: less tree retention Council has indicated general agreement with PC recommendation
High/Moderate Retention Value trees	**TIER 2 trees** *+ Increase predictability of review process* *- Slightly less tree retention by excluding Moderate Retention Value trees located outside setbacks*	Tier 2 trees defined as good-excellent condition trees located in setbacks	→	Result: less tree retention No direction
"...good health, with low risk of failure due to structural defects...is a species suitable for its location.'"	**ESTABLISH tree condition ratings** *+ Greater code clarity* *- Current definitions are considered too subjective* *- Significantly less tree retention without "fair" condition tree protection*	Clearly define tree health/structure using industry standards in layperson terms organized within chart format	→	Result: less tree retention Council has indicated general agreement with PC recommendation
Simply focused on trees located in setbacks	**ESTABLISH specific building envelope dimensions** *+ Greater predictability for developers* *- Increased code complexity for all* *- Increased code text* *- Increased difficulty at development feasibility phase* *- Increased design/review time applying 2 building envelope dimension standards*	Guarantees development rights using specific building envelopes: o Tier 1: 40'w x 40'd with contiguous/shifting 20'w x 20'd o Tier 2: 50'w x 50'd footprint, or o Building facades greater than 50'w: the maximum footprint shall be less 10% a distance between side setbacks, etc.	O	Result: no or negligible effect No Council direction
"Retain if feasible" or "to the maximum extent possible" code language	**SPECIFY extent of tree retention requirements** *+ Greater predictability for developers* *+ Greater code clarity*	Specifies requirements for: o Site plan alterations (building design/configuration on lot) o Tree retention/protection methods	O	Result: no or negligible effect No Council direction
"Retain if feasible" or "to the maximum extent possible" code language	**SPECIFY code flexibility elsewhere** *+ Greater predictability for developers* *+ Greater code clarity*	Allow variations to other codes/standards to retain trees	O	Result: no or negligible effect No Council direction
Not clearly specified	**ESTABLISH order of priority for tree retention and replanting** *+ Greater predictability for developers* *+ Greater code clarity*	Must exhaust, in this order, these code options: 1 Retain 2 Plant on site 3 Plant offsite 4 Payment in lieu of planting	O	Result: no or negligible effect No Council direction
IDP required in HPO but optional citywide	**Integrated Development Plans (IDP) for SPL/SUB development** *+ Greater predictability for developers* *+ Greater awareness of tree protection and removals upfront* *+ More information available to neighbors* *+ Greater successful tree retention with early planning*	Citywide IDP standards will: o Eliminate phased development review process o Limit tree removals that occur at various permit stages o Streamline modification section of code o Require Planning Director decision for modifications (vs. Hearing Examiner)	⬅	Result: greater tree retention, less tree removal Council has indicated general agreement with PC recommendation
Arborvitae is currently eligible for tree density credits when planted as replacement trees	**Arborvitae not eligible for tree density credits** *+ Supplemental tree planting should meet code intent* *+ Allow its planting, it just don't count for credits*	Prevents excessive use of arborvitae planted on development sites in response to field study findings	?	Result: assumption of meeting intent of code over time Council has indicated general agreement with PC recommendation

KEY: **O**   No change compared to current code   ⬆ PC recommendation: results in greater tree retention, less tree removals   ⬇ PC recommendation: results in greater tree removal, less tree retention   **?** Unknown or untested   **X** City Council direction neutralizes effect of PC recommendation

[1]PC RECOMMENDATIONS – shown in the draft code and summarized in the January 9, 2019 Planning Commission memo to City Council, Attachment 1 on E-pages 14-18
[2]FACTORS CONSIDERED – shown in italics as *(o) No, neutral or negligible, (+) Positive, and (-) Negative change based on a comparison to the current code, stakeholder/public feedback and current development review procedures.*
[3]EFFECTS – tree removal/retention outcomes from analysis of 22 issued Single Family development permits using the current tree code as a baseline for comparison. Shown in the January 21, 2020 memo to City Council, Attachment 3, on E-page 24

KEY TO ACRONYMS/ABBREVIATIONS:
DBH – Diameter at Breast Height; tree trunk measurement at 4.5' feet above grade
HCC – Houghton Community Council
HPO – Holmes Point Overlay
IDP Integrated Development Plan
PC – Planning Commission
SPL/SUB – short plat or subdivision development