



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

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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Tracey Dunlap, Deputy City Manager  
Chris Dodd, Facilities Services Manager  
Sara Waters, Customer Service Program Lead

**Date:** December 24, 2015

**Subject:** CITY HALL RENOVATION PROJECT

### **RECOMMENDATION:**

Provide City Council an update on the finishes, bidding, schedule, budget, bid alternates, temporary entrance and service counters, sustainability, 1% for art and customer service initiatives of the City Hall renovation.

### **BACKGROUND DISCUSSION:**

During the June 2, 2015 City Council Meeting, staff presented the schematic design, outlined the two phase construction strategy, reviewed funding mechanisms and requested that the City Manager be authorized to enter into a Public Works construction contract to complete Phase 1 for a new roof, which was approved on June 16 and the work has been completed.

Phase 2 of the project includes rehabilitating the City Council Chambers (including flattening the floor, all new audio/visual/technological components, new dais and supporting staff areas and enhanced community interaction), a new customer service area to enhance customer services, replace worn out finishes, add an entry vestibule, introduce a newer furniture system and construct a new Peter Kirk Room. The current rendering of the Council Chamber is provided as Attachment A and the customer services area rendering is included as Attachment B. Please note that the "white furniture" shown in the renderings is not the actual furniture that will be included.

In August 2015, it was discovered that seismic upgrades had been recommended in the 1994 addition project but had never been completed. At the August 3, 2015 Council Meeting, Council approved additional budget for this work be completed during this renovation. Seven brace frames and strengthening over 40 joints of the super structure will take place in the early stages of Phase 2.

### **SCHEDULE/STEPS**

The proposed schedule reflects an 8 step approach. Attachments C and D show a preliminary sequencing of the moves to accomplish the renovation while keeping City Hall operating.

Step 1 is scheduled to begin on January 25, 2016 and last approximately 3 months and include the seismic upgrade and much of the Council Chambers and customer service area. Step 2 would begin the beginning of April and last approximately 1 month culminating in Council Chambers, lobby and front counters opening in May of 2016. The following 6 steps would each last approximately 1 month with a project substantial completion date of October 31, 2016 and complete construction completion date, including punch-list items, completed by December 21, 2016.

During construction, staff members will spend time in the flex space that has been created in the lower level of City Hall where the Police Department used to reside. The length of stay in the flex space varies however, most staff members will utilize the flex space for approximately 1 month.

Much of the demolition has already taken place in the flex space. Walls have been removed, power and light switches have been relocated and life safety apparatus have been adjusted to accommodate staff. Temporary flooring, power, data connections and furniture will ultimately fill out the space. Each staff member will have access to a desk, computer, phone and filing/storage while in the flex space. During the early part of the renovation, most of the Human Resources Department will be relocated to 505 Market Street, where we also plan to have a limited number of alternate staff locations for those requiring accommodations during the renovation.

### **TEMPORARY ENTRANCE AND SERVICE COUNTERS**

During the first two steps of construction, the main entrance to City Hall will be at the South end of the lower level. Parking lot signage will be adjusted to allow for more customer parking at the south entry and more staff parking to the North. General signage around the exterior of the facility will be added as a way to find the temporary front door.

When entering the lower level main entrance, the Customer Service Program Lead will greet customers and direct them to the appropriate counter, much like the experience will be in the renovated City Hall. Color coded directional signs will be installed to assist with helping direct customers. Temporary service counters will be located along "Main Street" and will utilize existing case work. Attachment E shows the draft location of City Hall services using the temporary counters. The red line on the drawing is a wall that will separate the construction zone from the customer counters.

Development Services will provide a "one stop shop" for development and permitting. Currently, each department has their own counters in which customers go from counter-to-counter. The new configuration will have customers go to the Development Services Counter and staff will come to the customer. For example, if a customer needs help from the building, planning and Public Works departments, the customer will go to one of the five numbered locations and staff members will meet them there. This phase of construction is an ideal time to test out elements of the new, enhance customer service experience planned for the final remodel.

### **BIDDING**

The design phase of the project was complete at the end of November, 2015 and Phase 2 of the project first advertised for bids on November 24, 2015, including Supplemental Bidder Responsibility Criteria specific to completion of projects of similar size and scope. At this time,

the estimated total project cost was \$11,750,000, including a construction estimate for Phase 2 of \$7,400,000.

The bid opening was held December 23, 2015 with 3 bids received. The low bid was determined by the base bid amount; however solar system installation, additional restroom renovation, and exterior painting were bid separately as alternates as discussed below.

The lowest, responsible and responsive bid was received from Bayley Construction with a base bid of \$7,076,837.

### *Bid Alternates*

Three bid alternates were proposed in the bidding documents: complete restroom renovation, installation of a solar panel array on the roof and painting the exterior of the facility.

- Complete restroom renovations include, but are not limited to, new paint, tile, counter tops, partitions and accessories. The fixtures have already been replaced with more efficient technology and would remain. The base bid includes this work in the public restrooms, but not the staff restrooms. This bid alternate comes at a cost of \$168,350.
- During Phase I of the project, infrastructure for a solar panel array was installed including mounting brackets and conduits. A 75kw system has been designed and was included as a bid alternate and comes at a cost of \$111,000.
- Exterior Painting of City Hall is scheduled for 2018 within the facilities sinking fund. The budget for this work is \$125,000. Having a general contractor in place, staff felt it was prudent to include this as a bid alternate given the economies of scale. The bid for painting the exterior of City Hall comes at a cost of \$16,500.

Staff recommends that the City Council award the bid to Bayley Construction, including the three bid alternates, for a total award of \$7,372,687. The formal award of bid is on the agenda for the regular meeting following this study session (January 5, 2016).

### **BUDGET**

An updated table summarizing the impact of the bid on the project budget can be found at the top of the following page. The table includes the Phase 1 re-roofing and Phase 2 based on the bid (including add alternates). While the bids fell near the Engineer's Estimate, it was determined that the estimate included a variety of escalation and estimating contingencies, but did not include sales tax (which would have brought the Engineer's Estimate to \$8.1 million). As a result, the bids (which did include sales tax) are well below the placeholders that were in the earlier budget estimates. Therefore, approximately \$800,000 of the project is recommended to be set aside for future enhancements or it can be returned to the Building and Property reserve if not needed for the project. Other updates to the budget include adding to the 1% for Art to recognize the seismic improvements and updating the Phase 1 costs to actuals, a reduction of \$75,000 from earlier estimates. A healthy contingency remains, which is prudent given the staged nature of the project and potential unknown conditions that may be identified once the project is underway.

<b>Project Estimate</b>	<b>Amount</b>
Phase 2 Construction Cost	\$ 7,372,687
Wiring (include EOC)	
Dedicated EOC	
Council Chamber Remodel (including A/V)	
Preventative Maintenance	
Carpet/Paint/Restroom Refresh	
Fire Suppression System	
Seismic Upgrade	
Add Alts. 1-3 (Solar/Restrooms/Ext. Paint)	
Phase 1 Re-roofing Construction/Prof. Svc.	\$ 421,000
Architect Feasibility Contracts	\$ 230,000
Architect Design Contract	\$ 759,000
Architect Seismic Design/Engineering	\$ 77,539
Project Management Consultant	\$ 175,000
Permit Fees (estimate)	\$ 150,000
One Percent for the Arts	\$ 105,000
Contingency (approx. 15% project budget)	\$ 1,500,000
Sales Tax on Art/Contingency (9.5%)	\$ 152,475
Set-aside for Future Enhancements	\$ 807,299
<b>Total Estimate</b>	<b>\$ 11,750,000</b>

### **FURNISHINGS AND FINISHES**

After meeting with all departments that are affected by the remodel, many floor plans were considered. Adjacencies to the customer services area and other departments, storage and file locations, noise reduction and minimizing structural changes were all considerations in the layout. Attachment F and G shows the current floor plan for the upper floor with approximate department locations indicated by color. Note that focusing the customer service functions near the front counter results in some departments located in multiple areas. Every staff member affected by the remodel has had the opportunity to meet with the design team and help choose the orientation of their work space or office. With completion of preliminary layouts, staff is preparing to place the furnishings order with the vendor.

One of the main goals in developing the interior of the City Hall is to provide a neutral and timeless palette that will look current many years into the future. The accent color selected compliments the warm wood throughout the space. Accents are used sparingly on surfaces that are easily changed such as paint and small accents within the furniture.

Preliminary selections for the décor finishes will be available for viewing on January 5, 2016 in the Council Study and sample chairs for the dais are also in the Study on that date to provide Council with the opportunity to provide feedback before the final chairs are selected. Other furnishings such as tables, lounge chairs, coffee and end tables will be available for viewing in the lower level in the flex space on that date as well.

## **1% FOR ART**

A subcommittee made of three Cultural Arts Commissioners and three staff members has been formed to assist with the project's art component. With the help of staff and art consultant Perri Howard, many options were reviewed. With the project consisting of mostly interior renovations and very little construction to the envelope of the building, interior options were considered. At this time, Council has approved metal components and graphic glass treatments throughout the facility. The committee also completed a complete inventory of the all of the art within the facility and are evaluating opportunities to re-install these pieces throughout.

## **CUSTOMER SERVICE INITIATIVE STATUS**

On October 16, 2015, Sara Waters was appointed as the City's first Customer Service Program Lead. This position was created as part of the Mayor and Council's Customer Service Initiative in the 2015-2016 budget and the LEAN process on the redesign of the customer experience as part of the City Hall remodel. Kirkland provides great customer service and this position is intended to enhance that service. The purpose of the position is to serve as a "conciierge" as customers enter City Hall and as the leader of the "Main Street" staff to help ensure customers get consistent information and get what they need in the most direct manner.

Sara comes to this position with a wealth of customer service experience. Prior to joining the City of Kirkland in December 2014, Sara spent 16 years with Bank of America, starting as a teller and working her way up through the ranks to Banking Center Manager, where she was responsible for ensuring world-class customer service and operational excellence. She worked directly with customers to build relationships and uncover and satisfy their needs and managed all aspects of the operations, including hiring, training, scheduling, and supervision of banking center staff. She has demonstrated her ability to maintain poise and professionalism under pressure and respond to customer's concerns with the best intentions for the customer in her time at Kirkland.

Approximately the first six months of her time in the position will focus on planning for how the customer experience will work with the new City Hall configuration. She has been working to get familiar with all of the front counter functions at City Hall and working with "Main Street" staff to plan for the transition. Her initial objectives are to establish protocols and routines to ensure consistent customer service through all channels at the City of Kirkland. She has drafted a Customer Service Action plan that includes the following objectives:

- Create a Value Statement (draft to be reviewed at January 22<sup>nd</sup>, 2016 Management retreat)
- Analyze each department's Customer Response Tracking System
- Spend quality time within each department to understand their departmental role
- Attend the Development services meetings to help encourage process development for the interim and new development services counters
- Assist with establishing a Development Services counter rotation
- Visit King County's Permit Center to view queuing software
- Attend at least one department meeting for all departments located within City Hall
- Partner with the Volunteer Coordinator to establish a Front Desk Volunteer training plan.

Over the past two months, she has successfully completed or made substantial progress on these objectives. Sara has had the opportunity to spend time job shadowing and building relationships

within the Planning, Public works, and Building departments. She has been working closely with a CORE team comprised of managers, supervisors, and Main Street associates to develop and implement the interim space during remodel. The main focus is the impact on customer service during the transition. During the transition period, the CORE team is proposing to model the new customer interaction approach planned for once the remodel is complete. As a group, they are striving to make the City of Kirkland's customer service "superior, deliberate, intentional and purposeful" (key elements of the value statement).

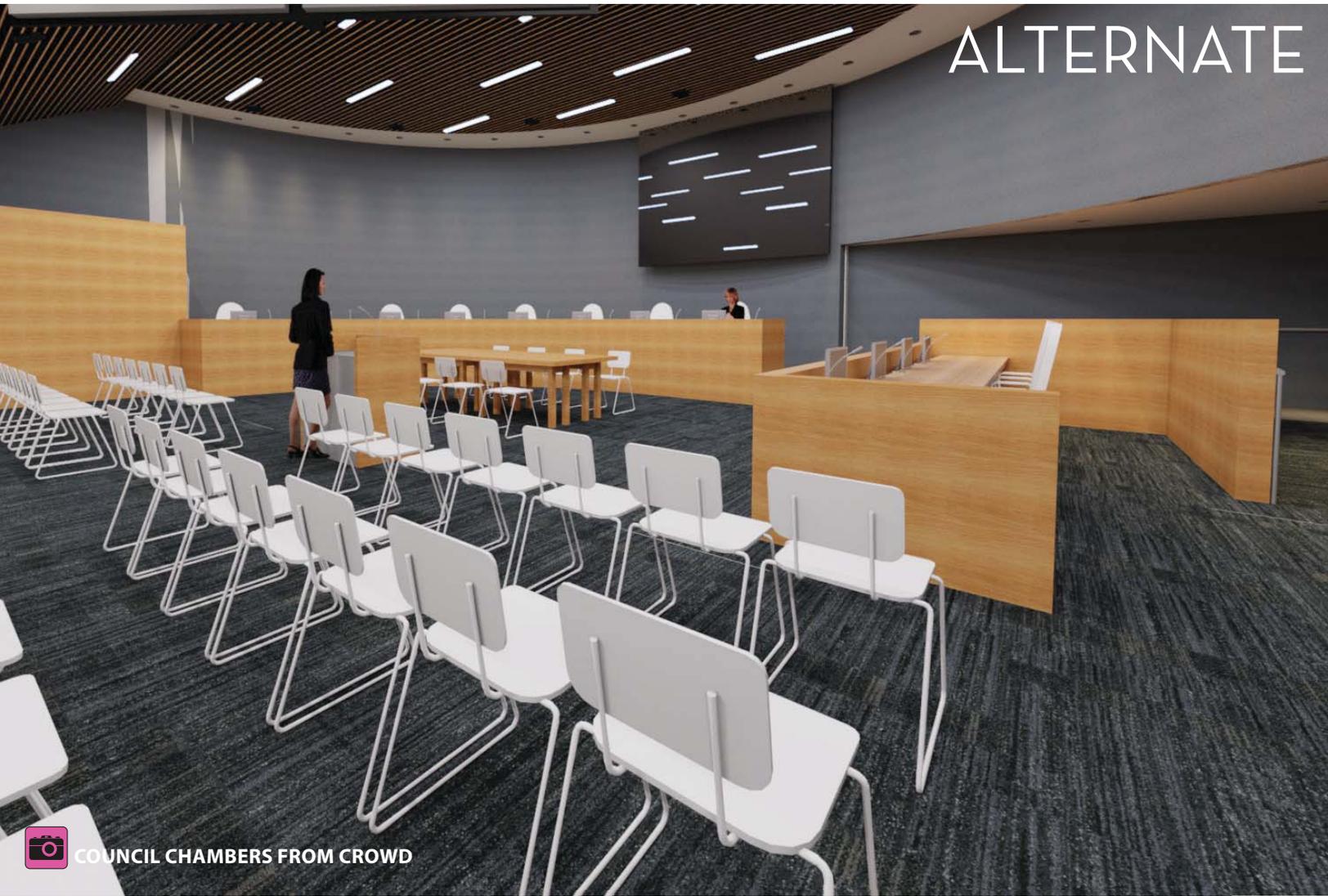
### **PUBLIC OUTREACH**

Public outreach on the construction at City Hall and the changes that customers will experience will begin in earnest in January 2016. Attachment H contains drafts of a postcard that will be mailed to surrounding properties. This design will also be used to create signage in City Hall. A public-facing website will be available; draft content is included as Attachment I.

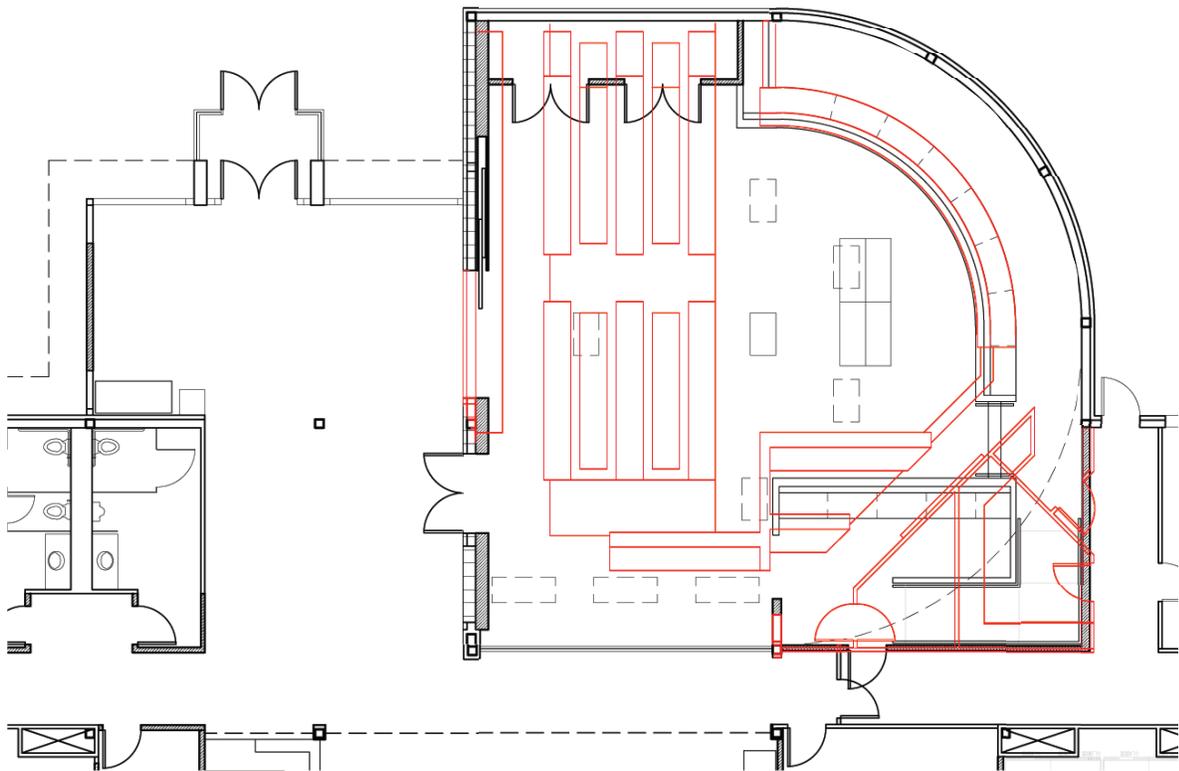
### **NEXT STEPS**

At the regular meeting on January 5, City Council will be asked to award the General Contract to Bayley Construction. With City Council approval of the contract, Phase 2 of the project will formally begin. Staff plans to provide periodic project updates to the Council as the stages progress.

# ALTERNATE



COUNCIL CHAMBERS FROM CROWD

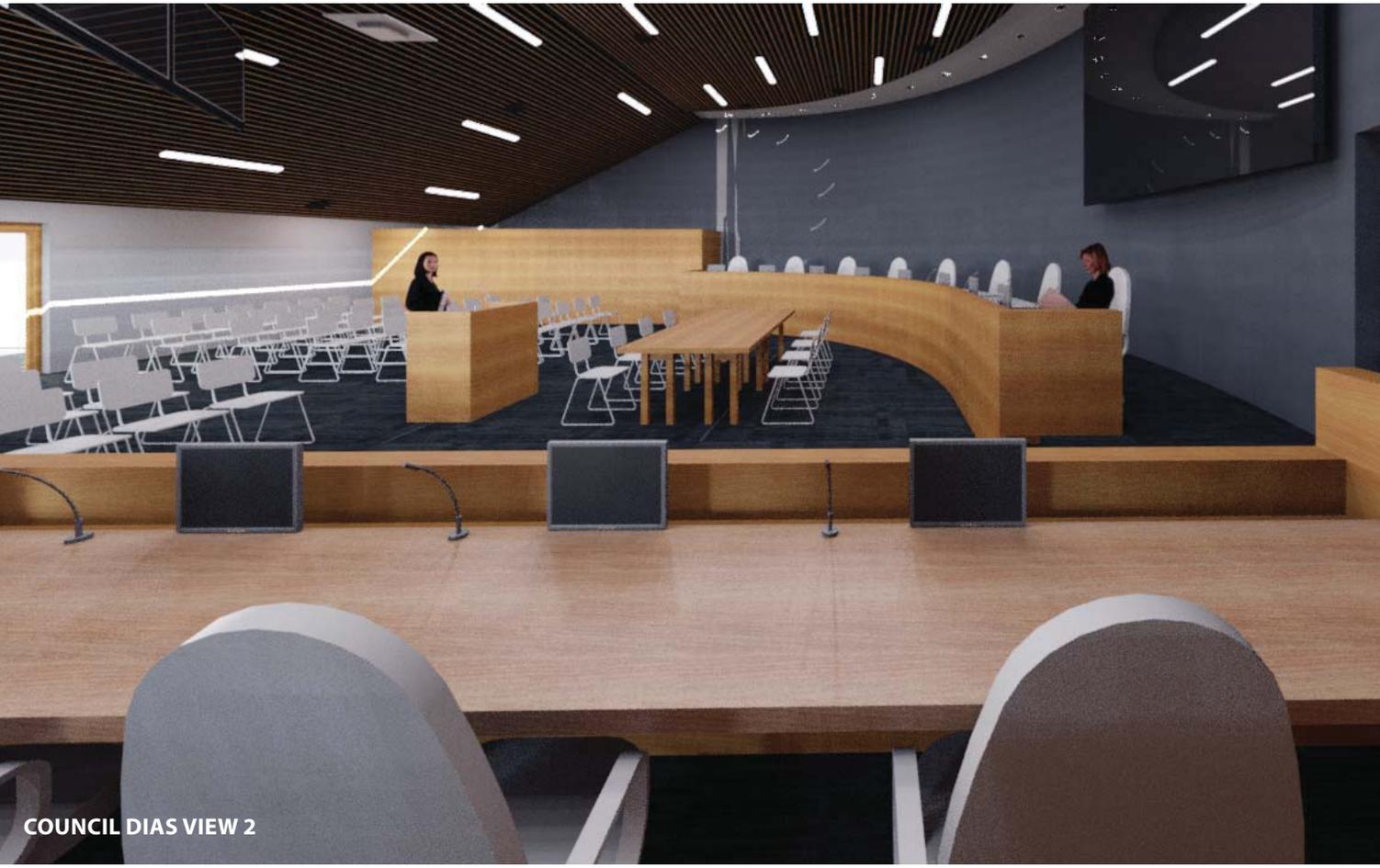


PARTIAL FIRST FLOOR PLAN





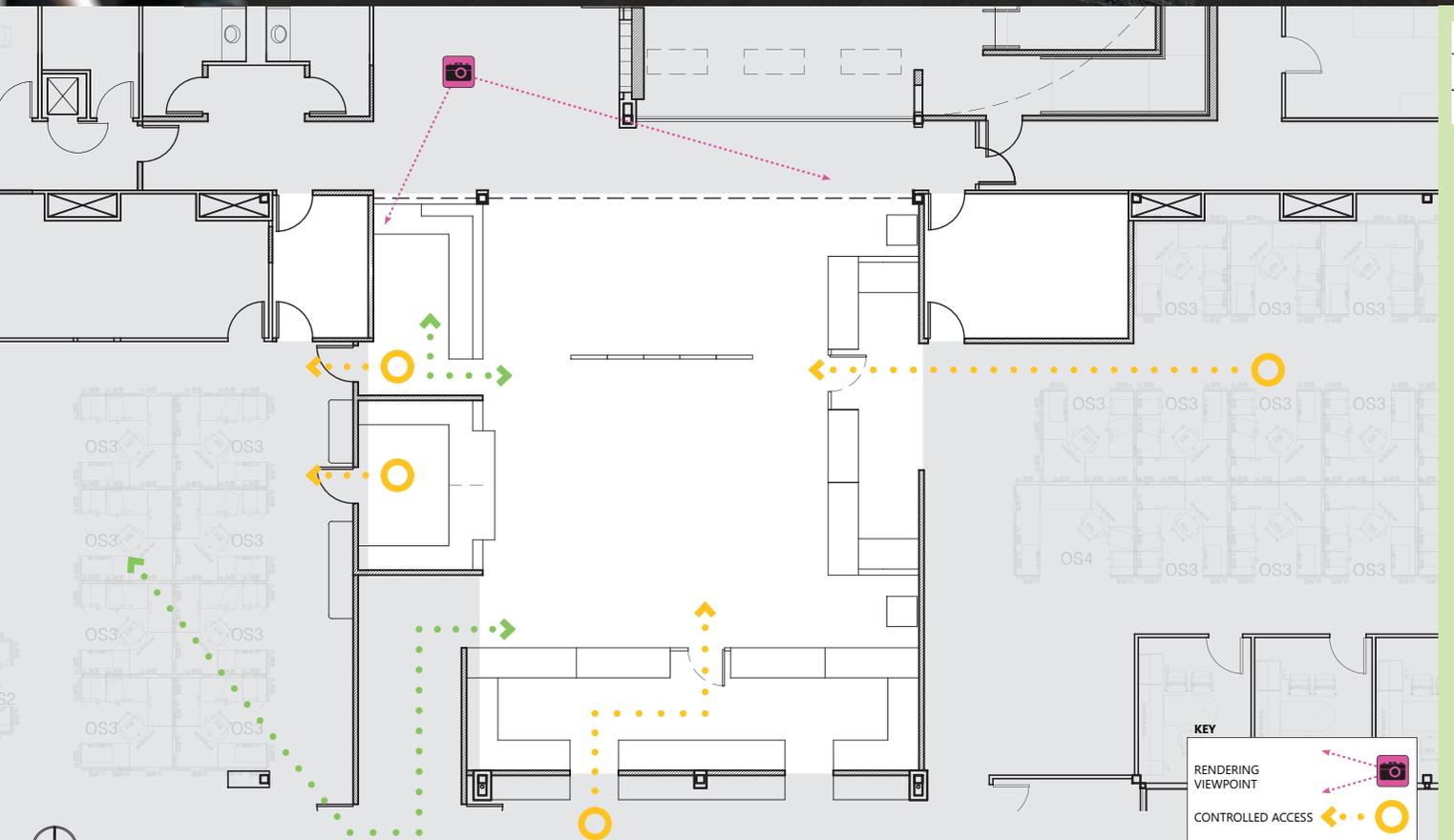
COUNCIL DIAS VIEW 1



COUNCIL DIAS VIEW 2



DEVELOPMENT SERVICES VIEW FROM ENTRY



PARTIAL FIRST FLOOR PLAN

**KEY**

- RENDERING VIEWPOINT
- CONTROLLED ACCESS
- OPEN ACCESS



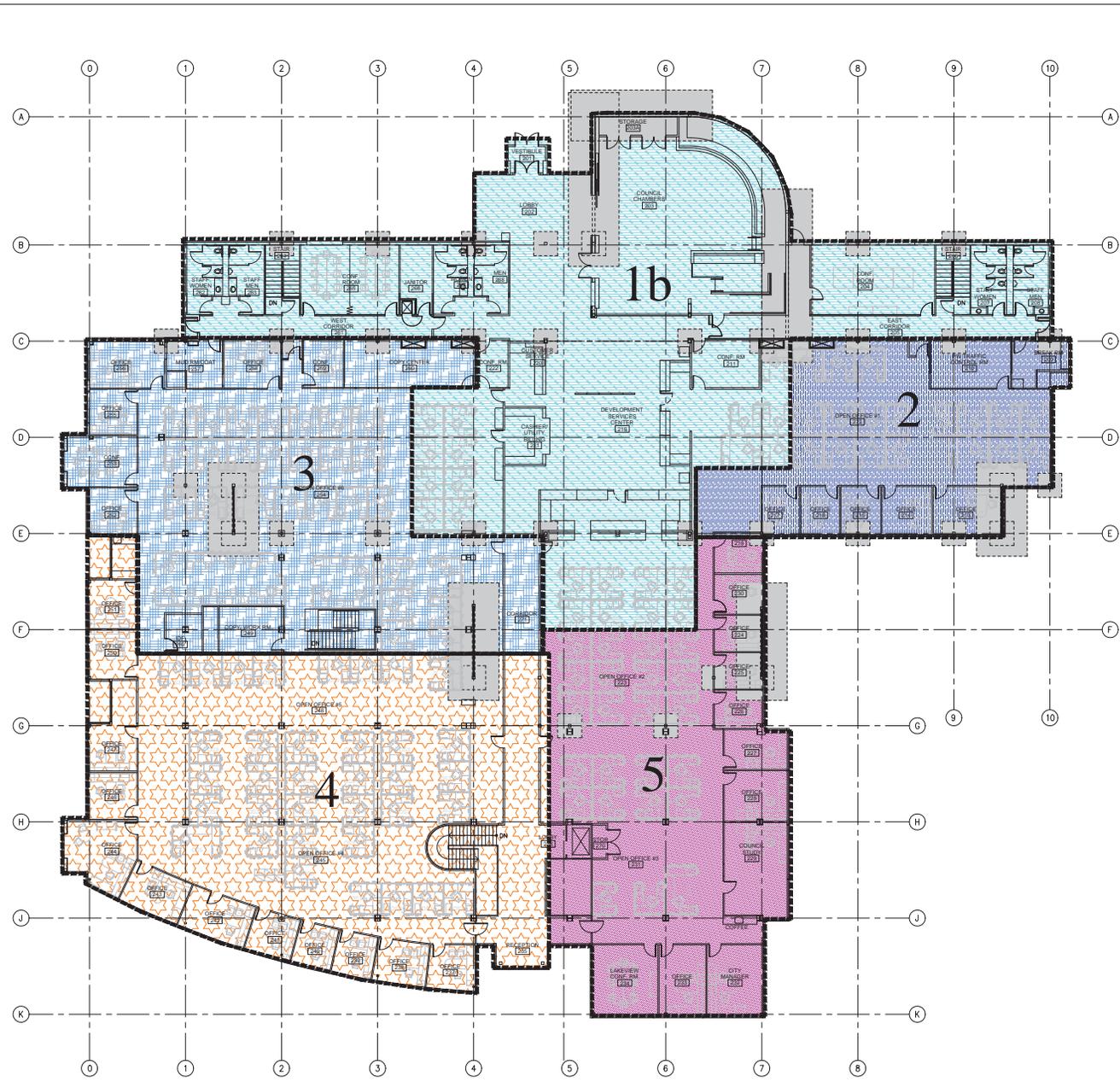
**BID SET**

ISSUE DATE:	1/17/2015	
MARK	DATE	DESCRIPTION

**CONTENTS**  
**FIRST FLOOR PHASING PLAN**

SCALE	SHEET	TOTAL

SHEET



**PHASING LEGEND:**

- 1a** PHASE 1A - SEISMIC STRUCTURAL MODIFICATIONS
- 1b** PHASE 1B
- 2** PHASE 2
- 3** PHASE 3
- 4** PHASE 4
- 5** PHASE 5
- 6** PHASE 6 - SURGE SPACE
- 7** PHASE 7
- 8** PHASE 8

**PHASING NOTES:**

1. ACTUAL PHASING AND SEQUENCING TO BE AT THE DISCRETION OF THE GENERAL CONTRACTOR AS APPROVED BY THE OWNER. CONTRACTOR SHALL SUBMIT A CONSTRUCTION PHASING/SEQUENCING PLAN AND PROJECT SCHEDULE WHICH COMPLIES WITH THE REQUIREMENTS INDICATED IN THESE PHASING PLANS AND THE REQUIREMENTS OF THE BID DOCUMENTS. THE BUILDING IS REMAIN FULLY OPERATIONAL DURING CONSTRUCTION. THE PROGRESS OF CONSTRUCTION MUST NOT HINDER OR IMPED THE OPERATIONS OF CITY HALL. CONFER LIMITS AND SEQUENCING OF EACH PHASE WITH OWNER PRIOR TO CONSTRUCTION.
2. SEE "LEGAL RELATIONS AND RESPONSIBILITIES TO THE PUBLIC" SECTION OF THE PROJECT SPECIFICATIONS FOR ADDITIONAL SAFETY AND PHASING REQUIREMENTS.
3. THE PLANS ON THIS SHEET ARE SHOWN FOR DIAGRAMMATIC PURPOSES ONLY. THEY SHOULD NOT BE SCALED OR OTHERWISE USED FOR TAKEOFFS.
4. CONTRACTOR SHALL MAINTAIN AND PROVIDE FOR MAINTENANCE OF ALL BUILDING SYSTEMS, INCLUDING BUT NOT LIMITED TO LIGHTING, POWER, TELECOMMUNICATIONS, HVAC, FIRE DETECTION/FIRE SUPPRESSION, LIFE SAFETY AND ACCESS CONTROL.
5. CONTRACTOR TO PROVIDE BARCADES AND CODE COMPLIANT TEMPORARY SIGNAGE DIRECTING STAFF AND VISITORS TO EXITS AND OPERATIONAL RESTROOMS.
6. CONTRACTOR TO SCHEDULE UTILITY SHUTDOWNS WITH THE OWNER AT THE OWNER'S SCHEDULE. SHUTDOWN REQUESTS SHALL BE MADE AT A MINIMUM OF (7) BUSINESS DAYS TO THE OWNER'S REPRESENTATIVE. AS PART OF THIS NOTICE THE CONTRACTOR IS TO DEFINE AND IDENTIFY ALL THE AREAS OF THE BUILDING THAT WILL BE TEMPORARILY SHUTDOWN AND THE PROPOSED SHUTDOWN DURATION.
7. PHASE '1a' ILLUSTRATES THE GENERAL AREAS WHERE SEISMIC STRUCTURAL MODIFICATIONS AREA TO OCCUR IN THE BUILDING AND THE FLOOR AREA NEEDED TO ACCESS AND AND NEW STRUCTURAL COMPONENTS. PHASING OF THESE AREAS, GROUPED OR SPREAD OUT OVER ALL OTHER OVERLAPPING PHASES ILLUSTRATED, IS AT THE DISCRETION OF THE GENERAL CONTRACTOR, AS APPROVED BY OWNER.
8. PHASING INVOLVES A CREATION OF A DEDICATED SURGE SPACE, WHICH IS A TEMPORARY OPEN OFFICE SPACE THAT WILL BE FULLY EQUIPPED WITH ALL BUILDING SYSTEMS FOR STAFF TO UTILIZE, IN PHASES, AS THEIR INDIVIDUAL FINAL WORKSPACES ARE UNDER CONSTRUCTION ON BOTH FLOORS. THIS SURGE SPACE IS IDENTIFIED AS PHASE 6. CONFIRM EXTENTS OF SURGE SPACE WITH OWNER PRIOR TO CONSTRUCTION.
9. ANY PHASE THAT INCLUDES EXTERIOR WORK THAT MODIFIES EXISTING FINISHES TO REMAIN SHALL BE IDENTIFIED AND ANNOUNCED TO THE OWNER AS PART OF THE GENERAL CONTRACTOR'S CONSTRUCTION PHASING/SEQUENCING PLAN. SEE ROOF PLAN FOR DEMOLITION AND NEW CONSTRUCTION SCOPE. SEE VESTIBULE DRAWINGS FOR EXTERIOR BUILDING AND SITE MODIFICATIONS.

**1** FIRST FLOOR PHASING PLAN  
SCALE: 3/32" = 1'-0"





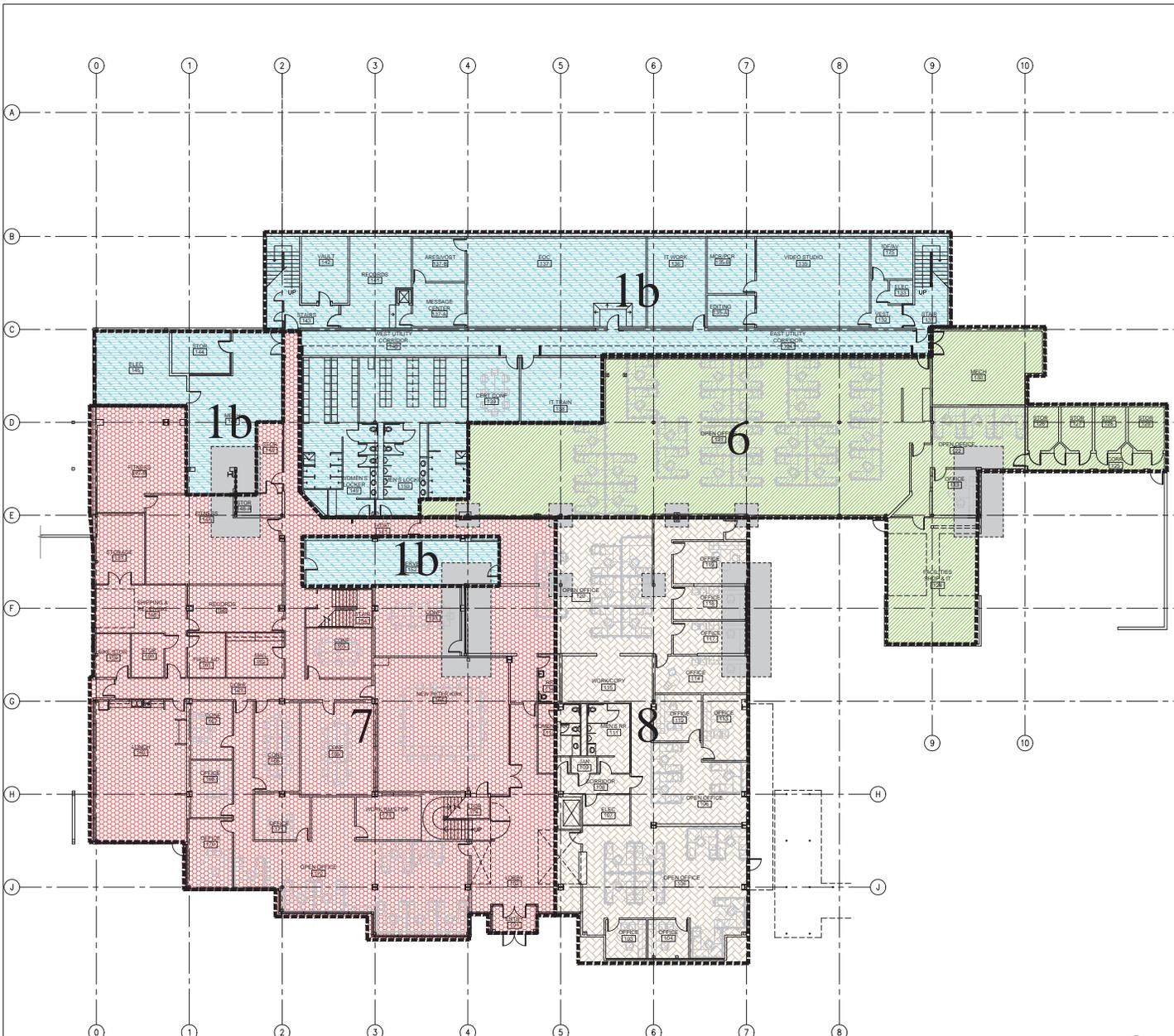
**BID SET**

ISSUE DATE:	11/13/2015
MARK:	DATE: 02/10/2016

**CONTENTS**  
**GROUND FLOOR PHASING PLAN**

SCALE:	SUP: 1/8"
DRAWN:	CRB
CHECKED:	JAM
PROJECT NO.:	05000-000

SHEET:



**PHASING LEGEND:**

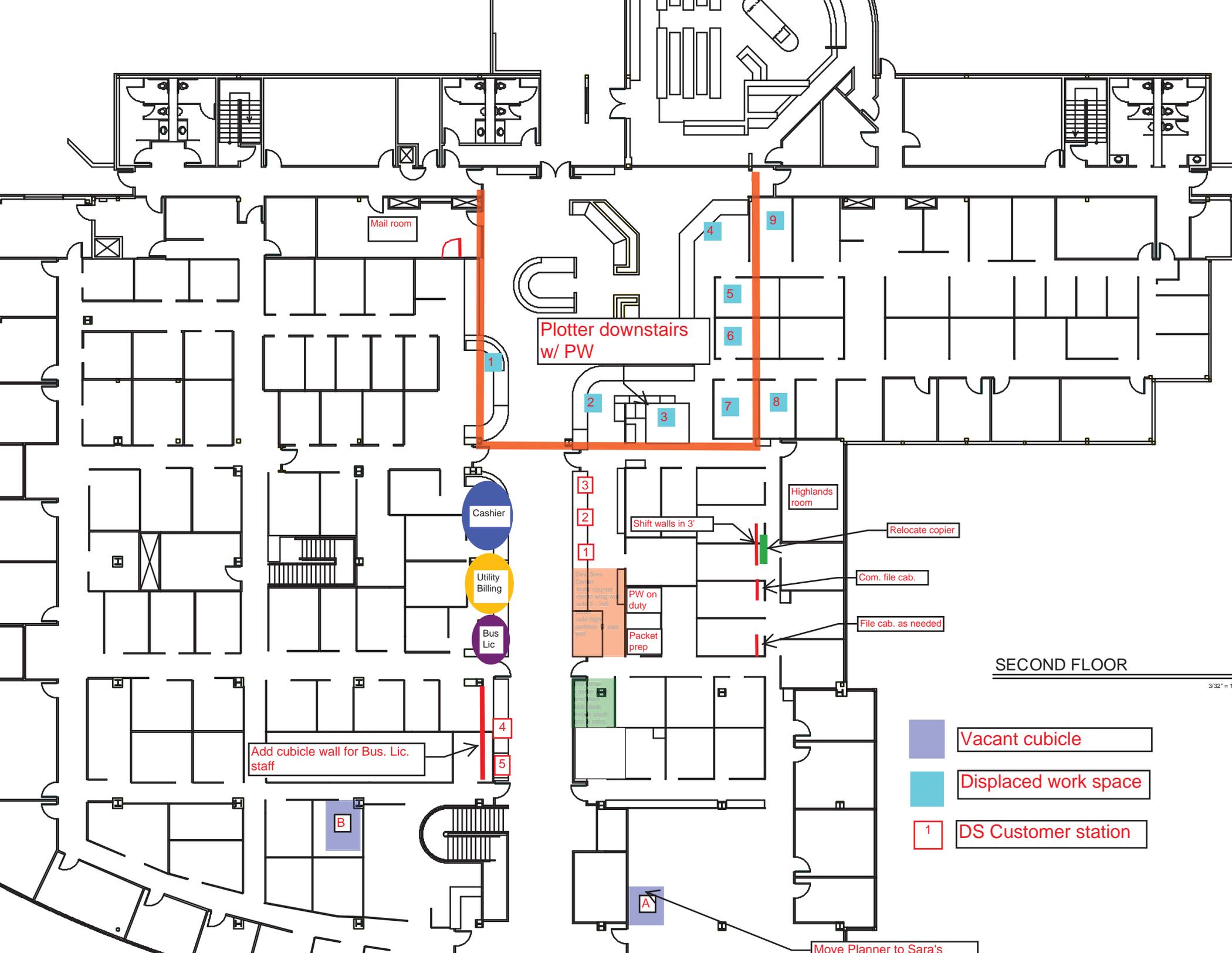
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- 1b** PHASE 1B
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- 8** PHASE 8

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**1 GROUND FLOOR PHASING PLAN**  
SCALE: 3/32" = 1'-0"



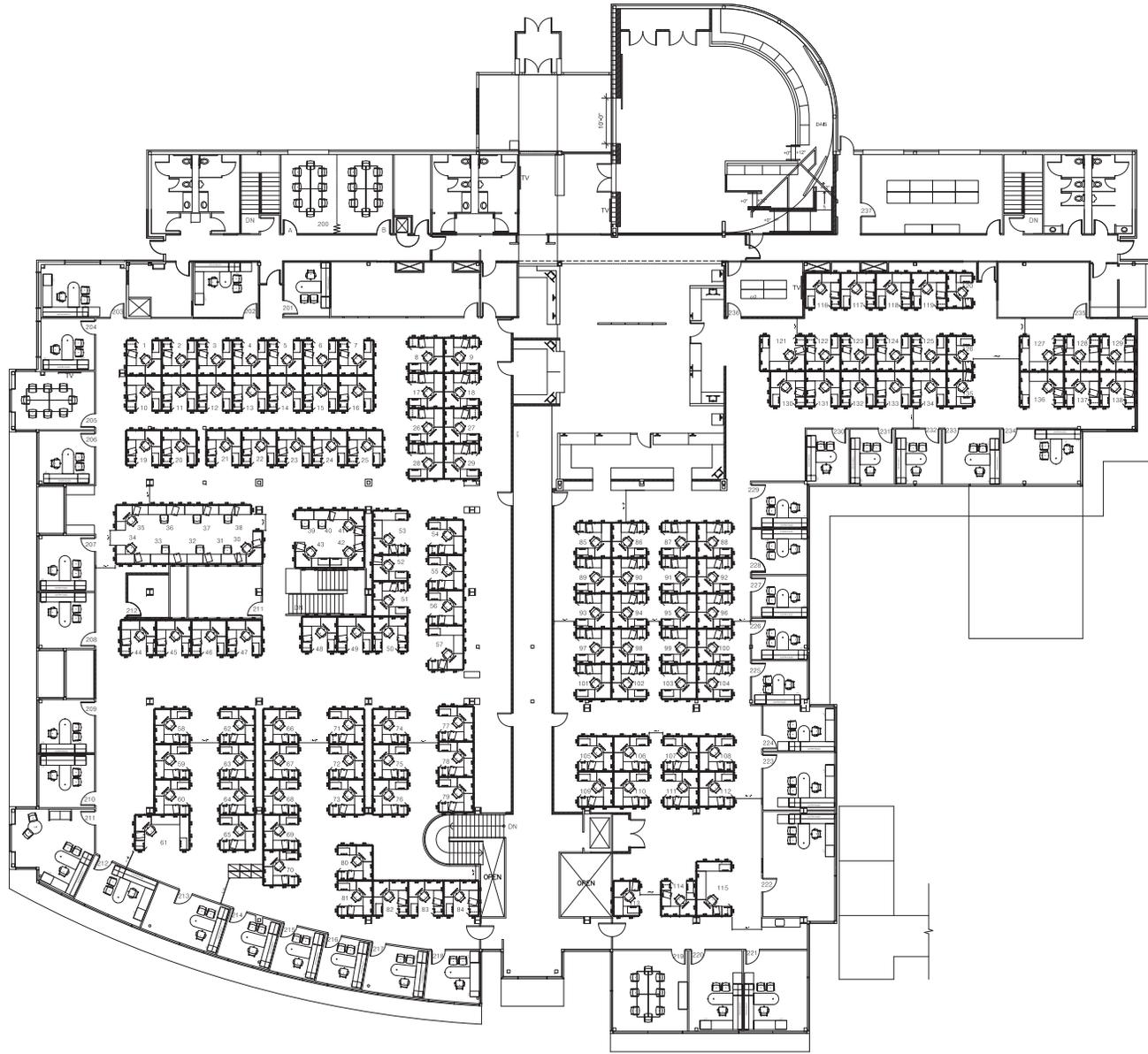


SECOND FLOOR

3/32" = 1'

- Vacant cubicle
- Displaced work space
- 1 DS Customer station

Move Planner to Sara's



1. THE CUSTOMER IS RESPONSIBLE TO CHECK THE PLANS AND IS TO NOTIFY ARNOLDS OF ANY ERRORS OR OMISSIONS PRIOR TO THE START OF INSTALLATION OF FURNITURE.
2. WRITTEN DIMENSIONS SHALL HAVE PRECEDENCE OVER SCALED DIMENSIONS. DO NOT SCALE THE DRAWINGS.

**FURNITURE LAYOUT**  
SCALE: NTS

CUSTOMER APPROVAL: \_\_\_\_\_



313 W 4TH STREET | BRIDGEPORT, PA 19405  
PH: 610.272.2050 | FX: 610-272-5420

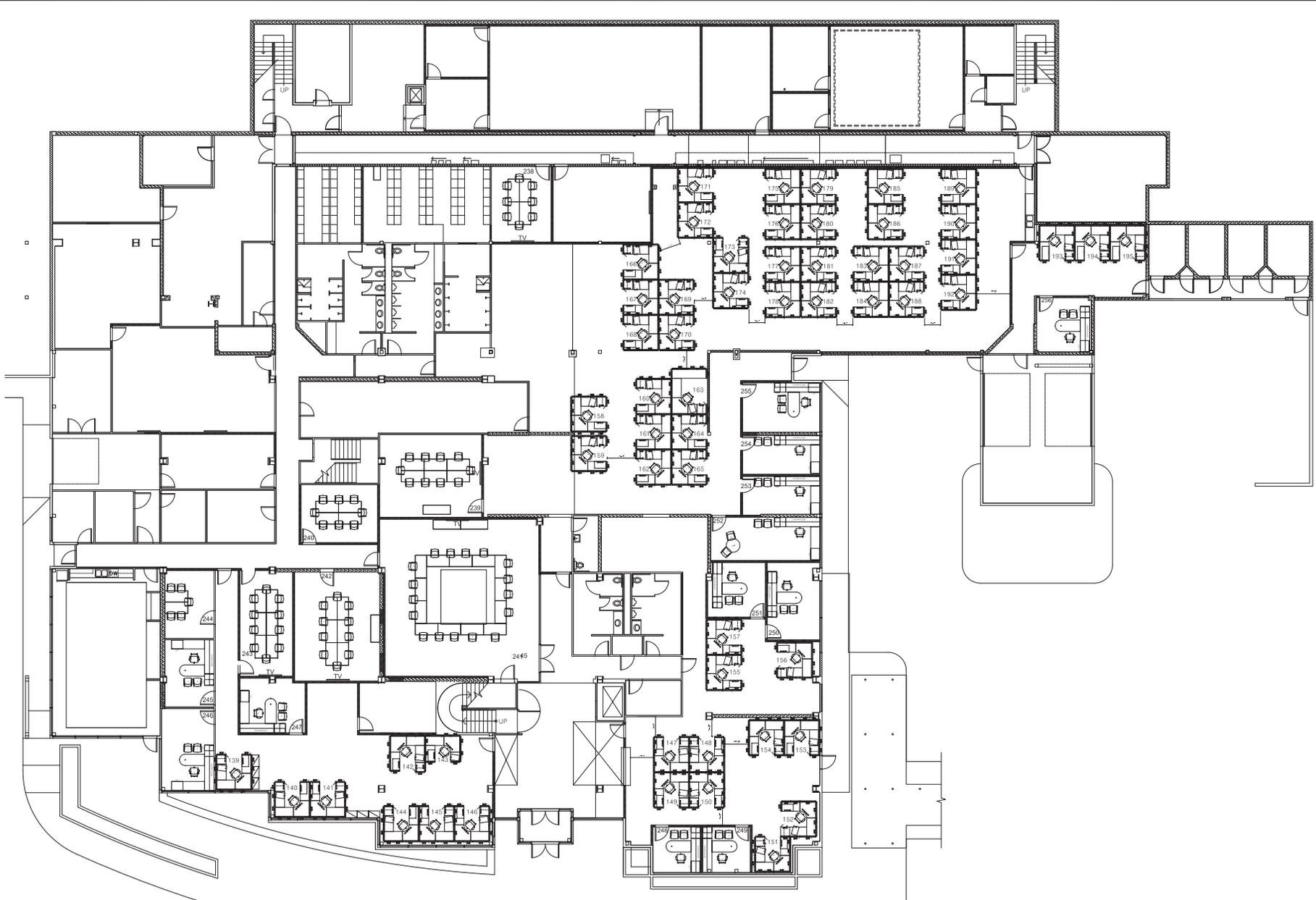
REVISIONS:  
07/10/15  
07/16/15  
07/20/15  
10/02/15  
10/21/15  
10/27/15

SALES REP:  
JBB  
DRAWN BY:  
MLN  
DATE:  
12/31/14

KIRKLAND CITY HALL

KIRKLAND, WA 98033  
JESSICA CLEM (425) 587-3103

F2



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**FURNITURE LAYOUT**  
 SCALE: NTS

CUSTOMER APPROVAL: \_\_\_\_\_

**ARNOLDS**  
 313 W 4TH STREET | BRIDGEPORT, PA 19405  
 PH: 610.272.2050 | FX: 610-272-5420

REVISIONS:  
 07/10/15  
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 10/02/15  
 10/21/15  
 10/27/15

SALES REP:  
 JBB  
 DRAWN BY:  
 MLN  
 DATE:  
 12/31/14

KIRKLAND CITY HALL  
 KIRKLAND, WA 98033  
 JESSICA CLEM (425) 587-3103

F1

*Kirkland City Hall*

**REMODEL**



**Starting February 2016**

# Working to Enhance Your Customer Experience

Kirkland City Hall Remodel, February - October 2016

## **To better serve you:**

- Customer Service Concierge
- Development Services Counter
- Consolidating Service Locations
- City Council Chambers Multi-media Upgrade
- Emergency Operations Center Enhancement
- Seismic Upgrades

## **Building Upgrades:**

- Carpet, furniture, and paint
- HVAC system upgrade
- New roof
- Public art

**Thank you for your patience and please enter City Hall at the south entrance.**

**Project Updates: [www.kirklandwa.gov](http://www.kirklandwa.gov)**

**Search: City Hall Remodel**

# Working to Enhance Your Customer Experience

Kirkland City Hall Remodel  
February - October 2016



Furnishings are depicted as  
concepts and do not indicate  
the exact furniture

# City Hall Remodel (Website Content)

As part of the [2011 annexation](#) of the Finn Hill, North Juanita and Kingsgate neighborhoods, the City anticipated accommodating the needs of its new 30,000+ residents. Many of those needs are met through services provided at City Hall such as utility bill payments, property development review, permit application and pick up and more.

With the relocation of the Kirkland Police Department out of City Hall to the Kirkland Justice Center in 2014, plans are underway to refurbish City Hall and improve public areas.

City Hall was constructed in 1984 and last renovated in 1994.

To better serve you, the following enhancements are being made:

- Customer Service Concierge services
- Dedicated Development Services counter
- Consolidated service locations
- City Council Chambers Multi-media upgrades
- Emergency Operations Center relocation and enhancements
- Seismic upgrades

Construction began in fall 2015 with re-roofing. The majority of the interior work is expected to begin in February 2016 and be complete by Fall 2016. During the early phases of construction, the entrance to City Hall will be located at the south end of the building.

Directory signs in the parking lot will guide you to the temporary location. You will be greeted by our Customer Service Program Lead who can direct you to the right person or department.

Construction impacts to the neighborhood should be minimal since most of the work will take place on the roof and within interior spaces. As the inside remodel work begins, City Hall customers may notice that staff will be temporarily relocated in a different part of the building as new furnishings, carpet and paint are installed. When construction is complete, the Customer Service Program Lead will be located at the north entrance to help customers get where they need to go.

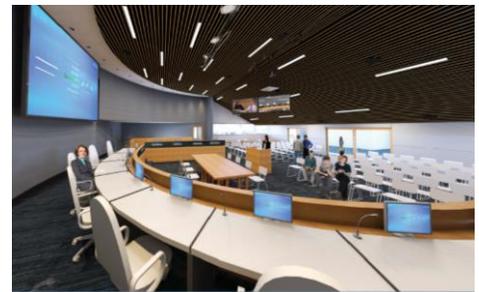
In March 2015, two residential structures that were in disrepair on the south east corner of City Hall were demolished and will provide a staging area for construction workers.

For specific questions, please contact Chris Dodd, Facilities Services Manager at 425-587-3931 or [cdodd@kirklandwa.gov](mailto:cdodd@kirklandwa.gov).

## City Hall Remodel Renderings



Development Services & Customer Service areas (LINK to full schematic)



City Council Chambers (LINK to full schematic)

*Furnishings are depicted as concepts and do not indicate the exact furniture*

# City Hall Remodel (Website Content)

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Construction began in fall 2015 with re-roofing. The majority of the interior work is expected to begin in February 2016 and be complete by Fall 2016. During the early phases of construction, the entrance to City Hall will be located at the south end of the building.

Directory signs in the parking lot will guide you to the temporary location. You will be greeted by our Customer Service Program Lead who can direct you to the right person or department.

Construction impacts to the neighborhood should be minimal since most of the work will take place on the roof and within interior spaces. As the inside remodel work begins, City Hall customers may notice that staff will be temporarily relocated in a different part of the building as new furnishings, carpet and paint are installed. When construction is complete, the Customer Service Program Lead will be located at the north entrance to help customers get where they need to go.

In March 2015, two residential structures that were in disrepair on the south east corner of City Hall were demolished and will provide a staging area for construction workers.

For specific questions, please contact Chris Dodd, Facilities Services Manager at 425-587-3931 or [cdodd@kirklandwa.gov](mailto:cdodd@kirklandwa.gov).

## City Hall Remodel Renderings



Development Services & Customer Service areas (LINK to full schematic)



City Council Chambers (LINK to full schematic)

*Furnishings are depicted as concepts and do not indicate the exact furniture*