

FACILITY CONDITION STAFF ENGAGEMENT SUMMARY

The City of Tukwila is conducting a Facility Needs Assessment and Feasibility Study to plan for the long-term sustainability of the City's facilities, optimize organizational efficiencies, and improve public safety. The Study requires input from all City staff, as well as external stakeholders and the Tukwila community at large. Tukwila's City Council will decide on an overall plan and funding approach to meet the City's long-term facility needs.

In the second phase of the Study, the consultant team sought staff feedback on the preliminary analysis. To engage with a wide variety of employees and to capture a range of perspectives, the team:

- Hosted two staff workshops
 - Public Works Workshop at Tukwila Community Center
 - All-Staff Workshop at City Hall
- Provided an online tool for those unable to attend an open house
- Posted workshop materials in the Police Department and Fire Station 51 with requests for feedback

Each workshop engaged staff in assessing facilities needs across the organization and identifying critical gaps and potential solutions. Employees had the opportunity to see how space needs vary across departments and provide their feedback on the preliminary findings.

This document summarizes employee feedback according to themes. Themes are not representational some themes may be derived from multiple staff comments while other themes are based on the perspective of one or two individuals.

THE PROJECT PROCESS

The first board presented general information about the project process. In response, staff offered questions and described concerns about the project approach and methods. Themes include:

- One staff member suggested that **police department facilities be evaluated separately** than other departments, as the suitability of use and condition for police functions are different than the other use functions of the facilities:

“It is hard to understand why the POLICE DEPARTMENT facilities are not listed as a separate category. To lump the PD facilities into the general broad MULTI-use facilities of the City Hall and 6300 is not a fair, accurate, or adequate representation. Ultimately, the Police facilities should have their own category for rating.”

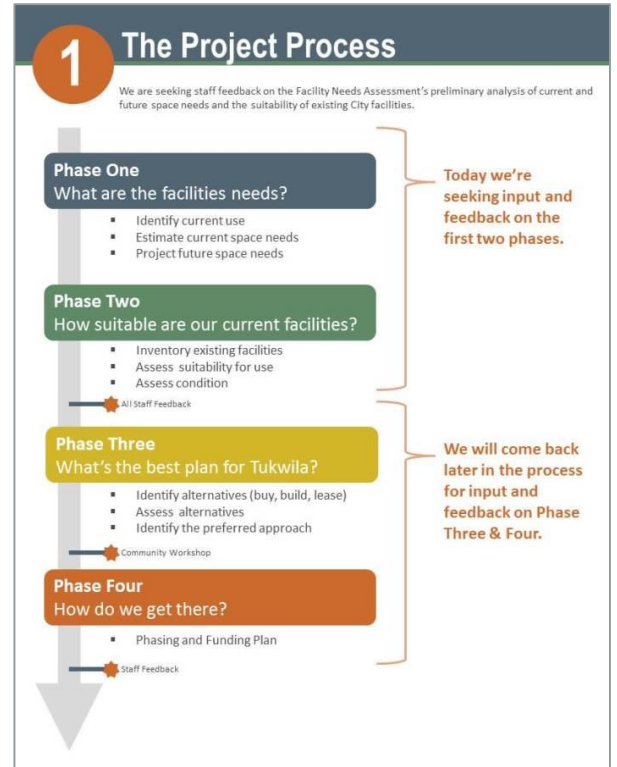
- A few staff questioned why some **facilities were not included** in the evaluation, such as Parks and Recreation facilities, police records center, and Foster Golf Links Pro-Shop and club house. The Foster Golf Links Clubhouse, in particular, was noted for being brand new.
- Staff posed clarifying **questions about the evaluation criteria** that was used in the process:

“When you ask the questions “what’s the best plan for Tukwila” what criteria will be used? Is it just what’s the best plan for employees? What’s the most cost effective plan? What’s the best in terms of City goals for stabilizing single family neighborhoods? What’s best in terms of creating an urban center? What’s best in terms of revitalizing TIB?”

- Staff expressed **concern that the people making facility funding decisions do not work in the current facilities** and do not understand how limiting the facilities are.
- Some staff expressed concern that the City will not plan for the resources needed to maintain the buildings.

“It seems the city has never taken into consideration financial plans for maintaining what we have!! Carpet across the two main buildings has been literally dead for years!! We have to look like crap to everyone from the outside world. A maintenance rotation for all city facilities should be accounted for in the budget so we can keep what we have maintained.”

“It would be nice to know there is a plan to address future needs with adequate funding. We know it can’t happen overnight.”



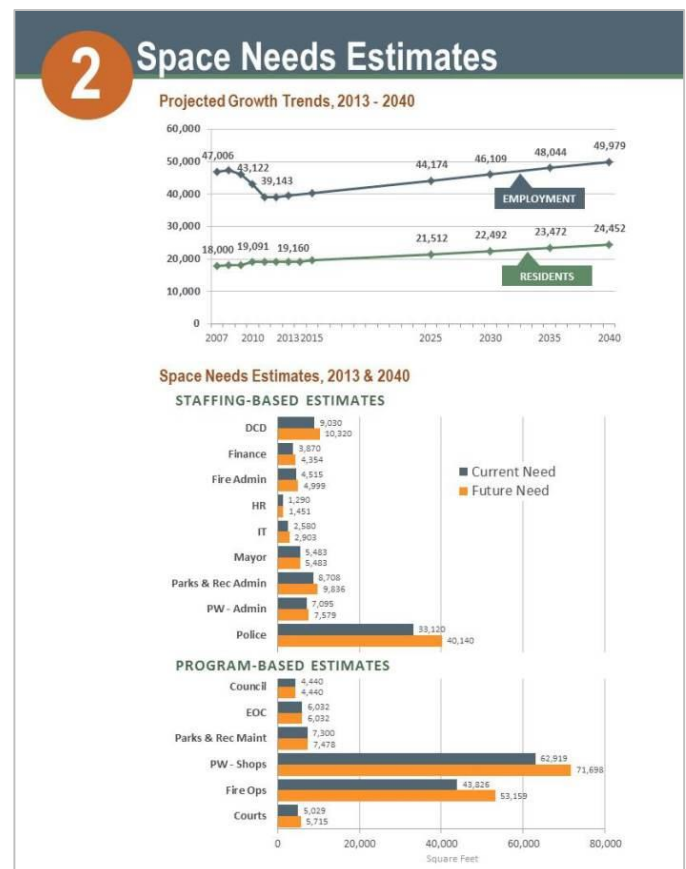
- To improve the project process, staff recommend:
- In the final space plans, **consider cross-departmental access** for collaboration and team-building.
- Emphasize the **convenience of the public**.
- **Incorporate other stated City goals** into the review, such as stabilizing single-family neighborhoods and revitalizing TIB.
- Consider **leasing** options.
- Plan for more space than is currently projected to avoid underbuilding.

SPACE NEEDS ESTIMATES

As part of the Study, the consultant team estimated current and projected space needs of nine workgroups based on standard space allocations and current staffing counts. The summary analysis was presented to staff for feedback.

PROJECTED GROWTH TRENDS

- Staff members **asked for clarification** on how the projections for current space needs were made and what information was being used for future projections and estimates. To this point, one employee noted that the growth projections did not reflect the growth numbers the City uses for other planning purposes.



SPACE NEEDS ESTIMATES

- Many employees interpreted current needs estimates as a description of their current space, and not an estimate of what space they should have according to the planning assumptions of the analysis. As a result, there was a general misunderstanding about projected current space needs estimates versus actual current space used by departments, leading many staff to comment that the projected growth was insufficient to meet their needs.
- “Adding merely 7,000 square feet to the facility we have now seems to not only indicate a general misunderstanding of our current facility woes, but continues the shortcomings of vision that we currently suffer from.”

“As I mentioned before the space requirements for IT increase as technology increases. Current 2500sq ft. is WRONG!! Actual Space: Office space for 6 people - 1200sq ft. Boneyard- 204sq ft. Server Room- 110sq ft. IT space needs estimates seem to be based on both staff space (offices) and equipment space (server closets, storage - even with the closets, the current estimate seems high). Both areas could use improvement and the addition of 323 square feet seems insufficient to meet the needs”

- Many staff commented that **Police need much more space** than that which was projected.
 - Some staff expressed concern on estimating police space needs using staffing counts.
 - Specific police areas noted for being too small include the men’s locker room, the women’s locker room, patrol area, and evidence processing areas.

“Police department is severely crowded, not enough space for existing staff, let alone an expanded one, and is difficult to adequately provide services to our citizens in a safe environment.”

- Concerns that the **space needs estimates were too low** were also expressed for Finance, Council, Courts, Fire Operations (particularly for housing equipment), Code Enforcement, Public Works Admin, Public Works Shops, and IT.

“The Municipal Court is busting at the seams. We want to expand services to our clients to save the city money cannot due to space shortage. It should be moved to its own location.”

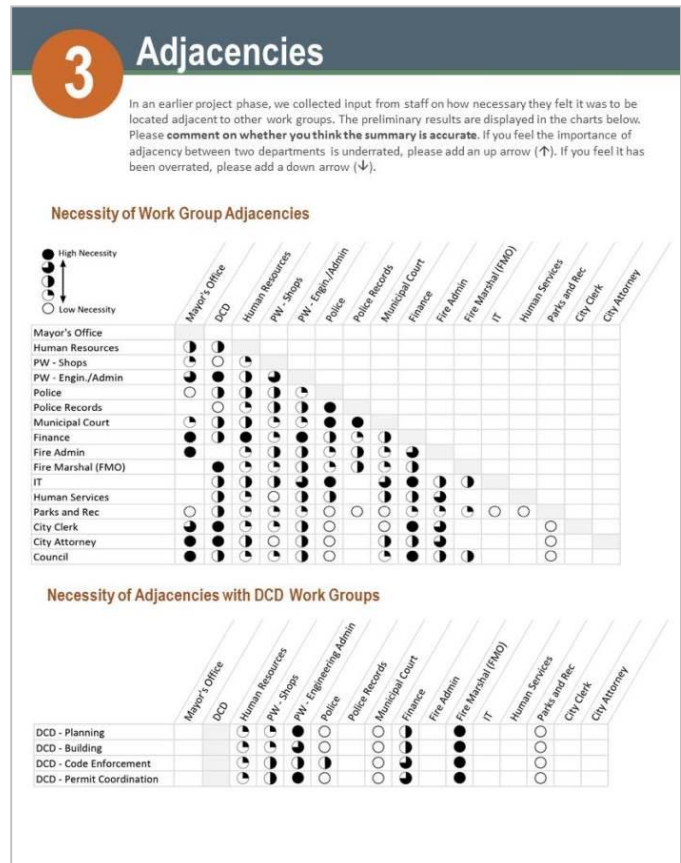
- To better communicate the projections, one staff member recommended breaking out the estimates by divisions under each department.

ADJACENCIES

- Staff provided varied feedback on necessary adjacencies across departments. Some staff expressed disagreement with the department adjacency necessities presented, while others commented that they thought adjacencies were correct.

“City Hall, DCD, IT, HR, HS, PW Admin, should be in one location. Right now citizens have to walk back & forth between locations, sometimes numerous times (like to pay for a permit, they have to go back to City Hall if paying cash, or to get a business license after paying for a permit).”

“Court does not need to be with Council. Mayor does not need to be with Council.”



“I agree with the adjacencies except for Human Services.”

“Finance and IT should be located near each other.”

“Mayor’s Office and City Clerk should be located near each other.”

“Communications wasn’t listed but it should be near the Mayor’s Office and IT”.

“The EOC wasn’t listed but it should be near Fire Admin”.

“Long and Minkler should be combined”

“DCD Code Enforcement should be nearer to Municipal Court and Human Services.”

“DCD Planning should be nearer to Mayor’s Office, City Clerk and City Attorney.”

“Adjacencies for DCD and municipal court and human resources could be lower; Increase adjacency with Human services. Increase adjacency with IT, Human Services, Parks, City Clerk, City attorney, decrease with Human Resources.”

“Join EM, IT and Comm in one facility.” (plus 1)

“Surprise that DCD needed to be near fire marshal.”

“The court and Alliance one should be separate (especially since they choose to have different working hours than City Hall).”

“It’s ridiculous to have to share the Council Chambers and courtroom, especially during times when the court runs long and council chambers needs to be set up. Not to mention most of the parking spaces are utilized by court patrons.”

- A few staff suggested that **customer service** should be the driver for determining departmental adjacencies including co-located services for a one-stop-shop experience as well as separating spaces to ensure confidentiality and customer comfort.

“We should have a one-stop permit application center that’s customer service oriented: land use permits, PW, rental housing, business, fire, bldg. permits. All should be in one location.”

“One-stop shopping at permits is not a one-size fits all situation. Customer input needs to be included.”

“We could provide better and safer customer service. Some customers do not like to enter through the lobby/court area to get to Finance or the City Clerk.”

“Probation must have private space. Confidential interviews are being conducted in front of the staff and public!”

“DCD, IT, HR, HS, PW Admin, should be in one location. Right now citizens have to walk back & forth between locations, sometimes numerous times.”

“DCD idea to combine departments is not liked by all customers.”

- Some employees felt that the entire **police department** should be sited in one location to promote unity and encourage teamwork.

“ONE UNITED Police facility. The segregation and separation caused by the fact that several units of the PD are physically located in different buildings creates a lack of communication and decreases comrade and teamwork. The police

department should be housed in the same building, on the same floor if possible, to allow for a working relationship amongst all.”

- Some staff commented on the importance of **adjacencies to IT**, reflecting the important internal service role of the IT team.

“All departments rely on some technology. Wherever IT is located it’s important to have easy access to all departments.”

- A few employees stressed the need to have Police adjacent with IT for service with policing technologies. It was also suggested that Police have a dedicated IT employee on staff in the Police Department.
- Fire and Finance were mentioned as needing close proximity to IT.
- More than one employee supported the idea of joining Emergency Management, Communications, and IT into one facility.

“I appreciated the idea of EOC, IT, and Communications being adjacent as these three work-groups will need to work closely with each other in the future. I agree with the importance of IT being available/near FD, PD, and Finance.”

- At least one employee felt that there was too much speeding by city employees in the City Hall parking lot.
- Some questioned why all departments weren’t included in the adjacency analysis. One person noted inconsistencies in the analysis between the top and bottom summary.

SUITABILITY AND CONDITION

The fourth board presented a summary of the preliminary assessment of each building according to thirteen evaluation criteria. Staff indicated on the board which ratings they felt inaccurately represented the building’s suitability for use or condition. Many additional comments were provided on blank flip notes. General themes from the feedback include:

4 Evaluation Criteria

As part of the Needs Assessment, we must assess the suitability and condition of all City facilities. This assessment will help determine the City’s plan for each of the facilities such as remodeling, selling, repurposing, or redeveloping. Please review the draft analysis and let us know if you would rate anything differently and why.

Key		Fire Station 54 (1981)	Fire Station 53 (1985)	Fire Station 52 (1971)	Fire Station 51 (1973)	George Long Shops Building (1983)	Minkler Building (1972)	Parks & Golf Maintenance (1995)	Community Center (1995)	6300 Building (1978)	City Hall (1977)
Property Marketability	Operating/maint. cost Cost to heat, cool and illuminate the building.	■	■	■	■	■	■	■	■	■	■
	Resale value of property Market value of the building and the land.	■	■	■	■	■	■	■	■	■	■
Property Attributes	Work process efficiency Suitability for work process such as floor plan and site condition.	■	■	■	■	■	■	■	■	■	■
	Facility quality Quality of construction including durability of materials.	■	■	■	■	■	■	■	■	■	■
	Location Accessibility of site and desired proximity.	■	■	■	■	■	■	■	■	■	■
Public & Staff Experience	Public image and reputation The civic image the building presents as a seat of city government.	■	■	■	■	■	■	■	■	■	■
	Customer Service Convenience, navigability and personal safety for the public.	■	■	■	■	■	■	■	■	■	■
	Quality of work life Ambiance and sense of personal safety.	■	■	■	■	■	■	■	■	■	■
Facility Specifics	Seismic Deficiencies Ability to support staff efficiency.	■	■	■	■	■	■	■	■	■	■
	Operational flexibility Ability to accommodate a change in use.	■	■	■	■	■	■	■	■	■	■
	Expansion potential Ability to facilitate expansion including site size, topography and access.	■	■	■	■	■	■	■	■	■	■
	ADA Deficiencies The degree to which building follows current ADA regulations.	■	■	■	■	■	■	■	■	■	■
	Acoustics Degree of noise transmission within the building.	■	■	■	■	■	■	■	■	■	■

CITY HALL

Some employees expressed disagreement about the suitability and condition of City Hall, suggesting it was more deficient as indicated in the preliminary analysis, particularly in the areas of work process efficiency, customer service, ADA compliance, acoustics, and air quality.

“City hall needs renovations. The floors are very dangerous, with cracked tile which also is very slick. The air/heating is a joke. Tukwila should look at Bellevue City Hall, they did it right.”

- At least one employee thought the facility layout was artistic and interesting, but was not functional for municipal services.
- Heating, cooling, and ventilation issues were frequently cited.
- City hall was described as “completely useless” for running network and electrical wiring due to the floor mounted monuments, which have to be re-done whenever there is a change in workspace configuration. In addition, the entry point of internet connectivity is far removed from the server room presenting many logistics challenges.
- Employees cited many challenges with maintaining and operating in City Hall, including:
 - There are no tie downs on the roof;
 - The facility has wet sprinklers that freeze;
 - The windows are hard to access for cleaning and the seals are failing;
 - The walkway is deteriorating and is a safety hazard;
 - Mechanical equipment is difficult to access;
 - Exterior siding is failing;
 - Difficulty in running wire;
 - Poor ambiance;
 - Outdated interior/exterior;
 - Bad carpeting.

6300 BUILDING

Some staff members agreed about the unsuitable condition ratings listed in the draft analysis, and some members felt there was a deeper level of unsuitability in the areas of expansion, including potential seismic safety, ADA compliance, acoustics, and air quality.

- Many staff expressed concerns over the seismic risk associated with the 6300 building.

“6300 Building is the pits. Should be rated worse. #1 problem--Seismically unsafe!!! Offices on “stilts” over the south end will pancake in an earthquake, resulting in human injuries or worse.”
- Employees commented that there were significant maintenance issues with the 6300 Building, explaining that there are:
 - Needed floor and roof repairs;
 - Outdated plumbing and light fixtures;

- Problems with the HVAC system;
- Was very limited in terms of running network/electrical wiring.
- One employee explained that the original design of 6300 was for multi-tenant, but that the design is not functional for centralized work groups or departments.
- Some staff members suggested a separated space for IT because IT server rooms don't have enough ventilation and there isn't enough storage space for new equipment and obsolete equipment waiting for recycling.
- More than one employee expressed frustration with the open office plans in 6300:
"It should be recognized that some staff positions need quiet space, and different people have different needs when it comes to office noise. Open office plans don't work well!"

TUKWILA COMMUNITY CENTER

Some staff members felt that the Community Center was more suitable than the materials described for customer service, quality of work life, ADA compliance, and operational flexibility.

- There was some concern from staff about the suitability of TCC for all residents:
"TCC is nice but it is not accessible to many people with limited transportation options."
- It was noted that TCC was located in the floodplain.
- Some staff cited maintenance and safety challenges associated with the rotunda.

MINKLER

Some Public Works employees expressed frustration about their shops. They felt that their facilities are far worse than other department shops and that they do not receive attention from city management because they are not co-located with City Hall and the 6300 Building.

- A few employees expressed disagreement about the suitability and condition of the Minkler building for quality of work life, work process efficiency, and potential expansion. They suggested higher ratings of deficiencies.
- Employees described the facility as too small and said that it was originally designed for storage, not office space:
"Minkler facility does not provide the space or tools public works requires to do the job duties that are required. For example, the office space we have is designed for storage. There is very little access to computers. This is the electronic age, it makes communication difficult. Facility does not meet ADA."
- Staff also noted that it is located in the floodplain.

GEORGE LONG

- Employees expressed disagreement about the suitability and condition of George Long, citing needed repairs for lighting, HVAC, the roof, the parking lot, fencing, and the security system.
- Staff also noted that it is located in the floodplain:

“Why are all public works sites next to the river? Being in the floodplain is a bad idea because if Howard Hanson Dam goes, Tukwila will lose all of their core facilities. One idea would be to move to higher ground, for example on the Tukwila International Boulevard.”

FIRE STATION 51

- Staff noted that the building looks awful and needs painting.
- One staff member questioned the resale value of the station given the neighboring properties.

FIRE STATION 52

- Staff noted the station leaks and has rust, and suggest its condition is worse than reflected in the analysis.
- Staff also noted that it is too small.

FIRE STATION 53

- Siding needs to be sealed.

FIRE STATION 54

- Too small.

POLICE

Police staff expressed dissatisfaction with the Police Department facilities and felt that its condition was unsuitable for their lines of work. One person suggested the ratings for suitability and condition should be entirely deficient for the Police Station.

- Some staff explained that the **facilities are unprofessional** and hurt the Police Department’s image, making it difficult to recruit laterals.

“It is embarrassing to bring laterals that we’re trying to recruit from other agencies/areas! In state laterals won’t come here. They walk into our station and compare it to other agencies. There is nothing world class about our facilities here”.

“Unfortunately this evaluation did not specifically address the police department, which I believe was a fairly large error. While I understand the purpose was to evaluate the “building” and not a specific department’s use of that building, it had the effect of marginalized our needs. For instance, while city hall may well earn high marks in public image with regards to mayor’s office, I can assure you that the police department’s public image is far lower, and even lower still when judged by others in our industry. Quality of work life is another criteria where city hall and the police department are very different. Perhaps those who work in city hall find their quality of work life acceptable, but it is absolutely not the case for the police department. One cannot have a high quality of work like when your front office is not secure from firearms, we are now forced to walk suspects and witnesses alike through our facility because we have no secure place to bring them, we are overcrowded, and our parking isn’t secure.”

- Police staff argued for **a combined facility**, citing operational and workplace dysfunctions associated with having the department stretched across many buildings.

“The existing facility for the police department is a hot topic, and one that will likely increase in furor the longer it goes unrecognized... While the building itself isn’t necessarily bad, we simply haven’t taken the steps to grow in a productive manner. One of the reasons I suspect this has occurred is the availability of the 6300 building. It allowed an relatively inexpensive stop-gap solution, but unfortunately what it didn’t provide was a vision for the future... [and] resulted in catastrophic difficulties with regards to operations capabilities, accreditation, inter-divisional communication, and teamwork. In some cases, it has even ostracized different work groups from each other, eroded pride in our department, and challenged our recruiting ability. Now after so many years of “making do”, it will cost so much more to expand our facilities to industry standard levels.”

“Right now there is a very real and devastating separation between police units. The patrol division is in the City Hall building and the specialty units are in a completely separate building. This causes a significant disconnect between these units that can easily be changed if all units were closer together (at least in the same building). If we could be unified in location, morale and camaraderie would also increase. If this could happen, we would become a much more effective department.”

- More than one police member expressed concern at having a facility in which witnesses and suspects have to use the same entrances and corridors.

COMMENTS ON AMENITY NEEDS AND DESIRES

POLICE

- Employees stressed the need for **secure parking** for city and personal vehicles. In addition, police staff described the risk of having inmates being dropped off in the same parking lot where police park their personal cars.

“There should be secured parking for all City vehicles.”

“We need secure parking for employees! Both personal vehicles and police department vehicles.”

- To improve the condition of police facilities, staff recommend:
 - Larger men and women’s locker rooms;
 - Indoor shooting range;
 - Training rooms with technology integration, and prisoner holding facilities;
 - Larger evidence processing facility;
 - Rooms for interviews;
 - Bunk room for emergency events;
 - Repainting the walls a different color from yellow;
 - Dedicated break room;

- Private workout room;
- Protecting the Police Records area with bullet proof glass;
- Better integrated technology;
- A large enough training room. The current training room is not large enough to accommodate those in attendance for mandatory classroom training.

PUBLIC WORKS SHOPS

- Suggestions offered to improve quality of work life at the Public Works facilities included:
 - Dedicated eating space or cafeteria;
 - Combining Minkler and George Long facilities;
 - Constructing a dirt/reclamation vector site. This was also described as an opportunity to for Tukwila to sell or give away the reclaimed soil stream.

FIRE STATIONS

- To improve the condition of fire stations, staff recommend:
 - Painting;
 - Larger fitness areas;
 - Dedicated training and studying space;
 - Sleeping areas in FS 51 and 54.

CITY HALL

- Some staff felt the **Mayor's Office** was too closed off to the public and to city employees.
- One employee recommended more **sound proofing** in the restrooms next to the Mayor's Office for privacy reasons.
- At least one employee cited maintenance issues with the roof and the rotunda skylight.
- Addition of a dedicated kitchen or cafeteria.
- Additional and larger meeting rooms.
- To improve service, some employees felt that council chambers and courts should have **dedicated spaces**:
 - "Probation must have private space. Confidential interviews are being conducted in front of the staff and public."*
 - "It's ridiculous to have to share the Council Chambers and courtroom, especially during times when the court runs long and council chambers needs to be set up. Not to mention most of the parking spaces are utilized by court patrons."*
- To improve quality of work life and customer service, some employees recommended putting **Wi-Fi** throughout the City Hall/6300 campus.

- Some staff members expressed frustration at the technology limitations of TCC and the City Hall/6300 campus:

“Running network/electrical wiring at TCC, 6200, and 6300 buildings is consistently a struggle, there are no functional pathways between 6200 & 6300 buildings. City Hall is COMPLETELY USELESS for running all wiring, when wiring is run it comes out of the floor to monuments that are always in the way, and often have to be re-done when there’s a configuration change or people will be tripping over the monuments. Our main internet connectivity comes in to our underground phone room to the far west of City Hall and running wire from there to our server room has proven to be a logistics nightmare!”

6300 BUILDING

- To improve service and quality of work life at the City Hall/6300 campus, employees suggested:
 - A dedicated cafeteria;
 - Larger meeting rooms;
 - More meeting rooms;
 - Improved ventilation;
 - A loading dock for large shipments, particularly for IT equipment;
 - Improved, secure, updated server rooms;
 - Dedicated storage space for DCD Planning archives;
 - A public space in DCD with computers to review plans and meet.

ADDITIONAL SUGGESTIONS

Employees were interested in developing new facilities to **better serve the community**. Ideas for these facilities included:

- A Neighborhood Center with a Teen Center to service needs closer to where residents live.
- A computer lab for computer-based staff trainings and for testing during recruitment. The lab could also be used to train citizens to use online city services.
- Building a second community pool in the space between the existing pool and the stadium.
- Moving customer service-oriented city facilities to a more publicly accessible location, like the TIB.
- A Records Program space for the 1,600 boxes that are away at a Records Center.
- Consolidation of all city services into a central campus.

Other staff **recommendations to improve city facilities** included:

- The need for personal workspaces for both privacy and workplace function.

“From an IT perspective (regardless of how some in IT feel) the “open” concept does not work. Technology changes for most people every 2 years, for IT its daily,

and as a result we need walls! We must have the ability to focus, study, and have devoted time to wrap our minds around the latest software to serve the needs of the city. The "open" concept detracts from the task at hand."

- Leasing space for expansion, rather than buying. In particular one employee suggested leasing space for a new Logistics Center to store records, supplies, equipment, fuel, food, and water.

- Making better use of the City Hall/6300 site by combining facilities into an intentional campus:

"Tukwila should demolish 6300 Building and City Hall and use full site. You can dig down to Southcenter Boulevard level and build parking, and then build up. There could be floors for office/admin, council, and police. This could be a large collocation. It would be helpful to be centralized."

- Contracting out fire equipment repair to Kent Fire Department or other non-City maintenance shops.

- The addition of dedicated receiving/shipping spaces.

"Coordinating the receiving/shipping of equipment continues to be very difficult. We have no loading dock and the parking lot does not accommodate large trucks. We've had to receive shipments numerous times in the middle of Southcenter Blvd., as the trucks were unable to get to the building. After receiving the equipment in the middle of the busy road, we then have to get it all the way up the hill to our building!!"

ADDITIONAL FEEDBACK

In addition to reviewing the project process and draft analysis, the consulting staff asked staff what else it should know. Staff offered a plethora of comments ranging from staffing needs to additional feedback on the preliminary analysis presented above. Comments related to space needs, current space deficiencies, amenity desires, and adjacency preferences are summarized above. Additional comments offered on this board include:

- Contracting out fire apparatus repair.
- Hiring custodial staff to clean the Fire Department Administration and Fire Marshall's office.
- Constructing an additional community center on Tukwila International Boulevard, with a dedicated teen center.

5 What else should we know?

Your feedback is critical to building a long-term facilities plan that best meets the needs of Tukwila. What else would you like us to know? Please add any comments or questions in the space below.

How would investments in facilities improve the service you can offer the Tukwila Community?

How will the City's needs change over the next 25 years?

What else should we know?